



LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Wakiso District Council Score-Card Report 2012/2013



Susan N. Wamanga ■ Martin K. Ssali ■ Ronah Ainembabazi

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Women working in a stone quarry in Kiryamuli Parish, Gombe Sub-county

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List of Acronyms

ACODE	Advocates Coalition for Development and Environment
CAO	Chief Administrative Officer
CBO	Community Based Organization
CSO	Civil Society Organization
DDP	District Development Plan
DP	Democratic Party
DSC	District Service Commission
ENR	Environment and Natural Resources
FAL	Functional Adult Literacy
FDC	Forum for Democratic Change
FGD	Focus Group Discussion
FY	Financial Year
HC	Health Centre
HMIS	Health Management Information System
HUMC	Health Unit Management Committee
LC	Local Council
LG	Local Government
LGA	Local Government Act
LGCS	Local Government Councils' Score-card
LGCSCI	Local Government Councils' Score-card Initiative
LGDP	Local Government Development Programme
LLG	Lower Local Government
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
NAADS	National Agriculture Advisory Services
NGO	Non-Governmental Organization
NPPAs	National Priority Programme Areas
NRM	National Resistance Movement
NWSC	National Water and Sewerage Corporation
PHC	Primary Health Care
PLE	Primary Leaving Examinations
PWDs	People with Disabilities

TPC	Technical Planning Committee
UBOS	Uganda Bureau of Statistics
ULGA	Uganda Local Government Association
UNEB	Uganda National Examinations Board
UNRA	Uganda National Roads Authority
UPE	Universal Primary Education
WDC	Wakiso District Council

Acknowledgement

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). The report is an output of consultations with the district political and technical leadership, the sub-county leadership and community members through Focus Group Discussions. 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 Clerk to the District Council for the support to the assessment process on which this report is based. In the same spirit, we acknowledge the cooperation of the district councilors who are the primary unit of study and analysis for the score-card. 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 omissions.

Executive Summary

This is the second report for Wakiso District Local Government as part of the Local Government Councils' Score-card Initiative. The score-card assessed 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 (Cap 243). 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 the assessment conducted during Financial Year (FY) 2012/13. The assessment reviewed documents on planning and budgeting, service delivery monitoring, and Wakiso 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 (FGDs) further enriched the fact-finding and assessment process.

The major determinant of quality service delivery is the size of the district resource envelope. Wakiso District is still heavily dependent on Central Government transfers which account for 78.7 per cent of the district revenue. Locally-raised revenue and donor contributions were 13 per cent and 8.16 per cent respectively. During FY 2012/13 the District Local Government expected Shs 58.1 billion but it only received Shs 49.1 billion, indicating a budget out-turn of 84.5 per cent.

Overall staffing level in the Health Sector with filled positions was at 75 per cent in the entire district. Under the Water and Sanitation Sector, the water coverage level was at 73 per cent, while the functionality of water sources was at 90 per cent. Pit latrine coverage was at 92 per cent. In 2012, the district PLE performance was: Division I - 21.7%; Division II - 51.4%; Division III - 11.2%; Division IV - 7.4%; Division U - 5.4% and Division X - 2.8%.

Wakiso District is among the 26 districts that have been assessed. The assessment in the district covered 38 councilors, 16 of whom were female, while the rest were male. In FY2012/13, Wakiso District Council scored a total of 76 out of 100 possible points, an improvement of 5 points compared to FY 2011/12. The best performance was exhibited under monitoring service delivery on National Priority Programme Areas (25 out of 30 points).

The District Chairperson, Hon. Matia Lwanga Bwanika, scored 82 out of the 100 possible points manifesting an improvement by 18 points. The key highlights of chairperson's performance included; timely convening and presiding over executive committee meetings; delegating to his deputy; participating in resolving disputes in lower local governments; and engaging with the central government on behalf of the district particularly regular communication with the RDC and engaging the central government by passing a resolution to elevate the district to city status, a petition yet to be tabled in Parliament. In addition, the chairperson provided material contributions to the various community projects, some of which he had initiated like Annual Sports Event for the youths, tree planting, fencing of the district headquarters among others.

The District Speaker, Hon. Daudi Byekwaso Mukiibi, scored 73 out of 100 possible points an improvement by 27 points. The major contributory factor to the score was the fact that the speaker concentrated more on his roles in council, participation in lower local governments and contact with the electorate. On the other hand, the total average score for councilors was 76 out of 100 possible points, an improvement of 5 points compared to FY 2011/12. The best male councilor was Hon. Norman Ssemwanga Kabogoza with 88 out of 100 points allotted on all the assessed parameters, while the best female councilor category was shared by Hon. Allen Ssentongo, Hon. Sarah Namugga and Immaculate Nakimbugwe who scored 76 points.

The major service delivery challenges in Wakiso District included the following: poor individual monitoring of government projects; high dependence on central government transfers; inadequate funding for the increasing population of the district; internal bickering in council; poor record keeping; and, low civic awareness. A number of recommendations - namely: mandatory periodic monitoring; advocacy for a changed budget architecture; orientation of the district councilors; internal resolution of conflicts; and, improved remuneration of councilors - were made to strengthen the capacity of the district to improve service delivery and accountability to citizens.

1. BACKGROUND

1.1 Introduction

The Local Government Councils' Score-card Initiative (LGCSCI) is a long-term initiative developed by ACODE with the goal of strengthening citizens' demand for good governance and effectiveness in the delivery of public services. The initiative also aims at boosting the level of professionalism and performance of local government councilors using an open and transparent mechanism. In addition to the assessment, the LGCSCI also sets out to empower the communities through delivering an issue-based civic education that enables them to demand accountability from the elected leaders.

The initiative was launched in 2009. The first assessment covered 10 local governments. The second score-card assessment for Financial Year 2009/10 covered 20 local government councils. The third assessment (FY 2011/2012) covered 26 local government councils. The current assessment (FY 2012/13), covered 26 districts including Wakiso District Local Government Council. This is therefore the second score-card report for Wakiso District Local Government.

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.

1.2 District Profile

Wakiso District lies in the Central region of Uganda, bordering Kampala, Mpigi, Luweero, Nakaseke and Mityana districts in the North; Mukono in the East and Kalangala District to the South. Uniquely, Wakiso District encircles Kampala, Uganda's capital city. Created thirteen years ago, Wakiso District is home to about 1,371,600 residents, of whom 658,200 are males while 713,400 are females, according to the 2010 UBOS projections. It was carved out of Mpigi District together with Gomba and Butambala counties. It was later elevated to district status with the aim of improving service delivery. Due

to its rapid growth, proximity to the city and for purposes of development, a resolution was passed in council to have the district further elevated to city status.¹ Wakiso District is named after the town of Wakiso, where the district headquarters are located. It has a total area of 2,704 square kilometers (1,044 sq. miles). Wakiso District is mainly peri and semi-urban,² with a high rate of urbanization. About 80 per cent of the population is employed in Kampala City but resides in Wakiso. Agriculture is the main economic activity in the district (WDC, 2004). Other popular economic activities include fishing, mining, forestry, trade and commerce and tourism. Table 1 presents more demographic characteristics of the district.

Table 1: Demographic characteristics of Wakiso District Local Government

Population indicators	Wakiso	National
Total Population (2010 projection)	1,371,600 people	34.5 million
Population growth rate	4.1%	3.3%
Population density	545.3 persons/Km	124 persons/Km
Urban population	7.7%	12%
Children below 18 years	53%	56%
Household size	4.1	4.7
Maternal mortality rate	450/100,000	350/100,000
Total fertility rate	7.1 births	6.5 births
Life expectancy	52.3 years	43 years
HIV/AIDS prevalence rate	8.9%	6.4%
Infant Mortality rate	94/1000 live births	76/1000
Under-five mortality	154/1000	135/1000

Source: Wakiso District Five-Year Development Plan 2010/11-2014/15

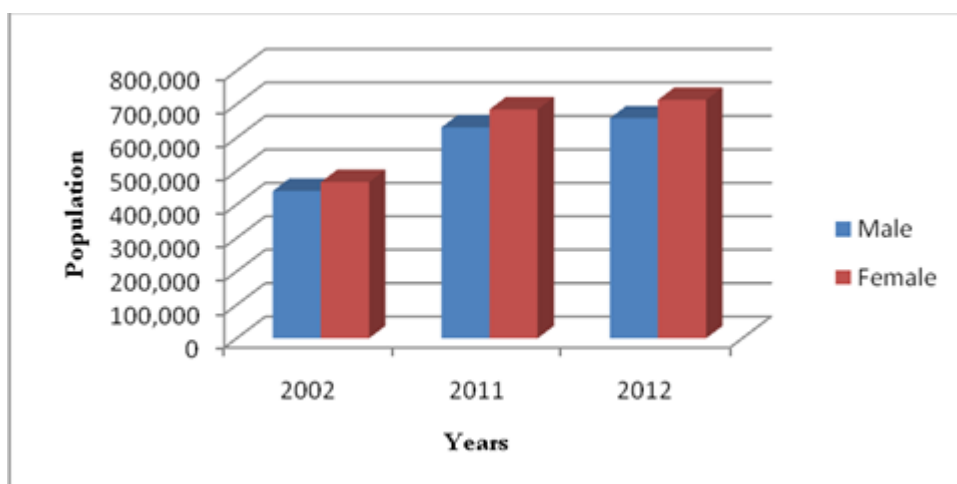
The 2010 population projections for 2012 estimated the total population of Wakiso District to be 1,371,600 persons with a population growth rate of 4.1 per cent. However, its population is unevenly distributed. The biggest proportion of the population (92 per cent) lives in the rural areas, compared to 8 per cent living in urban areas.³ The sex ratio is 98 males per 100 females, indicating that the number of females is more than that of males. The district has also experienced rapidly growing unplanned settlements, particularly around Kampala City. Figure 1 shows the population trends of the district from 2002-2012.

