The Guild Leaders Performance Scorecard

2018-2019

Developed by AFRICA LEADERSHIP INSTITUTE

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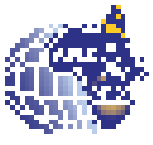

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2018-2019

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ACKNOWLEDGMENTS

The Guild Leaders Performance Scorecard 2018-2019 is a publication of an assessment of the performance of Student Guild Leaders from six Higher Institutions of Learning (HILs). These include Uganda Christian University, Mukono (UCU), Makerere University, Kampala (MUK), Uganda Technical College, Elgon (UTCE), Gulu School of Nursing and Midwifery (GSNM), Mbarara University of Science and Technology (MUST), and National Teachers College, Mubende (NTCM). The Guild Leaders Performance Scorecard 2018-2019 would not have been achieved without the unprecedented contribution of multiple partners and stakeholders.

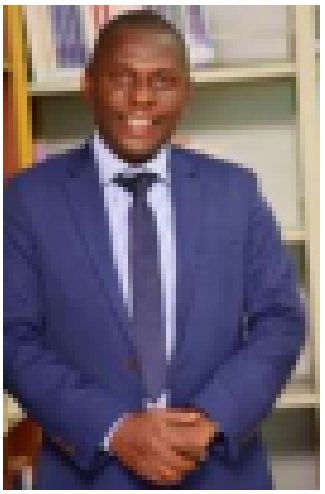
AFLI is particularly indebted to the Student Guild Leaders of the six partner HILs for their disposition to take part in the Youth Mentorship Programme and their unreserved cooperation in providing the data required to produce the Guild Performance Scorecard 2018-2019. The administrations and management of the partner HILs particularly, College Principals and University Deans/Directors of Students Affairs deserve special mention for promoting AFLI to access Guild Leaders and Colleges/ University Premises, creating an environment right for successful implementation of the programme and providing additional key informant data for validation of the Guild performance data.

AFLI acknowledges with sincere gratitude the dizzying contribution of the Exemplary leaders (Mentors) from diverse public and private leadership sphere including Members of Parliament, Academia and independent think tanks whose guidance to the Guild leaders has seen them improve in their leadership knowledge and skills in such a commendable way. Their vast knowledge and experience varied appreciation of leadership and unwavering commitment to contribute to the improvement of Leadership capabilities of young leaders through AFLI's Young Leaders mentorship programme has exceptionally gone a long way in enabling the success of the programme.

AFLI would like to extend sincere appreciation to all its staff. Special recognition to the IT and Data Processing Team for the technical skills applied in data entry and processing, and for putting in extra hours to ensure completion of assessment tasks, and the Head of Youth and University Engagement for overseeing data collection and assembling the Guild Performance scorecard. Sincere gratitude to AFLI Top management team, Executive Director and Board of Directors for the support, security and technical support and guidance, without which this scorecard would not have been published.

AFLI is singularly and profoundly obliged to its financial partner, the Democratic Governance Facility (DGF), for the generous financial support of all activities under the Parliamentary Performance Scorecard and Civic Engagement Project including the Youth Mentorship Programme and the Guild Leaders Performance Scorecard.

FOREWORD



Higher education institutions cannot exist without students. Students are generally at the heart of the academic enterprise. It is worth remembering that some of the earliest universities, in medieval Italy, were established and managed by students. In the medieval period in Europe, the struggle between the idea of the student-run universities in Italy and the faculty-dominated universities in Paris and elsewhere was won decisively by faculty power. Students were simply unable to provide the leadership needed.

In modern history, it is significant to note that students have a voice in universities in most of the European countries but with less influence in governance structures. With very few exceptions, students have little, if any, power over basic academic decisions in universities worldwide though some students organizations may control considerable funds.

What is the relevance of this discussion for Africa? As the report shows, student participation in governance is necessary. Formal student participation in university governance is crucial because by virtue of their "membership" in the university community, students are directly affected by decisions made and have "expertise" that could contribute to better decisions. However, students may not be aware of their roles as there is little or no mentorship at all. This is unfortunate given the fact that higher education can play a crucial role in democratization by developing "institution-builders" for state and civil society. Student leaders can be instrumental in this process given that most African countries are still struggling to build democratic institutions.

Given that the Guild representative councils (GRC) continue to be the nurturing grounds for leaders, who eventually take up positions in society as presidents, legislators, ministers, local government leaders such as sub-county chiefs, heads of department and leaders of civil society organizations, among others, it is right and proper for the African Leadership Institute (AFLI) to provide serious mentorship. There no doubt in my mind that AFLI project means to enhance students participation can contribute to the deepening of democracy in the university and nationally.

The development of a Guild Leaders Performance Scorecard means to bridge the gap between the electorate and the leaders to keep on the right direction. Thank you AFLI for providing a tool to objectively assess the performance of Guild Leaders. This will seek to improve students' knowledge, attitudes, and practices and also align student leadership with democratic principles. This in turn will improve relationships between Guild leadership with the administration and student bodies. The scorecard will also positively impact the capabilities of the Guild officials as they transition into national leadership.

I wish to appreciate AFTL's efforts in spearheading the youth mentorship program which has culminated in the production of the Guild Leaders Performance Scorecard Tool. I also, most sincerely, thank the Democratic Governance Facility and other partners for funding this important initiative. I would like to encourage student leaders to reap this opportunity and reap the maximum benefits from it.

Associate Professor Michael W. Kabuubi (PhD),

Dean Faculty of Arts & Social Sciences, Kabale University;

Founding Head of Department Public Administration & Governance,

Uganda Christian University & Former Vice Chancellor Kabale Western University.

LIST OF ACRONYMS

AFLI	African Leadership Institute
GRC	Guild Representative Council
GSNM	Gulu School of Nursing and Midwifery
HEI	Higher Institution of Learning
ICT	Information and Communications Technology
MP	Member of Parliament
MUK	Makerere University Kampala
MUST	Mbarara University of Science and Technology
NCHE	National Council for Higher Education
NTCM	National Teacher's College Mubende
UCU	Uganda Christian University
UTCE	Uganda Technical College Elgon

EXECUTIVE SUMMARY

In governance, accountability is answerability, blameworthiness, liability, and the expectation of account-giving. As an aspect of governance, it has been central to discussions related to problems in the public sector, non-profit and private and individual contexts. In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, decisions, and policies including the administration, governance, and implementation within the scope of the role and encompassing the obligation to report, explain and be answerable for resulting consequences (Reyes, 2006). The 2017/2018 students Guild scorecard revealed limited understanding of the concept of accountability by both Guild Leaders and the students. To them, accountability is limited to how Guild Leaders utilize the funds at their disposal to run the Guild Government and less of how much Guild Leaders have delivered on their mandate and manifesto.

The Students Guild Performance Scorecard is an accountability tool currently targeting Guild Leaders in six selected HTIs namely: UCU, MUK, UTCE, GSPM, MUST and MTCM. It was initiated by AFTI as a sub-component of the Parliamentary Performance Scorecard and Civic Engagement Project and a replica of the Parliamentary Performance scorecard which is an accountability tool aimed at bridging the gap between citizens (electorates) and their leaders (Members of Parliament). The ultimate objective of the Students' Guild Performance Scorecard is to improve students' Leaders knowledge, attitudes & practices in democratic governance and accountability and align student leadership with democratic principles. It also seeks to prepare and empower student leaders to transition into national and other high level leadership positions and to hold those positions responsibly. It further seeks to empower Student Leaders to utilize the legal libraries provided for in their constitution to improve relationships between Guild leadership with the administration and student bodies and to bridge the gap between the electorates (Students) and their leaders.

The Students Guild Performance Scorecard utilizes a performance measurement approach as a catalyst for performance enhancement of Guild leaders. It seeks to check and enhance good governance knowledge and practices of Guild Leaders through an evaluation of the performance of the Students Guild Government as a whole (institution) as well as that of each individual Guild Leader. The inaugural Students' Guild Scorecard 2017/2018 was released at the beginning of 2019 as a pilot. The Students' Guild Scorecard 2018/2019 is the second of the scorecards planned to be released in a period of 3 years. Each scorecard published is envisaged to cause an improvement in the performance of Guild Governments and individual Guild leaders in the areas of assessment as observed in the subsequent scorecard. For instance, findings indicate that except for MTCM, all the 5 HTIs registered an improvement in their performance in 2018/2019 in comparison to 2017/2018. The Average Percentage compliance score of Core Governance for all the six HTIs in the Scorecard is 30.2% in the areas of Leadership of the Guild, Good governance practices, Procedure of conducting Business in Council/Parliamentary meetings and the Succession Plan while Guild Governments under the 2017/2018

Students 'Scorecard averaged 58.5% in the same area of assessment

Assessment approach

(a) Assessment of the students' Guild Government as an Institution. This is done against three parameters (i) Core Governance practices specifically institutional compliance with the constitution (ii) establishment of legacy projects like physical infrastructure, soft legacy skills like mentorship, induction of policy and administrative recognition of excellent performance and (iii) attendance of mentorship sessions. Attendance of mentorship sessions is a new parameter introduced in the 2018/2019 Guild performance scorecard. Although attendance of mentorship sessions is not compulsory, it is deemed good practice for Guild leaders to attend capacity building sessions. Mentorship sessions are organized by ARTL in coordination with Guild Governments and in that regard, HTLs were assessed in relation to attendance of the mentorship sessions

(b) Assessment of individual members of the Students' Guild Government (GRCs). Individual Guild leaders are assessed in regards to their performance in Cabinet, Council/Parliament and committees. Performance is measured against three parameters (i) attendance, (ii) participation and (iii) level of influence of the individual member

(c) Non-quantifiable parameters. Both the Guild institution and individual Guild leaders are assessed on one non-quantifiable parameter. The parameter assessed and reports the share of individual Guild leaders and Guild institution contribution on each of the deliverable focus areas

The assessment is informed by both primary and secondary data obtained from multiple sources including: Guild records and documents (Constitution, minutes and attendance data), project records (mentorship attendance logs) and face to face interviews with key informants (administrators and Guild leaders outside the assessment period). Data analysis

Key findings of the 2018/2019 students Guild scorecard

i) Performance of Guild institutions

78% of all the Guild leaders were male while only 22% were female. All the six HTLs had more male Guild Leaders than females. Average performance of male Guild leaders was 36.43% against an average female performance of 36.17%. Males performed better than females in all the six HTLs

- Core governance (basic institutional compliance with Guild constitution).

Uganda Technical College-Elgon (UTC) scored 64.75% in compliance and -37.5% in non-compliance. National Teachers College-Mubende scored 70% in compliance and -30% in non-compliance. Gulu School of Nursing and Midwifery scored 80% in compliance and -20% in non-compliance. Mbale Mbale University of Science and Technology scored 72.5% in compliance and -32.5% in non-compliance. Uganda Christian University scored 78.86% in compliance and -21.14% in non-compliance. Makerere University scored 53.82% in compliance and -46.34% in non-compliance

- Legacy projects and recognition of Accredited performance

In this parameter, UTC-Elgon was rated 42.9%, MTCM-Mubende was rated 57.14%, MUST was 42.9%, UCU scored 85.71%, GSPM scored 71.4% and MUK scored 42.9%.

- Mentorship Program

GSPM had an average attendance of 95%, MTCM-Mubende had 70.5%, UCU had 66.6%, and UTC-Elgon had 66.9%, MUST had 21.6% and MUK had 58.25%.

(ii) Performance of individual Guild leaders

Guild leaders in GSPM scored an average percentile score of 38.64, MUK scored 31.99, MUST score 29.03, MTCM scored 27.22, UCU scored 28.98 and UTC scored 26.04. Compared to female Guild Leaders, male Guild leaders had the highest average percentile score of 44.21 against a female average percentile score of 33.07 in GSPM, 37.45 against 26.54 in MUK, 36.29 against 21.76 in MUST, 28.03 against 26.40 in MTCM, 47.42 against 30.54 in UCU and 28.80 against 23.27 in UTCE.

(iii) Areas of focus

Debates in Guild institutions focused more on Guild administration, leadership and governance and social welfare, students union, entertainment and alumni. UCU, UTCE, MUST and GSPM focused more on Guild administration, leadership and governance scoring 58%, 52%, 69.2% and 62% respectively. MTCM and MUK focused on social welfare, students union, entertainment and alumni scoring 74% and 34% respectively.

Observations, conclusion and recommendations

Few females occupy leadership positions within HTIs because the Guild constitutions do not include a gender equality clause and also because females still shy away from competitive leadership positions hence most of those reported are appointed. It is upon the Guild Governments amend their constitutions to include a gender equality clause in addition to prioritization of gender mainstreaming in capacity building programs like the youth mentorship programme offered by AFTJ.

Although AFTJ furnished each institution with a voice recorder and mobile phone to support documentation and record keeping, challenges accessing sufficient data to enable assessments in some institutions remain glaring. For instance the case of MTCM where AFTJ reportedly learned that the previous speaker did not handover all the data culminating into a decline in their performance in the core governance parameter from 89.3% in 2017/2018 to 70% in 2018/2019. It is likely that Guild Leaders do not attach much value to proper documentation and record keeping or that they lack the technical skill to properly record and document Guild data. It was also observed that some GPCs/ Guild Parliaments do not refer to rules of procedure during Council/Parliamentary meetings even if these rules of procedure actually exist.

Capacity building programs are a prerequisite in enabling Guild Leaders to perform effectively in their respective positions and grooming them into responsible and responsive future leaders. It is no surprise that GSPM was not only able to successfully amend its constitution after undergoing mentorship offered by AFTJ but also emerged best in the core governance parameter. It is therefore important that AFTJ and other stakeholders prioritize capacity building of Guild leaders in both basic

leadership principles as well as core principles of democratic governance and accountability. The RIFs regulatory authority should consider an integrated leadership development manual for Guild leaders in RIFs to harmonize any capacity building efforts by different stakeholders. Last but not least, collaborative events that enhance shared learning among Guild leaders should be promoted among stakeholders

CHAPTER 1

INTRODUCTION

AFTL under the Parliamentary Performance Scorecard and Civic Engagement Project (PAPSCE) is enhancing the democratization process in Uganda through facilitating "Active and Informed citizenry to demand for accountable and responsive leadership". This is being achieved through among others, implementing the Students' Guild Scorecard and Youth Mentorship

The Students' Guild Scorecard and Youth Mentorship focuses on students' leadership in Parliament, Cabinet and other institutions of the Guild. The report is specifically focusing on the Students' Guild Scorecard. It reports on the performance of the Guild Governments and the individual Guild leaders in these Guild Governments for the year 2018-2019

1.1 OVERVIEW OF GUILD GOVERNMENTS

The Guild serves as a link between the students and the university administration. Whoever is elected serves for one academic year. In the six HTIs the AFTL is partnering with, all students are eligible to contest for positions within the Guild Government except for students who are in their final year of study

1.1.1 Operations of The Guild Government

Guild Governments are created under the Universities and other Tertiary Institutions Act 2001 (as amended)[1]. The law further illuminates that the student body shall be obligated to draw a constitution which regulates their functioning and this should be in conformity with the specific HTI's policies. HTIs have subsequently drafted constitutions to guide their operations. It was found under the Students' Guild Scorecard 2017-2018 all the sampled HTIs except GSMM followed the doctrine of separation of powers as required by laws establishing Guild Governments. This is demonstrated by the nature of their Constitutions that provide for the Executive, Parliament/GRC and the Disciplinary Organ. The GSMM Guild Government 2019-2020 amended its constitution to provide for the doctrine of separation of powers as recommended by AFTL in the Students' Guild Scorecard 2017-2018 & the amendment process was initiated by the GSMM Guild Government 2018-2019. The various constitutions lay out the process of constituting the offices of the Guild Cabinet, Parliament/GRC and other offices. These constitutions also lay out the roles of the offices to occupy these offices. Most of the roles and processes closely mirror those in the 1995 Constitution of the Republic of Uganda which is the grand norm

[1] [illegible]

1.1.2 Functions of Guild Governments

Guild offices are generally public offices and the major functions of the Guild Governments are:

- Advocacy for the Guild's welfare both internally and externally
- Carry out accountability activities together with the University Administration

All the functions of Guild offices within the constitutions of the particular HEIs derive from the above functions.

1.2 CONCEPT OF THE STUDENTS' GUILD SCORECARD

With the creation of Guild Governments under the University and Other Tertiary Institutions Act 2001, came the need to track the progress of the organs and leaders of these Governments in their efforts to meet the mandates enshrined under the law. Guild Governments are breeding grounds for nurturing young leaders who have an active leadership responsibilities in their communities in different fields. Many who have served as Guild Presidents have gone ahead on to contest for national positions. Many resourceful leaders we have in our communities today have even been students' leaders before for example former Guild Presidents of MUK:

- Dr. Olara Otunnu [served as MUK Guild President from 1972 to 1973 and served as the
- UN under-secretary General and Special Representative for Children and Armed Conflict.]
- Norbert Mao [Currently the President General of the Democratic Party. Mr. Mao was Makerere University's Guild President from 1990 to 1991.]
- Pi of Anyang' Nyong'o [The Kenyan who was the President of the Makerere University Guild from 1970 to 1971, is currently the governor of Kisumu County, Kenya.]
- Amongst many more [Anne Addoe Ebaju[2], Charles Rwomushana[3], Emmanuel Dombo[4], Asuman Basalirwa[5], Fred Mukasa Mabidde[6]]

This therefore means that we are not unaware of "IF" but "WHEN" the Guild leaders will rise. The National Secretariat further selected six HEIs to partner with during the implementation of this program.

1.2.2 Mentorship Program

ANCI conducts a two day mentorship session with the Students' Guild leaders at their various HEIs. During these mentorship sessions, ANCI sources two experienced leaders who were once Guild leaders themselves to national leadership both in the political arena and corporate who mentor the Guild leaders. Several Leaders have participated in the mentoring of these Guild leaders over the past

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2 [illegible]

3 [illegible]

4 [illegible]

5 [illegible]

6 [illegible]

two years. Rt. Hon Jacob Oulanyah, Hon. Emmanuel Dombo, Hon. Abdi Fadhil Kisoo Chemaswa[1], Hon. Dan Kidega[2], Mr. Otim Francis Odong[3], Hon Asuman Basalirwa, Hon. Chemutai Evelyn, Prof. Ephraim Kamuntu[4], Hon. Alice Alaso, Hon. Charles Rwomushana, Mr. Kizza Musa, Mrs. Bwire Rosemary Nkwasibwe, Hon Paul Amaru Omar, Hon. Gilbert Olanya, Mr. Kahuu Ciapy, and Hon. Dombo Emmanuel

1.3 THE STUDENTS' GUILD SCORECARD RESEARCH METHODOLOGY

This section explores the methodology and criteria used to assess the performance of Guild leaders of MPs under the Guild Leaders' Scorecard

1.3.1 Assessment of the Students' Guild Governance as an Institution

Guild Governments are assessed against three parameters

1.3.1.1 Core Governance

In order to establish the norms of governance of the Guild AFTJ considered the composition of the organs that govern the Guild as per the various constitutions. The other consideration is whether the mode of governance is in compliance with the Law and this entails the procedure of conducting business within the organs of the Guild Leadership. Under this parameter, AFTJ considers

- Leadership of the Guild (Establishment of the leadership organs in accordance with the constitutions)
- Good Governance practices (timely accountability, publication of Guild reports)
- The procedure of Conducting Business in Council/Parliament
- Succession Planning and Transition Process (Electoral Process)
- Link between the institution administration and the student body through the Guild Government (How does the Guild use its representative status on the institution's Governing Committee/Council?)

1.3.1.2 Legacy Project

Under this parameter AFTJ considers the following

- Physical infrastructure: A tangible asset or structure left behind by the Guild Government and put in place using the Guild fund (Should be labelled by the Council and dated)
- Soft Legacy Timeless Policy, procedure or system change gained by the leadership

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1 [illegible]

2 [illegible]

3 [illegible]

4 [illegible]

Administrative Recognition in leadership: Any outstanding recognition by the Institution made by order of Senate Meaning appreciation of governance of the Guild and its achievements

1.3.1.3 Mentorship Attendance

Guild Governments are assessed on the level of attendance during the mentorship sessions organised by the Guild Governments and facilitated by AFTL in partnership with the Institution. This is because mentorship is intended to improve the knowledge and attitudes of the leaders

1.3.1.4 Channels of Communication

Guild Governments are assessed on the modes and tools used in communicating to their electorates. At the start of the program, AFTL provided an Internet-enabled Smart Phone to every Guild Government. Under this section AFTL assesses how the various Guild Governments use ICT to reach out to the electorate and also looks at the several modes of communication employed by the several HTLs

1.3.1.5 Implementation of Previous Recommendations

This is the second edition of the Students' Guild Scorecard and it assesses the level of implementation of recommendations made to the various HTLs in the first edition of the Students' Guild Scorecard. The level of implementation of recommendations is assessed and scored in percentage. This assessment is not available in MUK Institutional Scorecard because the first edition did not provide an institution Scorecard for MUK

1.3.2 Assessment of Individual Members of The Students' Guild Government (GRCs)

Individual Guild leaders are assessed in regards to their performance in Cabinet, Council/Parliament and committee. The performance is measured against attendance, participation and level of influence of the individual member

1.3.2.1 Assessment of Individual Members of The Students' Guild Government seated in special offices

The constitutions of HTLs create several offices that are to be occupied by GRCs after they have been elected by the students. These offices carry special tasks that are outside the scope of our individual assessment and therefore the scorecard has assessed the performance of these offices independent[3] of the individuals seated within the office. Some of these offices include: Office of the President, Office of the President, Cabinet Ministries, Tribunals among other offices as established within the several HTL's Constitutions

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[2] On day all over leaders in the assumption considered. Substitutes are appointed by other members during the term of appointment or disappointment

[3] Due to the individuals in the appointed positions, the elected positions were considered. Each time members were during the time appointed positions individuals, individuals, during the consideration of the appointed individuals, other could have not individuals in between, and the time appointed during the time of appointment

1.3.3 Scoring and Assessment Criteria

This section introduces the criteria for scoring the performance of Guilds as institutions based on the parameters

1.3.1.1 Compliance to Constitutionalism

AFTJ probes whether the particular HTIs has complied with the constitutional provisions of their constitution AFTJ has generated questions from the constitutions in consultation with the Guild leaders that are answered with a Yes or No (Yes stands for compliance while No stands for non-compliance) The generated questions have also been classified in three categories, which are Essential, Relevant and Desirable

1.3.1.2 Essential

This category comprises of questions that have been generated from constitutional provisions that use the word "Shall" AFTJ adopted three (3) as the essential mark In scoring components that are categorized as essential AFTJ awards 3 points for compliance and 3 negative points for non-compliance

1.3.1.3 Relevant

This category comprises of questions that have been generated from constitutional provisions that use the word "may" AFTJ adopted two (2) as the relevant mark In scoring components that are categorized as relevant, AFTJ awards 2 points for compliance and 2 negative points for non-compliance

1.3.1.4 Desirable

This category comprises of questions that have been generated outside the constitutional provisions This component is majorly informed by the data Collected by AFTJ from the various HTIs AFTJ considers good governance practices that are not covered by the constitution but have been employed by the Guild Leaders AFTJ adopted one (1) as the desirable mark In scoring components that are categorized as desirable, AFTJ awards 1 point for compliance and awards no points for non-compliance

1.3.1.5 Performance of the Government

Under this principle AFTJ awards governments for successful (legacy) performed on funds from the Guild Government AFTJ also awards governments for initiating projects or policies that uplift the livelihoods of the students

1.3.1.6 Overall Grade of the Guild Government.

Under this section the scorecard places the Guild Government in a grade as per the Performance in the areas of Core Governance, Legacy projects and the opinion survey The grades rank as follows

Table 2: Showing overall grading of Guild Governors

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

1.3.1.7 Individual Assessment Criteria

The Scorecard illustrates the performance of the individual leaders of the Guild Governors in three categories. Performance in meetings, rank of the individual performance against other Guild leaders and the non-gradable measures.

1.3.1.8 Performance at Meetings

The performance section summarizes the scores the Guild leader received for participation in meetings of Cabinet, GRC/Parliament and committee. The section also summarizes the frequency of attendance at meetings for the particular Guild Leader. The section also scores the Guild leader on the level of influencing matters at the various meeting.

1.3.1.9 Percentiles[13]

Under Cabinet, GRC and committee meetings the report presents the percentile scores achieved by the individual in each of seven meeting for the three components of attendance, participation and level of influence.

1.3.1.10 Grade of Guild Leader

Under this section the scorecard places the individual Guild leader in a grade as per the individual's Performance. The grading is in relation to performance during Cabinet and GRC/Parliament meetings[14]. The grades are in percentile and rank as follows:

Table 3: Showing overall grading of Guild leaders in percentile

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

13 [illegible]

14 [illegible]

1.3.1.11 Non-Quantifiable Measures

The section reports on the focus areas of the individual reviews the institution Under Area of focus, the scorecard reports the share of the Guild leader's contribution on each of the focus areas Education and Academics Social welfare - Student Unions - Environment and Alumni. Trans-institutional Relationships and Collaborations Guild Administration - Leadership and governance Health and Sanitation and Institutional Administration and Academic Staff Interface

1.3.2 Data Sources

Data is obtained from both primary and secondary sources

1.3.2.1 Guild records

Data obtained from Guild records include attendance data GRC meetings

1.3.2.2 Key informant interviews

Data was obtained through carrying out interviews with administrators within the HEIs and top Guild leaders from the government that are most being concerned

1.3.2.3 Project reports

Workshop attendance registers were also used in completion of this report

CHAPTER 2

AGGREGATION OF FINDINGS

2.1 INTRODUCTION

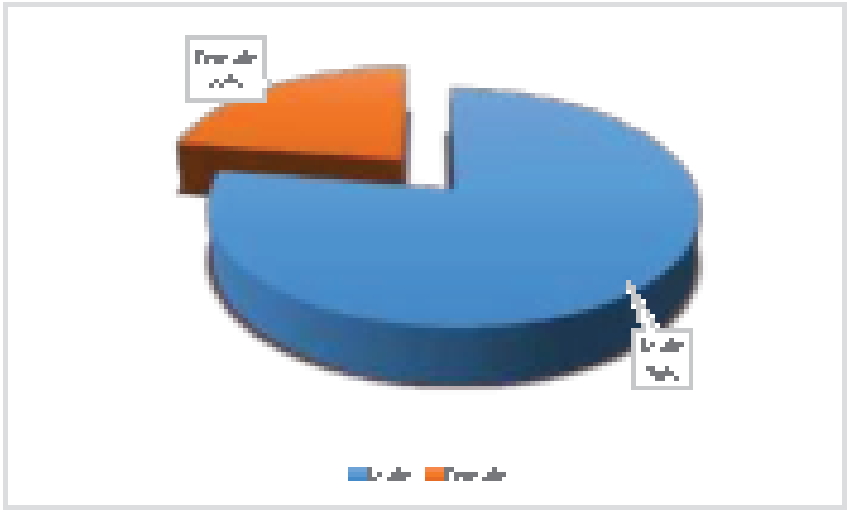
This section of the report looks at all six Student Guild councils for institutions of higher learning that were assessed in 2018/19. It gives further insights in performance by gender, institutions that are part/non-part, public/private institutions and various university level institutions. ARTL used the Data aggregation to gather data on performance and then processed it into a summarized format. The data gathered from the performance data of all the HEIs with the intent of combining these data sources into a summary for data analysis.

2.2 GENDER

2.2.1 Composition of the HEIs' Leadership by Gender

Figure 1 below shows that majority of 78% of the six institutions' student leaders were males while the remaining 22% was female.

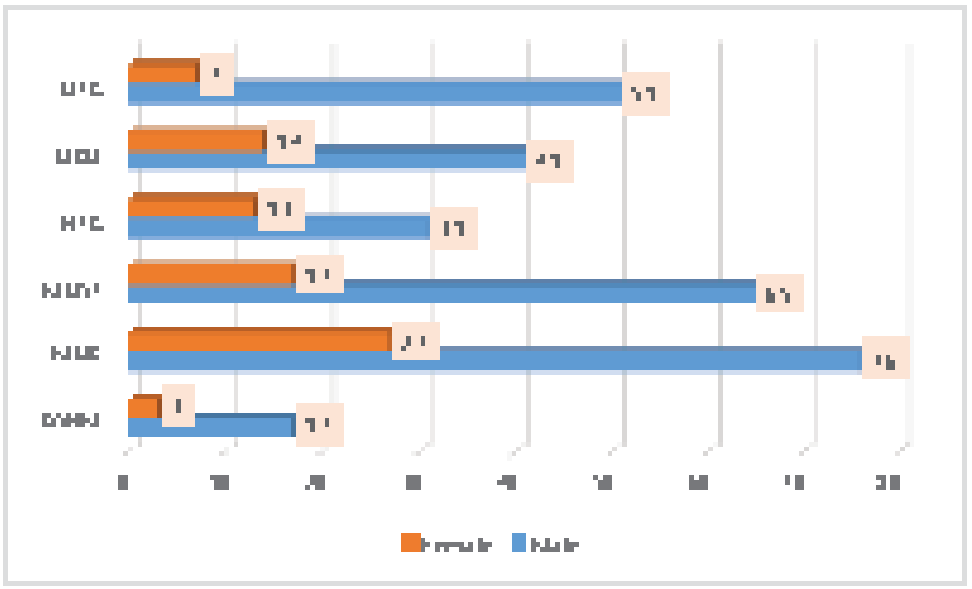
Figure 2: Composition of the HEIs by gender



Source: Student Guild Statistic Records

Figure 2 below shows in detail the composition of each of the ATL illustrating that the males are the majority in the student leadership

Figure 2: Bar graph illustration of Student leaders' composition by gender in each ATL

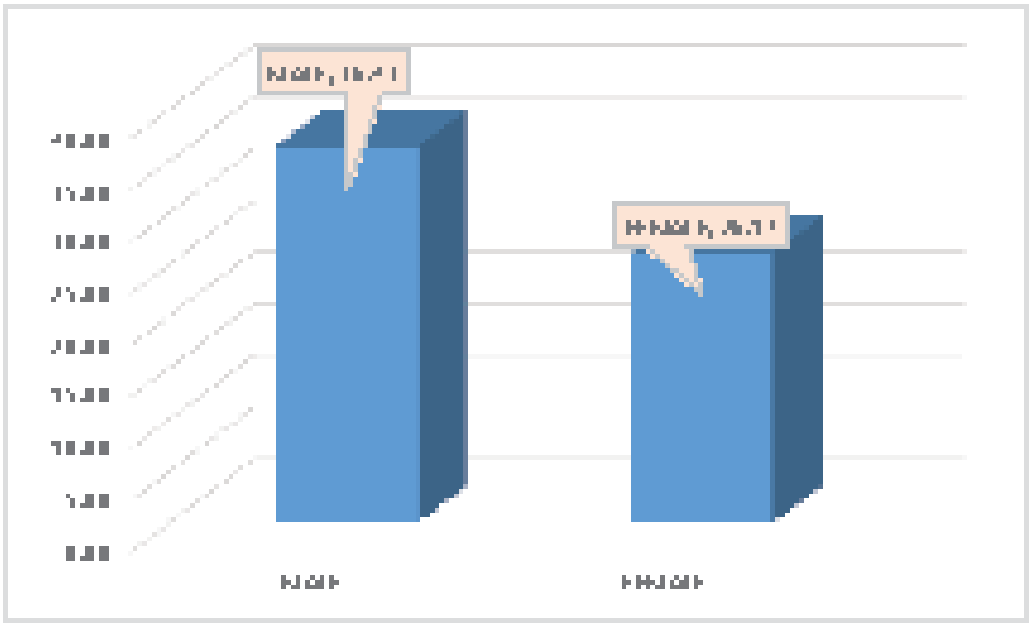


Source: Student Council Leaders' Records

2.2.2 Performance by Gender

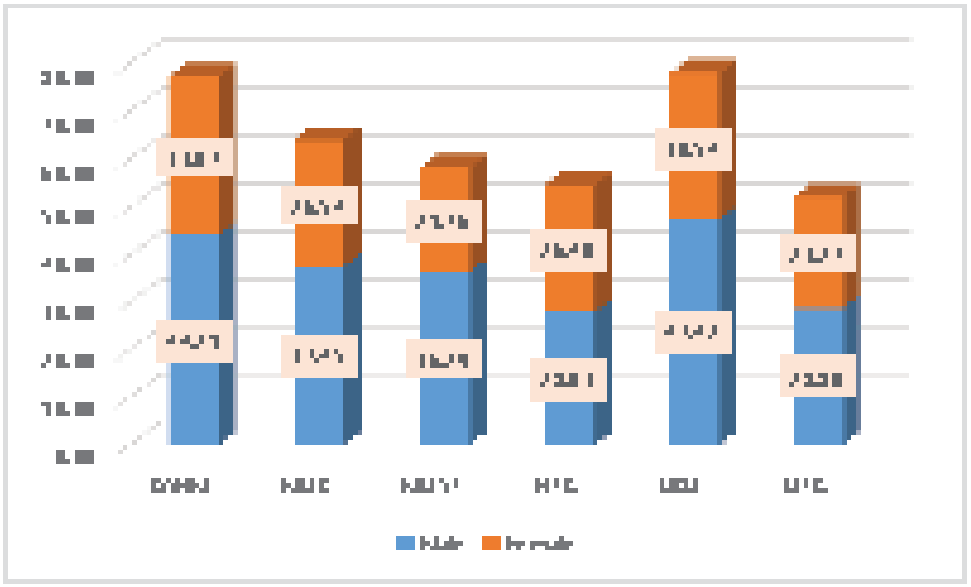
It was found that the male student leaders performed better than the females with an average of 36.43 score and the females with an average of 36.17 score. This is illustrated in figure 3 below

Figure 3: Performance of Student Leaders by Gender



Source: Student Council Leaders' Records

Figure 4: Performance by Gender in each of the FIEs



Source: Student Guild Statistic Records

Figure 4 above shows that in GSPM males had an average score of 44.21 while the females had an average score of 33.07, in MUK males had an average score of 37.45 while the females had an average score of 26.54 in MUST males had an average score of 36.29 while females had an average score of 21.76, in MTCM males had an average score of 28.03 while the females had an average score of 26.40, in UCU males had an average score of 47.42 while the females had an average score of 30.54 and UTC males had an average score of 28.20 while females had an average score of 23.27

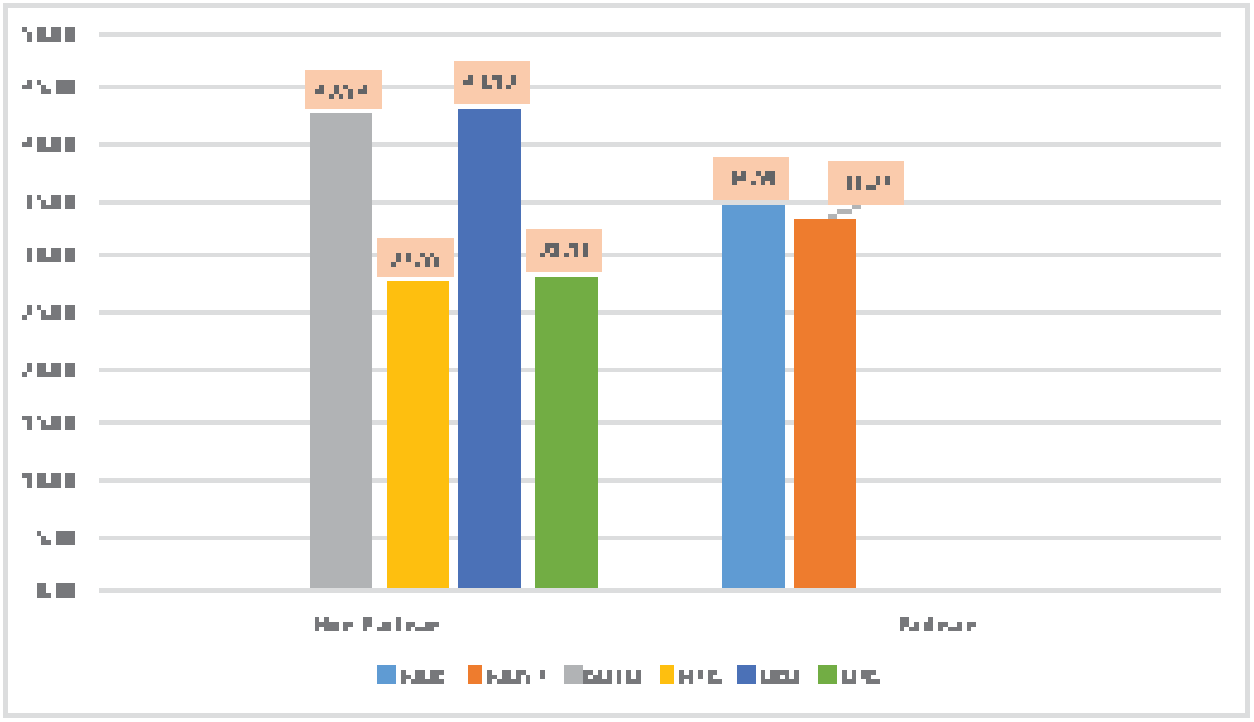
It was found that females from GSPM had the highest average score of 33.07 and males from UCU had the highest average score of 47.42

2.3 PARTISAN VS. NON-PARTISAN INSTITUTIONS

Partisan institutions are those institutions whose leaders are allowed to identify with national political parties during the electoral process while the non-partisan institutions are those whose leaders don't identify with any national political parties during the electoral process

The figure 5 below shows the average performance of Student Guild leaders in non-partisan institutions vs partisan institution

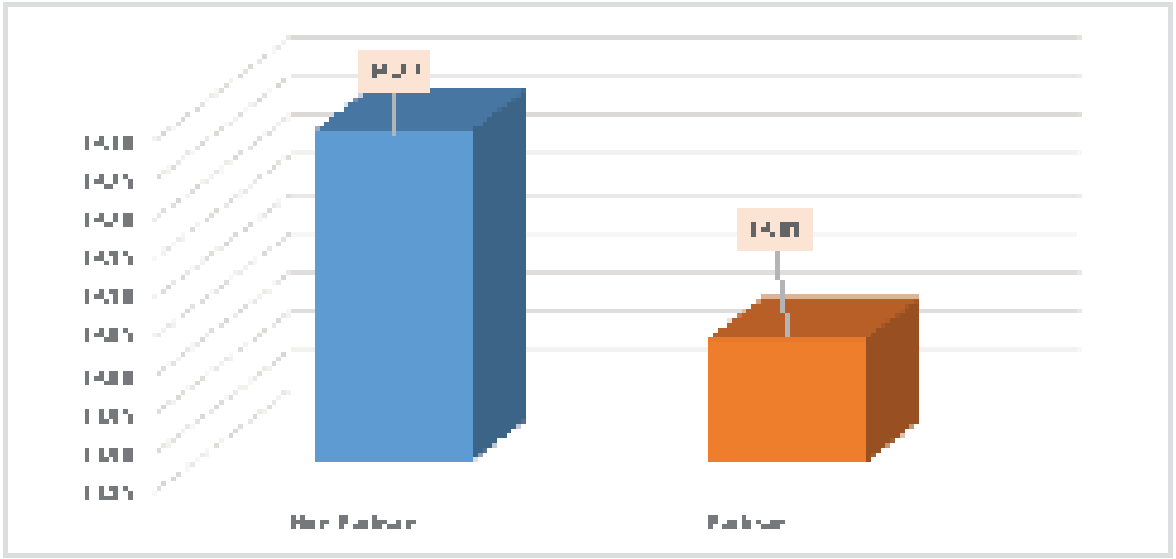
Figure 5: The average performance of Student Guild leaders in non-partisan institutions vs partisan institutions.



Source: GNC marking rubrics

It was found that the average performance of non-partisan institutions was 34.27 while the average performance of partisan institutions was 34.01 as shown in figure 6 below where the non-partisan institutions performed better than the partisan institutions

Figure 6: Performance of Non-partisan institutions vs Partisan institutions

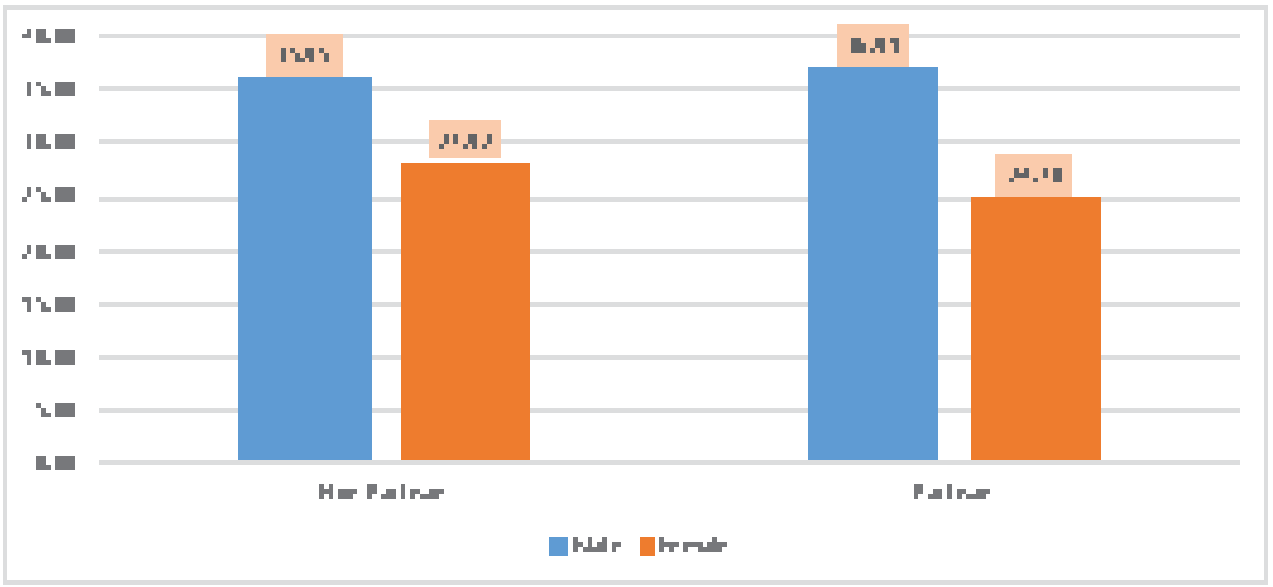


Source: GNC marking rubrics

The figure 7 below shows that the males in the partisan institutions had an average of 36.91 which was

higher than the males in the non-partisan institutions that had an average performance of 25.95 while the females in the non-partisan institutions had an average performance of 27.92 which is higher than the females in the partisan institutions with an average performance of 24.20

Figure 7: Performance of Non-Partisan vs. Partisan Institutions by Gender

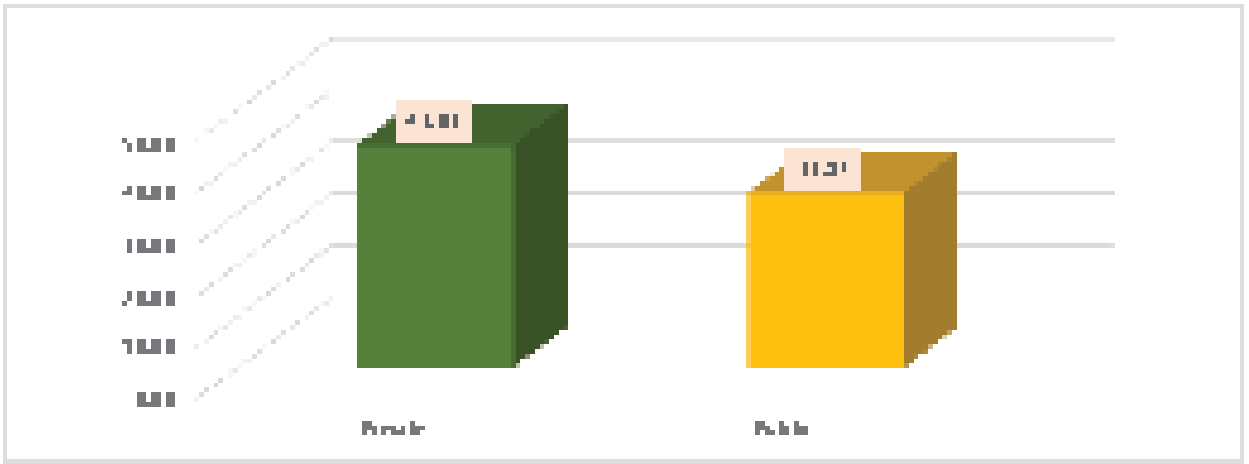


Source: CMC marking schemes

2.4 PRIVATE INSTITUTIONS VS. PUBLIC INSTITUTIONS

In this section we are assessing the performance of privately funded institutions such as UCU and GSMM versus the performance of the government funded institutions which are MUK, MUST, MTCM and UTC

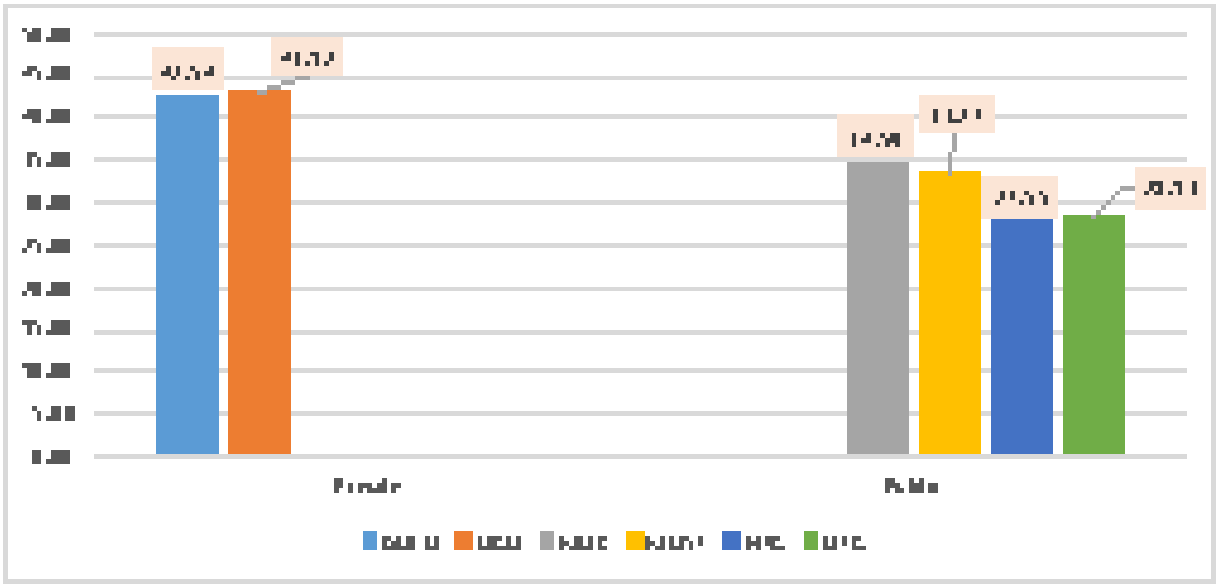
Figure 8: The Performance of Private vs. Public Institutions



Source: CMC marking schemes

It was found that privately funded institutions performed better than government owned institutions as illustrated in figure 9 below

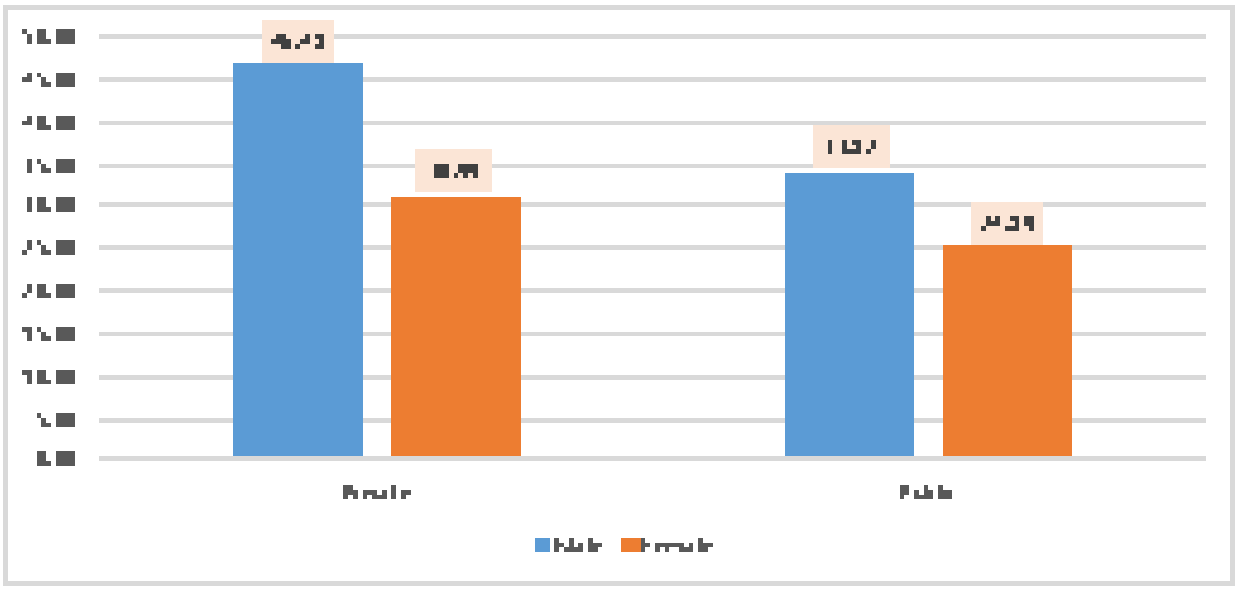
Figure 9: The average performance of Student Guild leaders in private vs. public institutions.



Source: CAC marking rubric

The figure 10 below shows that the males in the private institutions had an average of 46.42 which was higher than the males in the public institutions that had an average performance of 33.82 while the females in the private institutions had an average performance of 30.99 which is higher than the females in the public institutions with an average performance of 24.89

Figure 10: Performance of Private vs. Public by Gender

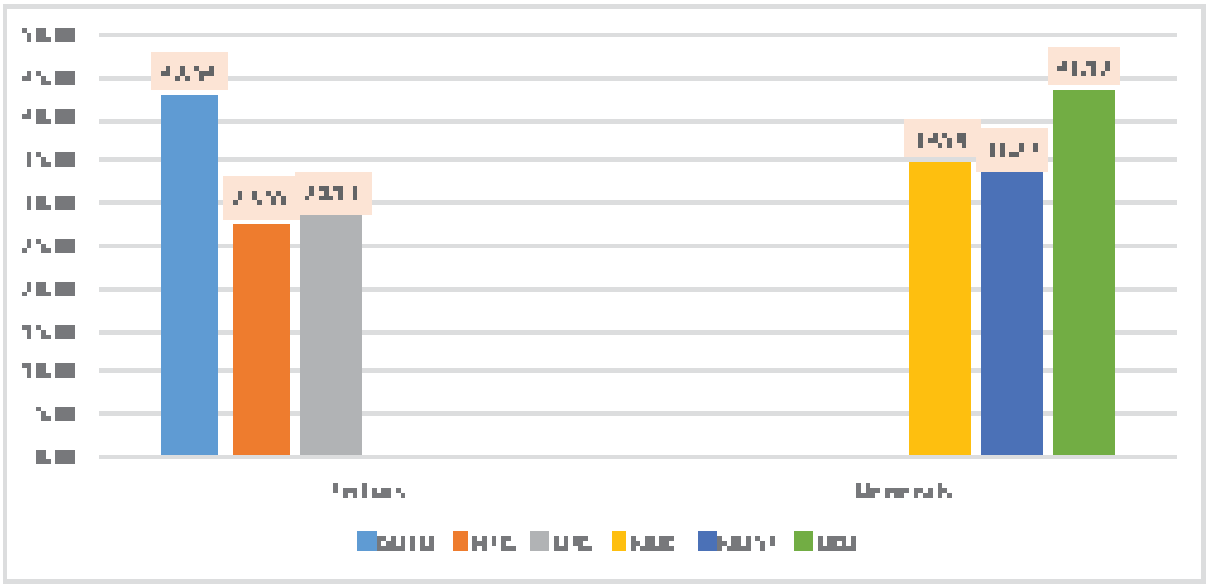


Source: CAC marking rubric

2.5 UNIVERSITY LEVEL INSTITUTIONS VS. TERTIARY LEVEL INSTITUTIONS

It was found that majority of the university student leaders had a higher score than the tertiary student leaders as shown in the figure 11 below

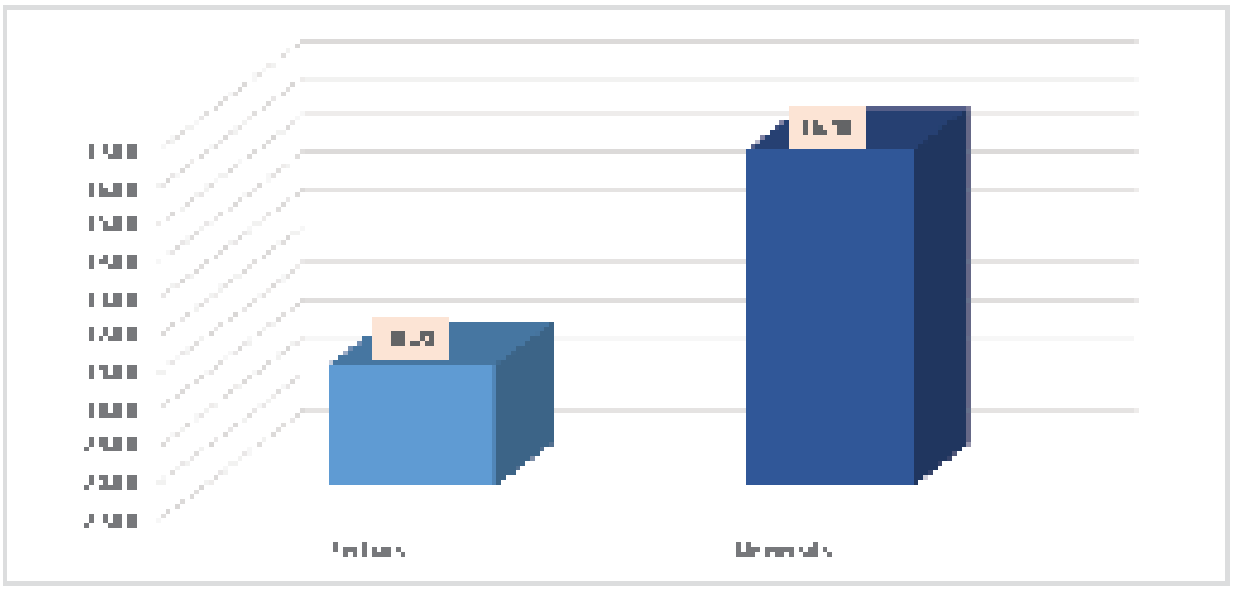
Figure 11: The average performance of Student Guild leaders in tertiary institutions vs. university institutions.



Source: GMC marking rubrics

This is further illustrated in figure 12 below showing that the average score of university student leaders was 36.10 while the average score of tertiary institution leaders was 30.28

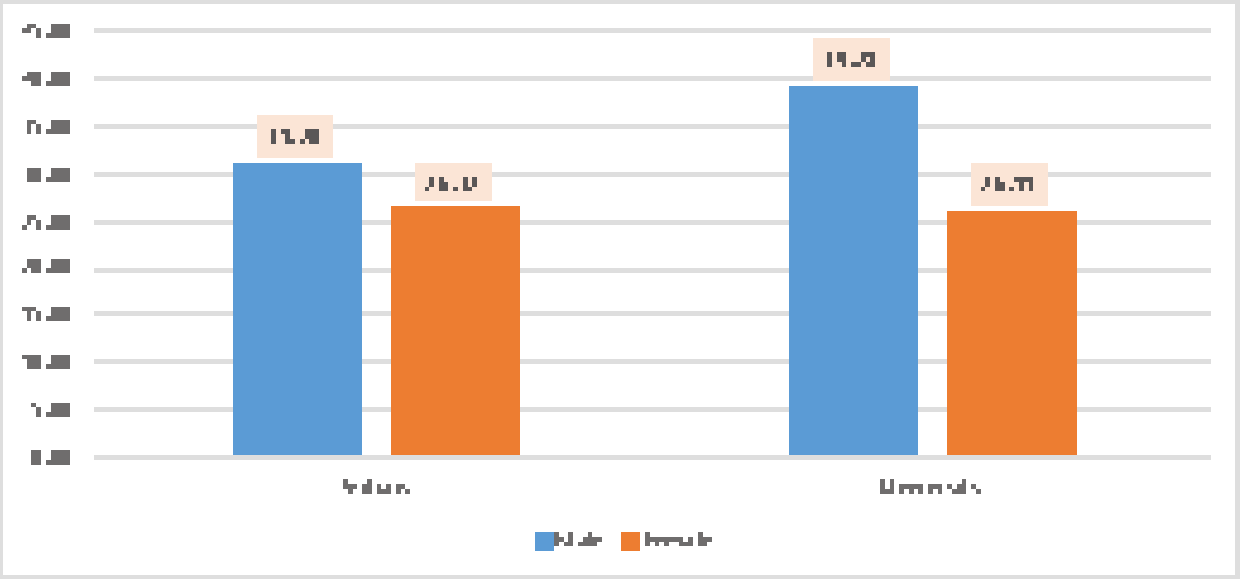
Figure 12: Performance of Student Guild leaders in tertiary institutions vs. university institutions



Source: GMC marking rubrics

The figure 13 below shows that the males in the universities had an average of 39.88 which was higher than the males in the tertiary institutions that had an average performance of 31.30 while the females in the tertiary had an average performance of 26.32 which is slightly higher than the females in the universities with an average performance of 26.11

Figure 2.3: Performance of Tertiary institutions vs. Universities by Gender



Source: CAC marking schemes

NATIONAL TEACHERS' COLLEGE MUBENDE
STUDENTS GUILD SCORE CARD 2018/2019

CHAPTER 3

NATIONAL TEACHERS' COLLEGE MUBENDE

FINDINGS AND ASSESSMENTS

3.1 INTRODUCTIONS

NTCM which is also commonly known as National Teachers College is located in Mubende and also a specialized Government owned Vocational Teacher Training Institution in Uganda

The College trains Secondary Teachers at Diploma level and in service Primary Teachers upgrading to diploma level and any other courses developed by the institution and approved by the National Council for Higher Education in Uganda

The College has Guild Government which is governed by the Guild Constitution and ARTL used it to assess Guild performance

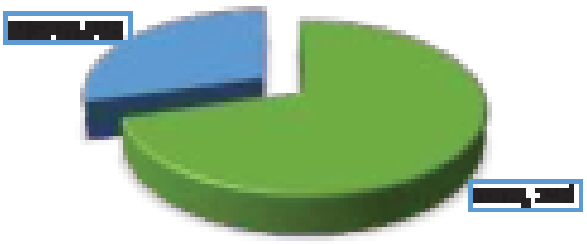
3.2 INSTITUTIONAL FINDINGS

This section shows the scores NTCM Guild Government under Corporate governance and legacy projects that they implemented during their term of service

NTCM Guild Government 2018/2019 had the composition of 44 Guild officials composed as Executive, Ministers and Council Members. The Guild held 24 Cabinet meetings, 4/4 Council meetings and 0/4 Committee meetings which affected their performance in the 2018/2019 Guild Scorecard

3.2.1 Composition of The Guild Leadership

Figure 2.4: Composition of NTCM Guild 2018/2019 by gender



Source: Council Minutes and Interview Data

The figure above represents that there are more Male Guild Leaders in MTCM than Female Guild Leaders who are 20%. The Guild Government was composed of 44 members. 13 members being female and 31 being male

3.2.1.1 Gender Composition Comparison

Table 3: Historical trends of MTCM Guild by gender

Gender Profiling	2017/2018	2018/2019
Male	34.19%	70.45%
Female	25.80%	29.55%

Source: MTCM Guild Council Minutes and attendance data.

3.2.1.2 Performance Analysis by Gender

Table 4: Performance by gender in the Council meeting

Gender	Gender (%)	Average of Attendance (%)	Average of Participation Percentile	Average of Influence Percentile
Male	70.45%	65.32%	45.82	40.03
Female	29.55%	53.85%	39.60	27.45
Students Guild	100.0%	65.91%	44.01	36.31

Source: MTCM Council Minutes.

This table indicates the summary of MTCM Guild average performance by gender in attendance, participation and influence during the council meetings

3.2.2 Leadership Channels of Communication

3.2.2.1 Engagement of Electorate using channels.

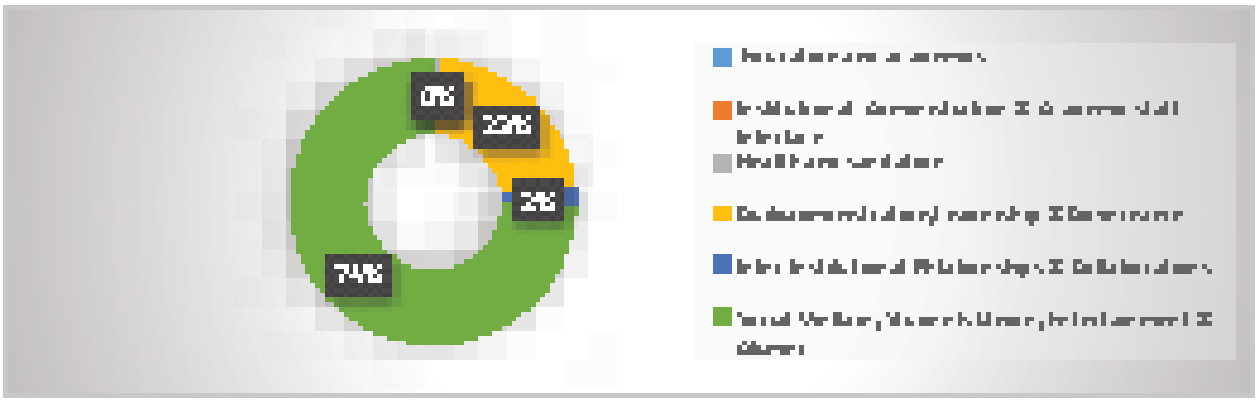
Table 5: Engagement of Electorate using channels.

Channels	Yes/No	Remarks
Guild Notice	Yes	Available
Guild WhatsApp's Group	Yes	Active
Website	No	Doesn't exist
Twitter	No	Doesn't exist
Facebook	No	Doesn't exist
Newsletters	No	Doesn't exist
Others	-	

Source: Key Informant Interview

3.2.3 Areas of Focus

Figure 2.5: Guild performance on Areas of Focus in percentage



Source: MTCM Guild Cabinet and GAC Minutes 2018/2019

This figure above represents the MTCM Guild concentrated more on Social Welfare, Students Union, Environment and Alumni since it has highest percentage of 74% and discussed less on Education and academics which has 4%

3.2.4 Quorum at Meetings

This section presents the quorum of meetings of the MTCM Student Guild at the council and the Cabinet

3.2.4.1 Council meetings

Table 6: Quorum of Council meetings

S/N	DATE	ATTENDANCE	TOTAL NUMBER OF GACs	QUORUM (%)
1	03rd Oct 2018	30	44	68.18%
2	17th Oct 2018	27	44	61.36%
3	27th Feb 2019	27	44	61.36%
4	27th Mar 2019	31	44	70.45%
			Average Quorum (%)	65.33%

Source: MTCM Guild Council Minutes 2018/2019

3.4.2 Cabinet meetings

Table 7: Quorum of Cabinet meetings.

