

# **LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA**

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**MUKONO DISTRICT COUNCIL SCORE-CARD REPORT 2011/2012**

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**COVER PHOTOS (Clockwise)**

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# ABBREVIATIONS

<b>ACODE</b>	Advocates Coalition for Development and Environment
<b>ANC</b>	Antenatal Care
<b>CAO</b>	Chief Administrative Officer
<b>CBO</b>	Community Based Organization
<b>CSO</b>	Civil Society Organization
<b>DCC</b>	District Contracts Committee
<b>DDP</b>	District Development Plan
<b>DGF</b>	Democratic Governance Facility
<b>DP</b>	Democratic Party
<b>DSC</b>	District Service Commission
<b>ENR</b>	Environment and Natural Resource
<b>FAL</b>	Functional Adult Literacy
<b>FDC</b>	Forum for Democratic Change
<b>FGD</b>	Focus Group Discussion
<b>FY</b>	Financial Year
<b>HC</b>	Health Centre
<b>IMR</b>	Infant Mortality Rate
<b>LC</b>	Local Council
<b>LED</b>	Local Economic Development
<b>LG</b>	Local Government
<b>LGCSC</b>	Local Government Councils' Score-card
<b>LGCSCI</b>	Local Government Councils' Score-card Initiative
<b>LGDP</b>	Local Government Development Programme
<b>LLG</b>	Lower Local Government
<b>MMR</b>	Maternal Mortality Rate
<b>MoLG</b>	Ministry of Local Government
<b>MOU</b>	Memorandum of Understanding
<b>NAADS</b>	National Agriculture Advisory Services
<b>NGO</b>	Non Governmental Organization
<b>NPPAs</b>	National Priority Programme Areas
<b>NRM</b>	National Resistance Movement
<b>NWSC</b>	National Water and Sewerage Corporation
<b>PAC</b>	Public Accounts Committee
<b>PHC</b>	Primary Health Care
<b>PLE</b>	Primary Leaving Examinations
<b>PWDs</b>	People with Disabilities
<b>TPC</b>	Technical Planning Committee
<b>UBOS</b>	Uganda Bureau of Statistics
<b>ULGA</b>	Uganda Local Governments Association
<b>UNEB</b>	Uganda National Examinations Board
<b>UNRA</b>	Uganda National Roads Authority
<b>UPE</b>	Universal Primary Education

# ACKNOWLEDGEMENTS

This score-card was prepared as part of the Local Government Councils' Score-card Initiative (LGCSCI). The Initiative is a partnership between the Uganda Local Government Association (ULGA) and the Advocates Coalition for Development and Environment (ACODE) - an independent public policy research and advocacy think-tank based in Kampala, Uganda. We acknowledge the contributions of the LGCSCI project team at ACODE and researchers from across the country who gathered information upon which this report is premised. The production of this report would not have been possible without the contributions of several institutions and persons. We are particularly indebted to the offices of: the District Chairperson, the District Speaker, the Chief Administrative Officer, the District Clerk to Council and, especially, the District Councilors for the support accorded to the assessment process. The team is grateful to Drake Rukundo for peer reviewing and Mukotani Rugyendo for technical editing of this report.

We are indebted to the Democratic Governance Facility (DGF) and its contributing partners: the United Kingdom (UK), Denmark, Norway, Ireland, Sweden, The Netherlands, Austria and the European Union (EU) for providing the financial support for this Initiative. Finally, it is important to acknowledge that there still remain considerable gaps of information and data required to fully assess the performance of district councils and councilors in the district. However, we have taken due care to ensure that where information is available, it is presented as accurately as possible. Ultimately, though, we take responsibility for any errors of omission.

# EXECUTIVE SUMMARY

This is the second local government score-card assessment report for Mukono District Local Government. The score-card assesses the performance of the local government council, the chairperson, the speaker and individual councilors who are vested with powers and responsibilities to ensure effective governance of the respective local governments as stipulated in the Local Governments Act. The score-card is intended to build the capacities of leaders to deliver on their mandates and empower citizens to demand for accountability from elected leaders. The objective of this report is to provide information and analysis based on an assessment conducted during FY 2011/12.

The report is based on a comprehensive review of existing documents which include planning and budgeting, service delivery monitoring, and Mukono District Local Government performance reports. A review of minutes of sectoral committees and council sittings was also undertaken to inform the report, particularly about the performance of the council, chairperson and individual councilors. Information obtained from analysis of face-to-face interviews with the targeted leaders, key informants at service delivery points and focus group discussions further enriched the assessment process.

Mukono District Local Government remains heavily dependent on central government transfers which account for 95% of the district revenue. Locally-generated revenue and donor contributions were 3% and 2% respectively. Whereas the education sector was allocated the highest share of the budget (to the tune of 61%), this level of funding has not been matched with the desired performance of public primary schools. Statistics from UNEB reveal that only 1.3% of the pupils passed in Division I. The rest were rated at 48.5%, 20% and 15.6% in Divisions II, III and U respectively.

The district has a total of 30 councilors, 28 of whom were assessed. In terms of score-card performance, the district council scored a total of 78 out of 100 possible points. The district chairperson scored 80 out of 100 points. The district speaker scored 73 points out of 100 possible points. The best male councilor in the district was Hon. Musa Kiggundu, representing Kyampisi Sub-county, who scored 81 out of the possible 100 points, while the best female councilor, Hon. Florence Kaate, representing Seeta Namuganga Sub-county, scored 60 points.

The major challenges to the performance of the council and political leaders mainly arose from a monitoring technique that is designed to sideline individual councilors. Other challenges included poor contact of the electorate, poor record keeping, low civic awareness especially among the new councilors, and the district's high dependence on central government funding. The report makes recommendations including: advocacy for a changed budget architecture; annual orientation of district councilors; and, production of mandatory monitoring reports, among others



## 1

# INTRODUCTION

This is a score-card assessment report for Mukono District Local Government for the FY 2011/12. The district is being assessed for the second time under the Uganda Local Government Councils' Score-Card Initiative (LGCSCI), a project being implemented by ACODE in partnership with ULGA. LGCSCI is a long-term initiative with the goal of strengthening citizens' demand for good governance and effectiveness in the delivery of public services as well as boosting the professionalization and performance of local government councilors. The initiative was launched in 2009 with the assessment covering 10 district councils. The second assessment for the financial year 2009/10 was conducted in 20 districts. The third assessment for the financial year 2011/12 covered 26 districts,<sup>1</sup> including Mukono.

Using the score-card, we seek to improve the performance of these local governments through annual assessments of the district council, chairperson, speaker and individual councilors. The assessment includes interviews, focus group discussions, document review and field visits, among others. Findings from the score-card are widely disseminated both at national and district levels. At district level, the findings are presented at an interactive workshop that brings together the assessed political leaders, district technical officials, lower local government leaders, civil society organizations and the community.

This report is presented in five sections. The second section after this introduction describes the budget architecture and the state of service delivery in the district. The third section presents the district performance, while the fourth section delves deeper into the factors affecting the performance of Mukono District Local Government. Finally, the conclusion and recommendations are presented in the fifth section of this report.

## 1.1 Methodology

The score-card assessment used a combination of qualitative and quantitative methods of data collection and analysis.<sup>2</sup> The assessment largely relied on a score-card tool for data collection. The research methods mainly included:

- a) **Literature Review:** The study involved a comprehensive review of background documents and reports on Mukono District. Box 1 shows the different categories

1 Agago, Amuria, Amuru, Bududa, Buliisa, Gulu, Hoima, Jinja, Kabarole, Kamuli, Kanungu, Lira, Luwero, Mbale, Mbarara, Moroto, Moyo, Mpigi, Mukono, Nakapiripirit, Nebbi, Ntungamo, Rukungiri, Soroti, Tororo and Wakiso.

2 For a detailed Methodology, See Tumushabe, Godber., Ssemakula, E., and Mbabazi, J., (2012). Strengthening the Local Government System to Improve Public Service Delivery Accountability and Governance ACODE Policy Research Series, No. 53, 2012. Kampala.

of official district documents that were reviewed to compile and collate data and information on public service delivery in the district.