1 See Wakiso District Council Minutes – Min. 114/DLC4/2013 during a council meeting held on 28th May 2013

2 Relates to an area immediately surrounding a city or town.

3 The rural population is mainly concentrated in the sub-counties of Makindye, Kakiri, Katabi, Masuliita, Namayumba, Nsangi, Ssisa, Busukuma, Gombe and Nabweru; whereas the urban population is mainly concentrated in gazetted areas of Kira, Nansana, Kakiri, Wakiso Town Councils and Entebbe Municipality.

Figure 1: Population trends of Wakiso District (2002-2012)



Source: Uganda Bureau of Statistics, District population profile 2011

1.3 District Leadership

The district leadership is made up of both the political and technical arms. The two are supposed to work together for effective service delivery. However, this assessment only focuses on the political arm.

1.3.1 Political leadership

District councilors are mandated to represent and provide services to the citizens. Wakiso District Council is headed by Chairman Matia Lwanga Bwanika who is supported by 38 elected councilors, including the District Council Speaker. At parliamentary level, the district is represented by 8 Members of Parliament as indicated in Table 2.

Table 2: Political leadership of Wakiso District Local Government

Designation	Name
Chairperson	Hon. Matia Lwanga Bwanika
District Vice Chairperson	Hon. Rosemary Namubiru
District Speaker	Hon. Daudi Byekwaso Mukiibi
Members of Parliament	Hon. Gilbert Bukenya- Busiro North

	Hon. Issa Kikungwe - Kyadondo County South
	Hon. Rosemary Seninde- Woman MP
	Hon. Mohamed Kawuma- Entebbe Municipality
	Hon. Kasule Kibirige- Kyadondo North
	Hon. Lubega Medard Sseggon- Busiro County East
	Hon. Semujju Ibrahim Nganda- Kyadondo County East
	Hon. Mutebi Joseph Balikudembe- Busiro County South
Resident District Commissioner	Mr. Dan Kaguta
D/RDCs	Ms. Sarah Bananuka - Entebbe
	Ms. Betty Ssemakula - Kasangati

Source: Wakiso District Council Minutes (FY2012/2013).

1.3.2 Technical leadership

The technical arm of the district is headed by the Chief Administrative Officer whose main role is to implement lawful decisions taken by the District Council. Table 3 shows the technical leadership of the district, specifically the heads of department.

Table 3: Technical leadership of Wakiso District Local Government

Designation	Name
Chief Administrative Officer	Mr. David Kigenyi Naluwairo
D/CAO	Mr. Charles Godfrey Tugeineyo
Chief Finance Officer	Mr. John Babiiha
District Education Officer	Mr. Fredrick Kiyangi
Ag. District Production Officer	Dr. Patrick Oine
Ag. District Engineer	Mr. Ismail Seninde
Ag. District Health Officer	Dr. Geoffrey Kisuze
Ag. District Community Development Officer	Mr. Alex Elisa Kiumbi
District NAADs Coordinator	Ms. Annet Zalwango
District Planner	Mr. Stephen Kasumba
District Natural Resources Officer	Ms. Rebecca Ssabaganzi

Source: Wakiso District Local Government, Council Minutes held on 28th May 2013

Wakiso District Council is the district supreme political organ and is headed by the LCV Chairman who is supported by an Executive of four members appointed by the chairperson from the elected councilors with the approval of council. The District Council comprises five sectoral committees as illustrated in Table 4.

Table 4: Secretaries of the Council Sectoral Committees

Sectoral Committee	Secretary	Constituency
Finance, Planning and Investment	Hon. Rosemary Namubiru	Wakiso & Mende
Health, Education, Sports and Sanitation	Hon. Norman K. Semwanga	Kira TC
Works and Technical Services	Hon. Matia Lwanga Bwanika	
Gender and Community Development	Hon. Ssali Paul Mukisa	Makindye 'B'
Production, Marketing and Natural Resources	Hon. Allen Ssentongo	Nansana T/C

Source: Wakiso District Local Government Council Minutes (FY2012/2013)

During FY 2012/13, Wakiso District Local Government comprised two counties: Busiro and Kyadondo; one municipal council, Entebbe, with two municipal divisions Entebbe A and B; six town councils: Kira, Nansana, Kakiri, Wakiso, Masulita and Namayumba; fifteen sub-counties including: Nsangi, Masulita, Namayumba, Gombe, Nangabo, Makindye, Busukuma, Ssisa, Katabi, Wakiso, Kasanje, Bussi, Mende, Nabweru, Kakiri; and two town boards: Matuga and Kyengeru. It has a total of 146 parishes and 704 villages, some of which are semi-urban. The administration headquarter is located in Wakiso Town Council, 16km along Kampala - Hoima Road.⁴

1.4 Methodology

The process of conducting the assessment used a variety of methods consistent with the goals and the theory of change⁵ of the score card. The following approaches were used in the process.

1.4.1 The Score-card

The score-card is premised on a set of parameters which assess the extent to which Local government council organs and councilors perform their responsibilities.⁶ 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.⁷

The score-card is reviewed and ratified annually by internal and external teams. The internal team comprises the ACODE research team and local partners.

4 Five Year Development Plan 2010/11-2014/15, Wakiso District.

5 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.

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

7 Ibid

The Expert Task Group, which is the external team, comprises individual experts and professionals from local governments, the public sector, civil society and the academia.

1.4.2 Score-card Administration

Before commencement of the assessment exercise, an inception meeting was held on 5 March 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 score-card; nature of assessment; and, to orient councilors for the assessment.

a) **Literature Review.** The assessment involved comprehensive review of documents and reports on Wakiso 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

- Wakiso District Development Plan (DDP) 2010/2011-2015/2016
- Wakiso District Local Government Revenue Enhancement Plan (2010/11-2015/16)
- Wakiso 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
- Budget FY 2012/13

Reports

- Quarterly District Executive Monitoring Reports for FY 2012/13
- NAADS Monitoring Reports for FY 2012/13
- Quarterly Sectoral Committee Monitoring Reports FY 2012/13
- Wakiso District Local Government, Department of Health Services, Staff List by Facility Report as at 30th April 2012
- Wakiso District State of Affairs Report FY2012/13.

b) **Key Informant Interviews.** Key informants were purposively 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 score-card. 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 (FGDs).** Focus group discussions (FGDs) are conducted based on the criteria set in the score-card FGD guide. A total of 46 FGDs were organized in 23 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. A total of 414 people participated in the FGDs, 215 of whom were men and the rest women.
- d) **Service Delivery Unit Visits.** Field visits to service delivery units (SDUs) were undertaken in each sub-county 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. 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 PERFORMANCE AND SERVICE DELIVERY IN WAKISO DISTRICT

2.1 District Budget Performance FY 2012/13

The Local Government's primary function is to provide services to citizens. The amount of resources available will determine how much a local government can be able to deliver. Under decentralization, Planning and Budgeting were some of the functions that were devolved to LGs. This section presents information on the budget performance and service delivery in Wakiso District.

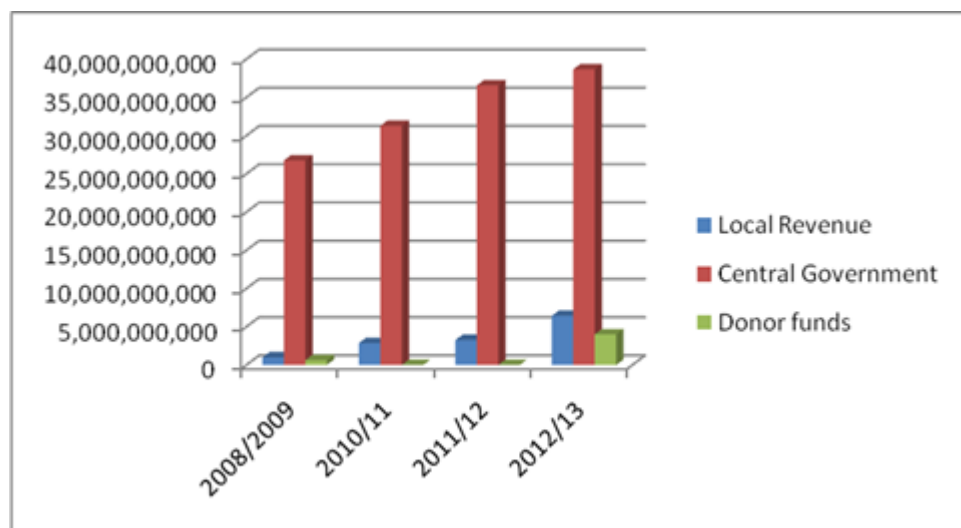
Table 5: Revenue and Expenditure of Wakiso District from FY2008/09 to FY2012/13

Revenue Sources	2008/09	2010/11	2011/12	Budget/ Revenue 2012/13	Estimated actual 2012/13
Local Revenue	1,002,770,535	2,867,440,000	3,263,013,000	7,587,391,000	6,432,582,427
Central Government	26,753,257,999	31,284,867,000	36,564,048,000	40,005,647,000	38,668,392,388
Donor funds	624,233,203	4,220,500	5,039,504	10,523,883,000	4,007,859,161
TOTAL	28,380,261,737	34,156,527,500	39,832,100,504	58,116,921,000	49,108,833,976

Source: Wakiso District Local Government, Budget Speech FY2013/14, Final Accounts FY2011/12, 2010/11 and 2008/09.