S/N	DATE	ATTENDANCE	TOTAL NUMBER OF GMCs	QUORUM (%)
1	01st Oct 2018	13	15	86.66%
2	15th Mar 2019	11	15	73.33%
			Average Quorum (%)	79.99%

Source: MTCW Guild Gender Affairs 2018/2019

This table shows that MTCW Cabinet had quorum (>3) in the two meeting held

3.2.5 Core Governance

Table 8: Scores of MTCW Guild in Core Governance

PARAMATER	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			YES	NO
Leadership Guild	President	Declaration of a President	1	
	General Secretary	Appointment of the General Secretary	1	
	Speaker	Election of the Speaker and a Deputy Speaker	1	
	Disconstitutional provisions of Portfolio	Creation of leadership positions outside the constitutional regime	0	
	Portfolios		1	
	Existence of Cabinet Ministries,	Ministry of Justice and Constitutional Affairs	1	
		Ministry of Commerce Affairs	1	
		Ministry of Academics Affairs and ICT	1	
		Ministry of Health and Sanitation	1	
		Ministry for Students Welfare and Disability	1	
		Ministry of Sports and Tournament	1	
		Ministry for Gender Affairs	1	

		Ministers of Administration and Religious Affairs	1	
		Ministers for Security and Foreign Affairs	1	
		Ministers of Finance	1	
	Assessment of the cabinet ministers by CAC	Ministers of Justice and Constitutional Affairs	1	
		Ministers of Economic Affairs		-1
		Ministers of Academic Affairs and ICT		-1
		Ministers of Health and Sanitation		-1
		Ministers for Environment and Sanitation		-1
		Ministers of Sports and Entertainment		-1
		Ministers for Gender Affairs		-1
		Ministers of Administration and Religious Affairs		-1
		Ministers for Security and Foreign Affairs		-1
		Ministers of Finance		-1
	Committees	Justice and Constitutional Affairs	1	
		Economic Social Religious and Cultural Affairs	1	
		Health, Environment and Sanitation Academics, ICT and Sports	1	
		Gender	1	
		Disability	1	
Leadership Guild Score			24	-16
Good governance	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			Yes	No
	General Assembly	Duties in terms of Office		-1
	Performance of CAC Parliament	Annual efforts as mandated by constitution	1	

		_ As per legislation of the audit and risk committee	1	
		_ Selection and evaluation for recruitment of the executive	1	
		_ Qualifications or experience for either the members of the Audit and Risk Committee as a whole and their individual qualifications	1	
		_ Number of standing committees and ad hoc committees	1	
	_ Meetings of Cabinet	Two meetings in an academic semester		-1
	_ Quorum for Cabinet	Two thirds of the total number of the members	1	
Good governance Score			16	-4
Conduct of Business of Council	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			Yes	No
	Number of meetings held for CAC Members	Two times in a term of office	1	
	Notice of meetings held for CAC Members	At least seven days giving time and place including the agenda		-1
	Quorum for CAC Participatory meetings			-1
	Minutes of CAC Participatory meetings recorded	Recorded minutes of all the required meetings have evidence	1	
	Rules of Procedure Guidelines for conduct of meetings	Rules to regulate the procedure of meetings		-1
Conduct of Business of Council Score			6	-6
Succession Planning and	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	

Transitional Process			Yes	No
	General Elections	A General Election during the Semester of September	1	
	Voter Register	Updated register of voters		-1
	Campaigns	Existence of Open Campaigns Promoted by the Guild government		-1
	Election Complaints	Disposal of complaints within Boundaries Procedure of Guild government. No cases of complaints lodged, Commissioner in office	1	
Succession Planning and Transitional process Score			6	-4
CORE GOVERNANCE		Overall Score	84	-36
		Total Score	110	-110
		Percentage Score	70%	-30%

Source: NTCM Student Guild Constitution, Council and Cabinet meetings

NB: The highest possible score is 120 and the lowest possible score is -120

3.2.6 Leadership of The Guild

From the above table in the Leadership parameter of Core governance NTCM scored 84 points for compliance because they provided evidenced documents showing the existence of President, General Secretary, Speaker and Ministries indicated but lost 18 points in non-compliance by not approving most of the ministries

3.2.7 Good governance

In the parameter of good governance NTCM Guild scored 18 points for compliance because the parliament implemented most of the constitutional mandate under this parameter from the evidence gathered. For instance they made laws in the council, approved officials, policies and others. However they did not comply in holding General Assembly and all Cabinet meetings. Therefore this resulted in the loss of 6 points for non-compliance

3.2.8 Conduct of Business

During the conduct of business under core governance NTCM Guild scored only 9 points for compli-

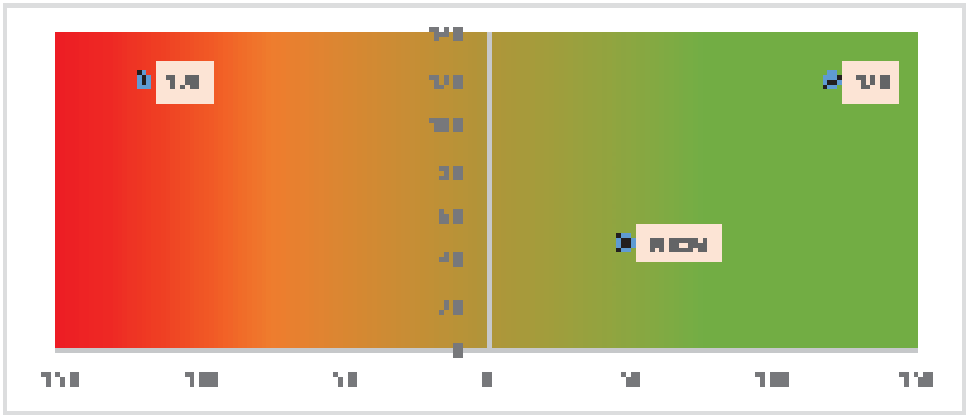
since because they held all 4 Council meetings and had recordings for each, however they lost 8 points by not complying in some areas according to their constitution for instance - missing written notice to call meetings and no quorum for all Council meetings

3. 2.9 Succession planning

NTCM Guild Government complied by scoring 6 points under succession planning and transition process because they held general elections and also they had no complaints after elections but however they lost 4 points in this session due to missing updated areas register with no evidence of campaigns being financed by Government

3. 2.10 Overall Core Governance Performance

Figure 26: Overall Core Governance Performance



Area showing strength in compliance

Area showing neutrality in compliance

Area showing weakness in compliance

Source: NTCM Guild Constitution, NTCM Guild Executive and Council minutes

The NTCM Guild Government had an overall score of 48 under core government performance which implies that they have strength on core government as indicated in the graph

From the evaluation and evidence gathered as shown in the table and figure above, this indicates that NTCM Guild should improve in areas they were found to be lacking compliance with the constitution in the core governance parameters while strengthening compliance in the areas where they were found upholding and respecting the laws and spirit of the constitution. From the Guild Leaders Performance Scorecard for the year 2018/2019, NTCM Guild Government has been found to have an 80.73% level of compliance with their constitution and principle of good governance and therefore needs to improve its performance in the following areas which constituted -29.27% level of non-compliance -

Under the Leadership Guild session The Guild Government of NTCM 2018/2019 lost 18 points by not complying as follows -

Non approving most of the Cabinet Ministers by the Council members

Under the good governance section In this section NTCM Guild 2018/2019 lost 6 points for non-compliance due to the following limitations -

- The Guild Government did not provide evidence showing the existence of the General Assembly
- The Guild held on 2/4 Cabinet meetings
- Under the parameter of conduct of Business in the Council The Guild lost 8 points under this section by not complying in the areas listed -
- No written notice indicating the time, place and agenda of the Council meetings mandated by the NTCM Guild Constitution
- There was no quorum of 2/3 of the total number in all the 4 Council meetings
- The Government did not produce any document (Rule of Procedure) for regulating its proceedings at the meetings
- Under succession planning and transitional process NTCM Guild 2018/2019 lost 4 points for non complying as follows -
- The Guild did not provide an updated voters register which is in the NTCM Guild Constitution under article 9(1) a
- No evidence of the budget, work plan or discussions in the council meetings showing that the open campaigns where financed by the Guild

3.2.1.1 Legacy Projects

Table 8: Shows in Legacy Projects

SCORABLE COMPONENT	YES/NO	RESULTANT SCORE
Do you have a project?	YES	1
Is the project shown in the budget?	NO	0
Is the project in the work plan?	NO	0
Is the project talked about in the minutes?	YES	1
Student recognition	YES	1
Administrative recognition	YES	1
External recognition	YES	0
TOTAL SCORE		4
Percentage score		57.14%

Source: NTCM Council and Executive Minutes

3.2.1.2 Performance of Special Officers

In this section, we looked at the performance of different Offices of the Guild in reference to the special roles assigned to them according to the NTCM Students Guild constitution

Table 22: Performance of Special Officers of the NTCM Guild Government 2018/2019

Office	Roles	Performance
Office of the Speaker	Call and preside over meetings of GA Land General Assembly Keep a roll of attendance in GAC meetings Have powers to discipline for causing disturbance, misconduct and use of improper language during meetings in accordance with the constitution Dissolve the GAC and the Executive at least one week before the presidential GAC nominations Hold office until the ends of the New GA Executive following the end of elections Be a member of the constitution committee Be a member of the person tribunal	The Speaker presided over all GA Executive meetings The attendance in GA Executive was kept Discipline was observed during the Council proceedings
Office of the President	Form Executive, preside over meetings of the Executive Forward resolutions passed by the GAC to College Authorities Summon Executive, GAC and Assembly meetings Co-Signatory to all Guild Financial transactions Call emergency executive meetings	The President formed executive and presided over in only two meetings held
Guild Secretary's Office	Keep the register and responsible for all Guild property Prepare call meetings and circulate agenda Be in charge of the day to day running of the Guild Communicate internally and externally on all official Guild matters in line with College regulation Keep minutes and records of GAC and Executive sessions	All meetings of GA Land Executive were recorded and kept
Finance Ministry	Look at the financial matters of the Guild Keep the accounts of the Guild and prepare them for auditing by the College Bursar, Guild IGG Co-Signatory of all Guild Financial transactions Take inventory of existing Guild Funds Ensure banking of finances collected	None of these was presented on how Finance performance

Information and Religious Affairs	Responsible for Guild Official News and publications Edit official publications Ensure smooth running of the religious affairs Present Plans and Students Academic issues Responsible for handling all Guild sports equipment Promote College Sports by ensuring National and International events	No report presented showing activities
Ministry For Disabilities	Responsible for all matters concerning student welfare and those with disabilities	None
Security and Foreign Affairs Ministry	Liaise with the administration on security Represent the college in all foreign affairs of the Guild Ensure effectiveness and efficiency of the security guards	No reports presented by the ministry
Campus, Social and Cultural Affairs Ministry	Organize religious Functions and seminars	No report presented showing activities
Health and Consume Affairs Ministry	Responsible for the health welfare of students Liaise with the College Hospital on matter concerning with health	No report presented showing activities
Justice and Constitutional Affairs	Responsible for law and order of the College Promote good relationship among different Ministries Coordination of Arms and Ministries of the Guild Secretary of Constitutional Tribunal	None
Academics and Sports	Responsible for academics and sports welfare of students Represent students academic affairs Organize and encourage debates in the College Organize and encourage clubs activities and seminars Coordinate the activities of Administration Work with the Executive Keep updated College activities Keep records of books and Manuals for social events	None
Ministry of Gender	Educating and advising both ladies and gentlemen	None

	Foster Unity and Cooperation among both male and female students in college Ensure that all halls are evenly presented	
Office of the Electoral Commission	Ensure free and fair elections Organize, Conduct and Supervise elections Publish and declare winning candidates and the result of election Compile, maintain, revise and update the voters register Hear and determine election complaints arising Formulate and implement Civic education programs relating to elections	The Electoral Commission did not register any complaints but have no evidence showing other roles

Source: NTDM Memorable Awareness Day Core Governance Table

3.2.13 Average Attendance of Fellowship Sessions

Table 22: Percentage of institutional performance versus average membership attendance

Average membership Attendance
79.54%

Source: NTDM Memorable Awareness Day Core Governance Table

3.2.14 Final Grade

Table 23: The Final Grade

PARAMETER	MARK	GRADE
Core Governance	70%	B
Legacy Project	57.14%	C
Membership	79.54%	A

The table above is showing the final grades of NTDM Guild 2018/2019 in Core Governance, Legacy and membership

3.2.15 Administrative Remark

"The Guild leaders have put a lot of work in improving the relationship of the Students and the administration, which has helped the smooth flow of activities within the school"... Dean of Student Affairs Mr. Charles Osman

3.3 OBSERVATIONS

- There is good governance among the Guild since they implemented most of the activities during the Council proceedings
- The Council approved committee members but they did not present any minutes showing activities in their Committee
- The budget and work plan of the NTCM Guild was not available to assess most of the essential activities which the Guild carried out
- NTCM Government had more than one GRC's (2 or 3) serving the same Constituency
- Most of the GRC's got below one age because they don't attend all or any of the council and Cabinet meetings
- The Ministries of the NTCM Guild Government 2018/2019 did not produce any report showing their activities according to the Guild Constitution

3.4 RECOMMENDATIONS

- The NTCM Guild Council must approve all the minutes in the Council meetings before they commence office
- Provide evidence (Minutes and notices) on General Assembly meetings
- The Guild should hold all the 4 Cabinet meetings a year
- There should be written notice indicating agenda, venue, time and date of the council meetings
- The Guild Government of NTCM must have quorum of 2/3 of the total number of GRC's in all Council meetings
- The Guild should produce rules (rule of procedure) to regulate meetings
- The Electoral Commission should present an updated report to show the new succession planning and transition process
- EC should also prove through the Guild budget and work plan that the campaigns where financed by the Guild Government

3.4.1 Analysis of Previous Recommendations (2017/2018) to the Guild Governments

Table 23: Implementation scores from previous recommendations

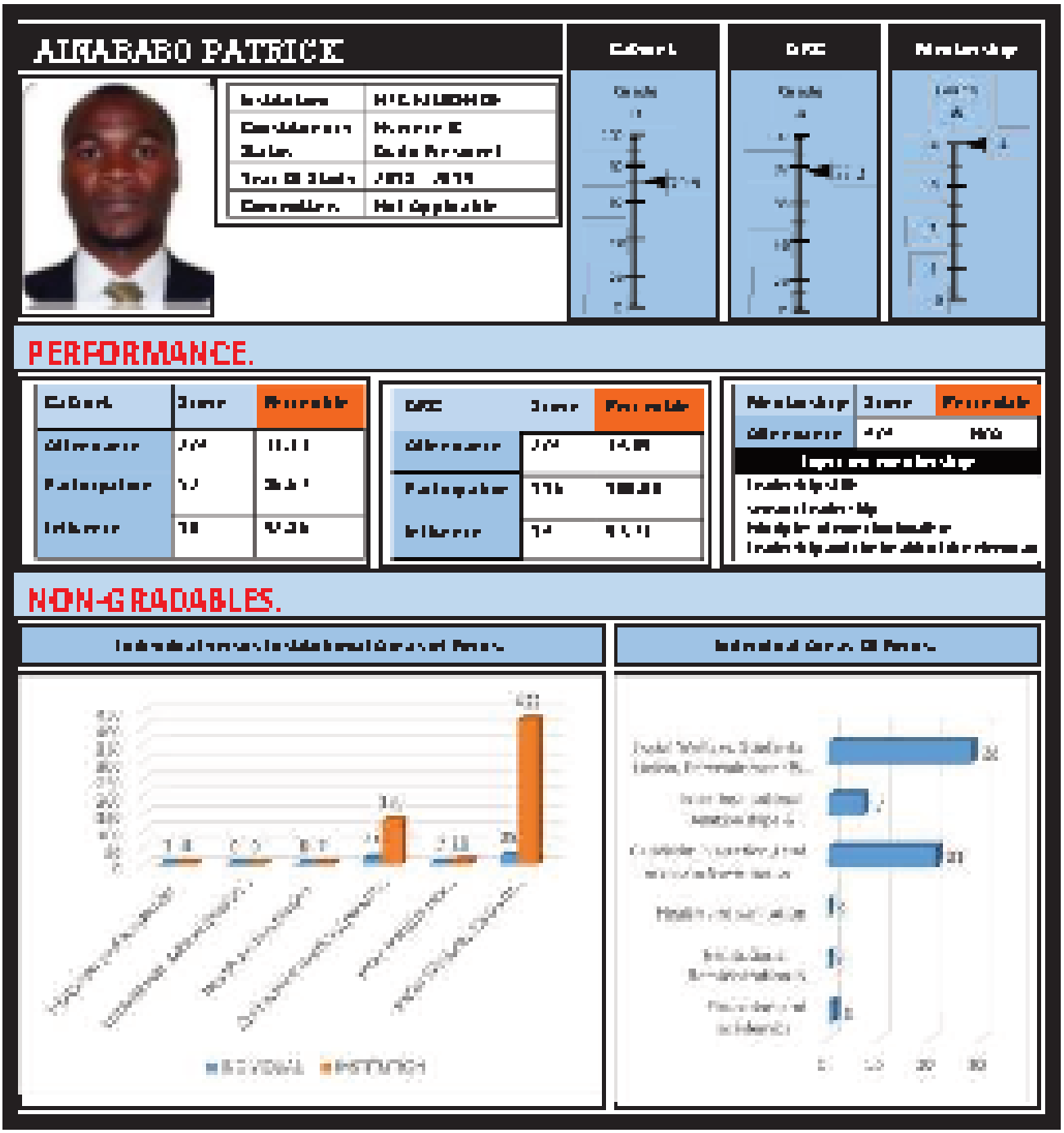
RECOMMENDATION	ACTION TAKEN OR OMISSION	LEGALITY OF ACTION TAKEN OR OMISSION	OUTCOME OF ACTION TAKEN OR OMISSION	IMPLEMENTATION SCORE
Amend the constitution to accommodate position of the Chief Finisher	The process was discussed and agreed upon in the Executive Meeting	Justice Minister was instructed to work on the amendment	Position legally given	1
Documents of Assembly, Cabinet and Council meetings with the written minutes showing agenda, time and place	No documentation as assembly meeting and written minutes And Council meetings held and Did	The constitution was not successfully adhered to	Lack of records on the interventions and the individual Guild Performance	0
	Executive meetings held			
Update Works Register, provide clerical work plan and document all clerical process	None	None	Poor record keeping and also unfair succession planning and management process	0
RECOMMENDATION SCORE			SCORE	1
			TOTAL	3
			Score (%)	33.33%

Source: MTDA Guild Coordinator, MTDA Executive and Council Minutes

3.5 INDIVIDUAL FINDINGS

This section shows the performance of each individual in the MTC Guild Government during the parliamentary sessions of Council, Executive and Membership sessions

3.5.1 Findings



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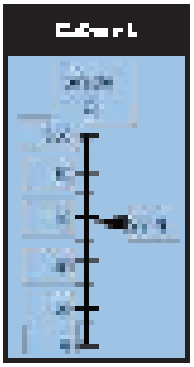

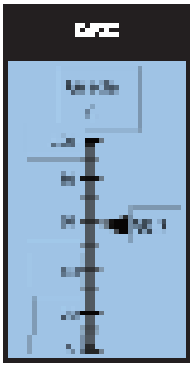

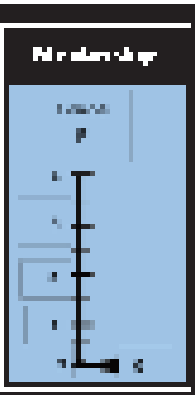

PERFORMANCE.

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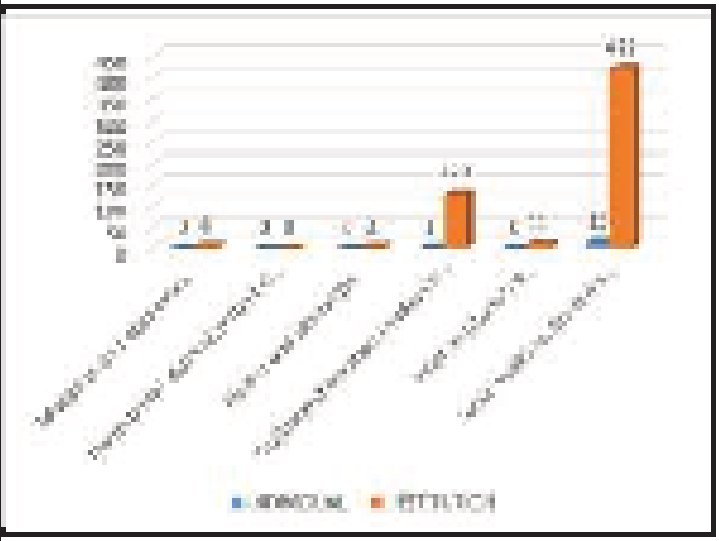

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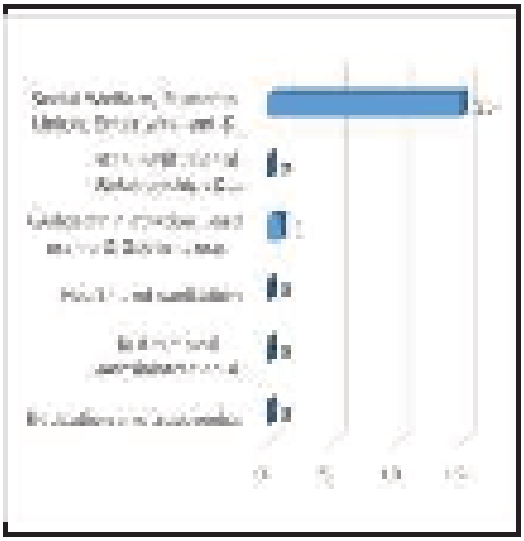

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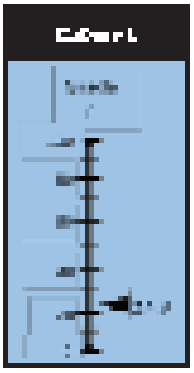

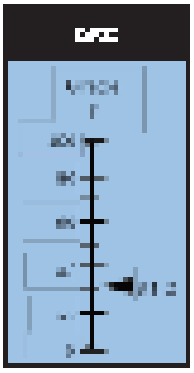

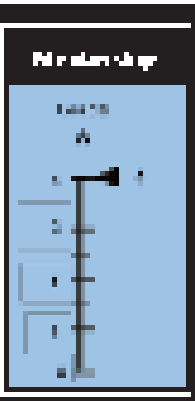

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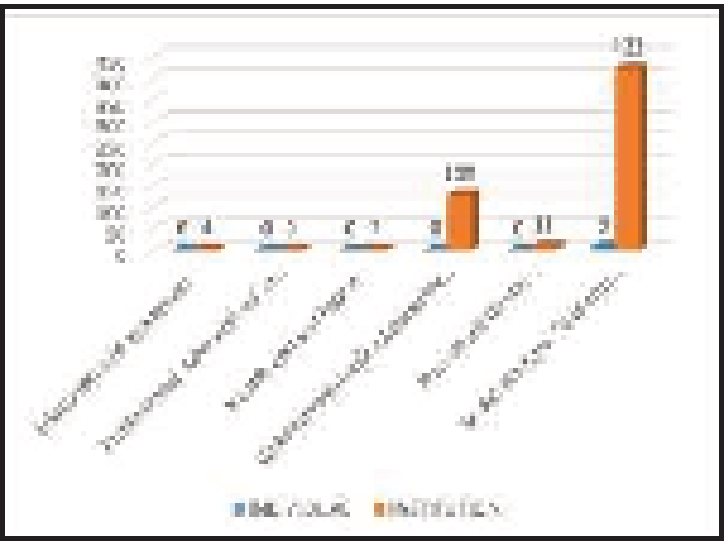

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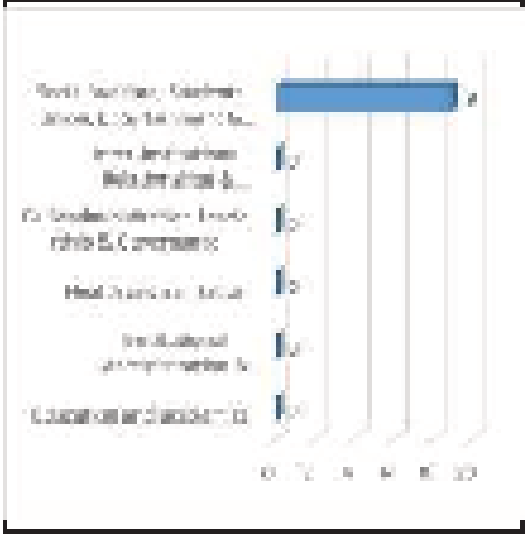

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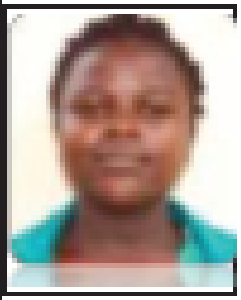

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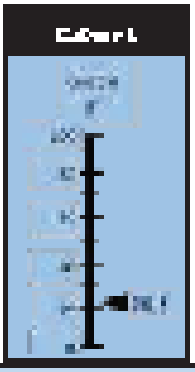

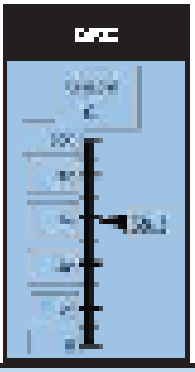

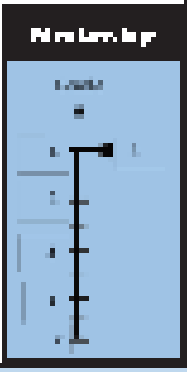

PERFORMANCE.

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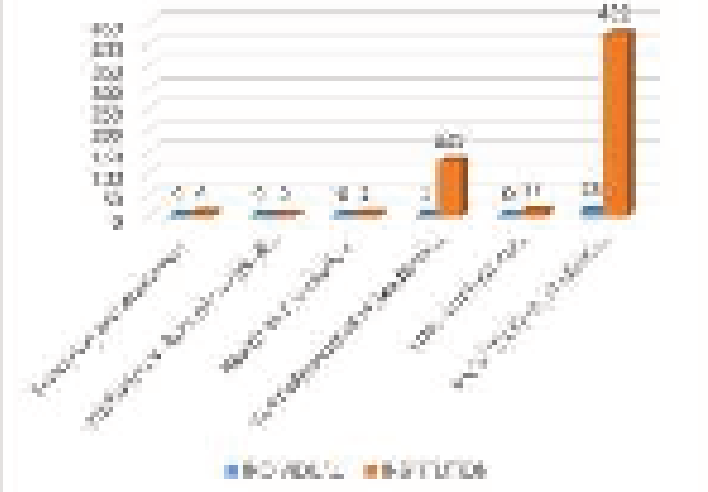

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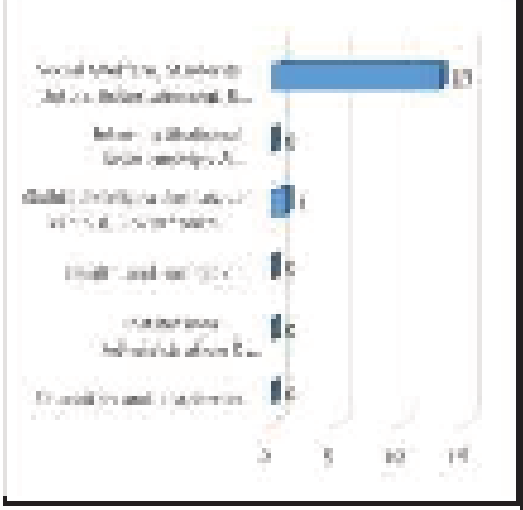

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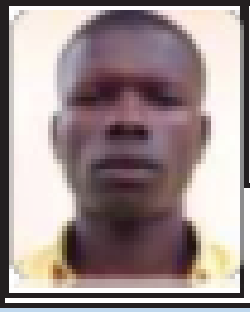

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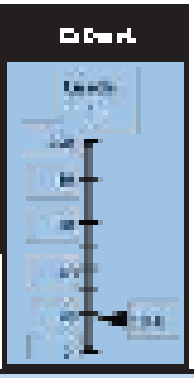

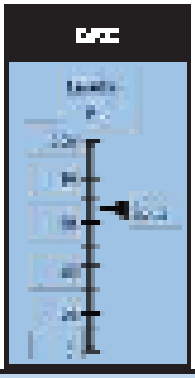

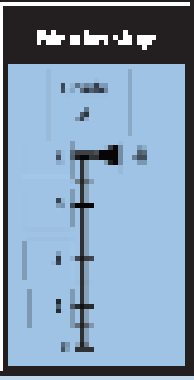

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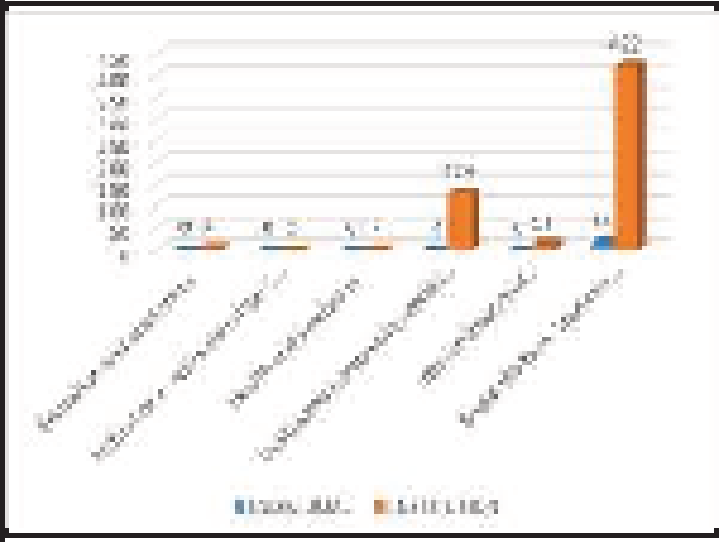

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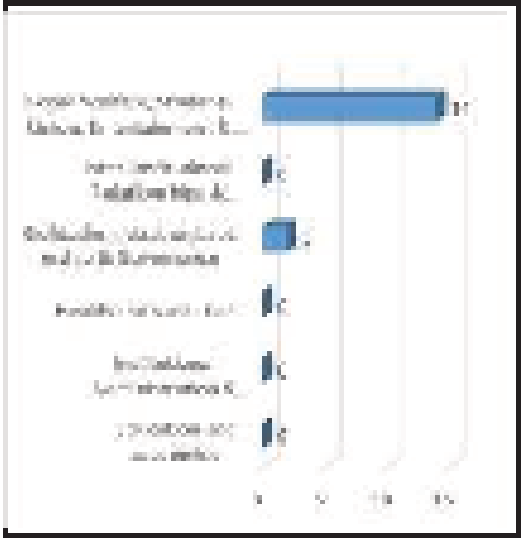

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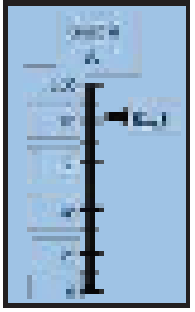

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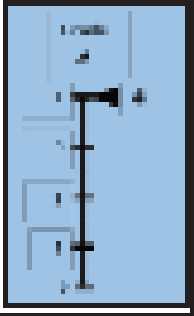

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DRC	Score	Percentile
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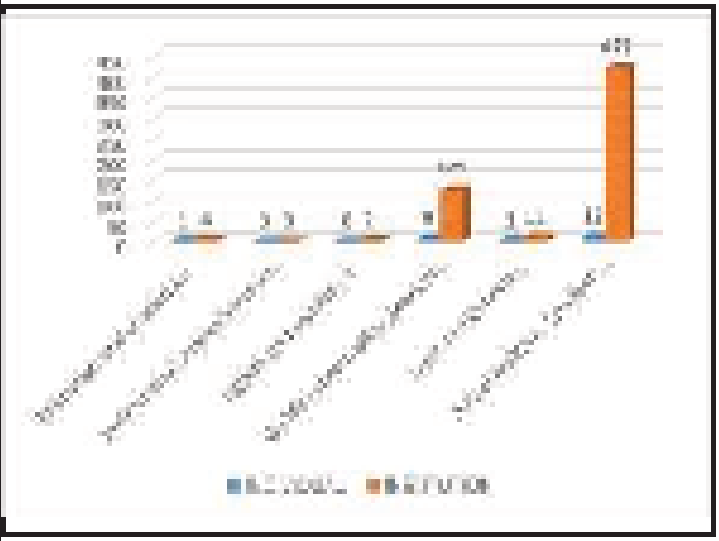

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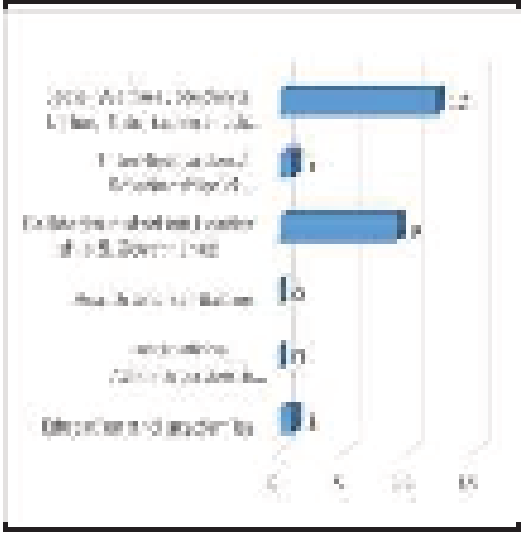

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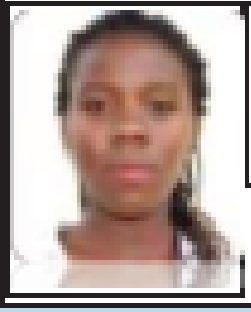

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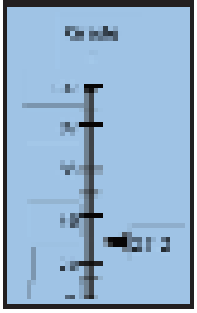
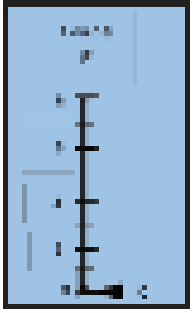
Cohort

Not Applicable

DBC



Membership



PERFORMANCE.

Cohort	Done	Percentage
Observation	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

DBC	Done	Percentage
Observation	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Behavior	[illegible]	[illegible]

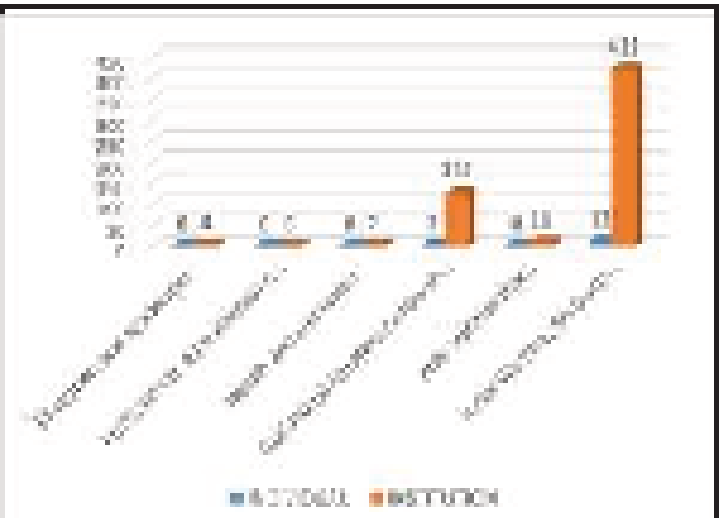
Membership	Done	Percentage
Observation	[illegible]	N/A

Improvement recommendations

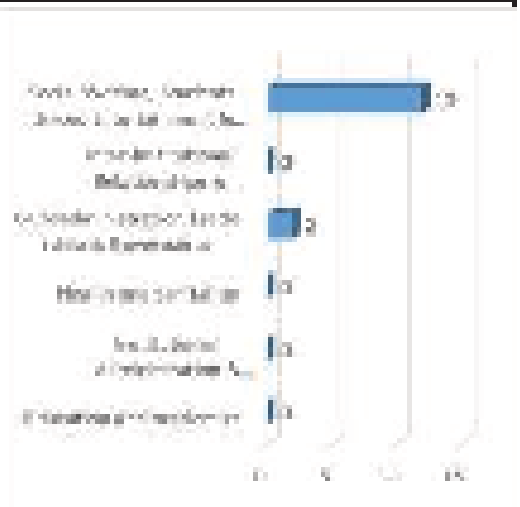
[illegible]

NON-GRADABLES.

Individual Interventions Initiated through Group Level Process



Individual Gaps Identified



KATOSHIME STEPHEN

[illegible]	[illegible]
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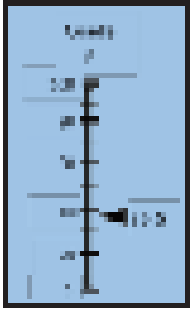
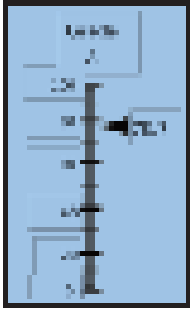
[illegible]	[illegible]
[illegible]	[illegible]

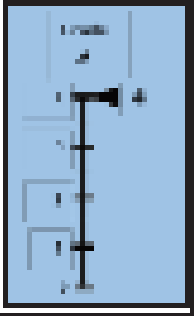
Cohort



DRC



Membership



PERFORMANCE.

Cohort	Saver	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

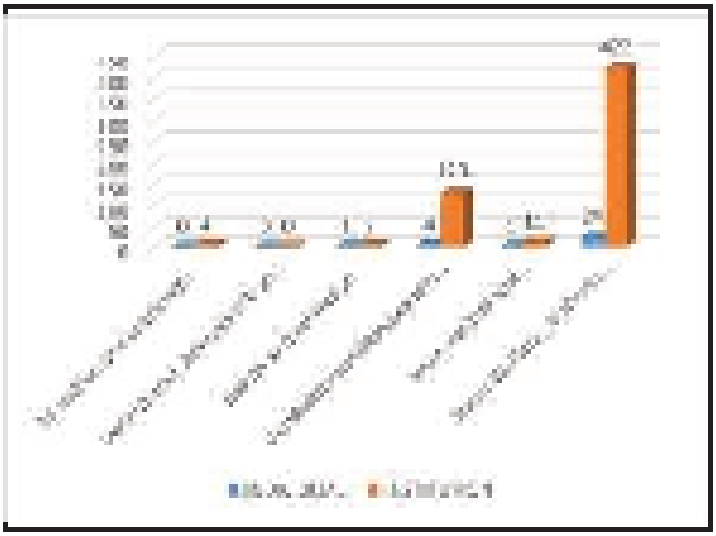
DRC	Saver	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Saver	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADUABLES.

[illegible]



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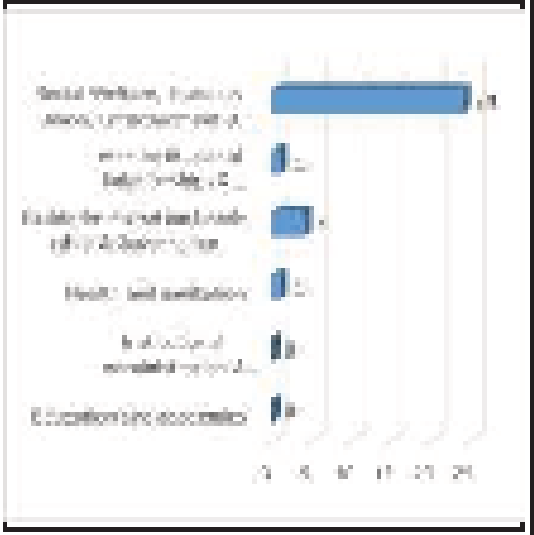
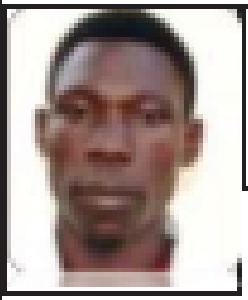


BUKENYA GODFREY



[illegible]	[illegible]
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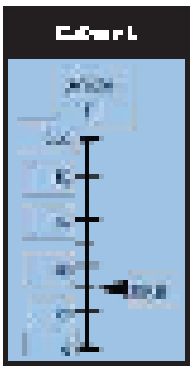
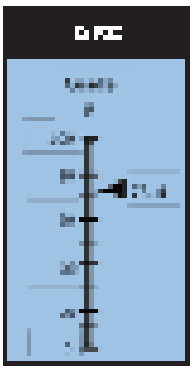
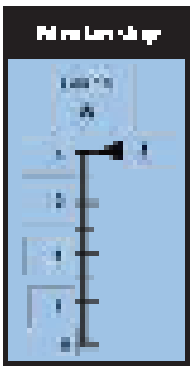
[illegible]	[illegible]







PERFORMANCE.

Cohort	Done	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

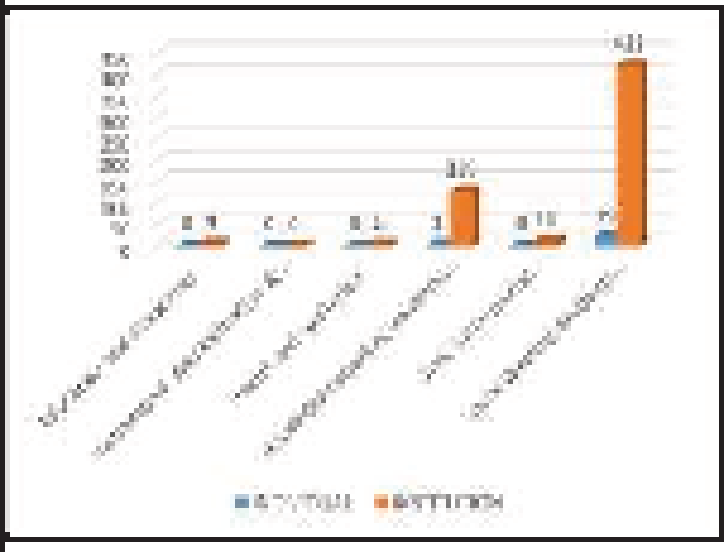
DEC	Done	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Done	Percentage
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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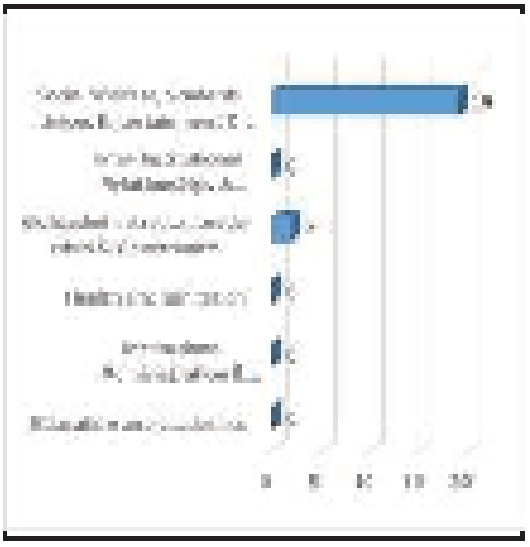

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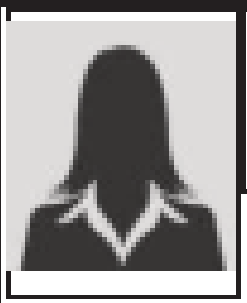

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
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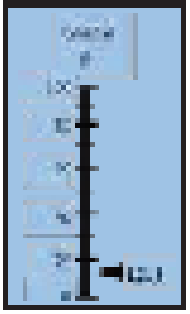
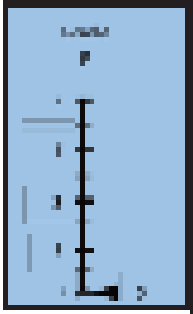
[illegible]	[illegible]

Cohort	DAC	Relationship
Not Applicable		

PERFORMANCE.

Cohort	Donor	Favorable
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DAC	Donor	Favorable
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Donor	Favorable
[illegible]	[illegible]	N/A

Regression relationship

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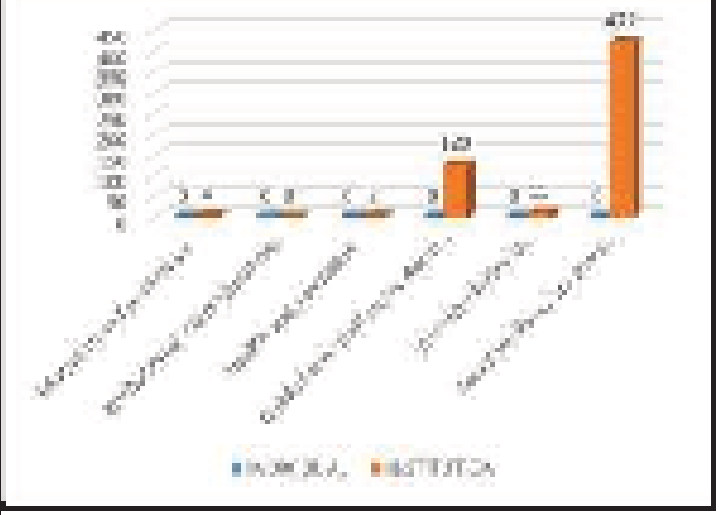
NON-GRADABLES.

[illegible]



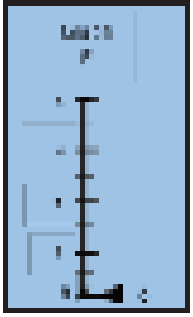
[illegible]

TURNAVE IVAN

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DPC

Attendance


PERFORMANCE.

Cohort	Score	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

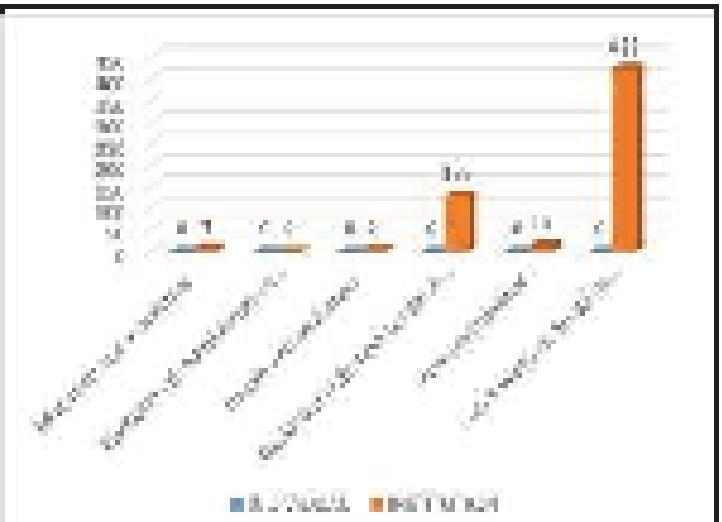
DPC	Score	Percentile
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Behavior	[illegible]	[illegible]

Attendance	Score	Percentile
Attendance	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



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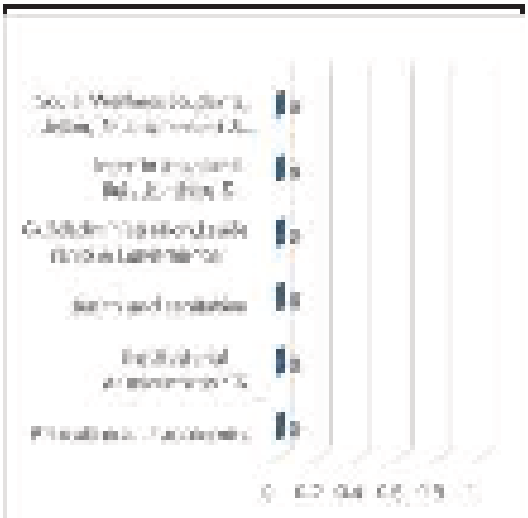

MUGABI BABLAD

[illegible]	[illegible]
[illegible]	[illegible]
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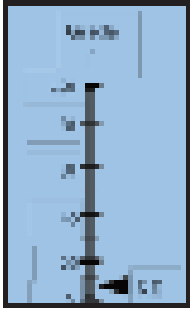
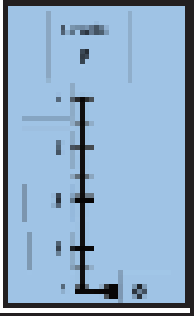
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DCC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

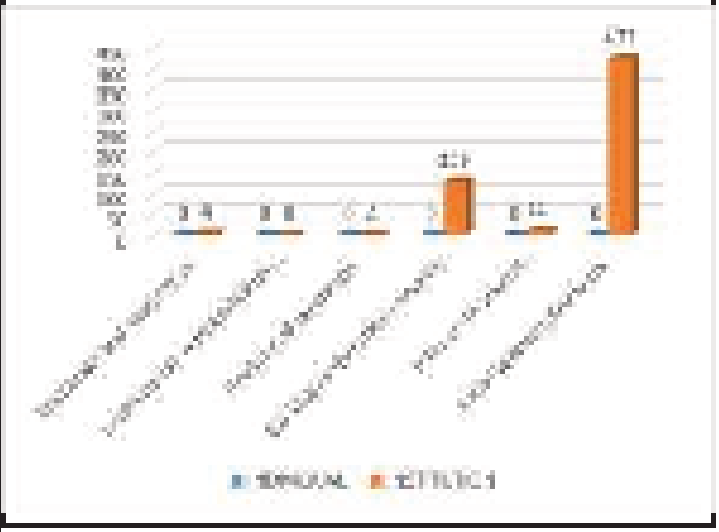
DCC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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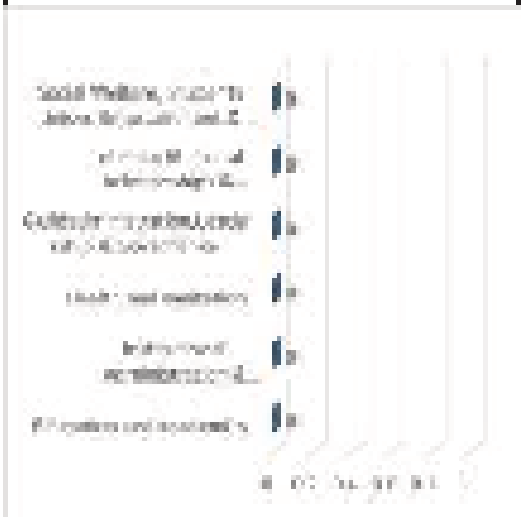

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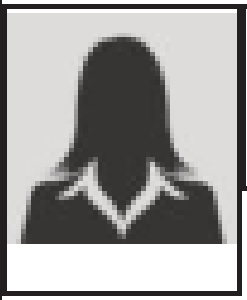

[illegible]	[illegible]
[illegible]	[illegible]
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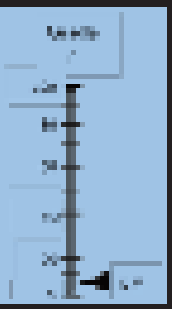
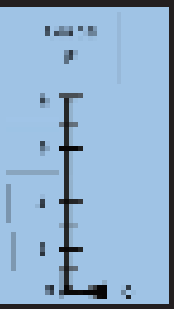
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DFC



Mentorship



PERFORMANCE.

Cohort	Donor	Receivable
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

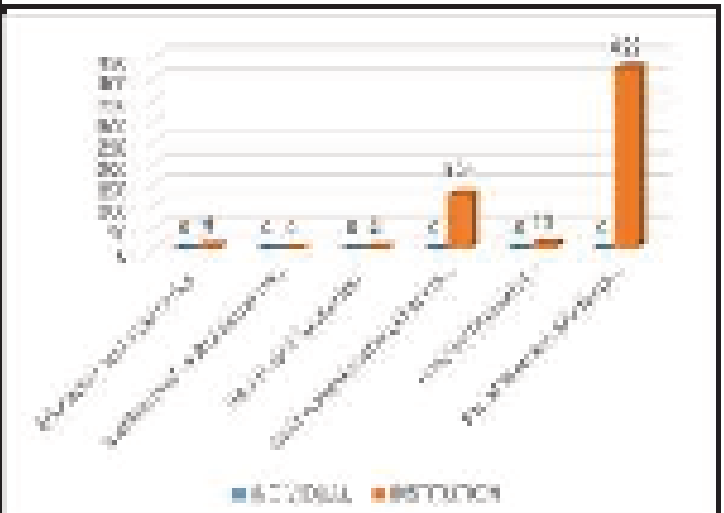
DFC	Donor	Receivable
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Donor	Receivable
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



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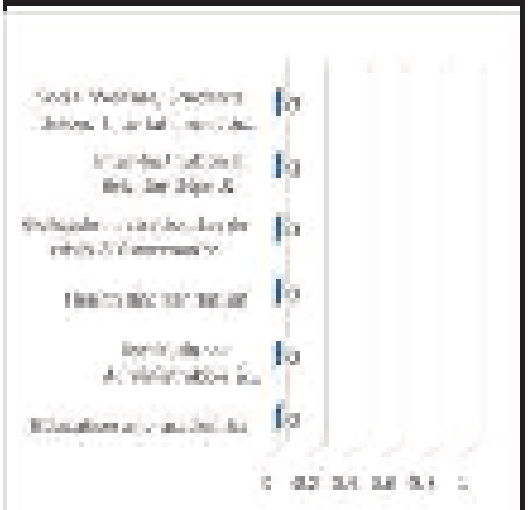

INVESTMENT BOAT

[illegible]	[illegible]
[illegible]	[illegible]
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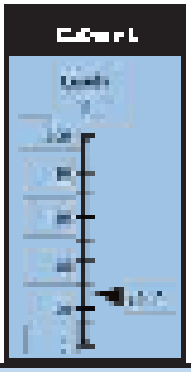
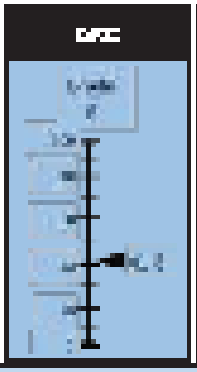
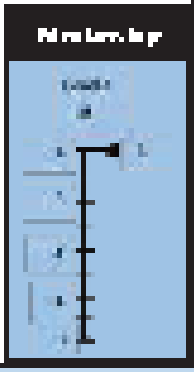






PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

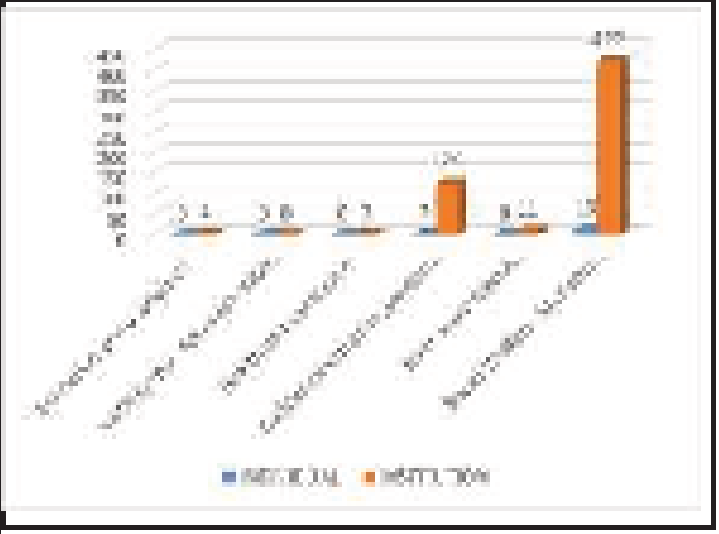
DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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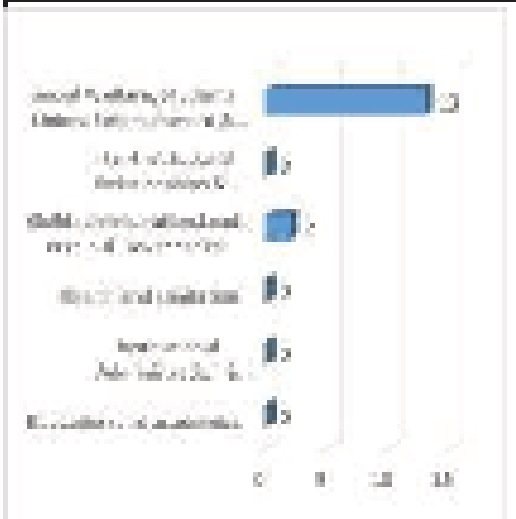

MUTABAZI TOM

[illegible]	[illegible]
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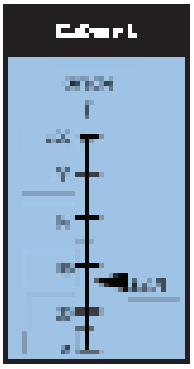
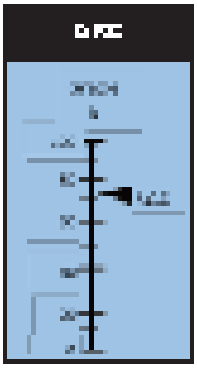
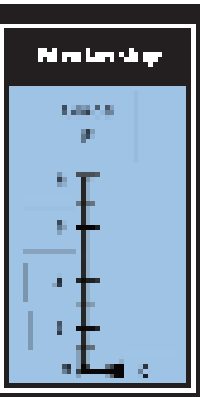






PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

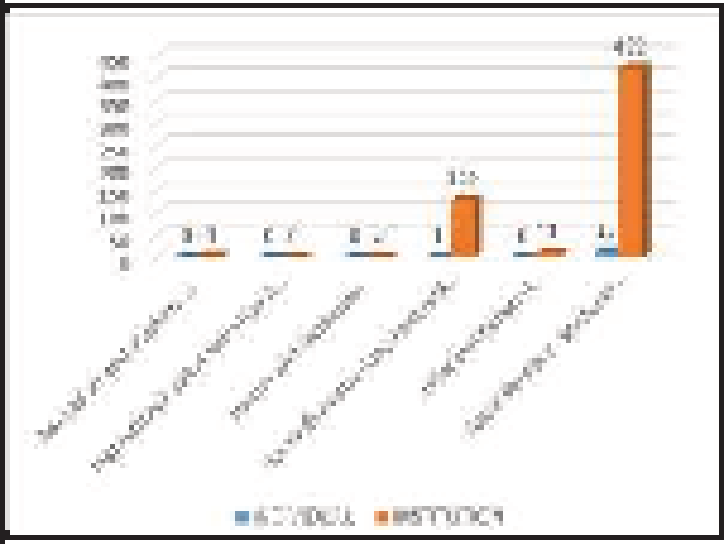
DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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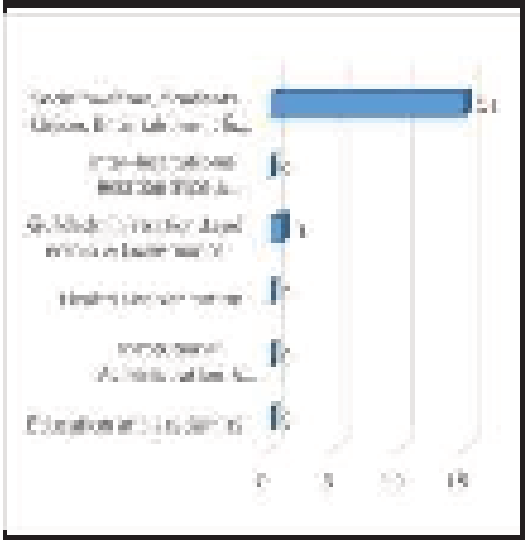
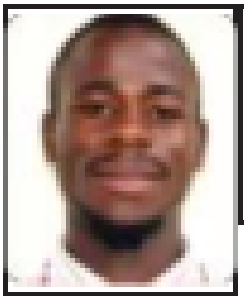


BUSUULWA LAWRENCE



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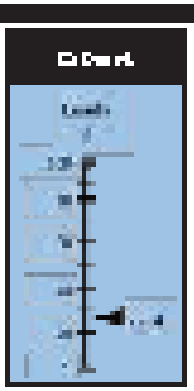

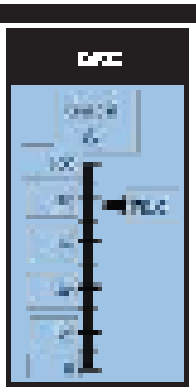

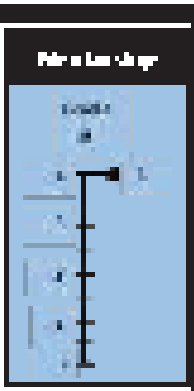

PERFORMANCE.

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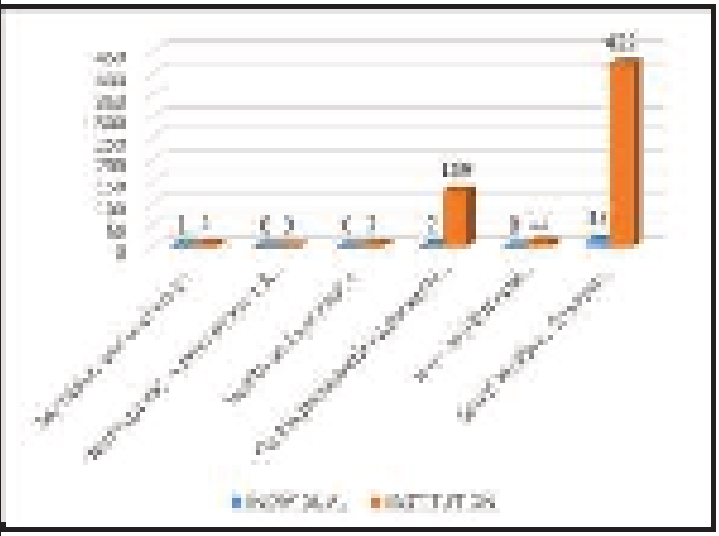

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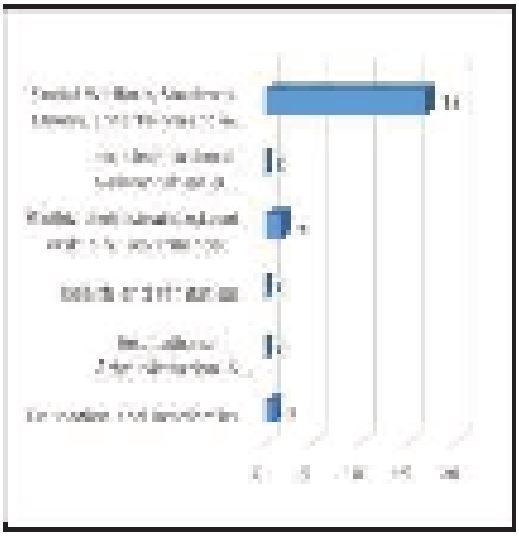

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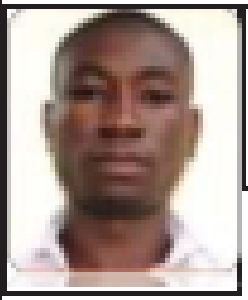

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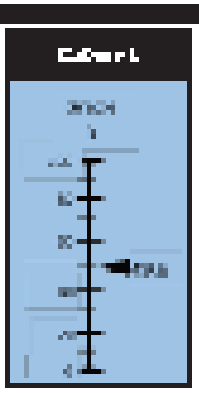

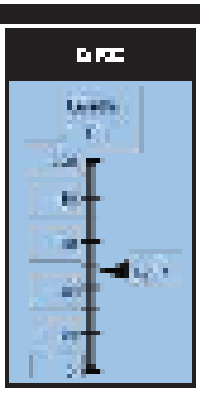

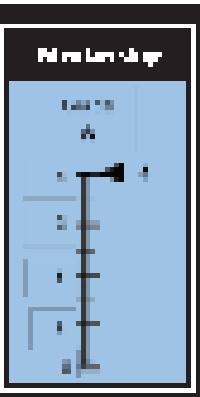

PERFORMANCE.

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]

DICC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
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NON-GRADABLES.

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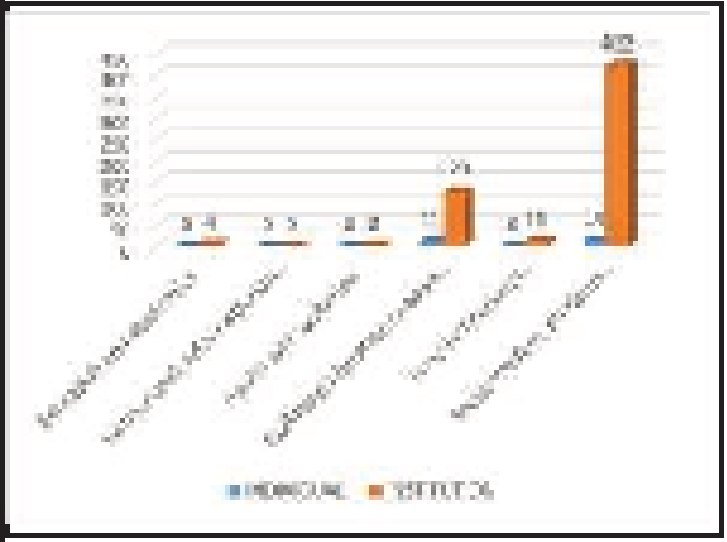

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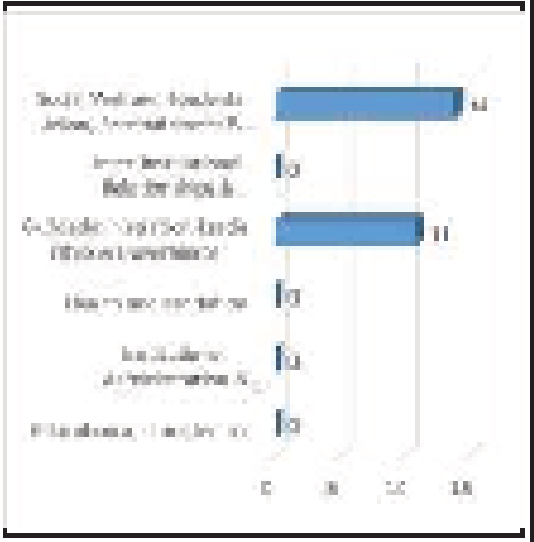

KABONGO EDWIN

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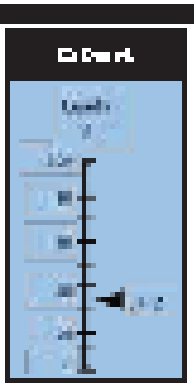

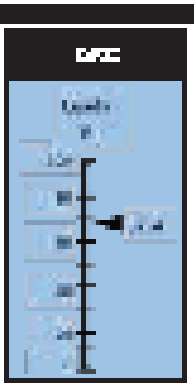

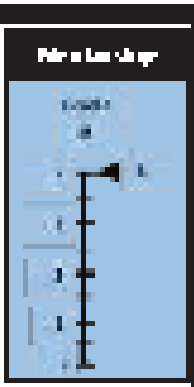

PERFORMANCE.

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NON-GRADABLES.

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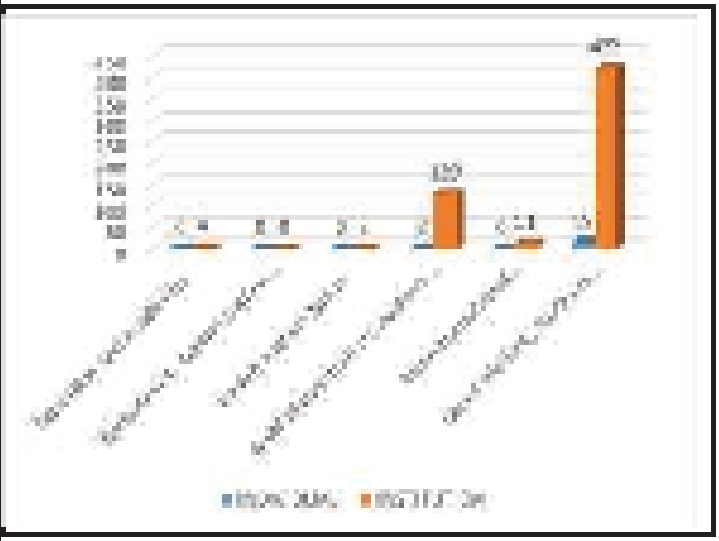

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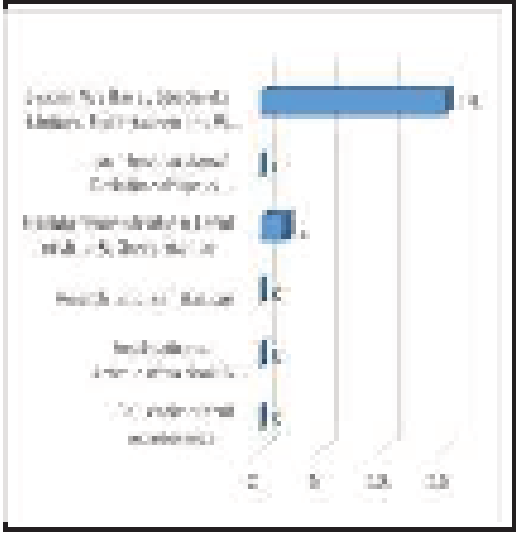

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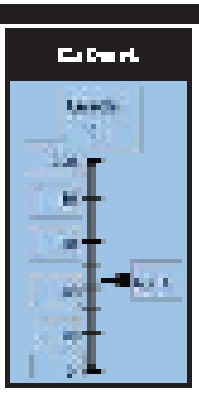

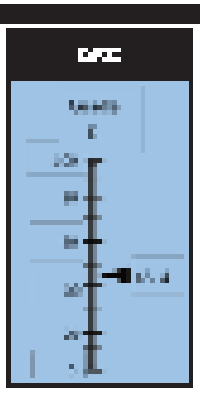

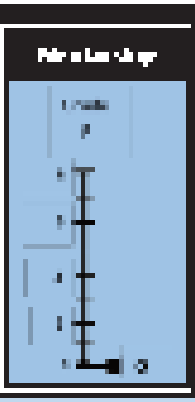

PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DICC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Attendance	Score	Percentile
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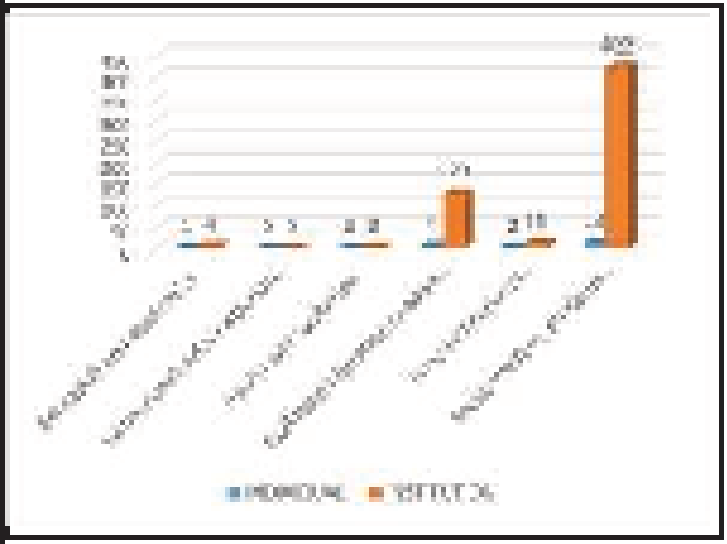
[illegible]

NON-GRADABLES.