**Box 1: Categories of Official District Documents used in the Assessment**

**Planning Documents**

- Mukono District Development Plan (DDP) 2011-2016
- Mukono District Local Government Revenue Enhancement Plan ( 2011-2016)
- Mukono District Local Government Approved Capacity Building Plan (2011/12-2015/16)

**Budgeting Documents**

- Budget Framework Paper FY 2011/12
- Budget Framework Paper FY 2012/13
- Budget FY 2011/12

**Service delivery Monitoring**

- Annual Report of the Auditor General for the year ended 30th June 2011

**Reports**

- Quarterly Monitoring Reports for FY 2011/12
- NAADS Monitoring Reports for FY 2011/12
- Committee Monitoring Reports FY 2011/12
- Mukono District Local Public Accounts Committee Report: Auditor General's Report on Mukono Local Government Financial Statements for the year ended June 30, 2011, November 17, 2011.
- Mukono District Local Public Accounts Committee Report: Auditor General's Report on Mukono District Local Government Financial Statements for the year ended June 30, 2011, September 21, 2011.
- Mukono District Local Government, Department of Health Services, Staff List by Facility Report as at 30th April 2012.

- b) **District Council Committee Minutes and Minutes of Council Sitings:** Another important source of information for the score-card was the district council minutes, reports of committees of council as well as monitoring reports.
- c) **Face-to-face interviews:** The scoring for the report was conducted through face-face-interviews with the leaders and then backed up with information from the literature and the FGDs. For this report, the scoring of the respective leaders took place during the months of July and August 2011.
- d) **Focus Group Discussions (FGDs):** FGDs were conducted at sub-county level during the period July – August 2011.

The score-card has been periodically reviewed by a task force comprising academicians, officials from the Ministry of Local Government (MoLG), representative of the parliamentary committee on local governments, district technical and political leaders and representatives

of civil society. The rationale for periodic review is to make the tool more robust and avoid the possibility of the research results being challenged.

## 1.2 Mukono District Profile

Mukono District Local Government is made up of two counties of Nakifuma and Mukono.<sup>3</sup> The district is bordered by Buikwe to the East, Kayuga along river Sezibwa to the North, Luweero to the North-West, Wakiso to the South-West and Buvuma and Tanzania in Lake Victoria to the South. The district is headed by Hon Francis Lukooya Mukoome, who works with a council of 30 elected councilors. Currently, the district has thirteen sub-counties and two urban councils. The political leadership of the district is presented in Table 1.

**Table 1: Mukono District Leadership**

Designation	Name
Chairperson	Lukooya Mukoome Francis
District Vice Chairperson	Kigundu Musa
District Speaker	Kunobwa Kezaala James
Members of Parliament	Hon. Betty Namboze
	Hon. Robert Kafeero Ssekitoleko
	Hon (Rev) Peter Bakaluba Mukasa
	Hon. Ronald Kibuule
	Hon. Peace Kusasira
Chief Administrative Officer	Luke Lokuda Lokwii Lokolimo
D/CAO	Hajat Aziz Mustafa Nabantanzi
Resident District Commissioner	John Kingfisher Kasenge
D/RDCs	Martin Mugabi

**Source:** Mukono District Executive Minutes 2011-2012

During the year under review, the council conducted business through five sectoral committees, namely:(1) Health and Education (2) Community Based Services (3) Production and Natural Resources (4) Technical and Works, and (5) Finance and Administration. Table 2 shows the sectoral committees and their secretaries.

**Table 2: Secretaries for Council sectoral committees (2010 – 2015)**

Sectoral Committee	Secretary
Health and Education	Anna Lubulwa
Community Based Services	Anna Lubulwa
Production and Natural Resources	Nsubuga Memetereka
Technical and Works	Muhumuza Asuman
Finance and Administration	Muhumuza Asuman

**Source:** Mukono District Executive Minutes 2011-2012

<sup>3</sup> As of August 2011, Mukono District Local Government had five urban centres within its borders: Mukono Municipality, Nakifuma T.C, Kalagi T.C, Naggalama T.C and Namataba T.C.

# 2

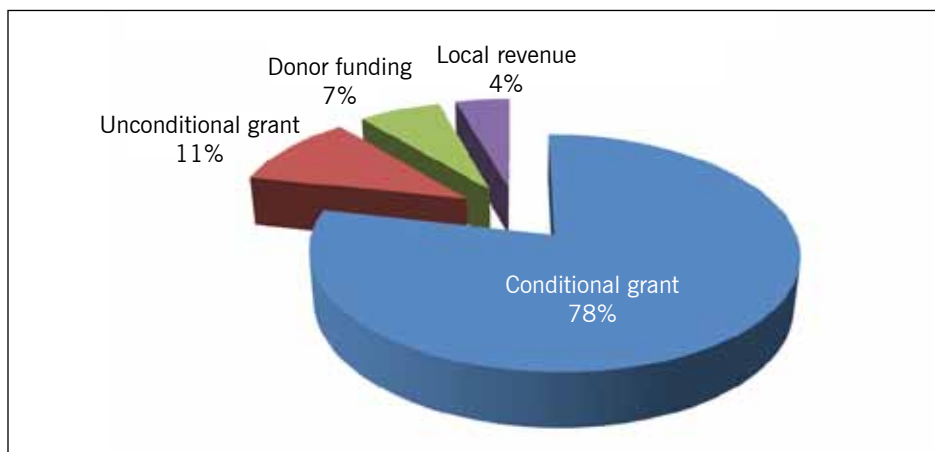
## BUDGET ARCHITECTURE AND THE STATE OF SERVICE DELIVERY IN MUKONO DISTRICT

The district budget is the main channel through which services are provided at the local government level. The quality and quantity of the services, however, depend on the amount of money budgeted. This section presents information on Mukono District's resource envelope and the state of service delivery during the year under review.

### 2.1 Mukono District Resource Envelope

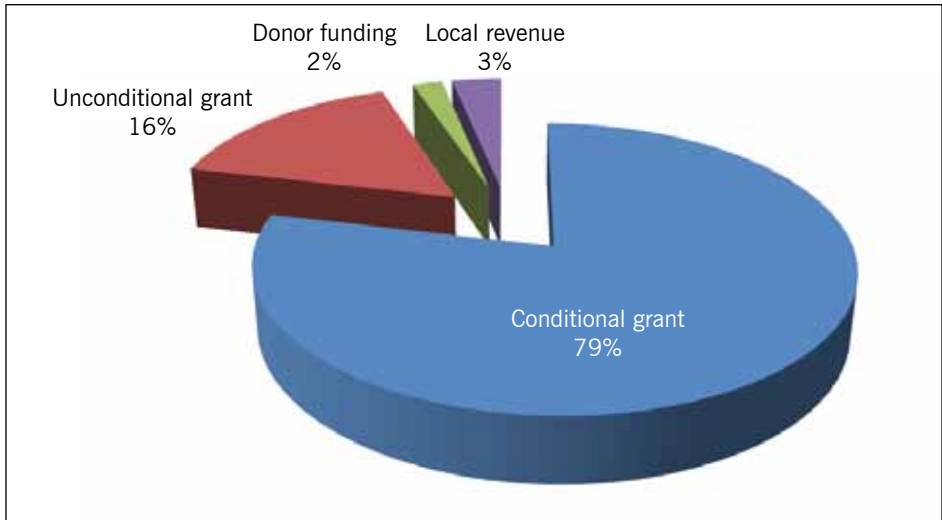
Mukono District Local Government continues to be heavily dependent on central government transfers, which accounted for over 95% of district revenue during the year under review. Locally-generated revenue was 3% while donor funding stood at 2%.<sup>4</sup>For a district that has been referred to as a model of development among local governments, Mukono District's budget performance left a lot to be desired during the year under review. A trends analysis of the budget reveals a negative trend, with increased dependence on the centre. In Figures 1 and 2, a comparison between FY 2010/11 and FY 2011/12 is made. Local revenue collections reduced from 4 to 3 per cent, while donor funds reduced from 7 to 2 per cent. As a result, contributions from the central government increased from 89 to 94 per cent.