Figure 3 shows the trend of the resource envelope for the last four financial years.

Figure 2: Composition of the Resource Envelope for Wakiso District



Source: Wakiso District Local Government, Final Accounts FY2012/13

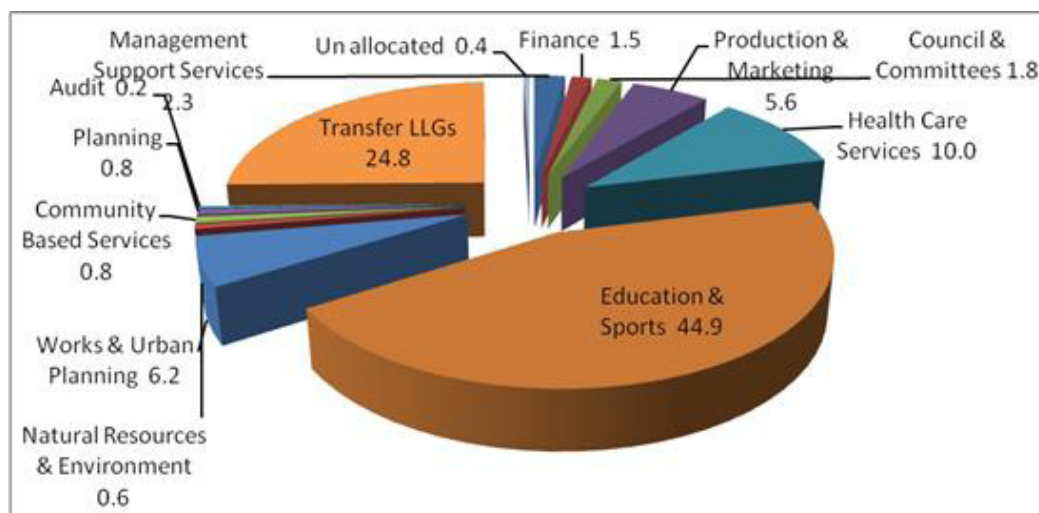
2.1.1 Wakiso District Local Government Resource Envelope

During the year under review, Wakiso District received Shs 49.1 billion. The district is still heavily dependent on central government transfers which account for 78.7 per cent of its revenue. Locally-raised revenue and donor contributions were 13 per cent and 8.16 per cent respectively of the district budget. The budget out-turn for the FY 2012/13 was 72.09 per cent. These central government transfers are mainly in the form of conditional grants, with little or no room for re-allocation to other local priorities. This greatly undermines the autonomy of the local government and its ability to address the local service delivery needs. It was also noted that funds were less than what was approved and were continuously disbursed for the various sectors. For instance, during FY 2012/13 the district local government expected Shs 58.1 billion but it only received Shs 49.1 billion creating a funding gap of Shs 9 billion hence impacting on effective service delivery. Although the share of the local revenue to the district total budget had increased over time, it was still too little to accommodate the numerous activities of the district. It is important to note that:

- i. Small local revenue hinders financial autonomy of the district council.
- ii. It is from the local revenue that the councilors acquire facilitation (20 per cent of the local revenue) for the council sittings to deliver on their oversight role and monitoring of the national priority programme areas.

Therefore, local revenue directly impacts on roles of the councilors and their decisions in terms of local service delivery needs.

Figure 3: Sectoral budget allocations for the various sectors for FY2012/13



Source: Wakiso District Local Government, Budget Speech FY 2013/14.

During FY 2012/13, the Education Sector received the highest share (44.9 per cent) of the budget, followed by the Health Sector at 10 per cent and Works and Urban Planning (6.2 per cent). On the other hand, the least funded sectors were Audit (0.2 per cent), Natural Resources (0.6 per cent), and Planning and Community Based Services at (0.8 per cent). Although the Audit Department plays an important role in ensuring accountability and value for money in departments/institutions, it was allotted the least resources of the entire district budget. This implied that there was little provision for instituting measures to ensure checks and balances in the implementation of programmes in the district, which would explain the shoddy work encountered in some sectors.

2.2 State of Service Delivery in Wakiso District Local Government

The quality of life in a district local government can best be measured by the quality of service provision mainly delivered through the National Priority Programme Areas, namely: Education, Health, Water and Sanitation, Community Development Services, Agriculture and Environment and Natural Resources. Local governments⁸ are charged with the responsibility of delivering

⁸ Local Government Act 1997 and its amendments

effective public services through delegation of functions and powers to the appropriate levels.

Table 6: Service Delivery Indicators in Wakiso District (FY2011/12 & FY2012/13)

Sector	Indicators	National standard/ NDP target	Level of achievement 2011/12	District Target 2012/13	Level of achievement 2012/13
Education -Primary Education	Children of primary school-going age (6-12 yrs)	-	175,000	No target	190,095+
	Enrolment	-	108,000	130,000	101,988
	Pupil-Classroom Ratio (PCR)	51:1	60:1	50:1	60:1
	Pupil-Teacher Ratio (PTR)	40:1	65:1	50:1	65:1
	Pupil-to-Desk Ratio (PDR)	3:1	5:1	3:1	5:1
	Pupil-to-Textbook Ratio (PTR)	3:1	6:1	3:1	6:1
	PLE Performance	-	Div I – 20.4% Div II – 49.3% Div III – 12.2% Div IV – 8.3% Div U – 6.9% Div X – 2.7% Total; 32,643	No target	Div I – 21.7% Div II – 51.4% Div III – 11.2% Div IV – 7.4% Div U – 5.4% Div X – 2.8% Total; 34,812
Health Care services	ANC 4th Visit	60%	45%	75%	46.5%
	Deliveries in Health Centres	35%	32%	41.2%	27.7%
	Total beds	-	146	No target	146
	Access to Maternity services	-	-	No target	-
	MMR	-	450/100,000	Unknown	450/100,000
	IMR	77/1000	67/1000	80/1000	65/1000
	Staffing Levels	-	66%	64%	75%
Road Sub-sector	Km of roads under routine maintenance	-	441.2km	411.4km	325km (Aug, Sept, Nov 2012 and April 2013)
	Km of roads rehabilitated	-	90km	106.4km	90km
	Km of roads under periodic maintenance	-	45km	34.4km	28.4km
	Proportion of roads in good condition	-	147.1km	120.5km	191.8km
	Construction of bridges	-	0 (done by UNRA)	0	0(done by UNRA)
	Opening up new community roads	-	-	No target	75km (CAIIP)

Water and Sanitation	Water coverage	65%	73%	78.5%	73%
	Number of boreholes sunk	-	3	12	12
	Number of boreholes rehabilitated	-	18	4	4
	Functionality of water sources	80%	81%	95%	90%
	Proportion of the population within 1km of an improved water source	-	22%	-	22%
	Pit latrine coverage		75%		75%
Agriculture	Number of extension workers per sub-county	-	3 per sub county	3 per sub county	3 per sub county
	Number of service points	-	-	-	-
	Number of demonstration farms	-	-	2442 (farmer beneficiary homes)	2242 (farmer beneficiary homes)
	Technical back-up visits	-	-	69 visits	76 visits
FAL	Number of instructors		108	No target	108
	Number of participants		1728	No target	1728
	Number of service centres	-	93		93
	Level of coverage	-	45%	50%	45%
Environment and Natural Resources	Staffing Level		65%	80%	80%
	Conduct Environmental monitoring and assessment	-		120 inspections/50 Environmental Assessment reports	150 inspections /40 Environmental Assessment reports received
	Production and update District State of the Environment Report (DSOER)	-		0 (last made in 2004)	0
	District Environment Action Plan	-			One in place though last reviewed in 2006/07
	Preparation of District Wetland Ordinance	-	-	-	-
	Monitor wetland systems in the district	-	20%		20%
	Establishment of Agro-forestry nurseries		1 at the district		Still have one at the district

Source: Wakiso DDP 2010/11-2014/15; Directorate of Water Development, Ministry of Water and Environment, 2011, Population and Housing Census (2002) and Wakiso District State of Affairs Report, FY2012/13

2.2.1 Primary Education Services

Wakiso District has a total of 256 government-aided primary schools and 1,419 private primary schools. Out of the 256 government-aided primary schools in the district, 85 are situated in rural areas.⁹ Primary education is part of what is referred to as basic education and is often used as an indicator of literacy and numeracy levels. The Primary Leaving Examinations (PLE) is the standard benchmark for assessing the quality of the education system in

⁹ Wakiso District State of Affairs, FY2012/13

the country. Wakiso has continuously been ranked as one of the best districts in the national PLE results. This is clearly illustrated by the statistics in Table 6. The PLE results for 2012 showed an improvement by 1.3 per cent (Grade 1) in comparison with the 2011 results.