[illegible]



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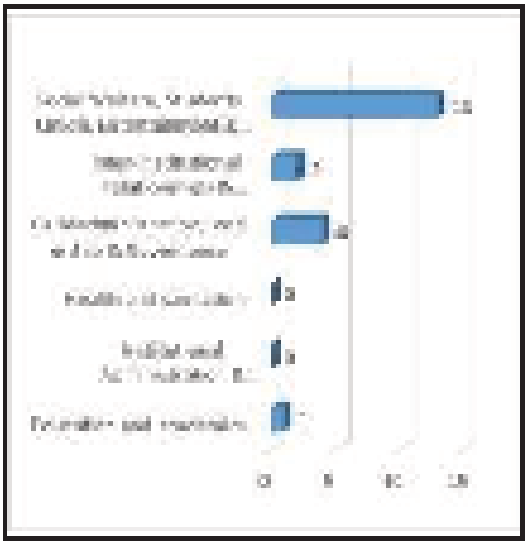

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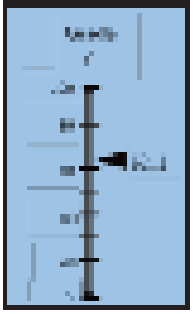
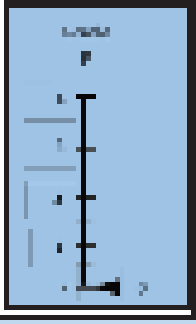
Cohort	OKC	Mentorship
Not Applicable		

PERFORMANCE.

Cohort	Score	Percentile
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[illegible]	N/A	N/A
[illegible]	N/A	N/A

OKC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
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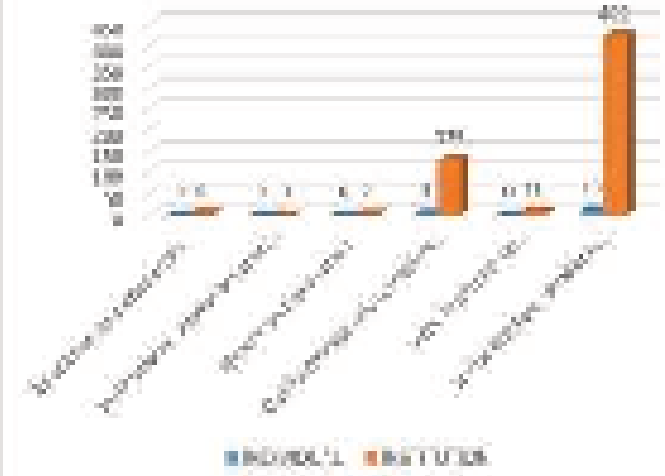
NON-GRADABLES.

[illegible]



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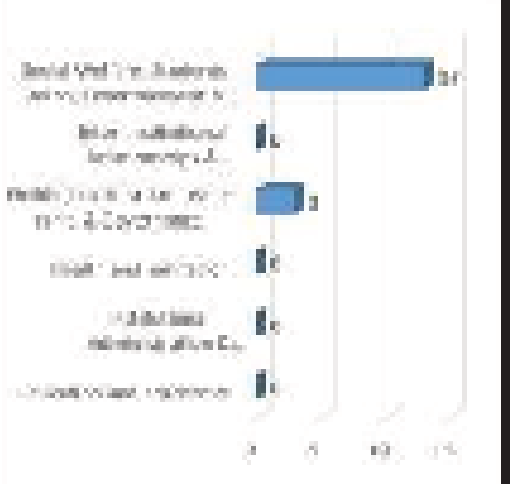

MANAGERIAL EFFECTIVENESS

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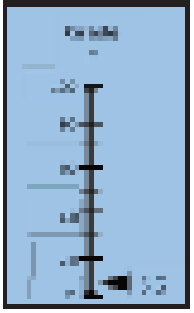
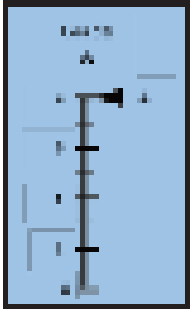
360 Chart
Not Applicable

DISC


Motivators


PERFORMANCE.

360 Chart	Score	Percentile
Observer	N/A	N/A
Participant	N/A	N/A
Influencer	N/A	N/A

DISC	Score	Percentile
Observer	[illegible]	[illegible]
Participant	[illegible]	[illegible]
Influencer	[illegible]	[illegible]

Motivators	Score	Percentile
Observer	[illegible]	N/A

Leadership Motivators

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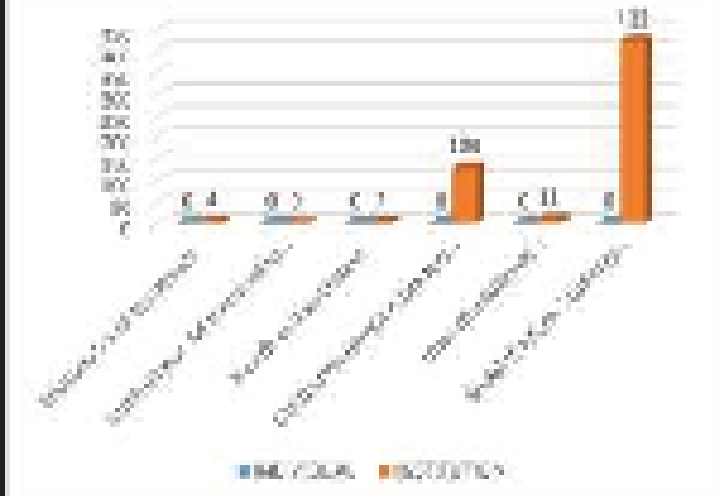
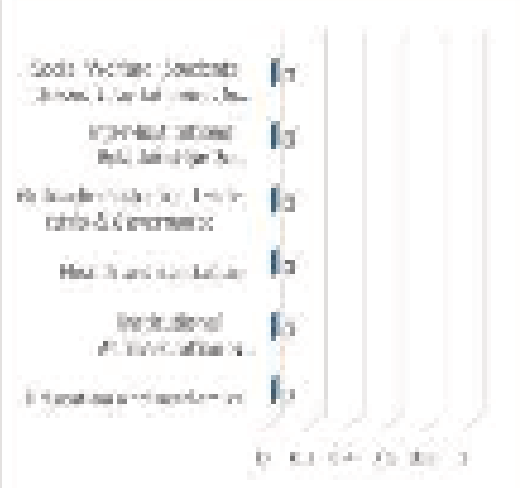
NON-GRADABLES.

Individual Values Scale Balanced Score Card Report



Individual Career Oriented Report



AMPOFORE RODGERS

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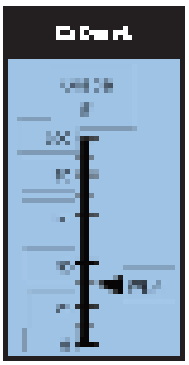

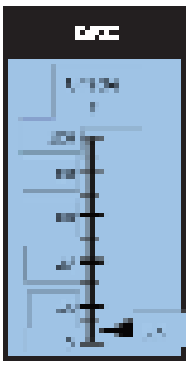

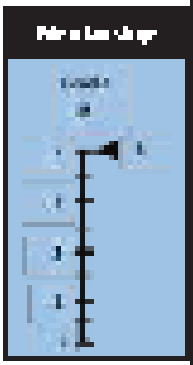

PERFORMANCE.

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NON-GRADUABLES.

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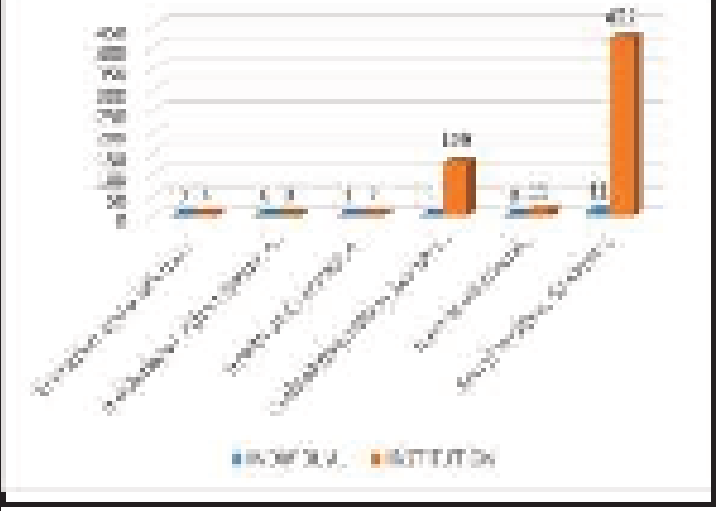

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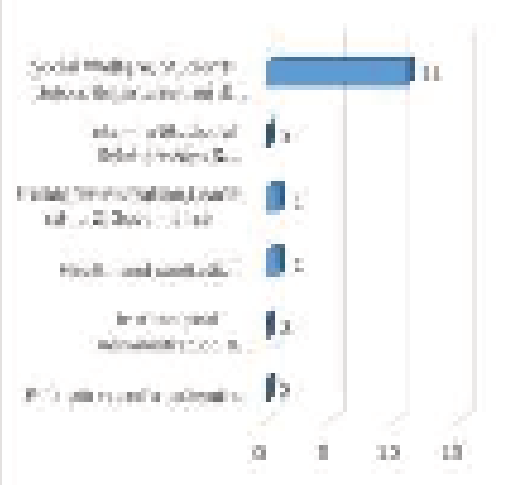

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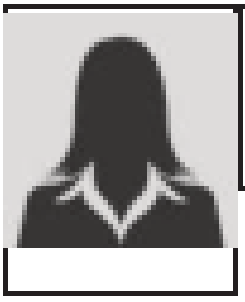

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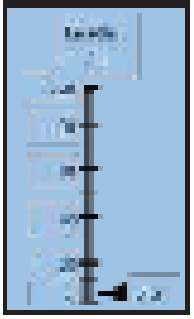

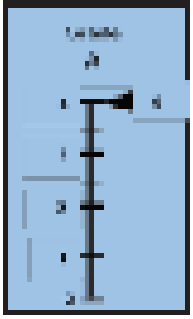

PERFORMANCE.

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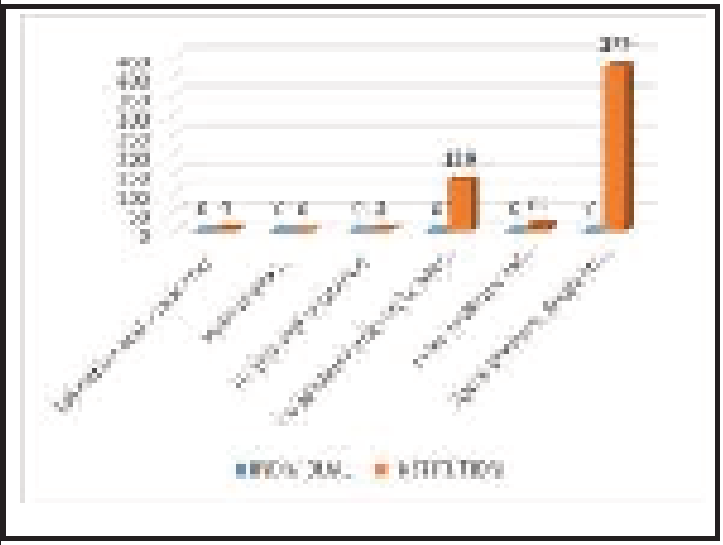
NON-GRADABLES.

[illegible]



[illegible]

ODONGO WALTER

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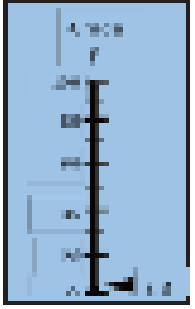
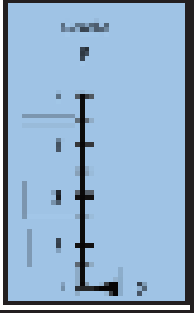
[illegible]	[illegible]

Cohort	OVC	Relationship
Not Applicable		

PERFORMANCE.

Cohort	Score	Favorable
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

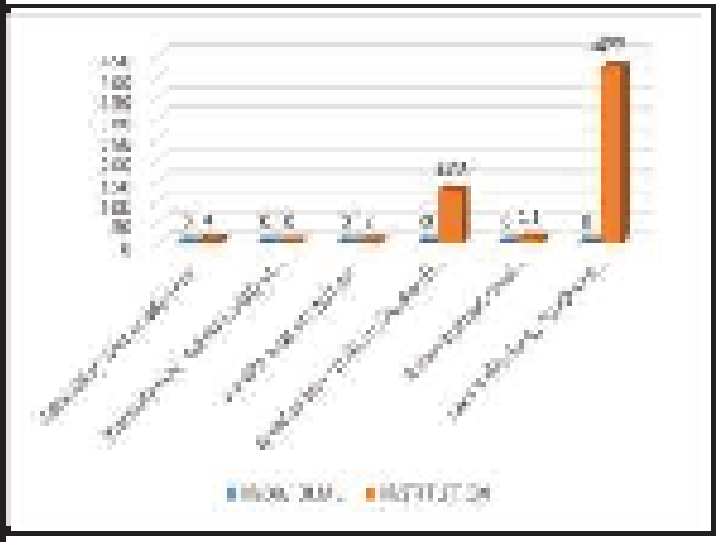
OVC	Score	Favorable
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Favorable
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



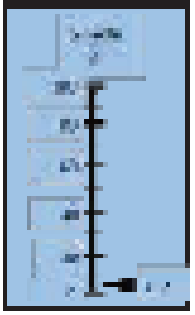
[illegible]

TUKAMUSIIMABA JOSHUA

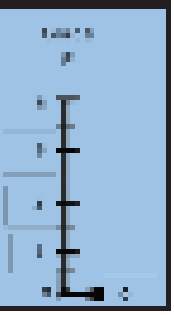
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Gibbard
Not Applicable

DISC



Relationship



PERFORMANCE.

Gibbard	Given	Percentile
Observer	N/A	N/A
Participator	N/A	N/A
Influencer	N/A	N/A

DISC	Given	Percentile
Observer	[illegible]	[illegible]
Participator	[illegible]	[illegible]
Influencer	[illegible]	[illegible]

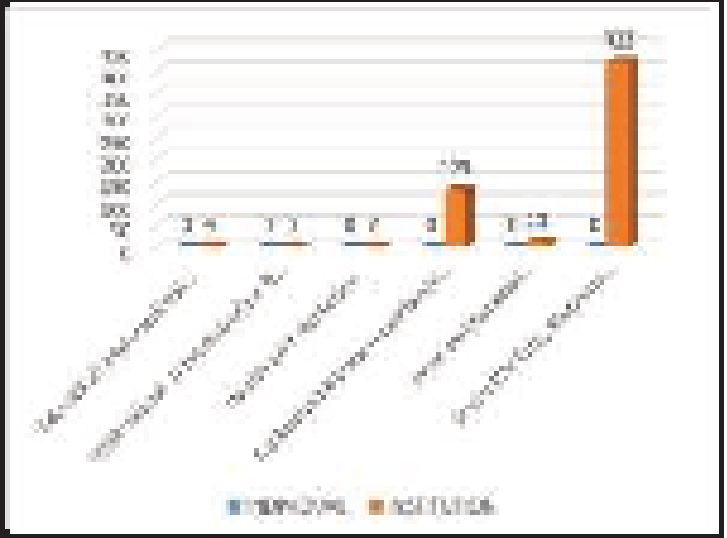
Relationship	Given	Percentile
Observer	[illegible]	N/A

[illegible]

[illegible]
[illegible]
[illegible]
[illegible]

NON-GRADABLES.

[illegible]



[illegible]

SAMPLE SCORECARD

[illegible]	[illegible]
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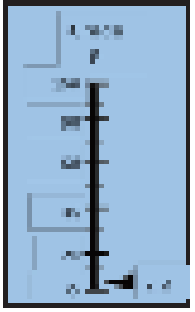
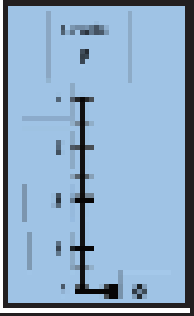
[illegible]	N/A
[illegible]	[illegible]
[illegible]	Not Applicable

Cohort
Not Applicable





PERFORMANCE.

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

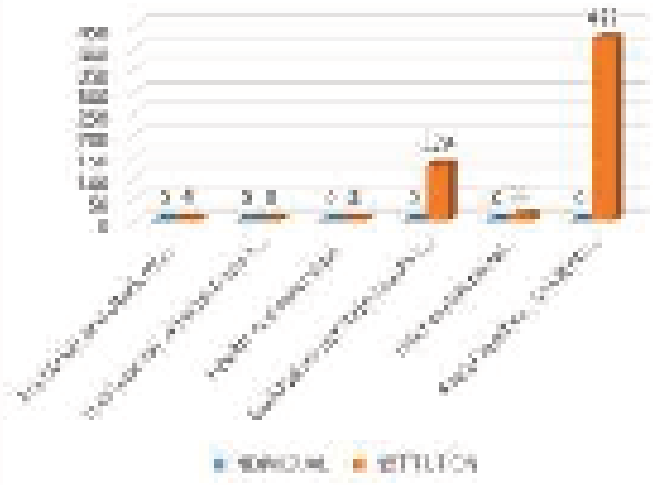
DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



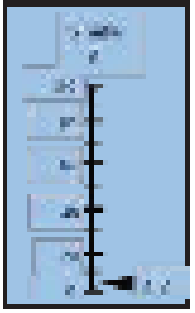
[illegible]

LUBLIN CADDIS AM

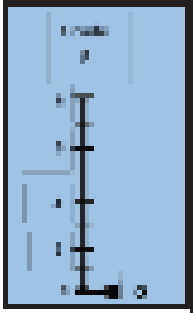
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DCC



Membership



PERFORMANCE.

Cohort	Same	Previously
Observed	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

DCC	Same	Previously
Observed	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

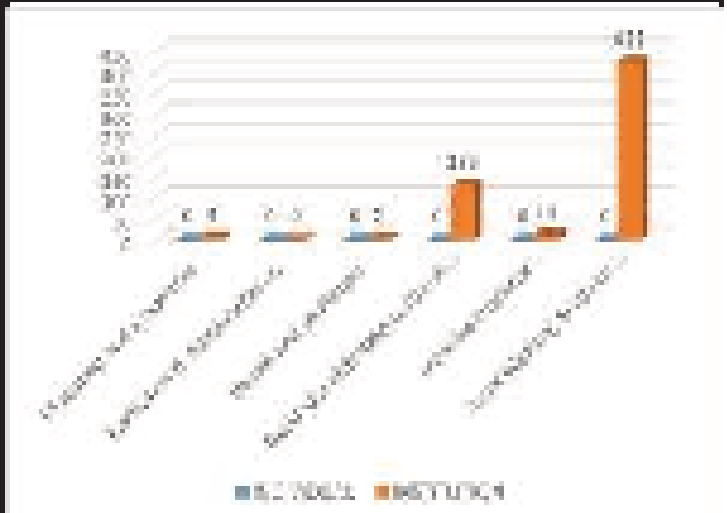
Membership	Same	Previously
Observed	[illegible]	[illegible]

Improvement membership

[illegible]

NON-GRADABLES.

Individual services provided to members of Service at Present



Individual Services Offered

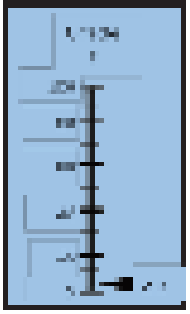
ACABA MARTIN

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

[illegible]

Not Applicable

[illegible]



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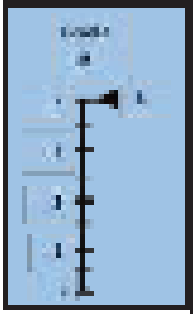


PERFORMANCE.

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

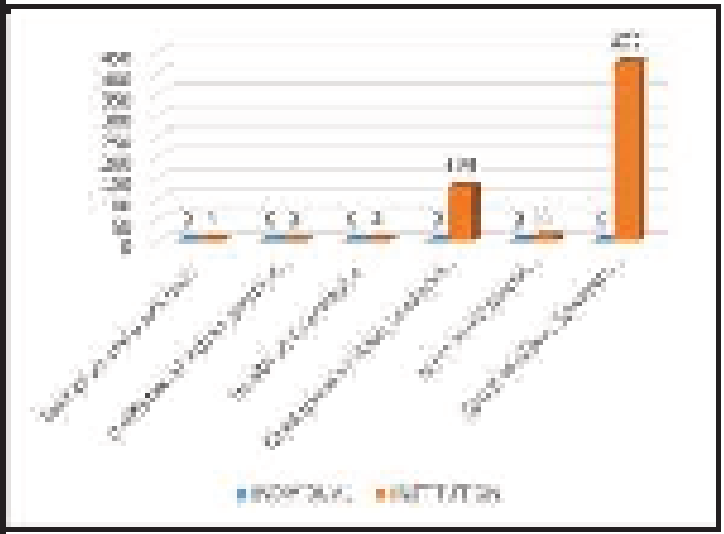
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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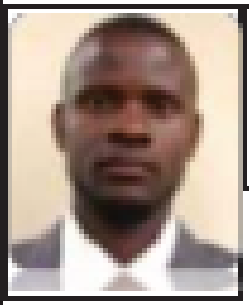
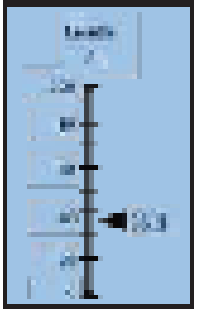
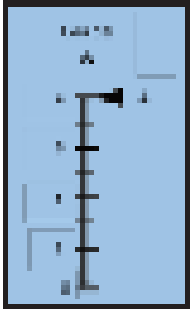
SEMAKULA JULIUS



[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DPE


Mentorship


PERFORMANCE.

Cohort	Done	Percentage
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

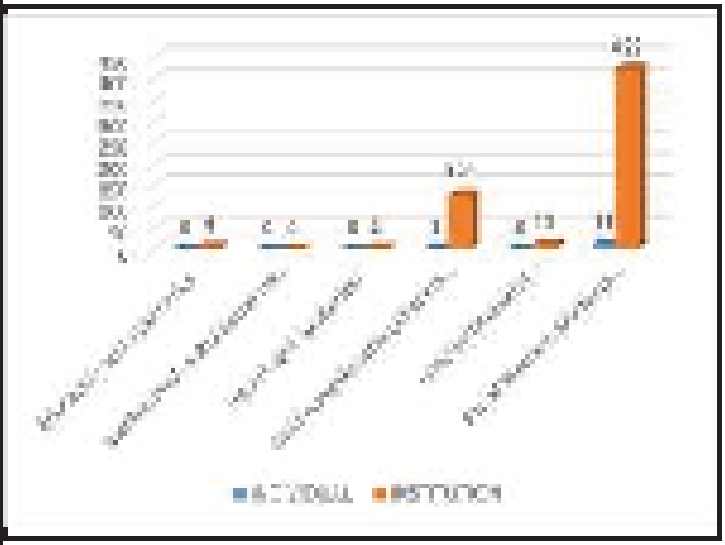
DPE	Done	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Done	Percentage
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



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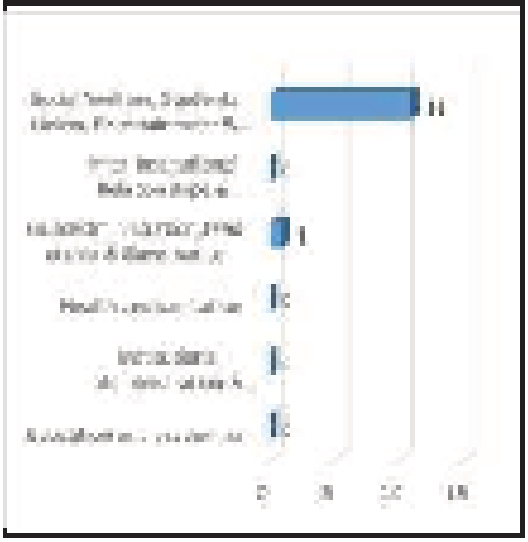
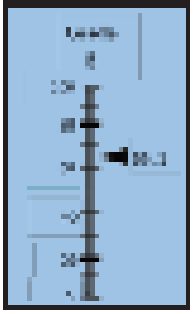
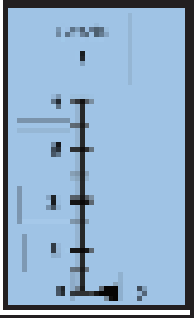


EVABALANGO BENEDICTO

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable





PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

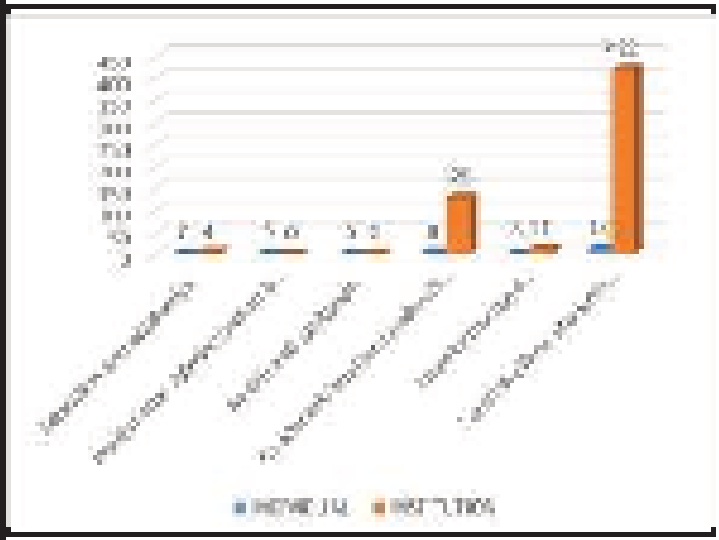
OSCE	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Clerkership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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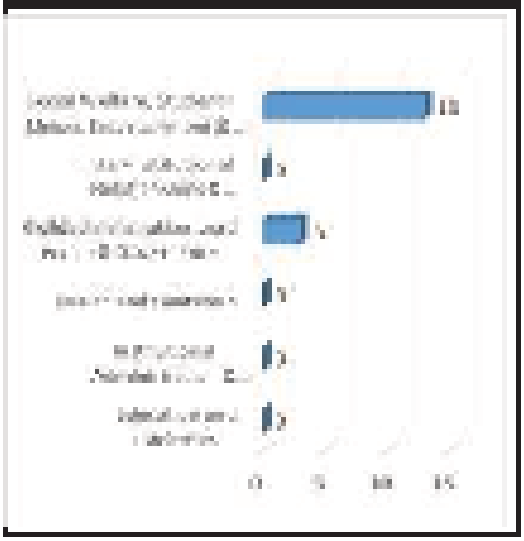

KAMUKAMBAJO ANITA

[illegible]	[illegible]
[illegible]	[illegible]
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[illegible]	[illegible]
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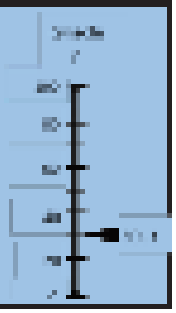
[illegible]
Not Applicable

[illegible]



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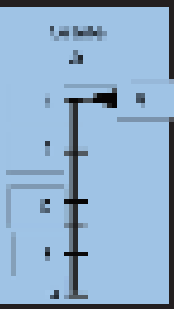


PERFORMANCE.

[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

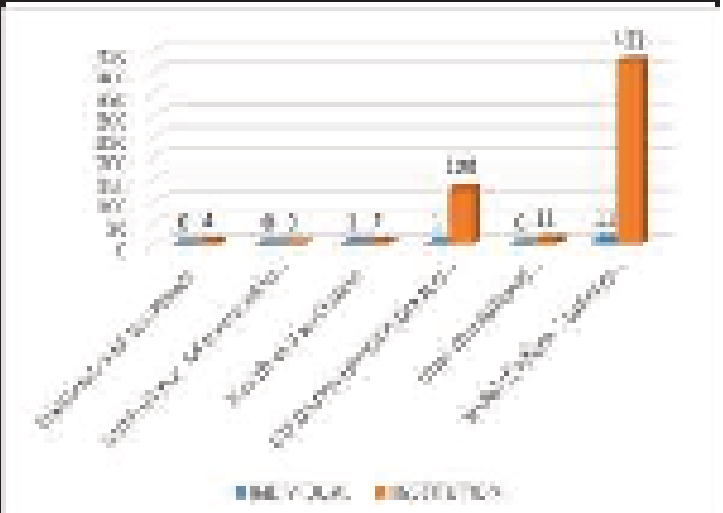
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



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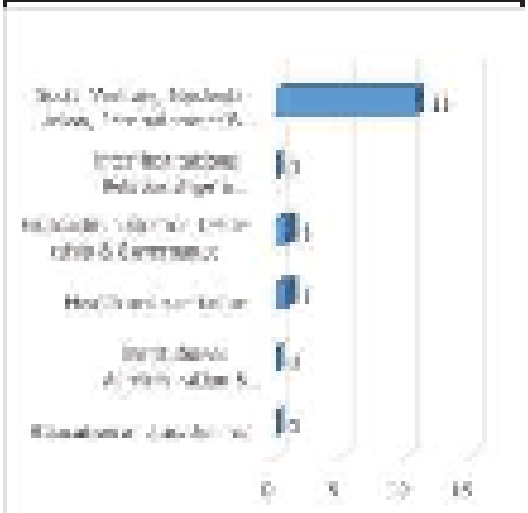

[illegible] ABSOLOM

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
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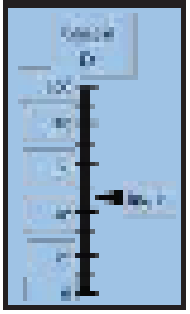
[illegible]

Not Applicable

[illegible]



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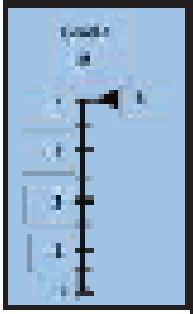


PERFORMANCE.

[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

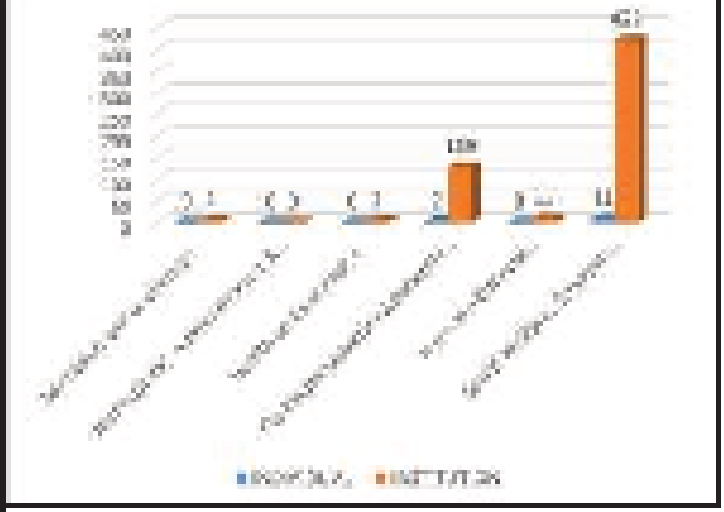
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



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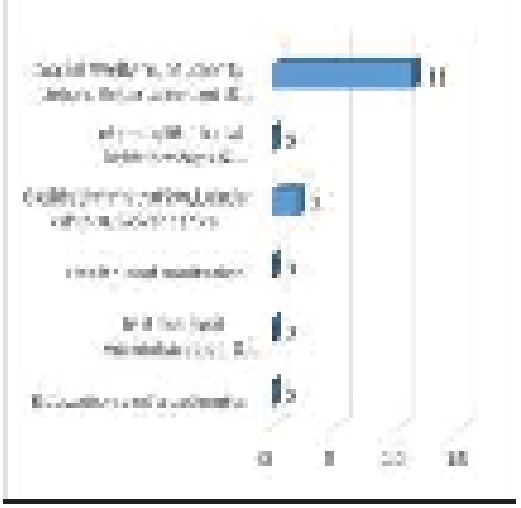


[illegible] YEAR

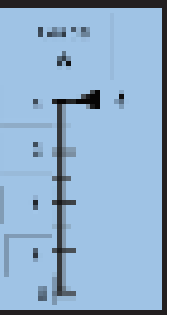
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort

Not Applicable

DPC

Relationship



PERFORMANCE.

Cohort	Done	Percentage
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

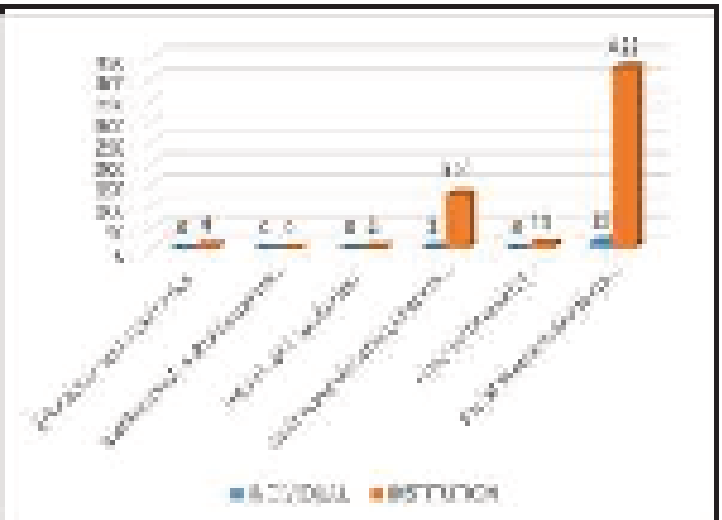
DPC	Done	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Done	Percentage
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



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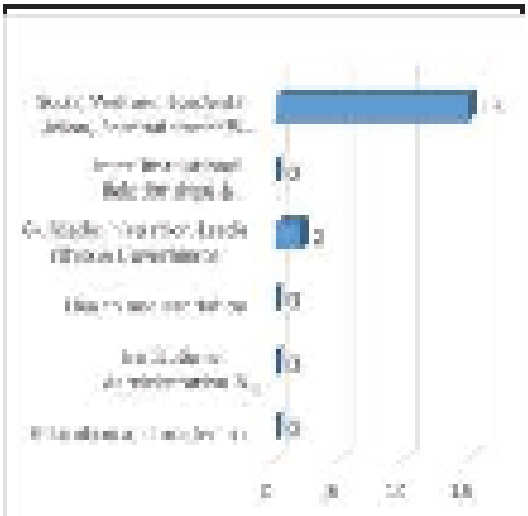

[illegible] BRUNO

[illegible]	[illegible]
[illegible]	[illegible]
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[illegible]	[illegible]
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[illegible]
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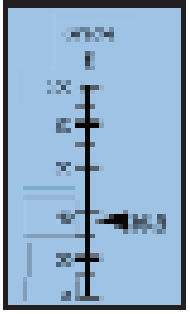
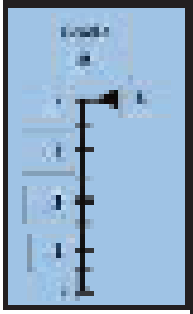




PERFORMANCE.

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

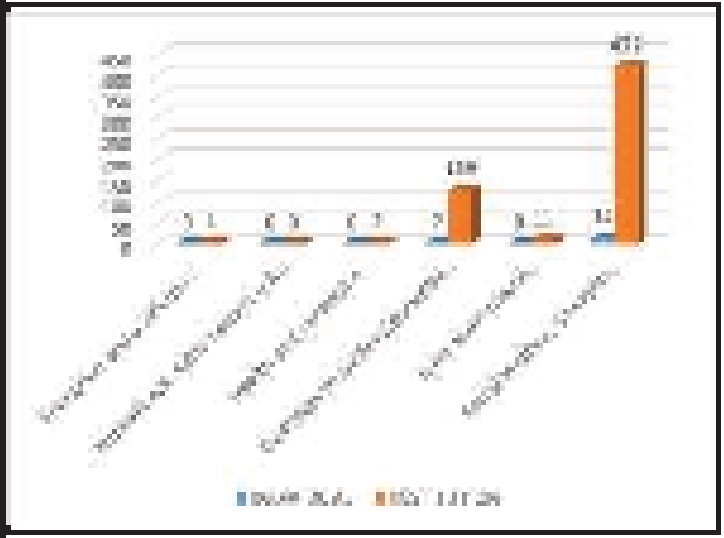
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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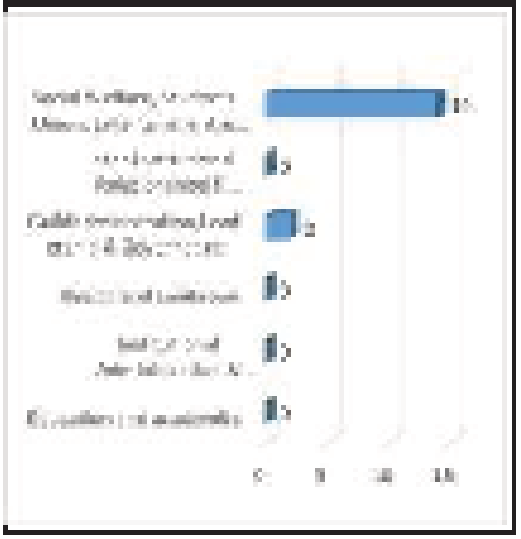

GUIMBI DREADERS

[illegible]	[illegible]
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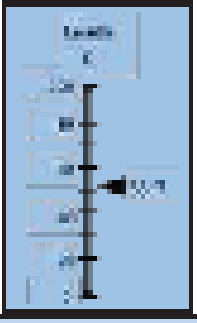
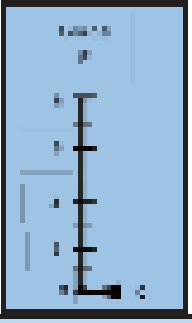
Cohort
Not Applicable

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Observer	N/A	N/A
Participant	N/A	N/A
Influencer	N/A	N/A

DPC	Score	Percentile
Observer	[illegible]	[illegible]
Participant	[illegible]	[illegible]
Influencer	[illegible]	[illegible]

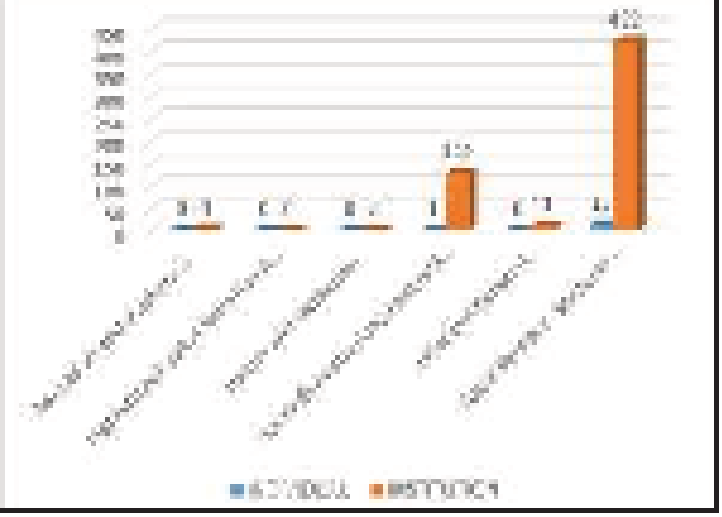
Membership	Score	Percentile
Observer	N/A	N/A

Improve membership

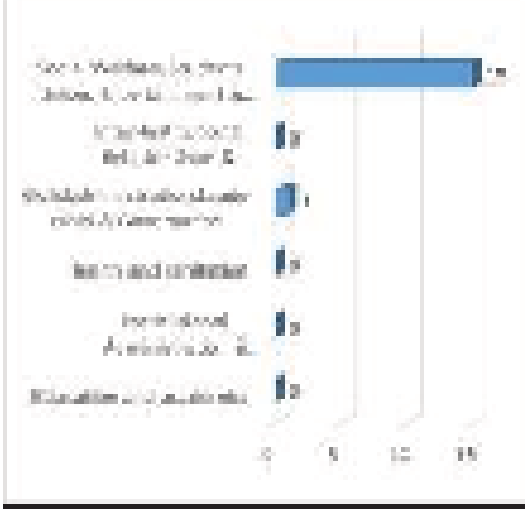
[illegible]

NON-GRADABLES.

Individual Scores for Validated Observed Peers



Individual Scores Of Peers

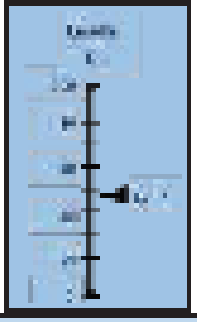


[illegible] PROSPER

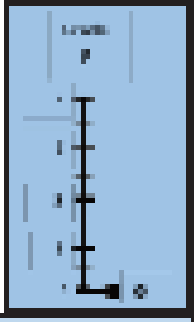
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DRC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

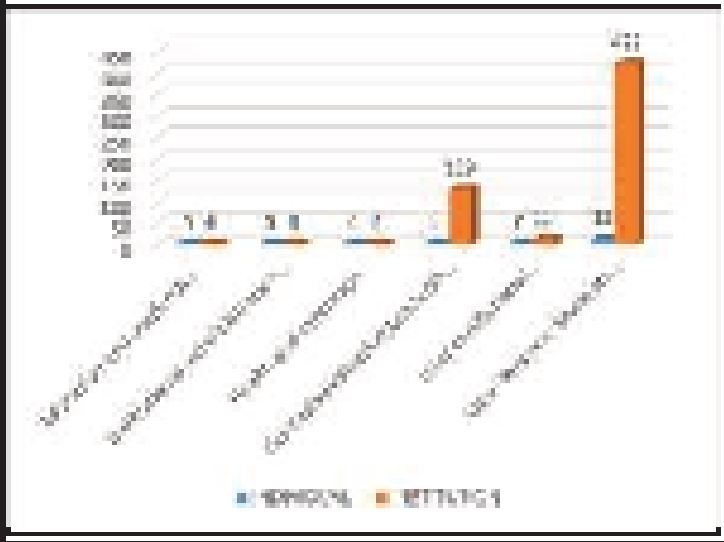
DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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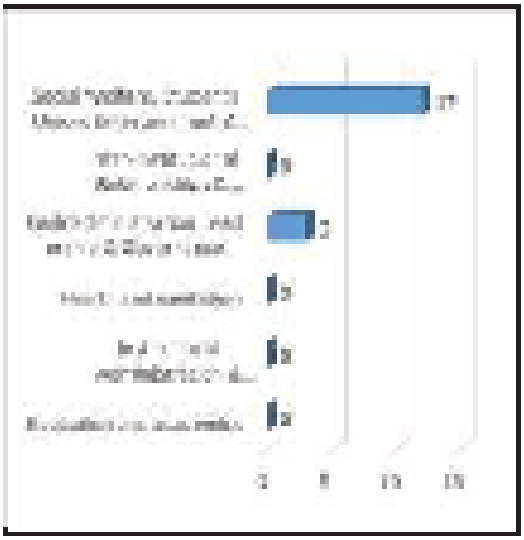
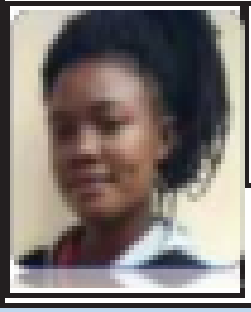


KABABITO IMMACULATE



[illegible]	[illegible]
[illegible]	[illegible]
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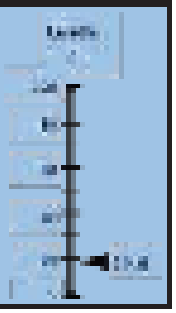
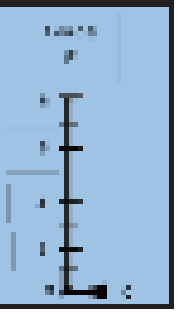
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DRC



Membership



PERFORMANCE.

Cohort	Done	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

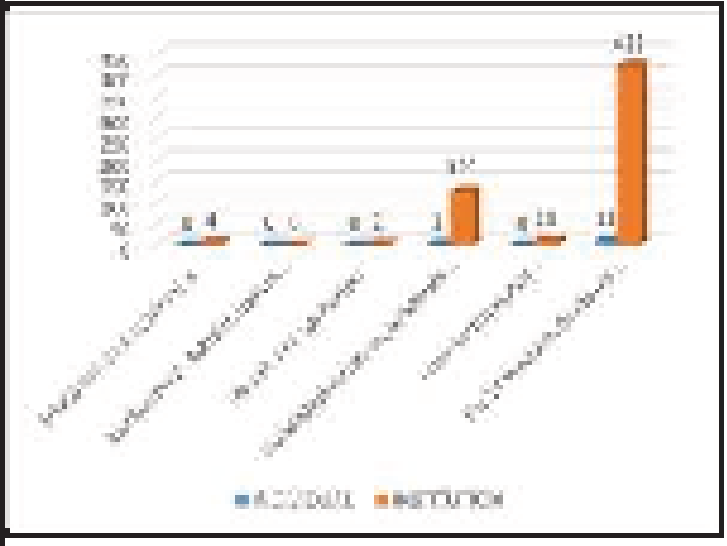
DRC	Done	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Done	Percentile
[illegible]	[illegible]	N/A

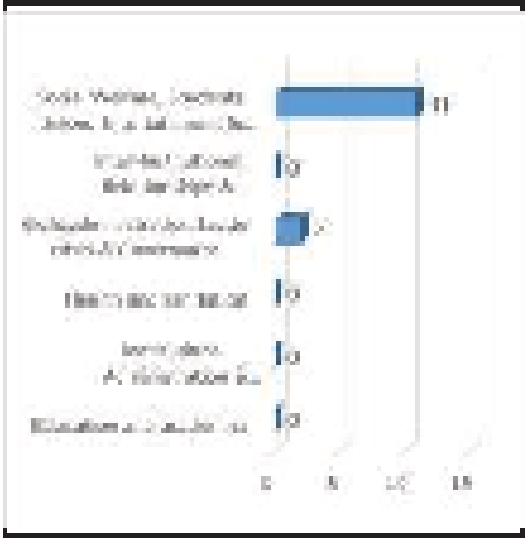
[illegible]

NON-GRADABLES.

[illegible]



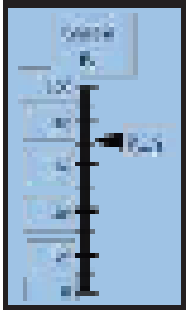
[illegible]

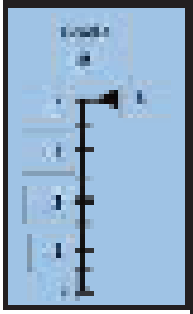


RAMOTOSI PHOKAH

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DAC


Relationship


PERFORMANCE.

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DAC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

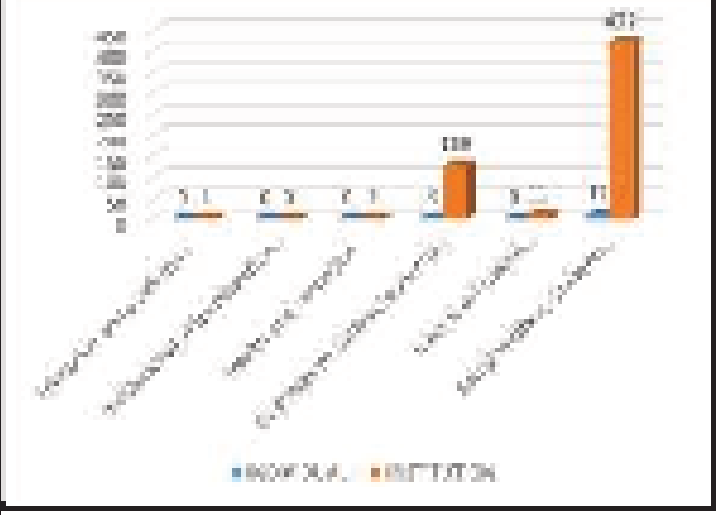
Relationship	Score	Percentile
[illegible]	[illegible]	N/A

Improve on relationship

- [illegible]
- [illegible]
- [illegible]
- [illegible]

NON-GRADABLES.

[illegible]



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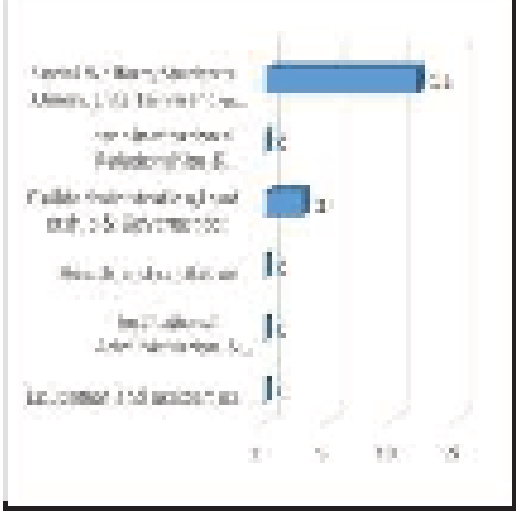


NDAWULA ABRAHAM

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Mid Supervisor

DRC
[illegible]
[illegible]

Membership
[illegible]
[illegible]

PERFORMANCE.

Cohort	Score	Percentile
Effectiveness	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DRC	Score	Percentile
Effectiveness	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

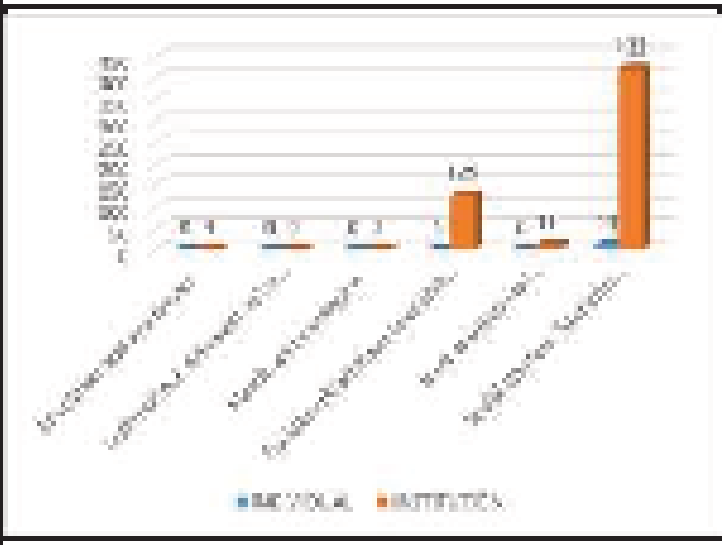
Membership	Score	Percentile
Effectiveness	[illegible]	N/A

Impact on membership

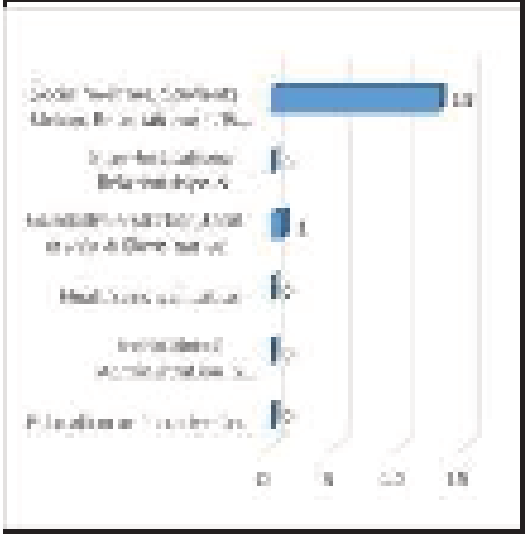
[illegible]

NON-GRADABLES.

Individual scores for the following Core Competencies



Individual Core Competencies

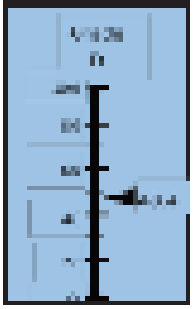


MUSISI JOSEPH

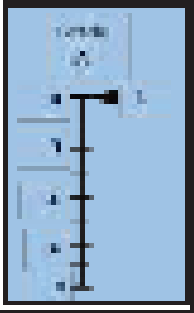
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DPC



Attendance



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

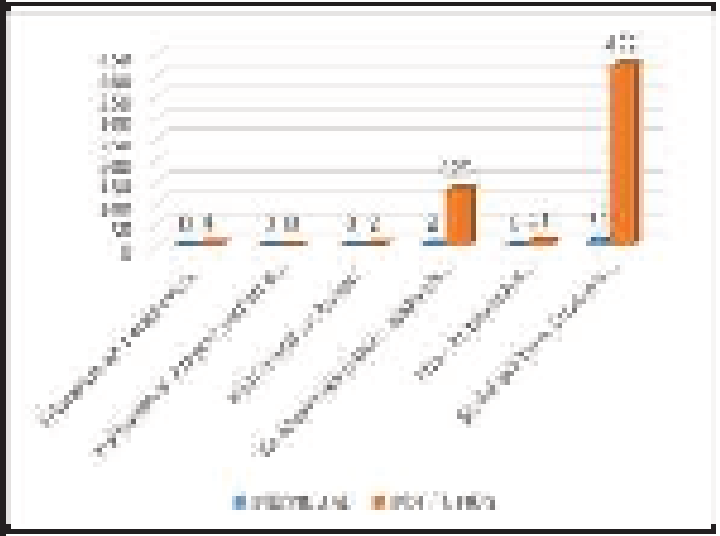
DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Attendance	Score	Percentile
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



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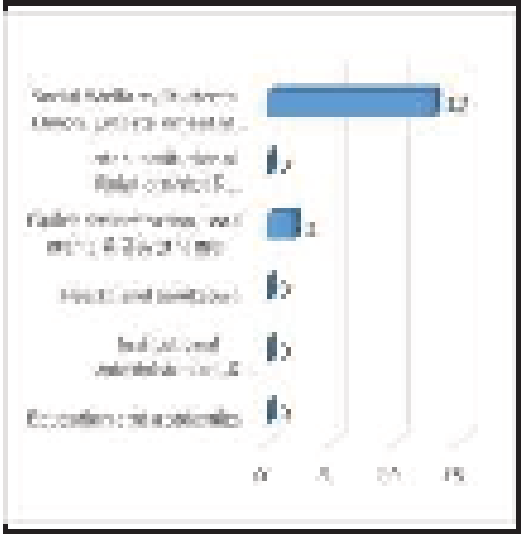
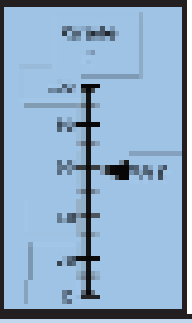


RAMWEBYA RHODAH

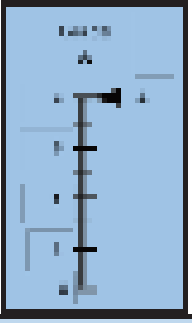
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

DChart
Not Applicable

DRC



Membership



PERFORMANCE.

DChart	Score	Percentile
Observer	N/A	N/A
Participant	N/A	N/A
Influencer	N/A	N/A

DRC	Score	Percentile
Observer	[illegible]	[illegible]
Participant	[illegible]	[illegible]
Influencer	[illegible]	[illegible]

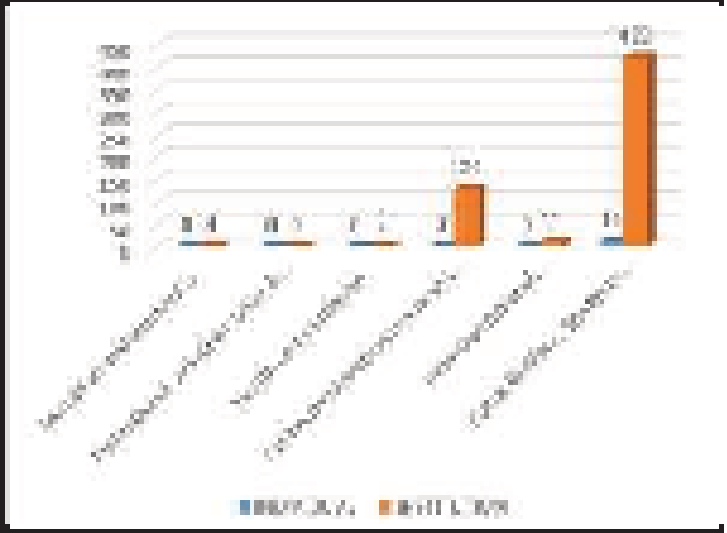
Membership	Score	Percentile
Observer	N/A	N/A

Type: [illegible] membership

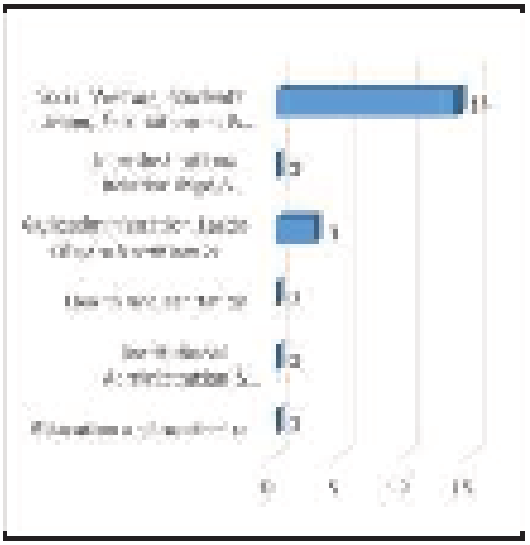
[illegible]

NON-GRADABLES.

Individual [illegible] Scores



Individual Core Values Scores



KABUBU MARTIN

[illegible]	[illegible]
[illegible]	[illegible]
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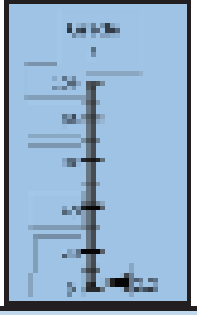
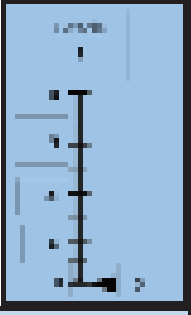
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DRC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

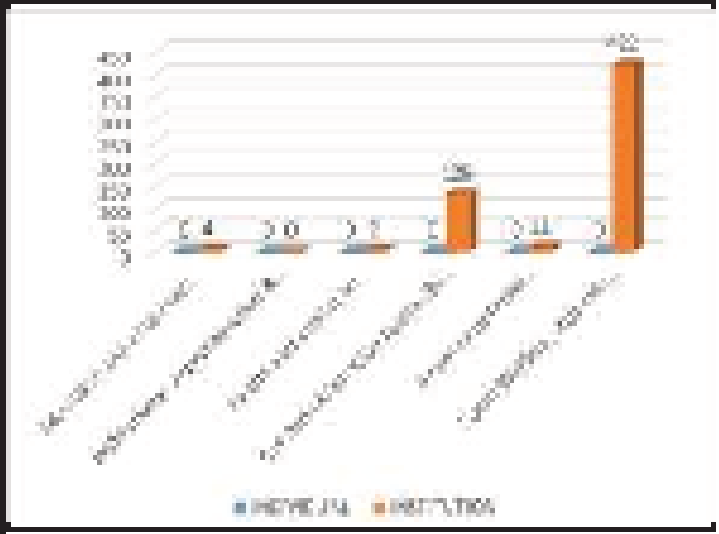
Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

Type of membership

[illegible]

NON-GRADABLES.

[illegible]



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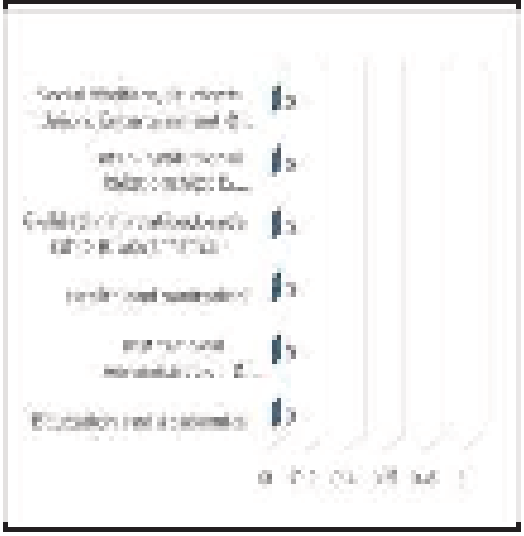


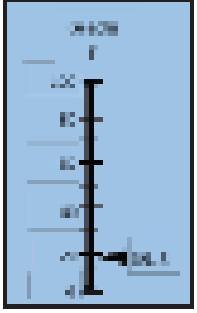
TURYAHABWE NICHOLAS

[illegible]	[illegible]
[illegible]	N/A
[illegible]	N/A
[illegible]	[illegible]
[illegible]	Not Applicable

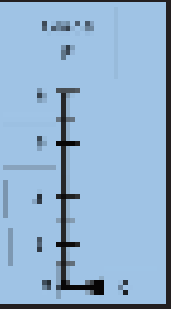
Cohort

Not Applicable

DICE



Mentorship



PERFORMANCE.

Cohort	Done	Percentage
Attendance	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

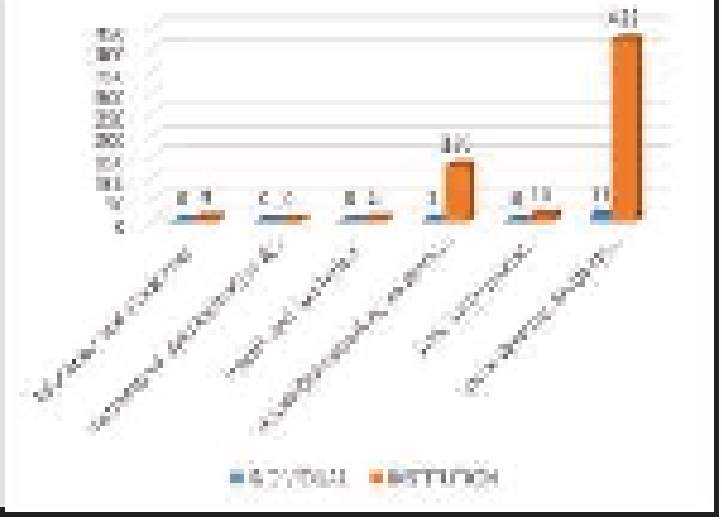
DICE	Done	Percentage
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Behavior	[illegible]	[illegible]

Mentorship	Done	Percentage
Attendance	[illegible]	N/A

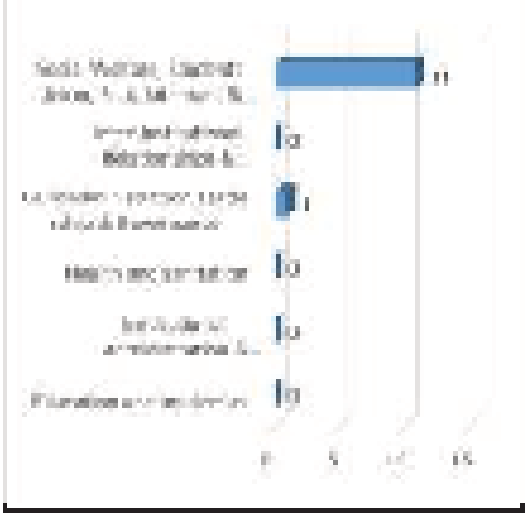
[illegible]

NON-GRADABLES.

