



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

**Mukono District Council Score-Card Report 2012/2013**



**Lillian M. Tamale ■ Deoson Kigoonya**

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**Cover Illustrations:**

A section of Mukono town on Kampala-Jinja Highway.

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# List of Acronyms

ACODE	Advocates Coalition for Development and Environment
CDD	Community Driven Development
CEFORD	Community Empowerment for Rural Development
CSO	Civil Society Organization
FAL	Functional Adult Literacy
FGD	Focus Group Discussion
FY	Financial Year
HC	Health Centre
HIV	Human Immunodeficiency Virus
Hon	Honourable
LC	Local Council
LG	Local Government
LLG	Lower Local Government
NAADS	National Agriculture Advisory Services
NFA	National Forest Authority
O &M	Operation and Maintenance
OPD	Out Patient Department
PAC	Public Accounts Committee
PAF	Poverty Alleviation Fund
PRDP	Poverty Reduction Development Programme
PWDs	Persons with Disability
TC	Town Council
UBOS	Uganda Bureau of Statistics
UPE	Universal Primary Education
IPFs	Indicative Planning Figures
DDP	District Development Plan

# Acknowledgement

Mukono is one of the districts assessed under the Local Government Councils' Scorecard Initiative (LGCSCI). The Initiative is a partnership between the Uganda Local Government Association (ULGA) and the Advocates Coalition for Development and Environment (ACODE). The report is an output of consultations with the district political and technical leadership. At the lower local government level, we would like to thank sub-county leaders and community members who participated in our consultations that took place through various Focus Group Discussions (FGDs). We acknowledge the contributions of the LGCSCI project team at ACODE and the district based researchers across the country.

At the district level, we are particularly indebted to the offices of the District Chairperson, the District Speaker, the Chief Administrative Officer and the District Clerk to Council for their support to the assessment. In the same spirit, we acknowledge the cooperation of the district councilors who are the primary unit of study and analysis for the scorecard. We are grateful to Drake Rukundo for peer reviewing and Mukotani Ruyendo for technical editing of this report.

Funding for this assessment is provided by the Democratic Governance Facility. (DGF) We are grateful to the DGF contributing partners: United Kingdom (UK), Denmark, Norway, Ireland, Sweden, The Netherlands, Austria and the European Union (EU). Finally, it is important to recognize that there still remain considerable gaps of information and data required to fully assess the performance of district councils and councilors. We have taken due care to ensure that where such information exists, it is presented as accurately as possible. However, we take responsibility for any errors or omission.



# Executive Summary

The objective of this report is to provide information and analysis based on the assessment conducted during Financial Year (FY) 2012/13. Mukono District was being assessed for the third time under the Local Government Councils Scorecard Initiative (LGCSCI). The initiative uses the scorecard as a tool for assessing the Local Government Council, the Chairperson, the Speaker and individual Councilors. These function bearers are vested with powers and responsibilities to ensure effective governance of the respective local governments as stipulated in the Local Governments Act (CAP 243). The scorecard is intended to build the capacities of leaders to deliver on their mandates, and empower citizens to demand for accountability from elected leaders.

The assessment reviewed documents on planning and budgeting, service delivery monitoring, and Mukono District Local Government performance reports. In addition, a review of minutes of sectoral committees and Council sittings was undertaken to inform the report about the performance of the business of Council, the Chairperson and individual Councilors. Face-to-face interviews with the targeted community leaders, key informant interviews at service delivery points, and focus group discussions further enriched the fact-finding and assessment process.

In terms of overall revenue performance, Mukono District received only 73 per cent of its approved budget. The district remains heavily dependent on Central Government transfers that account for over 96 per cent of total revenue. Donor funding has been steadily falling from 7 per cent during FY 2010/11, 2 per cent during FY 2011/12 and one per cent during the year under review. Similarly, locally-generated revenue has reduced from 4 per cent during FY 2010/11, 3 per cent during FY 2011/12 and remained static at 3 per cent during the year under review.

Mukono District Council comprises 28 Councilors, a Speaker and Chairperson. The District Council scored 67 out of 100 possible points. This good performance can be attributed to the introduction of the accountability meetings at sub-county level. The District Chairperson, Lukooya Francis Mukoome scored 80 points while the District Speaker scored 79 points. With an average score of 53 points, the councilors' performance greatly improved when compared to FY 2011/12. The best male Councilor was Godfrey K. Musange from Kasawo Sub-county, while the best female Councilor was the Female Youth Councilor, Lyton Nabukenya.

A number of service delivery challenges remain to be addressed by the district leaders. Notable among these are: the unmet financial expectations, diminishing local revenue collections; inadequate funding from the central government; low civic awareness among the majority of citizens; and, weak follow-up mechanisms on the part of the political leaders. The report makes some recommendations with regard to increasing local revenue; advocacy for more flexible funding to the district; strengthening of existing accountability mechanisms; and, the pressing need for recruitment of staff in key district departments and frontline service units.



# 1. BACKGROUND

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## 1.1 Introduction

Launched in 2009, the Local Government Councils' Scorecard Initiative (LGCSCI) is a long-term initiative implemented by ACODE in partnership with the Uganda Local Government Association (ULGA). The goal of the initiative is to strengthen citizens' demand for good governance and effectiveness in the delivery of public services as well as boosting the professionalism and performance of local government councilors. Mukono District is being assessed for the third time and is one of the 26 districts covered under the initiative.

The capacity building element of the initiative seeks to improve the performance of local governments through annual assessments of the district council, the chairperson, the speaker and individual councilors so as to increase service delivery. The assessment includes interviews, focus group discussions, document review and field visits, among others. Findings from the scorecard are widely disseminated both at national and district levels. At the 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 presents performance findings from the just-concluded Financial Year (FY) 2012/13. This FY is the second of a five-year term (2011 – 2016). This report is presented under four sections; the second section after this introduction describes and budget architecture and its implications for service delivery in the district. The third section presents the district scorecard performance and interpretation while the conclusion and recommendations are presented in the fourth section.

## 1.2 District Profile

Created in 1980, Mukono District originally comprised the Buganda Kingdom counties of Kyagwe, Bugerere and Buvuma. Mukono's geographical shape and economic character has continued to change due to the creation of new districts over the last decade. In December 2000, Bugerere County was constituted into the current Kayunga District, while part of Kyagwe was carved off to become Buikwe District in 2009. In 2010, Buvuma County was also carved off to become Buvuma District. Apart from its proximity to Uganda's capital city, Kampala, the district takes pride in a favourable climate with abundant rainfall, as well as rich flora and fauna. Tourist attractions include Lake Victoria, the largest lake in Africa and the second largest fresh-water lake in the world. Sezibwa Falls, which is both a tourist attraction and a cultural site also makes Mukono stand out. River Sezibwa flows northwards into Lake Kyoga. The falls on this river are a cultural symbol of great importance to Buganda's cultural heritage.

The district has a high population since it plays host to large numbers of residents and workers from neighbouring districts, especially Kampala. Available demographic information shows that Mukono District Local Government has a high population growth rate of over 2.6 per cent with an estimated population density of 256 persons per sq. km. Table 1 presents the demographic characteristics for the district.

**Table 1: Demographic characteristics of Mukono District Local Government**

Factor	Mukono
Total Population	536,400
Population density	455 people per km <sup>2</sup>
Annual Growth Rate	2.6%
Urbanization Level	19%
Infant population below 1 year	15,494
Population under 5 years	143,439
Children of primary school-going age(6-12 yrs)	187,410
Population under 18 years	444,946
Youth (18-29 years)	176,708
Elderly (60+years)	38,332
PWDs	24,120

**Source:** District Development Plan (2010-2015) Mukono

## 1.3 District Leadership

The district is managed by the political and technical leadership which complement each other. During the year under review, Mr. Francis Lukooya

Mukoome was LC V Chairperson, the political head of the district. The chairperson heads the political wing and works with a council of 28 elected councilors. The public service is headed by the Chief Administrative Officer (CAO), Mr. Luke Lokuda Lokolimoi who provides guidance to the heads of departments. He is assisted by a Deputy CAO. The CAO is not only the accounting officer but is also mandated to head the administration of the district council. The political and technical leadership of the district is presented in Table 2.

**Table 2: Mukono District Leadership**

Designation	Name
<b>Political Leadership</b>	
Chairperson	Hon. Francis Lukooya Mukoome
District Vice Chairperson	Hon. Musa Kiggundu
District Speaker	Hon. James Kezaala Kunobwa
Members of Parliament	Hon.Nambooze Betty Bakireke
	Hon. Peace Kusasira – Woman MP
	Hon. Ronald Kibuule
	Hon. Kafeero Ssekitoleko
	Hon.Rev. Bakaluba Peter Mukasa.
Resident District Commissioner	Tom John Fisher Kasenge
Deputy RDC	Martin Mugabi
<b>Technical Leadership</b>	
	Mr. Micheal Lutalo
Chief Administrative Officer	Luke Lokuda Lokolimoi
Deputy CAO	Hajati Nabatanzi Aziz
Directorate of Production and marketing	Dr. Fred Mukulu
Directorate of Health Services	Dr. Ellys Tumushabe
Directorate of Community Services	Christine Ampaire
Directorate of Natural Resources	Julius Mujuni
Directorate of Education and Sports	Vincent Baraza
Directorate of Planning and population	Charles Njoola
Directorate of Technical services	John Mugisha
NAADS Department	Proscovia Zalwango
Finance Department	Albert Abongi
Clerk to Council	Henry Mayanja

**Source:** Mukono District Work Plan (2013/13)

The district council conducted its business through five standing committees as shown in Table 3. These committees do not only plan but also undertake monitoring of the government priority program areas on behalf of the council.