Although statistics portrayed fair PLE performance of the district, findings from the field revealed that there was still poor performance in most of the rural primary schools. The above assertion paints a deceptive picture since this performance is mainly tagged onto the urban-based primary schools. Key education indicators show that there is still a discrepancy between the national targets and the district achievements. A comparison between the previous (FY2011/12) and current (FY2012/13) assessments showed no remarkable improvement in these indicators. This was mainly attributed to a number of challenges;

a) Inadequate funding

Although the education sector received the biggest proportion (44.9 per cent) of the resources, this was insufficient given the high population of the targeted beneficiaries. Funding not only has an impact on the day-to-day running of the school activities; it also impacts on the performance of other sub-sectors, for instance, payment of teachers' salaries, procurement of scholastic materials, among others.

b) Human resource gap

Whereas the national standard for the Pupil-Teacher Ratio (PTR) is supposed to be 40:1, field findings revealed that most schools did not meet this target. In other words, there were few teachers in comparison with the number of pupils in the schools visited. This was generally overwhelming on the part of the teachers as they were expected to serve more classes than they were able to. A case in point was in Kababbi-Bulondo Primary School, Mende Sub-county. An interaction with a teacher in this school remarked:

".....we are 9 teachers in the entire school with 452 pupils. However, there has even been a reduction (600 pupils) from last year. This is mainly blamed on the lack of interest by parents in UPE schools. With many opting for private schools..."

c) Inadequate and dilapidated infrastructure

The most prominent examples of dilapidated infrastructure were at Sam Iga Memorial Primary School, Nabweru Sub-county; Bweya Moslem Primary School, Ssisa Sub-county; Kabunza Primary School (storm crushed the building), Nangabo Sub-county; Kababbi-Bulondo Primary School, Mende

Sub-county, St. Mark Kakerenge Primary School, Gombe Sub-county among others. The status of this infrastructure was risky for both the pupils and teachers.

Figure 4: Part of the roof that was blown off at Naguru Primary School, Masuliita Sub-county



Source: ACODE Digital Library August 2013

d) Minimal intervention of parents in the sector

This was a common challenge in most of the schools visited during the verification exercise. Most parents did not take full responsibility of their children in terms of provision of lunch, scholastic materials, uniforms and monitoring of their performance. This was largely in response to a presidential pledge that Universal Primary Education was fully funded by government. Regarding the issue of lunch and scholastic materials, this is what one of the FGD participants at Kakiri Town Council had to say:

“...there is need to sensitize parents on their role towards the education of their children. Many of them send their children to school without lunch and scholastic materials. Instead harass the head teachers for sending them back home to collect the money to cater for those needs. I think the hands of teachers in UPE schools are tied, we need to help them educate our children better...”

e) Poor sanitation

This was yet another challenge noted during the verification exercise. Whereas the national standards require a pupil-to-toilet stance ratio of 40:1, most of the schools did not meet this standard.¹⁰ In some cases, boys shared the same latrine with girls. The team also noted that some schools were suffering a challenge of inadequate pit latrines as some had sunk in. Cases in point

¹⁰ The average district prevailing standard was 60:1

were at Namusera UMEA Primary School, Wakiso Sub-county; Kyengeza Muslim Primary School, Masulita Sub-county; St. Pius Masajja Primary School, Makindye Sub-county. Another related case was noted at Kababbi-Bulondo Primary School, Mende Sub-county (where the boys latrine was full and dilapidated).

Figure 5: Dilapidated boys' latrine stances at Kabbabi-Bulondo Primary School, Mende Sub-county



Source: ACODE Digital Library August 2013

Available statistics from the Education Department show a general decline in PLE performance during the year under assessment. The percentage of the pupils who passed in Division One dropped from 8.2 % in 2011 to 7 % in 2012. Meanwhile, the percentage of pupils graded under Division Two increased from 41.3% to 48%. Table 5 presents a trend analysis of PLE performance over the last twelve years.

2.2.2 Health Services

Currently, the district has 102 health facilities of which 64 are government-aided; 5 are institutional, belonging to the Uganda Peoples Defence Forces (UPDF) and Prisons departments¹¹ and 39 are affiliated to NGOs/PNFPs offering curative services. By the end of FY12/13 the health related indicators were as follows: DPT/Hep/Hib3 coverage of 85 per cent; Outpatient utilization rate stood at 75.6 per cent; while supervised deliveries conducted by trained health workers stood at 27.7 per cent, indicating a reduction by 4.3 per cent from the previous financial year (FY2011/12). The percentage of posts filled by skilled manpower stood at 75 per cent, while HIV prevalence was estimated at 8.9 per cent, but was higher in the fishing communities (25 per cent). The health sector in Wakiso District had challenges, to which we now turn.

¹¹ These include State House Hospital, Katabi, Luwunga, Kigo and Kitalya.

a) Limited drugs and medical supplies

Research findings noted that most of the health centres experienced stock-outs of essential drugs and medical supplies - for instance, surgical gloves, syringes, cotton wool, among others. This was mainly due to a high OPD attendance. Cases in point were at Kajjansi H/C III, Ssisa Sub-county, Ndejje H/C IV, Makindye Sub-county, Wakiso H/C IV, Wakiso Town Council, among others. One of the FGD participants in Kavumba village, Wakiso Town Council said:

“.....you queue up a whole day thinking that you will receive medical attention. Unfortunately by the time you get to the doctor, he tells you that there is no medicine and you are advised to go to a private pharmacy which is expensive for some of us. The reason we go there is because we cannot afford the charges for private clinics....”

b) Lack of accommodation for the staff

Despite the fact that many of the health workers' services were needed even very late at night, this was not possible since no accommodation was availed at the health centres for staff. This therefore posed a challenge to them since they would have to risk moving to attend to the clients, especially those that were involved in emergencies. It also explained the high levels of late-coming exhibited by some of the health workers in the various health centres visited. For example, Banda H/C II, Kira TC, Mende H/C III, Mende Sub-county, Kakiri H/C III, Kakiri Sub-county, among others.

c) Limited human resource

Understaffing was noted as a common challenge among the health centres visited during the verification exercise. Empirical evidence from FGDs within the communities showed that the majority of clients had to wait for very long before receiving medical attention from the available health workers. This was mainly explained by the limited numbers of health workers in some of the health centres. Such cases were noted at Ndejje H/CIV, Makindye Sub-county, Kajjansi H/C III, Ssisa Sub-county, Wakiso H/C IV, Wakiso Town Council, among others.

Figure 7: Clients awaiting treatment in a queue at Ndejje HC IV, Makindye Sub-county



d) Health infrastructure among others

Whereas infrastructure is supposed to enhance the smooth running health facility activities, it was found lacking in some cases. For instance, Bulondo H/C III, Mende Sub-county and Nabweru H/C III, Nabweru Sub-county, had not had electricity due to failure to clear their bills. This hindered some activities like preservation of some drugs that needed refrigeration. At Buwambo H/C IV, Gombe Sub-county, and Wakiso H/C IV, the beds were very old and had no mattresses. At Kasoozo H/C II, Kakiri Sub-county, there was no vaccine fridge; vaccines used to be collected from Kakiri H/C III.

e) Poor Sanitation

Sanitation was yet another aspect found wanting in some of the health facilities with poor medical waste disposal and toilet facilities. This was not only unhygienic but also risky to both the health workers and clients. Cases in point were Banda H/C II, Kira TC that was stuck with medical wastes, especially bottles of injectables. On the other hand, some health centres had poor toilet facilities, for instance at Nabweru H/C III, Nabweru Sub-county, Kyengera HC II, Nsangi Sub-county, where the latrines were very dirty and smelly.

2.2.3 Agriculture

Agriculture is still the mainstay of the Ugandan economy. It contributed about 23.9 per cent of the total GDP in 2013. It also contributes about 82 per cent of employment and most industries and services in the country are dependent

on the sector.¹² Wakiso District, being predominantly rural, has both cash and food crops. The main cash crop is coffee and the food crops include: maize, beans, cassava, sweet potatoes, among others. The Government of Uganda through the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) is responsible for the provision of extension services to farmers. However, as a way of reinforcing the services, the National Agricultural Advisory Services (NAADS) programme was introduced. Its key objective is to promote food security, nutrition and household incomes through increased productivity and market-oriented farming. Initially, it was responsible for the provision of advisory services but later started providing extension services to farmers. Increasingly market-oriented farming has been encouraged as opposed to production simply for consumption, especially through the NAADS programme. Records availed revealed the programme had realized reasonable support, with a number of beneficiaries taking on activities like poultry, piggery, crop and dairy farming. However, like other sectors, the programme faced some challenges as recounted below.

a) Politicization of the programme

During the year under review, research findings from FGDs still revealed that the community had little or no information about the programme. It was reported that information was mainly disseminated based on political affiliations, social status, “technical-know-who” among others. In fact, most of the community members involved in these discussions (Kira Town Council, Nsangi Sub-county, Masuliita Sub-county, Nabweru Sub-county) claimed that NAADS was meant for NRM supporters, the rich and well established farmers. This could actually explain why many people were less interested in the NAADS programme.

b) High expectations of farmers versus unnecessary delays

During an FGD, community members in Busukuma, Masulita and Ssisa sub-counties expressed high expectations that they would to be given implements without necessarily making any preparations. For example, to start up poultry farming, a farmer had to have chicken houses which some of the community members did not agree with because they believed that NAADS was there to increase the incomes of the poor. Otherwise, it seemed to cater for those that already had something on the ground. In addition, community members that had been registered as beneficiaries, and even under-gone training, felt that there were unnecessary delays in releasing the implements, and thus they lost interest in the entire programme.

¹² [Uganda.um.dk/en/danida-en/growth and employment/u-growth/agriculture/](http://Uganda.um.dk/en/danida-en/growth%20and%20employment/u-growth/agriculture/)

c) Corruption and poor quality of products

Some of the community members also revealed corruption as one of the serious challenges. In some cases, for one to acquire good quality products, one had to part with some money, which meant that the poor had no option but to acquire poor quality products that jeopardized the initial objective for which NAADS was set up. A case in point was in Masulita Sub-county where some farmers complained about the quality of supplies (coffee seedlings, banana suckers, among others) that could not stand the weather and therefore withered shortly after the planting season, leaving the farmers with losses.

d) Inadequate and untimely release of funds to the sectors

Like other sectors, the NAADS programme which is under the docket of agriculture is faced with a challenge of inadequate funds. From an administrative point of view, the technical officers expressed concern about the inadequate funds being released, which hindered the smooth running of agricultural activities.