[illegible]



[illegible]



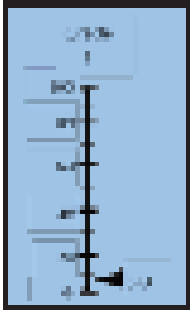
[illegible]

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

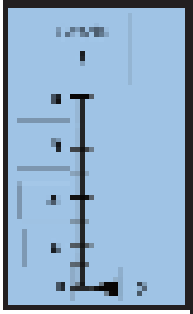
Cohort

Not Applicable

DFC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

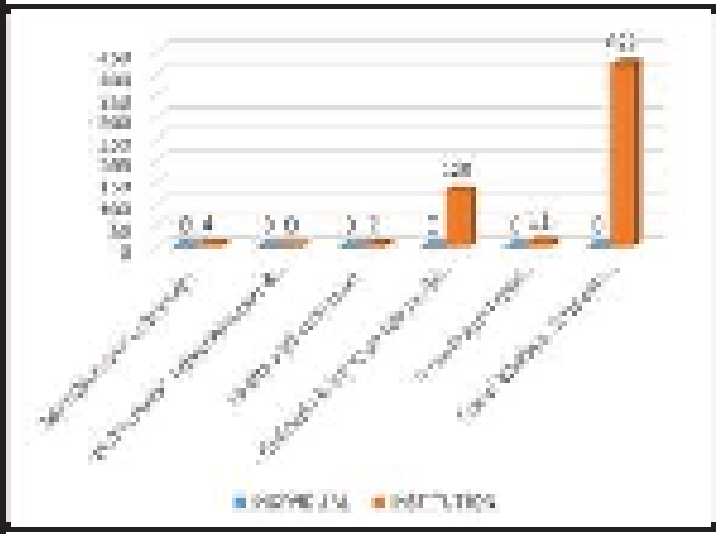
DFC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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3.6 ANNEXETURE

3.6.1 Photos on mentorship sessions

Figure 3.2 Ms. Susan Andayo (Former Head of Youth & University Engagement) speaking to the Guild of NTC

3.6.2 Outstanding Performers

Table 37: Top 3 performers in Cabinet

NAME	AVERAGE PERCENTILE SCORE	GRADE
APWABABO PATRICK	70.9	B
MABEYO FAITH	57.4	C
TWESIGYE ALI	49.8	D

Table 38: Top 3 performers in GRC

NAME	AVERAGE PERCENTILE SCORE	GRADE
NUWAGABA NICKSON	81.3	A
KATUSIIME STEPHEN	78.7	A
BUSUULWA LAWRENCE	78.0	A

Table 39: Top 3 female performers in GRC

NAME	AVERAGE PERCENTILE SCORE	GRADE
NAMUTOSI PHIONAH	71.9	B
KARONGO DOREEN	67.4	B
NAMWEBYA RHODAH	59.0	C

Source: NTC Institutional Archives

UGANDA CHRISTIAN UNIVERSITY
STUDENTS GUILD SCORE CARD 2018/2019

CHAPTER 4

UGANDA CHRISTIAN UNIVERSITY GUILD

FINDINGS AND ASSESSMENTS

4.1 INTRODUCTION

Uganda Christian University also known as UCU is an authentic Christian institution established by the Church of Uganda in 1997. It is located in Mukono District Central region of Uganda with other regional colleges in Kampala Mbale Arua and Kabale. In 2004 UCU became the first private university to be chartered and accredited by the government of Uganda under Universities and other Tertiary institutions act. 2001. According to the constitution of UCU Guild Government, the leadership of the Guild is composed of the general assembly, the executive and the Guild Representative Council (GRC). The Government holds one general election every third semester of an academic year, six Council (GRC) and six Cabinet (Executive) meetings a year (two meeting per semester). The semesters are composed as - Easter (January), Trinity (May) and Advent (September). This Scorecard is assessing the Guild Government of 2018/2019

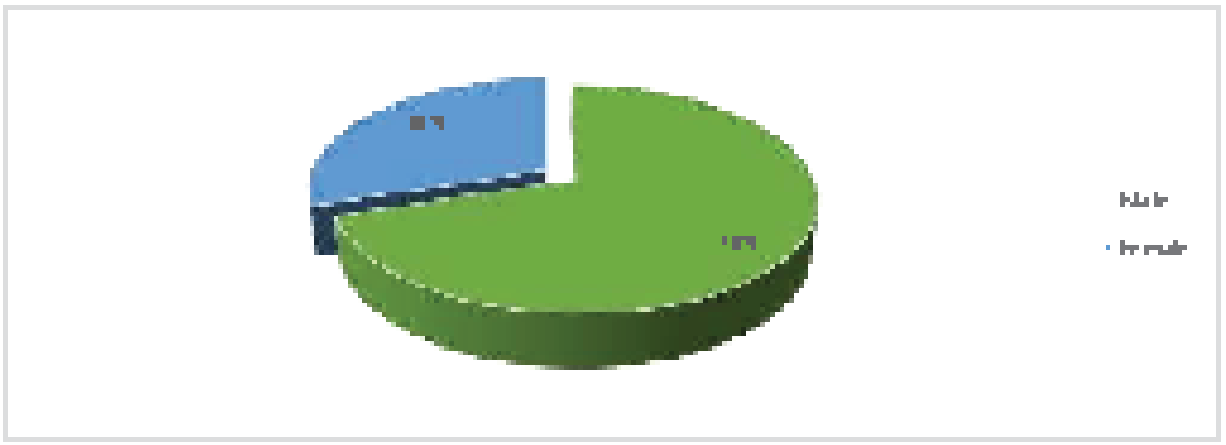
4.2 INSTITUTIONAL FINDINGS

This section shows the score to UCU Guild Government under Corporate governance and legacy projects that they implemented during their term of service

UCU Guild Government 2018 - 2019 had the composition of 80 Guild officials composed as Top Government, Ministers, Deputy Ministers, Members of parliament, Guild Tribunal and Electoral Commission. The Guild held 46 Cabinet meetings, 36 Council meetings and 06 Committee meeting which has resulted in the performance of institution and individuals scores

4.2.1 Composition of the Guild Leadership

Figure 27: Composition of UCU Guild 2018 - 2019 by gender



Source: *Union Guild officials 2019 Guild Governance*

UCU Guild has more Male leaders who are represented by 70% than female who are 30% as shown in the figure above. The Guild Government was composed of 60 members. 18 members being female and 42 being male

4.2.2 Gender Composition Comparison

Table 24: The historical trends of UCU Guild by gender

Gender Profiling	2017/2018	2018/2019
Male	72.97%	70%
Female	27.02%	30%

Source: *Union UCU Guild officials 2017/2018 and 2018/2019*

4.2.3 Performance Analysis by Gender

Table 25: Performance by gender in the Council meeting

Gender	Gender (%)	Average of Attendance (%)	Average of Participation Percentile	Average of Influence Percentile
Male	70%	64.62%	54.03	53.21
Female	30%	63.75%	35.45	23.77
Grand Total	100%	64.00%	48.63	44.64

Source: *UCU Guild Performance Report*

This table indicates the summary of UCU Guild average performance in attendance, participation and Influence during the council

4.2.4 Leadership Channels of Communication

4.2.4.1 Engagement of Electorate using channels

Table 26: Engagement of Electorate using channels

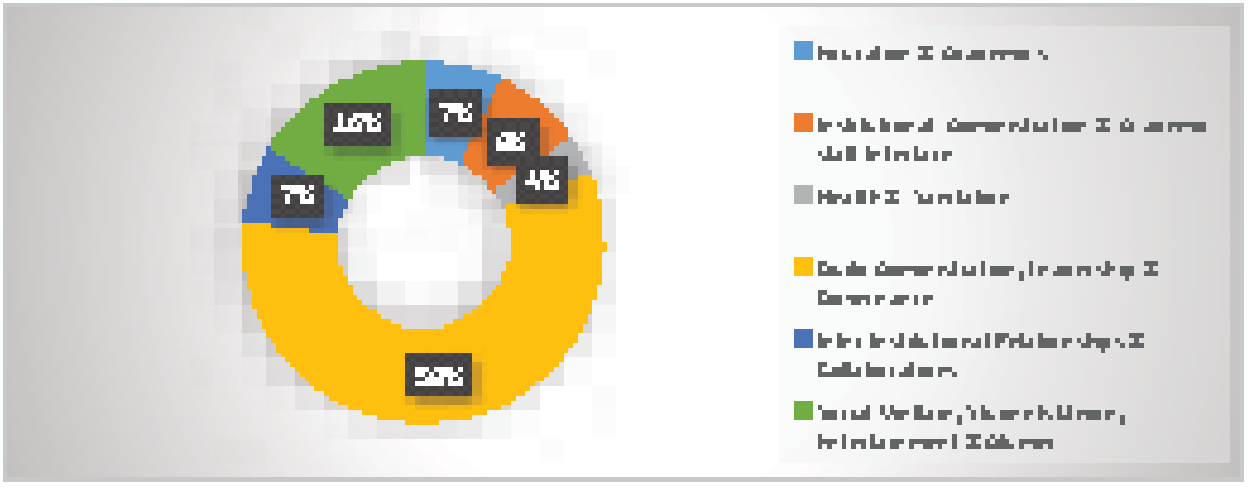
Channels	Yes	NO	Remarks
Guild Notice	YES		Available
Guild Whatsapp's Group	YES		None
Website	YES [illegible]		None
Twitter		No	N/A
Facebook	YES UCU GUILD [illegible]		None
Advertisement	YES The Standard paper		Printed Bi-weekly
Others	YES [illegible]		Undetermined

Source: Key Informant Interviews

The table above indicates 'YES' where UCU Guild had engagement platforms and 'NO' where they did not have

4.2.5 Guild Score on areas of Focus

Figure 28: Guild performance on Areas of Focus in percentage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4.2.6.1 Council meetings

Table 27: Quorum of Council meetings

S/N	DATE	ATTENDANCE	TOTAL NUMBER OF GRCs	QUORUM (%)
1	07th Jan 2019	24	60	40.00%
2	16th Jan 2019	44	60	73.33%
3	17th Jan 2019	41	60	71.66%
4	18th Jan 2019	40	60	66.66%
5	Above	24	60	40.00%
			Average Quorum (%)	58.33%

Source: UCU Cliff Council Minute 2018-2019, List of UC U Cliff 2018.

From the table above UCU achieved its quorum (2/5) in only 3 meetings which constitutes 40 above in attendance

4.2.6.2 Cabinet meetings

Table 28: Quorum of Cabinet meetings

S/N	DATE	ATTENDANCE	TOTAL NUMBER OF GRCs	QUORUM (%)
1	07th Jan 2019	16	11	30.00%
2	11th Jan 2019	18	11	36.36%
3	15th Jan 2019	16	11	30.00%
4	07th Sep 2019	21	11	63.63%
			Average Quorum (%)	55.47%

Source: UCU Cliff Cabinet Minute 2018-2019, List of UC U Cliff 2018.

This table shows that UCU Cabinet had quorum (3/5) in only 1 meeting which has 21 on attendance

4.2.7 Core Governance

Table 29: Scores of UCU Guild in Core Governance

PARAMETER	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			YES	NO
Leadership Guild	President	Declaration of a President	1	
	General Secretary	Appointment of the General secretary	1	
	Speaker	Election of the Speaker and a deputy speaker	1	
	Accountability and welfare of workers	Chairman of leadership governance under the constitutional regime	"Check"	-1
	Parliament		1	
	Existence of Cabinet Ministries	Ministries of water and environment ministry	1	
		Ministries of science ministry	1	

		Mention of academic affairs and ICT	1	
		Mention of research and innovation	1	
		Mention gender, women, and youth issues	1	
		Mention of environment and social affairs	1	
		Mention of research and innovation	1	
		Mention of culture and religious affairs	1	
		Mention of health and food security	1	
		Mention of finance	1	
	Assessment of the collaborations by CAC	Mention of trade and cooperatives affairs	1	
		Mention of tourism affairs	1	
		Mention of academic affairs and ICT	1	
		Mention of research and innovation	1	
		Mention gender, women, and youth issues	1	
		Mention of research and innovation	1	
		Mention of environment and social affairs	1	
		Mention of culture and religious affairs	1	
		Mention of health and food security	1	
		Mention of finance	1	
	Committees	Trade and cooperatives affairs	1	
		Tourism, social affairs and environment	1	
		Health, food security and nutrition and ICT and energy	1	
		Gender	1	
		Others(Specify)	1	
TL	-5			

Good governance	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			Yes	No
	General Assembly	Presence at time of office		-1
	Performance of CAC Parliament	Assessment of the performance of the committees	1	
		Assessment of the performance of the Executive	1	
		Examination and assessment of the reports of the executive	1	
		Ratification of treaties, conventions and other international instruments	1	

		Attendance of meetings committees and ad hoc committees	1	
	Absences of Cabinet	Evidence of apology in an absence scenario		-1
	Quorum at Cabinet	Evidence of the actual number of the attendees		-1

15	-9

Conduct of Business at Council	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			Yes	No
	Number of meetings held for CAC/Affiliates	Evidence of minutes for minutes of all meetings		-1
	Number of meetings held for CAC/Affiliates	Attendance register showing name and place including the agenda		-1
	Quorum at CAC/Partners meetings	The Quorum should be 40 CAC members out of 60		-1
	Minutes of CAC/Partnership scenario recorded	Recorded minutes of all the required scenario fully recorded		-1
	Rules of Procedure Guidelines for conduct of meetings	Rules to regulate the procedure and meetings	1	

1	-11

Succession Planning and Transitional process	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			Yes	No
	Cancel elections	A general election during the 3rd week of September	1	
	Voter Register	Updated register of voters		-1
	Campaigns	Exercise of Open Campaigns Planned by the County government	1	
	Election Complaints	Disposal of complaints within four days from date of lodgement. Failure to comply results to [illegible]	1	
Succession Planning and Transitional process Score			6	-1

CORE GOVERNANCE	Overall Score	97	-26
	Total Score	123	-123
	Percentage Score	78.86%	21.14%

Source: UCU Guild Constitution, Guild Rules of Procedure 2018, Annual Assembly Guild, Attendance Lists of GMCs, Minutes of Guild Officers 2018 Guild Constitution, UCU Guild Constitution 2018 – 2019, UCU Student Guild Constitution, the UCU Guild Annual Planner 2019, Guild Executive Meeting Held on the 4th January 2019 at the Guild Board Room, Guild Cabinet minutes for the meeting held on 9th September 2018 at 1:30 pm, Guild Cabinet minutes for the meeting held on 22nd May 2019 at 10:30 am, Minutes for the 4th Parliament Second Meeting held on 12th, 19th and 26th May 2019, Minutes for the 4th Parliament Second meeting held on 4th January 2019

NB: The highest possible score is 123 and the lowest possible score is -123

4.2.8 Leadership of The Guild

From the above table in the Leadership parameter of Core governance, UCU scored 22 points for compliance because they provided evidenced documents showing the existence of President, General Secretary, Speaker and Ministries indicated but lost 3 points in non-compliance by having unconstitutional position of Clerk.

4.2.9 Good governance

In the parameter of good governance, UCU Guild scored 15 points for compliance since they implemented some of the constitutional mandate under this parameter from the evidence gathered. For instance they made laws in the Council, approved officials, policies and others. However they did not comply in General Assembly according to Article 20 (1) of UCU Guild Constitution, had 4/6 Cabinet meetings and no quorum in all Cabinet meetings. Therefore this resulted in the loss of 9 points for non-compliance.

4.2.10 Conduct of business

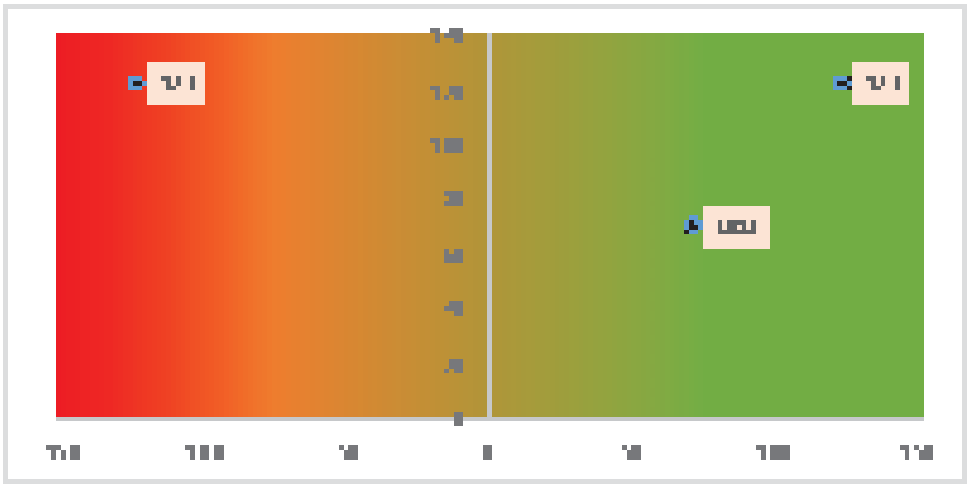
During the conduct of business under core governance UCU Guild scored only 2 points for compliance because they made rules for legislative proceedings in the Council (Guild Parliament rules of procedure 2018), however they lost 12 points by not complying in some areas according to their Constitution for instance- holding only 5/6 council meetings, no notice for meetings, had no quorum in all Council meeting and also did not record minutes for all the sessions.

4.2.11 Succession planning

After evaluation of the documents, results indicate in the table above under succession planning and election process that UCU Guild scored 8 points for compliance because they responded to general elections campaigns, election complaints according to the budget and minutes provided but lost 2 points for non - compliance because they did not provide and updated Voters Register.

4.2.1.2 Overall core governance performance

Figure 29: The Overall Core Governance Performance



Area showing strength in compliance

Area showing neutrality in compliance

Area showing weakness in compliance

Source: UCU Guild Constitution, Uganda Guild Office: 2018 Guild Government UCU Guild Manual 2018 – 2019, GMC and Cabinet Meetings

The UCU Guild Government had an overall score of 71 under core governance performance which implies that they had strength in the overall core government.

From the evaluation and evidence gathered as shown in the table and figure above, this indicates that UCU Guild should improve in areas they were found to be lacking compliance with the Constitution in the core governance parameters whilst emphasizing compliance in the areas where they were found upholding and respecting the letter and spirit of the Constitution. From the Guild Leaders Performance Scorecard for the year 2018/2019, UCU Guild Government has been found to have a 78.86% level of compliance with the Constitution and principle of good governance and therefore needs to improve its performance in the following areas which constituted a 21.14% level of non-compliance -

Under the Leadership Guild section: The Guild Government of UCU 2018/2019 lost 3 points by not complying as follows -

i. Creating unconstitutional position of Clerk.

Under the good governance section: In this section UCU Guild 2018/2019 lost 9 points for non-compliance due to the following limitations -

i. The Guild Government did not provide evidence showing the existence of the General Assembly according to the article 20(9) and 21(2-10) of the UCU Guild Constitution.

ii. The Guild held on 46 Cabinet meetings.

iii. There was no quorum of 2/3 in 3 Cabinet meetings.

Under the governance of conduct of Business in the Council The Guild lost 12 points under this section by not complying in the areas listed -

i Holding only 5/6 Council meetings as mandated by the UCU Guild Constitution under article 61(4)

ii No written notice indicating the time, place and agenda of the Council meeting which is under article 61(6) of UCU Guild Constitution

iii The review quorum of 2/3 in only 3 meetings out of 6 meetings

iv The Guild recorded only 5/6 minutes from the council proceedings which is not abiding with the UCU Constitution under article 61(6)

Under succession planning and transitional process UCU Guild 2018/2019 lost 2 points for not complying as follows -

i The Guild did not provide an updated voters register which is in the UCU Guild Constitution under article 83(3)(24)

4.2.1.3 Legacy Projects

Table 20: Scores in Legacy Projects

SCOREABLE COMPONENT	YES/NO	RESULTANT SCORE
Do you have a project?	YES	1
Is the project shown in the budget?	YES	1
Is the project in the work plan?	YES	1
Is the project talked about in the minutes?	YES	1
Student recognition	YES	1
Administrative recognition	YES	1
External recognition	NO	0
TOTAL SCORE		6
Percentage score		85.71%

Source: Strathmore Guild Governance Audit 2018 – 2019, the UCU Guild Annual Planner 2019 Minutes reviewed during the audit for Governance, Minutes of the Strathmore Law Students Association, Minutes for the Strathmore Business Students Association, Minutes for the Strathmore Science Students Association, Minutes for the Strathmore University Students Association for the year 2019

The table above indicates that UCU Guild scored 6 out of 7 for Legacy Projects and thus the results in 85.71 percentage score

4.2.1.4 Performance of Special Offices

In this section, we looked at the performance of different Offices in the Guild in reference to the special roles assigned to them according to the UCU Students' Guild constitution

Table 3: Performance of Special Offices of the UCU Guild Government 2018/2019

Office	Roles	Performance
Office of the Speaker	➢ Call and preside over all meetings of the Guild Parliament and General Assembly in consultation with the Guild President ➢ Deputy Speaker to preside in absence of the Speaker and other roles assigned by the Speaker	➢ The Speaker presided 5 Council meetings which passed different motions
Office of the President	➢ Execute and maintain UCU Guild Constitution and all laws made under or continued in force by the Constitution ➢ Vice President to deputize for the Guild President whenever the need shall arise ➢ Responsible for affairs of students' clubs, societies and organizations	➢ The President presided the representatives of the Annual General Meeting and also chaired Cabinet meetings
Tribunal Office	➢ Hearing and determining cases between students and ensuring discipline, order, justice, peace and equity prevail among the students	Absence of evidence presented
Office of the Electoral Commission	➢ Chairman EC to coordinate all Commission work and share of other officers, preside over all meetings of the Commission, ensure regular free and fair Elections. Supervise and control Commissioners and other members of the Commission in the execution of their duties ➢ General Secretary EC to take and keep minutes of the Commission meetings and keep a proper registry of all the works, handle all correspondences of the Commission and other duties assigned ➢ EC Finance person to receive and manage all Commission finances, keep proper record of all Commission accounts and avail financial reports at the end of the term of office of the Commission ➢ Publicity EC to disseminate all information about elections, regularly update voters about Commission work, hold press conferences and liaise with the media on behalf of the Commission, receive complaints from the voters and the general public and any other duties from the Chairperson	➢ The Election activities were reflected on the Guild Annual Work Plan showing the process ➢ The Students Guild Budget presents the amount which the Commission used during the General Elections ➢ The Commission through their Chairman presented a proposal for training and use of an Electronic Voting System

The Cabinet Attendance	➢ To determine, Formulate and implement the policy of the Government and answerable to the President for the advancement of his/her ministry	➢ Ministry of Internal Affairs implemented Budget Project ➢ Ministry of Finance presented the Budget ➢ ICT Ministry presented Quarterly report

Source: GRC Meeting Minutes, UCU Guild Constitution, Guild Annual Manual, Guild Budget 2018/2019

4.2.15 Average Attendance of Ministerial Sessions

Average membership Attendance
66.6%

Source: UCU Universal Attendance list, Core Governance Table

4.2.16 Final Grade

Table 22: The Final Grade

PARAMETER	MARK	GRADE
Core Governance	76.66%	A
Legacy Project	83.71%	A
Membership	66.60%	B

Source: Core Governance Table, Legacy Project Table and UCU Universal Attendance List

The table above is showing the final grades of UCU Guild 2018/2019 in Core Governance, Legacy and membership

4.2.17 Administrative Remark

"The Guild Government greatly advocated for students' welfare and the government also utilized the guild fund resourcefully." The Dean of Student Affairs during the General Assembly held before the handover

4.3 OBSERVATIONS

i. There is compliance in most areas that were not complied by the previous government mostly under core governance, succession planning and transitional process plus legacy projects where Guild includes projects in the planning calendar, in the budget and also discussing it in the Council hence building up good governance

ii. Rule 17 of the UCU Guild Rules of Procedure reflects on the composition of parliamentary committees thus the Guild broke the rule by not providing committee minutes

iii There are Ministers who miss sessions without leave permission or reasons which cost a lot of time postponing their questions during Plenary

iv During the session of this Government, motions have been voted by GRCs without the Speaker passing question as it is in the rule 4 (3) of the Rules of Procedure. This means that the rule has been breached

v Most of the Assistant Ministers have got below average because they don't attend all or any of the council and Cabinet meetings

4.4 RECOMMENDATIONS

i Amend the Constitution by providing the position of Clerk

ii Provide evidence (Minutes and notices) on General Assembly meetings

iii The Guild should hold all the 6 Cabinet meetings a year

iv All Cabinet meetings must be held with quorum of 2/3 of the total number

v UCU Guild must hold all 6 Council meetings of their term in office

vi There should be written notice indicating agenda, venue, time and date of the Council meetings

vii The Guild Government of UCU must have all 6 council meetings held with the quorum of 2/3 of the total number of GRCs

viii All the 6 Council meeting should present minutes

ix The Electoral Commission should present an updated register to show that was succession planning and transition process

4.4.1 Analysis of previous recommendations (2017/2018) to the Guild Governance

Table 3: Implementation scores from previous recommendations

RECOMMENDATION	ACTION TAKEN OR OMISSION	LEGALITY OF ACTION TAKEN OR OMISSION	OUTCOME OF ACTION TAKEN OR OMISSION	IMPLEMENTATION SCORE
Amend constitution and provide for the position of Clerk	None	None	Position still legally vague	0
Provide document showing the approval of Governance, Cabinet and minutes	Council approved ORCs in their meetings	The Constitution was generally adhered to during the process	All actions improved in their performance since there had evidence of their work	1
Show updated improved report on Succession planning and Transitional process	None	None	Poor record keeping about succession planning and transitional process	0
Added all ORC, Governance and Cabinet meetings	✓Council meetings ✓Cabinet meetings ✓Governance meetings	The constitution was not fulfilled because there did not exist all 6 meetings	Below average performance of some ORCs	0
Re Peer Process in the work plan and the budget	The process were all planned and allocated in the budget	The Council ran and recorded the process using the constitution	The Review Process was implemented	1
RECOMMENDATION SCORE			SCORE	1
			TOTAL	5
			Score (%)	40%

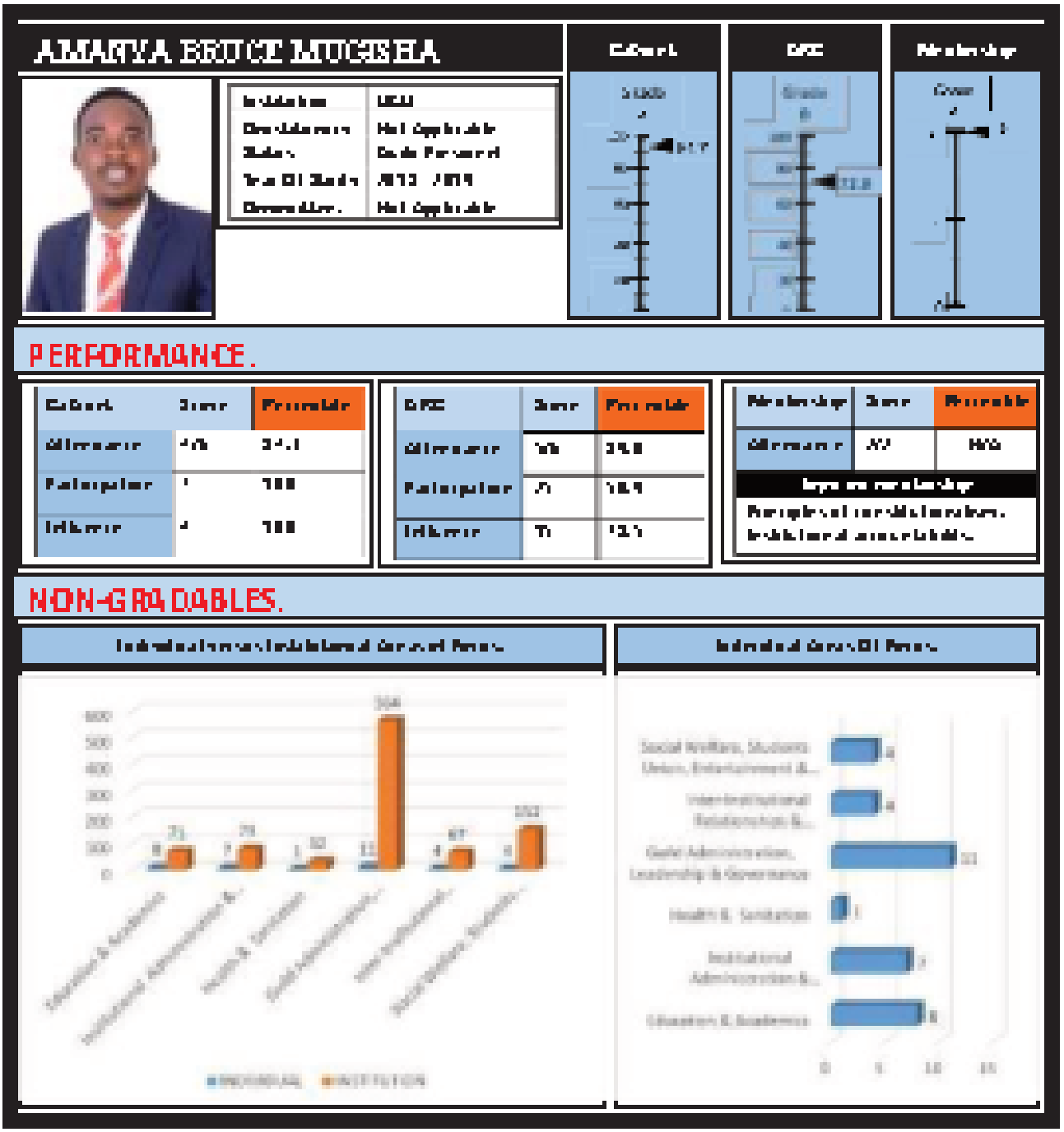
Source: UCT Guild Constitution, Guild Rules of Procedure 2018, Annual Report Guild, Cabinet meeting minutes for January 2019 for the Guild Council Room, Guild Cabinet minutes for the meeting held on the 3rd September 2018 at 17:30pm, Guild cabinet minutes for the meeting held on 22nd June 2019 at 10:30am, Annual minutes for the Ad Hoc Finance Committee held on May 11th and 12th January 2018, Annual minutes for the Ad Hoc Finance Committee for the 7th January 2019.

In the 2017/2018 Guild scorecard, 5 recommendations were made and only 2 have been found to be implemented in the 2018/2019 thus UCT has a score of 40% under the recommendations

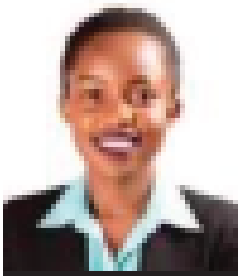
4.5 INDIVIDUAL FINDINGS

This section shows the performance of each individual in the UCU Guild during the parliamentary sessions of GRCs, Cabinet and Membership sessions

4.5.1 Findings



BASUDDA VANESSA



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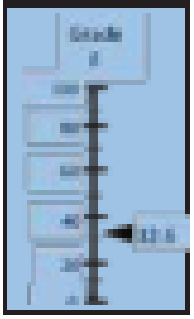
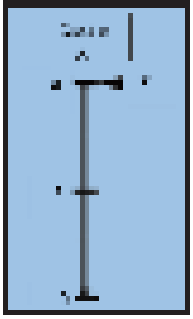
[illegible]	[illegible]

Cohort	DRC	Relationship
Not Applicable		

PERFORMANCE.

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

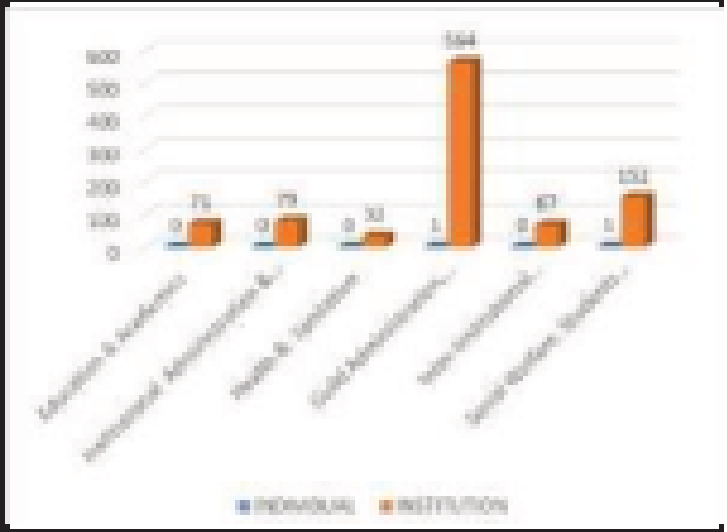
DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



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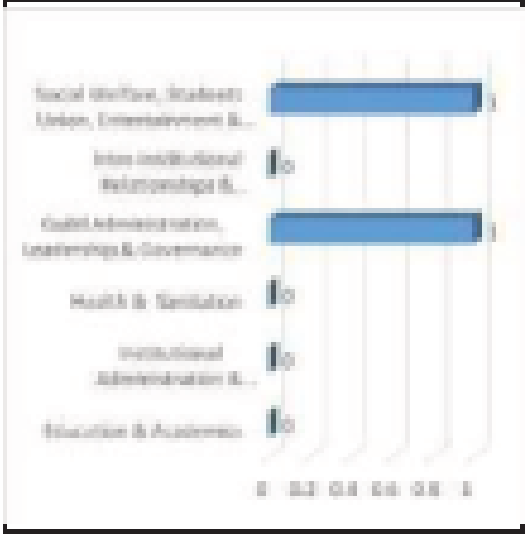
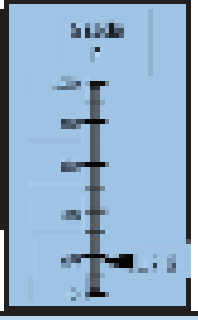
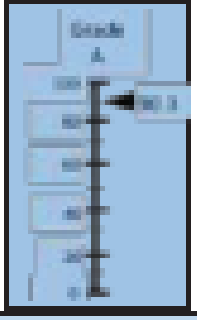
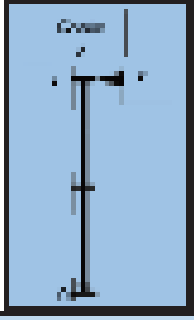


TORIT AMUKAMA BAYEKA

[illegible]	UCU
[illegible]	Rwizamba Mbale
[illegible]	Speaker To Parliament
[illegible]	2010 - 2014
[illegible]	Legal Counsellor







PERFORMANCE.

Cohort	Score	Percentile
Attendance	76	1.7
Participation	7	45.3
Behavior	8	1.7

DISC	Score	Percentile
Attendance	76	28.8
Participation	7/9	78.8
Behavior	18	27.7

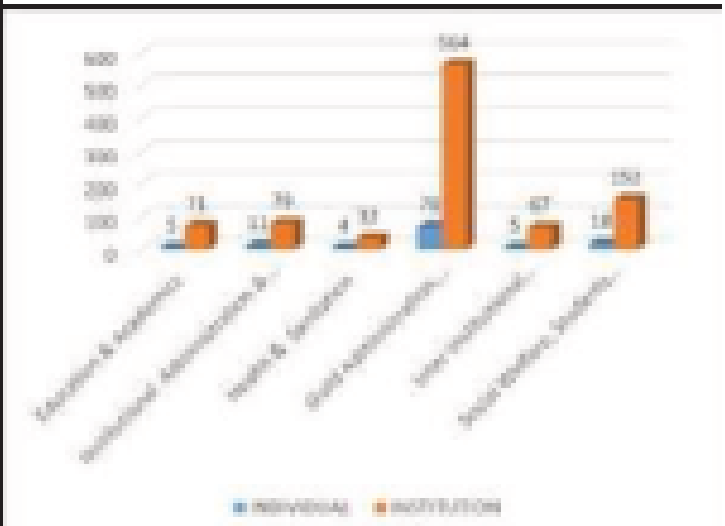
Mentorship	Score	Percentile
Attendance	8/7	44%

Improve on mentorship

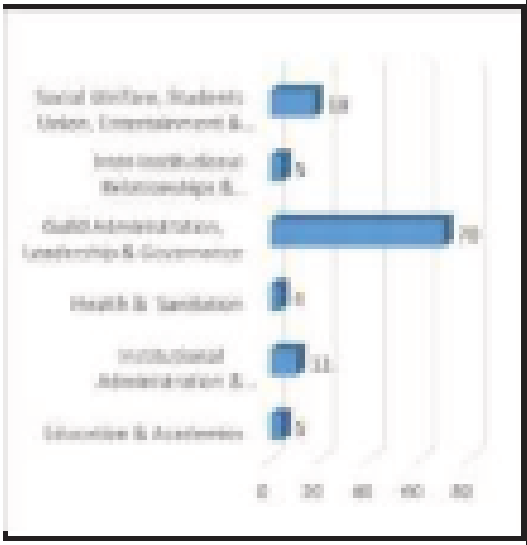
Prioritize on punctuality and attendance. Be bold and ask questions.

NON-GRADABLES.

Individual Service Activities Logged Against Personal Goals



Individual Goals Of Person



AGUTI SUSAN

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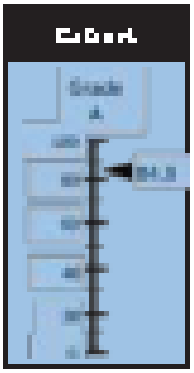

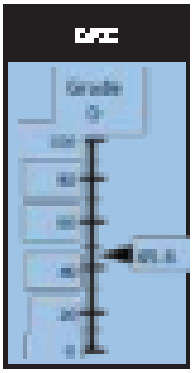

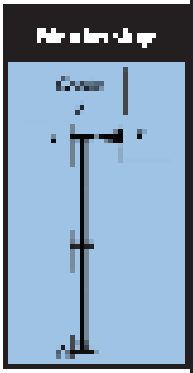

PERFORMANCE.

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NON-GRADABLES.

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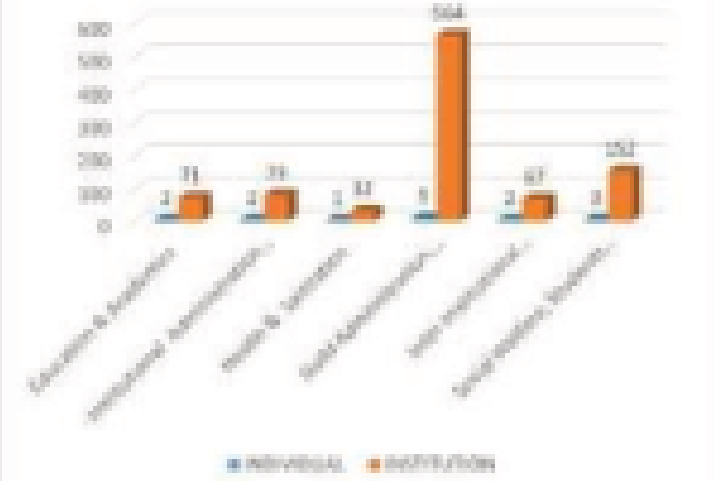

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BAKASHABARUHANGA MOSES

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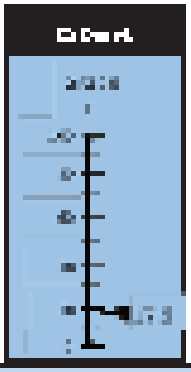

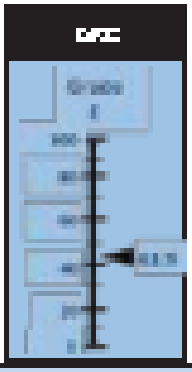

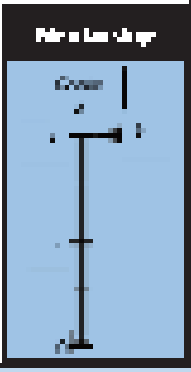

PERFORMANCE.

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NON-GRADABLES.

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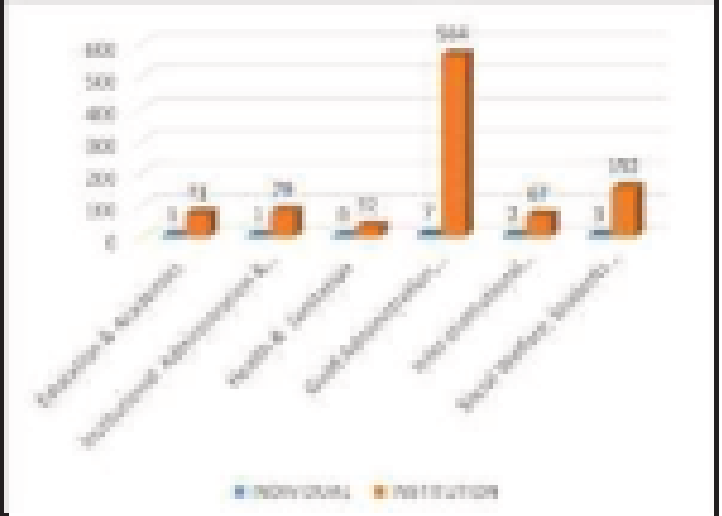

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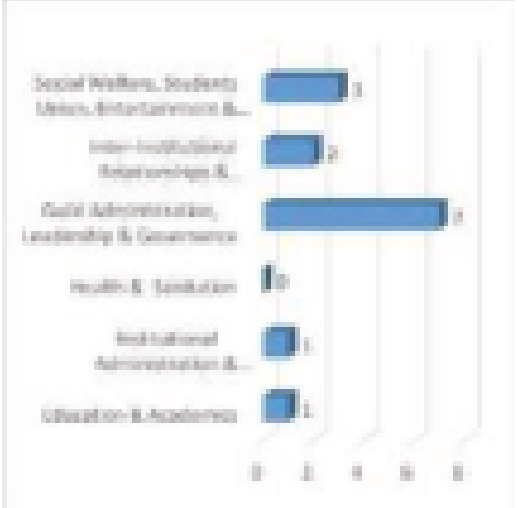
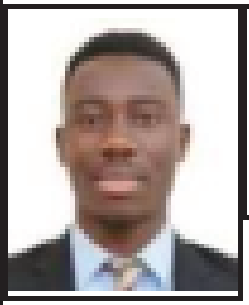


OKIA EMMANUEL



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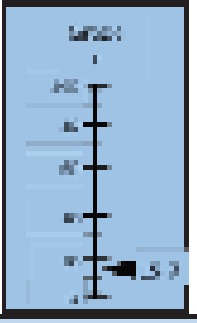
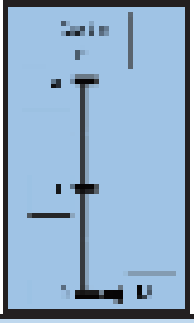
Cohort

Not Applicable

DISC



Relationship



PERFORMANCE

Cohort	Score	Percentile
Observer	N/A	N/A
Participant	N/A	N/A
Influencer	N/A	N/A

DISC	Score	Percentile
Observer	[illegible]	[illegible]
Participant	[illegible]	[illegible]
Influencer	[illegible]	[illegible]

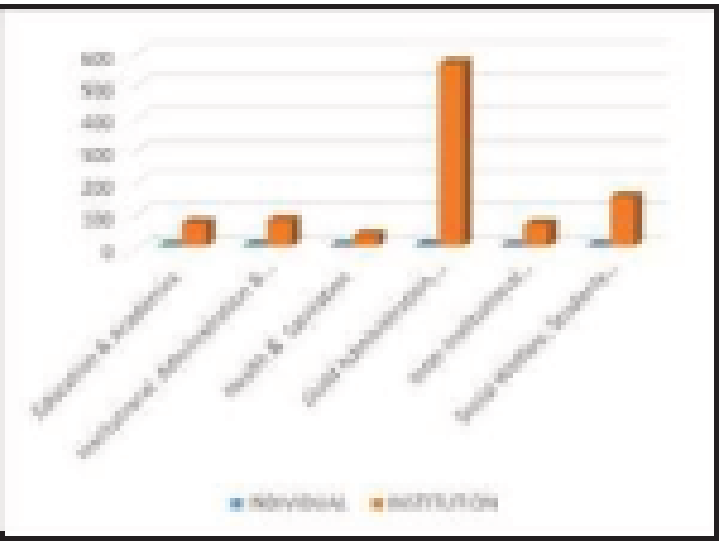
Relationship Score	Percentile
Observer	[illegible]

Type of relationship

[illegible]

NON-GRADABLES

[illegible]



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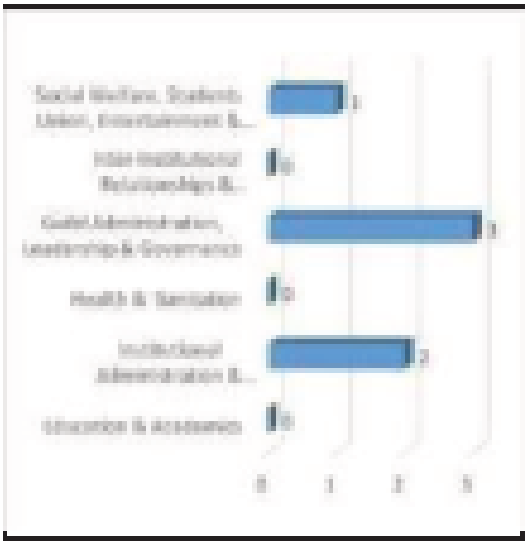

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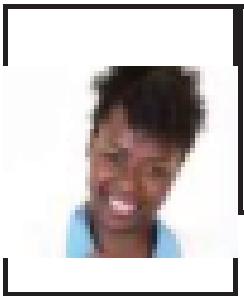

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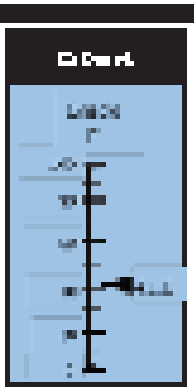

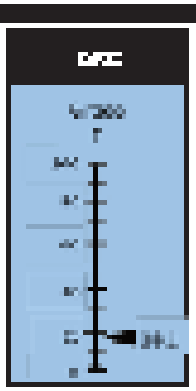

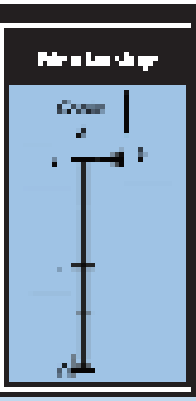

PERFORMANCE

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NON-[illegible]

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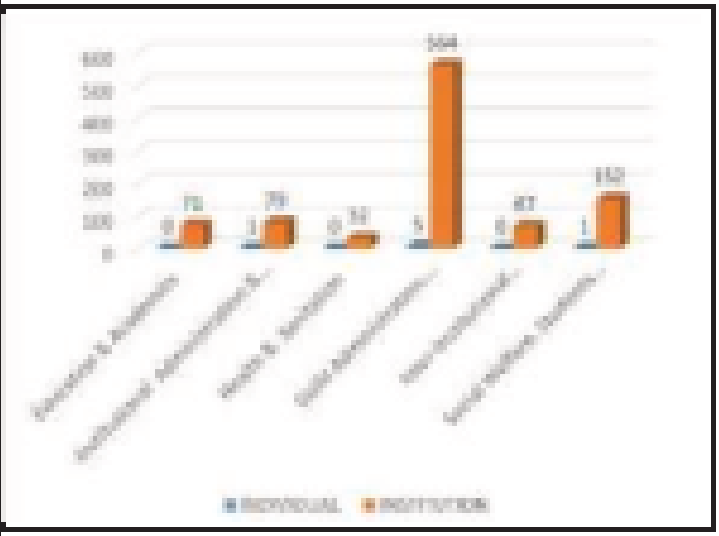

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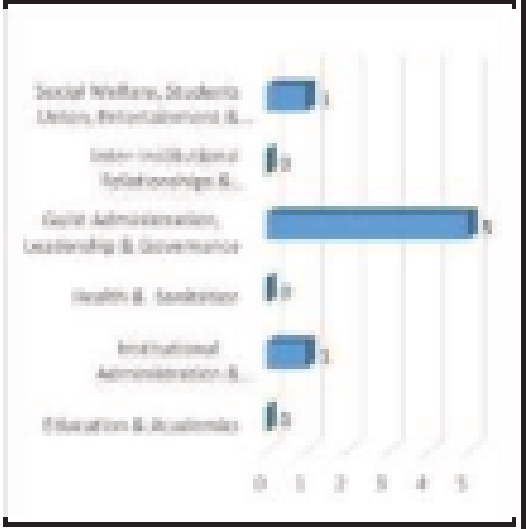

AGNES CRISPER

[illegible]	[illegible]
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[illegible]	Not Applicable

Cohort
Not Applicable

DCC
[illegible]

Mentorship
[illegible]

PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DCC	Score	Percentile
[illegible]	N/A	12.1
[illegible]	71	18.9
[illegible]	7	12.1

Mentorship	Score	Percentile
[illegible]	7.0	N/A

Type of mentorship
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NON-GRADABLES

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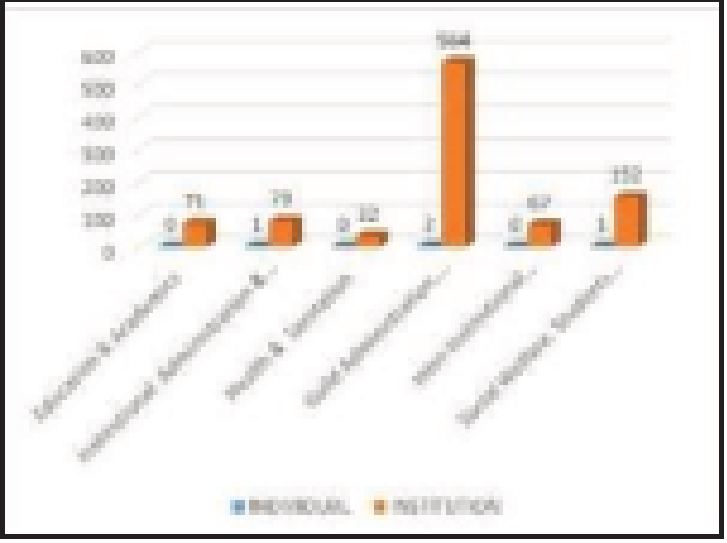

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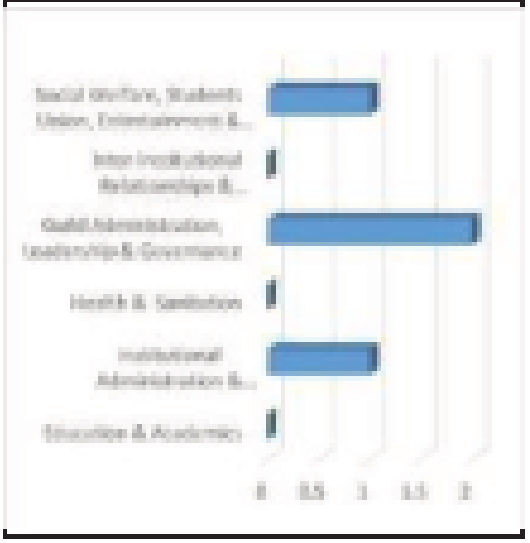
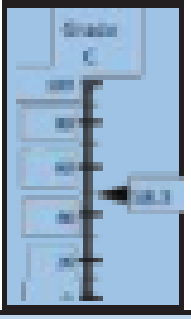
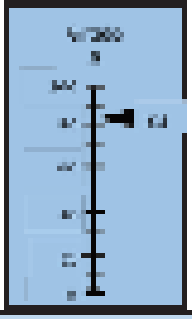
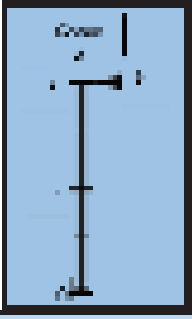


ASHIANYE MICHEAL

[illegible]	UCU
[illegible]	MP Business
[illegible]	Female
[illegible]	2018 - 2019
[illegible]	Not Applicable







PERFORMANCE

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NON-GRADUABLES

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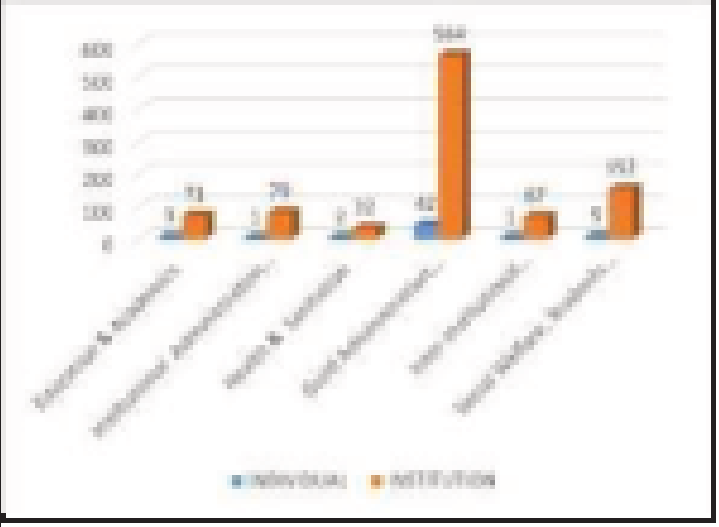

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NALUMAGA MARY

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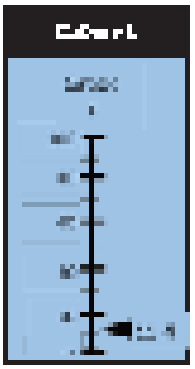

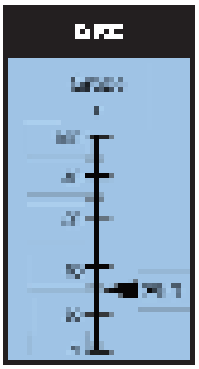

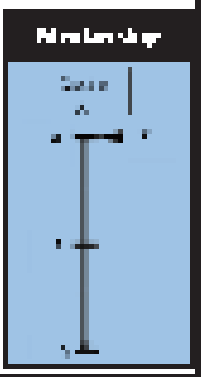

PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
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Membership	Score	Percentile
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NON-GRADABLES

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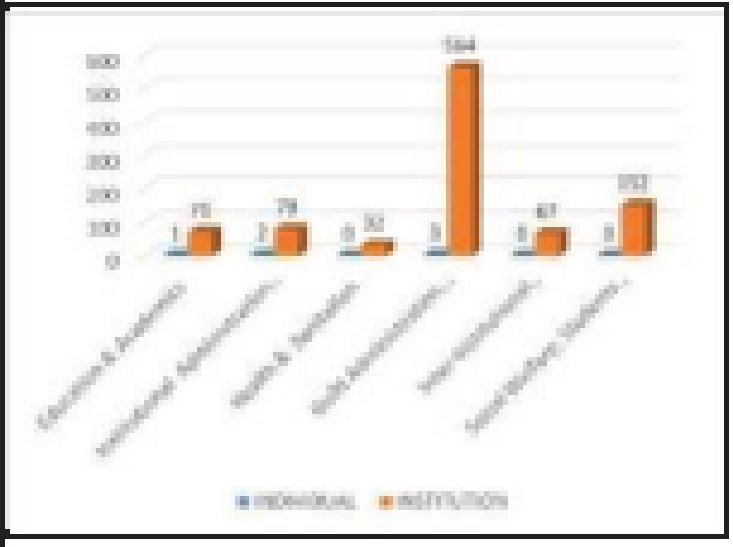

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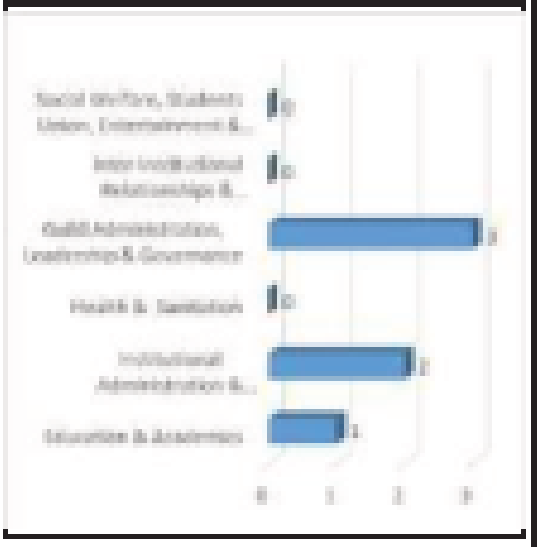
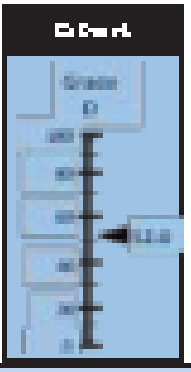
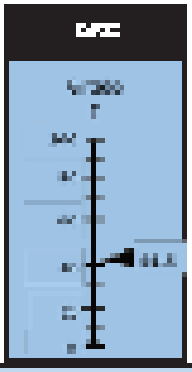
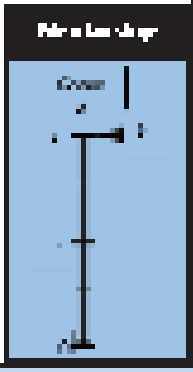


NYANGO BERNARD

[illegible]	UCU
[illegible]	Min. Director [illegible] Gen'l. Affairs
[illegible]	Minister General
[illegible]	2010 - 2019
[illegible]	Not Applicable







PERFORMANCE

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]

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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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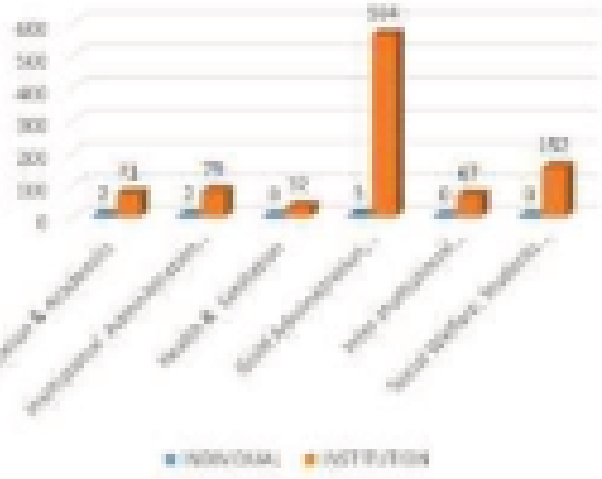
NON-GRADUABLES

[illegible]



[illegible]

[illegible] IGA JOSHUA

[illegible]	[illegible]
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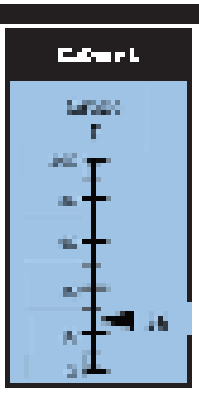
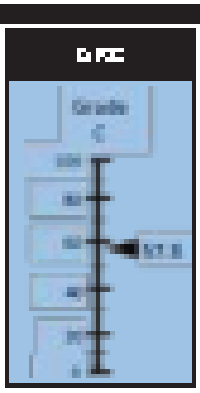
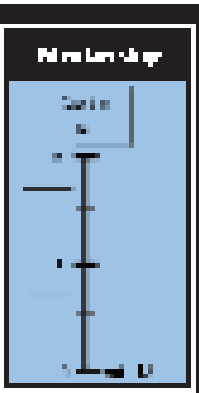






PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

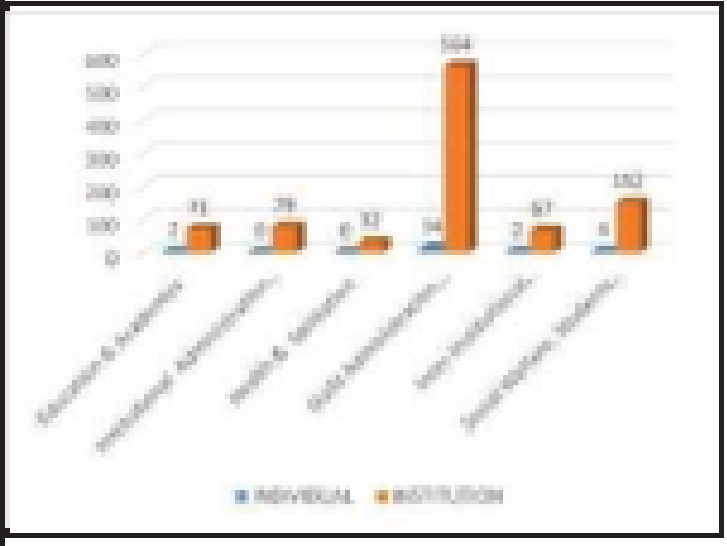
DICC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship Score		Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES

[illegible]



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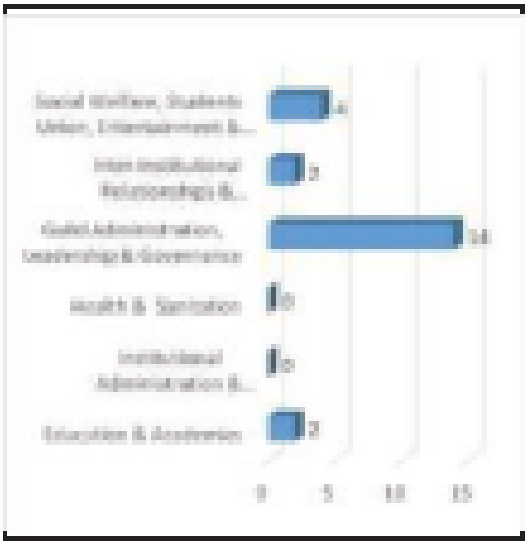

BURYO EMMANUEL

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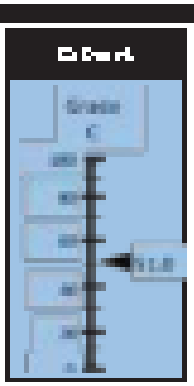

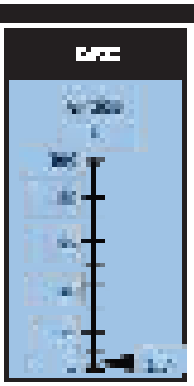

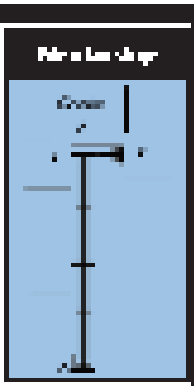

PERFORMANCE

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NON-GRADABLES

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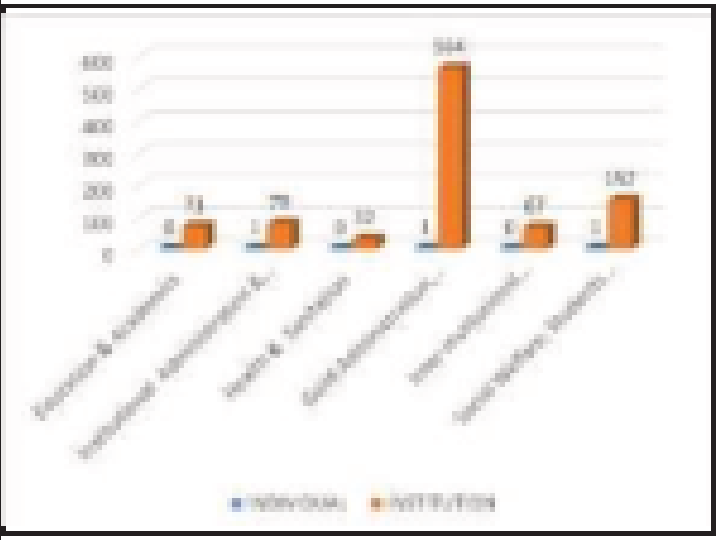

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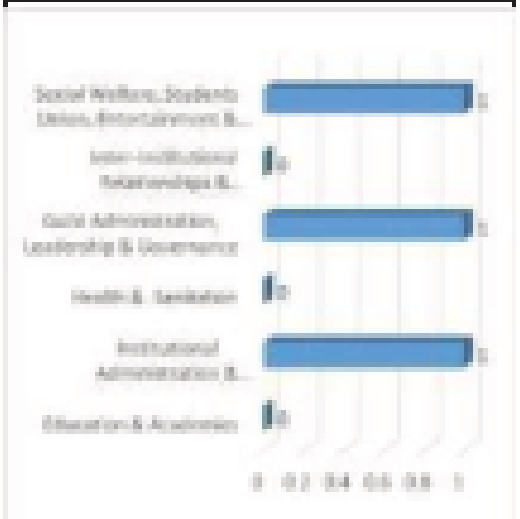

KAHINDA FREDRICK

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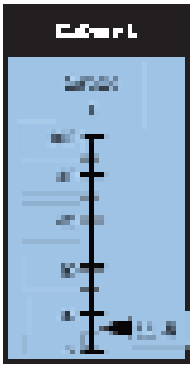

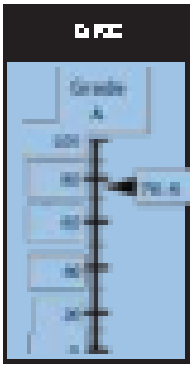

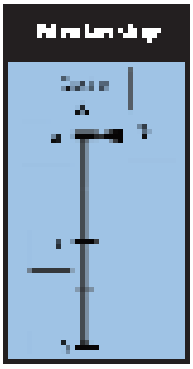

PERFORMANCE

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
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[illegible]

NON-GRADABLES

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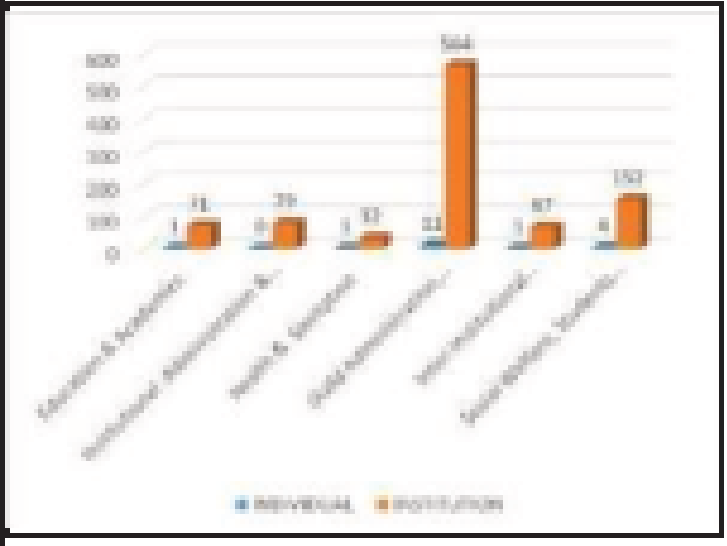

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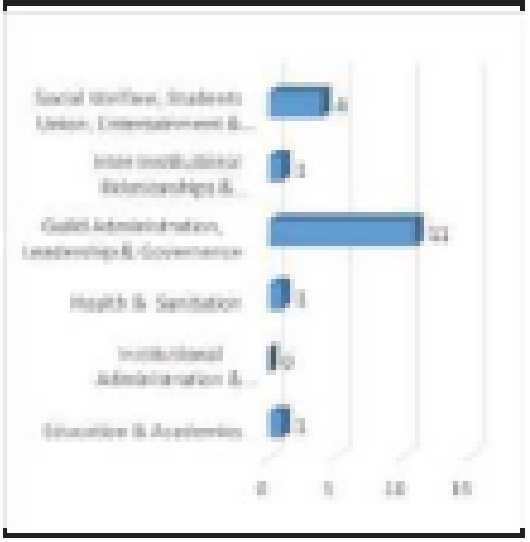

ARIGIDA ALBERT

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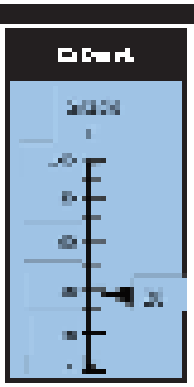

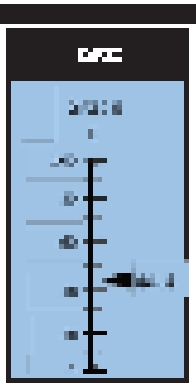

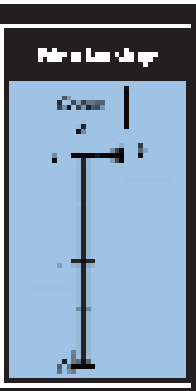

PERFORMANCE

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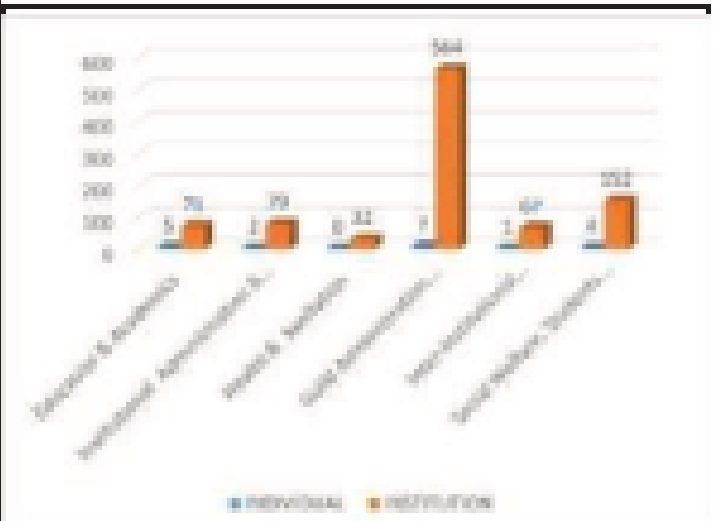
NON-GRADUABLES

[illegible]



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AKORAGIT YOSEA

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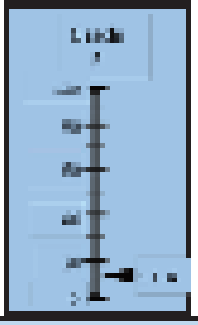

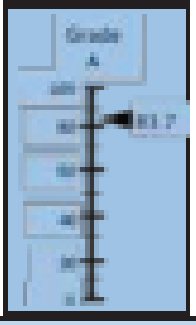

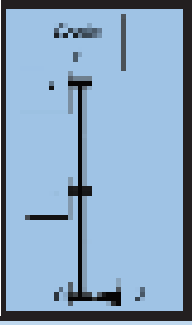

PERFORMANCE

[illegible]	[illegible]	[illegible]
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NON-GRADABLES

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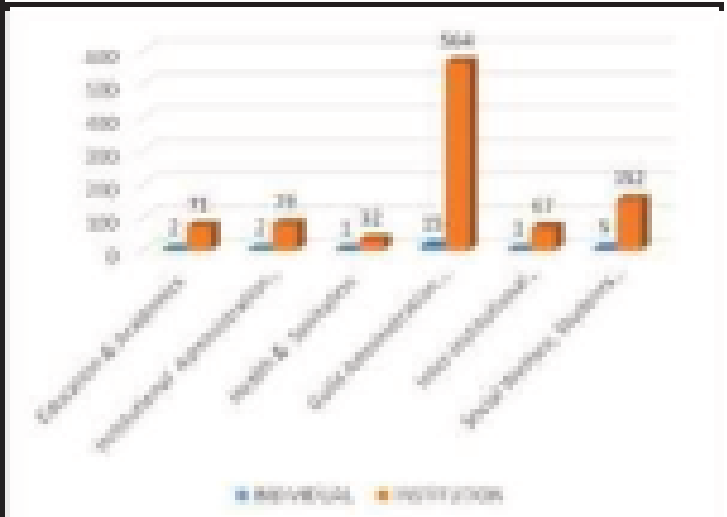