**Table 3 : Secretaries of Council Standing Committees**

Committee	Councilor	Constituency
Finance and planning	Muwumuza Asuman	Koome sub county
Gender, Health and community based services	Lubuulwa Annah	Nagojje sub county
Works and technical services	Muwumuza Asuman	Koome sub county
Production, marketing and Natural resources	Meeme Etereka	PWDs
Education and sports	Nsubuga Lukooya Francis Mukoome	District chairperson

**Source:** Mukono District Council Minutes (FY 2012/13)

## 1.4 Methodology

A combination of qualitative and quantitative methods of data collection and analysis were used in the scorecard assessment.<sup>1</sup> The assessment largely relied on a scorecard as the tool for data collection.

### 1.4.1 The Score-card

The scorecard is premised on a set of parameters which assess the extent to which local government council organs and councilors perform their responsibilities.<sup>2</sup> These parameters are based on the responsibilities of the local government councils. The organs assessed include: the District Council, District Chairperson, District Speaker and the individual Councilors. The parameters assessed include: legislation; contact with the electorate; planning and budgeting; participation in lower local governments; and, monitoring of service delivery.<sup>3</sup>

The score card is periodically reviewed and ratified annually by internal and external teams of experts. The internal team is comprised of the ACODE research team and the local partners. The Expert Task Group, which is an external team is comprised of individual experts and professionals from local governments, the public sector, civil society, and the academia. The rationale for periodic review is to make the tool more robust and minimize the prospect of challenging the research results.

1 For a detailed Methodology, 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.

2 See Third Schedule of the Local Governments Act, Section 8.

3 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.

## 1.4.2 Score-Card Administration

Before commencement of the assessment exercise, an inception meeting was organized in May 2013 for councilors, technical staff, and selected participants from civil society and the general public. This meeting was designed as a training workshop on the purpose of the scorecard, nature of assessment, and to orient councilors for the assessment.

a) **Literature Review.** The assessment involved comprehensive review of documents and reports on Mukono District Local Government. Box 1 shows the different categories of documents and reports reviewed.

### **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 2012/13
- Budget framework paper FY 2013/14
- Budget FY 2012/13

#### **Service delivery Monitoring**

- Annual Report of the Auditor General for the year ended 30th June 2012

#### **Reports**

- Quarterly Monitoring Reports for FY 2012/13
- NAADS Monitoring Reports for FY 2012/13
- Committee Monitoring Reports FY 2012/13
- Mukono District Local Government Public Accounts Committee Report: Auditor General's Report on Mukono
- Local Government Financial Statements for the year ended June 30, 2012.
- Mukono District Local Government, Department of Health Services, Staff List by Facility Report as at 30th April 2013.

b) **Key Informant Interviews.** Key informants were purposely selected for the interviews owing to their centrality and role in service delivery in the district. Interviews were conducted with the district technical and political leaders. The interviews focused on the state of services, level of funding, and their individual contribution to service delivery in the district. For the political leaders, these interviews are the first point of contact with the researchers and they generate assessment values that feed into the scorecard. They also offer an opportunity for civic education on roles and responsibilities of political leaders. Interviews with the technical leaders provide an independent voice and an opportunity to verify information.



- c) **Focus Group Discussions.** Focus Group Discussions (FGDs) are conducted based on the criteria set in the score-card FGD guide. A total of 33 FGDs were organized in 12 sub-counties in the district. FGDs were platforms for civic education and empowerment about the roles of councilors and other political leaders. They were mainly organized to enable voters verify information provided by their respective councilors. Four hundred sixty-seven (467) people, of whom 43 per cent were women and the rest men, participated in the FGDs.
- d) **Visits to Service Delivery Units.** Field visits to service delivery units (SDUs) were undertaken by the research team in each sub-county. Visits were made to primary schools, health centres, water source points, demonstration sites, FAL centres, and roads in each sub-county. Field visits were mainly observatory, and where possible, interviews were conducted with the personnel at the SDUs. These visits were also meant to verify the accuracy of the information provided by the political leaders.

### **1.4.3 Data Management and Analysis**

The data collected during the assessment was both qualitative and quantitative. Qualitative data was categorized thematically for purposes of content analysis. Thematic categorization helped in the identification of the salient issues in service delivery. Quantitative data was generated through assigning values based on individual performance on given indicators. These data were used to generate frequency and correlation matrices that helped make inferences and draw conclusions on individual and general performance.

## 2. BUDGET ARCHITECTURE AND ITS IMPLICATIONS FOR SERVICE DELIVERY IN MUKONO DISTRICT

The policy of decentralization devolves planning, financing and budgeting powers to lower levels of government. Fiscal decentralization empowers local governments to access revenues for purposes of financing devolved functions. The process is guided by Indicative Planning Figures (IPFs) that should reflect the priorities set out in the National Development Plan (NDP) and handed down by the Ministry of Finance, Planning and Economic Development. Revenue sources include the central government, locally generated revenue and donor contributions. This section presents information on the district resource envelope and the state of services delivery during the year under assessment.

### 2.1 District Budget Performance FY 2012/13

Overall, budget performance for Mukono District during the year under assessment was 73 per cent, leaving a funding gap of 27 per cent. The lowest collections were from locally generated revenue with only 30% of the projected revenue actually received. The district continues to be heavily dependent on central government transfers which accounted for 96 per cent of the district budget as indicated in Table 4. Locally generated revenue accounted for only 3 per cent, while donor funds accounted for a mere one per cent of the total district expenditure.

**Table 4: Budget Performance FY 2012/13**

Revenue Sources	Approved Budget UGX '000'	Actual Expenditure UGX '000'	% of Budget Received	Contribution to Total Revenue
Local Revenue	1, 874, 044	563,436	30%	3%

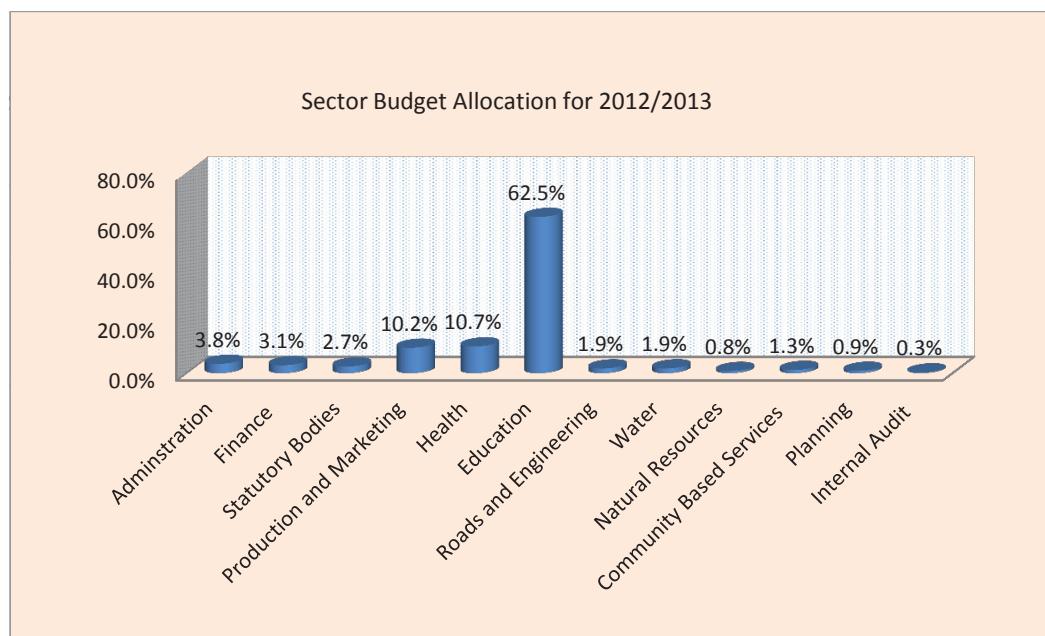
Discretionary Government Transfers	2,442,935	1,740,471	71%	96%
Conditional Government	19,276,002	15,020,033	78%	
Other Government Transfers	707,642	360,597	51%	
Local Development Grant	635,695	464,940	73%	
Donor Funds	338,588	203,402	60%	1%
<b>TOTAL</b>	<b>25,274,906</b>	<b>18,352,879</b>	<b>73%</b>	<b>100%</b>

**Source:** Ministry of Local Government: Local Government Quarterly Performance Report (Quarter 4 submitted 11 August 2013)

## 2.2 Sector Budget Allocations for FY 2012/13

Funding to the education and health sectors was significantly boosted during FY 2012/13. With 62.5 per cent of the district budget, funding to the education department increased by 1.5 percentage points while that of health went up by 2.7 percentage points. Although the increase in funding to the internal audit department seems statistically insignificant, it registered an increase from 0.1 per cent to 0.3 per cent of the district budget. The finance department also received more funding, from 2 per cent to 3.1 per cent, while the rest of the sectors witnessed reductions. Figure 1 presents a graphic illustration of the sector budget allocations for FY 2012/13.

**Figure 1: Sector Budget Allocations for FY 2012/13**



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

Funding to the sectors in the district has a direct correlation to the quality of services. Because the end justifies the means, financial investments in service delivery usually account for the final product in service delivery. This is coupled with the level of monitoring and commitment to address gaps and deficiencies in implementation. Table (5) presents a summary of selected sector indicators alongside the NDP and district targets during the year under review. The table further compares levels of achievement during FY 2011/12 and FY 2012/13.