2.2.4 Roads Network

Wakiso district's road network is 419.0km, of which 227.2 km is unpaved and 191.8 km paved (national classification). During the year under review, at least 50 per cent of these roads were either in good or fair condition. Wakiso District is the gateway to Kampala City. Its road network links the city to the rest of the country and neighboring districts (Mukono, Mpigi, Mityana, Kalangala, Mubende and Luwero). In terms of road works, there has been a lot of routine and periodic maintenance of district roads and rehabilitation of community access roads which provide access to markets and social services. In addition, the communities where roads have been maintained or rehabilitated have benefited through provision of paid labour under the road gangs.

Figure 7: Left: An impassable community road (Kikugi) in Kakiri Sub-county (during the previous assessment). Figure 8: Right: The current state of Kikugi road (during the FY2012/13 assessment)



Source: ACODE Digital Library, August 2013

However, the district road network is still faced with heavy traffic, overcrowding and damage, heavy rains causing bottlenecks, as well as high costs of road equipment maintenance. However, there were expectations that the road works would improve from gravel to tarmac as per the government policy following the approval of a resolution by council to elevate the district to city status. Though there has been a tremendous improvement in the district road network, some community roads are still in a poor state, characterized by potholes, narrowness as well as lack of culverts causing poor drainage, which makes them impassable especially during the rainy seasons. An example of this was a road in Namayumba Sub-county.

Figure 9: One of the roads in Namayumba Sub-county in a poor state



2.2.5 Functional Adult Literacy

Functional Adult Literacy (FAL) as a government programme with assistance from various NGOs¹³ was designed to impart both literacy and numeracy skills among the poor and vulnerable groups of society, linking people's literacy to livelihoods and needs. The programme mainly targets anyone over the age of fifteen that missed an opportunity of formal education during childhood. During the year under review, Wakiso District had 93 FAL classes with 1,728 participants and 108 instructors with no records of improvement. Though the FAL programme has been beneficial to some individuals, field findings revealed that it was still one of the most unpopular programmes. FAL has been perceived as a programme for women. In fact, statistics revealed that there were more women (1,283) attending than their male (445) counterparts. Mobilization of participants and regular attendance was still a problem. This could be explained by the fact that the participants could not afford to neglect their subsistence activities to attend classes. This sub-sector is also one of the most under-funded (Community Based Services is allotted 0.8 per cent) sectors, which limits its activities. This explains the inadequate facilitation to the instructors and lack of instructional, writing and reading material provided to the participants.

2.2.6 Water and Sanitation

The district safe water coverage is at 73 per cent for rural water supply and 62 per cent for urban water supply. On the other hand, safe sanitation coverage (household latrine) stands at 92 per cent and water source functionality stands at 90 per cent. The rates of access vary from 25 per cent in Nabweru Sub-county to 95 percent in Kakiri, Masulita, Namayumba, Sissa, Wakiso, and Gombe sub-counties, with some households in all sub-counties walking a distance of more than one kilometre to access a water source. The assessment revealed that the sector was still faced with some challenges, including poor quality of water (in terms of content, colour, smell and taste), non-functional water sources, shortage of water during the dry season, flooding of some water sources during the rainy season and poor use and maintenance of the existing water sources by the communities. An example of a water source in such a condition was Musoke well in Mende Sub-county.

13 They include ADRA (Adventist Development and Relief Agency), UNESCO (United Nations Educational Scientific and Cultural Organization), among others

Figure 10: A contaminated well (Musoke) in Mende Sub-county

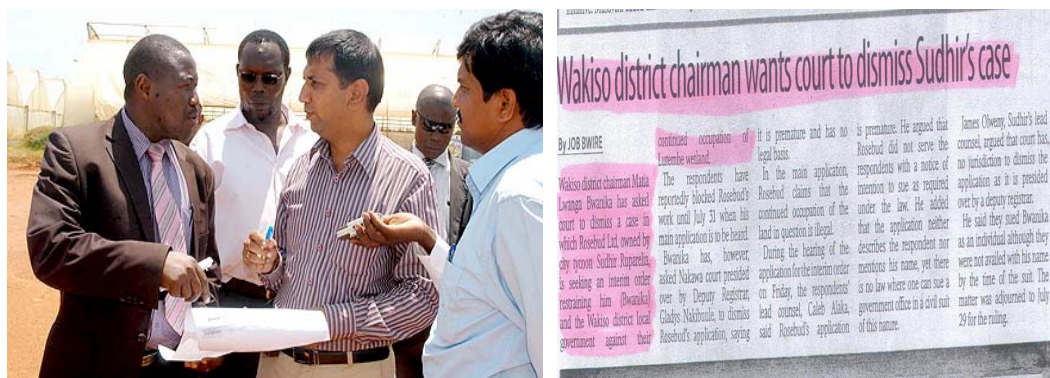


2.2.7 Environment and Natural Resources

Local governments are mandated to: promote and ensure sustainable natural resource use and management;¹⁴ and guide the utilization of all the natural resources at local level. ENR consists of: Environment and Wetlands sub-sectors; Land Management Sector (survey, physical planning, cartography, valuation, and registration of titles); and, Forestry sub-sector. Wakiso District is well endowed with various natural resources including Lake Victoria, forests, wetlands, sand pits, among others. However, due to population increase and related human activities, cases of wetland degradation, encroachment, indiscriminate felling, deforestation, indiscriminate fishing, poor waste disposal and solid waste management and poor sand pit management have been on the rise. Despite the environmental management legislation in place, the above-mentioned challenges have persisted. There has been a continuous effort by the District Council, spearheaded by the chairperson, in the fight against environment degradation. A case in point was the chairperson's engagement in organizing a demonstration together with the councilors and the community in Entebbe-Lutembe against the activities of a flower farm on the shores of Lake Victoria. Following this action, he filed a case against Rosebud Limited (the flower farm), owned by a city tycoon Sudhir Ruparelia, over the occupation of Lutembe wetland.

¹⁴ The natural resources include land, water/wetlands, savannah woodland and plantation, and forest in specific reserves.

Figure 11: Left: Wakiso LC V Chairperson and Rosebud managers, in the background is the flower farm (published by New Vision, February 16, 2012. Figure 12: Right: News Paper Clip of the District Chairman’s court case against Sudhir published by New Vision, July 29, 2013



The chairperson has also proceeded to take this petition to parliament. Despite the attempts to conserve the environment, these efforts have been undermined by the weak laws in place. Much as there are laws clearly streamlined against the above-mentioned activity, it seems to persist. This perhaps explains the conflict in the various laws in place as interpreted by the different parties, hence causing conflicts. It is also important to note that the ENR sector is also poorly funded (0.6 per cent) which limits key activities like monitoring ENR sites, staffing, among others. This, indeed, explains the increasing cases of environmental degradation in the district

3. THE SCORE-CARD: ANALYSIS OF RESULTS AND INTERPRETATION

The assessment focused on the Council, Speaker and individual Councilors since the technical arm of the district is assessed annually by Ministry of Local Government (MoLG). According to the Local Government Act, the District Council constitutes of the following: the Chairperson, Speaker and individual Councilors. District councilors are mandated to represent and provide services to citizens through the platform of the council.

The score-card for the council is derived from the functions of the local government councils as stipulated in the Local Government Act. It is composed of mainly four parameters, namely: the legislative role; accountability to citizens; planning and budgeting; and, monitoring service delivery in National Priority Programme Areas (NPPAs). However, each of these parameters has various indicators as shown in Table 7. The assessment of the local government council is aimed at establishing the extent to which it uses its power (legislative, political, administrative and planning) to deal with issues affecting its electorate within its jurisdiction. It is a platform which councilors can utilize to raise issues that affect their electorate and ensure that suitable plans are put in place to tackle them. The fiscal and other assets of the local government can be channeled accordingly towards addressing those issues.

3.1 Performance of Wakiso 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 as well as women councilors and those representing Persons 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 raise issues affecting their electorates, ensuring that appropriate plans are put in place, and the fiscal and other assets of the local government are channeled 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 6 presents details of the council performance on each assessed parameter.