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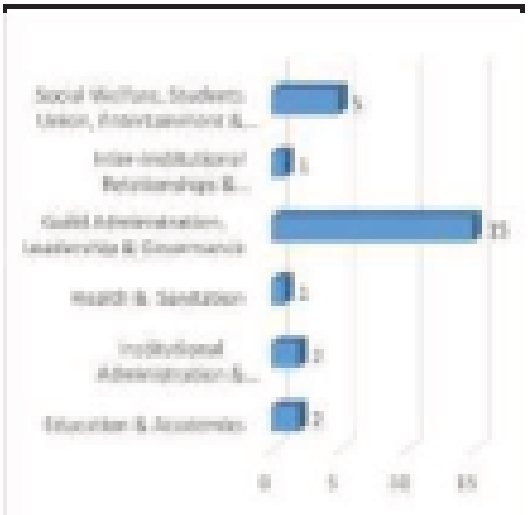

LUYIRIKA TIMOTHY

[illegible]	[illegible]
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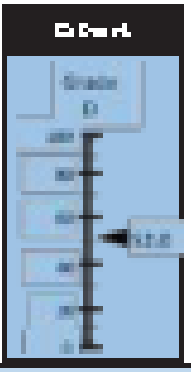

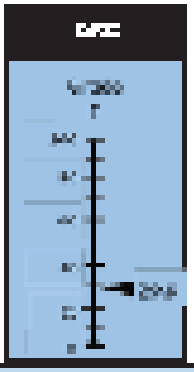

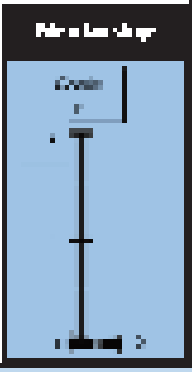

PERFORMANCE

Others	Score	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentage
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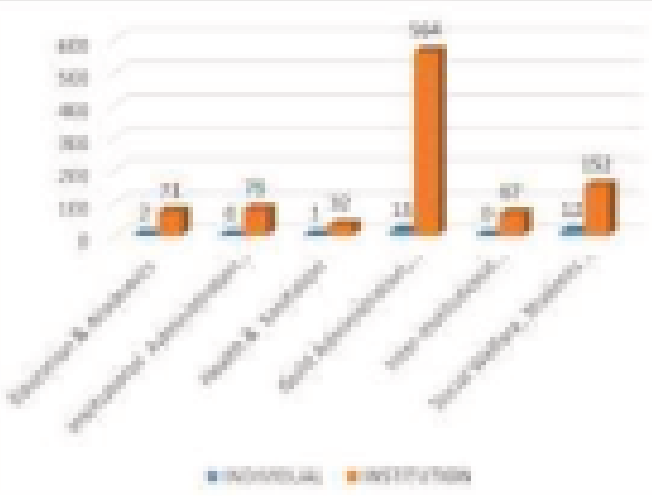
NON-GRADABLES

[illegible]



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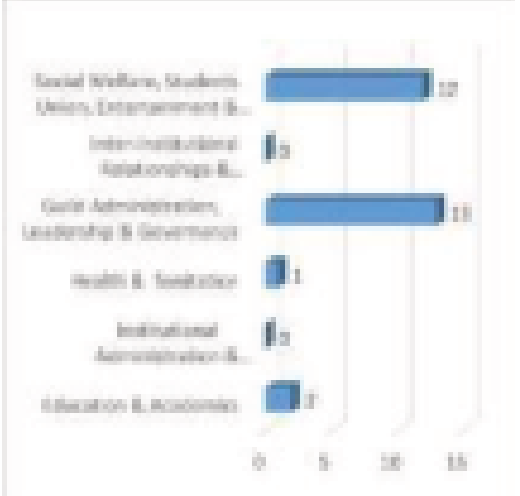
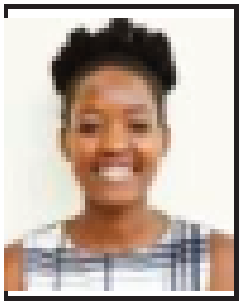


NABWIRE PEGGY KEREN



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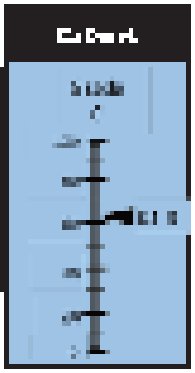
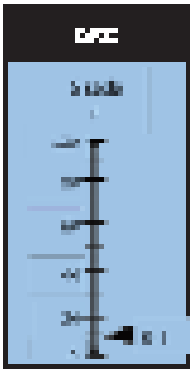
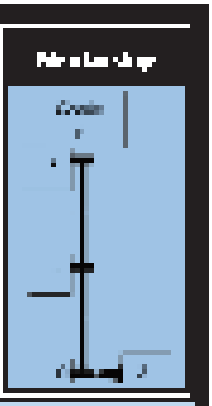
[illegible]	Not Applicable
[illegible]	Degree in Agricultural Extension
[illegible]	2013 - 2018
[illegible]	Not Applicable







PERFORMANCE

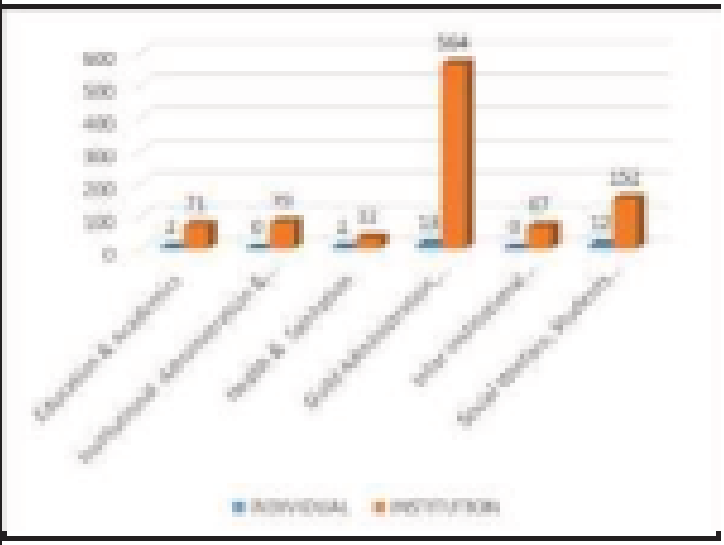
Cohort	Score	Percentile
Observation	2/6	33.3
Participation	1	1%
Influence	1	33.3

DRC	Score	Percentile
Observation	1/6	16.6
Participation	1/2	50.0
Influence	0	0.1

Membership	Score	Percentile
Observation	0/2	0.0
Degree of membership		
Principal contributions to [illegible]		

NON-GRADABLES

Individual versus Institutional Centrality Scores



Individual Centrality Scores

MBABAZI CHALLOT

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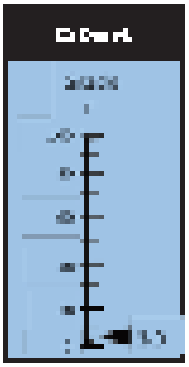
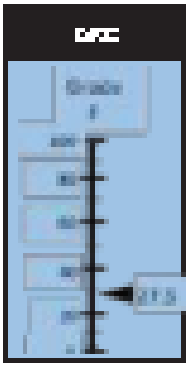
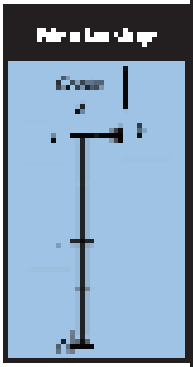
[illegible]	Member Of [illegible]
[illegible]	2010 - 2019
[illegible]	Holds a [illegible]







PERFORMANCE

Cohort	Score	Percentile
[illegible]	76	1.1
[illegible]	1	1.1
[illegible]	8	1.1

DRC	Score	Percentile
[illegible]	1/6	74.5
[illegible]	9	10.1
[illegible]	4	18.8

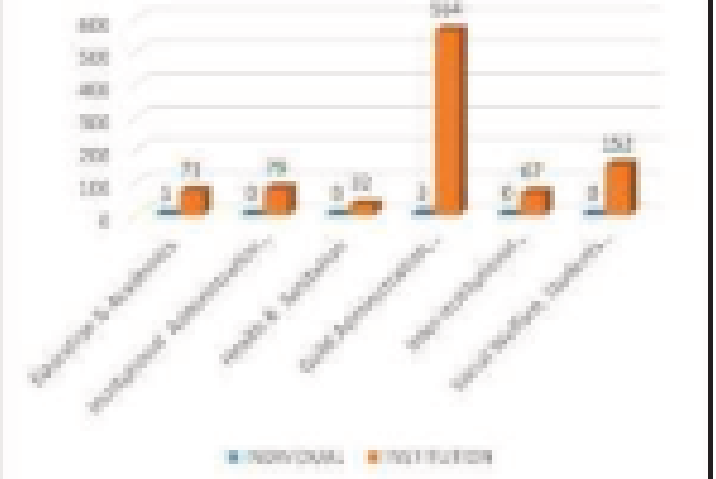
Membership	Score	Percentile
[illegible]	A2	1M0

Type of membership

[illegible]

NON-GRADUABLES

[illegible]



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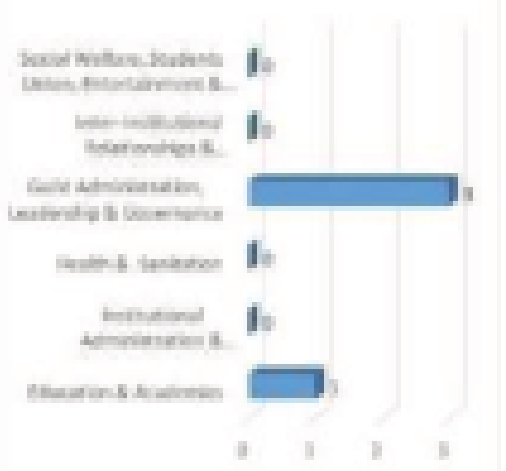
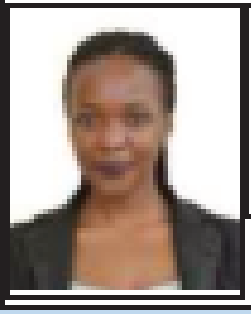


KALUNGI NICOLE



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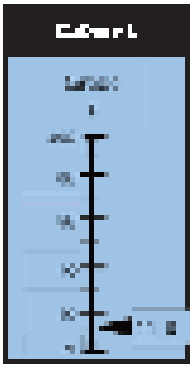

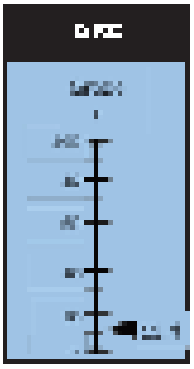

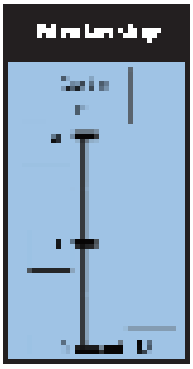

PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
[illegible]	[illegible]	[illegible]

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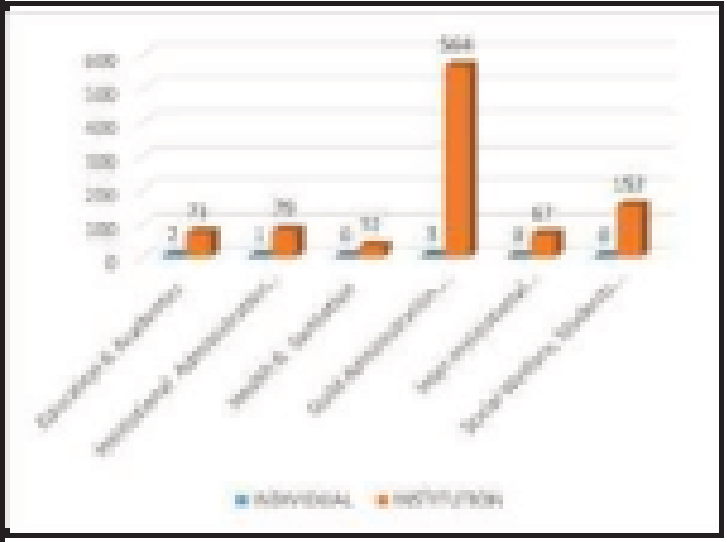
NON-GRADABLES

[illegible]



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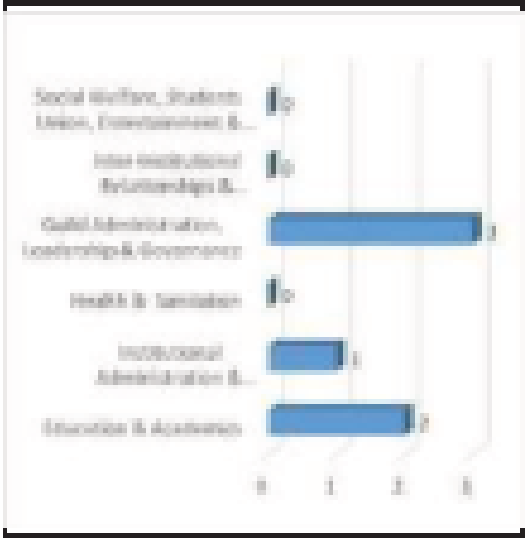

KAJUBA CHARLES

[illegible]	[illegible]
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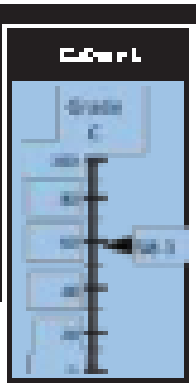

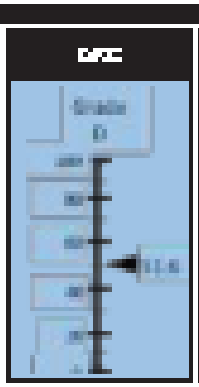

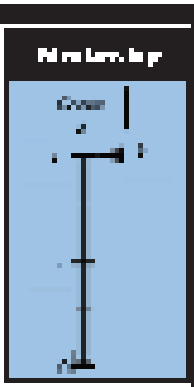

PERFORMANCE

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
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NON-GRADABLES

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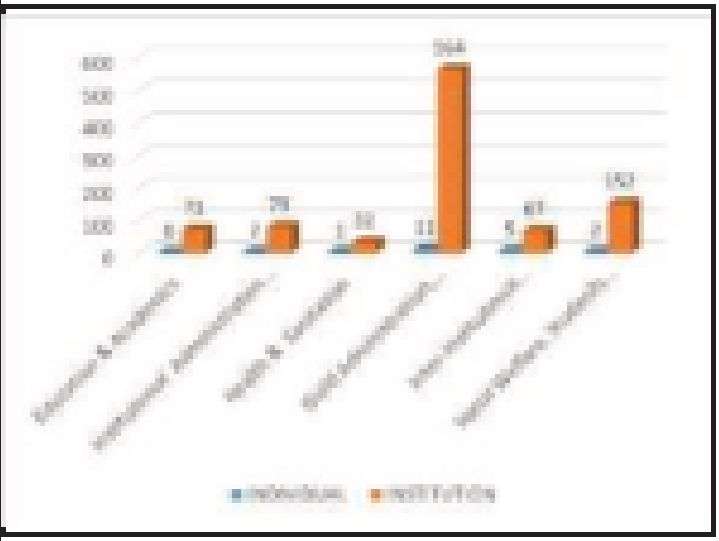

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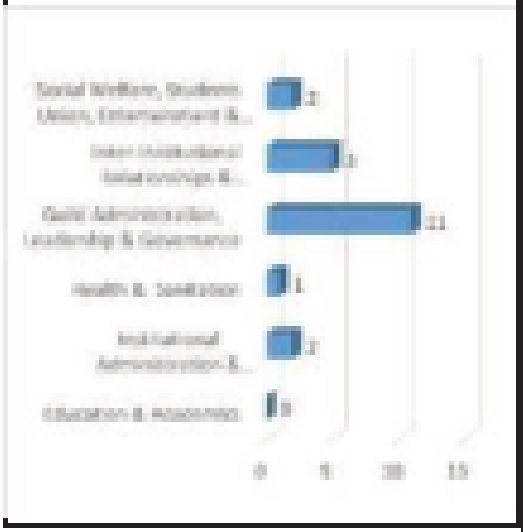

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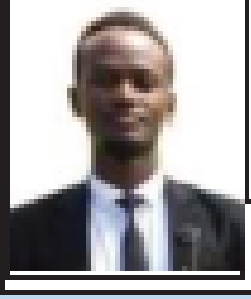

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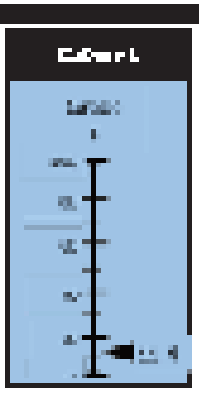

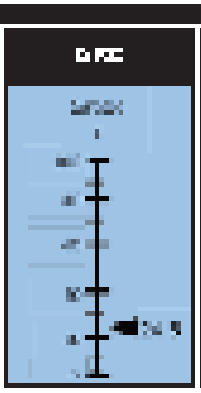

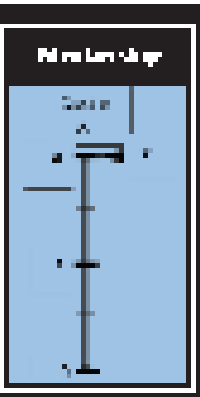

PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DICC	Score	Percentile
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Relationship Score		Percentile
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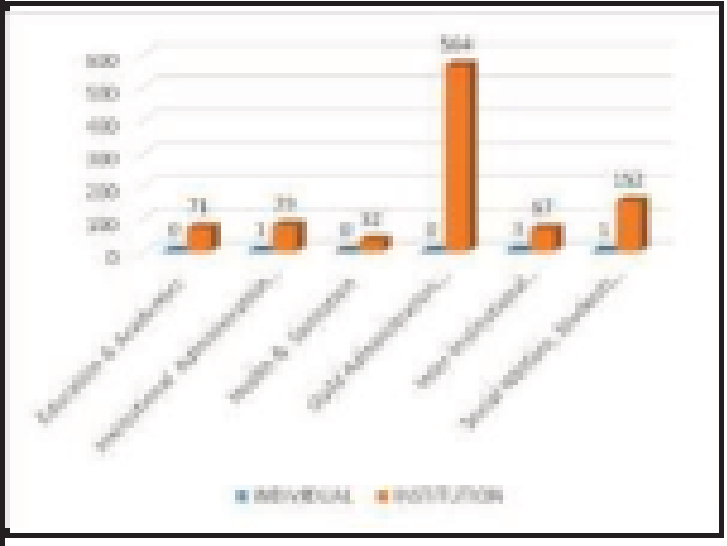
NON-GRADABLES

[illegible]



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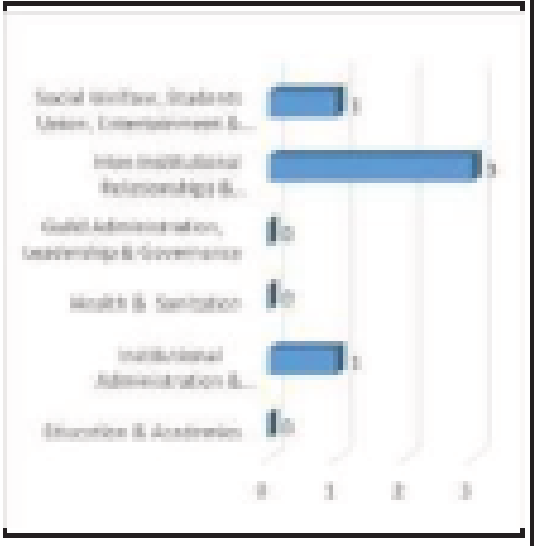

AKANKWASA TWEBEN

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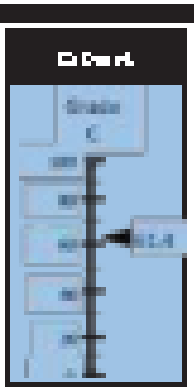

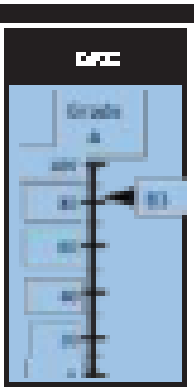

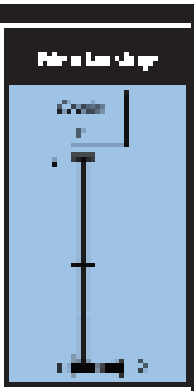

PERFORMANCE

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[illegible]	[illegible]	[illegible]
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[illegible]

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NON-MONETARY BENEFITS

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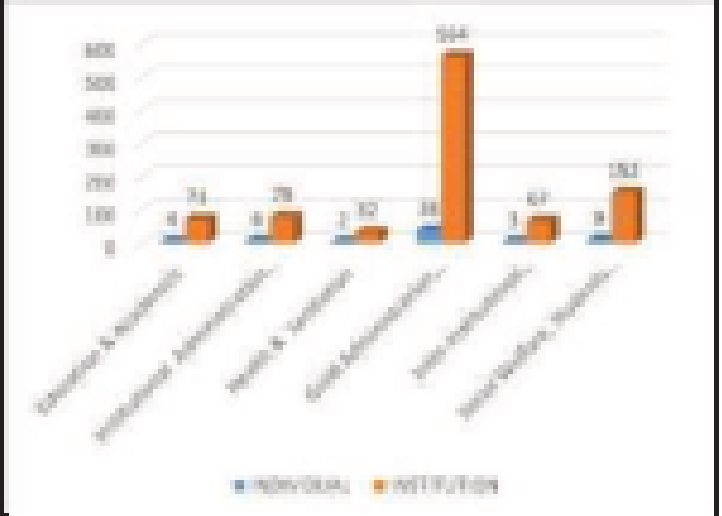

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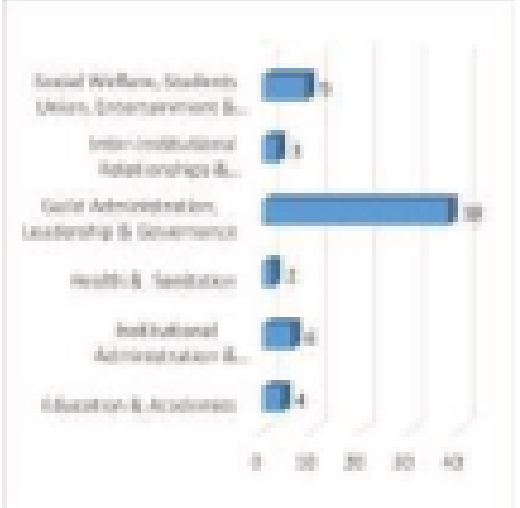

NAWALUBWA DOROTHY

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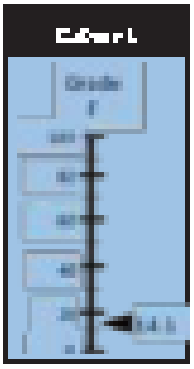

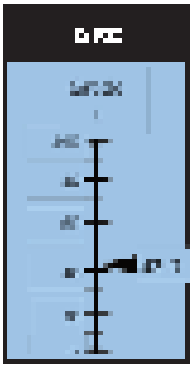

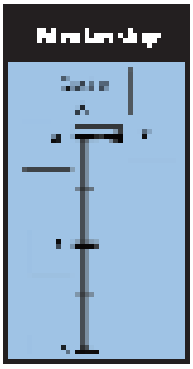

PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DCC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
[illegible]	[illegible]	[illegible]

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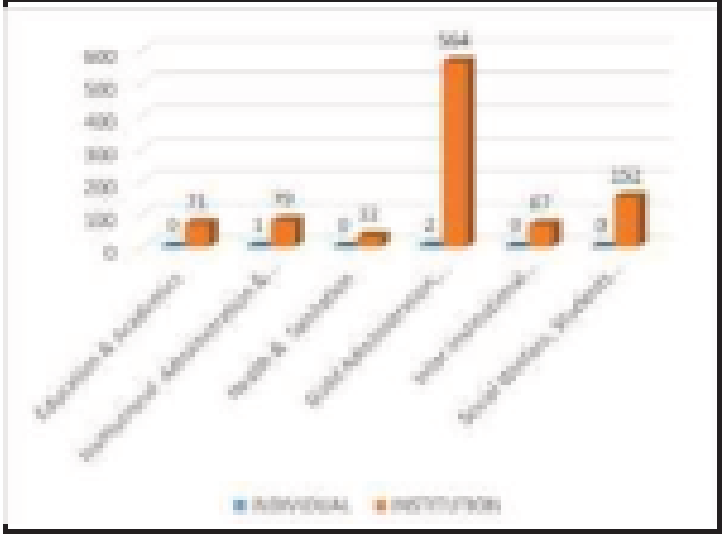
NON-GRADABLES

[illegible]



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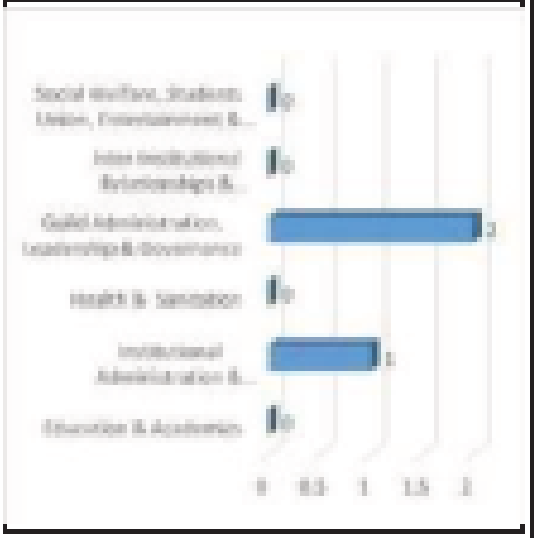

O CHIENG RICHARD

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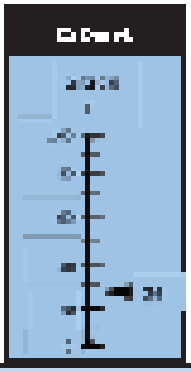

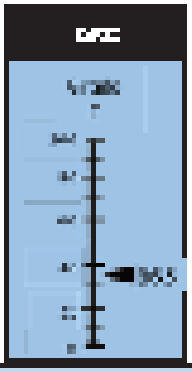

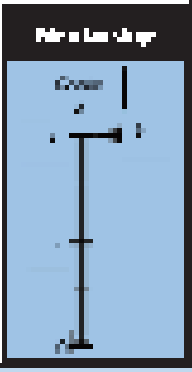

PERFORMANCE

[illegible]	[illegible]	[illegible]
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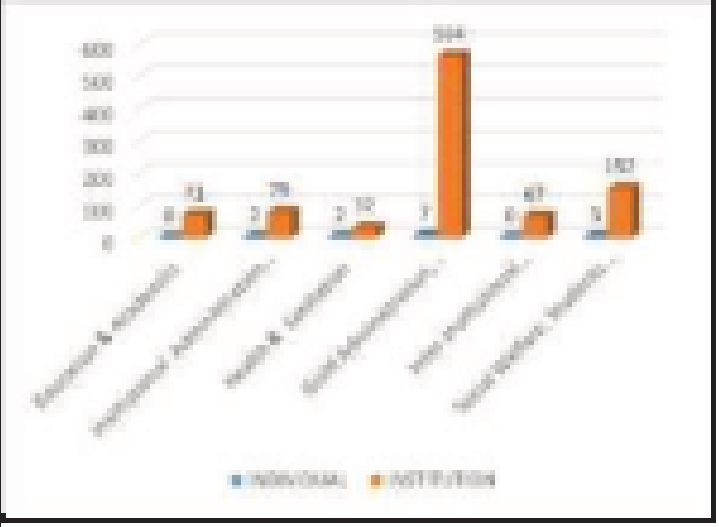
NON-GRADABLES.

[illegible]



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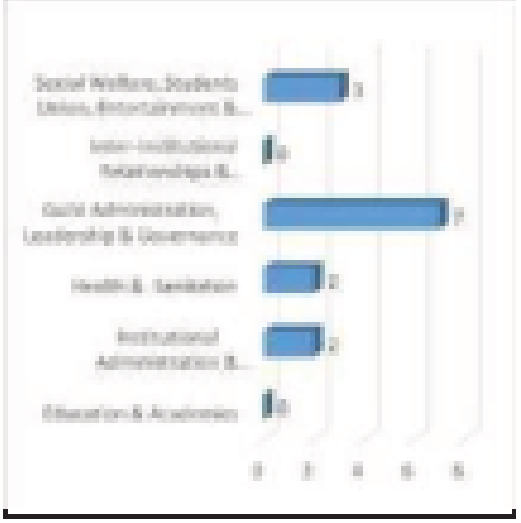

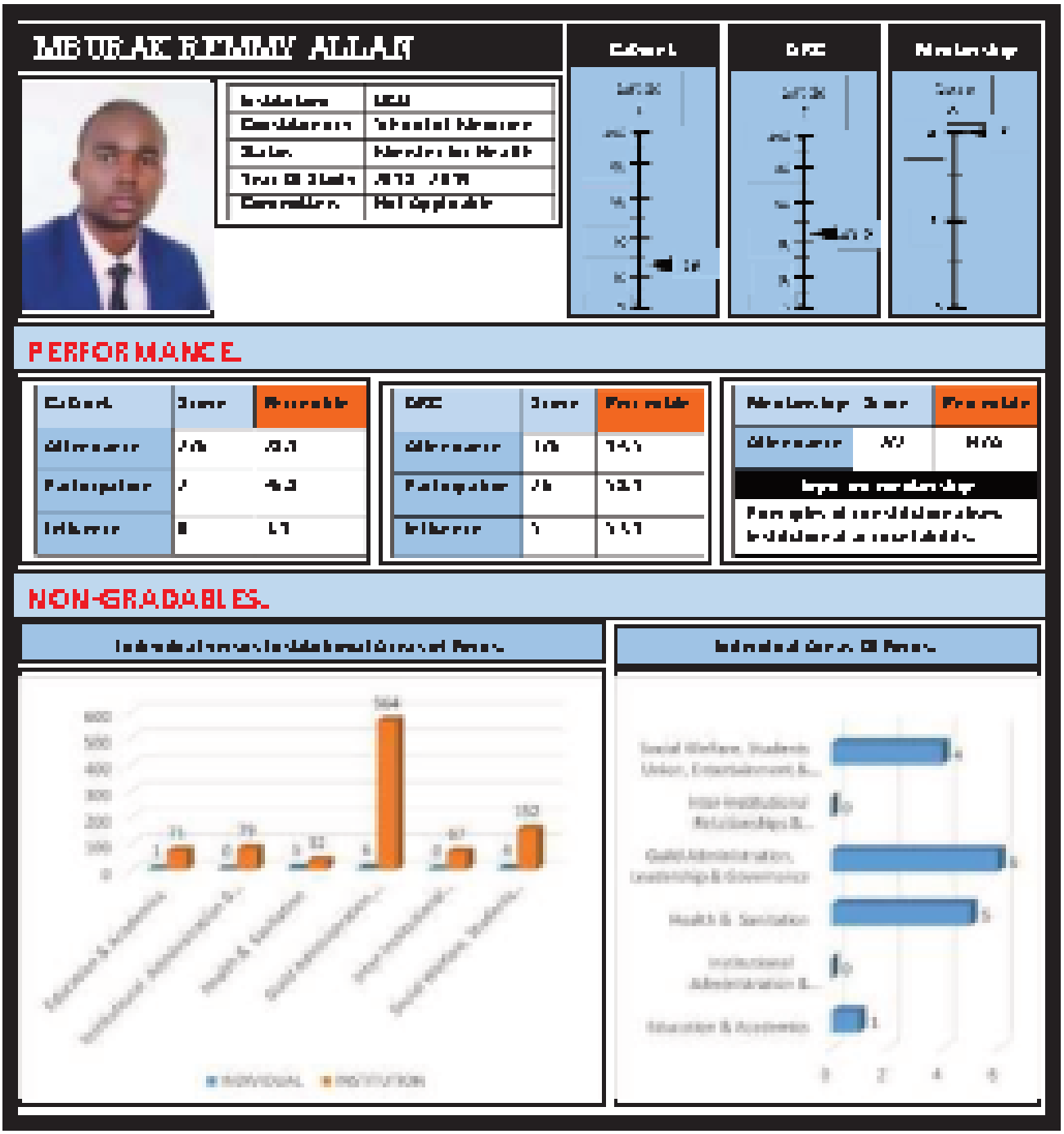
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Cohort
DCC
Relationship
PERFORMANCE
NON-GRADABLES
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SURVIVAL
INSTITUTION
Social Welfare, Students Union, Entertainment &...
Inter-Institutional Relationships &...
Health & Sanitation
Education & Academics

AMPURIRA BLESS

[illegible]	UCU
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[illegible]	2018 - 2019
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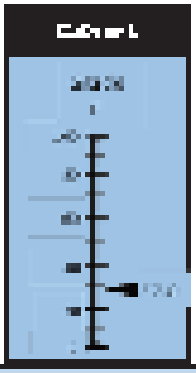
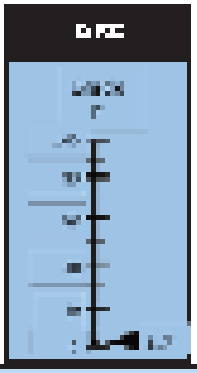
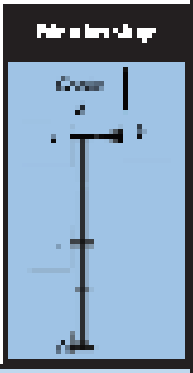






PERFORMANCE

Cohort	Zone	Percentile
Observation	65	5
Participation	1	1.1
Influence	0	1.1

DRC	Zone	Percentile
Observation	65	1.3
Participation	0	1.3
Influence	0	1.1

Relationship	Zone	Percentile
Observation	2.7	99.6

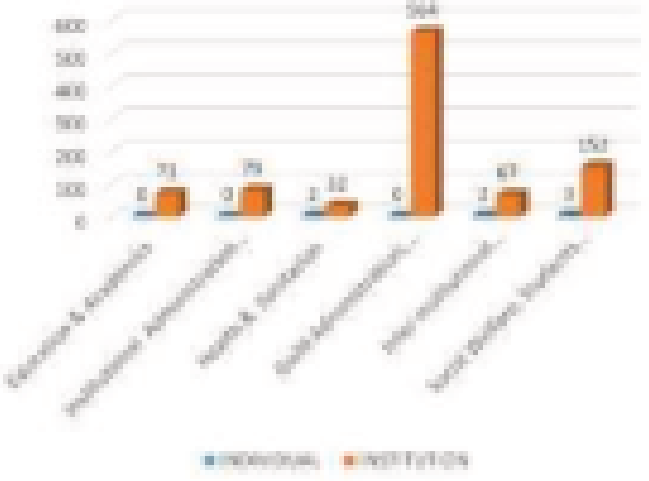
Improve relationship

Reciprocal relationships...

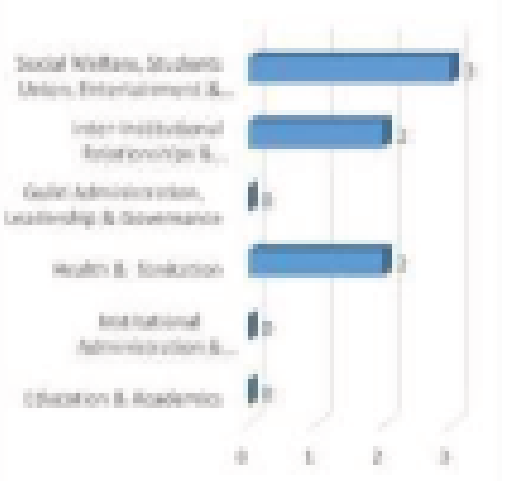
Withdrawal relationships...

NOMINAL VARIABLES

Individual Interests Institutional Interests



Individual Core Of Power



KAMUGISHA PAUL

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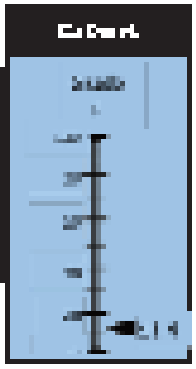

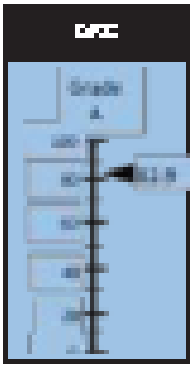

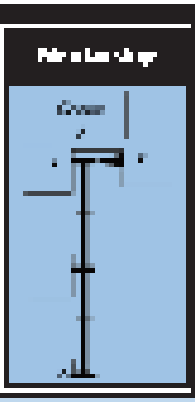

PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
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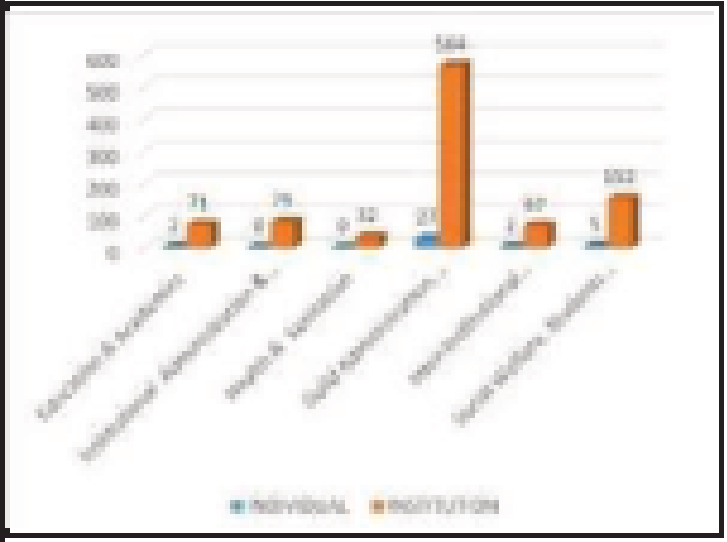
NON-GRADABLES

[illegible]



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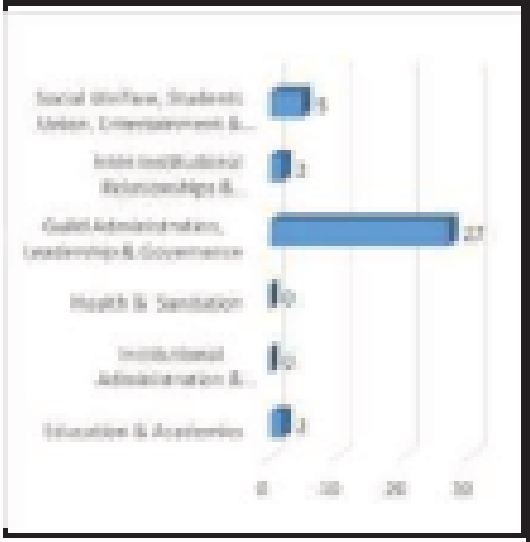

ISAAC AYOM

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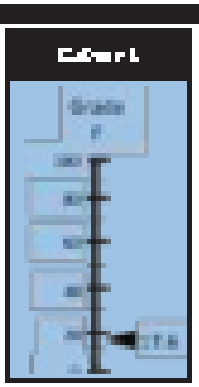

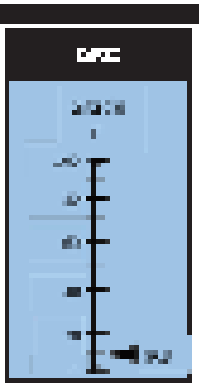

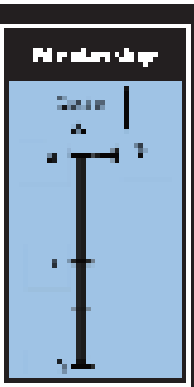

PERFORMANCE

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

CGPA	Score	Percentile
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[illegible]	[illegible]	[illegible]

Attendance	Score	Percentile
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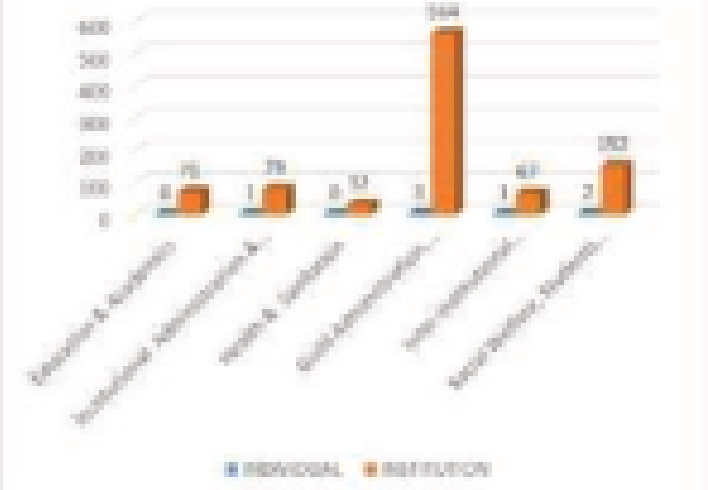
[illegible]

NON-GRADABLES

[illegible]



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NATOZO OLIVER LEATICIA

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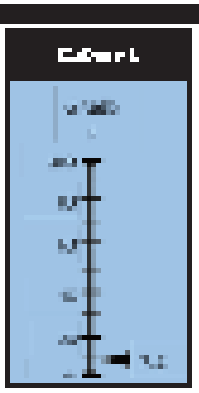
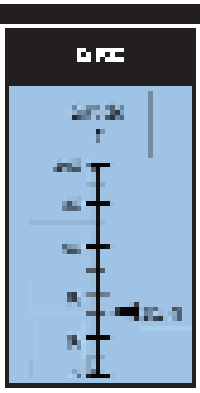
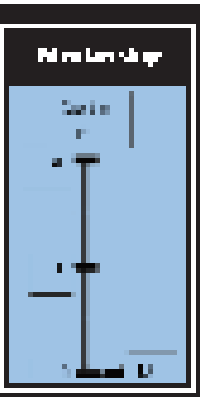






PERFORMANCE

Cohort	Item	Percentile
Observation	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Interview	[illegible]	[illegible]

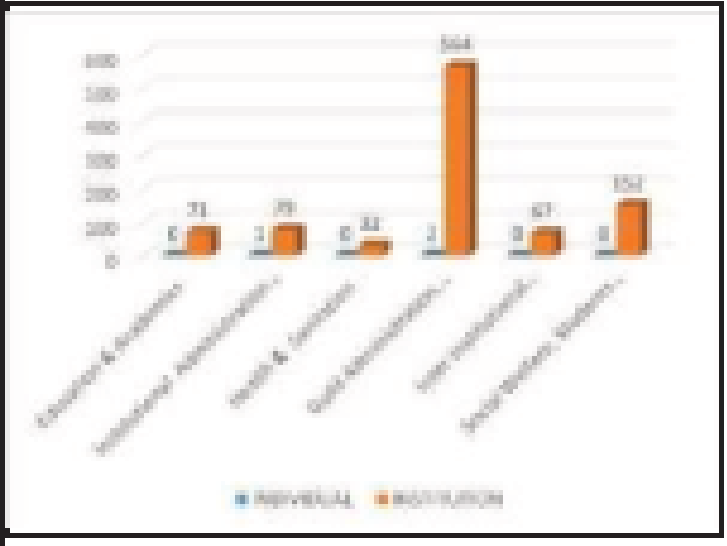
DEC	Item	Percentile
Observation	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Interview	[illegible]	[illegible]

Relationship	Item	Percentile
Observation	[illegible]	[illegible]

[illegible]

NON-GRADABLES

[illegible]



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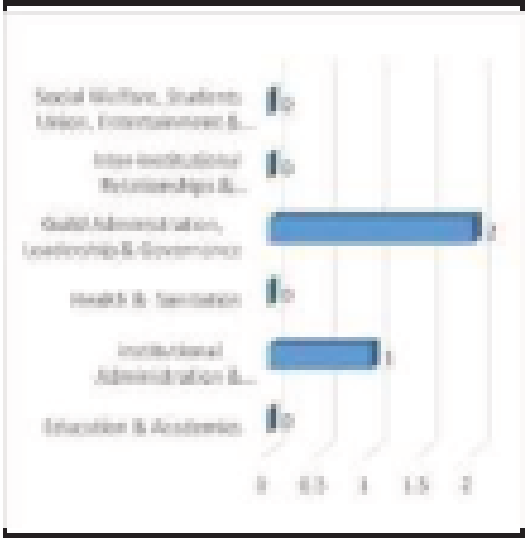

AMUTUHAIRE EMILLY

[illegible]	UCU
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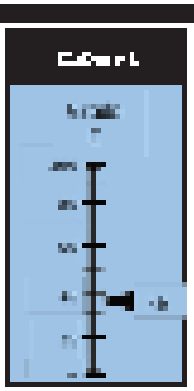
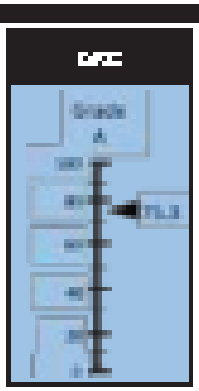
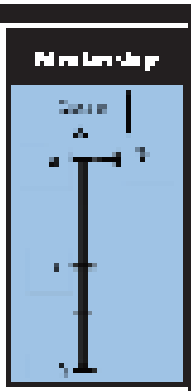
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]







PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

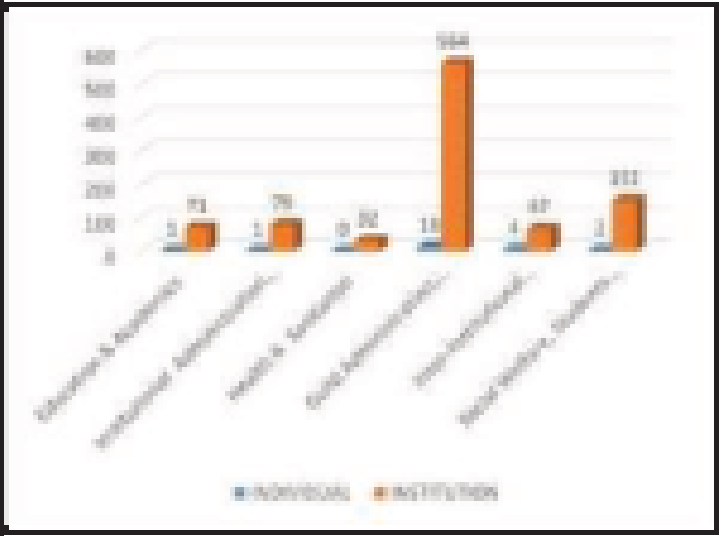
Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

[illegible]

NON-NEGRADABLES

[illegible]



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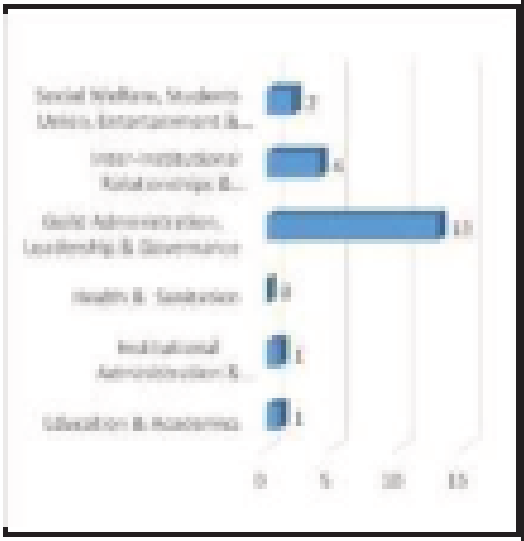

ASSOCIATE MEMBERS FORM

[illegible]	[illegible]
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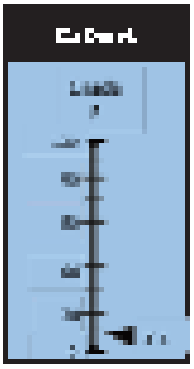
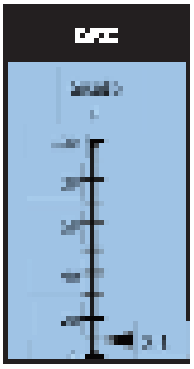
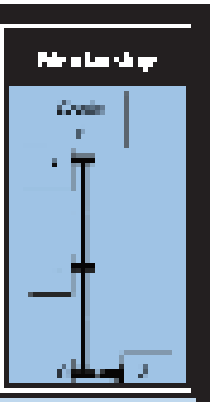






PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

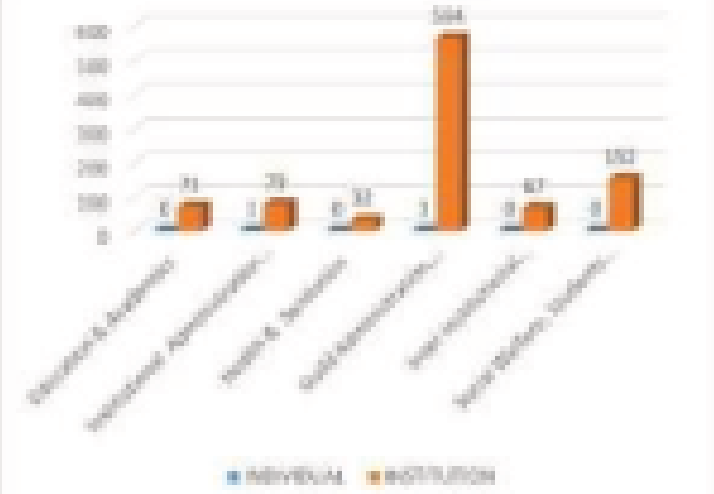
Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

[illegible]

NON-GRADABLES

[illegible]



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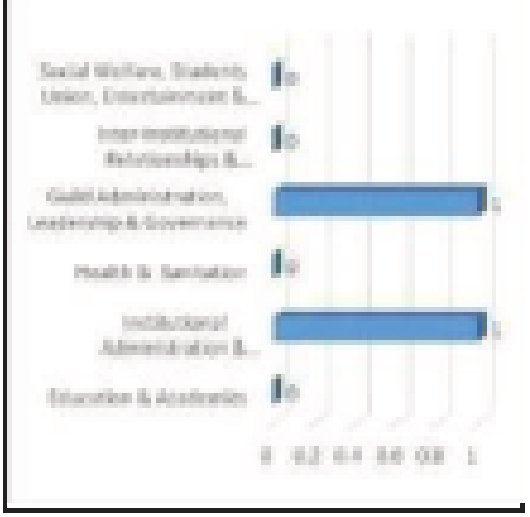
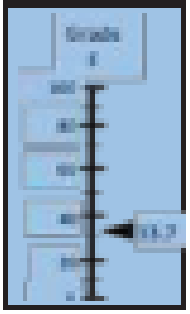


ASABA [illegible]

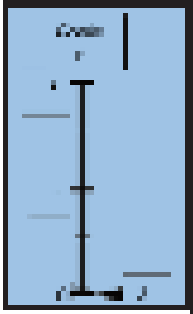
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Network
Not Applicable

DPC



Membership



PERFORMANCE

Network	Score	Percentile
Betweenness	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DPC	Score	Percentile
Betweenness	1%	74.5
Participation	3%	98.8
Influence	2	71.7

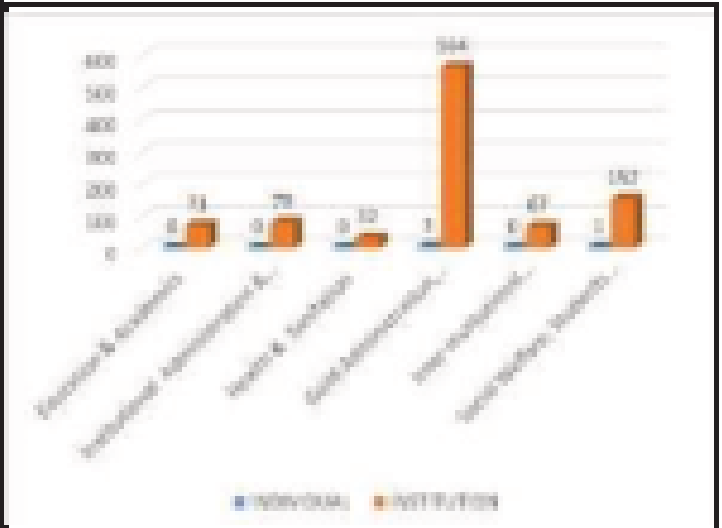
Membership	Score	Percentile
Betweenness	0.0	N/A

Degree centrality

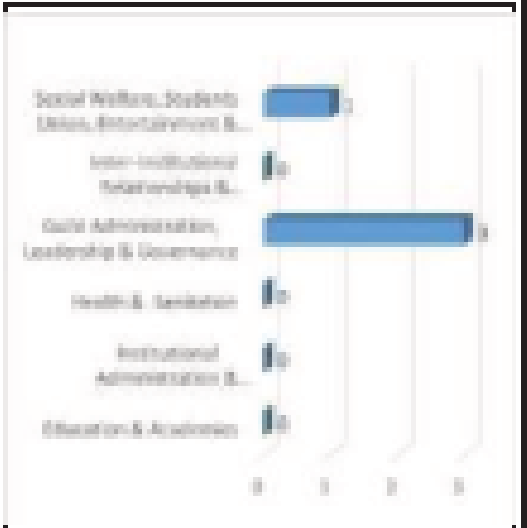
Principles of non-violence and peace, Institutional capacity building.

NOMINATIONABLES

Individuals in your network that you would like to see more often



Individuals you do not know



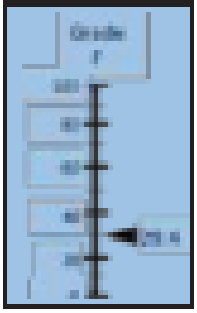
YIGA WALTER JOSEPH

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

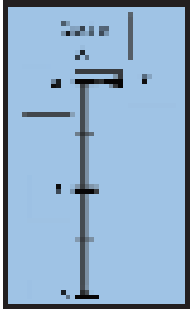
Cohort

Not Applicable

DPC



Relationship



PERFORMANCE

Cohort	Score	Percentile
Observation	N/A	N/A
Participation	N/A	N/A
Initiative	N/A	N/A

DPC	Score	Percentile
Observation	N/A	74.1
Participation	2.1	13.1
Initiative	2	17.1

Relationship	Score	Percentile
Observation	2.2	N/A

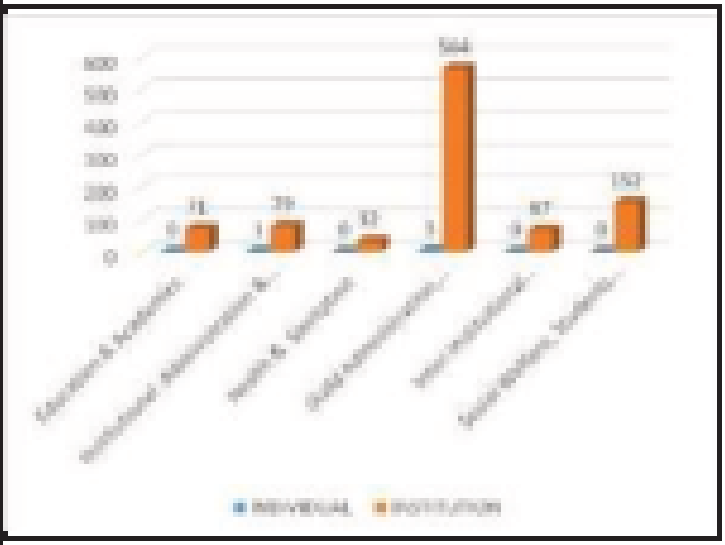
Type of relationship

Participation in [illegible]

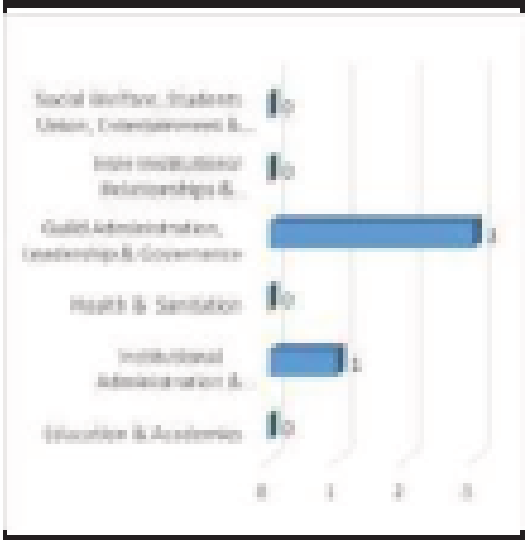
Initiative in [illegible]

NON-GRADABLES

Individual Scores in Initiative and Participation Domains



Individual Scores in Relationship Domains



KABALAGAMENT

[illegible]	[illegible]
[illegible]	[illegible]
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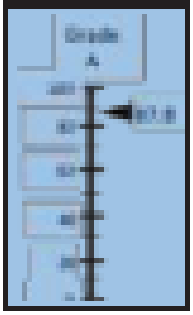
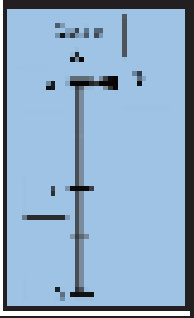
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DRC



Membership



PERFORMANCE

Cohort	Score	Percentile
Allowance	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DRC	Score	Percentile
Allowance	N/A	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

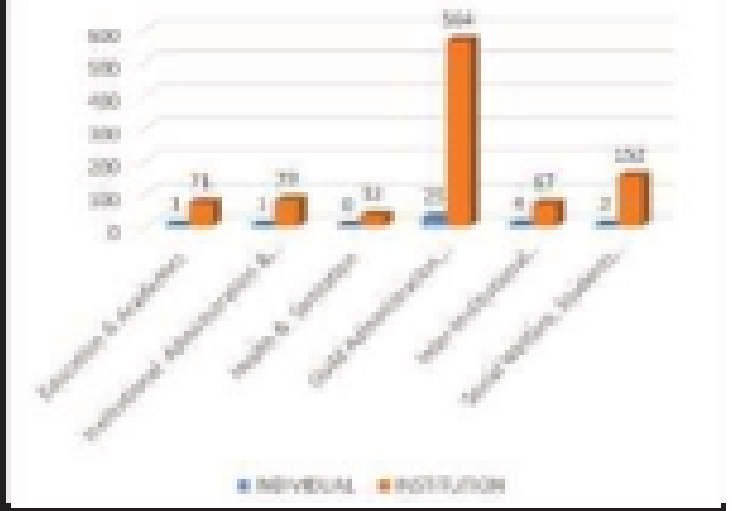
Membership	Score	Percentile
Allowance	[illegible]	N/A

Type of membership

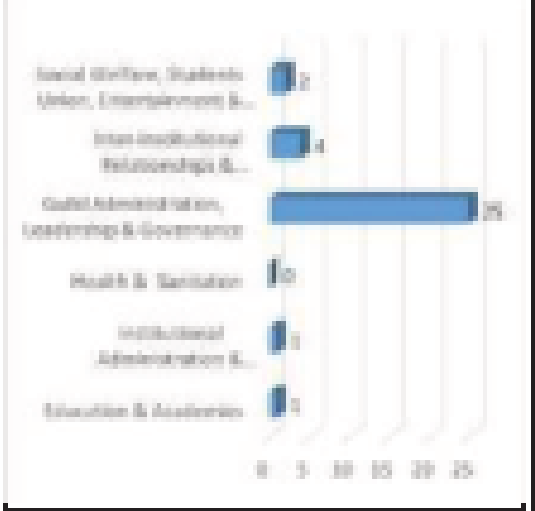
[illegible]

NON-GRADABLES.