Figure 1: Mukono District Budget 2010/11



<sup>4</sup> See, Mukono District Annual Budget Allocations 2011/12.

**Figure 2: Mukono District Budget 2011/12**

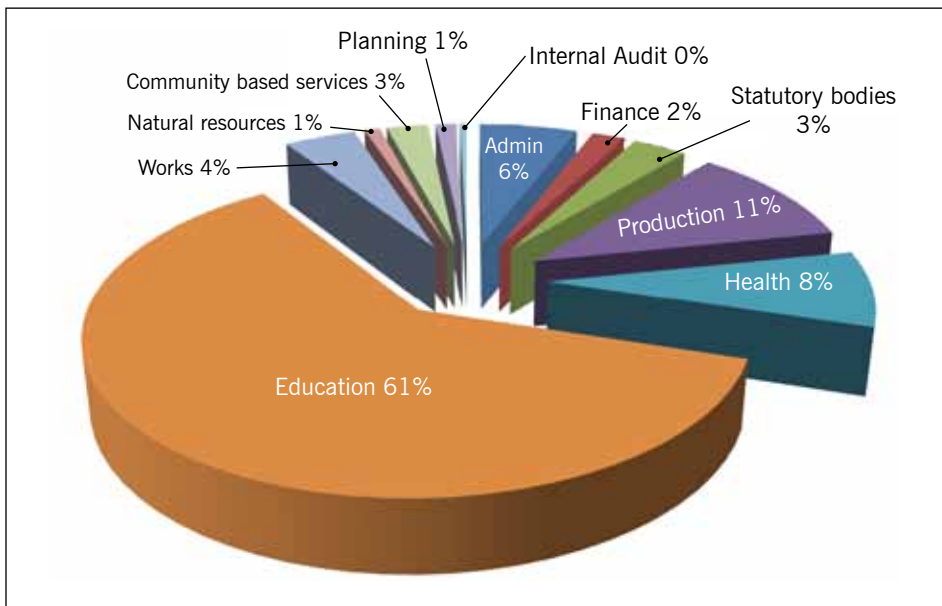


**Source:** Mukono District Annual Budget Allocations, FY 2011/12

## 2.2 Sectoral Budget Allocations: FY 2011/12

The education sector took the lion’s share of the budget (61%) during the year under review. This was followed by production at 11% and health at 8%. Although natural resources were allocated 1%, this was a slight improvement from the previous FY when the sectoral allocation was less than 1% of the overall budget. Figure 3 presents budget allocations for all the sectors during the year under review.

**Figure 3: Sector budget allocations FY 2011/12**



**Source:** Mukono District Annual Budget Allocations, FY 2011/12

## 2.3 State of Service Delivery in Mukono District Local Government

Decentralization is the public service delivery chain through which government provides basic public services such as education, health, roads and agricultural advice to the citizens at its lowest level structures – namely, districts and sub-counties. These public services are essential to both the local and national economies. The quality of services provided to citizens is the ultimate measure of performance of any government. A review of selected service delivery indicators for Mukono District shows that despite advances made in various areas, the level of service provision remains below target as shown in Table 3.

**Table 3: Service Delivery Indicators in Mukono District (2011/12)**

Sector	Indicators	National standard/ NDP target	District Target 2010/11	Level of achievement 2011/12
Primary Education	Children of primary school-going age (6-12)	5,373,678	1,421,189	178,409
	Enrolment	-	No target	Total: 97,532
	Pupil-Classroom Ratio (PCR)	55:1	55:1	47:1
	Pupil-Teacher Ratio (PTR)	55:1	55:1	39:1
	Pupil-to-Desk Ratio (PDR)	3:1	3:1	5:1
	PLE Performance		No target	Div 1 = 1.3% Div II = 48.5% Div III= 20% Div IV= 14.5% U- = 15.6%
Health Care services	ANC 4 <sup>th</sup> Visit	60%	90%	80%
	Deliveries in Health Centres	35%	50%	45%
	Total beds	-	No target	682
	Access to Maternity services	-	No target	78%
	MMR	438/100,000	-	
	IMR	87/1000	-	54/1000
	Staffing Levels	100%	100%	78%
Road Sub-Sector	Km of roads under routine maintenance	-	266.35KM	120KM
	Km of roads rehabilitated	-	-	45KM
	Km of roads under periodic maintenance		15KM	7.5KM
	Proportion of roads in good condition		-	
	Construction of bridges	-	0	0
	Opening up new community roads	-	No target	0
Water and sanitation	Water coverage		75%	66%
	Number of boreholes sunk	-	0	0
	Number of boreholes rehabilitated	-	30	36
	Functionality of water sources	80%	85%	83%
	Proportion of the population within 1km of an improved water source		No target	-
	Pit latrine coverage	90%		80%

Sector	Indicators	National standard/ NDP target	District Target 2010/11	Level of achievement 2011/12
Agriculture	Number of extension workers per S/county	2	2	2
	Number of service points	-	28	14
	Number of demonstration farms	-	28	14
	Technical back-up visits	-	8 visits	8 visits
FAL	Number of instructors	At least 1/ village	200	122
	Number of participants	-	No target	570
	Number of service centres	At least 1/ village	122	122
	Level of coverage	100%	100%	75%
Environment and Natural Resources	Staffing Level	2	21 Staff	61.9%
	Conduct Environmental monitoring and assessment	Quarterly	Quarterly	Done Quarterly
	Production and update District State of the Environment Report (DSOER)	One	One	In place
	District Environment Action Plan	One	One	In place
	Preparation of District Wetland Ordinance	-	3	3 ordinances
	Monitor wetland systems in the district	Quarterly	Quarterly	Done Quarterly
	Establishment of Agro-forestry nurseries	-	-	4 nurseries

**Source:** Mukono District Development Plan 2011 - 2016

### 2.3.1 Primary Education Performance

Education is the soul of a society as it passes from one generation to another. Primary education is part of what is referred to as basic education into which enrolment serves as an indicator of literacy. During the year under review, selected education indicators revealed a downward trend of the sector in the district. Statistics from Uganda National Examinations Board (UNEB) revealed that during the year under review the number of pupils who passed in Grade I was only 1.3% with the majority passing in Grade II and III at 48.5% and 20% respectively. A considerable number (15.6%) fell in Grade U indicating that they failed.

**Figure 4: Display of Primary Education Performance Results at St. Kizito Primary School, Nama Sub-county**

YEAR	DIVISION						TOTAL NO. OF CANDIDATES
	I	II	III	IV	V	VI	
2005	01	23	11	04	02	03	44
2006	--	18	03	03	--	02	26
2007	01	19	07	04	01	01	33
2008	--	09	17	07	04	--	37
2009	--	24	11	--	--	--	35
2010	--	22	17	02	01	--	42
2011	--	29	05	05	--	--	39

Source: ACODE Digital Library 2012

### 2.3.2 Health Service Delivery

The problems that bedeviled the health sector during the first year of assessment still linger on. While government has invested in infrastructural development, especially the maternity units, staffing remains a problem across the district. The problem of staffing was most pronounced at HC IIs. For example, residents in Mpatta Sub-county reiterated the problem of Bugoye HC II which was rarely open and also experienced frequent drug stock outs. Katoogo HC III in Nama presented a case of reckless and unguided delivery of drugs where the majority of the drugs included those for hypertension, scabies and jiggers. This is not representative of the needs on the ground. Another challenge faced by the majority of health centres in the district was access to clean and safe water.

A guided visit to Katoogo HC III revealed a damning state of affairs. Apart from inadequate access to clean water, which had a direct impact on the sanitation at the health centre, transport for health referral remained a challenge. There were cases where patients had to be referred to bigger hospitals like Kawolo and Naggalama but with no ambulance. Figure 5 presents alternative water sources that are non-functional at the same health centre.