Table 7: Performance of Wakiso District Council in FY 2012/13

Performance Indicators Year	Actual Score	Maximum Scores	Remarks
1. LEGISLATIVE ROLE	15	25	<p>Adopted standards rules of procedure. Been enforced and created WDLG rules of procedure. As a member of ULGA, the district still had an outstanding balance. DEC sat more than 10 times. All standing committees had more than 4 meetings. 6 business committee meetings were conducted. Motions on approval of HUMCs and SMCs. PWD accessibility Bill 2013 and Child Protection Bill passed into ordinances in council though not yet assented to. Conflicts between individual councilors- committee of inquiry set up. At LLG levels (political leaders and technical officers) - professional way of conducting council business devised. Public hearings with help of radio programmes and announcements on the bills-on CBS Radio. Though the district had a Clerk's Office and chambers, it had no functional Library and Councilors' Lounge. Petition presented by works committee c/ person and other members of community. Parliament petitioned over Pioneer Bus Services failure to pay local revenue to the district. No focused tours were held during the FY12/13.</p>
Adopted model rules of Procedure with/without debate (amendments)	2	2	
Membership to ULGA	0	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	1	3	
2. ACCOUNTABILITY TO CITIZENS	20	25	<p>Work plans usually adhered to, hindered by lack of funds. Council rarely reviews PAC reports despite the reminders. Local revenue is shared with LLG; District takes 35%, LLGs take 65% of which 25% goes to LC1s and 5% to LC2s as a motivating factor-implementation. Citizens provided space to observe proceedings. Human rights committee formed- Child Protection Bill. Closure of sub-standard children's homes. Financial releases on notice boards and citizens invited to budget conferences. Commissions, boards, and committees are fully functional. Internal audit reports acted on-CAO. Information office also available and functional. Debates on the ACODE score-card (Mins.). There has been an improvement in the level of participation-Legislative role and documentation (especially through the utilization of the ACODE diaries). The district conducts a lot of work with NGOs and the private sector.</p>
Fiscal Accountability	3	4	
Political Accountability	6	8	
Administrative Accountability	8	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	1	3	

3. PLANNING & BUDGETING	16	20	Approved DDP, CBP, REP and workplan available. However, did not approve the revenue enhancement Plan during the financial year under review. The vision and mission statements are available and displayed. The budget was laid on the 24th June 2013, the sectoral work plans and budget were earlier reviewed (July & Aug 2012) before laying the budget. Approval of plans and budgets is usually done concurrently. Although there have been rigorous initiatives to raise local revenue, there is still no ordinance in place on local government financial autonomy.
Existence of Plans, Vision and Mission Statement	5	5	
Approval of the District Budget	4	4	
Local Revenue	7	11	
4. MONITORING SERVICE DELIVERY ON NPPAs	25	30	A substantial level of monitoring was done for all the sectors. However, sometimes the various standing committees did not carry out the monitoring exercise as per the work plans due lack of funds. Generally, there was a remarkable improvement on this parameter in comparison to the previous assessment (FY 2011/12).
Education	4	5	
Health	5	5	
Water and Sanitation	3	4	
Roads	4	4	
Agriculture and Extension	3	4	
Functional adult Literacy	2	4	
Environment and Natural Resources	4	4	
TOTAL	76	100	

In FY2012/13, Wakiso District Council was composed of 39 councilors including the Chairman. In total, Wakiso District Council scored 76 out of a possible 100 points as shown in Table 7. During the year under review, the best performed parameter was monitoring service delivery on NPPAs (27 out of 30), while the least marks obtained were in the council's legislative role (15 out of 20). Although Wakiso District was a member of ULGA, it still had an outstanding balance of its annual subscription. In relation to this, the district council had also not taken any actions on key resolutions from the ULGA Annual General Meeting during the year under review. Despite the functionality of the committees in council, it did not pass any ordinances as well as motions for resolution on accountability and local government financial autonomy. The district council did not possess a functional library as well as a councilors' lounge as some of the important legislative resources expected at that level. Whereas focused inter-district tours are supposed to provide a learning opportunity for councilors, Wakiso District did not hold any during the year under review. Despite all these shortcomings, there was improvement by the district from 76 out of 100 points obtained in the previous assessment to 82 out of the 100 possible points.

3.2 District Chairperson

During the year under review, the Chairperson of Wakiso District Local Government was Mr. Matia Lwanga Bwanika. Chairman Bwanika belongs to the Democratic Party (DP). At the time of the assessment, he was serving

his first term in office, having been elected in this position in 2011.¹⁵Table 8 provides details of his performance across the assessed parameters.

Table 8: Chairperson’s Score-card

Name	Matia Lwanga Bwanika		
District	Wakiso		
Political Party	DP		
Gender	Male		
Number of Terms	1		
Total Score	82		
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments
1. POLITICAL LEADERSHIP	20	(20)	Records revealed that he chaired 10 meetings. He delegated to the V/Chairperson at least one- 05th Sept. 2012. Council was evaluated in a retreat (Ref. Min/DEC/451). Elevation of district to city status was one of the contentious decisions made through his efforts though not yet approved by parliament. Conflicts from the LLGs have been solved- Masulita TC (running council business). The state of the district affairs was presented and a number of issues had been addressed from previous report- commissioning of Bussi HC, approval of HUMCs, full constitution of DSC, among others. The chairperson regularly works with the CAO and other civil servants; usually seeks advice from them especially on technical issues. The statutory bodies and committees are fully constituted. He has only attended one security meeting, usually delegates to the Minister of Health. C/Person spearheaded in passing a resolution to elevate the district to city status due to its large population and the need for development as well as demonstration against the takeover of Grade “A” Entebbe Hospital, by State House.
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	
2. LEGISLATIVE ROLE	7	(15)	According to the minutes, he has attended at least 4 times. Motions and bills on service delivery have been passed- formation of HMCs, medical waste management, elevation to city status, child protection and PWD Accessibility Bill, 2013. However, no motions and bills have specifically been passed on accountability and local government financial autonomy.
Regular attendance of council sessions	2	2	
Motions presented by the Executive	2	6	
Bills presented by the Executive	3	7	
3. CONTACT WITH ELECTORATE	10	(10)	He always meets his electorate every Tuesday at the H/Qs. It was evident from his diary. The C/ person has appeared on NTV on the elevation of the district into city status, on the takeover of Grade “A” Entebbe Hospital, on the issue of occupancy in a wetland by Rosebud flower farm- environmental degradation, CBS “Wakiso Empya” programme aired every Thursday at 10pm-there is sensitization of communities and instant feedback is received..
Programme of meetings with Electorate	5	5	
Handling of issues raised and feedback to the electorate	5	5	

¹⁵ At the time of the assessment, the Chairperson had spent two years in office.

4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA	6	(10)	Bugiri landing site-PPP, Planting trees, Annual sports event, Kyengera Industrial Park. Has been engaged in several land conflict resolution initiatives. Written to communities on benefitting from bursaries (lobbying). He also contributed financially for people's functions. An MoU was signed between Wakiso DLG and Baraka Group Ltd- Construction of low-cost houses in Wakiso District (Ref. Min. 11/04/DEC/ 2013)
Projects initiated	3	3	
Contributions to communal Projects/activities	2	2	
Linking the community to Development Partners/ NGOs	1	5	
5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	39	(45)	Monitored some service delivery points though did not cover at least half of them. The main reason behind this was the inadequate resources allotted to the exercise in comparison to the size of the district (numerous service delivery points).
Monitored Agricultural services	7	7	
Monitored Health Service delivery	7	7	
Monitored schools in every sub-county	7	7	
Monitored road works in the district	5	7	
Monitored water sources in every sub-county	7	7	
Monitored functional Adult literacy session	1	5	
Monitored Environment and Natural Resources protection	5	5	
TOTAL	82	100	

The Chairman, Matia LwangaBwanika, scored 82 out of the 100 possible points, exhibiting an improvement in comparison with the previous assessment where he scored 70 out of the 100 possible points. The key highlights of the chairperson's performance included: timely convening and presiding over executive committee meetings; delegating to his deputy; participating in resolving disputes in lower local governments; and engaging with the central government on behalf of the district particularly regular communication with the RDC and engaging the central government by passing a resolution to elevate the district to city status, a petition yet to be tabled in Parliament. In addition, the chairperson provided material contributions to the various community projects, some of which he had initiated like Annual Sports Event for the youths, tree planting among others. He signed a Memorandum of Understanding with Baraka Group Limited,¹⁶ though not yet implemented. However, the chairperson's worst performed parameter was under his monitoring of the NPPAs role. This was mainly attributed to his failure to monitor a substantive number of the service delivery points in the district as stipulated by the Local Government Act.

3.3 District Speaker

The effective functioning and output a district local government council is highly dependent on the expertise of the District Speaker. Hon. Daudi Byekwaso Mukiibi was the District Speaker during the year under review. The

¹⁶ Engaged in the Construction of Low Cost Houses in Wakiso District (Ref. Min 11/04/DEC/2013)

speaker was serving his third term of office at the time of the assessment. Table 9 provides details of his performance during FY 2012/13.

Table 9: District Speaker's Performance in FY2012/13

Name	Daudi Byekwaso Mukiibi	Level of Education		Masters
District	Wakiso	Gender		Male
Sub County	Kakiri	Number of Terms		3
Political Party	NRM	Total		73
ASSESSMENT PARAMETER		Actual Score	Maximum Score	Comments
1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL		19	(25)	According to minutes, has chaired more than 4 sittings. Standard rules of procedure were adopted. Delegated in the middle of a session. Rules enforced- customized. Wakiso Rules of procedure tries to guide based on them. Minutes produced on time. Given to councilors 7 days before. Convene meetings on schedule, with or without logistics- facilitation done at a later date. Record of motions and petitions available.
Chairing lawful council/ meetings		2	3	
Rules of procedure		9	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.		0	5	
2. CONTACT WITH ELECTORATE		18	(20)	Puts aside 2 days (Wed & Thurs) weekly to meet his electorate, also meets them in his office-H/Q. Possesses a visitor's book and other documentation- files.
Meetings with Electorate		9	11	
Office or coordinating centre in the constituency		9	9	
3. PARTICIPATION IN LOWER LOCAL GOVERNMENT		10	(10)	Attended almost all, apart from the last one- coinciding with district council's. Communicated officially on approving names of land committees, 30% URA tax deductions, invitation of MPs to their meetings, land wrangles, legislative role of councilors.
Attendance in sub-county Council sessions		10	10	
4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS		26	(45)	The speaker usually monitored less service delivery points than the required number. He also rarely prepared reports for the monitoring exercises carried out. However, he is on record for having followed up on the issues that arose from the monitoring exercise carried out.
Monitoring Health Service delivery		5	7	
Monitoring Education services		5	7	
Monitoring Agricultural projects		7	7	
Monitoring Water service		0	7	
Monitoring Road works		5	7	
Monitoring Functional Adult Literacy		0	5	
Monitoring Environment and Natural Resources		4	5	
TOTAL		73	100	

According to Table 9, Hon. Daudi Byekwaso Mukiibi, scored 73 out of 100 possible points exhibiting an improvement in comparison with the previous assessment where he scored 75 out of the 100 possible points. The major contributory factor to the score was the fact that the speaker concentrated more on his roles in council, participation in lower local governments and contact with the electorate where he reaped 19 out of 25, 10 points out of 10 and 18 points out of 20 respectively. The speaker did not perform to his best when it came to the parameter of monitoring the NPPAs. Although

he monitored some service delivery points, he rarely wrote reports to that effect, thus undermining his performance. Monitoring reports are invaluable to guarantee and guide any follow-up actions on issues; and, if not made, can render the initial monitoring almost entirely pointless. The speaker claimed to have signed in the visitors' books for the various service delivery points which he thought was enough without necessarily making written reports on his visits. Indeed, this parameter exhibited his worst performance in the score-card.