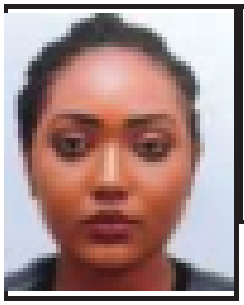
Individual Service, Institutional Service & Personal Service



Individual Service & Personal Service



KABATESI BUSHIGA



[illegible]	[illegible]
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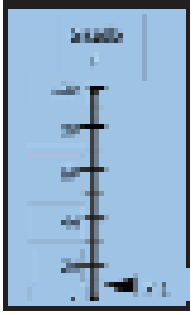
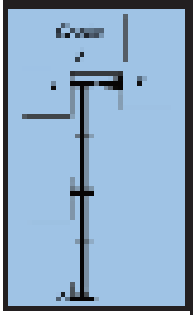
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DPC



Mentorship



PERFORMANCE

Cohort	Score	Percentile
Observation	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DPC	Score	Percentile
Observation	N/A	73
Participation	0	73
Influence	0	71

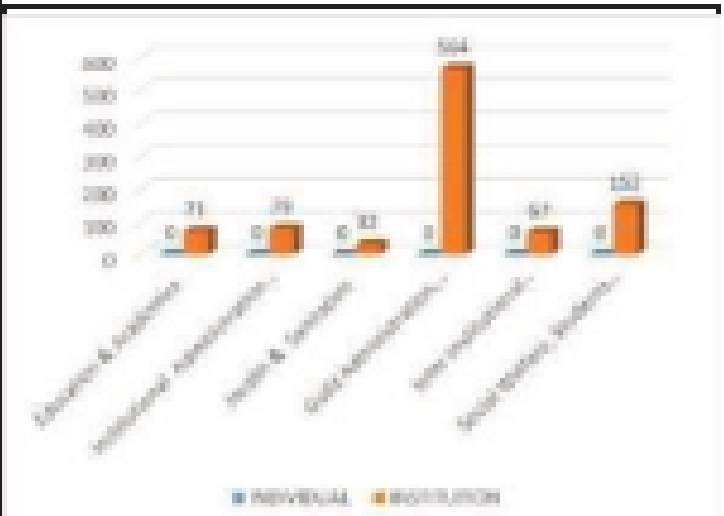
Mentorship	Score	Percentile
Observation	2.0	N/A

Impact on mentorship

Principled and Motivated Individuals

NON-GRADABLES

Individual [illegible]



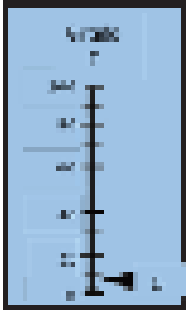
Individual Area Of Focus

MATHEW PAUL

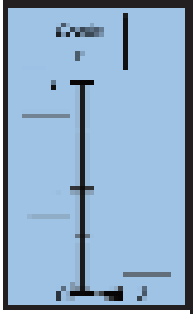
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DPC



Mentorship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DPC	Score	Percentile
[illegible]	1/1	74.5
[illegible]	1	1.3
[illegible]	1	1.1

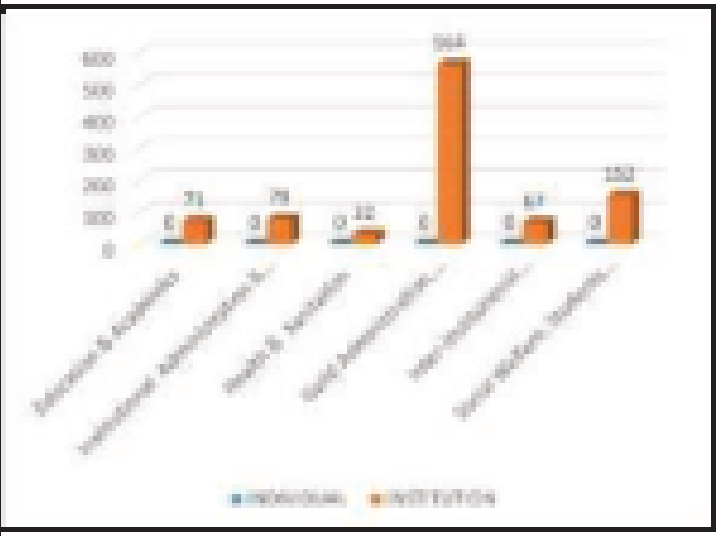
Mentorship	Score	Percentile
[illegible]	0/1	N/A

Type of mentorship

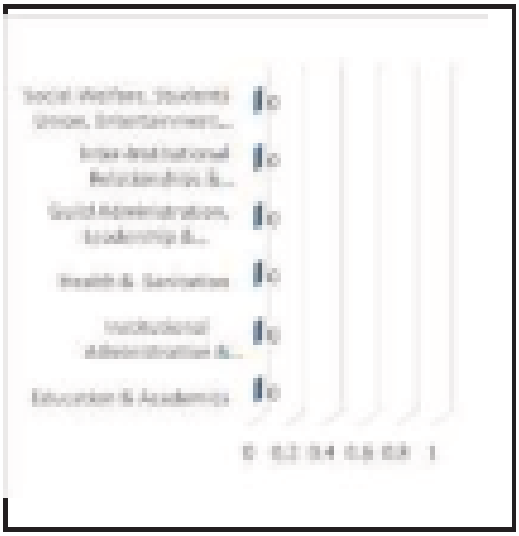
[illegible]

NON-NEGRADABLES

[illegible]



[illegible]

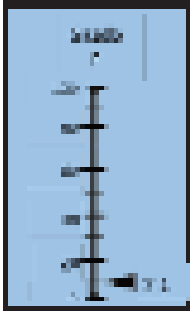


NAKUNDA ELKLOPE

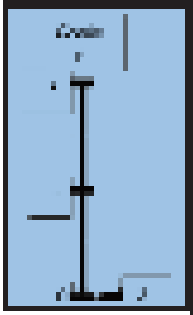
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DPC



Mentorship



PERFORMANCE

Cohort	Done	Pro rated
Observed	N/A	N/A
Participated	N/A	N/A
Influenced	N/A	N/A

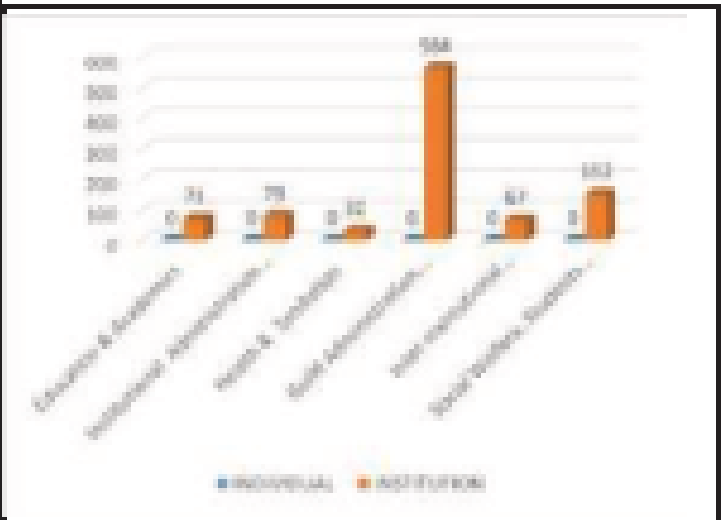
DPC	Done	Pro rated
Observed	N/A	1.3
Participated	1	1.3
Influenced	1	1.1

Mentorship	Done	Pro rated
Observed	0/1	N/A

Improve on mentorship

Principle of non-Maleficence

Individual versus Institutional Scores



Individual Core Of Scores

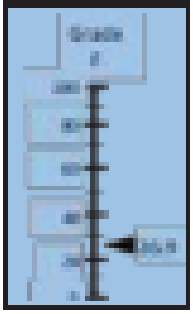
NON-GRADABLES

[illegible]

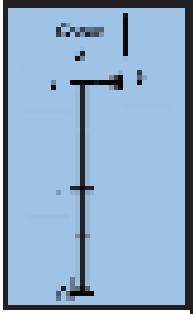
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DFC



Membership



PERFORMANCE

Cohort	Term	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DFC	Term	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

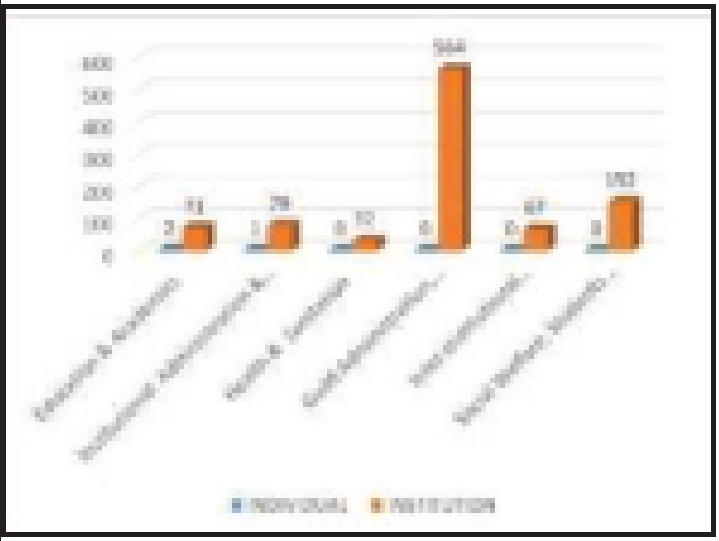
Membership	Term	Percentile
[illegible]	[illegible]	[illegible]

Explanation of membership

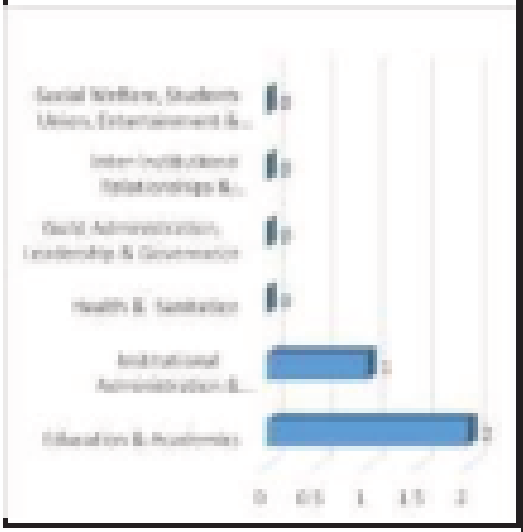
[illegible]

NON-GRADABLES

[illegible] Non-Graduate Courses Offered in Previous Terms



[illegible] Graduate Courses Offered in Previous Terms



HOPE ADEKE

[illegible]	[illegible]
[illegible]	[illegible]
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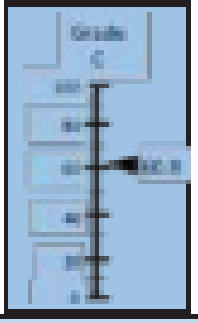
[illegible]	[illegible]
[illegible]	[illegible]

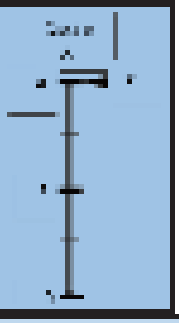
Cohort

Not Applicable

DRC



Mentorship



PERFORMANCE

Cohort	Done	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Initiative	N/A	N/A

DRC	Done	Percentile
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Initiative	[illegible]	[illegible]

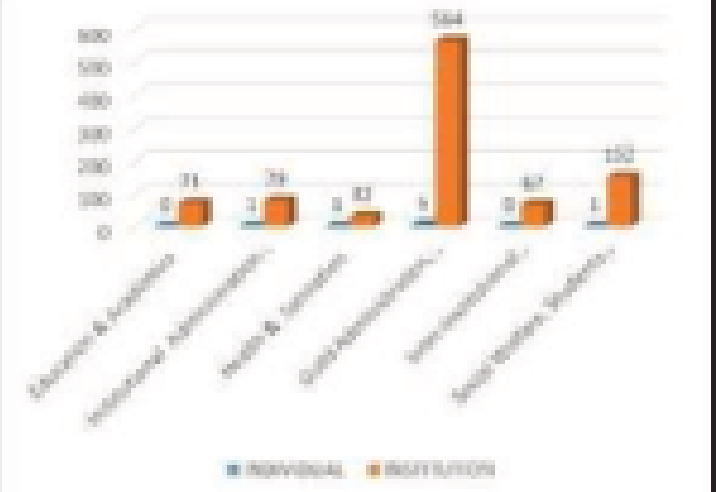
Mentorship	Done	Percentile
Attendance	[illegible]	N/A

Type of mentorship

[illegible]

NON-GRADABLES

[illegible]



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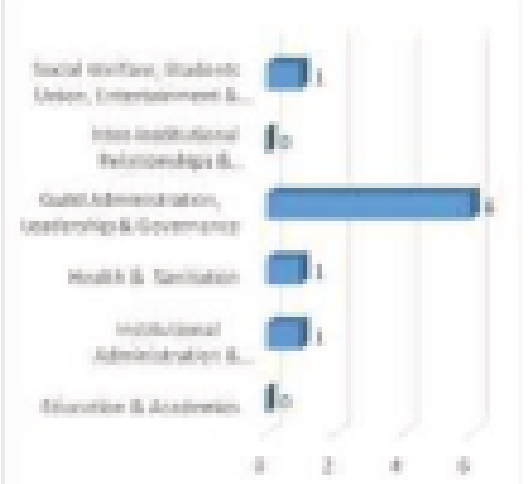


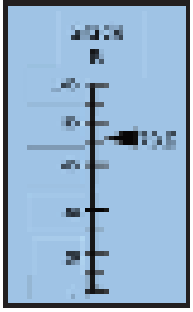
KAGEHA TAIRO

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

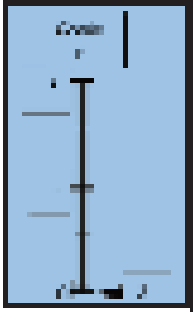
Cohort

Not Applicable

DRC



Membership



PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

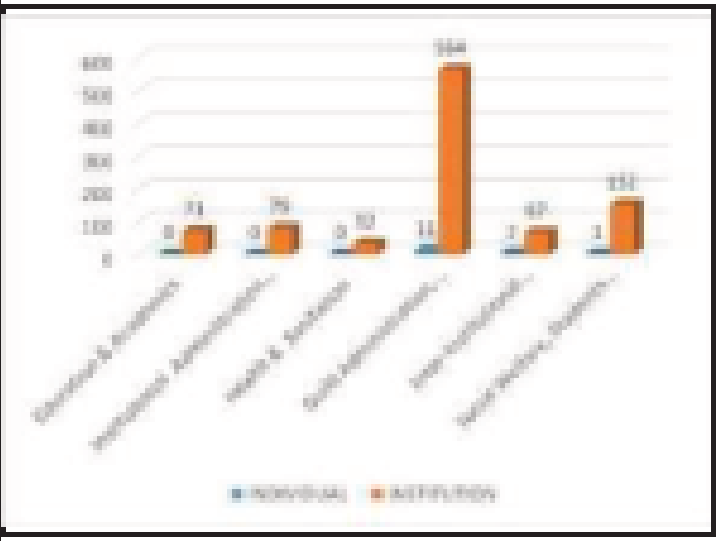
Membership	Score	Percentile
[illegible]	[illegible]	N/A

[illegible]

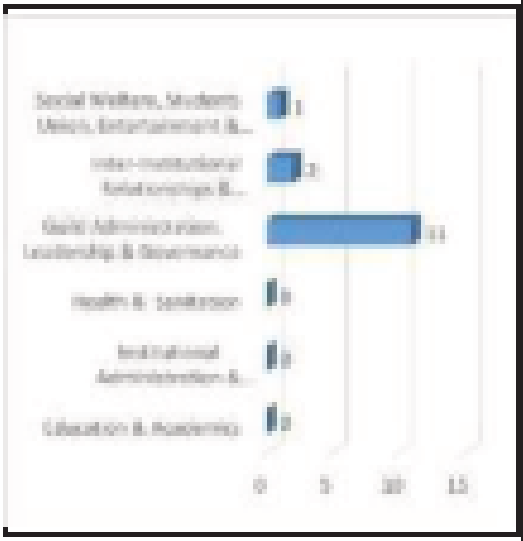
[illegible]

NON-GRADABLES

[illegible]



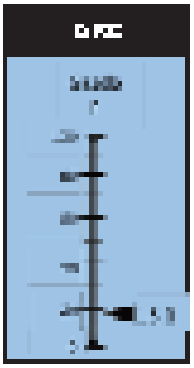
[illegible]

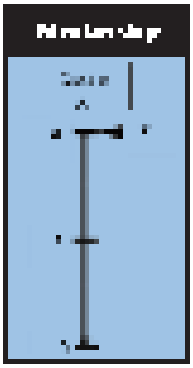


LUKASA STANLEY

[illegible]	UCU
[illegible]	[illegible]
[illegible]	DRC
[illegible]	[illegible]
[illegible]	Not Applicable

Cohort
Not Applicable





PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

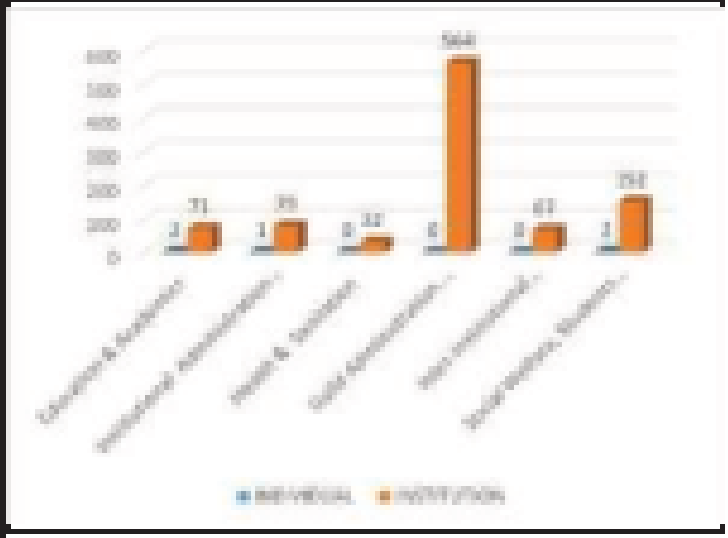
DRC	Score	Percentile
[illegible]	N/A	[illegible]
Participation	0.1	0.1
Influence	0	0.1

Membership	Score	Percentile
[illegible]	.N/A	N/A

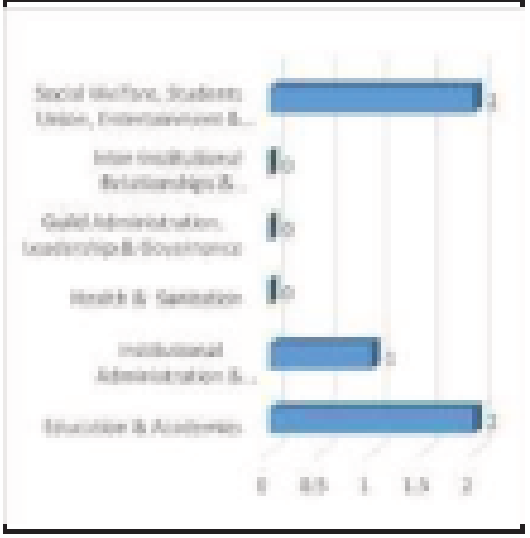
Non-governmental [illegible]
[illegible]

NON-GRADUABLES

Individual versus Institutional Areas of Focus



Individual Areas Of Focus

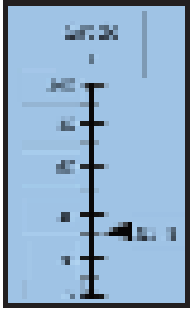


[illegible] JAIL DARING

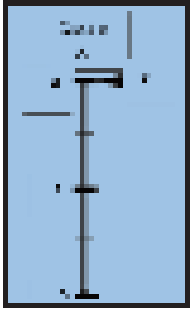
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DPC



Mentorship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

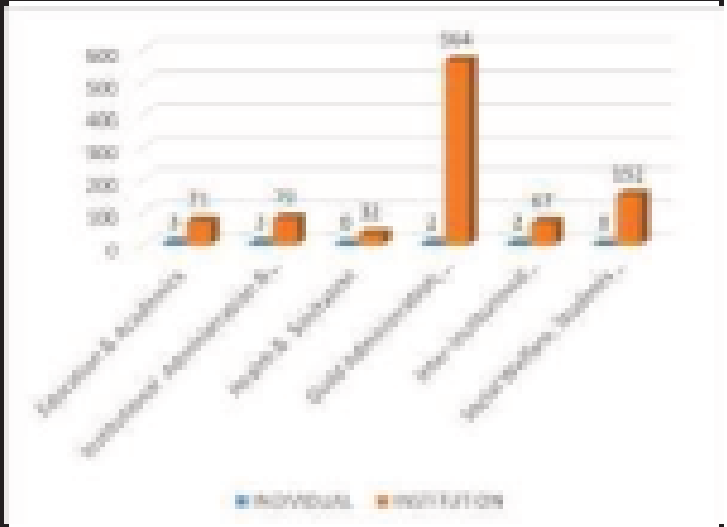
DPC	Score	Percentile
[illegible]	46	13.1
[illegible]	37	14.5
[illegible]	8	7.1

Mentorship	Score	Percentile
[illegible]	7/7	N/A

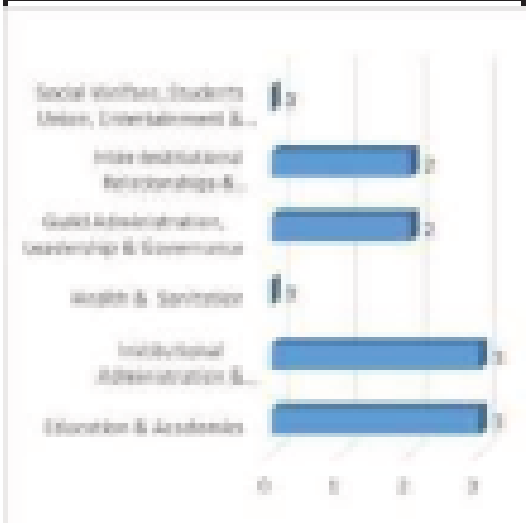
[illegible]

NON-GRADABLES

[illegible]



[illegible]



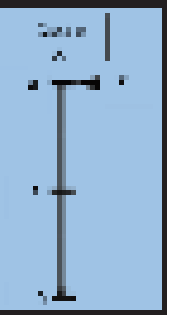
BOKUU MOSES

[illegible]	UCU
[illegible]	International Students
[illegible]	DRC
[illegible]	2013 2014
[illegible]	[illegible]

DCourt
Not Applicable

DRC

Mentorship



PERFORMANCE

DCourt	Score	Percentile
Observation	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DRC	Score	Percentile
Observation	n/a	50.1
Participation	14	31.3
Influence	11	11.7

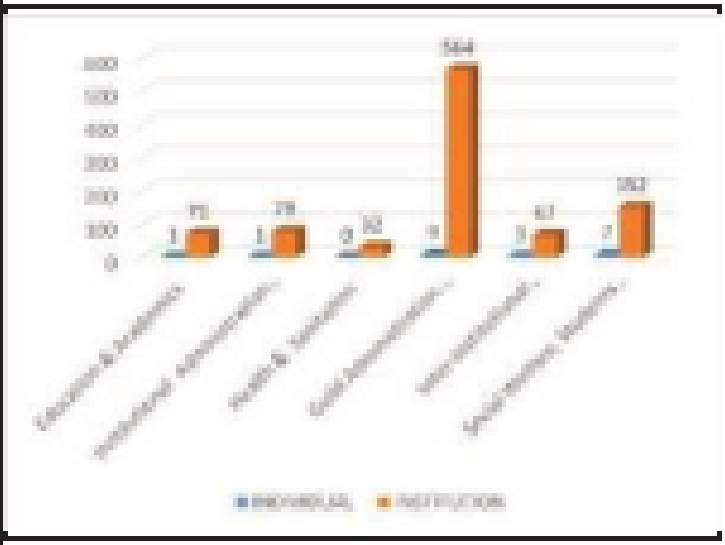
Mentorship	Score	Percentile
Observation	3.7	N/A

Type of mentorship

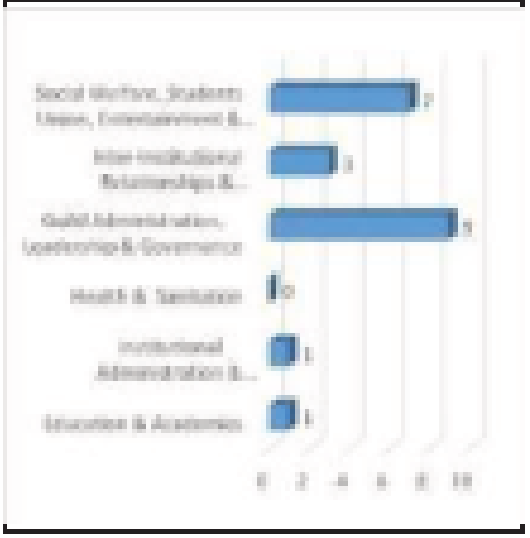
Reciprocal mentorship between individuals of similar status

NON-NEGRADABLES.

Individual versus Institutional Areas of Power



Individual Areas Of Power

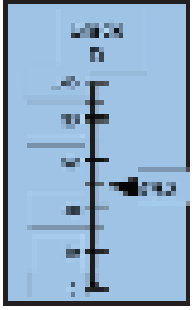


[illegible]

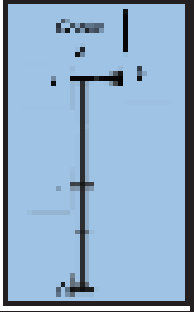
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DFC



Mentorship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DFC	Score	Percentile
[illegible]	65	14.5
[illegible]	76	53.1
[illegible]	77	71.8

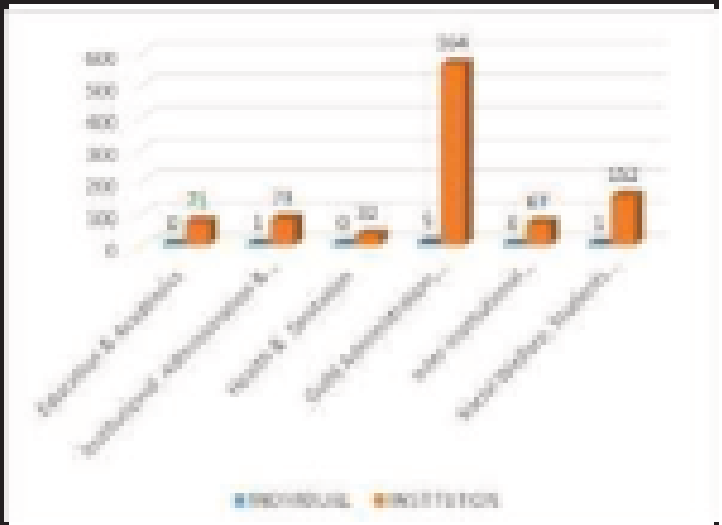
Mentorship	Score	Percentile
[illegible]	.97	N/A

[illegible]

[illegible]

NON-NAVIGABLES

[illegible]



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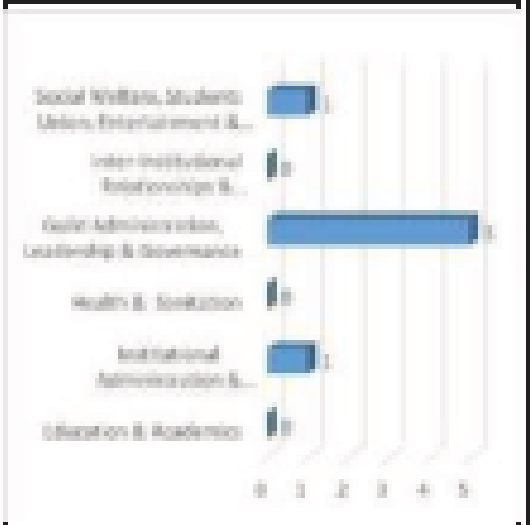


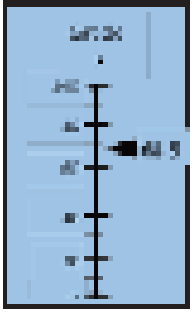
MATSIKO GODWIN

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

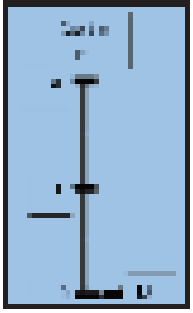
Cohort

Not Applicable

DISC



Relationship



PERFORMANCE

Cohort	Done	Possible
Observer	N/A	N/A
Participant	N/A	N/A
Initiator	N/A	N/A

DISC	Done	Possible
Observer	N/A	12.1
Participant	11	11.1
Initiator	19	28.1

Relationship	Done	Possible
Observer	0.1	N/A

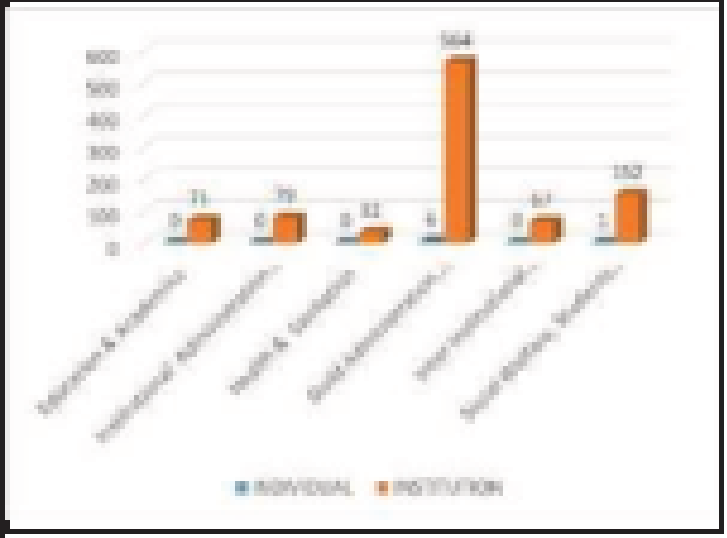
Type of relationship

Participant in relationship

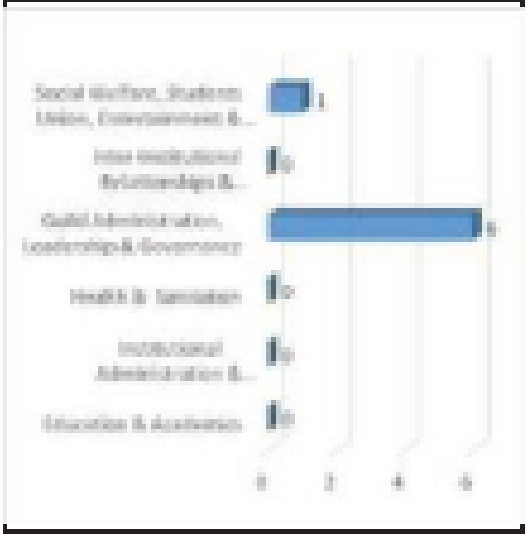
Initiator of relationship

NON-GRADABLES

Individual Courses Undertaken and Institutional Courses Undertaken



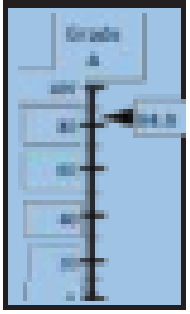
Individual Courses Undertaken

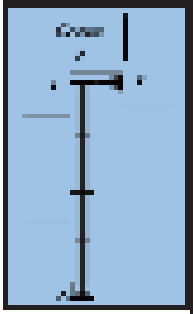


MUMBERE ABRAHAM

[illegible]	UCU
[illegible]	Law Enrolled
[illegible]	DPC
[illegible]	2013 - 2019
[illegible]	Not Applicable

Others
Not Applicable

DPC


Attendance


PERFORMANCE

Others	Done	Percentage
Attendance	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

DPC	Done	Percentage
Attendance	n/a	100
Participation	1/1	100
Behavior	Yes	100

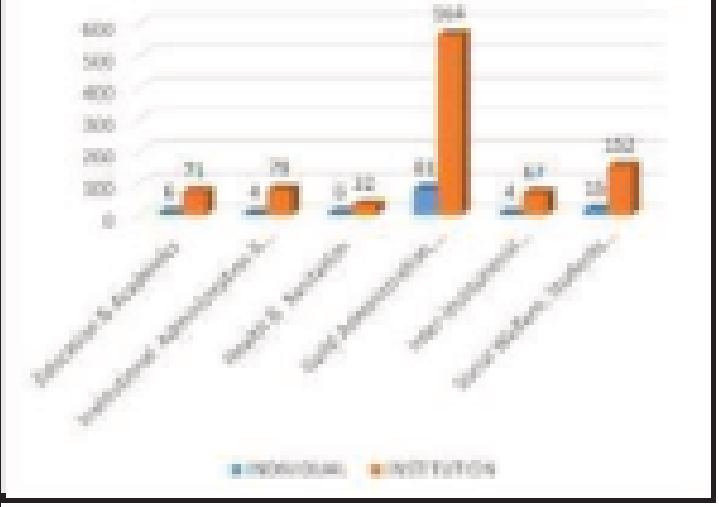
Attendance	Done	Percentage
Attendance	All	N/A

Explain on attendance

Principle of non-discrimination observed. Undistinguishable records.

NON-NEGRADABLES

Individual Non-negotiables Scores



Individual Core Values Scores

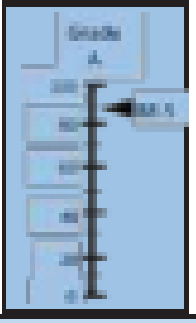
TOMMY SIMEONAIDA

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

[illegible]

Not Applicable

[illegible]



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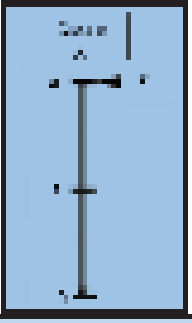

PERFORMANCE

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
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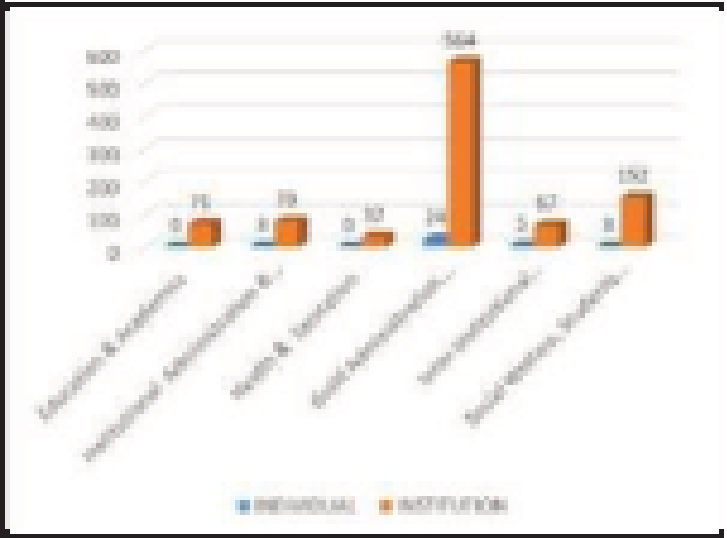
[illegible]

NON-GRADUABLES

[illegible]



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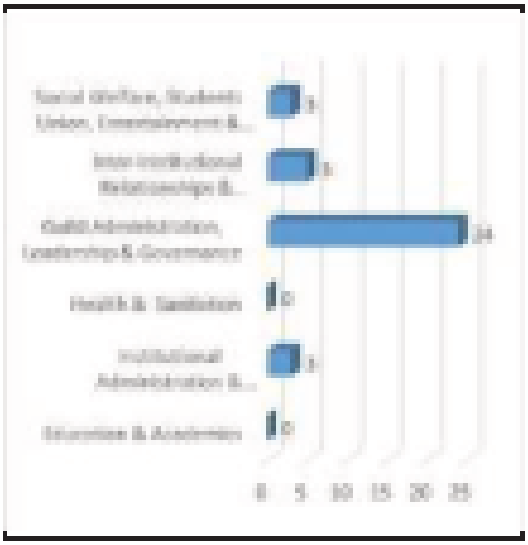


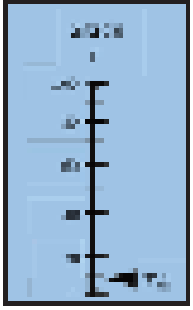
KATO ABRAHAM

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	

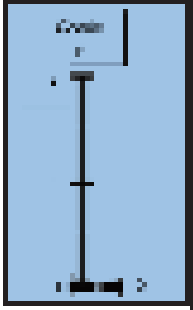
Cohort

Mid Application

DRC



Membership



PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
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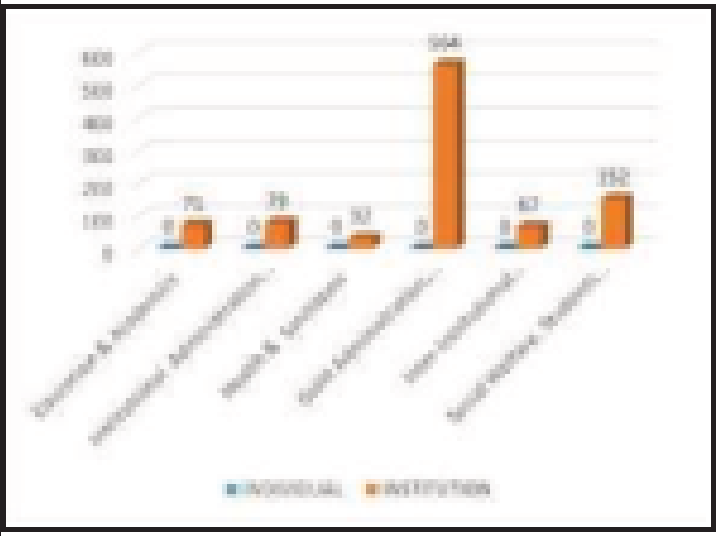
Institutional membership

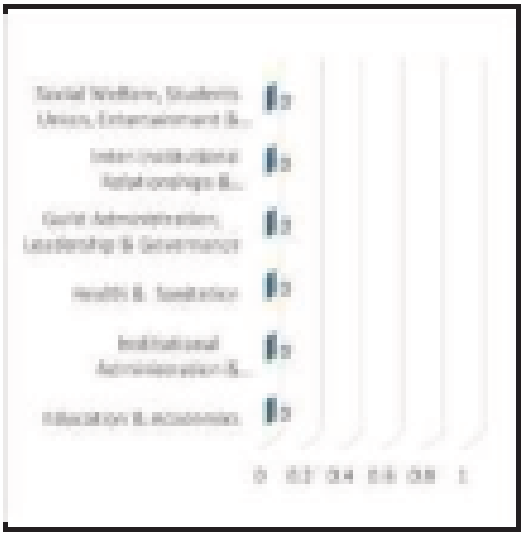
[illegible]

NON-GRADABLES

[illegible]



[illegible]



EGWELU TIMOTHY

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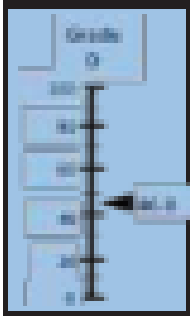
CoBoard
Not Applicable

DEC



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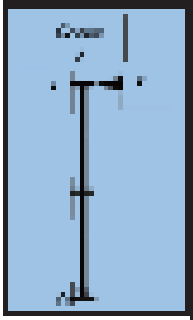

PERFORMANCE

CoBoard	Score	Percentile
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[illegible]	N/A	N/A
[illegible]	N/A	N/A

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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Membership	Score	Percentile
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NON-GRADABLES

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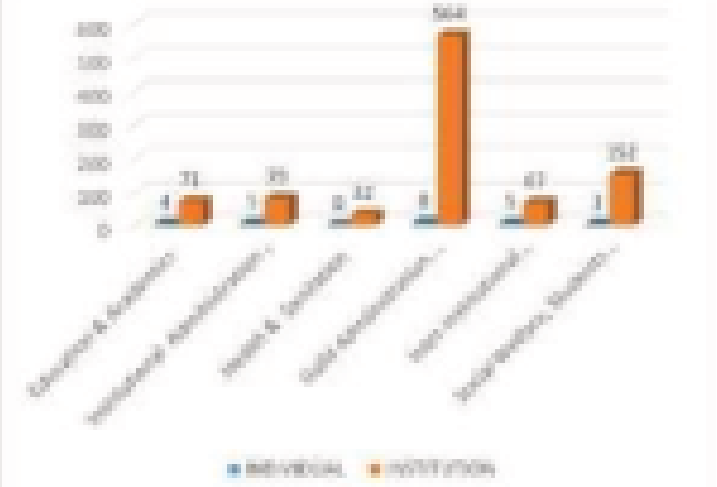

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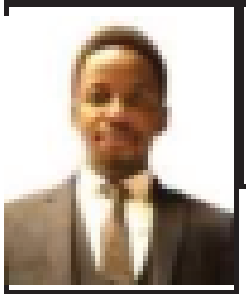
AGABA RICHARD



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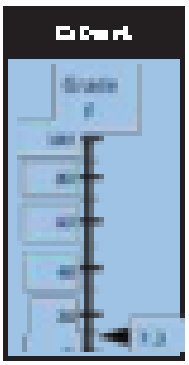

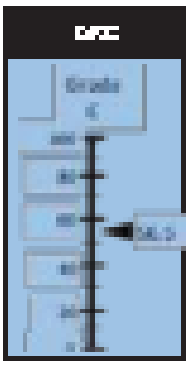

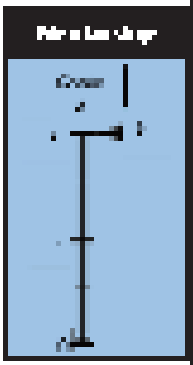

PERFORMANCE

[illegible]	[illegible]	[illegible]
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NON-PERFORMING LOANS

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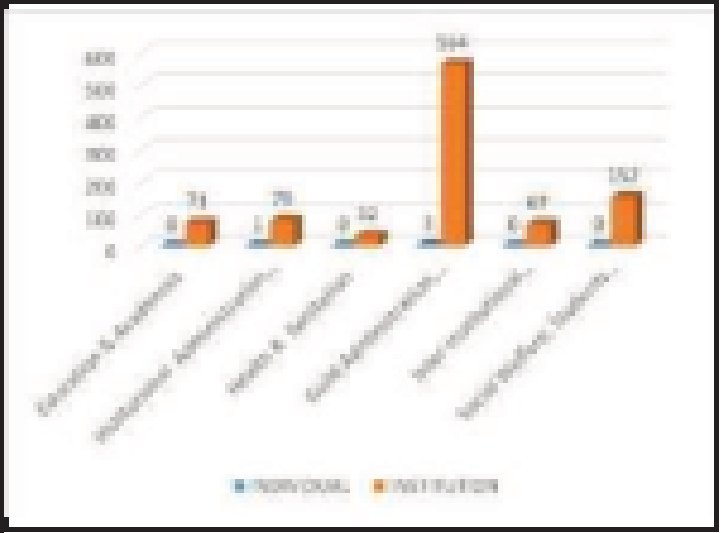

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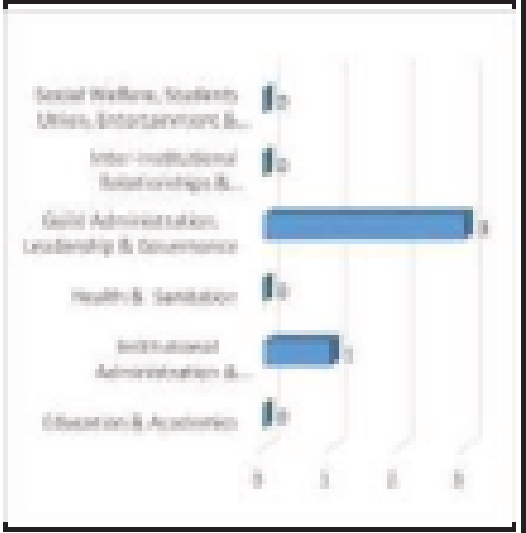

ARIGATTI WE HONEY

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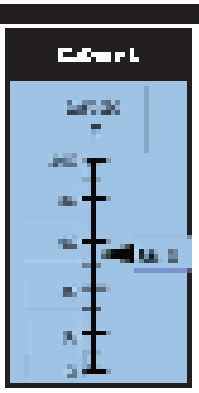

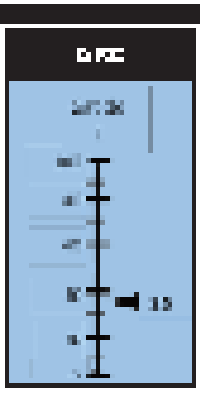

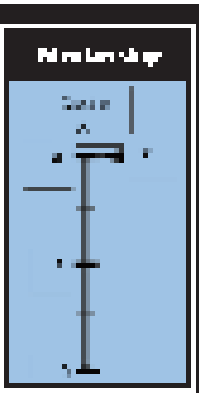

PERFORMANCE

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship Score		Percentile
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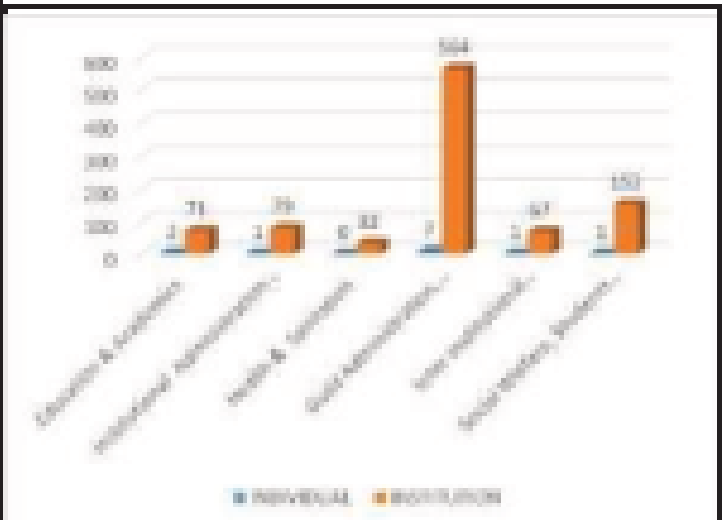
[illegible]

NON-GRADABLES

[illegible]



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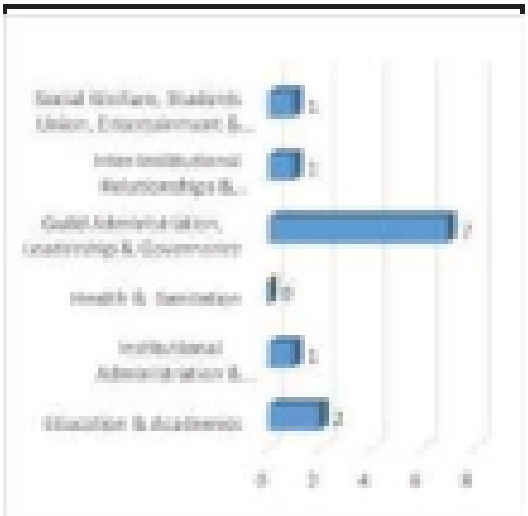

[illegible] SOLOMON

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Cohort
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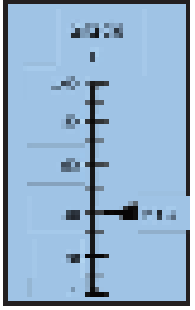
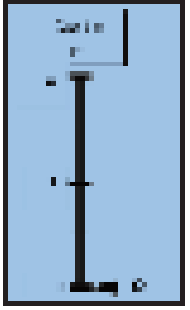
DRC



Membership



PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
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NOMINATABLES

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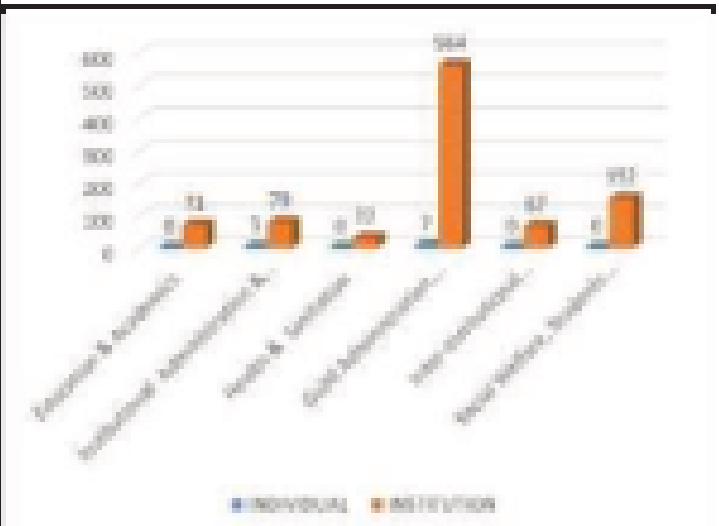

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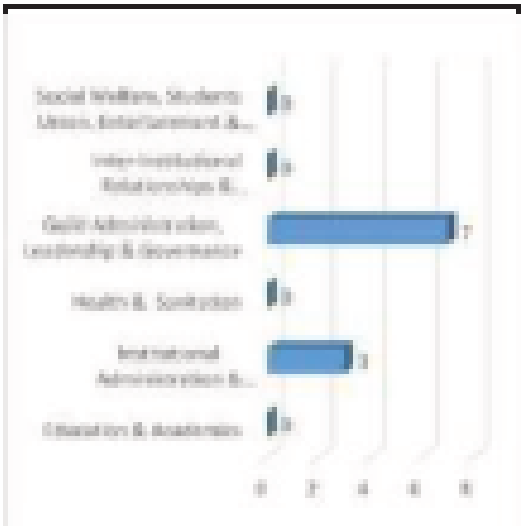

FLORIBERT KIYOTTO

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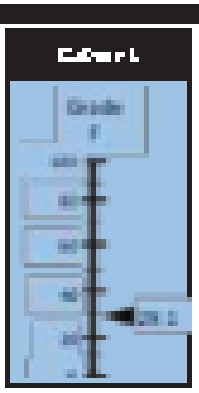
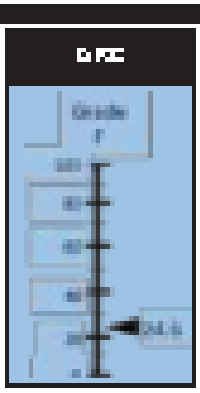
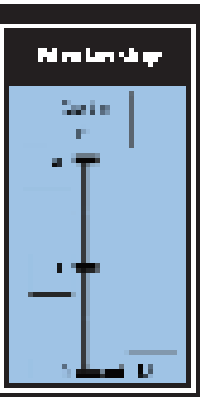






PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

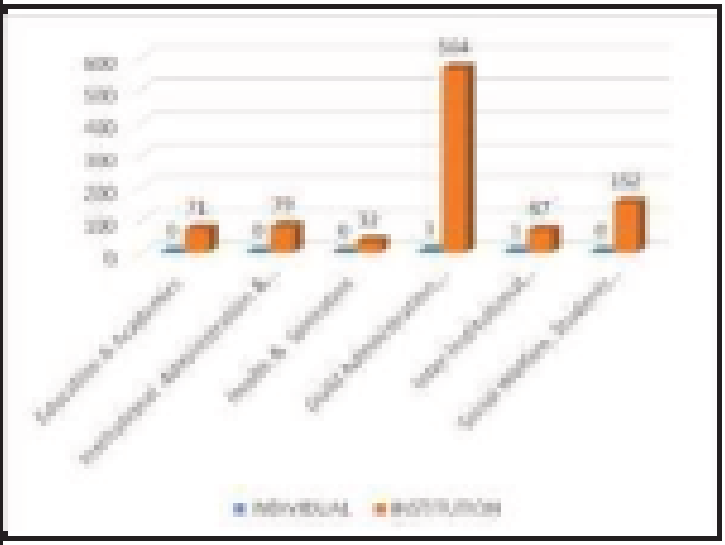
DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES

[illegible]



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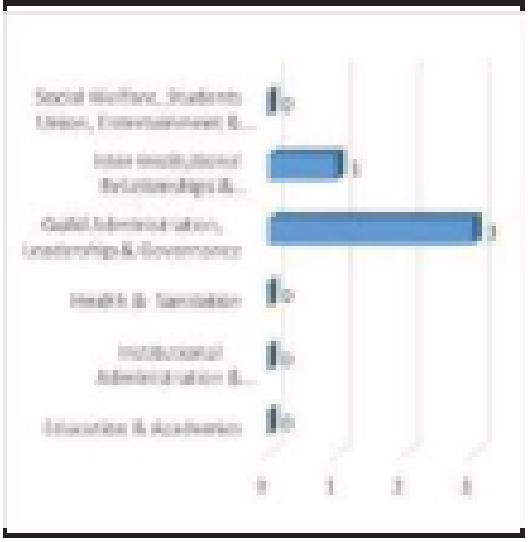

BEINOMUGISHA JOSHUA

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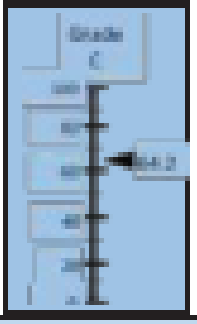
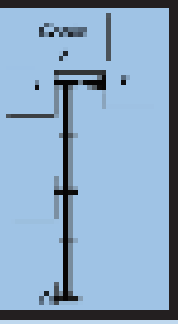
Cohort
Not Applicable

DRC


Relationship


PERFORMANCE

Cohort	Score	Percentile
Observation	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DRC	Score	Percentile
Observation	1/5	20.0
Participation	2/5	39.8
Influence	4/5	39.8

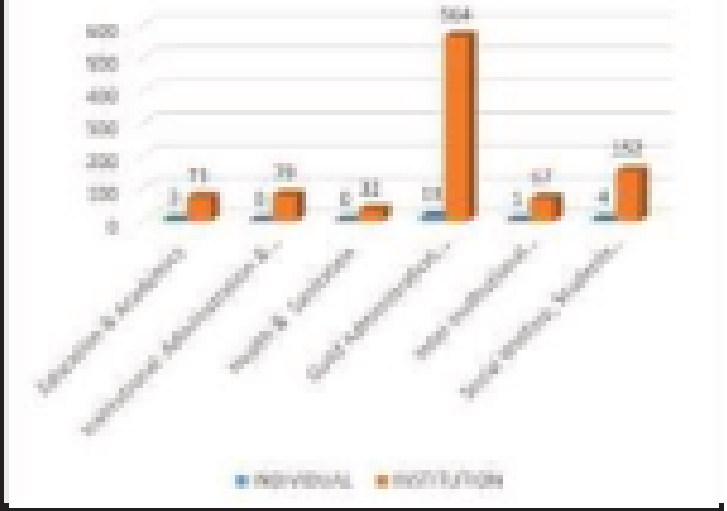
Relationship	Score	Percentile
Observation	3/5	N/A

Type of relationship

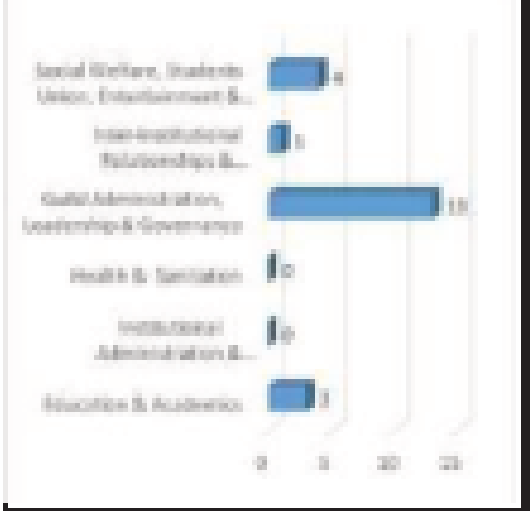
Peripheral variable interactions established or maintainable.

NON-GRADABLES.

Individual versus Institutional Centrality Scores



Individual Centrality Scores



4.6 ANNEXETURE

Figure 33: Guild Body

OUTSTANDING BEST PERFORMERS

Table 62: Top 3 performers in Column

NAME	AVERAGE PERCENTILE SCORE	GRADE
AMANYA BRUCE MUGISHA	94.7	A
AGUTTI SUSAN	84.3	A
AKANKWASA STEPHEN	61.4	C

Table 63: Top 3 performers in GPC

NAME	AVERAGE PERCENTILE SCORE	GRADE
TURINAWUKAMA BAYERA	90.3	A
KAPALAGA KIMEZE	87.8	A
TOMMY SSERUYADA	82.5	A

Table 64: Top 3 female performers

NAME	AVERAGE PERCENTILE SCORE	GRADE
AGUTTI SUSAN	84.3	A
AMUTUHAIRE EMILLY	75.3	A
HOPE ADEKE	60.8	C

Source: UC U Guild Constitution, Guild Rules of Procedure 2018, Annex: Assembly Guide, Amendments Bill of GPC, Bill for Guild Officers' 2019 Guild Government, UC U Guild Cabinet 2018 – 2019, UC U Students' Guild Constitution, Bill for UC U Guild Annual Planners 2019 Guild Parliamentary Guide for the January 2019 Bill for Guild Board Room, Guild Cabinet minutes for the meeting held on 7th December 2018 at 7:30 p.m., Guild Cabinet minutes for the meeting held on 22nd May 2019 at 10:30 a.m., Annex A to the 4th Parliament Session Guide for 18th, 19th and 20th January 2019, Annex B to the 3rd Parliament Session Guide for 7th January 2019, Students' Guild Government Budget 2018 – 2019, Bill for UC U Guild Annual Planners 2019, Photo of Annual Banquet Guide for the Students' Guild Government, Photo of Induction Ceremony for the Students' Guild Government, Photo of Induction Ceremony for the Students' Law Society Association.

UGANDA TECHNICAL COLLEGE ELGON
STUDENTS GUILD SCORE CARD 2018/2019

CHAPTER FIVE

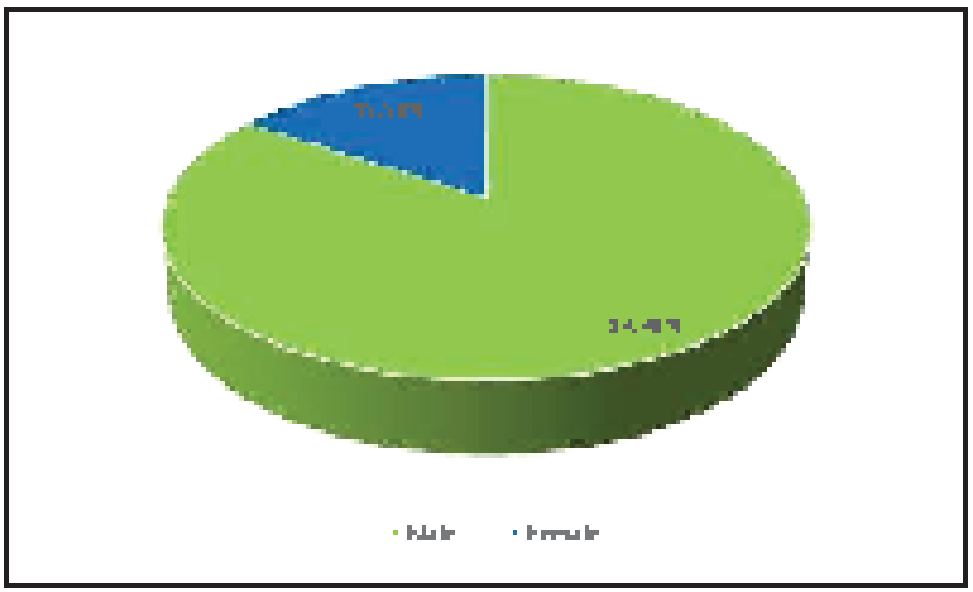
UGANDA TECHNICAL COLLEGE ELGON

5.1 INSTITUTIONAL FINDINGS

The institutional performance was good and this was due to the skills and knowledge gained from the mentorship sessions. There was few female students involved in the Guild leadership in UTC- Elgon. The ministers were in office illegally because they were not voted by the GRCs. GRCs and Some ministers still don't understand their constitutional roles and mandate given to them

5.1.1 Composition of the Guild Leadership

Figure 20: Composition of the Guild



Source: Archives, GRC and Caliber Interviews, Coordinated, Rules of Procedure

From Figure 20, it was noted that 15.5% of the female students in UTC- Elgon were actively involved in the Guild leadership. It was further observed that 84.48% of the male students constituted the entire Guild Government. The Guild Government was composed of 58 members, 9 members being female and 49 being male

5.1.1 Gender Composition Comparison

Table 24: Analysis by Gender

Gender Profiling	2018	2019
Male	47	49
Female	8	9

Source: Interview, GRC and Guild Members, Constitution, Rules of Procedure.

Table 24 above reveals that there are more males involved in Guild leadership as UTC-Ekpan than females whose numbers has kept growing

5.1.2 Performance Analysis by Gender

Table 25: Performance of GRC Based on Gender

Gender	Gender (%)	Average of Attendance (%)	Average of Participation Percentile	Average of Influence Percentile
Male	84.4%	74.8%	32.74	22.12
Female	15.6%	77.7%	33.33	20.99
Students Guild	100.00	75.28%	31.06	20.07

Source: Interview, GRC and Guild Members, Constitution, Rules of Procedure

From Table 25 above it was revealed that the few female GRC students attend and participate more than the male GRC students in meetings. It was further revealed that much as the few female GRC students attend and participate more, have influence over the meetings

Table 26: Performance of Cabinet Based on Gender

Gender	Gender (%)	Average of Attendance (%)	Average of Participation Percentile	Average of Influence Percentile
Male	90.09%	85.90%	44.74	33.86
Female	9.09%	62.5%	75.00	50.00
Students Guild	100.00	75.90%	49.35	35.33

Source: Interview, GRC and Guild Members, Constitution, Rules of Procedure.

From Table 26 above it was noted that the male ministers attend more meetings than the female ministers. It was further revealed that the female ministers participate and influence more than the male ministers in the meetings that they attended

5.1.2 Leadership Channels of Communication

Engagement of Electronic using channels

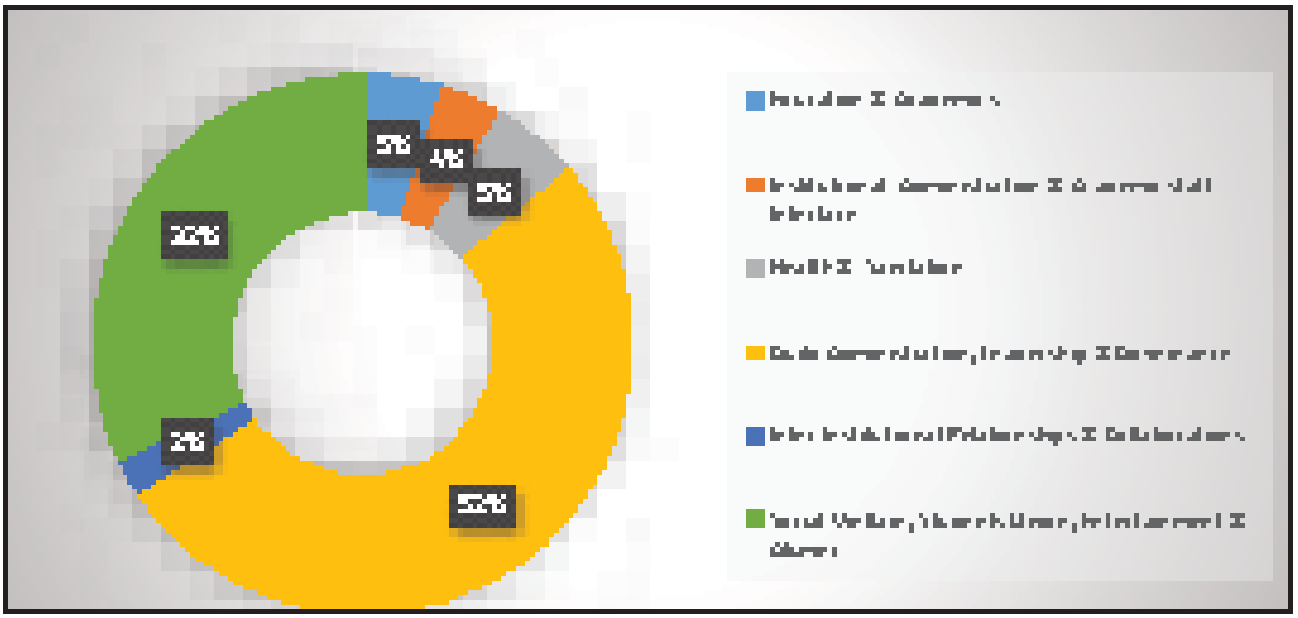
Table 22: Channels of communication

Channels	Yes	No
Guild Voice	Yes	
Guild WhatsApp's Group		
Website	Yes, they is some of the School [illegible]	
Twitter	No	
Facebook		
Newsletters		

From Table 22, in order to ensure effective leadership, the Guild leaders should explore other available communication channels to engage their electorates.

5.1.3 Guild Scores on areas of Influence and Focus

Figure 21: Guild score on areas Focus



From figure 21 above, it was noted that during GRC and Cabinet meetings, the Guild leaders debated more on matters related to Guild administration, leadership and governance. It was further noted that the Guild leaders also focused on matters related to students' welfare. Matters related to education and Health were found not to be of urgency. The Guild leaders also did not focus more on building good relationship with other Institutions.

5.1.4 Quorum at Meetings

This section looks at quorum during the meetings of the Student's Guild Council

Table 28: Quorum of GRC meetings

S/N	DATE	ATTENDANCE	TOTAL NUMBER OF GRCS	QUORUM (%)
1	10/08/2018	32	38	84.2%
2	11/10/2018	41	38	107.9%
3	19/10/2018	41	38	107.9%
			Average Quorum (%)	99.9%

From Table 28 above, it was noted that there was quorum in the GRC Meetings. It was further noted all the meetings held were valid because they were in line with the Rules of Procedure for the Guild Representative Council

Table 29: Quorum of Cabinet meetings

S/N	DATE	ATTENDANCE	TOTAL NUMBER OF CABINET MINISTERS	QUORUM (%)
1	26/05/2018	17	25	68%
2	11/10/2018	18	25	72%
3	11/03/2019	8	25	32%
4	26/03/2019	15	25	60%
			Average Quorum (%)	58%

It was noted from Table 29 above that out of the four cabinet meetings held at UTC-Elpon, meetings dated 26/05/2018 and 11/10/2018 happened to be valid because they met the required quorum. Meetings dated 11/03/2019 and 26/03/2019 held in total violation of the Rules of Procedure for the Guild Representative Council

5.1.5 Core Governance

Table 30: Core Governance (UTC-E)

PERFORMANCE	SECRETARIAL RESPONSIBILITY	COMPLIANCE (YES/NO)	RESULT/SCORE	
Leadership and Governance	Structure	Establishment of Structure	+1	
	Central Secretary	Appointment of the General secretary	+1	
	Speaker	Election of the Speaker and a Deputy Speaker	+1	
	Non-performance of Ministers	Creation of leadership performance and the consequential impeachment of Ministers without portfolio		-1

	[illegible]		1	
		Overall Score	12	4
	Difference of Cricket Matches	Matches of Senior and Constituent Athletics	1	
		Matches of Overseas Athletics	1	
		Matches of Academic Athletics and ACT	1	
		Matches of Domestic and Families	1	
		Matches Centre, Province, and Specialized	1	
		Matches of Sports and Tournament	1	
		Matches of Environment and Social Athletics	1	
		Matches of Cultural and Religious Athletics	1	
		Matches of Awards and Achievement	1	
		Matches of Finance	1	
		Overall Score	10	0
	Assessment of the Cricket Matches for CAC	Matches of Senior and Constituent Athletics		-2
		Matches of Overseas Athletics		-2
		Matches of Academic Athletics and ACT		-2
		Matches of Domestic and Families		-2
		Matches Centre, Province, and Specialized		-2
		Matches of Sports and Tournament		-2
		Matches of Environment and Social Athletics		-2
		Matches of Cultural and Religious Athletics		-2
		Matches of Awards and Achievement		-2
		Matches of Finance		-2
			0	-10
	Comparison	Senior and Constituent Athletics	1	
		Overseas Social, Religious and Cultural Athletics	1	
			1	-1

		Health, Environment and Sanitation, Agriculture, ICT and Social Economic Disability	+1	-1
		Overall Score	+6	-4
Good governance	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
	General Assembly	Does not meet term of office	+/	
	Performance of GRC Performance	➢ Absence officers as outlined in the constitution ➢ Re-election of the Audit members ➢ Election and absence of the Executive ➢ Deliberate or frequent absence of the members of the Audit Committee during audit meetings ➢ Absence standing committees and ad hoc committees	+/	-/ -/ -/ -/
	➢ Meetings of Cabinet ➢ Quorum of Cabinet	Does not meet in each academic semester	+/	
		Does not fall of the total number of the members	+/	
		Overall Score	+11	11
Conduct of Business of Council	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
	Number of meetings held by GRC Committee	Does not conform to the terms of office bearers in case of GC by the Chairman or vice chairman		-1
	Number of meetings held by GRC Committee	Minutes not showing time and place including the agenda	+1	
	Quorum of GRC Performance meetings	Quorum for GRC meetings shall be 50% of the membership	+1	

	Minutes of GMC Parliamentary sessions recorded	Recorded minutes of all the regular sessions of the Council	+1	
	Rules of Procedure Guidelines for conduct of meetings	Rules complied to in procedure of meetings	+1	
		Overall Score	11	-3
Succession Planning and Transitional process	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
	General elections	A general election during the Semester of September	+1	
	Voter Register	Updated register of voters		-1
	Campaigns	Existence of Open Campaigns Financed by the Guild Government		-1
	Election Complaints	Disposal of complaints within Four days from date of lodgement. Where no consideration for fatigue, government and Guild cases	+1	0
		Overall Score	6	-4
CORE GOVERNANCE		Overall Score	+79	-46
		Total score	111	-111
		Percentage overall score	64.5%	-37.7%

1 Leadership of the Guild

UTC-Elgon scored 50 points on compliance and lost 27 points for non-compliance

2 Good governance

UTC-Elgon scored 12 points for compliance and lost 12 points for non-compliance

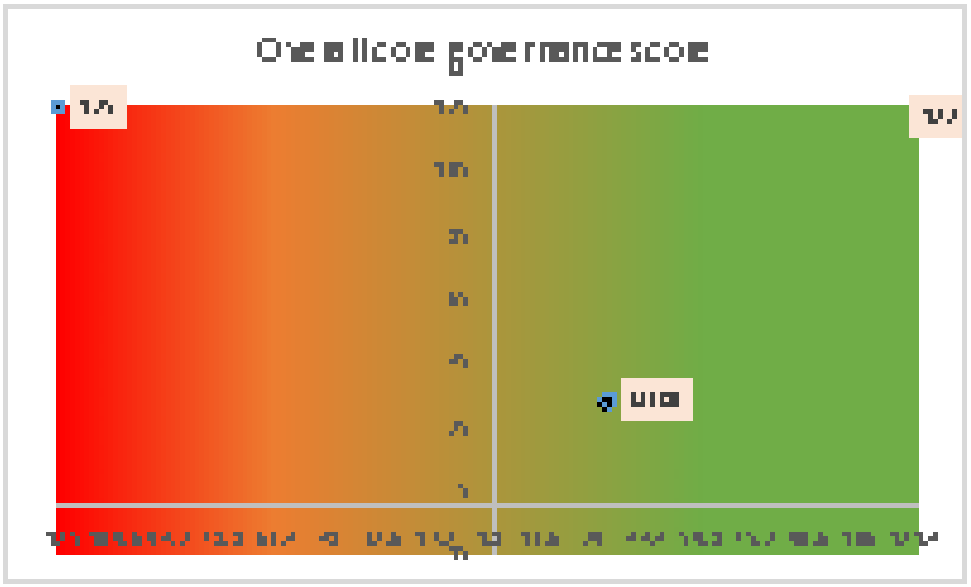
3 Conduct of Business in the Council

UTC-Elgon scored 11 points for compliance and lost 3 points for non-compliance

4 Succession planning and transitional process

UTC-Elgon scored 6 points for compliance and lost 4 points for non-compliance

Figure 22: Overall Core Governance Performance



This means UTC-Elgon should improve in areas they were found to be lacking compliance with the constitution in the core governance parameters while sustaining compliance in the areas where they were found upholding and respecting the letter and spirit of the constitution. From the Guild Leaders Performance Scorecard for the year 2018/2019, UTC-Elgon Guild Government has been found to have a 64.7% level of compliance with their constitution and norms of good governance and therefore needs to improve its performance in the following areas which constitute 37.30% level of non-compliance

Under the leadership of the Guild session

i. UTC-Elgon was found to have one position that was not covered for in the Constitution i.e Minister without portfolio

ii. UTC-Elgon GRC's did not approve the Cabinet Ministers

iii. No documentation on Gender and disability committee

Under the good governance session

i. No documentation of GRC meetings to show all activities of approval of offices, law making session and approval the policies of the Executive and approval of ad-hoc committees

Under conduct of business in the Council

i. Documentation of only 3 meetings

Under succession planning and transitional process

i. No documentation of the election process by the Electoral Commission

5.1.6 Legacy Projects

Table 32: Legacy Projects

SCOREABLE COMPONENT	YES/NO	RESULTANT SCORE
Do you have a project?	YES	1
Is the project shown in the budget?	No	0
Is the project in the work plan?	No	0
Is the project talked about in the minutes?	YES	1
Student recognition	No	0
Administrative recognition	No	0
External recognition	Yes (first runner up in the Guild score card 2017/2018)	1
TOTAL SCORE		3
PERCENTAGE SCORE		42.9%

Source: Interview, GAC and Cabinet minutes, Constitution, Rules of Procedure

From Table 31 above, it was revealed that the Guild Government of UTC-Elgon had a project which was not budgeted and planned for.