**Figure 5: Non-functional water tank at Katoogo HCIII**



*Source: ACODE Digital Library*

### **2.3.3 Road Network**

Rural Mukono is predominantly agricultural. This makes the road network a major determinant in accessing markets for farm produce. Although most of the roads in the districts undergo routine maintenance, a number of them become impassable during the rainy season.

**Figure 6: An impassable road near Musaamyia River in Ntuunda Sub-county.**



*Source: ACODE Digital Library*

### 2.3.4 Access to Water and Sanitation

During the year under review, a number of investments under this sector were made in the form of rehabilitation of available water sources, particularly, boreholes. Altogether, 36 boreholes were rehabilitated across the district. One stand pipe was constructed in Nakifuma Town Council while two gravity flow schemes were constructed in Koome (Islands) Sub-county and Mpunge Sub-county. Although these water sources exist, functionality especially for the boreholes remains a problem. In Nama, it was discovered that many of the boreholes broke down and require repair. The problem at Kigogola Health Centre III is horrendous. The borehole that broke down in April 2011 as shown in Figure 7 had not been fixed by the time of the research in July 2012; yet the same borehole had only been functional for 3 months. Rainwater harvesting is an alternative source of water but is not reliable especially during the dry season.

**Figure 7: Non-functional borehole at Katoogo HC III, Nama Sub-county**



*Source: ACODE Digital Library*

### 2.3.5 Agriculture

NAADS is one of the major programmes through which Government extends agricultural advisory services to the farmers in Mukono District. Voices from FGD participants seemed to raise more challenges than success stories. Political interference ranked high on the list of factors affecting the NAADS programme. FGD respondents across the board noted that it was quite common for members who subscribed to the ruling party to be likely beneficiaries as opposed to those who subscribed to other parties. This was, however, downplayed by two beneficiaries in Kasawo who noted that their colleagues usually failed to meet the requirement of formation of farmer groups.

### 2.3.6 Environment and Natural Resources

The developments under the environment and natural resources (ENR) sector in the district are a direct reflection of the financial significance (or lack of it) the district accords it. With a meagre 1% of the district's budget during the year under review, the sector is only limping due to inadequate funding. Unfortunately for Mukono, the majority of the natural resources are used as a source of livelihood and income generation at the cost of their protection. Tree cutting for charcoal and firewood are the order of the day in the sub-counties of Ntunda and Nagojje which border Mabira Forest. Although the question of reducing overfishing in Lake Victoria has been on the agenda of the district, central government (through National Environmental Management Authority (NEMA)) has not been responsive to this request. The overfishing has led to the depletion of fish species around the sub-counties of Mpatta, Mpunge and Ntenjeru, all of which own sections of Lake Victoria. As if the overfishing problem was not enough, sand mining has also been unguided and it has disrupted the breeding grounds of the few remaining fish species.

Hitherto, monitoring of the ENR was the worst performed indicator by councilors across the board. Undeniably, district political leaders have been cited as part of the problem in the ENR sector. There were concerns from FGD participants in the sub-counties of Mpatta, Mpunge and Ntejeru that councilors could not undertake objective and effective monitoring since they protected the voters that were engaged in degrading the natural resources.

## 3

## FINDINGS AND INTERPRETATIONS

The score-card is premised on a set of parameters which guide the assessment of the extent to which local government council organs and councilors performed their responsibilities.<sup>5</sup> The parameters in the score-card are based on the responsibilities of the local government councils. The organs assessed are the District Local Government Council, District Chairperson, District Speaker and the individual Councilors. The performance of the Local Government Council is based on the assessment of responsibilities of the councils categorized under the following parameters: legislation, contact with the electorate, planning and budgeting, participation in lower local governments and monitoring of service delivery.<sup>6</sup>

The assessment in Mukono District was conducted over a period of four months (May – August 2011). The research methods used included review of district documents, face-to-face interviews with councilors, focus group discussions (FGDs), and verification visits at sub-county level. During the year under review, 43 FGDs were conducted, involving a total of 392 participants, 69% of whom were male while the rest were female.

During the course of the assessment, the research team encountered some challenges, including failure by some political leaders to honour appointments, poor record keeping and access to official documents, especially at the sub-county level.

### 3.1 Performance of the District Council

The Local Government Council is the highest authority within a local government, with political, legislative, administrative and executive powers. The score-card for the council is derived from the functions of the local government councils as stipulated under the Local Government Act. The assessment of the local government councils is aimed at establishing the extent to which a council uses its political, legislative, administrative and planning powers to address the issues that affect the electorate within its jurisdiction. The council is the platform where councilors can raise issues affecting their electorates and ensure that appropriate plans are put in place and the fiscal and other assets of the local government channelled towards addressing those issues. Table 4 presents details of the council's performance on each assessed parameter.

<sup>5</sup> See Third Schedule of the Local Governments Act , Section 8.

<sup>6</sup> See, Godber Tumushabe, E. Ssemakula, and J. Mbabazi (2012). Strengthening the Local Government System to Improve Public Service Delivery, Accountability and Governance. ACODE Policy Research Series, No. 53, 2012. Kampala.

**Table 4: Performance of Mukono District Council in FY 2011/12**

Performance Indicators Year	Actual Score	Maximum Scores	Remarks
<b>1. LEGISLATIVE ROLE</b>	<b>19</b>	<b>25</b>	The district adopted the model rules of procedure with amendments. Although the council passed lawful motions, it was observed that the executive took centre stage at the cost of the other councilors in council. The district boasts of a new office block which houses all the legislative resources.
Adopted model rules of Procedure with/without debate (amendments)	2	2	
Membership to ULGA	1	2	
Functionality of the Committees of Council	2	3	
Lawful Motions passed by the council	2	3	
Ordinances passed by the council	1	3	
Conflict Resolution Initiatives	1	1	
Public Hearings	2	2	
Evidence of legislative resources	4	4	
Petitions	2	2	
Capacity building initiatives	2	3	
<b>2. ACCOUNTABILITY TO CITIZENS</b>	<b>16</b>	<b>25</b>	In terms of fiscal accountability, all the PAC reports were presented and discussed by council. The chairperson, through Mukono Day provided for open interaction and accountability from both the technical and political leaders. However, there was no evidence of adoption of the revised charter on accountability.
Fiscal Accountability	4	4	
Political Accountability	5	8	
Administrative Accountability	3	8	
Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery	2	2	
Commitment to principles of accountability and transparency	2	3	
<b>3. PLANNING &amp; BUDGETING</b>	<b>18</b>	<b>20</b>	Vision and mission statements are openly displayed at the district notice boards. This was also the case at the sub-counties. Local revenue collections reduced from 4% to 3% during the year under review.
Existence of Plans, Vision and Mission Statement	5	5	
Approval of the District Budget	4	4	
Local Revenue	9	11	
<b>4. MONITORING SERVICE DELIVERY ON NPPAs</b>	<b>25</b>	<b>30</b>	Working through the executive committee, the district undertook quarterly programmatic and on-spot monitoring in all the sub-counties of the district. All monitoring reports were availed to the research team. There was no monitoring undertaken for FAL during the year under review.
Education	5	5	
Health	5	5	
Water and Sanitation	4	4	
Roads	4	4	
Agriculture and Extension	3	4	
Functional adult Literacy	0	4	
Environment and Natural Resources	4	4	
<b>TOTAL</b>	<b>78</b>	<b>100</b>	

Overall, the district council scored 78 out of 100 possible points. Monitoring service delivery of the NPPAs was the best performed parameter, while accountability to citizens was the worst performed. A comparison of all district councils' performance in the 25 districts assessed is presented in Annex 1 of this report.

### 3.2 District Chairperson

Hon Francis Lukooya Mukoome was the chairperson of the district during the year under review. Hon Lukooya, who subscribes to the NRM party, is no stranger to the political

arena of Mukono District as he was serving his second term as a chairperson. Table 5 presents the details of the chairperson's performance across the assessed parameters.