**Table 5: Service Delivery Indicators in Mukono District (FY 2011/12 and 2012/13)**

Sector	Indicators	National standard/ NDP target	District Target 2012/13	Level of achievement 2011/12	Level of achievement 2012/13
Education - Primary Education	Children of primary school-going age (6-12 yrs)	5,373,678	1,421,189	178,409	Not known
	Enrolment	-	No target	Total: 97,532	113,809
	Pupil-Classroom Ratio (PCR)	55:1	55:1	47:1	49:1
	Pupil-Teacher Ratio (PTR)	55:1	55:1	39:1	47:1
	Pupil-to-Desk Ratio (PDR)	3:1	3:1	5:1	5:1
	PLE Performance	-	No target	Div 1 = 11.1% Div II = 48.5% Div III= 22.2% Div IV= 18.2%	Div 1 = 12.8% Div II = 50.8% Div III= 21.2% Div IV= 15.2%
Health Care services	ANC 4th Visit	60%	90%	80%	94%
	Deliveries in Health Centres	35%	50%	45%	Not Known
	Total beds	-	No target	682	Not Known
	Access to Maternity services	-	No target	78%	94%
	MMR		-		-
	IMR	87/1000	-	54/1000	-
	Staffing Levels	100%	100%	78%	78%

Road sub-sector	Km of roads under routine maintenance	-	266.35KM	120KM	126Km
	Km of roads rehabilitated	-	-	45KM	47Km
	Km of roads under periodic maintenance		15KM	7.5KM	-
	Proportion of roads in good condition		-		-
	Construction of bridges	-	0	0	0
	Opening up new community roads	-	No target	0	0
Water and Sanitation	Water coverage		75%	66%	Not documented
	Number of boreholes sunk	-	0	0	11
	Number of boreholes rehabilitated	-	30	26	45
	Functionality of water sources	80%	85%	83%	83%
	Proportion of the population within 1km of an improved water source		No target	-	Not documented
	Pit latrine coverage	90%		80%	80%
Agriculture	Number of extension workers per sub-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	231
	Number of participants	-	No target	570	2,379
	Number of service centres	At least 1/	122	122	122
	Level of coverage	100%	100%	75%	75%
Environment and Natural Resources	Staffing Level	2	2 Staff	61.9%	
	Conduct Environmental monitoring and assessment	Quarterly	Quarterly	Done Quarterly	2 report
	Production and update District State of the Environment Report (DSOER)	One	One	In place	In place
	District Environment Action Plan	One	One	In place	In place
	Preparation of District Wetland Ordinance	-	3	3 ordinances	In place
	Monitor wetland systems in the district	Quarterly	Quarterly	Done Quarterly	4 quarterly reports
	Establishment of Agro-forestry nurseries	-	-	4 nurseries	300 tree seedling of terminalia.

Source: Mukono District DDP 2011-2016; Mukono District State of Affairs Report FY 2012/13

### 2.3.1 Primary Education Services

As shown in Figure 1 in the previous sub-section, funding to the education sector was not only high but also increased from 61 per cent in the previous financial year to 62.5 per cent during the year under review. The increased funding can be associated with progress within the department that registered a number of commendable developments over the year. First, enrolment increased from 97,532 to 113, 809 pupils (6.3 per cent) in primary schools.

This enrolment contributed to the pupil-classroom ratio, which increased from 47:1 to 49:1, and the pupil-teacher ratio, which increased from 39:1 to 47:1 during the year under review. As can be seen in Table 5, both ratios have not exceeded the NDP targets of 55:1 for pupil-classroom ratio and 55:1 for the pupil-teacher ratio.

Second, statistics from the Education Department of Mukono present reassuring schooling outcomes. Out of 7,777 pupils who sat for their Primary Leaving Exams (PLE) in 2012, 12.8 per cent passed in Division 1. This represents a general improvement in performance when compared to the 11.1% during the previous year. The percentage of pupils who passed in Division II also increased from 48.5 per cent to 50.8 per cent while those rated in Division III reduced from 22.2 per cent to 21.2 per cent. In terms of gender, girls continued to perform better than boys. Table 6 below presents a gender analysis of PLE performance over two years.

**Table 6: PLE Performance for 2011 and 2012**

<b>Comparative Gender Analysis of PLE Performance for 2011 and 2012</b>						
	2011			2012		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Div 1	385	428	813	493	509	1002
Div 2	1737	1781	3518	1880	2069	3949
Div 3	708	906	1614	733	917	1650
Div 4	507	809	1316	472	704	1176

**Source:** Mukono District Education Department

Thirdly, infrastructure investments through construction of staff houses, classroom blocks and pit latrines increased in number compared to the previous year. The staff house and Nabiga Primary School, Namuganga Sub-county; the two-classroom block at Namasubi UMEA Primary School, Kyampisi Sub-county, and, the five-stance VIP latrines constructed in Nabbale, Namuganga and Nagojje sub-counties all contributed to improving the quality of teaching and learning in the various schools.

The downside to this argument is the pupil-desk ratio of 5:1, much higher than the NDP and district targets of 3:1. This means that the district did not make the necessary investments in pupils' desks and other furniture. The district still faces a shortfall of about 80 teachers who need to be recruited on a replacement basis. The department was one of those that were

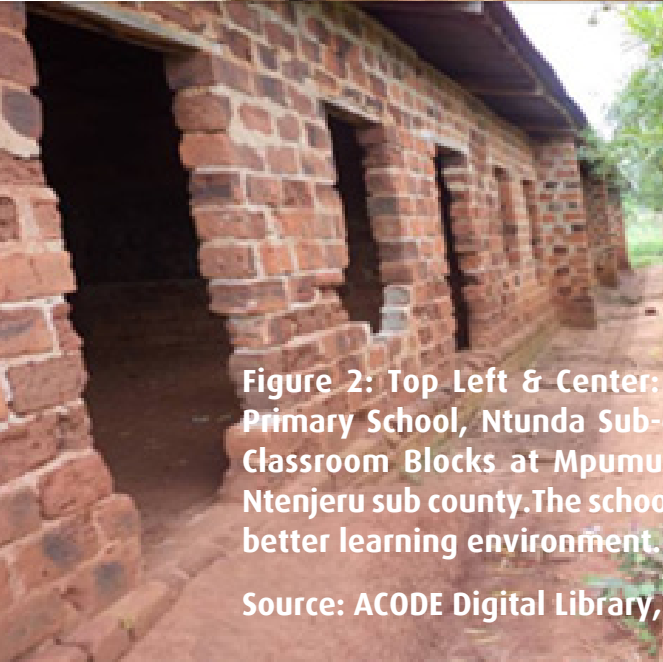


Figure 2: Top Left & Center: Classroom block at Wantuluntu RC Primary School, Ntunda Sub-county. Bottom Left and Right: Two Classroom Blocks at Mpumu Church of Uganda primary school, Ntenjeru sub county. The schools need major renovations to provide better learning environment.

Source: ACODE Digital Library, 2013.

grossly affected by the budget shortfall, caused by the failure to release the fourth quarter funds on time. While efforts continue to be geared towards constructing new classroom blocks, dilapidated school structures still exist as shown in Figure 2.

### **2.3.2 Functional Adult Literacy (FAL)**

The Functional Adult Literacy programme targets anyone over the age of fifteen who missed the opportunity of formal education during childhood. FAL was designed to be a literacy programme that focuses on linking literacy to people's livelihoods and needs. The programme incorporates a great deal of skill-specific training, in addition to literacy and numeracy, and attempts to link the two to show learners how literacy is important and can be used for personal development in their everyday lives. A large range of people are targeted, including men and women, older people and youths, and specific groups of marginalized people such as prison inmates, the disabled and ethnic minorities usually in hard-to-reach areas.

FAL is perhaps the most puzzling sub-sector in Mukono because of the following reasons: a) while the district technical team presents a situation of high functionality, the majority of councilors (24 out of 28) asserted that FAL is not functional in their sub-counties. All the 24 councilors had not monitored any FAL class during the year under review; b) The number of FAL classes (20 per sub-county on average) and number of learners (2,379) is too high to suggest non-functionality or the lack of it; c) funding for the sub-sector is not prioritized by the district which increases dependency on CSOs.

Evidence from the 21 randomly-selected adult learners from Mukono pointed to decreasing numbers of instructors and service centres. This has led to high dropout rates, especially among the men. Poor funding also bedevils the sub-sector. For example, trained instructors are paid a monthly wage of UGX 10,000 per quarter. This funding is also translated into the lack of instructional materials. These are not necessarily debilitating factors individually; but taken together, they complicate the future of FAL in the district.

### **2.3.3 Health Services**

The district has 43 health centres,<sup>4</sup> seven of which are privately managed and the remaining 36 are government-aided. The sector is one of those that benefited from the increased budgetary allocations as shown in Figure 1. This funding accounted for a number of milestones evident in the sector during the year under review. To begin with, the Health Department registered increased

<sup>4</sup> 2 hospitals, 2 HC III, 14 HC III and 25 HC II.





Figure 3 above: Patients waiting for treatment at Ntunda HC III, Figure 4 below: A bed without a mattress in maternity wing at Seeta Namuganga HCIII

Source: ACODE Digital Library, September 2013

OPD utilization from 80 per cent to 94 per cent of the total population, with more women compared to men. Immunization coverage stood at 99 per cent for the eight killer diseases. In addition, the district launched the new pneumococcal vaccine that is administered to children less than one year. Figures (4) and (5) confirm the increased demand for health services in Mukono.

The health department was still grappling with key challenges that need to be addressed urgently. To begin with, the district had a high HIV prevalence rate of 9 per cent, higher than the national rate of 7.3 per cent despite the investments towards curbing the epidemic. Secondly, access to maternal services, particularly ANC, was still low as mothers focused on the first visit and did not usually follow through all the four required visits. Apart from drugs, the majority of health centres still lacked the basic medical supplies like mattresses as shown in Figure 4. In addition, timely supply of essential medicines continued to elude the district. The PUSH system implemented by government was not responsive to the local needs as was confirmed by FGD participants from Mukono Division and Nagojje sub-county.