3.4 District Councilors

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 fiscal year under evaluation, 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 in NPPAs. Wakiso District Local Government Council had a total of 38 councilors,¹⁷ all of whom were assessed. However, one of the councilors did not provide the research team an opportunity to interview him. This left them with no option but to subject his assessment on secondary information – mainly Council and Committee Minutes.

The best male councilor in the district was Hon. Norman Ssemwanga Kabogoza, representing Kira Town Council. He scored 89 out of the possible 100 points, manifesting an improvement from 69 out of the 100 possible points attained in the previous assessment. The best female councilor was Hon. Allen Ssentongo representing Nansana Town Council. She scored 78 out of the possible 100 points which was an improvement from 62 out of the 100 possible points attained in the previous assessment. It should be noted that both councilors serve as members of the District Executive Committee.¹⁸ One could argue that their positions in council provided greater opportunities of better performance over the ordinary councilors. As District Executive Committee (DEC) members, they are entitled to full-time service of council that presents privileges of an office, emoluments and allowances, hence smoothening their daily roles as councilors. There has generally been a tremendous improvement in the average performance of councilors from 61 per cent to 74 per cent, indicating a percentage change of 22 that could be attributed to: i) appreciation of their roles as councilors through the

17 This total excludes the chairperson and speaker who have been assessed separately in accordance with their unique roles and responsibilities under the LGA.

18 Hon. Norman Ssemwanga Kabogoza is the Secretary for Health, Education, Sports and Sanitation. On the other hand, Hon. Allen Ssentongo is the Secretary for Production, Marketing and Natural Resources.

LGCSCI; and ii) improved record keeping and documentation, especially using the ACODE diaries.

In terms of gender, the male councilors exhibited greater performance (63 per cent) than their female counterparts (62 per cent) especially in the legislative role. Overall, the best performed parameters were contact with the electorate and attendance of LLG meetings on which both fetched an average of 9 out of the 10 possible points. The worst performed parameter was monitoring service delivery on National Priority Programme Areas (NPPAs). Table 10 provides a detailed analysis of all the assessed councilors and their performance.

Table 9: Summary Performance of Wakiso 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		
Norman S. Kabogoza	Kira TC	NRM	M	1	69	88	28	8	8	5	1	22	9	9	9	18	10	7	7	7	6	1	5	5	38	
Hamidu Kizito Nsubuga	Nansana TC	NRM	M	1	66	85	29	8	8	5	0	21	9	9	9	18	10	7	7	7	3	6	7	1	5	36
Bashir Kayondo	Ssisa	DP	M	1	58	83	43	8	8	5	0	21	11	11	9	20	8	7	7	7	1	6	7	1	5	34
Rashid K. Sebyeaya	Nabweru	NRM	M	1	67	77	15	8	8	5	1	22	9	9	9	18	10	5	7	7	1	6	7	0	1	27
Allen Ssentongo	Nansana TC	DP	F	1	62	76	23	8	8	5	0	21	9	9	9	18	10	7	5	7	0	1	3	4	27	
Sarah Namugga	Namayumba & Masulita	NRM	F	1	57	76	33	8	8	5	0	21	9	9	9	18	8	7	0	5	6	7	0	4	29	
Immaculate Nakimbugwe	Kabiri SC & TC	NRM	F	1	58	76	31	8	8	0	0	16	9	9	9	18	10	7	7	7	3	6	7	0	2	32
Herbert Wassajja	Kakiri TC	NRM	M	1	69	74	7	8	8	5	0	21	9	9	9	18	10	1	7	7	4	0	1	5	25	
Margaret P. Namagembe	Nabweru	DP	F	2	63	71	13	8	8	5	0	21	9	9	9	18	10	5	7	0	4	1	1	4	22	
Sarah Najjemba	Kira T/C	NRM	F	1	59	70	19	8	8	5	0	21	9	9	9	18	4	7	0	7	4	0	5	4	27	
Nuruh Namuli	Mende	NRM	F	1	45	69	53	5	8	0	0	13	9	9	9	18	4	7	4	5	6	7	1	4	34	
Michael Bulumba	Masulita SC/TC	NRM	M	1	50	68	36	8	8	0	1	17	7	7	9	16	10	6	6	3	0	4	5	1	25	
Annah Nsubuga Mugerwa	Nsangi	DP	F	1	58	67	16	8	8	5	0	21	9	9	9	18	10	5	5	1	0	1	5	1	18	
Abdul Gamal	Busikuma	NRM	M	1	68	67	-1	8	8	0	1	17	9	9	9	18	10	7	7	7	1	0	5	1	22	
Cyrus Kasato	Wakiso	DP	M	1	62	66	6	8	8	5	0	21	11	11	9	20	10	1	0	1	4	7	1	1	15	
Peter J. Balikuddembe	Nsangi	DP	M	1	67	64	-4	8	8	5	1	22	7	7	9	16	8	0	4	3	2	3	1	5	18	
Leonard K. Setimba	Namayumba	NRM	M	1	59	64	8	8	8	0	0	16	7	9	9	16	10	5	4	7	4	1	0	1	22	
Abubaker K. Senfuka	PWD	Ind	M	1	60	62	3	8	8	0	0	16	9	9	9	18	8	4	4	5	0	0	3	4	20	
Deborah Mazzi	PWD	NRM	F	1	46	60	30	8	8	0	0	16	9	9	9	18	8	4	4	0	1	4	0	5	4	18
Christopher Ddamulira	Kasanje	NRM	M	1	59	60	2	8	8	5	0	21	9	9	9	18	10	4	0	1	4	1	4	1	0	11

Name	Sub-county	Party	Gender	Terms	2011/12	2012/13	% change	Legislative role				Contact with electorate			Participation in ILGs					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
Edward G. Tumusiime	Entebbe A	NRM	M	4	68	60	-12	8	8	5	0	21	7	9	16	8	7	0	1	0	5	1	1	15
Sadiq Mukasa	Entebbe B	DP	M	1	46	57	24	8	8	5	1	22	9	9	18	8	1	1	3	0	1	1	2	9
Viola Nampijja	Entebbe Municipality	DP	F	1	39	56	44	8	8	0	0	16	7	9	16	10	1	1	7	0	0	0	5	14
Rosemary Namubiru	Mende, Wakiso TC & SC	DP	F	1	64	56	-13	8	8	5	0	21	7	9	16	8	0	0	7	0	4	0	0	11
Joyce Nondo Nantuka	Busukuma & Gombe	NRM	F	1	43	56	30	5	8	0	0	13	9	9	18	8	1	5	1	0	1	5	4	17
Hood K. Golooba	Bussi	NRM	M	3	48	56	17	8	0	5	1	14	0	5	5	10	7	5	1	4	5	1	4	27
Herbert Kabafunzaki	Makindye A	NRM	M	1	56	56	0	8	8	0	0	16	9	9	18	4	4	0	0	6	7	0	1	18
Mariam Kaliga	Makindye A & B	DP	F	1	57	55	-4	5	8	0	0	13	7	9	16	4	0	4	1	6	6	1	4	22
John Paul Muyanda	Katabi	DP	M	1	65	54	-17	8	8	0	1	17	7	6	13	6	1	1	7	0	4	0	5	18
Immaculate Byakuwaba	Gombe	NRM	F	2	39	54	38	5	8	0	0	13	7	9	16	8	3	4	0	2	7	0	1	17
Rose Kyakuwa	Sisa, Kasanje & Bossi	NRM	F	1	50	54	8	5	8	0	0	13	7	9	16	4	7	6	1	0	0	3	4	21
Rosette Kagwa	Katabi	DP	F	1	54	53	-2	8	8	0	0	16	7	9	16	10	4	5	1	0	0	0	1	11
Estradah V. Naluyiga	Nangabo	FDC	F	1	56	53	-5	5	8	0	0	13	0	9	9	10	5	0	7	0	5	0	4	21
Sulaiman Ssali	Nangabo	FDC	M	1	49	53	8	8	8	5	0	21	7	5	12	10	1	0	1	0	4	0	4	10
Faridah Namale	Youth	NRM	F	1	30	52	73	5	8	0	0	13	7	9	16	8	4	0	1	0	4	5	1	15
Hassan Ssemalirwa	Youth	NRM	M	1	52	52	0	8	8	0	0	16	7	9	16	8	0	0	7	0	0	0	5	12
Paul Mukisa Ssali	Makindye B	DP	M	1	47	43	-9	5	8	0	1	14	9	2	11	10	1	1	0	0	0	5	1	8
Simon Nsubuga	Wakiso TC	DP	M	1	57	30	-47	8	8	5	0	21	0	0	0	4	5	0	0	0	0	0	0	5
Average				1	56	62	14	7	8	3	0	18	8	8	16	8	4	3	3	2	3	2	3	20

3.5 Interpretation of Results

3.5.1 Endogenous factors affecting performance

Poor individual monitoring of government projects

During the year under review, it was noted that monitoring of government projects was still insufficient. Findings from the verification exercise revealed that individual monitoring was neglected by most councilors. The majority thought that sectoral monitoring was adequate; yet they did not pay attention to the unique issues arising from their constituencies, hence contributing to their poor performance.