**Table 5: Chairperson's Score-card**

Name	Francis Lukooya Mukoome	Political Party	National Resistance Movement
District	Mukono	Gender	Male
Region	Central	Number of Terms	2
<b>Total</b>			<b>80</b>
<b>ASSESSMENT PARAMETER</b>	<b>Actual Score</b>	<b>Maximum Score</b>	<b>Comments</b>
<b>1. POLITICAL LEADERSHIP</b>	<b>20</b>	<b>(20)</b>	The chairperson presided over 8 executive committee meetings and delegated 2 to his deputy. The report on the state of affairs of the district was presented to the district during celebrations to mark Mukono Day.
Presiding over meetings of Executive Committee	3	3	
Monitoring and administration	5	5	
Report made to council on the state of affairs of the district	2	2	
Overseeing performance of civil servants	4	4	
Overseeing the functioning of the DSC and other statutory boards/committees (land board, PAC,)	2	2	
Engagement with central government and national institutions	4	4	
<b>2. LEGISLATIVE ROLE</b>	<b>13</b>	<b>(15)</b>	Chairperson attended 5 out of the total 6 council meetings. The executive always presented motions in council.
Regular attendance of council sessions	2	2	
Motions presented by the Executive	6	6	
Bills presented by the Executive	5	7	
<b>3. CONTACT WITH ELECTORATE</b>	<b>8</b>	<b>(10)</b>	Although the chairperson maintained contact with his electorate, he did not have a clearly laid out programme for the year.
Programme of meetings with Electorate	3	5	
Handling of issues raised and feedback to the electorate	5	5	
<b>4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA</b>	<b>8</b>	<b>(10)</b>	
Projects initiated	2	3	
Contributions to communal Projects/activities	2	2	
Linking the community to Development Partners/ NGOs	4	5	
<b>5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>30</b>	<b>(45)</b>	Through the executive committee monitoring, the chairperson was able to visit all the sub-counties in the district. He also undertook individual on-spot monitoring which included night visits especially to the sub-counties.
Monitored Agricultural services	3	7	
Monitored Health Service delivery	7	7	
Monitored schools in every sub-county	6	7	
Monitored road works in the district	6	7	
Monitored water sources in every sub-county	2	7	
Monitored functional Adult literacy session	2	5	
Monitored Environment and Natural Resources protection	4	5	
<b>TOTAL</b>	<b>80</b>	<b>100</b>	Performance was Excellent

Hon Lukooya scored 80 out of 100 possible points. This performance is mainly attributed to his excellent political leadership where he attained all the possible points. The chairperson's contact with the electorate is equally exceptional. The weak areas were mainly registered in his monitoring role where so much work seemed to have been done but documentation was found wanting. A comparison of all district chairpersons' performance in the 25 districts is presented in Annex 2 of this report.

### **3.3 District Speaker**

A district speaker is first of all elected as a councilor by the electorate before campaigning among his or her fellow councilors to become speaker. A district speaker therefore has dual roles of representation and leadership in council. The effective functioning and output of a district local government council is highly dependent on the expertise of the district speaker. Hon. James Kunobwa was the district speaker during the year under review. He was serving his second term as district speaker. Table 6 provides details of the speaker's performance during FY 2011/12.

**Table 6: Speaker's Performance in FY2011/12**

<b>Name</b>	James Kunobwa	<b>Level of Education</b>	
<b>District</b>	Mukono	<b>Gender</b>	Male
<b>Sub County</b>	Nagojje	<b>Number of Terms</b>	2
<b>Political Party</b>	National Resistance Movement	<b>Total</b>	73
<b>ASSESSMENT PARAMETER</b>		<b>Actual Score</b>	<b>Maximum Score</b>
<b>1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL</b>		<b>18</b>	<b>(25)</b>
Chairing lawful council/ meetings		3	3
Rules of procedure		9	9
Business Committee		3	3
Records book with Issues/ petitions presented to the office		0	2
Record of motions/bills presented in council		3	3
Provided special skills/knowledge to the Council or committees.		0	5
<b>2. CONTACT WITH ELECTORATE</b>		<b>20</b>	<b>(20)</b>
Meetings with Electorate		11	11
Office or coordinating centre in the constituency		9	9
<b>3. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>		<b>10</b>	<b>(10)</b>
Attendance in sub-county Council sessions		8	10
<b>4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>		<b>25</b>	<b>(45)</b>
Monitoring Health Service delivery		7	7
Monitoring Education services		7	7
Monitoring Agricultural projects		1	7
Monitoring Water service		1	7
Monitoring Road works		3	7
Monitoring Functional Adult Literacy		1	5
Monitoring Environment and Natural Resources		5	5
<b>TOTAL</b>		<b>73</b>	<b>100</b>

Hon. Kunobwa scored 73 out of 100 possible points. The speaker's good performance is a revelation of steady improvement and commitment to improve council business in Mukono. His best performance was registered under contact with the electorate and participation in lower local governments, both of which were poorly performed during the first assessment. Areas for improvement were noted under documentation for monitoring of the NPPAs where the speaker noted that he had monitored but did not keep record from this exercise. A comparison of all district speakers' performance in the 25 districts is presented in Annex 3.



### 3.4 District Councilors

A district council comprises of all the district councilors, headed by the chairperson. District councils are vested with wide-ranging powers and responsibilities as stipulated in the Local Government Act. The performance of a district council, therefore, may as well be directly related to the quality and performance of the individual councilors. During the year under review, councilors were assessed on the four performance parameters: (i) legislative role; (ii) contact with the electorate; (iii) participation in the lower local governments; and (iv) monitoring of service delivery on NPPAs. Mukono District Local Government Council had a total of 28 councilors,<sup>7</sup> 26 of whom were assessed. Hon. Lukeman Sseggyi (Goma Division) and Hon. Christopher Nsubuga (PWD) denied the research team access and were therefore not assessed. The best male councilor in the district was Hon. Musa Kiggundu, representing Kyampisi Sub-county. He scored 81 out of the possible 100 points. The best female councilor, Hon. Florence Kaate, representing Seeta Namuganga Sub-county, scored 60 points. Table 7 below provides a detailed analysis of all the assessed councilors and their performance.

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<sup>7</sup> This total excludes the chairperson and speaker who have been assessed separately.