*“The PUSH system is good but it has to be improved so that NMS sends us the drugs we need. At the beginning of the year, they send us a lot of medicine for diseases like high blood press that are not so common in our district” (FGD participant and health worker at Mukono Health Centre IV, August 2013).*

“The most common diseases are malaria and common cold, but every time I go to the health centre, I am told the drugs are finished so I have to buy them from private clinics. Government should send us more drugs for malaria” (FGD participant at Kojja HC IV, August 2013).

The CODES project implemented at Mpunge and Kasawo health centres by ACODE and UNICEF was acknowledged as a major boost to the health sector in the district. Apart from the provision of two motorcycles that helped to ease transport of health workers, the project contributed to the increased OPD utilization by mothers who took their children to health centres.

### **2.3.4 Agriculture and NAADS**

The greater part of Mukono is largely rural. This means that the majority of the district residents depend on agriculture as a major source of food and household income. The agricultural sector has the greatest potential to overcome hunger and lift most citizens out of poverty, and therefore achieve the first MDG. Ironically, funding to this sector was reduced from 11 per cent in 2011/12 to 10.2 per cent during the year under assessment. Evidence from Mpunge Sub-county revealed that demonstration gardens were started

in Mbazi parish, with 35 farmers benefiting from the pure line of NERICA- 4 Rice from NARO and JICA. The farmer groups in Nagojje and Nabbale sub-counties benefitted from yam and groundnut multiplication implemented under the agri-foods systems project of NARO. In Nakisunga, Kasawo and Nagojje sub-counties, coffee seedlings were distributed by Uganda Coffee Development Authority (UCDA). In the entomology department, investments have been made to contain tsetse fly densities. Bee keepers have also been supported by training of two groups in Kyampisi and Kasawo sub-counties.

Despite such developments, the sector faced a number of challenges during the year under review. Aside from the dwindling sectoral allocations, the sector experienced a deficit by the end of the fourth quarter. This affected the timely delivery of staff salaries and reduced monitoring. Participation by the youth remained a big challenge. While opportunities for access to funding were open to all, the majority of the beneficiaries were older men and women as opposed to the youth who attach low value to farming and agriculture. Perhaps most prejudicial was the problem of rampant theft of livestock and poultry from farmers.

### **2.3.5 Roads Sub - sector**

The district is served by a network of both trunk and community access roads which the district maintains. During the fiscal year in question the sector received a total of UGX 499,572,000 from Uganda Road Fund (URF) for periodic manual and mechanised maintenance of roads and equipment.

**Figure 5: Namataba - Nagojje - Ntunda Road**



Source: ACODE Digital Library, August 2013

The district had invested in more routine maintenance of roads as a means of ensuring access to markets for the rural farmers. Although more was still to be done, the number of village roads in good condition was higher when compared to the previous assessment. As shown in Figure 5, when roads undergo routine maintenance, farmers are able to transport their produce to markets at a low cost. This was not the case with all the roads in the district. For example, residents in Nama Sub-county complained of shoddy work on the main road that connects them to other sub counties.

*“The Nama - Katoogo – Nagojje road is impassable, a few months since works were completed. The road gangs that maintain the road also take long and so it becomes bushy and narrow” (FGD Participant, NAMA Sub-county, September 2013).*

The sector is still faced with a shortage of human resource and equipment including bulldozers and excavators that are best placed to work in swamps. Most of the old equipment continues to break down in the middle of maintenance works without a mechanic to repair them as regularly as required.

### **2.3.6 Water and Sanitation Sector**

Shallow wells are the main water sources in the district serving the majority of the population. Some sections of the community access water from protected springs, deep boreholes, rain harvesting tanks and water taps. Most of this water requires boiling as it is not immediately safe for consumption, which presents an added expenditure for the households. Available statistics in Table 5 show stagnation among the key water and sanitation indicators. Perhaps this is not surprising given the sector budgetary cuts to the sector. With the exception of the increased number of boreholes during the year under review, pit latrine coverage and functionality of water sources remained the same.

In the absence of a substantive water engineer, the number of non-functional boreholes was on the rise. Evidence from Mpatta and Kasawo sub-counties revealed that the three non-functional boreholes reported during the previous assessment had not been repaired. To solve the problem of the rampant nonfunctional water sources in the district, the district invested in community mobilization and sensitization for communities where new and old boreholes were drilled and repaired during the year under review. Fifty-five water user committees were also formed and trained in Nabbale, Nama, Kimenyedde, Nakisunga, Kyampisi, Kasawo, Nagojje, Mpunge, Mpatta and Ntunda sub-counties.

### **2.3.7 Environment and Natural Resources (ENR)**

The ENR sector is made up of land management, wetland management, environmental management and the district forestry services. Mukono District is home to a number of natural resources including Lake Victoria, part of Mabira Forest, private forest reserves and wetlands. These resources form a big part of the local revenue collections to the district. However, funding to the ENR Department reduced from 1 per cent in FY 2011/12 to 0.8 per cent during the year under assessment. Under the forestry services, investments were made through the planting of over 50,000 eucalyptus tree seedlings, regulation of tree harvesting through effective monitoring and sensitization of 20 out of the 100 target forest farmers.

The Wetland Management Department had been greatly undermined by the increasing numbers of investors who were allocated plots to construct factories, particularly in Namanve wetland. Construction in these wetlands had led to degradation which in turn presented a threat to the dwindling forest cover and ground water availability. Generally, the sector was still faced with the problem of staffing with only one officer manning the forestry department, environment department and wetland department.

During the year under review, the Land Office in Mukono was caught up in a situation depicting the proverbial grass which suffers when two elephants fight. While the district is mandated to manage this office, central government through the Ministry of Lands took over management of land issues leading to paralysis of activities that culminated into closure of the office for over seven months. Similarly, relations between the District Forestry Office and staff from the National Forestry Authority (NFA) were strained to the extreme. While NFA is mandated to protect forestry resources in the district, Mukono District leadership claimed that the NFA staff were responsible for the high levels of deforestation, especially in parts of Mabira Forest.

# 3. DISTRICT SCORECARD: ANALYSIS AND INTERPRETATION OF RESULTS

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The local government scorecard complements the Ministry of Local Government (MoLG) that assesses the performance of the technical arm of local governments. It is envisaged that the annual council assessments will create a strong and formidable political arm which should in turn provide effective oversight to the technical arm of the district. The assessment of the political arm in Mukono was conducted between June and September 2013.

## 3.1 Performance of the District Council

A District Council consists of a District Chairperson and Councilors who are directly elected. There are councilors who are representatives of special interest groups, such as women councilors and those representing people with disabilities (PWDs). The Local Government Council is the highest authority within a local government, with political, legislative, administrative and executive powers. 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. The score-card for the council is derived from the functions of the local government councils as stipulated under the Local Government Act. Table 7 presents details of the council performance on each assessed parameter.

**Table 7: Performance of Mukono District Council (FY 2012/13)**

Performance Indicators Year	Actual Score	Maximum Scores	Remarks
<b>1. LEGISLATIVE ROLE</b>	<b>18</b>	<b>25</b>	Council adopted rules of procedure with amendments during the council held on 12th July 2012. Among the motions and ordinances passed, there was no motion or ordinance on accountability or financial autonomy. Although the district has a new administration block, there is still no functional library for public use.
Adopted model rules of Procedure with/without debate (amendments)	2	2	
Membership to ULGA	1	2	
Functionality of the Committees of Council	3	3	
Lawful Motions passed by the council	1	3	
Ordinances passed by the council	1	3	
Conflict Resolution Initiatives	1	1	
Public Hearings	2	2	
Evidence of legislative resources	2	4	
Petitions	2	2	
Capacity building initiatives	3	3	
<b>2. ACCOUNTABILITY TO CITIZENS</b>	<b>15</b>	<b>25</b>	Council did not debate any issues of a constitutional nature. In terms of administrative accountability, council did not respond or debate independent evaluations even when they raised a number of administrative issues for follow up. With regard to involvement with CSOs, agreements and MOUs were signed with Webale Foundation in Nakisunga, Ngamba chimpanzee sanctuary and Water Mission (UK). There was evidence (invitation letters) on participation of the community in budget conferences.
Fiscal Accountability	3	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>15</b>	<b>20</b>	The district's major undoing under the The district local revenue collections remained stagnant at 3% of the total budget.
Existence of Plans, Vision and Mission Statement	5	5	
Approval of the District Budget	4	4	
Local Revenue	6	11	
<b>4. MONITORING SERVICE DELIVERY ON NPPAs</b>	<b>19</b>	<b>30</b>	One of the new innovations in Mukono during the year under review were the accountability meetings at sub-county level. The meetings were organized to increase transparency and ensure effective and timely monitoring of government programmes which paid off. A schedule of meetings in all the 13 sub counties was drawn and followed.
Education	3	5	
Health	5	5	
Water and Sanitation	4	4	
Roads	3	4	
Agriculture and Extension	1	4	
Functional adult Literacy	0	4	
Environment and Natural Resources	3	4	
<b>TOTAL</b>	<b>67</b>	<b>100</b>	

Mukono District Local Government scored 67 out of 100 possible points. This score represents a statistically significant decline in performance compared to the 78 points attained during the previous assessment. However, the impact of the accountability meetings at sub-county level stood out and contributed to improved quality of monitoring government programmes. Spearheaded by the CAO, the accountability meetings involved political and technical leaders at the district and sub-county levels. The main targets of the meetings were the citizens who attended not only to listen to the progress of programmes but were also given a chance to ask relevant questions regarding service delivery.