5.1.7 Performance of Special Officers

In this section, we looked at the performance of different Offices in the Guild in reference to the special roles assigned to them according to the UTC-Elgon Students Guild Constitution

Table 33: Performance of Special Officers of the UTC-Elgon Guild Government 2017/2018

Office	Roles	Performance
Office of the Speaker	➢ Prepare the agenda for the meetings of the GAC and General Assembly ➢ In consultation with the General Secretary, Call meetings of the GAC ➢ Be an Ex-officio in the Guild Executive and Guild Cabinet ➢ Preside over meetings of the GAC and the General Assembly	Fair: The Speaker and Deputy Speaker did not preside over Council meetings
Office of the Presidency	➢ Be an Ex-officio member of the GAC	Good: The Presidency executed the duties as

	➢ Call and chair all meetings of the Guild Executive and Guild Cabinet ➢ Co-ordinate and check upon the work of the Guild Cabinet Officers ➢ Be a signatory to Guild Accounts ➢ Nominate members of the Guild Executive from among members of the GRC and seek approval of the nominations from the GRC ➢ Together with the nominees concerned forward resolutions passed by the GRC to the College Authorities	require by the Constitution
Office of the Electoral Commission	➢ Determine the amount of non-refundable fee payable by the contestants depending on each post ➢ Organize, conduct and supervise elections of the Guild in accordance with the Constitution ➢ Ensure that free and fair elections are held ➢ Compile and maintain an up-to-date voter's register at all times ➢ Announce, publish and declare in writing, under the signature of the chairperson, the results of elections	Good. Electoral Commission executed their roles as required of them in the Constitution
The Cabinet Ministers	➢ Implement the decisions of the GRC ➢ Be accountable to the GRC ➢ Be responsible to the President ➢ Be responsible for day to day running of the Guild affairs ➢ Deliberate on all matters that affect the members and resolve on measures to be taken by the GRC	Good. Cabinet ministers were able to execute their roles as required of them in the Constitution

Source: Interview, GRC and Cabinet Minutes, Constitution, Rules of Procedure

5.1.3 Analysis of Institutional Performance versus Attendance of Mentorship Sessions

Average mentorship Attendance
68.9%

5.1.9 Final Grade

Table 33: Final grade

	MARK	GRADE
Core Governance	64.75%	C
Legacy Project	42.9%	E
Mentorship	68.9%	B

5.1.10 Administrative Remark

"The outgoing Guild Government (2018-2019) has failed to leave a legacy behind. They purchased Tents and plastic seats for the Electorate. It is important to always leave something behind to be remembered for and this Government has achieved that". The Patron UTCE Guild Government during the handover ceremony

5.2 OBSERVATIONS

- Creation of unconstitutional positions i.e. Ministers without portfolio
- Some Ministers don't attend and participate in Cabinet meetings i.e. Some Ministers for Environment, Nutrition, Sports, Academics.
- The Guild Government had only 3 meetings throughout their term in office
- The case of few Female students involved in the Guild leadership
- UTC- Elgon ministers were not voted /approved by the GRCs
- The vetos registered was not displayed in the votes
- The Speaker and Deputy Speaker don't preside over meetings

5.3 RECOMMENDATIONS

i. Creation of positions outside the Constitution. To ensure good governance, the Guild Government of UTCE should place the Constitution in place

ii. Gender and disability commissioner. Absence of the above commissioner clearly shows some members of the Guild's interests were not promoted and protected. All members of the Guild have a right to be represented and should not be discriminated based on grounds of sex, race, color, gender and disability. The Guild Government of UTCE should therefore establish the above commissioner

iii. The Sister Ministers should attend and participate in cabinet meetings

iv. Guild Government should have four meetings as contained in the Constitution

v. To ensure gender equality in leadership, more female students should be encouraged to participate in the Guild leadership

vi. GRCs should be monitored

vii. The Independent Electoral Commission should display the voters' register

viii. The Speaker and Deputy Speaker should preside over meetings

5.3.1 Analysis on Previous Recommendations

Table 34: Analysis on Previous Recommendation

PREVIOUS RECOMMENDATION	ACTION TAKEN OR OMISSION	LEGALITY OF ACTION TAKEN OR OMISSION	OUTCOME OF ACTION TAKEN OR OMISSION	IMPLEMENTATION SCORE
Documentation of constitutions. The Guild Government of UTCL should therefore document all its Guild activities	Absolution taken	Total violation of the Students Guild Constitution	They affected their performance under Govt government by losing power	0
Creation of positions outside the Constitution. To ensure good governance, the Guild Government of UTCL should protect the Constitution in place	Absolution taken	Total violation of the Students Guild Constitution	They affected their performance under Govt government by losing power	0
Gender and Disability Committees Absence of the above committees clearly shows some members of the Guild's interests were not promoted and protected. All members of the Guild have a right to be represented and should not be discriminated based on grounds of sex, race, color, gender and disability	Absolution taken	Total violation of the Students Guild Constitution	They affected their performance under Govt government by losing power	0

The Guild Government of UTC Ilkeston should therefore establish the above commitment				
Written notices for meetings Circulating a written notice with agenda, time and place before the meeting gives participants an opportunity to prepare for the meeting. Before holding meetings the Guild Government of UTCE should issue written notices		They complied with the rules of procedure for the Guild Representative Council	Participation level in the meeting was high complied to the law Guild Government	1
RECOMMENDATION SCORE			SCORE	1
			TOTAL	4
			Score (%)	25%

Source: Students' Guild Constitution 2014, Rules of the conduct for Guild Representative Council, GRC and Guild Meetings, Annex, Students' Guild Statement 2017-2018

From Table 1 above, it was noted out of the four recommendations made in the previous scorecard, the UTC - Elgon Guild Government managed to implement only 1 recommendation. This contributed to loosing points for not implementing all of the four. It was also noted that the Guild Government still continues to violate the Students' Guild Constitution

5.4 INDIVIDUAL FINDINGS

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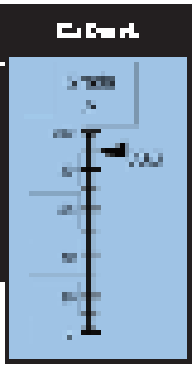

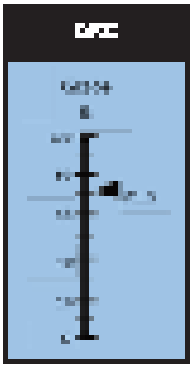

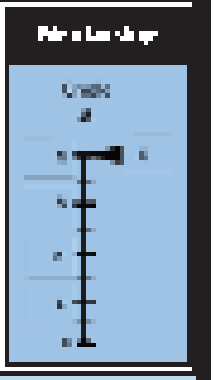

PERFORMANCE

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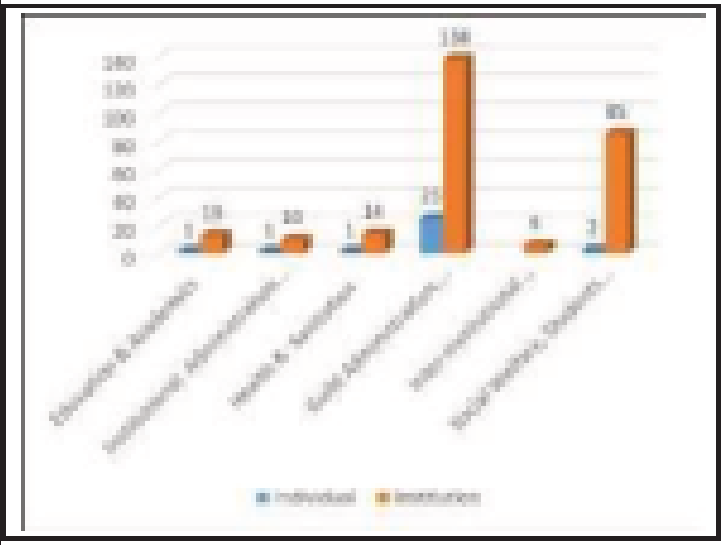
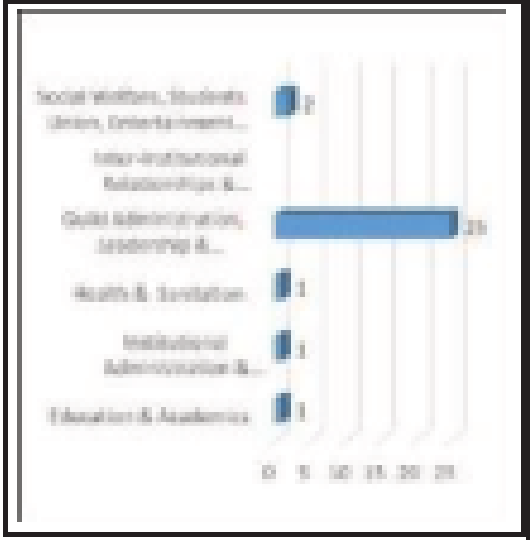
NON-GRADABLES





GWAMBUGA WYCLIFF

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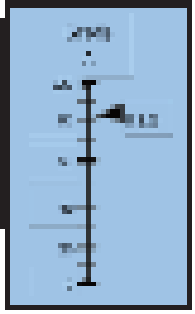
Cohort



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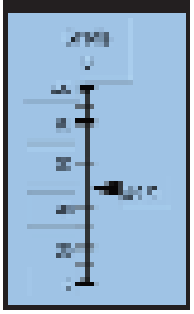
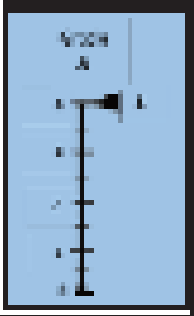


Membership



PERFORMANCE

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Membership	Score	Percentile
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Keys on membership

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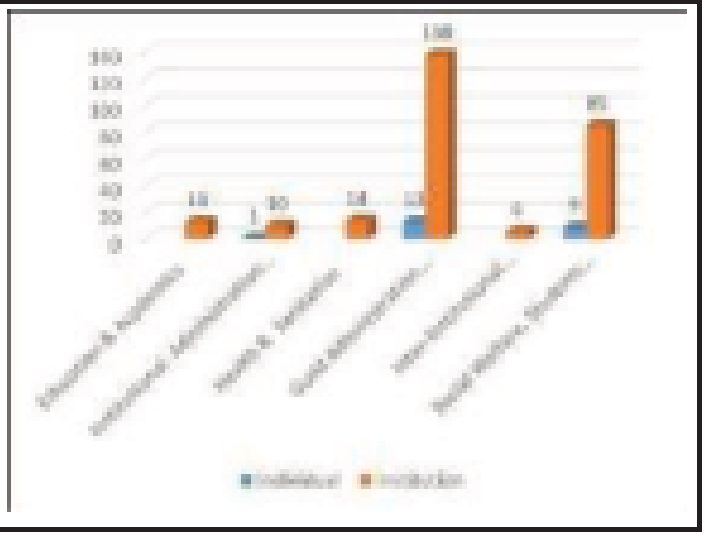
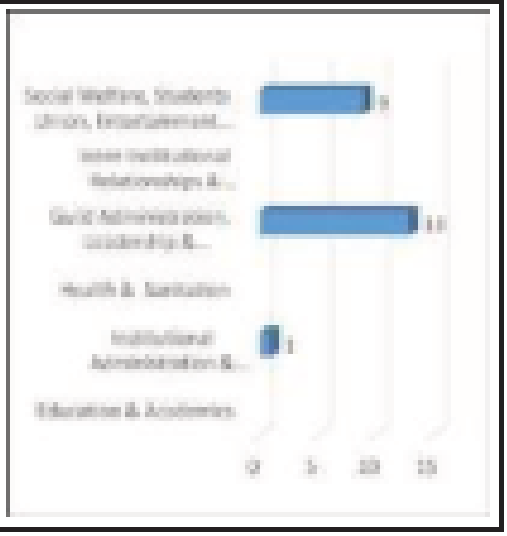
NON-GRADABLES

Individual scores by Educational Service Area



Individual Area Of Service



[illegible] TORRES AAC

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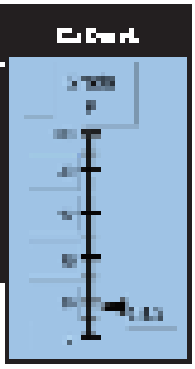

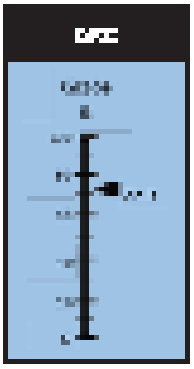

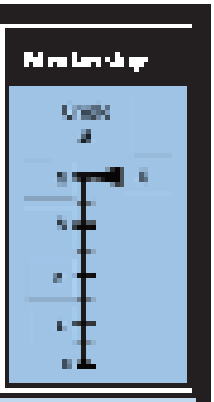

PERFORMANCE

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NON-GRADABLES.

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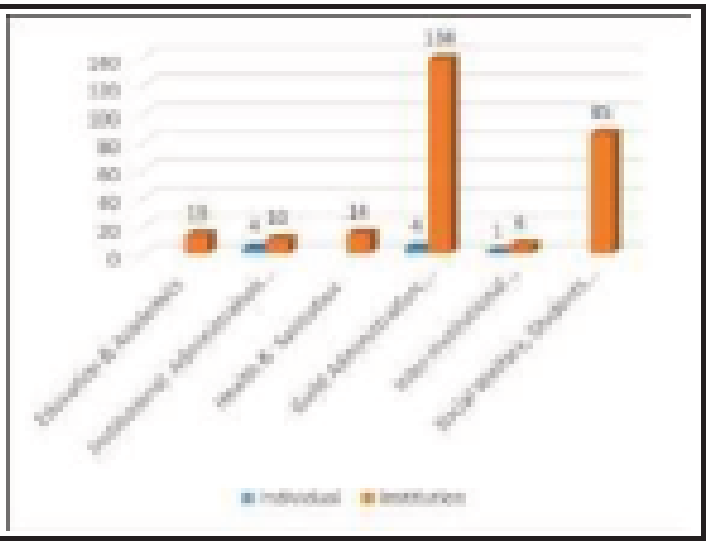

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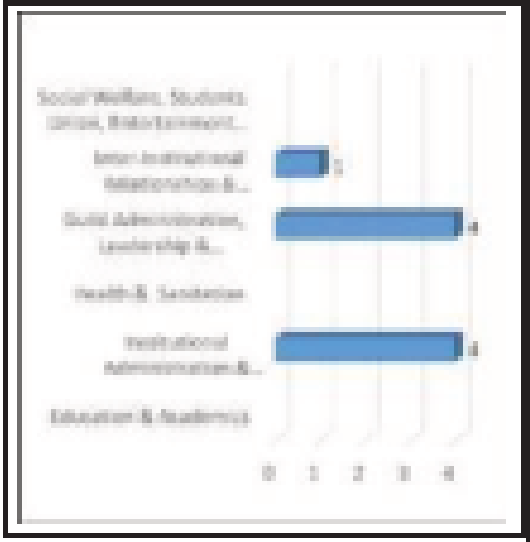

[illegible] ABDULRAHAD

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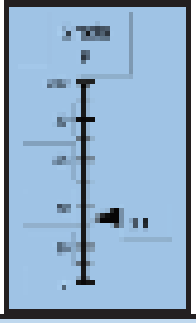

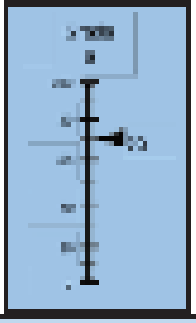

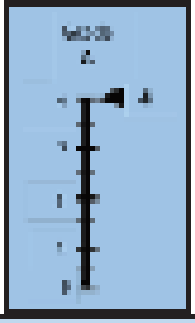

PERFORMANCE

Cohort	Score	Percentile
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Membership	Score	Percentile
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NON-GRADABLES

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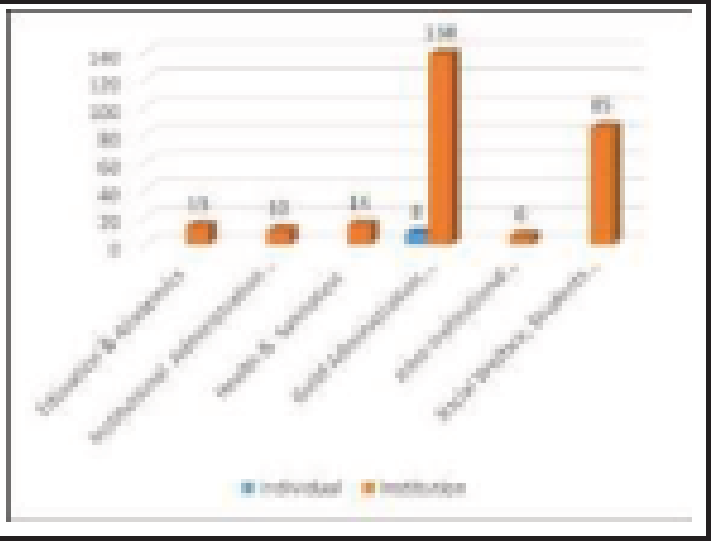

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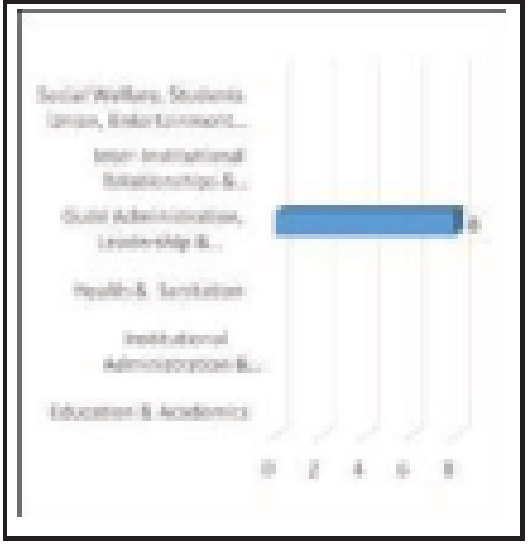

[illegible] VIEIRA RAIMUNDO

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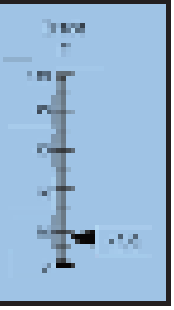
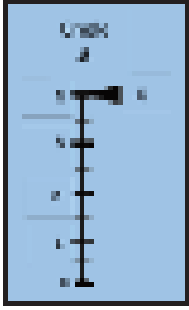
Cohort
Not Applicable

DFC



Mentorship



PERFORMANCE

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DFC	Score	Percentile
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Mentorship	Score	Percentile
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Type of mentorship

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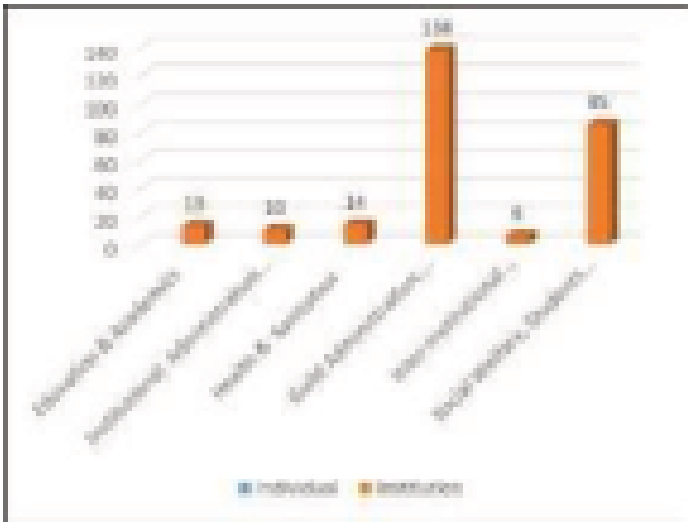
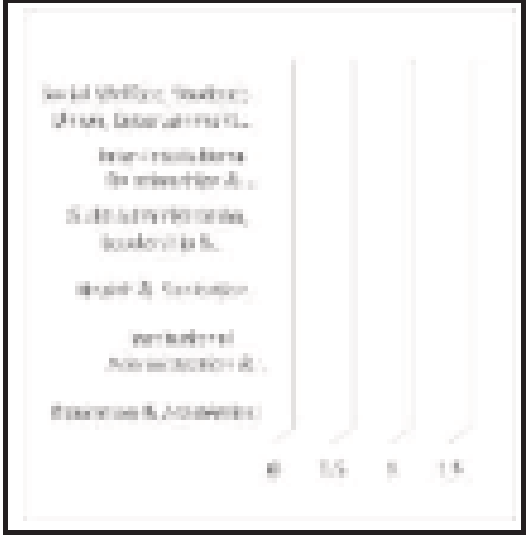
NON-GRADABLES

Individual versus Institutional Grant Portfolio



Individual Grant Portfolio



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Cohort
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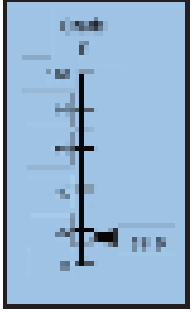

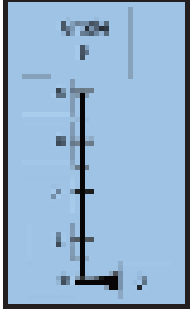

PERFORMANCE

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DFC	Score	Percentile
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Relationship	Score	Percentile
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NON-GRADABLES

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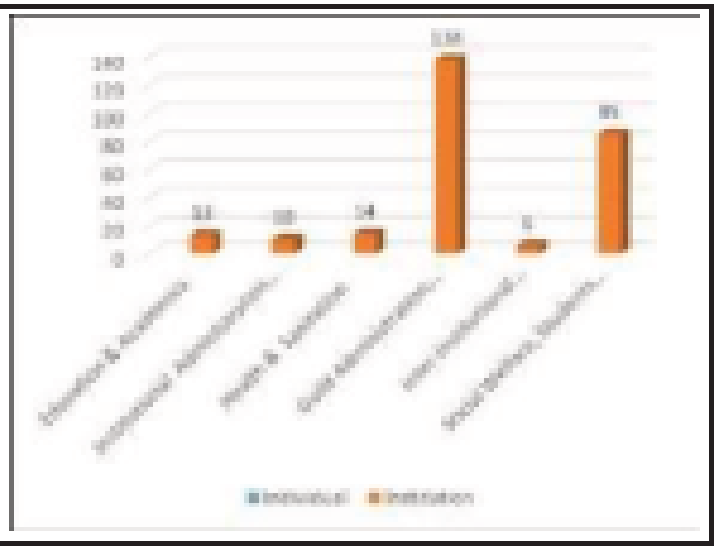

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MATENE HAKIM

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[illegible]	[illegible]
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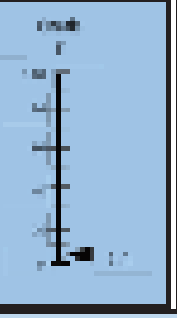
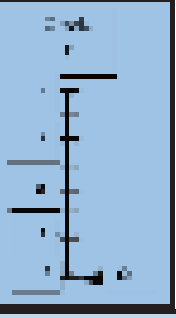
[illegible]	[illegible]

Cohort
Not Applicable

DFC



Mentorship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DFC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

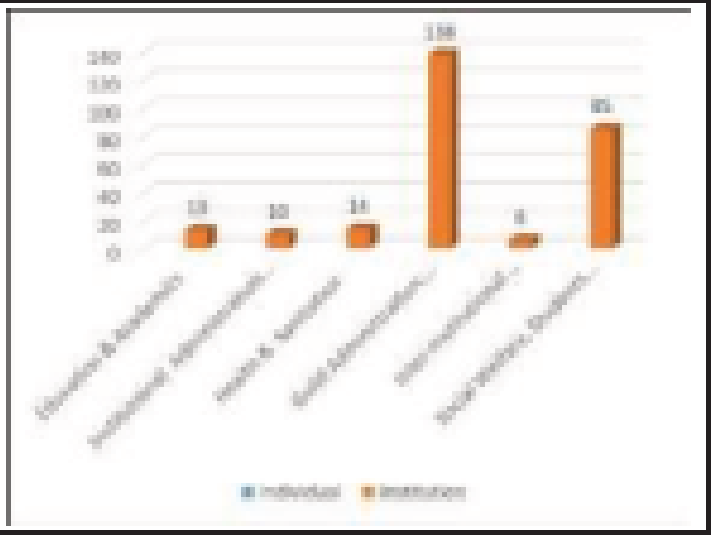
Mentorship	Score	Percentile
[illegible]	[illegible]	N/A

Supervision relationship

[illegible]

NON-GRADABLES

[illegible] Individual Scores for Validation of Clinical Practice



[illegible] Individual Scores Of Peers

[illegible]

[illegible]	[illegible]
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[illegible]	[illegible]
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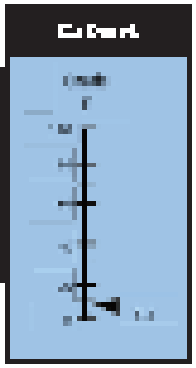
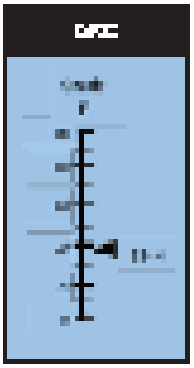
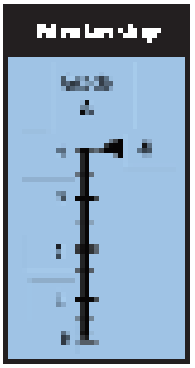






PERFORMANCE

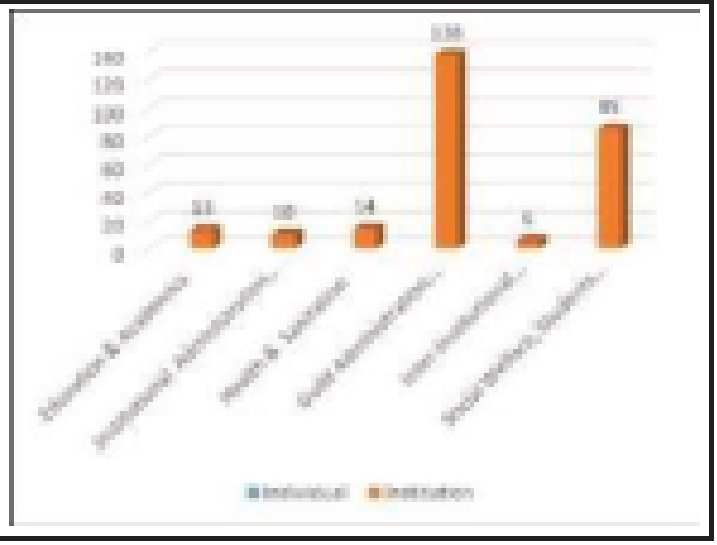
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]		
[illegible]		
[illegible]		
[illegible]		

NON-GRADABLES.

[illegible]



[illegible]

[illegible]

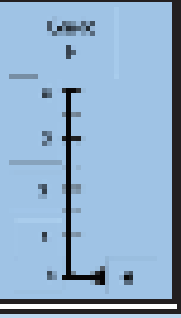
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort

Not Applicable

DFC

Mentorship



PERFORMANCE

Cohort	Since	Previously
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DFC	Since	Previously
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

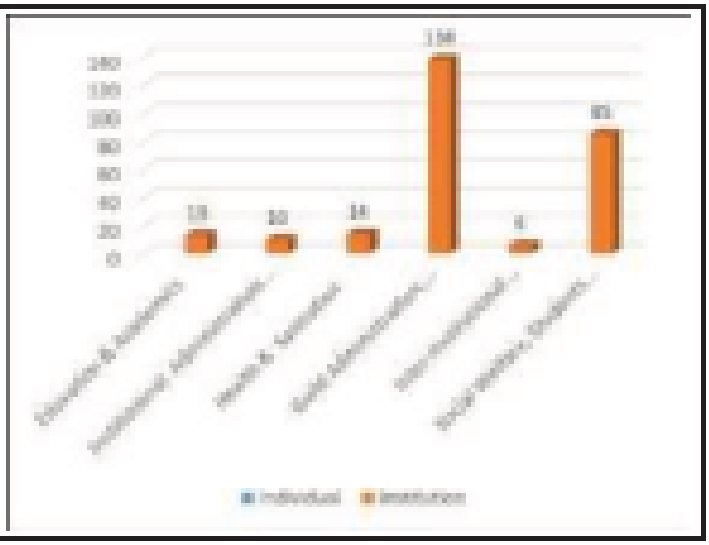
Mentorship	Since	Previously
[illegible]	[illegible]	N/A

Impact on mentorship

[illegible]

NON-GRADABLES

Individual versus institutional dimension of Power

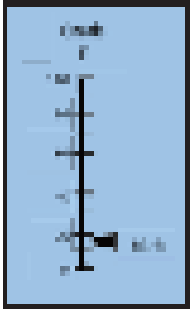


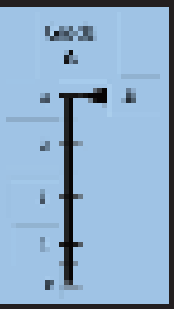
Individual Gini of Power

[illegible]

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

DiSC
Not Applicable





PERFORMANCE

DiSC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DiSC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
[illegible]	[illegible]	[illegible]

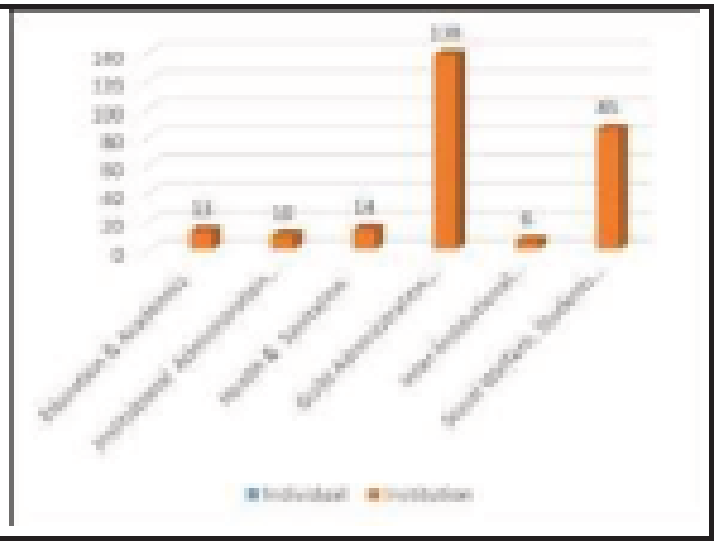
[illegible]

[illegible]

[illegible]

NON-NEGOTIABLES

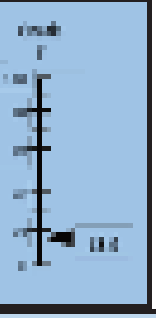
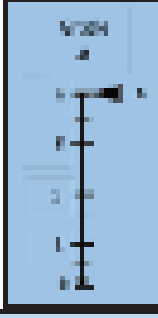
[illegible]



[illegible]

VICTOR GABRIEL OUMA

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort	DFC	Relationship
Not Applicable		

PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DFC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

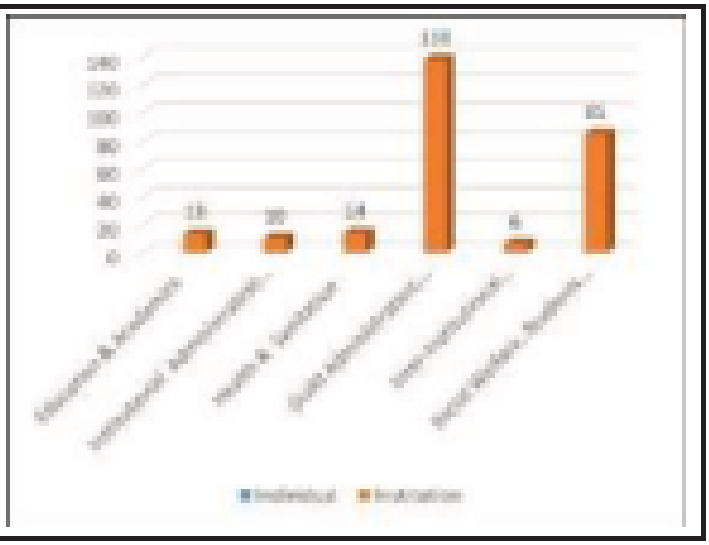
Relationship	Score	Percentile
[illegible]	[illegible]	[illegible]

Important relationships

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

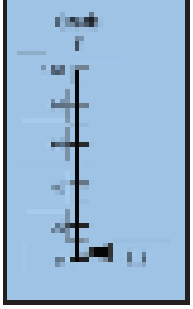
CHONG DARIEL

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

[illegible]

Not Applicable

[illegible]



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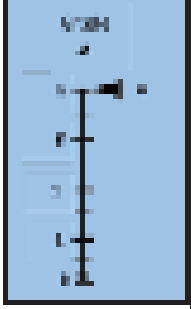


PERFORMANCE

[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

[illegible]	[illegible]	[illegible]
[illegible]	1/4	1/4
[illegible]	8	7.1
[illegible]	8	7.1

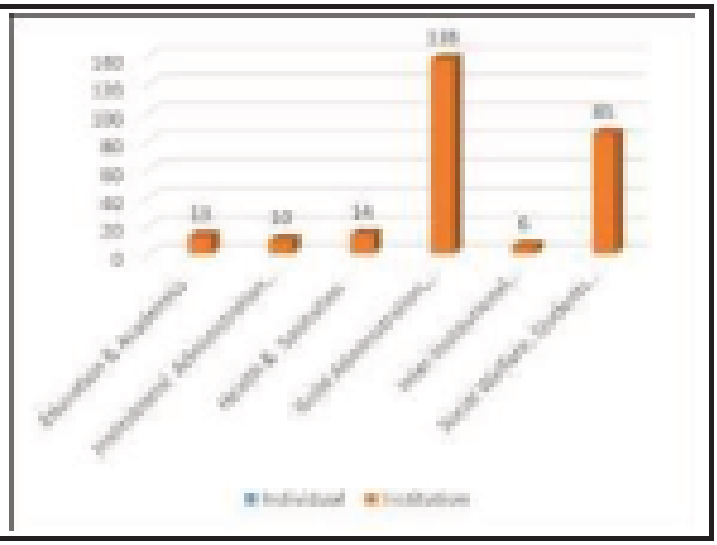
[illegible]	[illegible]	[illegible]
[illegible]	4/4	N/A

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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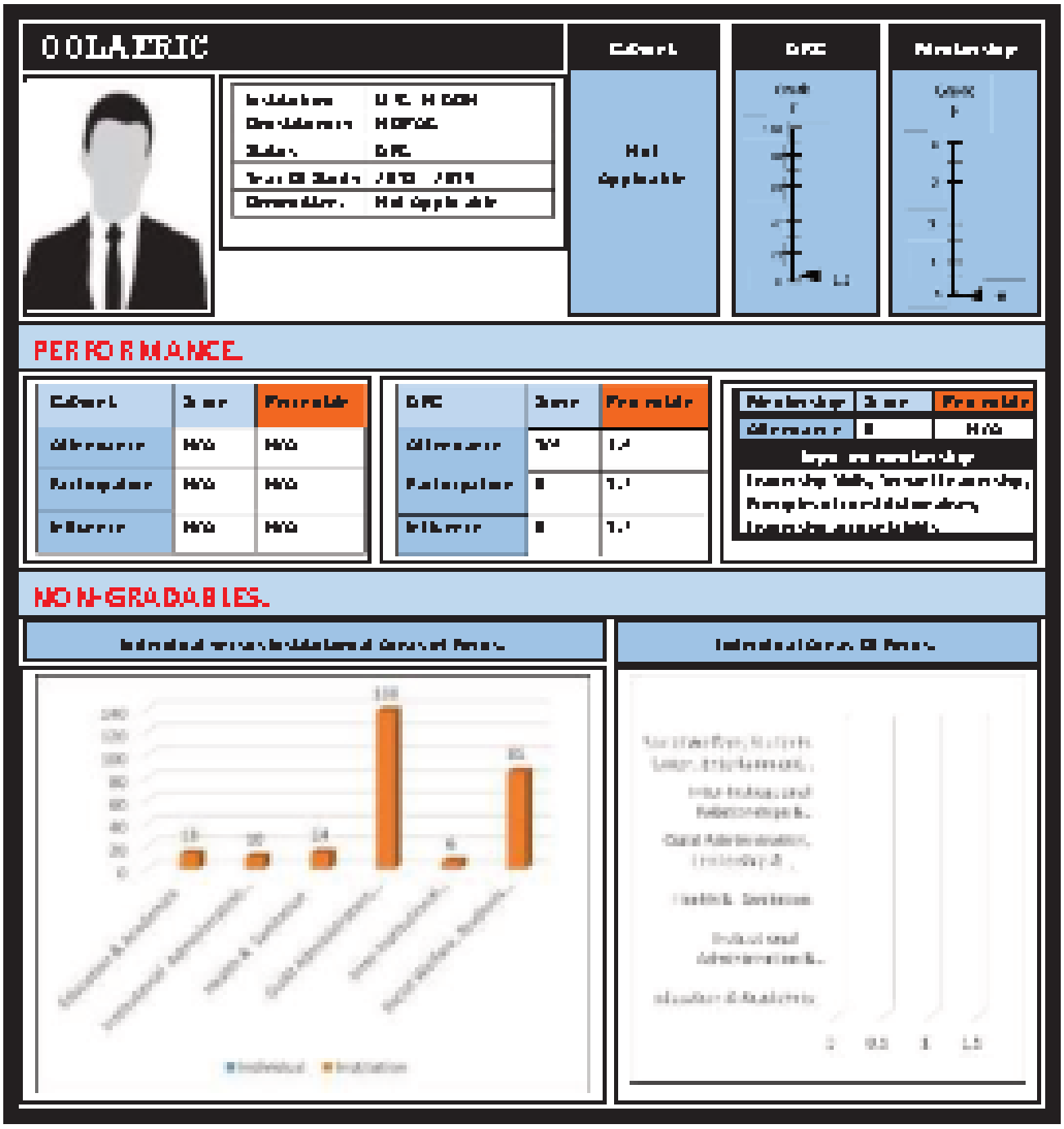

OOLAERIC
Cohort
Not Applicable
DRC
Relationship
PERFORMANCE
NON-GRADABLES

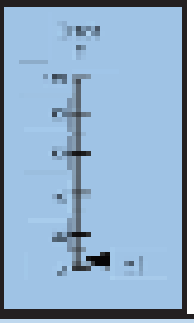
SOMOZA JOEL ERNESTO

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

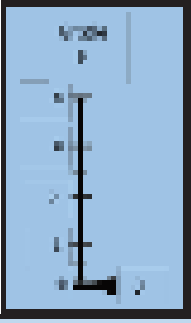
Cohort

Not Applicable

OPC



Mentorship



PERFORMANCE

Cohort	Done	Percentage
Milestone	N/A	N/A
Participation	N/A	N/A
Milestone	N/A	N/A

OPC	Done	Percentage
Milestone	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Milestone	[illegible]	[illegible]

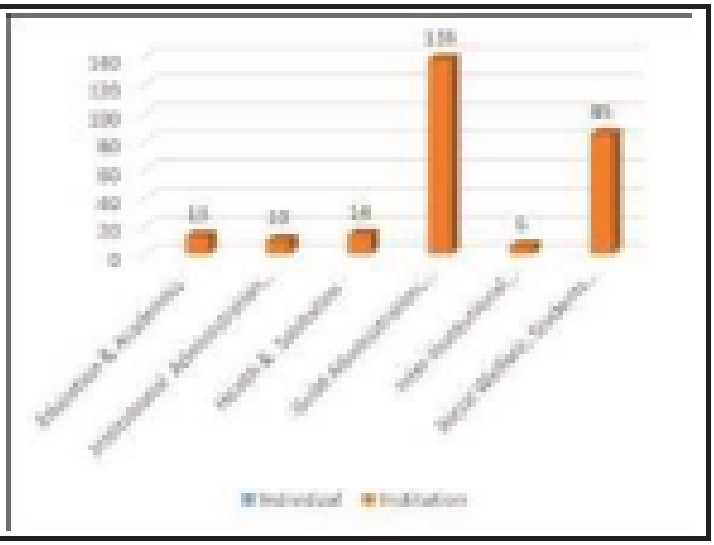
Mentorship	Done	Percentage
Milestone	[illegible]	N/A

Type of mentorship

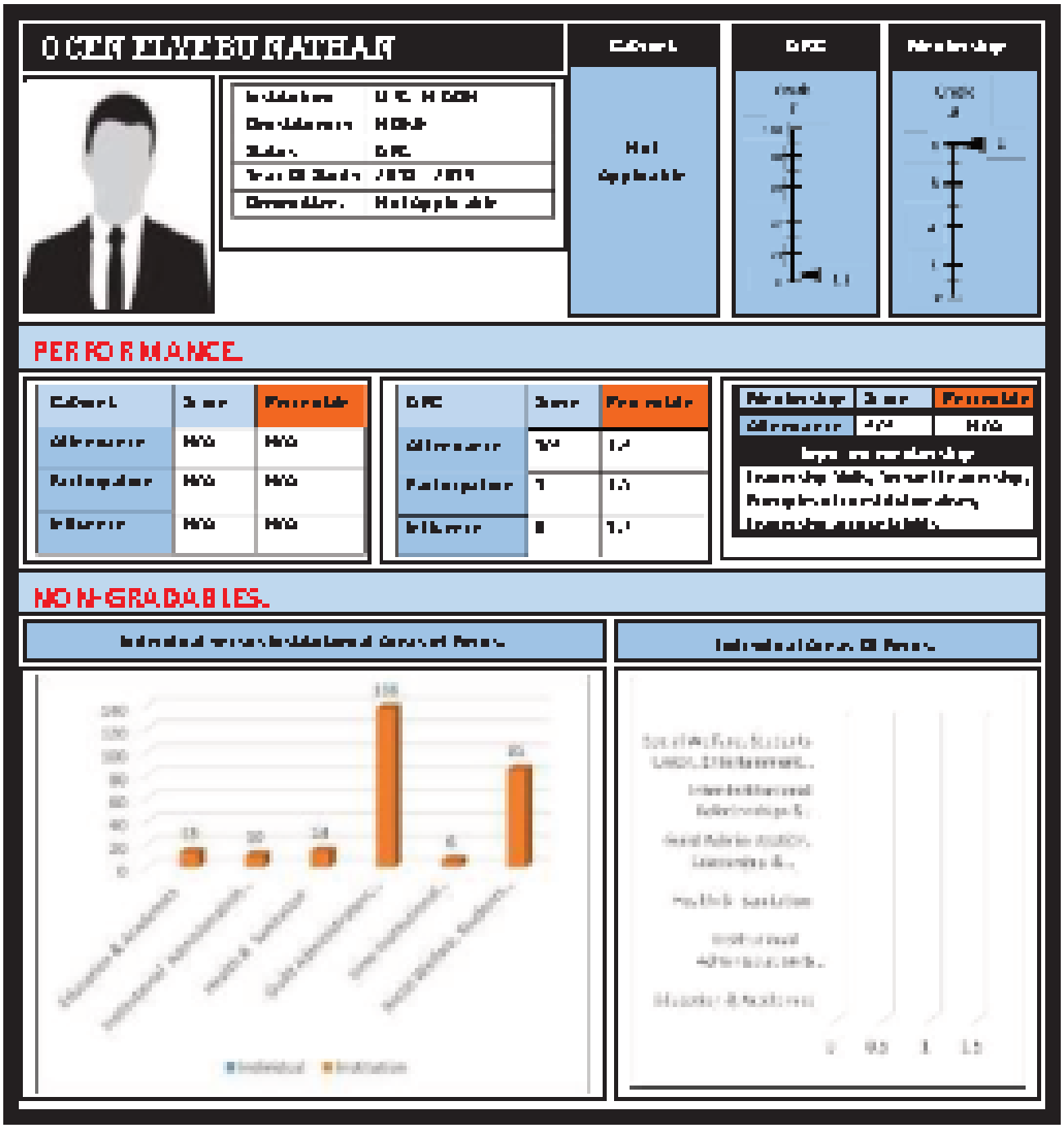
[illegible]

NON-GRADUATES

Individual Courses for Graduate Diploma Level Persons



Individual Courses Of Persons


PERFORMANCE
NON-GRADABLES

[illegible]

[illegible]	[illegible]
[illegible]	[illegible]
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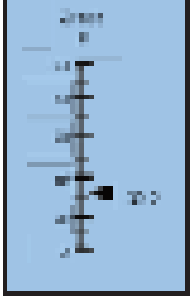
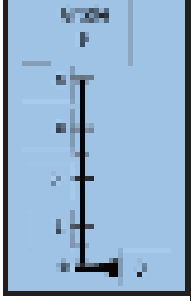
Cohort
Not Applicable

DPC



Relationship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

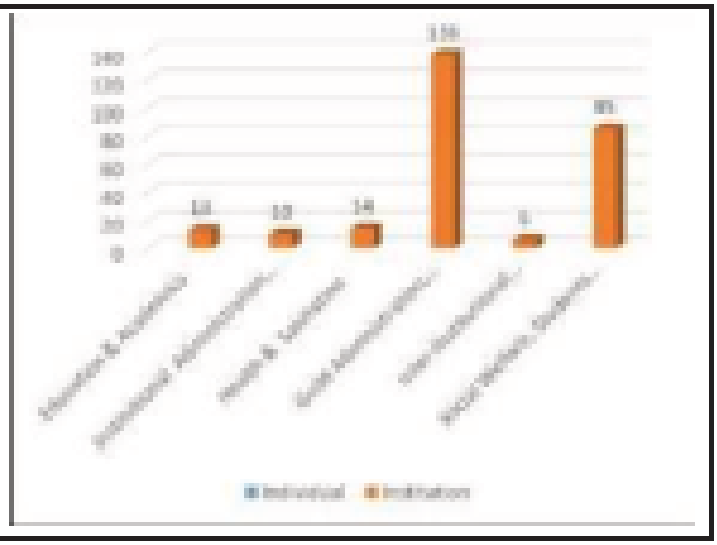
DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES

[illegible]



[illegible]

OKADARAO JULIUS

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
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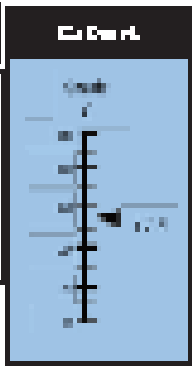
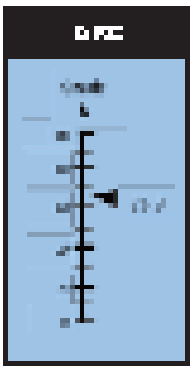
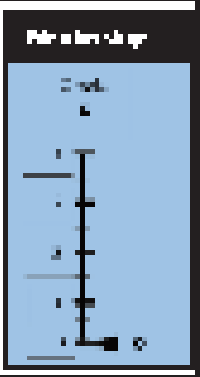
[illegible]	[illegible]







PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

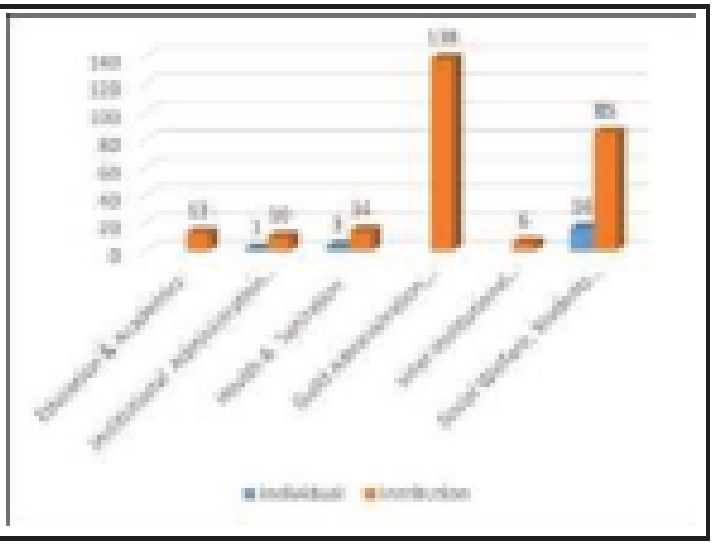
DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES

[illegible]



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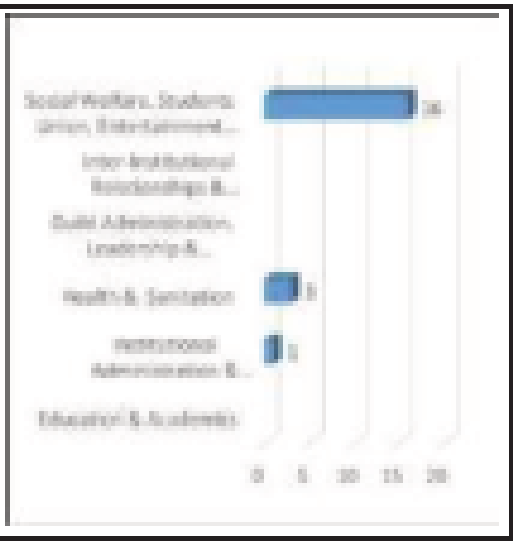

KADDU SUJULUS

[illegible]	[illegible]
[illegible]	[illegible]
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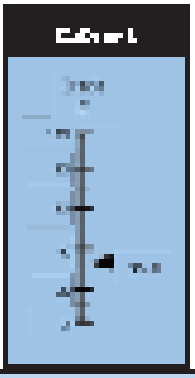
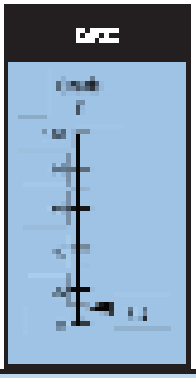
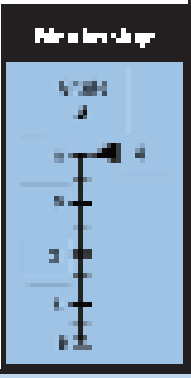






PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

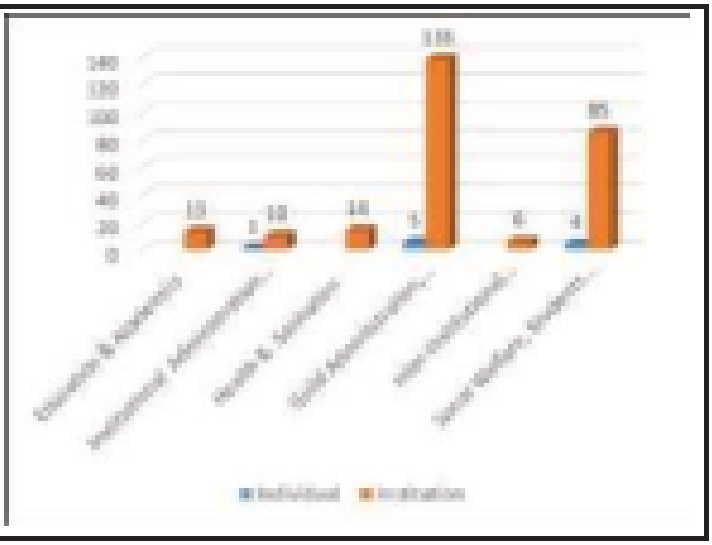
GPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

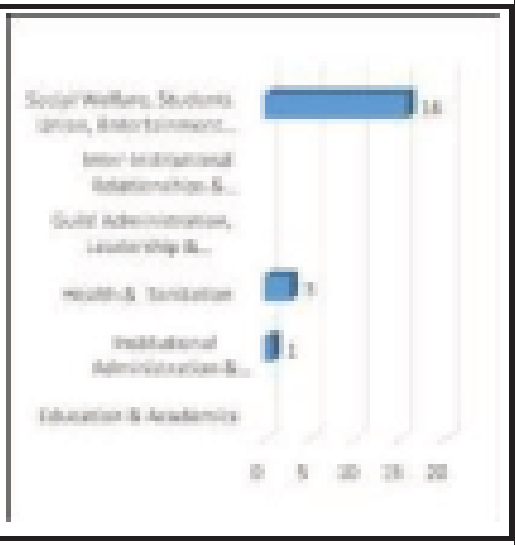
[illegible]

NON-GRADABLES

[illegible]



[illegible]



BASIBA PABLO

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
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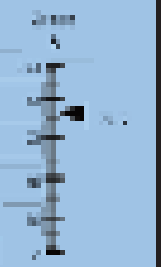
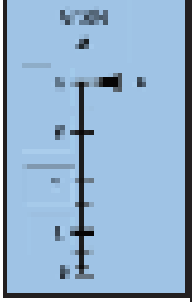
Cohort

Not Applicable

DPC



Mentorship



PERFORMANCE

Cohort	Done	Percentage
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DPC	Done	Percentage
[illegible]	1/4	25.0
[illegible]	1	25.0
[illegible]	1	25.0

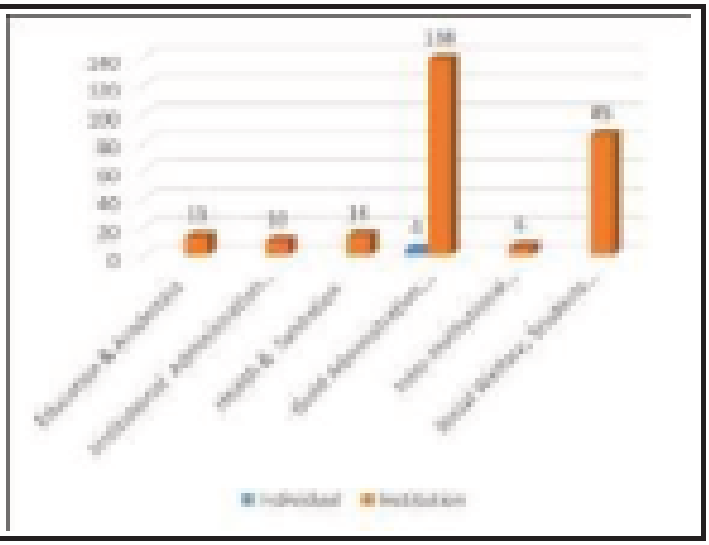
Mentorship	Done	Percentage
[illegible]	4/4	100

Topics on mentorship

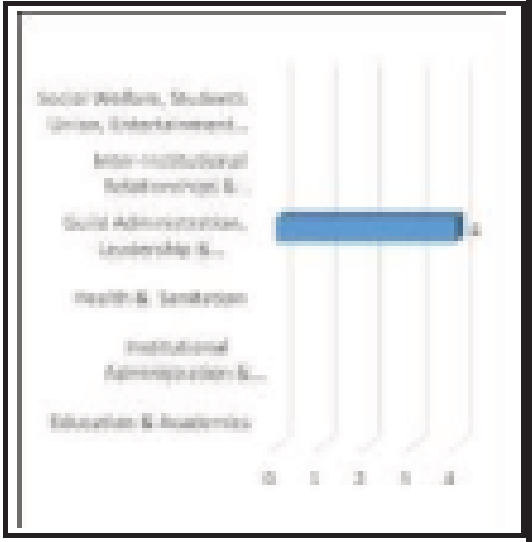
Internship Skills, Personal Internship, Personal and Professional Relationship, Internship and Establishment

NON-GRADABLES.

Individual Services Provided to Members of Service of Persons



Individual Cases Of Persons



MUTAGUBYA TAIBHIR

[illegible]	[illegible]
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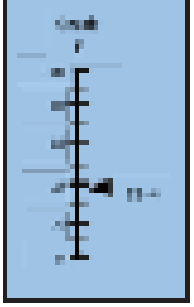
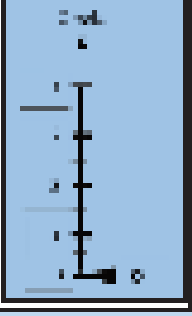
Cohort
Not Applicable





PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

GPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
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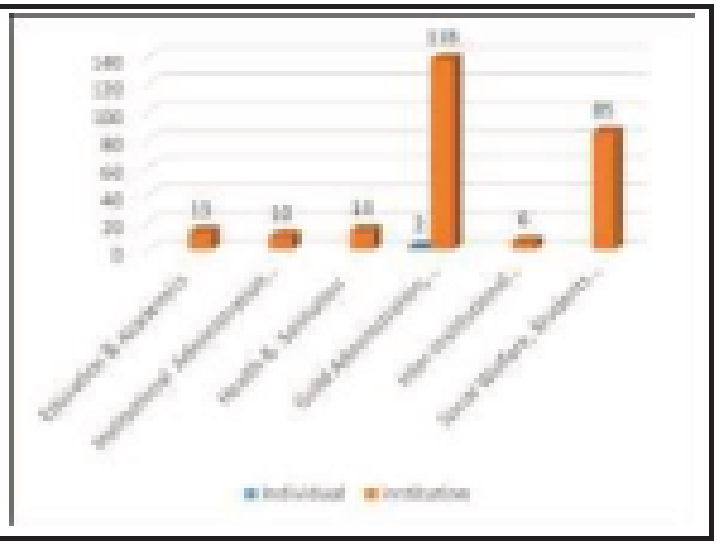
[illegible]

NON-GRADABLES

[illegible]



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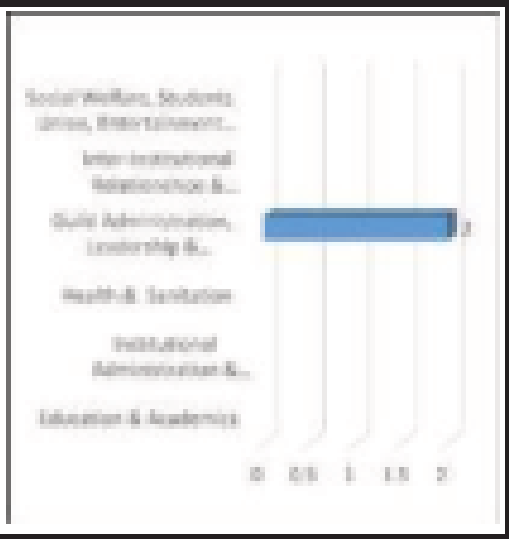

MARGENE DERRICK

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Not Applicable

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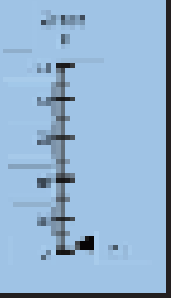

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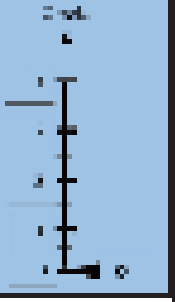

PERFORMANCE

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
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[illegible]		
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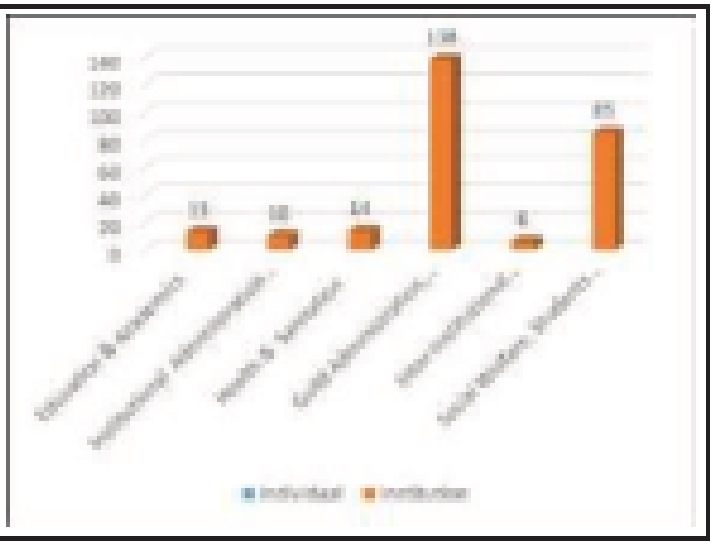
NON-GRADABLES.

[illegible]



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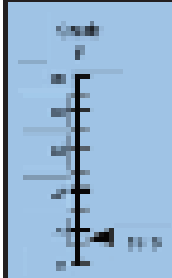
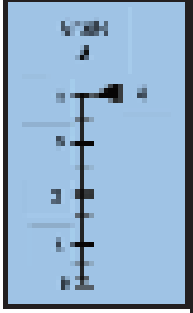
[illegible]

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort	DEC	Relationship
Not Applicable		

PERFORMANCE

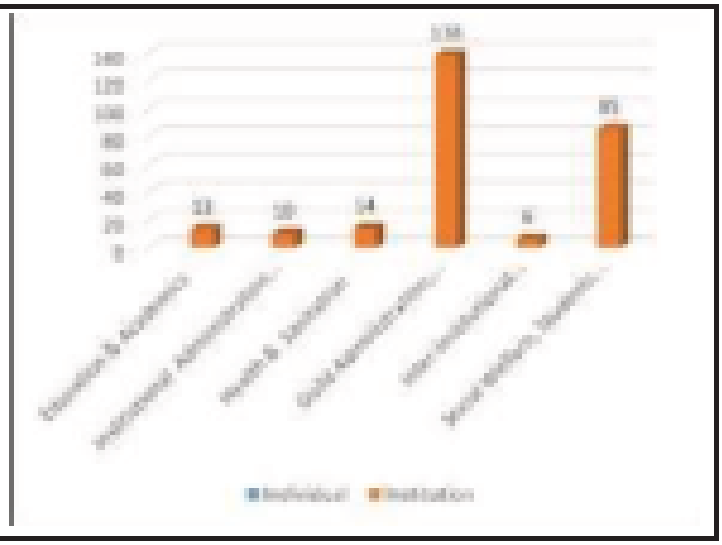
Cohort	Direct	Percentile
Observation	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DEC	Direct	Percentile
Observation	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

Relationship	Direct	Percentile
Observation	[illegible]	N/A
Improvement Relationship		
[illegible]		
[illegible]		
[illegible]		

NON NAVIGABLES

[illegible]



[illegible]

OLOLI MUHAMMED

[illegible]	[illegible]
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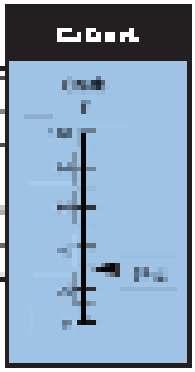

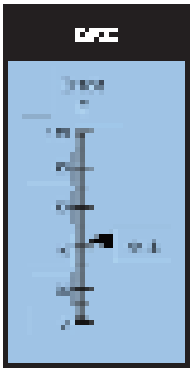

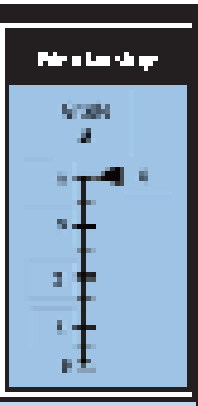

PERFORMANCE

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]

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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
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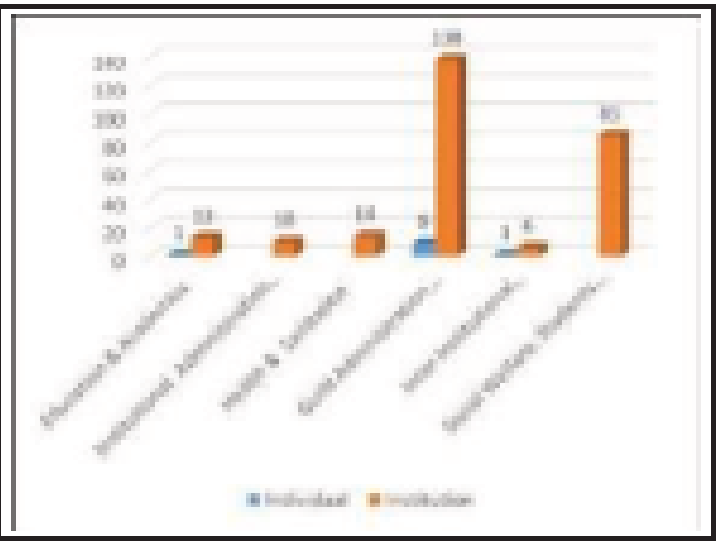
[illegible]		

NON-GRADABLES.

[illegible]



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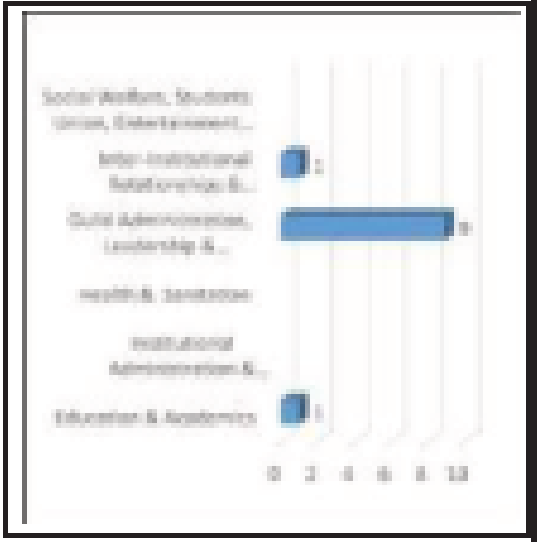

[illegible] GEORGE ROBERT

[illegible]	[illegible]
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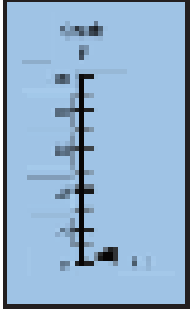
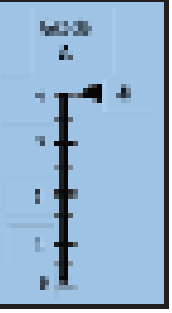
Cohort
Not Applicable

DISC



Relationship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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DISC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

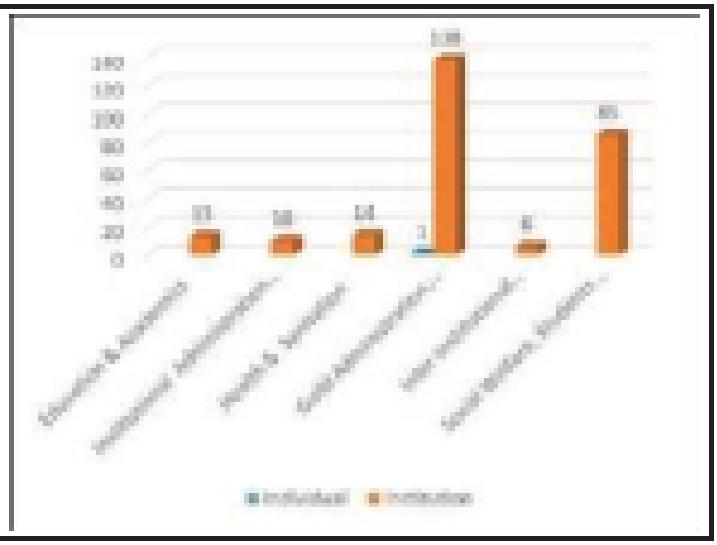
Relationship	Score	Percentile
[illegible]	[illegible]	[illegible]

Improve your relationship

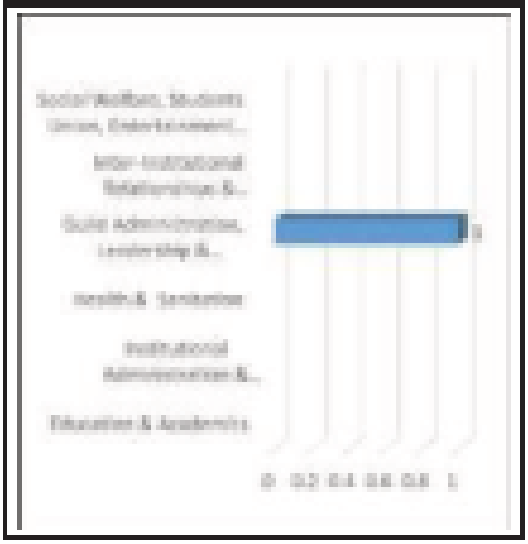
[illegible]

NON-NEGOTIABLES.