**Table 7: Mukono District Councilors' Performance**

Name	Subcounty	Political Party	Gender	Number of Terms	Totals	Legislative Role					Contact Electorate		Participation in LLGs		Monitoring service Delivery on NPPAs								
						Penary	Committees	Motion	Special Knowledge	Sub Total	Meeting Electorate	Office	Sub Total	LLG Meeting	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	Environment	Sub Total
Musa Kigundu	Kyampisi	NRM	M	2	81	8	7	5	1	21	11	9	20	10	10	7	3	7	3	7	0	3	30
Anne Ahairwe	Nagojie/Ntunda	NRM	F	1	67	8	8	5	0	21	11	9	20	10	10	5	5	1	1	1	3	0	16
Florence Kaate	Seeta Namuganga	NRM	F	1	60	8	8	5	0	21	11	9	20	10	10	5	1	1	1	1	0	0	9
Kaweesa Kaweesa	Ntunda	Ind	M	1	53	8	8	0	2	18	11	9	20	8	8	1	1	1	1	1	1	1	7
Evaristo Kaluuma	Seeta Namuganga	Ind	M	2	60	8	8	0	0	16	11	5	16	10	10	1	5	0	7	1	0	4	18
Muwumuza A. Asuman	Koome	NRM	M	4	54	8	8	5	0	21	8	9	17	6	6	1	5	0	3	1	0	0	10
Ddamulira J. Ssemakula	MukonoDiv	DP	M	1	51	5	8	0	1	14	9	5	14	6	6	3	3	1	3	3	0	4	17
Ssekikubo M.	Nakisungu	NRM	M	1	49	4	8	0	1	13	11	9	20	10	10	1	1	1	1	0	1	0	6
Hajara Nakiquli	Kasawo	NRM	F	1	48	8	8	0	0	16	11	5	16	10	10	1	1	1	1	0	1	1	6
Annet Nakanwagi	PWD	NRM	F	2	45	8	8	0	0	16	11	5	16	4	4	0	7	1	0	0	0	1	9
Roy Grace Namayanja	Nakisungu	NRM	F	2	43	8	8	0	0	16	5	9	14	0	0	1	4	5	1	1	0	1	13
John Bosco Isabirye	Nama	NRM	M	1	43	5	8	0	1	14	11	2	13	10	10	1	1	1	1	0	1	0	6
Hardson R Kiyaga	Ntenjeru	NRM	M	1	39	1	8	0	0	9	9	9	18	6	6	1	1	1	1	0	1	0	6
Alice Namande	Kimenyedde/Nabbale	NRM	F	1	37	5	8	0	0	13	2	9	11	6	6	1	1	1	1	1	1	1	7
Jane Mukasa Ssozi	Ntenjeru/Mpata	NRM	F	2	36	1	0	0	0	1	11	9	20	10	10	1	1	1	0	1	0	1	5
Joachim Mukasa	Youth	NRM	M	1	33	5	8	0	0	13	11	6	17	0	0	1	1	1	0	0	0	0	3
Jamil Kawooya	Nabbaale	NRM	M	1	33	5	5	0	0	10	9	2	11	6	6	1	1	1	2	0	0	0	6
RoseBabirye	Mukono Division	DP	F	1	31	1	1	0	0	2	11	5	16	10	10	0	0	1	1	0	0	0	3
Leyton Nabukenya	Youth	NRM	F	1	30	5	8	0	0	13	5	9	14	2	2	0	0	1	0	0	0	0	1
Teopista Galabuzi	Goma	DP	F	1	27	5	8	0	0	13	3	9	12	0	0	1	0	0	1	0	0	0	2
Godfrey Musanje	Kasawo	NRM	M	6	25	8	5	0	0	13	2	5	7	0	0	1	1	1	0	1	0	1	5
Samuel Okoth	Mpunge	NRM	M	1	24	5	8	0	0	13	2	6	8	0	0	1	0	1	0	0	0	0	3
Hussein Mubiru	Kimenyedde	Ind	M	1	19	5	8	0	0	13	3	0	3	0	0	1	0	1	0	0	0	0	3
Nosiati Nambi	Koome/Mpunge	NRM	F	1	21	1	8	0	0	9	2	2	4	0	0	1	1	0	1	0	1	0	4
Emma Mbonye	Mpata	NRM	M	1	18	1	8	0	0	9	2	2	4	0	0	1	1	0	1	0	1	0	5
Noelina Nabuyange	Naama/Kyampisi	NRM	F	2	14	5	8	0	0	13	0	0	0	0	0	0	0	0	0	0	0	0	1

Hon. Lukeman Ssegayi (Goma Division) and Hon. Christopher Nsubuga (PWD) declined to participate in the exercise and were therefore not assessed.

# 4

## FACTORS AFFECTING PERFORMANCE IN MUKONO DISTRICT AND IMPLICATIONS FOR SERVICE DELIVERY

### 4.1 Meagre local revenue collections

A detailed analysis of the district budget in Section 2 of this report revealed that local revenue collections in Mukono District had deteriorated further from 4% during FY 2010/11 to 3% during the year under review. This reduction presents a paradoxical situation where the district's limited sources of flexible funds continue to dwindle amidst growing local unfunded priorities. This had a direct negative implication on the district council's monitoring role since the various committees could not undertake effective monitoring of government programmes. Political interference also had a hand in the low revenue collections in Mukono. Evidence from the study revealed that there were various forms of interference by political leaders in the sub-counties of Ntenjeru, Mpunge and Mpata. It was reported that a number of political leaders mobilized residents to reject payment of taxes or evade them. A classical example of such interference and financial loss occurred in Kimenyede Sub-county where a sub-county chief allegedly swindled local revenue from UMEME to the tune of over UGX 28 million. This loss occurred as a result of wrongful award of business to a company that was not duly vetted for procurement.

### 4.2 Local levels of education

One of the cardinal roles of a district council is to provide oversight over the technical arm of the district. For this to be done effectively, councilors should be knowledgeable enough to hold technical officers accountable. This was not the case in Mukono during the year under review. The low levels of education by a number of councilors grossly affected the functioning of council business. A critical analysis of the district minutes presents a clear picture of poor performance among councilors whose education levels were low.

### 4.3 Low civic awareness among district councilors

This was particularly true among councilors who were serving Mukono District Council for the first time. Most of councilors were new and were therefore learning on the job. Evidence from the one-on-one interviews revealed that much as councilors appreciated their legislative role while in council, contact with the electorate and monitoring of government programmes were not satisfactorily appreciated by the majority of the councilors.

#### **4.4 Poor monitoring of Government Projects**

Mukono District Local Government presents a case of a best practice<sup>8</sup> gone bad. For two years running, the district's monitoring role has been limited to the executive committee which undertakes monitoring without the involvement of other councilors. The situation has not changed even after it was pointed out during the first assessment. This mode of work continues to alienate councilors, some of whom claim that the executive sometimes undertakes monitoring in their sub-counties without consultation.

#### **4.5 Poor contact with the electorate**

The problem of councilors' contact with the electorate still persists among a category of councilors. A number of them did not have officially laid-out plans for meeting with the electorate and therefore did not conduct formal meetings. The few councilors that sustained their contact with the electorate continued to do so during social functions such as church services, weddings and burials. Contact with the electorate was particularly poor among women councilors who represent more than one sub-county.

#### **4.6 High dependency on the central government**

The problem of dependence on the central government for funding continues to loom in Mukono District. Statistical analysis in Section 2 confirms that this dependence is on the rise. Worse still, the biggest part of the grant from the central government was conditional with minimal flexibility. The unconditional grant, which is the only grant that local governments may use as part of their revenues, is mainly used to pay salaries. This gap means that the district has limited capacity to cater for local priorities however pressing the case may be.

#### **4.7 Low civic awareness among community members**

Community members in Mukono continue to demand for the wrong services from their councilors. Evidence from the FGDs conducted show that a good councilor is one who buries the dead, provides money for social functions as opposed to what the law requires. This confirms that a number of community members are still ignorant of their councilors' roles and responsibilities. As a result, monitoring of service delivery was grossly hampered since councilors responded more to the community's needs than what the law requires of them.

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8 The district has been referred to as food secure (by government) due to its potential to provide traditional food to its neighbouring districts, including Kampala. Mukono was the first district to purchase a road maintenance unit in 2008/09 before any other local government. The thriving farming practices of vanilla during the early 1990s presented learning opportunities for many local governments. The district was the first to import dairy cattle embryos that led to the production of over 80 litres of milk per cow, becoming a learning hub for many other local governments.

# 5

## CONCLUSION AND RECOMMENDATIONS

Mukono District Local Government Council did register general improvement during the year under review. Be that as it may, a number of internal and external factors continue to affect the performance of the district political leadership and undermine service delivery. These factors need to be addressed if the district is to ensure effective service delivery to its residents. Most of the district councilors are new and are therefore learning on the job. The district should invest in capacity building initiatives that will enhance the effective functioning of the council. Individual effort should also be invested to ensure that councilors are fully aware of what the law requires of them. At the national level, Mukono should work with other local governments under ULGA, to champion and advocate for changes that should revive stronger and financially viable local governments.

### 5.1 Recommendations

#### 5.1.1 Advocacy for changed budget architecture

Advocacy for a changed budget architecture will require collective efforts from all local governments. Working under the umbrella of ULGA, Mukono District should lobby for improved funding. The national budget should be shared equally (50/50) between the central government and all the local governments and financial distribution should reflect the equal importance of all districts.

#### 5.1.2 Orientation of district councilors

Orientation of councilors should be undertaken on an annual basis to ensure that councilors in Mukono appreciate their roles. The fact that the majority of councilors in the district are new means that they are learning on the job. This orientation should go beyond the customary procedure to include report writing and effective monitoring of government programmes.