## 3.2 District Chairperson

A chairperson is the political head of the district. Some of the cardinal roles of the chairperson include overseeing the performance of the persons employed by government to provide services, coordinate government programmes between the district and government and monitor the implementation of council decisions. The district remained under the leadership of Mr. Francis Lukooya Mukoome who is serving his second term as district chairperson. Table 8 details the chairperson’s performance during the year under review.

**Table 8: Chairperson’s Scorecard**

<b>Name</b>	<b>Francis Lukooya Mukoome</b>		
<b>District</b>	<b>Mukono</b>		
<b>Political Party</b>	<b>NRM</b>		
<b>Gender</b>	<b>Male</b>		
<b>Number of Terms</b>	<b>2</b>		
<b>Total Score</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>17</b>	<b>(20)</b>	The chairperson did not delegate any meeting to his vice chairperson to chair. There was no action of the district taking forward any actions on the basis of annual assessment. The DSC is not fully constituted as one member was missing during the year under review.
Presiding over meetings of Executive Committee	2	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	3	4	
Overseeing the functioning of the DSC and other statutory boards/committees(land board, PAC,)	1	2	
Engagement with central government and national institutions	4	4	



<b>2. LEGISLATIVE ROLE</b>	<b>11</b>	<b>(15)</b>	Attended 5 out of 6 council meetings. Three motions During the year under review, the executive presented a number of motions but did not present any bills on accountability and local government financial autonomy.
Regular attendance of council sessions	2	2	
Motions presented by the Executive	6	6	
Bills presented by the Executive	3	7	
<b>3. CONTACT WITH ELECTORATE</b>	<b>10</b>	<b>(10)</b>	Apart from the chairperson's routine monitoring at service centres, the accountability meetings at sub-counties increased his visibility and contact with his electorate.
Programme of meetings with Electorate	5	5	
Handling of issues raised and feedback to the electorate	5	5	
<b>4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA</b>	<b>9</b>	<b>(10)</b>	Three MoUs (Water Mission – UK, Webale Foundation, Ngamba Chimpanze Sanctuary) signed.
Projects initiated	3	3	
Contributions to communal Projects/activities	1	2	
Linking the community to Development Partners/ NGOs	5	5	
<b>5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>33</b>	<b>(45)</b>	On top of the regular on-spot visits, the chairperson capitalized on the accountability meetings at sub-county level. Despite such an elaborate monitoring plan, FAL monitoring was not well done.
Monitored Agricultural services	3	7	
Monitored Health Service delivery	7	7	
Monitored schools in every sub-county	7	7	
Monitored road works in the district	7	7	
Monitored water sources in every sub-county	4	7	
Monitored functional Adult literacy session	0	5	
Monitored Environment and Natural Resources protection	5	5	
<b>TOTAL</b>	<b>80</b>	<b>100</b>	

The chairperson scored 80 out of 100 possible points, same as the 80 points from the previous assessment. While the marks fall in the same range, performance under the various parameters varied greatly compared to the previous assessment. Unlike during FY 2011/12, the chairperson did not delegate a single meeting to be chaired by his vice chairperson. During the year under review, the DSC was not fully constituted. These two factors explain the drastic drop under the political leadership parameter. On the other hand, the chairperson scooped all the possible marks under contact with the electorate and initiation and participation of projects in his electoral area. This was mainly due to the accountability meetings organized by the office of the CAO in all sub-counties and the MOUs signed between the district and Water Mission – UK and the Webale Foundation, all of which extend better quality services to the residents of Koome and Nakisunga respectively.

### 3.3 District Speaker

A District Speaker is a councilor elected to provide leadership and preserve order in council. The speaker therefore has dual roles of representation of the electorate and leadership in council. James Kunobwa was the district

speaker during the year under review. Table 9 provides details of the speaker's performance during FY 2012/13.

**Table 9: Speaker's Scorecard**

<b>Name</b>	James Keezala Kunobwa	<b>Level of Education</b>		Post Graduate
<b>District</b>	Mukono	<b>Gender</b>		Male
<b>Sub County</b>	Seeta Namuganga	<b>Number of Terms</b>		2
<b>Political Party</b>	NRM	<b>Total</b>		79
<b>ASSESSMENT PARAMETER</b>		<b>Actual Score</b>	<b>Maximum Score</b>	<b>Comments</b>
<b>1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL</b>		<b>20</b>	<b>(25)</b>	Chaired 5 council sittings and delegated 1 to the deputy. Rules of procedure were adopted but not fully enforced. The business committee is in place, convened meetings and all minutes filed. Petitions/issues record book was in place. There was no evidence of a written paper presented by the speaker to guide council or committees
Chairing lawful council/ meetings		3	3	
Rules of procedure		6	9	
Business Committee		3	3	
Records book with Issues/ petitions presented to the office		2	2	
Record of motions/bills presented in council		3	3	
Provided special skills/knowledge to the Council or committees.		3	5	
<b>2. CONTACT WITH ELECTORATE</b>		<b>16</b>	<b>(20)</b>	Apart from the district office, the speaker used his home in Namagunga, Kayanja trading centre and Namataba trading centre as constituency offices.
Meetings with Electorate		7	11	
Office or coordinating centre in the constituency		9	9	
<b>3. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>		<b>10</b>	<b>(10)</b>	Attended 4 sub-county council meetings at Nagojje sub-county. Evidence of debates seen in council minutes.
Attendance in sub-county Council sessions		10	10	
<b>4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>		<b>33</b>	<b>(45)</b>	The speaker monitored a number of service delivery units but fell short of producing monitoring reports to the relevant offices. Most of the communication was verbal.
Monitoring Health Service delivery		5	7	
Monitoring Education services		5	7	
Monitoring Agricultural projects		7	7	
Monitoring Water service		5	7	
Monitoring Road works		3	7	
Monitoring Functional Adult Literacy		3	5	
Monitoring Environment and Natural Resources		5	5	
<b>TOTAL</b>		<b>79</b>	<b>100</b>	

The speaker scored 79 out of a 100 possible points. This score presents general improvement when compared to the 73 points during the FY 2011/12 assessment. This performance is attributed to the fact the speaker invested more time to follow up actions after monitoring of service delivery units. The problem of absentee health workers at Nagojje HC III and Waggala HC II was not only documented and reported but was solved. The problem of lack of staff quarters at Nakibano Primary School was reported and addressed

through the provision of SFG during the year under review. A number of non-functional boreholes in Kibaati, Namataba and Kayanja were fixed.

### **3.4 District Councilors**

The political arm of the district comprises district councilors, headed by the chairperson. District councilors are vested with a wide range of powers and responsibilities as stipulated in the third schedule of the Local Government Act. During the year under review, district councilors were assessed on the four performance parameters: a) legislative role b) contact with the electorate, c) participation in lower local governments, and d) monitoring service delivery of the NPPAs. This sub-section presents an analysis of the performance of the 28 district councilors in Mukono.

Overall, the performance of the Mukono District councilors improved with an average score of 53 points compared to 40 points from the previous assessment. The best male councilor was Godfrey K. Musange from Kasawo Sub-county, who scored 65 points; while the best female councilor, Lyton Nabukenya a female youth representative, scored 66 points. Apart from her outstanding performance, councilor Lyton Nabukenya was credited for her remarkable improvement with a percentage change of 120 per cent compared to the previous assessment. Similarly, outstanding performances were exhibited by councilors Emmanuel Mbonye and Godfrey Musanje whose change in improvement was registered at 194 per cent and 160 per cent respectively. In terms of gender analysis, the male councilors continued to perform better than their female counterparts. The best performed parameter was contact with the electorate, while monitoring of NPPAs was the worst performed parameter.

There was general improvement with regard to indicators such as participation and debate during council and committees under the legislative role compared to the previous assessment. There was more participation through debates on issues of service delivery both in plenary and council. One of the worst performed indicators is the moving of motions which remains a preserve of the executive committee and committee chairpersons. The wrong perception that councilors are not allowed to present motions in council continues to prevail and should be addressed. While monitoring has improved, documentation through reports remains a challenge to the majority of district councilors. Similarly, efforts towards follow up of service delivery gaps identified during monitoring are still weak. A summary of performance for all the district councilors is presented in Table 10.