Internal bickering in council and committees

It was found out that there were internal conflicts amongst some councilors on conducting council and committee business. One of the cases pointed out emerged from the previous assessment where one of the councilors rejected a committee he had been allocated in preference for another. In fact, just like in the previous assessment, this councilor still did not score under the indicator of “participation in committee” since he still did not belong to any committee.

Inadequate facilitation for councilors given the increasing population of the district

It was generally noted that there was inadequate facilitation availed to councilors in comparison to the scope of work they were mandated to execute. This actually explained why there was limited individual monitoring among other activities by councilors. Uniquely, Wakiso District is one of the biggest districts¹⁹ in Uganda, an argument that councilors advanced for the need to increase their facilitation budget. Furthermore, this has followed council decision to elevate the district to a city status²⁰ that awaits approval by parliament.

Poor record keeping

Although there had been tremendous improvement in record keeping by the majority of councilors, an effort attributed to ACODE’s initiative of distributing diaries to councilors, some councilors still had a weakness with record keeping. This was mainly evidenced in lack of individually written monitoring reports. They claimed to have verbally reported emerging issues from their monitoring exercises which left the researchers with no proof to ascertain the claims,

¹⁹ With a population of 1,315,300 persons as per the 2011 projections

²⁰ Council minutes - on elevation of district to city status.

hence the poor score-card performance. In some cases, some councilors especially those without offices, had no substantive documentation regarding issues that had been raised by their electorate.

3.5.2 Exogenous factors affecting performance

Inadequate funding to the district

There was general concern about the inadequate funding for almost all the sectors during the FY2012/13. In other words, the resources expected were much less than what was actually received. Whereas the district expected Shs 58.1 billion, it only received Shs 49.1 billion which impacted on the running of activities under the various sectors and ultimately impacting on effective service delivery.

Dependence on the central government for funding

Most of the funding that the district received was from the central government to a tune of 78.7%. These funds were conditional in nature and tied to specific activities to be implemented with little or no room for re-allocation to other local priorities. With local revenue projected at about Ush. 6 billion, the district could not finance other under-funded or non-funded priorities. This therefore greatly undermined the autonomy of the local government and its ability to address urgent local service delivery needs. In other words, the district has no capacity to make decisions on planned priorities since most transfers are usually conditional. Perhaps, this explains the continued service delivery deficiencies still being experienced by the district.

Low civic awareness among community members

During interaction with community members, it was noted that a majority of the people were still not aware of the roles and responsibilities of the councilors. Many expected councilors to carry out certain roles for them. For instance, during an FGD in Kira Town Council, some members claimed that councilors were not assisting them to meet their immediate needs (being their electorate - “the people that brought them into power”). Such needs included paying school fees for their children, contributing towards social functions (graduations, weddings, burials, among others). In fact, for many, this was a basis for the re-election of a councilor. Furthermore, many members of the electorate were completely unaware of the fact that they were meant to hold their councilors accountable. However, the councilors reported to have been overwhelmed by the demands of their electorate given their meagre resources, which made their work very difficult.

Remuneration

Councilors are charged with a number of roles and responsibilities which include: legislative role, contact with the electorate, participation with the lower local government and monitoring service delivery on NPPAs, which are highly interrelated. However, amidst the numerous roles councilors are expected to perform, there were complaints about the insufficient facilitation available. This was mainly under the role of monitoring of NPPAs, with unique challenges posed for councilors based in the hard-to-reach areas like Bussi Islands.

4. GENERAL CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

Although Wakiso District performed well, the assessment noted some challenges that are still responsible for service delivery deficiency, which point to the need to provide solutions to address them.

4.2 Recommendations

4.2.1 Advocacy for a changed Budget Architecture

Based on the available statistics on the budget of Wakiso District Local Government, there is a great need for the various local governments to work together to advocate for a change in the budget architecture. Local governments can only be in position to re-adjust their priority plans if they have adequate resources to finance their activities. Otherwise, service delivery deficiencies may never be addressed with meager resources and less flexibility for re-allocation.

4.2.2 Orientation of District Councilors, on continuous monitoring

Although the Ministry of Local Government (MoLG) always organizes induction workshops for the district councilors that have just assumed office, there is need for continuous orientation and sensitization of the councilors on their roles and responsibilities. During the assessment, monitoring was one of the key roles of councilors which was found wanting, which had great impact on effective service delivery. As long as monitoring is still done in a relaxed manner, the underlying issues that hinder effective service delivery can never be dealt with. Therefore, there is need to constantly remind political leaders of their roles and responsibilities in order for them to do their work effectively.

4.2.3 Internal resolution of conflicts

There is need for councilors and other officials to address internal issues amicably. This not only saves resources (time and money) but also enhances effective service delivery. In other words, the resources that are apportioned

to resolve issues – through forming committees of inquiry, court fees, etc -- could be channeled into the various activities of service provision.

4.2.4 Mandatory periodic monitoring reports

Attention should be paid to writing monitoring reports on both individual and committee monitoring exercises. There is need to provide a standard reporting format for councilors and emphasis should be put on mandatory production of these reports, clearly detailing the state of service delivery in their constituencies.

4.2.5 Remuneration for councilors

Councilors act as a link between the district and the communities at the grassroots. They are therefore tasked with a number of roles and responsibilities which include: legislative functions and representation; contact with the electorate; participation in lower local governments; and, monitoring service delivery on NPPAs which are interrelated and highly engaging. Part of the reasons councilors do not fully undertake these activities is because they are poorly facilitated. The institutions responsible should ensure that reimbursements are made if councilors use their personal funds. Adequate and prompt remuneration will ensure effective service delivery.

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Annex 1: 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	3	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	19	4	6	3	2	3	18	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	18	5	4	11	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	17	5	4	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	18	5	4	13	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	18	5	4	7	5	4	7	16	5	3	2	2	2	0	3	3	17
Mukono	78	67	-14	2	1	3	1	1	1	2	2	2	3	18	3	5	3	2	2	15	5	4	6	5	4	6	15	3	5	4	3	1	0	3	3	19
Kamuli	40	67	68	1	0	2	2	0	1	0	3	1	3	13	3	4	6	2	0	15	5	3	4	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	11	5	4	2	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	19	5	4	4	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	19	5	4	2	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	16	5	4	4	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	16	5	4	7	5	4	7	16	0	3	0	3	3	3	0	3	12
Mbarara	53	62	17	1	1	3	2	0	0	0	3	0	2	12	3	3	8	2	0	16	5	4	4	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	16	5	4	4	4	4	4	13	3	3	1	4	2	0	3	3	16
Nakapiripiri	56	61	9	2	2	1	1	1	0	0	1	2	3	13	4	5	2	2	3	16	5	4	4	4	4	4	13	3	4	1	4	4	0	3	3	19
Soroti	68	60	-12	2	1	3	0	0	1	0	3	2	3	15	4	5	8	2	2	21	4	3	3	3	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	15	5	4	4	4	4	4	13	4	4	3	3	3	0	0	3	17
Luwero	70	60	-14	2	0	3	0	0	1	0	1	2	1	10	4	4	6	2	2	18	5	4	2	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	16	5	4	2	5	4	2	11	3	3	2	3	2	2	4	4	19
Moroto	55	56	2	2	1	3	3	1	1	1	3	0	2	17	2	6	3	2	0	13	5	4	2	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	14	5	3	2	3	2	2	10	3	4	0	0	2	1	4	4	14
Agago		51		2	1	3	1	0	1	0	2	1	2	13	3	4	4	2	0	13	5	4	2	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	13	4	4	9	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	17	5	4	4	4	4	4	13	4	4	2	3	2	2	2	2	19

Annex 2: 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	1	3	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	5	39
Martin Ojara Mapeindu	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	5	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	3	5	5	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	5	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	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	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	5	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	5	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	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	3	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	3	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	5	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	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	3	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	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	Bullisa	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 3: 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					Sub total				
						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
Samuel Bamwole	NRM	Kamuli	Nawanyago	M	3	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	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	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	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	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	3	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	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	7	35	
Richard Mayengo	NRM	Jinja	Mafubira B	M	3	68	73	7	3	9	3	2	3	2	22	8	9	17	8	5	1	1	5	26	
Proscovia Namansa	NRM	Luwero	Katikamu/	F	3	64	73	14	3	9	3	0	3	0	18	11	9	20	10	7	7	0	4	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	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	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	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	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	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	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	14	
Didan Amama	Ind	Buliisa	Ngwedo	M	1	31	65	110	3	6	2	0	0	0	11	11	9	20	0	7	3	3	7	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	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	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	25	
Martin Chaiga	NRM	Moyo	Moyo	M	2	44	63	43	3	9	2	2	3	0	19	11	9	20	0	7	7	0	1	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	11	
Ceasar 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	16
Jotham Loyer	NRM	Nakapiripirit	Kakomongole	M	3	62	44	-29	3	4	2	2	3	0	14	7	2	9	4	3	5	1	1	1	17
John Bostify Oweka	FDC	Agago	Omot	M	1	23	2	6	3	0	3	0	3	0	14	0	2	2	0	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	2	26

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