#### 5.1.3 Improve contact with the electorate

Councilors' contact with the electorate should be improved through councilor-community meetings and attendance of sub-county meetings. Working through the office of the district chairperson, councilors should create a district town hall platform to increase interface not only between citizens and the political leaders but also citizens and the technical leaders. This will provide for accurate and timely feedback from the citizens to their leaders and build trust among the district leadership and the residents. It will also provide opportunities to educate the communities about the roles and responsibilities of the councilors and the need for the community members to use such benchmarks to assess their leaders' performance.

#### **5.1.4 Improve monitoring of service delivery**

Monitoring and support supervision of service delivery points in Mukono should be improved and better institutionalized. At the council level, sectoral committees ought to be empowered to do their work. At the individual level, there should be mandatory requirement for individual councilors to submit quarterly monitoring reports from their sub-counties. These reports should be shared with the district technical staff who are charged with the responsibility of implementation. For effectiveness, councilors should endeavour to follow up issues raised from the previous quarter's monitoring.

#### **5.1.5 Increase Local Revenue Sources**

Having lost a number of local revenue sources after the creation of Buikwe and Buvuma districts, the dwindling local revenue collections in the district present a proverbial situation of stealing from what has already been stolen. The district leadership should increase revenue through popularizing the Local Economic Development (LED) agenda. For this to happen, both the political and technical leadership should be oriented in the local economic development agenda. Supervision should be emphasized to reduce the level of financial loss at the parish and sub county levels.

#### **5.1.6 Improve civic awareness and engagement of the communities and political leaders**

For citizens to effectively hold their leaders accountable, they should know what those leaders should do for them. This should be done through holding regular community meetings and the use of the media, especially local radio.

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### Annex 1: Summary of District Councils' Performance

District	Total	Legislative Role										Accountability to Citizens					Planning & Budgeting				Monitoring NPPAs									
		Rules of procedure	Membership ULGA	Functionality of committees	Lawful motions	Ordinances	Conflict resolution	Public hearings	Legislative resources	Petitions	Capacity building	Sub Total	Fiscal accountability	Political accountability	Administrative accountability	Involvement of CSOs	Principles of accountability	Sub Total	Planning and budgeting	District budget	Local revenue	Sub Total	Education	Health	Water	Roads	Agriculture	FAL	Environment	Sub Total
Gulu	82	2	2	2	3	0	1	0	4	2	1	17	3	7	6	2	3	21	5	4	9	18	5	5	4	4	2	4	2	26
Mukono	78	2	1	2	2	1	1	2	4	2	2	19	4	5	3	2	2	16	5	4	9	18	5	5	4	4	3	0	4	25
Amuria	78	2	2	0	2	0	1	2	1	2	2	14	4	6	4	2	2	18	5	4	11	20	5	5	4	4	0	4	26	
Kabarole	75	2	1	2	1	0	1	0	1	2	3	13	4	4	4	2	0	14	5	4	9	18	5	5	4	4	4	4	30	
Wakiso	71	2	1	3	1	0	1	1	2	2	1	14	3	7	2	2	2	16	5	4	9	18	5	5	4	2	0	3	23	
Luweero	70	2	2	2	2	0	1	0	1	1	0	11	4	5	7	2	1	19	5	4	9	18	2	4	4	3	4	2	3	22
Rukungiri	69	1	2	3	2	1	1	0	3	2	3	18	4	5	5	2	1	17	5	4	4	13	5	5	2	3	4	0	2	21
Soroti	68	1	1	1	2	0	1	0	3	1	1	11	4	8	8	2	1	23	5	4	1	10	5	5	4	4	0	2	24	
Kanungu	67	1	2	3	2	0	1	2	2	2	1	16	4	5	5	2	2	18	5	4	2	11	5	5	2	4	3	0	3	22
Mpigi	67	2	1	3	2	0	1	0	4	1	1	15	3	5	7	2	0	17	5	4	4	13	4	5	2	4	2	1	4	22
Ntungamo	64	2	2	3	2	1	0	0	4	1	0	15	4	4	4	2	1	15	5	4	7	16	3	5	0	3	4	3	0	18
Bududa	60	2	1	3	1	1	1	0	3	2	3	17	4	8	6	2	0	20	5	3	4	12	2	2	2	2	2	0	1	11
Buliisa	57	1	1	3	3	0	1	1	2	0	2	14	3	6	4	2	0	15	5	4	4	13	5	5	0	4	0	0	1	15
Nakapiripit	56	2	1	3	2	3	1	0	2	0	2	16	3	2	3	1	1	10	5	4	4	13	4	2	2	4	0	2	3	17
Mbale	55	2	1	3	1	0	1	0	4	2	3	17	3	6	3	2	0	14	5	4	4	13	2	2	2	2	0	1	11	
Moroto	55	2	1	0	2	0	0	2	2	0	2	11	2	4	1	2	1	10	5	4	9	18	3	3	3	0	2	2	16	
Moyo	55	1	2	3	2	0	1	0	2	1	1	13	4	5	3	2	3	17	5	4	2	11	2	2	2	2	0	4	14	
Mbarara	53	1	1	3	1	0	0	1	3	0	1	11	4	4	4	2	1	15	5	4	2	11	4	3	2	2	0	3	16	
Nebbi	51	2	2	3	1	0	1	0	2	1	1	13	3	3	3	2	3	14	5	4	2	11	2	2	2	2	0	3	13	
Lira	49	2	1	2	2	1	0	0	4	0	1	13	1	3	3	2	0	9	5	4	9	18	4	2	2	1	0	0	9	
Hoima	48	2	2	3	1	0	0	0	1	0	0	9	3	3	3	2	0	11	5	4	2	11	1	5	2	3	0	3	17	
Jinja	44	2	2	2	2	0	1	0	2	0	2	13	2	3	5	2	1	13	5	4	2	11	1	0	4	0	1	0	7	
Kamuli	40	2	1	1	0	0	1	0	2	1	2	10	4	3	3	2	0	12	5	4	9	18	0	0	0	0	0	0	0	
Tororo	40	2	0	3	1	1	1	1	3	0	3	15	3	5	6	2	0	16	5	4	0	9	0	0	0	0	0	0	0	
Amuru	30	0	0	0	0	0	1	0	2	0	3	6	1	4	2	2	0	9	5	4	6	15	0	0	0	0	0	0	0	