**Table 9: Summary Performance of Mukono District Councilors FY 2012/13**

Name	Sub-county	Party	Gender	Terms	2011/12	2012/13	% change	Legislative role				Contact with electorate			Participation in LLGs		Delivery on NPPA									
								Plenary	Committee	Motion	Special skill	Sub total	Meeting electorate	Office	Subtotal	Sub county meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total		
Leyton Nabukenya	Youth	NRM	F	1	30	66	120	8	8	2	0	18	7	5	12	8	7	5	5	5	5	5	1	0	5	28
Godfrey K. Musanje	Kasawo	NRM	M	3	25	65	160	8	8	2	2	20	9	9	18	6	5	1	5	5	5	5	5	0	0	21
Ssemakula Ddamulira	Mukono Central Division	DP	M	1	51	64	25	8	8	0	0	16	11	9	20	2	7	5	0	5	5	5	5	0	4	26
Jane Ssozi Mukasa	Nakisunga/Mtenjeru	NRM	F	2	36	64	78	8	8	5	0	21	7	9	16	6	3	5	1	1	5	5	5	1	5	21
Mubarak Ssekikubo	Nakisunga	NRM	M	1	49	64	31	8	8	5	0	21	7	5	12	6	1	5	5	5	5	5	5	0	4	25
Musa Kiggundu	Kyampisi	NRM	M	2	81	64	-21	8	0	5	0	13	7	6	13	10	5	5	5	3	5	5	5	0	5	28
Lukema Ssegayi	Goma	DP	M	1		63		8	8	0	0	16	7	9	16	8	5	5	0	4	5	5	3	1	23	
Roy Grace Namayanja	Nakisunga	NRM	F	2	43	62	44	8	8	0	0	16	11	5	16	8	1	4	5	5	5	5	5	1	1	22
Hajara Nakiguli	Kasawo	NRM	F	1	48	61	27	8	8	0	0	16	9	9	18	10	1	5	5	5	5	5	5	0	0	17
Evaristo Kaluma	Seeta Namuganga	Ind	M	2	60	59	-2	5	7	0	0	12	9	9	18	8	5	5	5	4	1	0	1	0	1	21
Anuciata Nambi	Koome/Mpunge	NRM	F	1	21	58	176	8	1	0	0	9	9	5	14	6	5	5	5	5	5	5	5	0	4	29
Hudson Kiyaga	Ntenjeru	NRM	M	1	39	56	44	1	8	0	0	9	11	9	20	10	7	3	2	0	3	0	2	0	2	17
Annet Nakanwagi	PWD	NRM	F	2	45	55	22	8	8	0	0	16	5	5	10	6	7	3	3	3	1	5	1	5	1	23
Samuel Okoth	Mpunge	NRM	M	1	24	55	129	4	8	0	0	12	7	5	12	0	7	5	5	5	5	5	5	0	4	31
John Bosco Isabirye	Nama	NRM	M	1	43	55	28	8	8	0	0	16	11	9	20	6	1	1	5	1	1	5	1	0	4	13
Emmanuel Mbonye	Mpata	NRM	M	1	18	53	194	8	8	0	0	16	4	6	10	8	3	7	3	1	5	0	0	0	0	19
Asuman Muwumuza	Koome	NRM	M	3	54	53	-2	8	8	2	0	18	7	2	9	2	5	5	5	0	5	0	5	0	4	24
Annah Lubulwa	Nagoje/ Ntunda	NRM	F	2	67	51	-24	8	8	0	0	16	7	9	16	6	7	1	1	1	1	1	1	1	1	13
Hussein Mubiru	Kimenyedde	Ind	M	1	19	49	158	4	4	0	0	8	7	5	12	8	5	5	1	1	5	5	5	0	4	21
Rose Babirye	Mukono Central	DP	F	1	31	45	45	5	1	0	0	6	5	9	14	10	1	1	3	5	5	5	5	0	0	15
Florence Kaate	Seeta Namuganya	NRM	F	1	60	45	-25	5	8	0	0	13	2	9	11	10	5	3	1	0	1	0	1	0	1	11

**Table 9 Continued.....**

Name	Sub-county	Party	Gender	Terms	2011/12	2012/13	% change	Legislative role				Contact with electorate			Participation in LLGs						Delivery on NPPA							
								Plenary	Committee	Motion	Special skill	Sub total	Meeting electorate	Office	Subtotal	Sub county meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total				
Alice Namande	Kimenyedde	NRM	F	1	37	44	19	8	8	0	0	16	11	5	16	2	3	1	1	1	1	1	1	1	1	2	10	
Teopista Galabuzi	Goma	Ind	F	2	27	41	52	8	8	0	0	16	7	5	12	2	3	1	1	1	1	1	1	1	1	1	11	
Kaweesa Kaweesa	Ntunda	Ind	M	2	53	41	-23	8	8	0	0	16	7	5	12	6	1	1	1	1	1	1	1	1	1	1	7	
Godfrey Nsubuga	PWD	NRM	M	1		41		8	8	0	0	16	7	5	12	6	1	1	1	1	1	1	1	1	1	1	7	
Noeline Nabuyange	Kyampisi>Nama	NRM	F	2	14	40	186	5	8	0	0	13	5	4	9	10	1	0	1	0	1	0	1	0	1	0	5	8
Joachim Mukasa	Youth	NRM	M	1	33	40	21	8	8	0	0	16	9	2	11	0	3	1	3	1	1	1	1	1	1	1	13	
Jamil Kawoya	Nabbale	NRM	M	1	33	27	-18	8	4	0	0	12	2	2	4	0	1	5	1	3	1	0	0	0	0	0	11	
Average				1	40	53	56	7	7	1	0	15	7	6	14	6	4	3	3	3	3	3	3	3	3	1	2	18

## 3.5 Interpretation of Results

The average score of 53 per cent represents general improvement in the performance on the part of individual councilors in Mukono. Similarly, the performance of the district council, chairperson and speaker points towards a general commitment to improve the quality of service delivery. The introduction of accountability meetings at sub-county level did not only improve accountability mechanisms but also reinforced councils' performance and extended the district leadership closer to the citizens. Outstanding progress during the year includes:

- a) Improved accountability to citizens through the annual sub county accountability meetings;
- b) Improved report writing after monitoring visits;
- c) Improved documentation through the use of the councilor's diary;
- d) Improved participation and deliberation during plenary and committees;
- e) General knowledge and appreciation of a wide range of councilors' roles and responsibilities.

The complementary nature of the political and technical arms of the district means that this performance should translate into general improvement in the quality and quantity of services to the citizens in districts. However, the analysis in Section 2 of this report paints an undesirable picture with the majority of service delivery targets remaining static while others deteriorated during the year under review. The quality of service delivery in Mukono District was affected by a number of factors during the year under assessment. Some factors are internal, and can be addressed by the district leadership, while others are external and need the intervention of central government and other key stakeholders.

### 3.5.1 Internal Factors Affecting Poor Performance and Service Delivery

- a) **Weak monitoring of NPPAs:** Statistics presented in the council scorecard reveal a reduction in the total marks scored under monitoring of NPPAs in Mukono District from 25 points during FY 2011/12 to 19 points during FY 2012/13. Evidence shows that while the council put more emphasis on education and health, sectors like water, FAL and the ENR were neglected. At an individual level, with the exception of six district councilors, the rest of the councilors did not monitor any FAL centre during the year under review; yet money continued to be allocated to

the programme under Community Driven Development (CDD). At the technical level, the finance department, which should be spearheading monitoring of programs does not have a vehicle during the year under review.

- b) **Unplanned community meetings:** Evidence from the assessment revealed that only 26 per cent of the councilors drafted programmes to meet with their electorate. This means that the majority of councilors in the district continue to meet their electorate at social functions and gatherings as opposed to well laid out community meeting programmes. While councilors argue that is a better option, the possibility of alienating sections of the community is high. Besides, unplanned community meetings do not usually give the councilor an opportunity to set out a clear and elaborative agenda. Councilors are therefore unable to make detailed reports or seek relevant views that should inform their deliberations in council.
- c) **Schedule clashes between sub-county and district council meetings and inability to transmit feedback to constituents:** Much as improvement was registered with the majority of councilors attending meetings at their sub-counties, there remain clashes in the scheduling of meetings at the district and sub-counties. The majority of councilors who did not meet the threshold of attending at least four sub-county meetings complained of coinciding meeting dates at the district and their sub-counties. Such a scenario presents two challenges. First, since the district council meetings take precedence over the sub-county meetings, the sub-county leadership is unable to get official feedback from the district councilor in a timely manner. Second, such scheduling clashes break the normative bottom-up chain of communication and political accountability.
- d) **Failure to follow-up Service Delivery concerns:** While the majority of the district councilors reported to have monitored implementation of government programmes in their sub counties, a number of them did not follow up the gaps identified during the monitoring exercises. Drafting of monitoring reports remains a challenge. In situation where reports were drafted, they were not shared with the respective authorities. In the end, there remained a gap in the process of monitoring and follow up of service delivery concerns in the district.

### **3.5.2 External Factors for Poor Performance and Service Delivery**

#### **a) Unmet financial expectations**

The district registered an enormous funding gap, receiving UGX 18, 352, 879 billion out of UGX 25, 274, 906 billion that was approved. This means that a number of planned activities could not be funded during the year under review. In terms of budget performance, the worst-hit revenue source was locally-generated revenue, with only 30 per cent of the expected revenue actually received.

#### **b) Inadequate funding from the Central Government**

Mukono District Local Government provides services to its citizens on behalf of the Central Government. For this to happen, the district budget should be sufficient and flexible enough to deal with local priorities and demands. However, the district still depends on the Central Government for much of its funding. Statistics from the previous assessments confirm that this dependence has been increasing rather than decreasing over the years. During the year under review, the majority of the grants from the Central Government were conditional, which meant they had 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. In many cases, these funds are not adequate and this creates a funding gap. Meanwhile, local revenue collections continue to dwindle, while there are no clear strategic plans to deal with the situation.

#### **c) Low civic awareness among community members**

The venues identified to organize the FGDs in the district were purposely selected to ensure that the team visits parishes that had not been visited during the previous assessments. Evidence from the discussions still points to low civic awareness among community members, most of whom expressed ignorance with regard to their councilor's identity and what he / she should do for them. A cross-section of FGD participants expressed fear regarding the possibility of holding their councilors accountable.



# 4. GENERAL CONCLUSION AND RECOMMENDATIONS

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## 4.1 Conclusion

The geographical location of Mukono gives it an edge in terms of strategic economic development. Apart from being the fastest-growing industrial hub in Uganda, its nearness to the capital city guarantees it the neighborhood effect. The leadership in the district should leverage from the already existing economic potential to steer the citizens towards the enjoyment of quality services. A cordial relationship between the technical and political arms of the district is fundamental. Through the scorecard, the quality of political leaders is enhanced. But these cannot work alone. As political leaders strive to improve their performance, the technical leadership should meet them halfway, through monitoring and commitment to quality service provision. Another key player is the central government whose funding to the district continues to diminish. Because the end justifies the means, the discourse on increased local revenue collections and change in the budget architecture remain critical.

## 4.2 Recommendations

### 4.2.1 Increased Local Revenue Collections

Most of the service delivery gaps in Mukono can best be fixed with adequate and flexible funding. The budget analysis presented in Section 2 of this report confirms that local revenue collections are not only low but are also steadily dropping. Since most of the revenue sources go to the Municipal Council, the district should innovatively study ways to improve or attract local investments. The district should therefore popularize the Local Economic Development (LED) agenda. Mukono has the potential to improve the revenue collections but should be coupled with prudent management and supervision by the technical and political leaders.

#### **4.2.2 Advocacy for a Changed Budget Architecture**

Because local governments implement activities on behalf of the Central Government, they should be facilitated better with more flexible terms to meet the service delivery burden. Direct funding to the district should focus on capital investments and quality service delivery so that Mukono residents who pay taxes get the services that are due to them. The analysis made in Section 2 of this report clearly highlights the dangers of maintaining the status quo.

#### **4.2.3 Strengthen Local Accountability Mechanisms**

The provision of quality services in the district is highly dependent on the complementary nature of the technical and political arms or the lack of it. The innovation of the accountability meetings by the CAO, Mukono Day spearheaded by the RDC and the public display of leaders phone numbers spearheaded by the Chairperson are steps in the right direction. Moving forward, the meetings will be more useful when the district publishes fliers with brief summaries of budget and budget performance with figures and percentages. These fliers should be brief and translated into Luganda.

#### **4.2.4 Effective Coordination Between the District and LLGs**

Districts and lower local governments are key stakeholders that need each other in the chain of service delivery. A well-coordinated chain of command provides for effective accountability by leaders to the citizens. The district should consider developing a year planner that details major monitoring plans and meetings. This document should be shared widely with all sub-county leaders to ensure harmony in their planning. At the LLGs, it is good practice to share a schedule of council meetings with the district to avoid scheduling overlaps and clash of activities planned.

#### **4.2.5 Recruitment of Staff**

Statistics presented in Table 5 in section 3 of this report reveal a shortage of staff across the key departments at the district. This shortage grossly affects implementation and monitoring of government programmes. This cuts across all sectors such as health, agricultural extension, environment and natural resources, and water and sanitation among others. Mukono District Local Government should therefore consider recruitment and deployment of staff across sectors beginning with critical sectors like health and environment that are lagging behind.

#### **4.2.6 Improve Contact With the Electorate**

The district council has laid down commendable strategies to improve contact with the electorate. However, efforts should be stepped up at the individual councilor level. Councilors should embrace the option of developing an annual programme with specific dates and time. This should be shared with sub-county leaders for ease of mobilization and follow-up. At these meetings, it should not be business as usual. Councilors should make an effort to report on deliberations and sub county commitments from the previous council sitting. This should be an opportunity for the citizens to present their views regarding the quality of services in the sub-county. Councilors are expected also to be role models and good examples; and should not wait for allowances to do the smallest obvious things.

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## Annex 2: Summary of Councils' Performance (FY 2012/13)

District	2011/12	2012/13	% change	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				
Wakiso	71	76	7	2	0	3	1	1	1	2	2	2	2	2	2	1	15	3	6	8	2	1	20	5	4	7	16	4	5	3	4	3	2	4	25	
Gulu	82	75	-9	2	2	2	3	0	1	2	4	2	2	2	2	2	20	4	5	6	2	3	20	5	4	2	11	5	5	3	3	3	2	4	24	
Mpigi	67	72	7	1	2	3	3	1	1	2	4	0	1	18	4	5	18	4	5	8	2	0	19	5	4	2	11	5	5	4	2	0	4	2	4	24
Amuria	76	70	-8	2	2	2	3	3	1	0	4	0	2	19	4	6	3	2	3	2	3	18	4	4	4	4	12	4	5	2	4	2	4	0	2	21
Rukungiri	69	70	1	2	2	3	2	1	1	2	3	1	2	19	4	5	7	2	0	7	2	0	18	5	4	2	11	5	5	3	4	3	0	2	2	22
Ntungamo	64	69	8	2	1	3	2	1	1	0	4	1	1	16	4	4	7	2	0	7	2	0	17	5	4	7	16	2	3	3	3	3	3	3	3	20
Nebbi	51	69	35	2	1	3	2	1	1	0	2	1	3	16	4	5	4	2	3	4	2	3	18	5	4	4	13	5	5	3	4	3	0	2	2	22
Mbale	55	68	24	2	2	3	2	0	1	0	2	2	3	17	4	7	3	2	2	3	2	2	18	5	4	7	16	5	3	2	2	2	0	3	17	
Mukono	78	67	-14	2	1	3	1	1	1	2	2	2	3	18	3	5	3	2	2	3	2	2	15	5	4	6	15	3	5	4	3	1	0	3	19	
Kamuli	40	67	68	1	0	2	2	0	1	0	3	1	3	13	3	4	6	2	0	6	2	0	15	5	3	4	12	5	5	4	4	4	3	2	2	27
Hoima	48	67	40	2	1	3	3	3	1	2	1	2	2	20	2	4	3	2	0	3	2	0	11	5	4	2	11	5	5	4	2	4	2	4	1	25
Jinja	44	66	50	1	2	3	1	1	1	2	3	2	3	19	4	5	7	2	1	7	2	1	19	5	4	4	13	2	2	2	4	2	2	1	1	15
Moyo	55	63	15	2	2	3	0	1	0	0	4	0	1	13	4	6	5	2	2	5	2	2	19	5	4	2	11	5	5	2	2	2	0	4	2	20
Kabarole	75	63	-16	2	0	3	3	1	1	0	2	0	2	14	3	5	6	2	0	6	2	0	16	5	4	4	13	3	4	2	3	3	2	3	2	20
Lira	49	62	27	2	1	3	3	0	0	2	2	2	3	18	3	5	6	2	0	6	2	0	16	5	4	7	16	0	3	0	3	3	3	0	12	
Mbarara	53	62	17	1	1	3	2	0	0	0	3	0	2	12	3	3	8	2	0	8	2	0	16	5	4	4	13	4	4	2	2	2	4	3	2	21
Bududa	60	61	2	2	1	3	1	1	1	1	2	2	2	16	3	7	3	2	1	3	2	1	16	5	4	4	13	3	3	1	4	2	0	3	16	
Nakapiripiri	56	61	9	2	2	1	1	1	0	0	1	2	3	13	4	5	2	2	3	2	2	3	16	5	4	4	13	3	4	1	4	4	0	3	19	
Soroti	68	60	-12	2	1	3	0	0	1	0	3	2	3	15	4	5	8	2	2	8	2	2	21	4	3	3	10	2	2	2	2	2	2	2	2	14
Buliisa	57	60	5	2	2	3	3	0	1	1	2	0	1	15	3	7	3	2	0	3	2	0	15	5	4	4	13	4	4	3	3	3	0	0	17	
Luwero	70	60	-14	2	0	3	0	0	1	0	1	2	1	10	4	4	6	2	2	6	2	2	18	5	4	2	11	3	3	4	3	3	3	2	2	21
Kanungu	67	57	-15	1	1	2	1	1	1	0	2	2	0	11	4	4	6	2	0	6	2	0	16	5	4	2	11	3	3	2	3	2	2	4	1	19
Moroto	55	56	2	2	1	3	3	1	1	1	3	0	2	17	2	6	3	2	0	3	2	0	13	5	4	2	11	3	1	3	2	3	2	1	1	15
Tororo	40	55	38	2	2	2	2	1	1	1	4	1	1	17	2	5	4	2	1	4	2	1	14	5	3	2	10	3	4	0	0	2	1	4	14	
Agago		51		2	1	3	1	0	1	0	2	1	2	13	3	4	4	2	0	4	2	0	13	5	4	2	11	2	2	2	2	2	2	2	2	14
Amuru	30	40	33	2	2	1	0	0	1	0	2	1	1	10	3	4	3	2	1	3	2	1	13	4	4	9	17	0	0	0	0	0	0	0	0	0
Average	59	63	12	2	1	3	2	1	1	1	3	1	2	16	3	5	5	2	1	5	2	1	17	5	4	4	13	4	4	2	3	2	2	2	2	19