**Annex 2: Summary of District Chairpersons' Performance**

Name	District	Party	Gender	Terms	Total	Political Leadership						Legislative Role			Contact With Electorate			Development Projects			Monitoring Service Delivery On NPPAs										
						Executive	Monitoring Admin	State of affairs	Civil Servants	DSC and Boards	Central Govt	Sub total	Council session	Motions executive	Bills executive	Sub Total	Program meetings	Handling issues	Subtotal	Project initiated	Contributions	Dev't partners	Sub Total	Agriculture	Health services	Schools	Roads	Water	FAL	Environment	Sub Total
Martin Ojara M.	Gulu	FDC	M	1	91	3	5	2	4	2	4	20	2	4	3	9	5	5	10	2	2	5	9	7	7	7	7	7	3	5	43
Gregory M. Egunyu.	Soroti	NRM	M	1	82	3	4	2	4	2	4	19	2	6	2	10	5	5	10	1	1	5	7	7	7	7	7	6	0	2	36
Richard Rwabihunga	Kabarole	Ind	M	1	80	3	5	2	4	2	4	20	2	2	0	4	5	5	10	2	2	3	7	7	3	7	7	7	5	3	39
John M. Luwakanya	Mpigi	NRM	M	1	80	3	5	2	4	0	4	18	2	6	0	8	5	2	7	3	2	5	10	7	7	7	7	7	0	2	37
Francis Lukooya M.	Mukono	NRM	M	2	80	3	6	2	4	2	4	21	2	6	5	13	3	5	8	2	2	4	8	3	7	6	6	2	2	4	30
Emmanuel Osuna	Tororo	NRM	M	2	78	3	2	2	0	4	13	2	2	0	4	5	5	10	3	2	5	10	7	6	7	7	7	2	5	41	
Mark Aol Musooka	Moroto	NRM	M	1	76	3	5	2	3	1	3	17	2	6	5	13	4	2	6	3	1	5	9	7	6	6	7	0	5	0	31
John Francis Oluma	Amuria	NRM	M	1	74	3	5	2	3	1	4	18	2	6	7	15	3	2	5	1	1	5	7	2	5	7	5	0	3	29	
Bernard Mujasi	Mbale	NRM	M	3	70	3	4	2	3	2	3	17	2	6	3	11	5	2	7	3	1	5	9	7	3	3	5	3	2	3	26
Deusedit Tumusiime	Mbarara	NRM	M	1	70	2	4	1	4	2	4	17	2	0	0	2	5	3	8	0	1	3	4	7	7	7	7	2	2	39	
Mathias Bwanika L.	Wakiso	DP	M	1	70	3	5	2	4	1	2	17	2	2	2	4	5	5	10	3	2	3	8	5	5	5	5	3	3	31	
John Lorot	Nakapiripit	NRM	M	2	69	3	4	2	3	2	3	17	2	0	0	2	5	5	10	3	1	3	7	5	5	5	5	7	5	1	33
Denis Singahakye	Ntungamo	NRM	M	1	69	3	5	2	3	2	4	19	2	6	0	8	3	5	8	2	1	4	7	3	7	1	7	7	0	2	27
Fredrick G Ngobi	Jinja	NRM	M	1	66	2	5	1	3	2	4	17	2	6	7	15	5	5	10	3	1	5	9	3	2	2	2	2	2	2	15
George Tinkamanyire	Hoima	NRM	M	3	65	3	4	2	4	2	2	17	2	6	0	8	5	2	7	2	1	3	6	5	5	5	7	3	0	2	27
Robert Okumu O.	Nebbi	NRM	M	1	65	3	5	2	3	2	3	18	2	0	0	2	4	5	9	1	2	5	8	6	3	6	7	6	0	0	28
Abdul Nadduli	Luwero	NRM	M	3	63	3	4	2	4	1	3	17	2	2	0	4	2	5	7	3	2	3	8	4	5	5	5	0	3	27	
John B Nambeshe	Bududa	NRM	M	1	62	3	4	1	4	1	4	17	2	2	3	7	5	5	10	1	1	3	5	6	7	3	3	2	0	2	23
Fred Lukumu	Bullisa	NRM	M	2	56	3	5	1	3	2	4	18	2	2	0	4	5	3	8	3	2	0	5	3	6	3	3	0	3	21	
Anthony A Omach	Amuru	NRM	M	2	54	2	4	0	3	1	4	14	2	2	0	4	4	5	9	3	2	5	10	7	2	2	2	2	0	2	17
Samuel Bamwole	Kamuli	NRM	M	3	53	1	4	1	1	0	3	10	2	2	0	4	5	5	10	3	1	0	4	2	6	6	7	2	0	2	25
Josephine Kasya	Kanungu	NRM	F	3	53	3	0	2	4	2	2	13	2	0	0	2	4	5	9	3	0	4	7	6	7	2	7	0	0	0	22
Jimmy Vukoni	Moyo	Ind	M	1	52	3	5	2	4	2	4	20	2	6	0	8	0	2	2	3	1	3	7	7	0	0	6	2	0	0	15
Charles Byamukama	Rukungiri	NRM	M	1	44	3	5	2	3	2	3	18	2	2	3	7	4	2	6	2	0	5	7	0	2	2	2	0	0	0	6
Alex Oremo Alot	Lira	UPC	M	1	40	2	5	1	2	2	3	15	2	0	3	5	5	2	7	3	1	3	7	0	2	0	2	0	2	0	6

**Annex 3: Summary of District Speakers' Performance**

Name	District	Constituency	Party	Gender	Terms	Total	Presiding And Preservation Of Order In Council						Contact With Electorate		Participation In LLG						Monitoring Service Delivery On NPPAs					
							Chairing Council	Rules of procedure	Business committee	Records of issues	Record of petition	Special skills	Sub Total	Meetings electorate	Office	Sub Total	LLGs meetings	Sub Total	Health	Education	Agriculture	Water services	Road works	FAL	Environment	Sub Total
Douglas P. Okello	Gulu	Lalogi	NRM	M	1	89	3	9	3	2	3	0	20	11	9	20	8	7	5	5	7	5	41			
Mohammed Mafabi	Mbale	Bubyangu	Ind	M	2	75	3	9	3	2	3	0	20	11	9	20	10	3	5	3	7	0	25			
Daudi B Mukiiibi	Wakiso	Kakiri	NRM	M	3	75	2	9	3	2	3	0	19	11	9	20	10	4	7	0	5	1	26			
James Kunobwa	Mukono	Nagojje	NRM	M	2	73	3	9	3	0	3	0	18	11	9	20	10	7	1	1	3	1	25			
Richard Mayengo	Jinja	Mafubira B	NRM	M	3	68	2	9	0	2	3	0	16	11	9	20	4	7	1	7	1	3	28			
Ida Fuambe	Nebbi		NRM	F	3	68	3	9	3	2	0	0	17	11	9	20	10	3	5	3	5	1	0	21		
Dan Nabimanya	Ntungamo	Ntungamo	NRM	M	1	66	3	9	3	2	3	0	20	9	6	15	10	5	1	1	5	0	4	21		
Proscovia Namansa	Luweero	Wobulenzi /Katikamu	NRM	F	3	64	3	9	0	0	0	0	12	11	9	20	10	4	0	5	3	1	22			
Henry Ndyabahika	Rukungiri	Buhunga	NRM	M	2	64	3	8	3	2	0	0	16	7	9	16	10	5	1	1	5	1	4	22		
Jotham Loyer	Nakapiripi	Namalu	NRM	M	2	62	2	9	3	2	3	0	19	11	0	11	10	4	3	0	5	1	5	22		
Charles Beshesya	Kanungu	Kirima	NRM	M	1	61	2	8	3	2	3	0	18	6	6	12	10	5	1	0	5	1	4	21		
Andrew Odongo	Soroti	Soroti	FDC	M	1	61	3	9	3	2	3	0	20	9	9	18	4	1	5	0	5	0	3	19		
William Tibamanya	Mbarara	Rugando	NRM	M	1	58	3	8	2	0	0	0	13	7	9	16	6	5	1	5	1	1	1	23		
Clovice Mugabo B	Kabarole	Mugusu	NRM	M	2	54	3	5	1	2	3	0	14	11	6	17	2	2	1	5	5	1	0	21		
Christopher Odongkara	Amuru		NRM	M	1	51	2	0	3	0	0	0	5	9	9	18	6	7	2	7	0	6	0	22		
Cesar Lometo L	Moroto	Youth	NRM	M	1	49	3	7	3	2	3	0	18	7	9	16	2	1	5	1	1	0	4	13		
Martin Chaiga	Moyo	Moyo	NRM	M	2	44	3	8	3	0	0	0	14	5	9	14	10	1	0	0	0	0	4	6		
Charles Engoru	Amuria	PWD	NRM	M	2	41	2	9	3	2	3	0	19	2	9	11	2	2	1	1	1	1	0	4	9	
Juliet Jjamba	Mpigi	Muduma/Kiringente	NRM	F	2	40	2	5	3	2	3	0	15	0	9	9	10	10	1	1	1	1	0	1	6	
Didan Amaama R.	Buliisa	Ngwedo	Ind	M	1	37	3	2	3	0	3	0	11	2	5	7	6	5	1	1	1	0	0	13		
Micheal Matsyetsye	Bududa	Bumasheti	NRM	M	2	35	3	9	3	2	0	0	17	0	0	0	4	1	1	5	5	0	1	14		
Isingoma Kitwe	Hoima	BusisiDiv	NRM	M	1	33	3	6	3	0	3	0	15	3	9	12	2	2	1	0	1	0	0	1	4	
James Paul Michi	Tororo	Eastern Div	NRM	M	1	32	2	2	2	2	0	0	8	9	2	11	6	6	1	1	1	1	1	7		
Martin OcenOdyek	Lira	Railway Div	UPC	M	1	26	3	9	3	0	3	0	18	0	2	2	0	0	1	1	1	1	1	0	6	

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