### Annex 3: Summary of the Chairpersons' Performance (FY 2012/13)

Name	Gender	District	Political Party	Number of Terms	Performance		Political Leadership							Legislative Role			Contact With Electorate			Development Projects							Monitoring Service Delivery On NPPAs						
					2011/12	2012/13	% change	DEC	Monitoring admin	State of affairs	Oversight civil servants	Commissions/Boards	Central govt	Sub Total	Council	Motions Executive	Bills by Executive	Subtotal	Meetings Electorate	Issues by electorate	Subtotal	Projects Initiated	Communal Projects	NGOs	Subtotal	Agriculture	Health	Schools	Roads	Water Sources	FAL	Environment	Sub Total
Richard Rwabuhinga	M	Kabarole	Ind	1	80	89	11	3	5	2	3	2	4	19	2	4	5	11	5	5	10	3	2	5	10	7	7	7	7	7	7	39	
Priscovia Sabaam Musumba	F	Kamuli	FDC	1	88	88		1	5	2	2	2	4	16	0	6	7	13	5	5	10	3	2	5	10	3	7	6	6	7	5	39	
Martin Ojara Mapeundu	M	Gulu	FDC	1	91	88	-3	3	5	2	4	2	4	20	2	4	5	11	5	5	10	3	2	5	10	5	7	5	7	5	3	37	
Fredrick Ngobi Gume	M	Jinja	NRM	1	66	87	32	3	5	2	4	1	4	19	2	6	7	15	5	5	10	3	2	5	10	5	5	5	5	5	3	33	
Matia Lwanga Bwanika	M	Wakiso	DP	1	70	82	21	3	5	2	4	2	4	20	2	2	3	7	5	5	10	3	2	1	6	7	7	7	5	7	1	39	
Emmanuel Osuna	M	Tororo	NRM	2	78	82	5	3	5	2	4	2	3	19	2	4	5	11	4	5	9	3	1	5	9	5	7	5	5	2	5	34	
John Mary Luwakanya	M	Mpigi	NRM	1	80	80	0	3	5	2	2	2	4	18	2	6	0	8	5	5	10	1	1	5	7	7	7	7	7	0	2	37	
Charles K. Byabakama	M	Rukungiri	NRM	1	44	80	82	3	3	2	3	0	3	14	2	4	3	9	4	5	9	3	1	5	9	7	6	6	7	7	3	39	
Francis Lukooya M.	M	Mukono	NRM	2	80	80	0	2	5	2	3	1	4	17	2	6	3	11	5	5	10	3	1	5	9	3	7	7	7	4	0	33	
Mark Aol Musooka	M	Moroto	NRM	1	76	78	3	3	5	2	2	2	2	16	2	4	0	6	5	5	10	3	1	5	9	6	7	7	6	6	0	37	
Anthony Omach Atube	M	Amuru	NRM	2	54	78	44	3	4	2	4	1	4	18	2	2	0	4	4	5	9	3	2	5	10	5	6	5	6	5	5	37	
George Michael Egunyu	M	Soroti	NRM	1	82	78	-5	3	5	2	4	2	4	20	0	4	0	4	5	5	10	3	2	5	10	7	7	7	7	3	0	34	
Francis Oluma	M	Amuria	NRM	1	74	78	5	3	5	2	3	2	4	19	2	6	3	11	5	2	7	3	1	5	9	3	7	7	7	5	0	32	
George Imkamanyire	M	Hoima	NRM	3	65	76	17	3	4	2	4	2	4	19	2	2	3	7	5	5	10	3	2	0	5	5	7	5	7	3	3	35	
Alex Oremo Alot	M	Lira	UPC	1	40	76	90	3	4	2	4	2	4	19	2	6	0	8	4	5	9	3	2	5	10	6	6	6	6	0	0	30	
Deuseddit Tumusiime	M	Mbarara	NRM	1	70	75	7	3	5	2	3	2	4	19	2	0	0	2	3	5	8	3	0	5	8	6	6	6	6	4	4	38	
John Lorot	M	Nakapiripit	NRM	2	69	75	9	3	3	2	3	2	4	17	2	4	3	9	5	5	10	3	1	5	9	5	7	1	7	5	2	3	30
Robert Okumu	M	Nebbi	NRM	1	65	74	14	3	5	2	4	2	4	20	2	4	0	6	5	5	10	1	2	3	6	0	7	7	7	7	2	2	32
Denis Singahakye	M	Ntungamo	NRM	1	69	74	7	3	5	2	4	1	4	19	2	4	5	11	5	5	10	3	2	3	8	4	3	5	7	2	2	26	
Bernard M. Mujasi	M	Mbale	NRM	3	70	74	6	3	3	2	4	2	3	17	2	4	3	9	4	5	9	2	1	5	8	6	3	7	3	7	0	5	31
Josephine Kasya	F	Kanungu	NRM	3	53	74	40	3	4	2	4	2	2	17	2	2	0	4	5	5	10	3	2	5	10	7	3	7	7	3	3	33	
John Baptist Nambeshe	M	Bududa	NRM	1	62	71	16	3	5	2	4	2	4	20	2	2	3	7	5	5	10	3	2	5	10	7	3	3	3	2	3	24	
Fred Lukumu	M	Bulisa	NRM	2	56	70	25	3	4	1	2	2	4	16	2	6	0	8	5	0	5	3	2	5	10	6	7	7	7	3	0	1	31
Abdul Nadduli	M	Luweero	NRM	3	63	69	10	3	5	2	4	2	4	20	2	2	0	4	5	5	10	3	2	0	5	5	5	5	7	5	0	3	30
Jimmy Okudi Vukoni	M	Moyo	Ind	1	52	62	19	3	5	2	4	2	4	20	2	6	0	8	5	2	7	3	1	0	4	7	2	2	6	2	2	2	23
Peter Odok W'Oceng	M	Agago	NRM	1	47	11	2	5	1	3	2	3	2	16	0	0	0	0	3	0	3	2	5	10	2	2	2	2	6	2	2	2	18
Average				2	67	77	19	3	5	2	3	2	4	18	2	4	2	8	5	4	9	3	2	4	9	5	6	6	6	5	2	3	33

### Annex 4: Summary of District Speakers' Performance FY 2012/13

Name	Political Party	District	sub county	Gender	Terms	Performance		Presiding And Preservation Of Order In Council					Contact With Electorate		Monitoring NPPAs												
						2011/12	2012/13	% Change	Chairing council	Rules of procedure	Business Committee	Records book	Record of motions	special skills	Sub Total	Meetings with Electorate	Coordinating center	Sub Total	Participation In LLG	Health	Education	Agriculture	Water	Roads	FAL	Environment	Sub total
Samuel Bamwole	NRM	Kamuli	Nawanyago	M	3	87	87	3	7	3	2	3	0	18	11	9	20	10	7	7	7	7	0	4	39		
Peter Douglas Okello	NRM	Gulu	Lalogi	M	1	89	84	-6	3	9	3	2	3	5	25	11	9	20	8	5	5	1	5	5	31		
James Kezaala Kunobwa	NRM	Mukono	Seeta Namuganga	M	2	73	79	8	3	6	3	2	3	3	20	7	9	16	10	5	7	5	3	3	33		
Juliet Jemba	NRM	Mpigi	Muduma/Kiringente	F	2	40	78	95	3	6	3	2	3	0	17	11	9	20	10	7	1	5	7	0	4	31	
Muhammed Mafabi	Ind	Mbale	Bubwangu	M	2	75	77	3	3	4	3	2	3	2	17	11	9	20	10	3	7	7	3	5	2	30	
Martin Ocen Odyek	UPC	Lira	Railway	M	1	26	75	188	3	9	3	2	3	5	25	3	6	9	2	7	7	7	7	3	1	39	
Dan Nabimanya	NRM	Ntungamo	Rukoni West	M	1	66	75	14	3	9	3	2	3	0	20	9	9	18	10	7	1	5	5	0	4	27	
Henry Ndyabahika	NRM	Rukungiri	Buhunga	M	2	64	75	17	3	9	3	2	3	0	20	5	9	14	6	7	6	5	5	7	1	4	35
Richard Mayengo	NRM	Jinja	Mafubira B	M	3	68	73	7	3	9	3	2	3	2	22	8	9	17	8	5	5	1	1	5	4	26	
Proscovia Namansa	NRM	Luwero	Katikamu/	F	3	64	73	14	3	9	3	0	3	0	18	11	9	20	10	7	0	4	7	0	0	25	
Idda Fuambe	NRM	Nebbi	Nyaravur/Atego	F	4	68	73	7	3	9	3	2	2	2	21	9	9	18	10	7	1	0	7	3	1	5	24
Daudi Byekwaso Mukitibi	NRM	Wakiso	Kakiri	M	3	75	73	-3	2	9	3	2	3	0	19	9	9	18	10	5	7	0	5	0	4	26	
James Paul Michi	NRM	Tororo	Eastern Div.	M	1	32	69	116	2	6	3	2	3	5	21	7	9	16	2	3	4	5	5	5	5	30	
Christopher Odongkara	NRM	Amuru	Pabbo	M	1	51	69	35	2	9	3	0	3	0	17	9	9	18	6	6	2	7	4	7	1	28	
Charles Echemu Engoru	NRM	Amuria	Asamuk	M	2	41	68	66	2	9	0	0	3	2	16	6	9	15	10	7	7	4	5	0	4	27	
Charles Beshesya	NRM	Kanungu		M	1	61	68	11	3	9	3	2	3	0	20	11	9	20	2	5	1	5	5	1	4	26	
Clovis Mugabo	NRM	Kabarole	Mugusu	M	2	54	66	22	3	9	3	2	3	2	22	11	9	20	10	5	1	5	1	0	1	14	
Didan Amama	Ind	Bullisa	Ngwedo	M	1	31	65	110	3	6	2	0	0	0	11	11	9	20	0	7	3	3	7	3	4	34	
Nathan Kitwe Isingoma	NRM	Hoima	Busisi	M	1	33	64	94	3	9	3	2	3	2	22	7	9	16	6	1	3	3	7	1	2	20	
William K. Tibamanya	NRM	Mbarara	Rugando	M	1	58	64	10	3	9	3	2	3	0	20	7	9	16	2	5	1	5	5	1	4	26	
Michael Matsyetsye	NRM	Bududa	Bumasheti	M	2	35	63	80	3	6	3	2	3	0	17	11	6	17	4	1	4	5	5	5	1	4	25
Martin Chalga	NRM	Moyo	Moyo	M	2	44	63	43	3	9	2	2	3	0	19	11	9	20	0	7	7	0	1	3	1	5	24
Andrew Odongo	FDC	Soroti	W/Div	M	1	61	60	-2	3	9	3	2	3	5	25	11	9	20	4	2	1	1	1	1	1	4	11
Cesar Lomoto	NRM	Moroto	Youth	M	1	49	54	10	3	6	2	2	3	0	16	7	9	16	6	3	5	5	0	1	1	16	
Jotham Loyor	NRM	Nakapiripirit	Kakomongole	M	3	62	44	-29	3	4	2	2	3	0	14	7	2	9	4	3	5	1	5	1	1	17	
John Bostify Oweka	FDC	Agago	Omot	M	1		23		2	6	3	0	3	0	14	0	2	2	0	1	1	1	1	1	1	7	
Average		2	55	68	38	3	8	3	2	3	1	19	9	8	17	6	5	4	4	4	4	2	3	26			



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