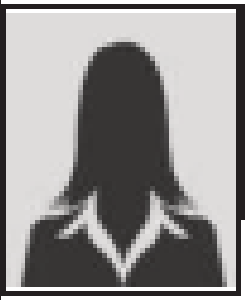
Individual versus Institutional Sense of Purpose



Individual Sense Of Purpose



INVESTIGATOR REPORT



[illegible]	[illegible]
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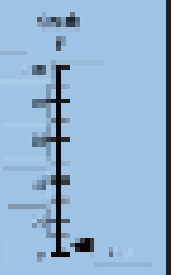
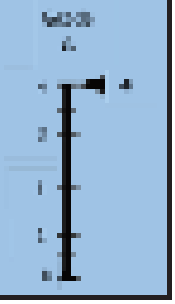
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

ORC


Mentorship


PERFORMANCE

Cohort	Item	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

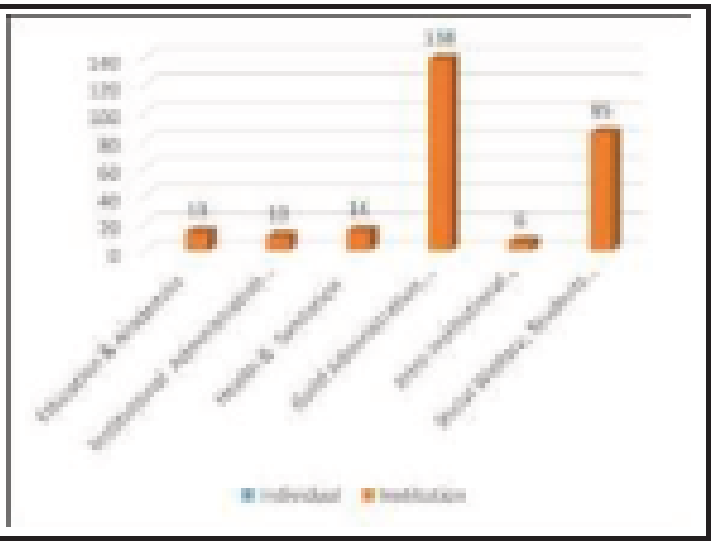
ORC	Item	Percentile
[illegible]	1/1	1/1
[illegible]	1	1.0
[illegible]	1	1.0

Mentorship	Item	Percentile
[illegible]	4/4	N/A

[illegible]

NON-GRADABLES

[illegible]



[illegible]

OILY CUTHBERT

[illegible]	[illegible]
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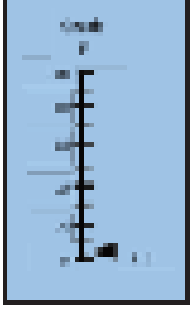
[illegible]	[illegible]

[illegible]

Not Applicable

[illegible]



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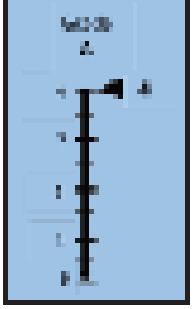

PERFORMANCE

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NOMINATABLES

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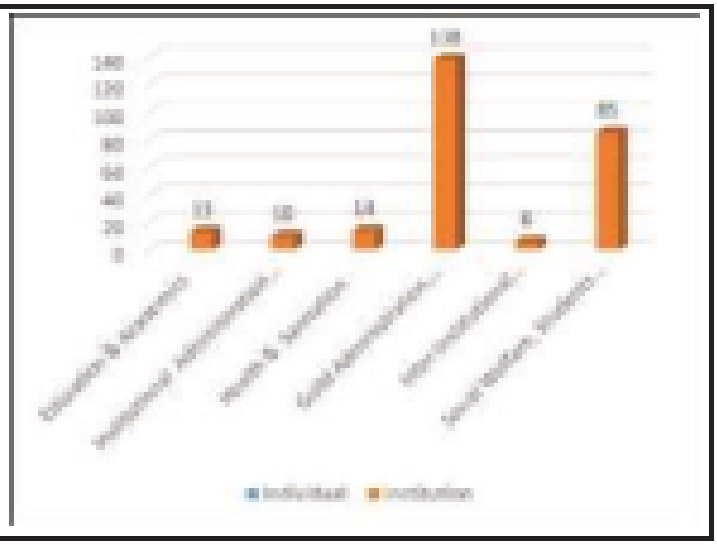

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SKETCH STAMPING

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PERFORMANCE

[illegible]	[illegible]	[illegible]
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NON-GRADABLES

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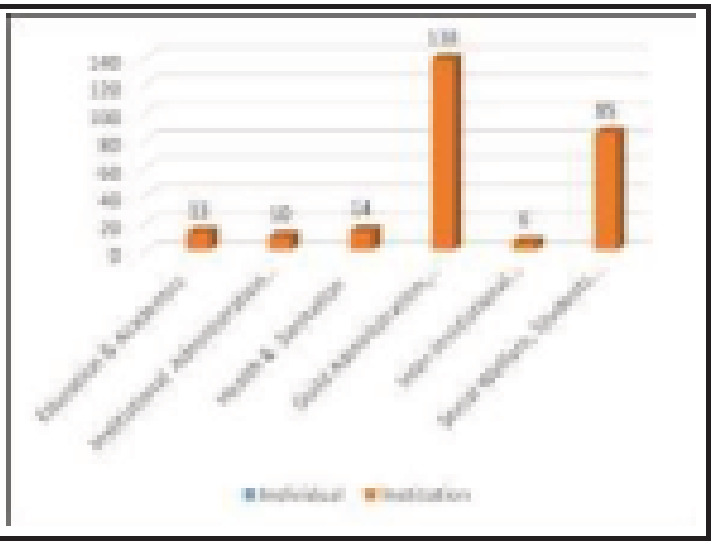

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[illegible]

[illegible]

[illegible]

PERFORMANCE

[illegible]	[illegible]	[illegible]
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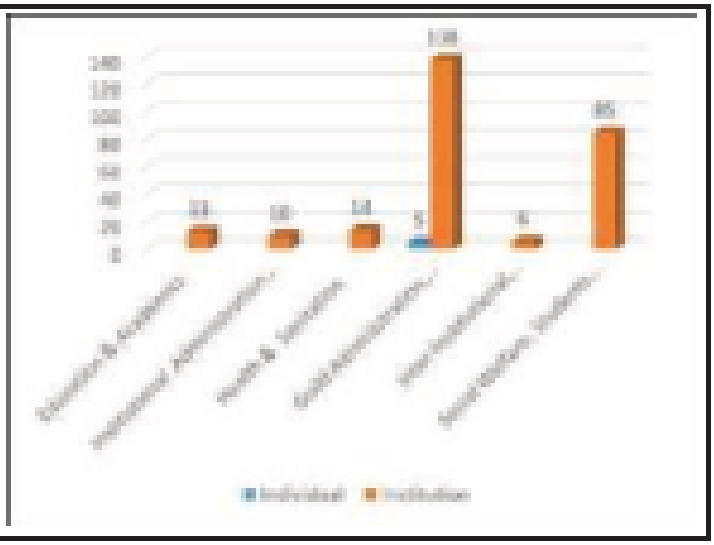
[illegible]

NON-NEGRADABLES

[illegible]



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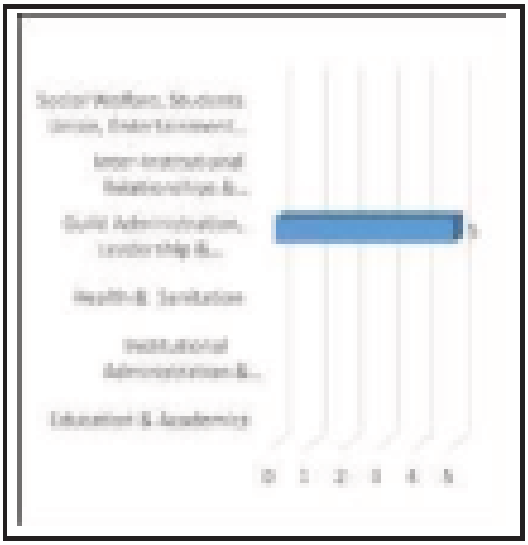

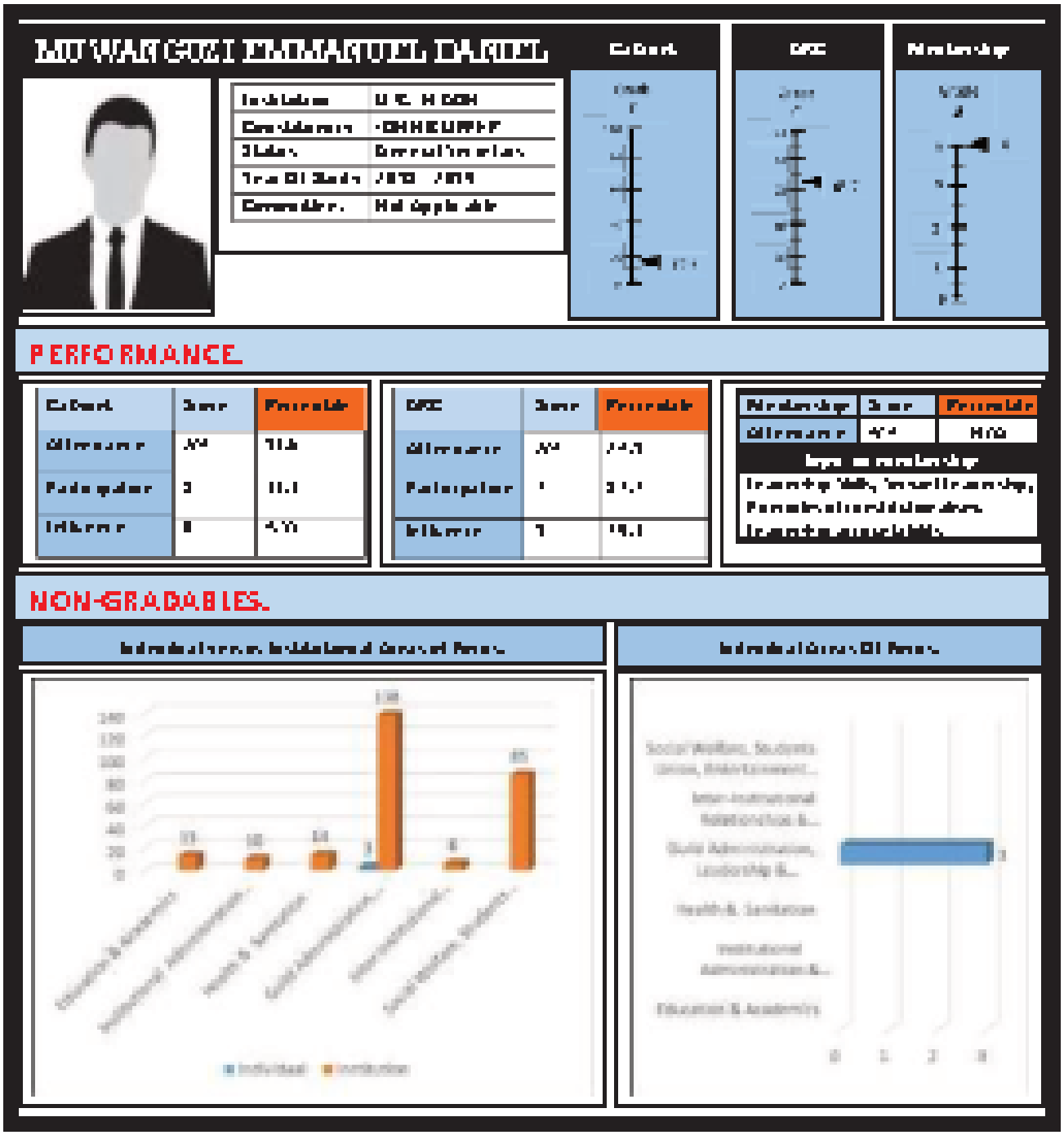
PERFORMANCE
NON-GRADABLES.

O'KELLO BRIAN CHRISTOPHER

[illegible]	[illegible]
[illegible]	[illegible]
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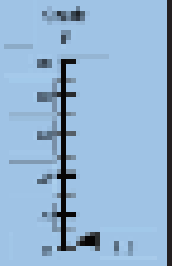
[illegible]	[illegible]
[illegible]	[illegible]

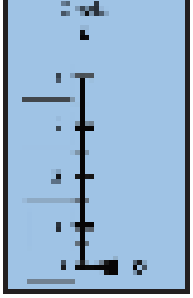
Cohort

Not Applicable

GPC



Mentorship



PERFORMANCE

Cohort	Score	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

GPC	Score	Percentile
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Behavior	[illegible]	[illegible]

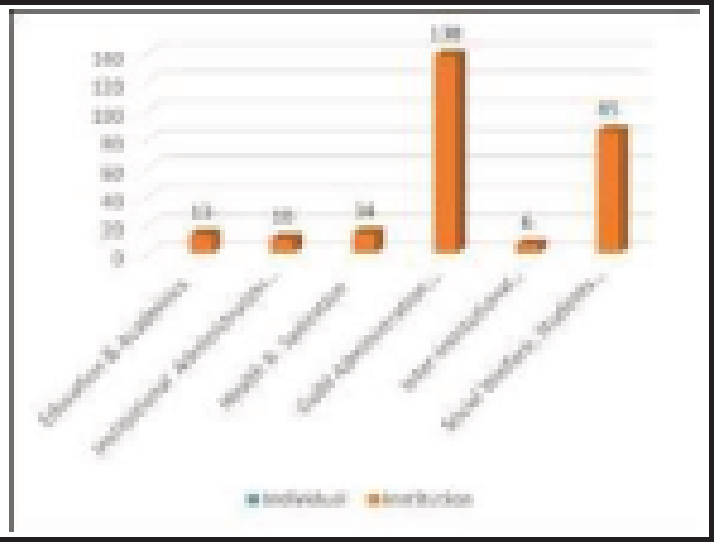
Mentorship	Score	Percentile
Attendance	[illegible]	N/A

Improvement needed in:

[illegible]

NON-GRADABLES

[illegible]



Individual Cohort Distribution

MABONGA TOMMY

[illegible]	[illegible]
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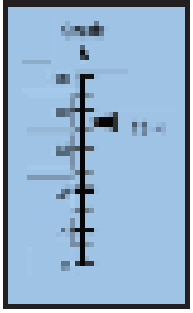
[illegible]	[illegible]
[illegible]	[illegible]

Cultural
Not Applicable

DRC
[illegible]



Relationship
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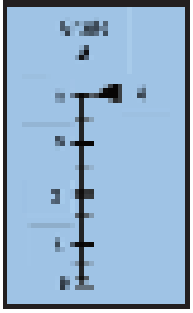


PERFORMANCE

Cultural	Score	Percentile
Dimension	N/A	N/A
Participation	N/A	N/A
Inference	N/A	N/A

DRC	Score	Percentile
Dimension	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Inference	[illegible]	[illegible]

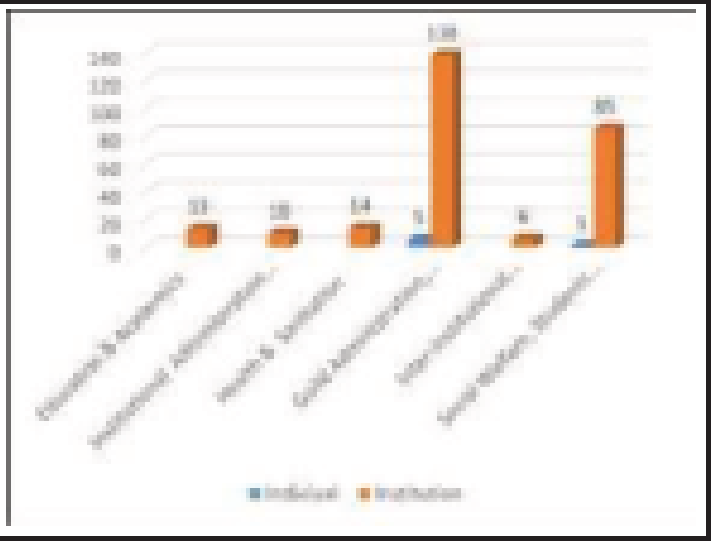
Relationship	Score	Percentile
Dimension	[illegible]	N/A

Type: [illegible]

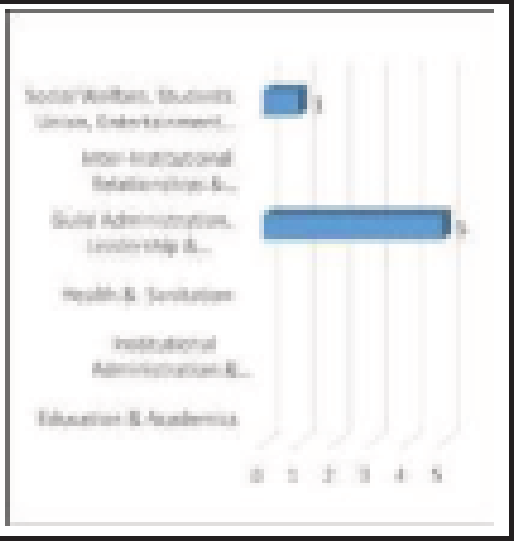
[illegible]

NON-GRADABLES

Individual Interest, Individualism & General Factors



Individual Cross-Cultural Factors



OTELLO IAGO OCEXT

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[illegible]	[illegible]
[illegible]	[illegible]

DiSC	Mentorship
Not Applicable	

PERFORMANCE

DiSC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DiSC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
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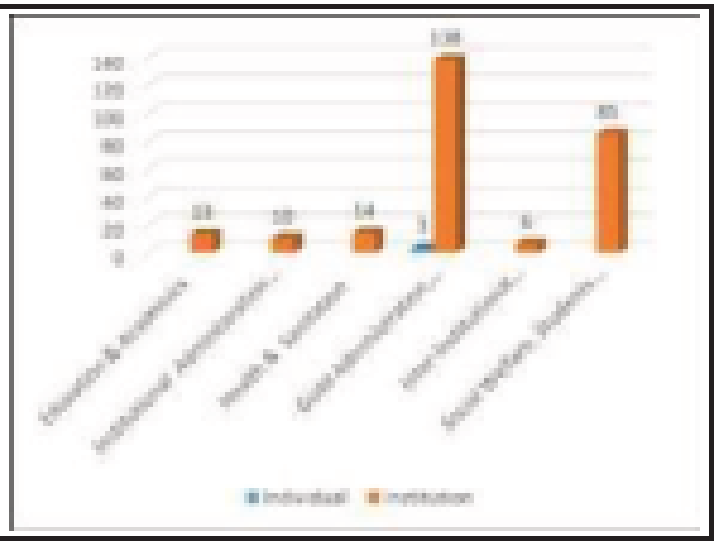
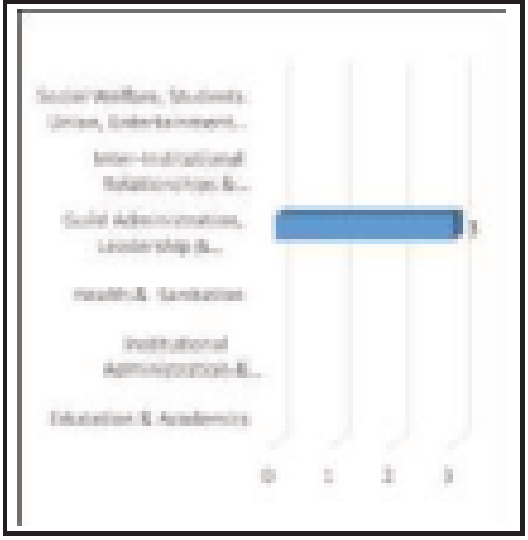
NON-NEGRADABLES



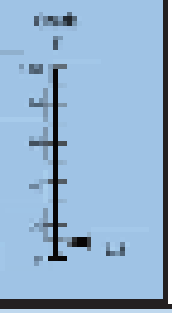


[illegible]

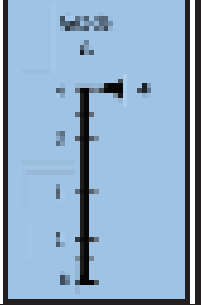
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DRC



Attachment



PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Attachment	Score	Percentile
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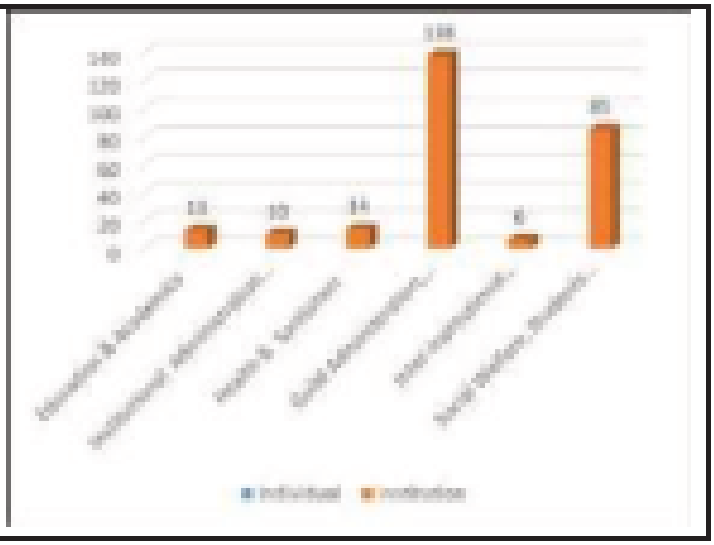
Supervisor Attachment

[illegible]

NON-GRADABLES

[illegible]



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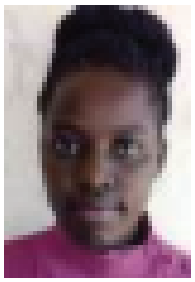
AWINO ANGELLA



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[illegible]	[illegible]
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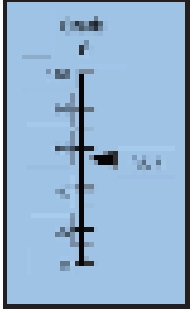
[illegible]	[illegible]

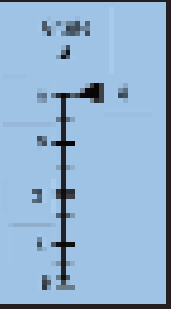
Cohort

Not Applicable

GPA



Relationship



PERFORMANCE

Cohort	Score	Percentile
Alternative	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

GPA	Score	Percentile
Alternative	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

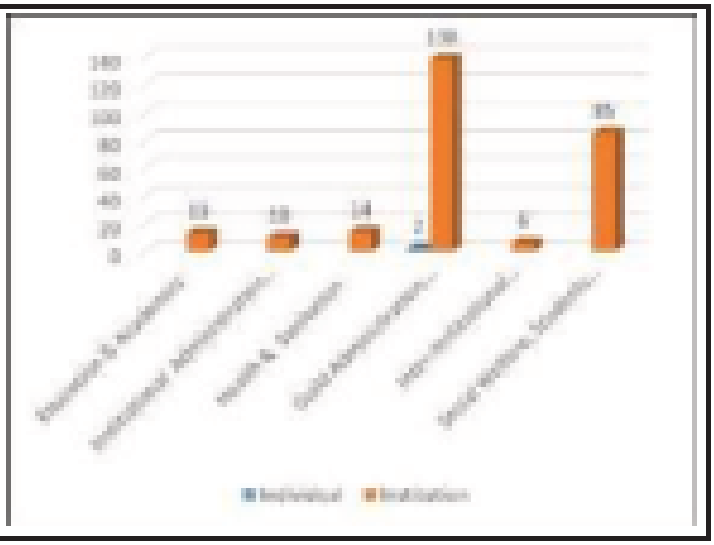
Relationship	Score	Percentile
Alternative	[illegible]	N/A

Improve on your relationship

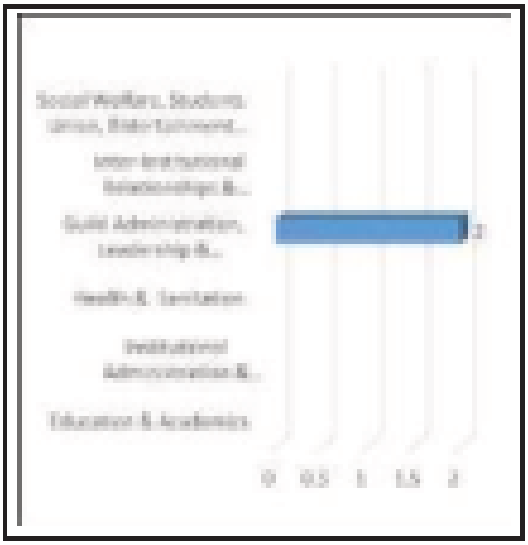
[illegible]

NOMINATABLES

Individual versus Institutional Centrality Power



Individual Centrality Power



O WOR JOSEPH

[illegible]	[illegible]
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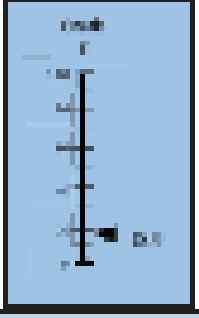
[illegible]	[illegible]

[illegible]
[illegible]

[illegible]



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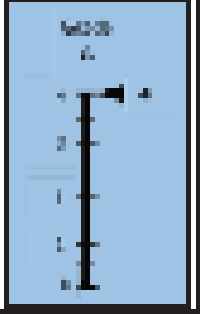

PERFORMANCE.

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]
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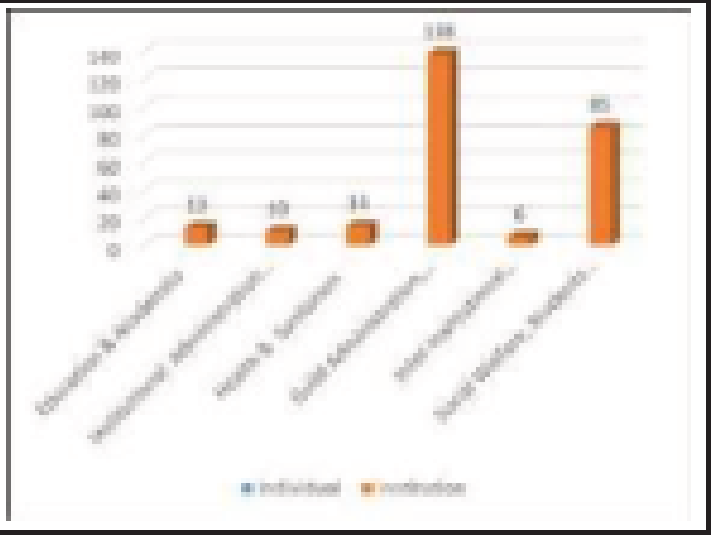
[illegible]

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

[illegible] KABOTH

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DFSC

Mentorship

PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

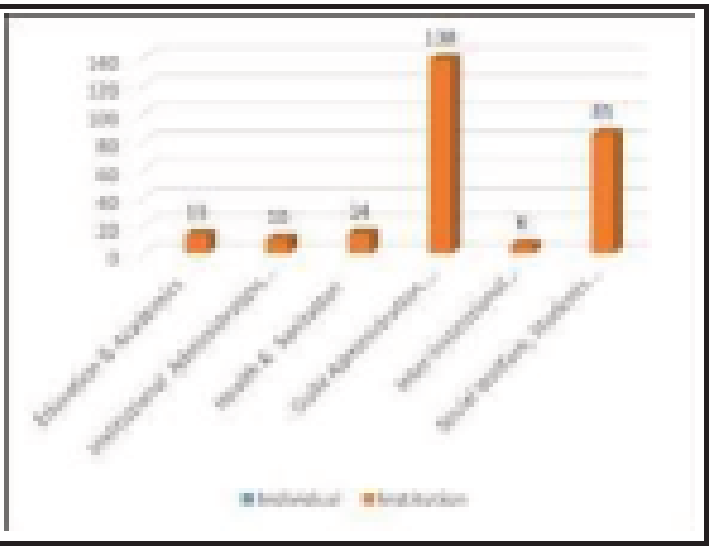
DFSC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES

[illegible]



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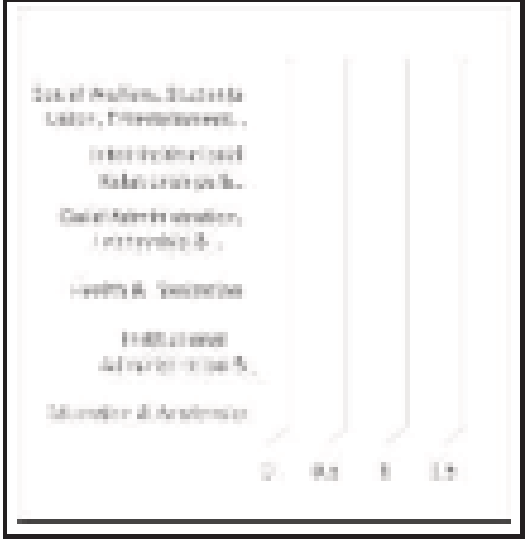

ONGWEN ERIC LOUM

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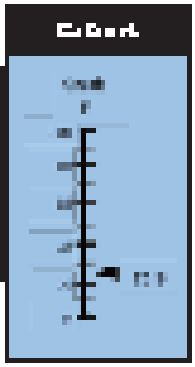
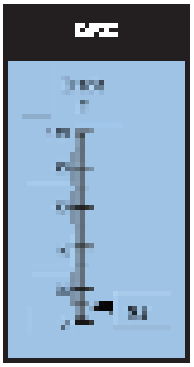
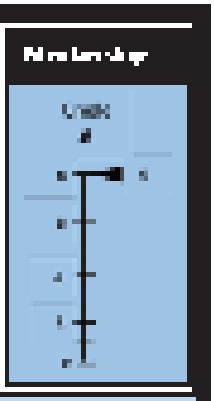






PERFORMANCE

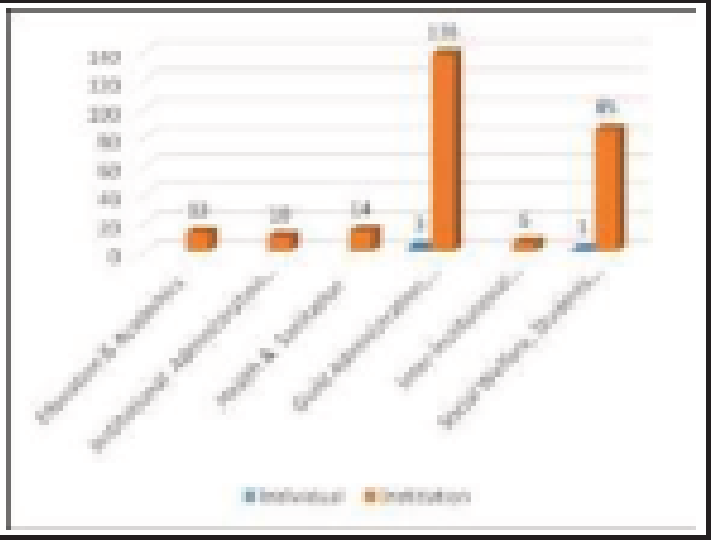
Outputs	Score	Percentage
Dimension	1	4.5
Participation	1	14.3
Influence	1	9.8

OKC	Score	Percentage
Dimension	24	24.3
Participation	1	1.5
Influence	8	7.1

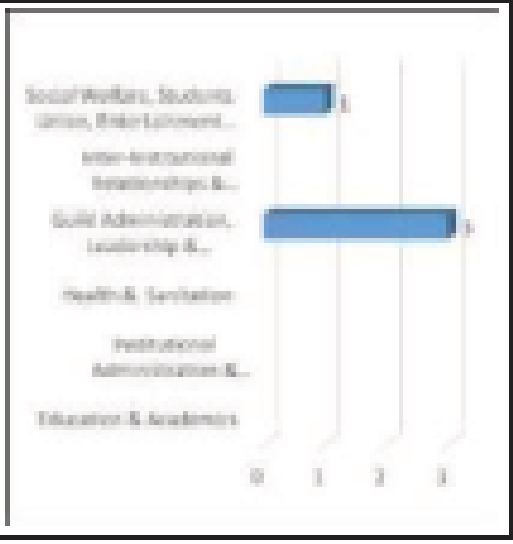
Mentorship	Score	Percentage
Dimension	4/4	N/A
Improvement Mentorship		
Improvement Mentorship		
Improvement Mentorship		

NON-GRADABLES.

Individual Interest, Institutional Contract Areas



Individual Contract Of Areas



[illegible] AMIRU

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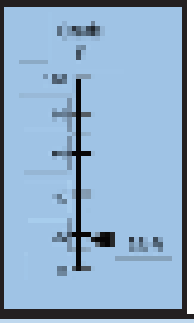
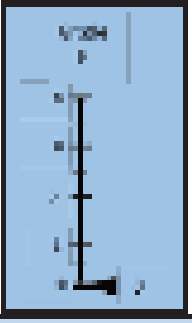
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not available

DEC



Mentorship



PERFORMANCE

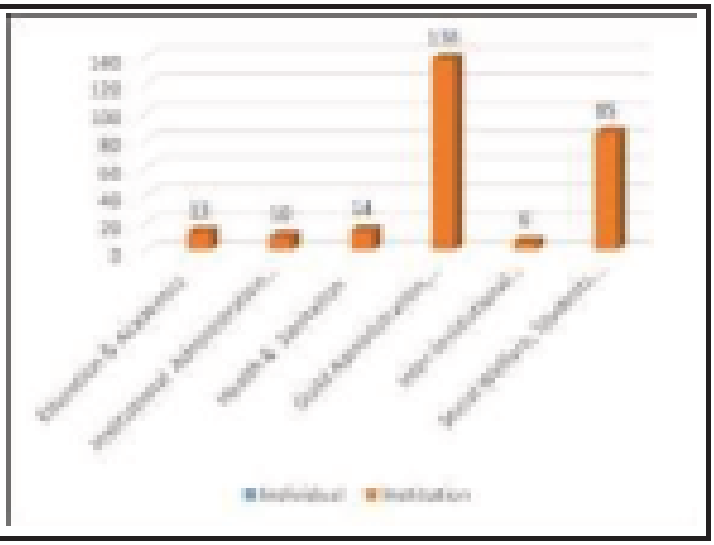
Cohort	Done	Percentile
Attempt	N/A	N/A
Participation	N/A	N/A
Efficacy	N/A	N/A

DEC	Done	Percentile
Attempt	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Efficacy	[illegible]	[illegible]

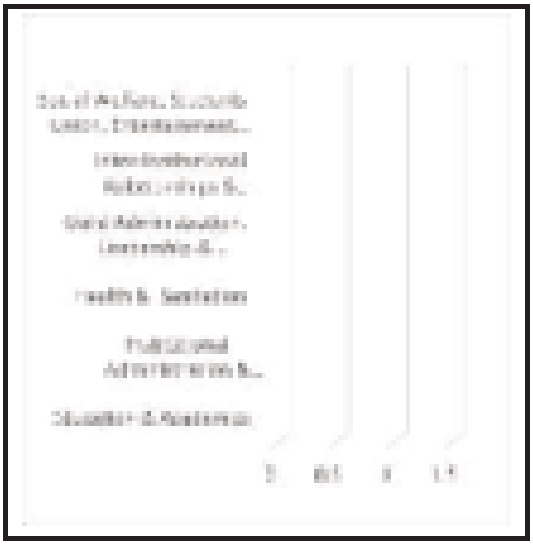
Mentorship	Done	Percentile
Attempt	[illegible]	N/A
Improvement in mentorship		
[illegible]		

NON-GRADABLES

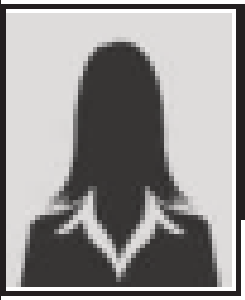
Individual Interventions by Individual General Partners



Individual Cases Of Partners



LUTHER JOSELINE



[illegible]	[illegible]
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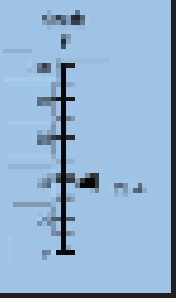
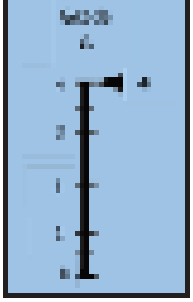
Cohort	DFC	Relationship
Not Applicable		

PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

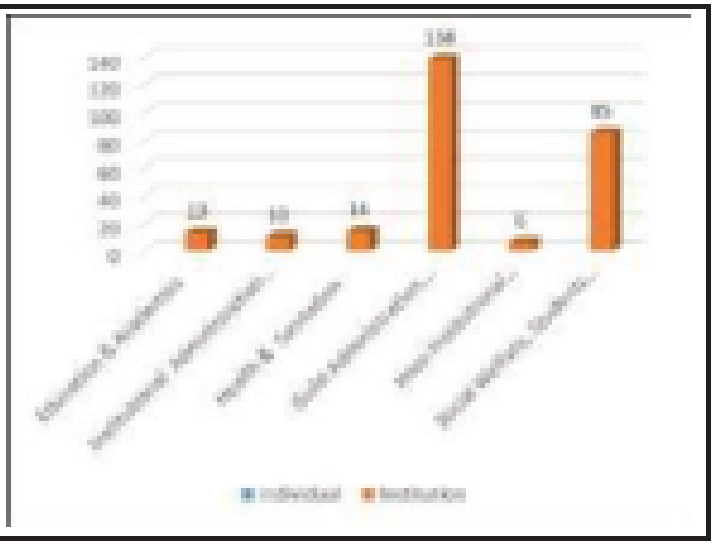
DFC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
[illegible]	[illegible]	[illegible]

Supervisor relationship
[illegible]
[illegible]
[illegible]

NON-GRADABLES.

[illegible]



[illegible]

SITAN PATIENCE

[illegible]	[illegible]
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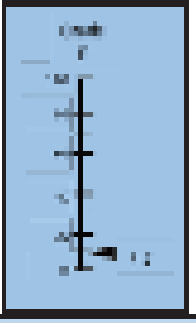
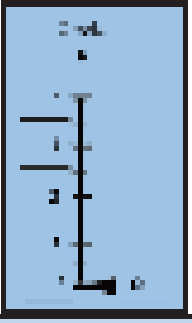
Cohort

[illegible]

DEC



Mentorship



PERFORMANCE

Cohort	Done	Favorable
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

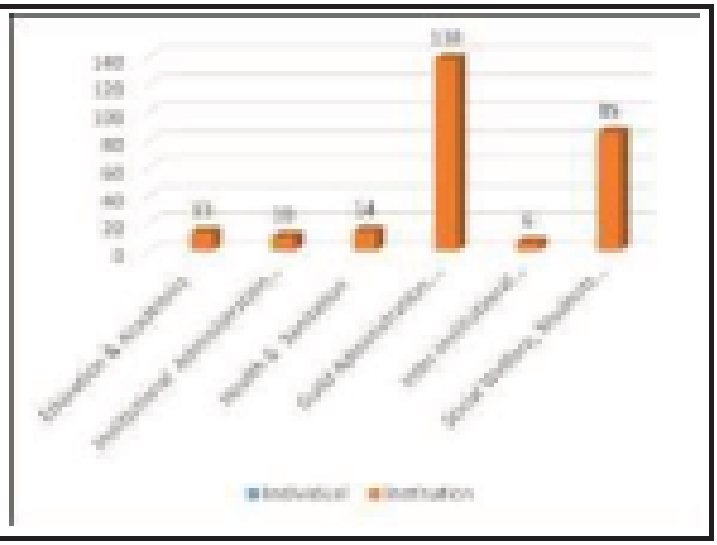
DEC	Done	Favorable
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Done	Favorable
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADUABLES

[illegible]



[illegible]

[illegible]

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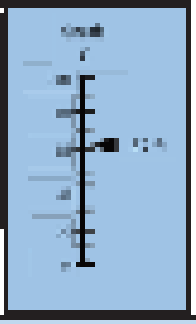
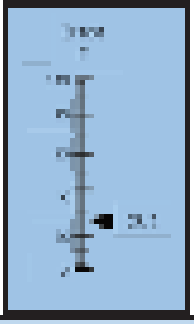
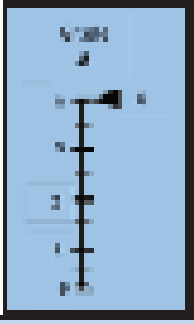
[illegible]	[illegible]







PERFORMANCE

Cohort	Done	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

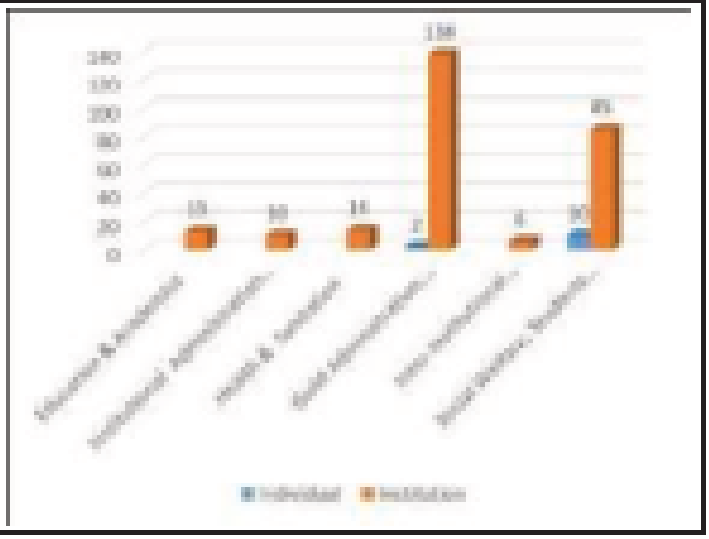
OPC	Done	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Done	Percentage
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES

[illegible]



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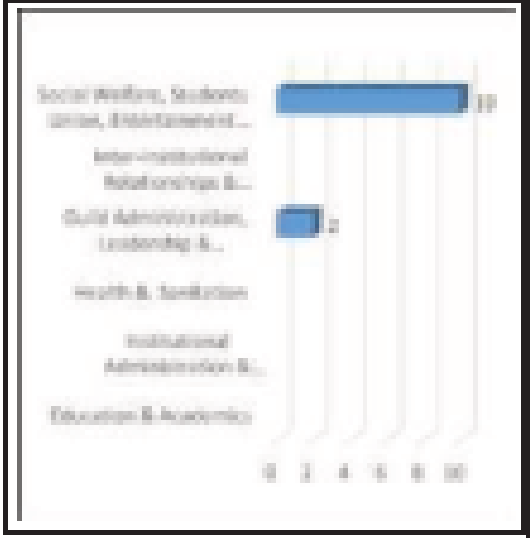

KAVUMA STEPHEN

[illegible]	[illegible]
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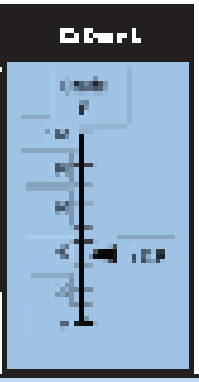
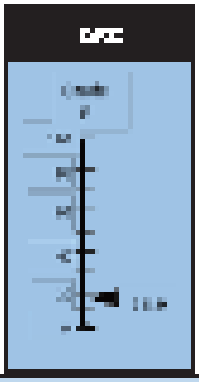
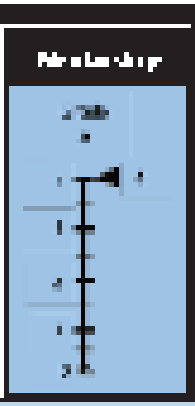






PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

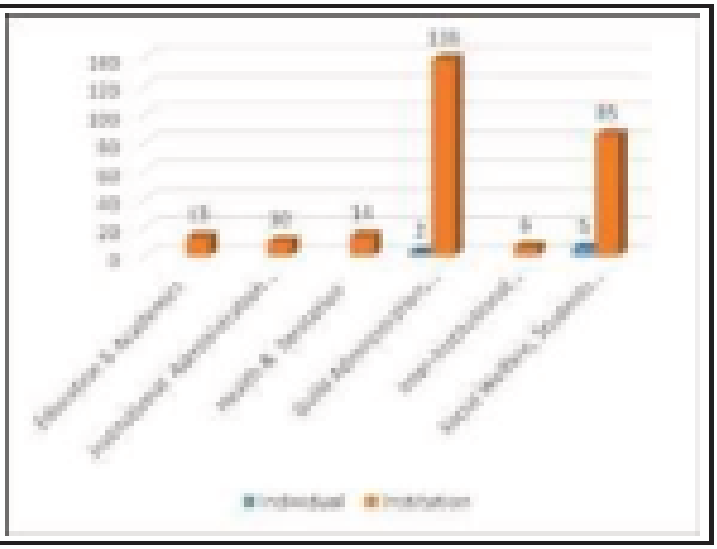
DCC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES

[illegible]



[illegible]

[illegible]

[illegible]	[illegible]
[illegible]	[illegible]
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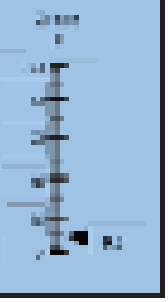
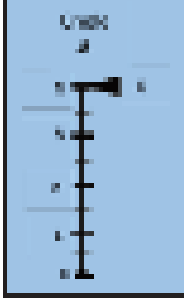
Cohort

Not Applicable

DFC



Membership



PERFORMANCE

Cohort	Score	Percentile
Effectif	N/A	N/A
Participation	N/A	N/A
Efficacité	N/A	N/A

DFC	Score	Percentile
Effectif	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Efficacité	[illegible]	[illegible]

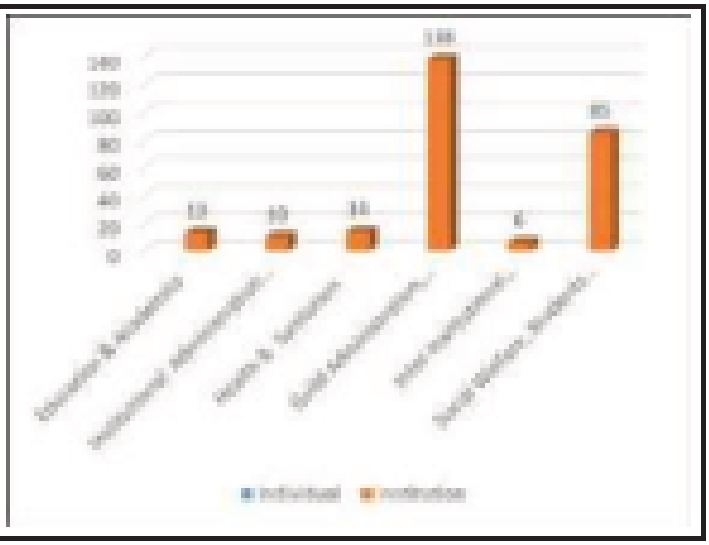
Membership	Score	Percentile
Effectif	[illegible]	N/A

Type de membership

[illegible]

NON-GRADABLES

Individual versus Institutional Score of Peers



Individual Score Of Peers

[illegible] SAM

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
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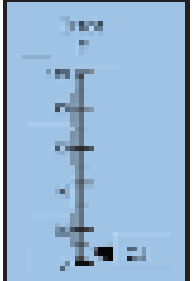
[illegible]
Not Applicable

[illegible]


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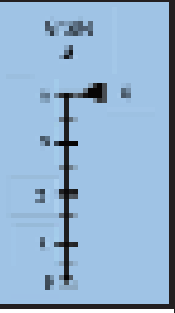

PERFORMANCE

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

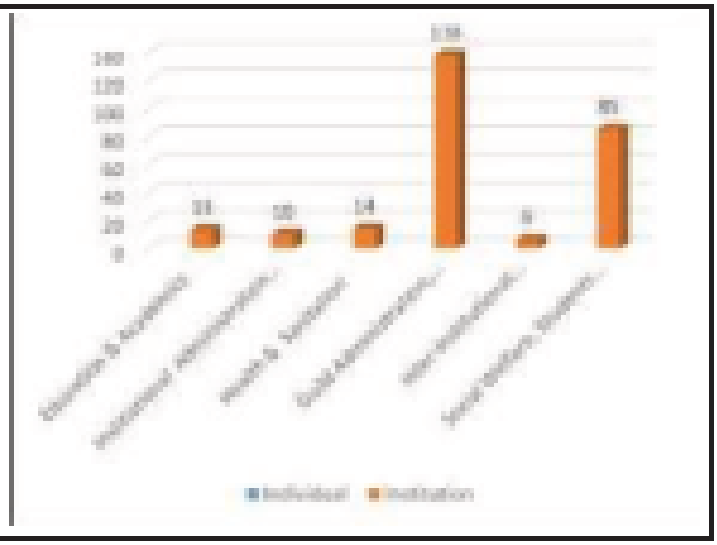
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]

NON MONETARIZABLES

[illegible]



[illegible]

[illegible]

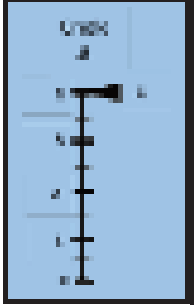
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort

Not Applicable

DFC

Mentorship



PERFORMANCE

Cohort	Since	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DFC	Since	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

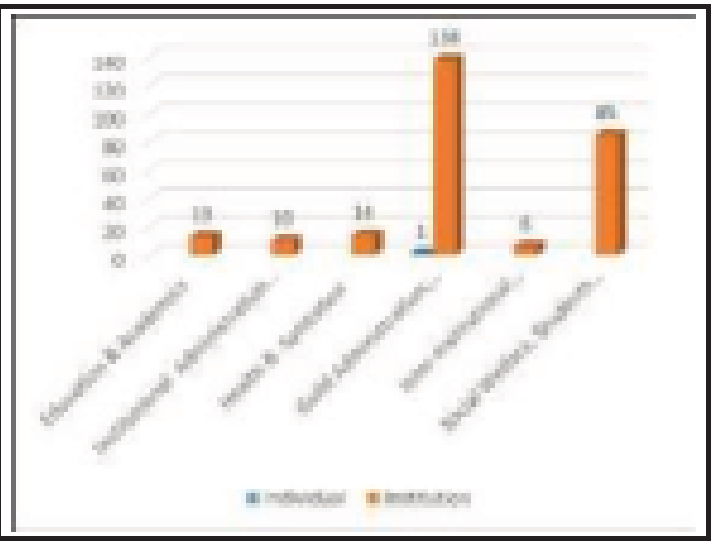
Mentorship	Since	Percentile
[illegible]	[illegible]	N/A

[illegible]

[illegible]

NON-GRADABLES

[illegible]



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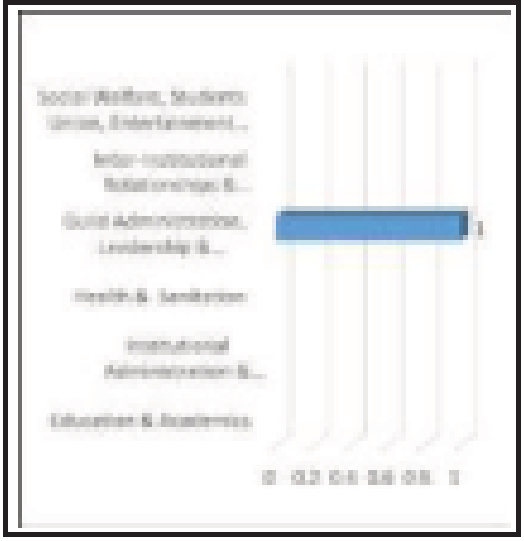

MAIRA PETER

[illegible]	[illegible]
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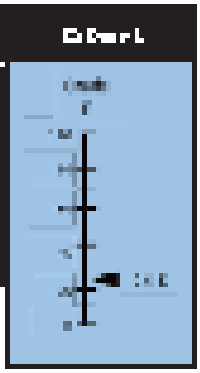

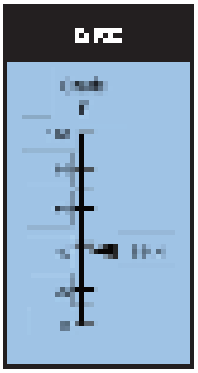

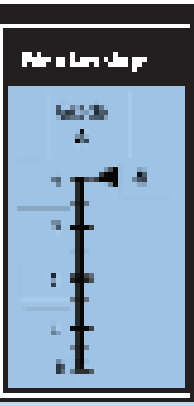

PERFORMANCE

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]
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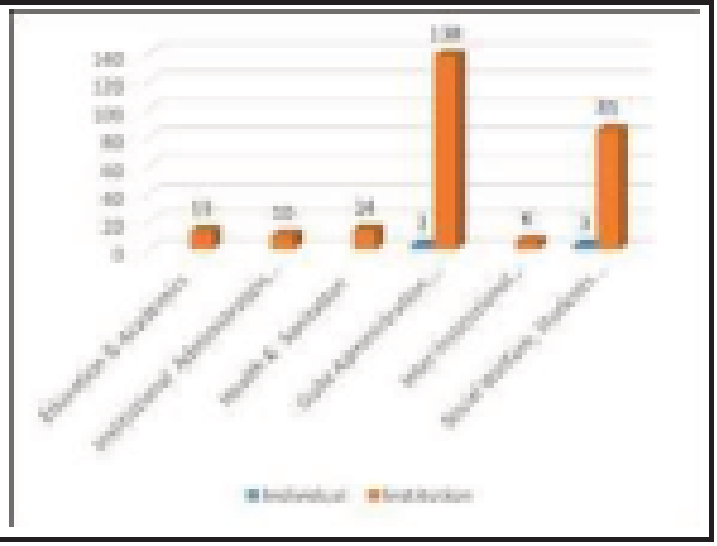
NON-GRADABLES.

[illegible]



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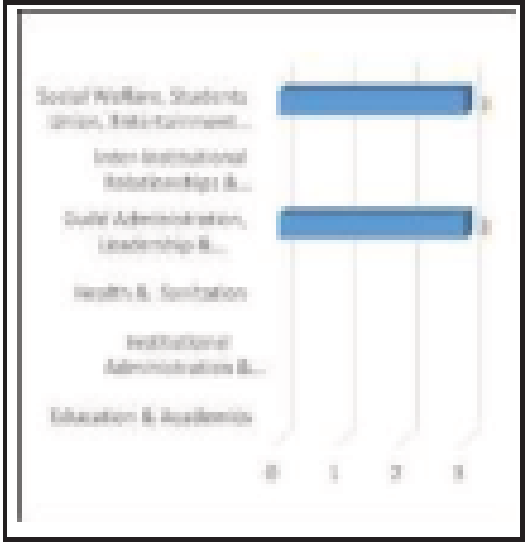

ARUHO BOSA

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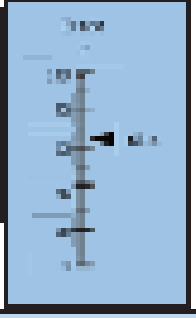

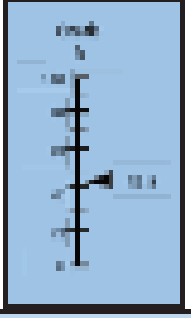

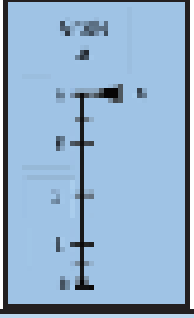

PERFORMANCE

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
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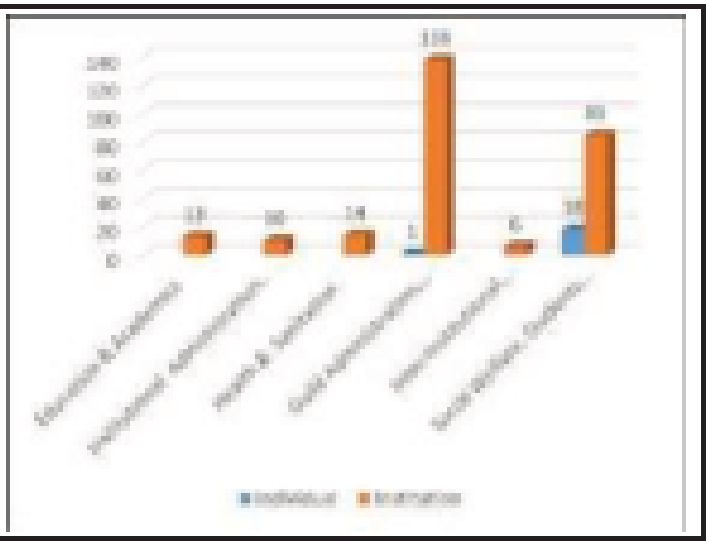
[illegible]

NON-GRADABLES.

[illegible]



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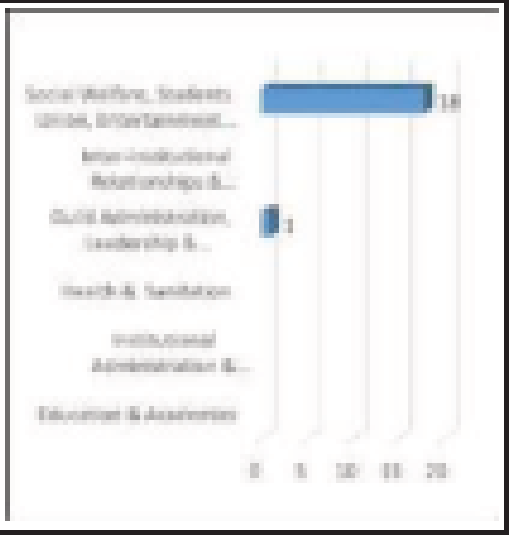
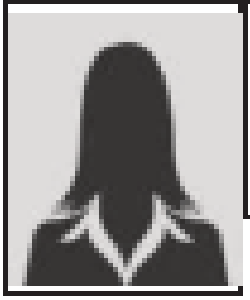


AKELLO PEACE MERAB



[illegible]	[illegible]
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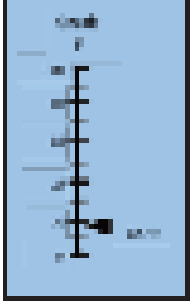
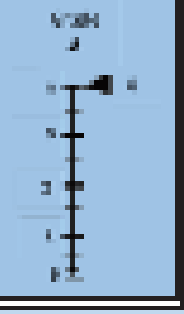
Cohort

Not Applicable

ROC



Mentorship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

ROC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

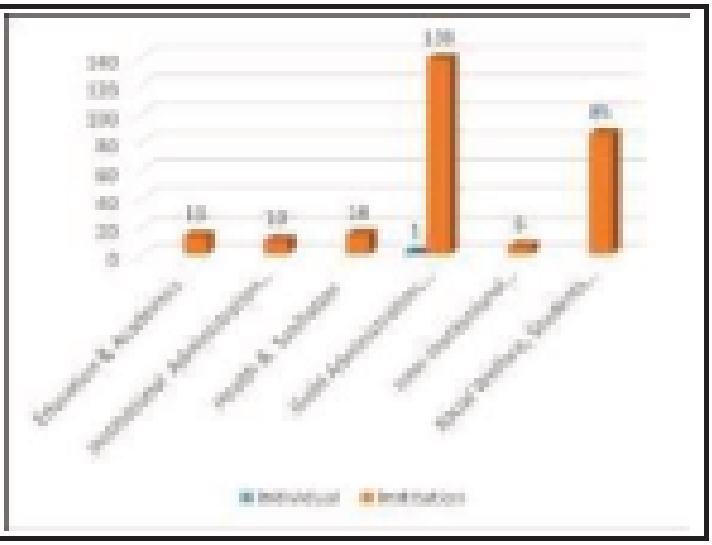
Mentorship	Score	Percentile
[illegible]	[illegible]	N/A

Important mentorship

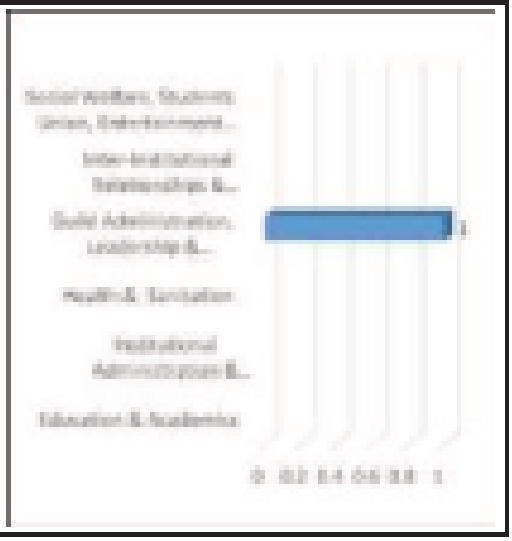
[illegible]

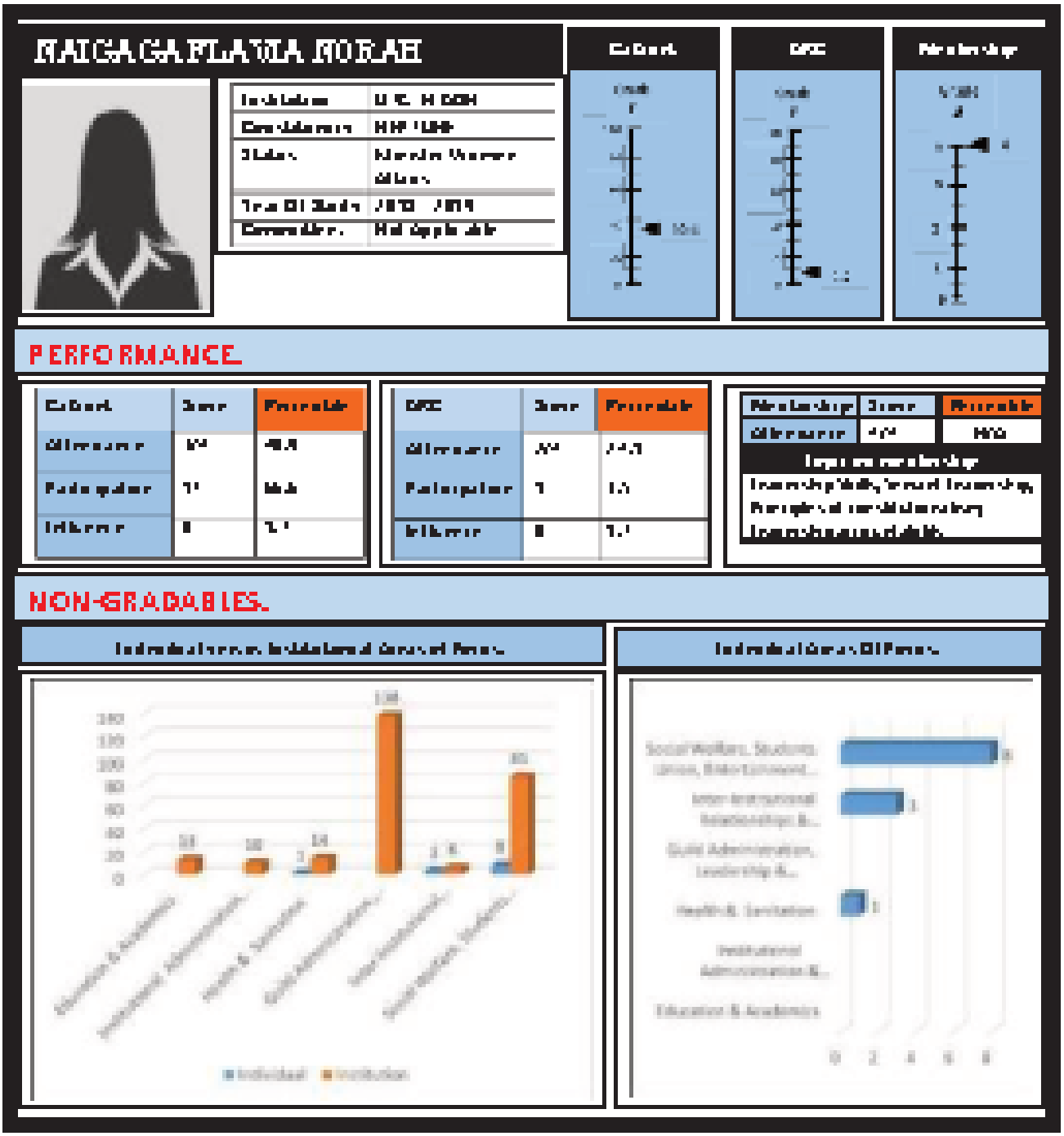
NON-GRADUABLES.

[illegible] Non-Graduable Courses Not Passed

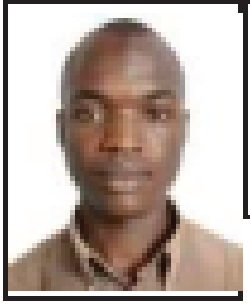


[illegible] Graduable Courses Not Passed




RAIGA GAPLAWA MORAH
PERFORMANCE
NON-GRADABLES.

SS OZI JOEL



[illegible]	[illegible]
[illegible]	[illegible]
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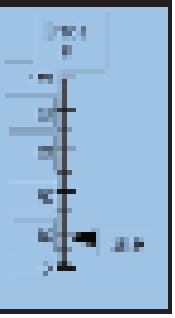
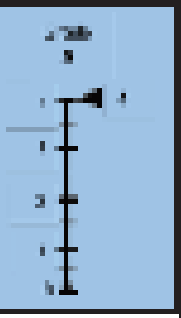
Cohort
[illegible]

DEC



Mentorship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

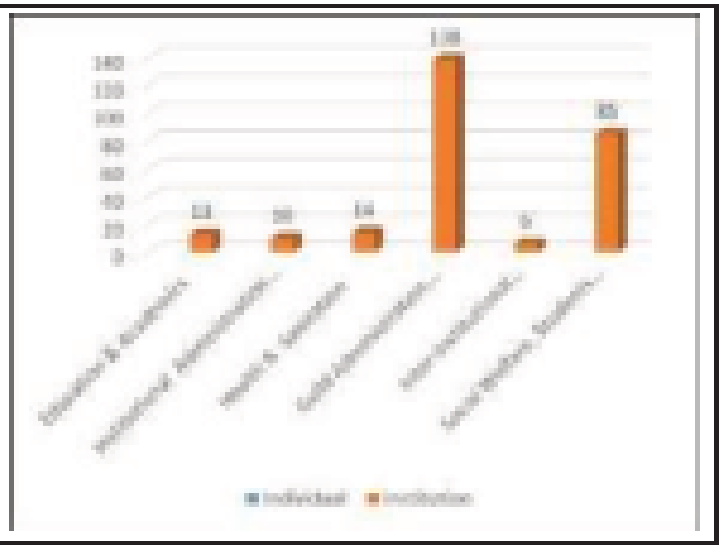
DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

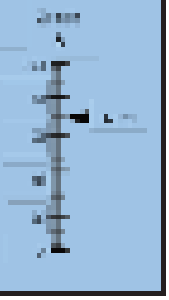
[illegible]

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

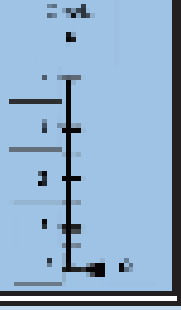
Cohort

Not Applicable

DFC



Relationship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DFC	Score	Percentile
[illegible]	1/4	11.1
[illegible]	1	33.3
[illegible]	1	33.3

Relationship	Score	Percentile
[illegible]	0	N/A

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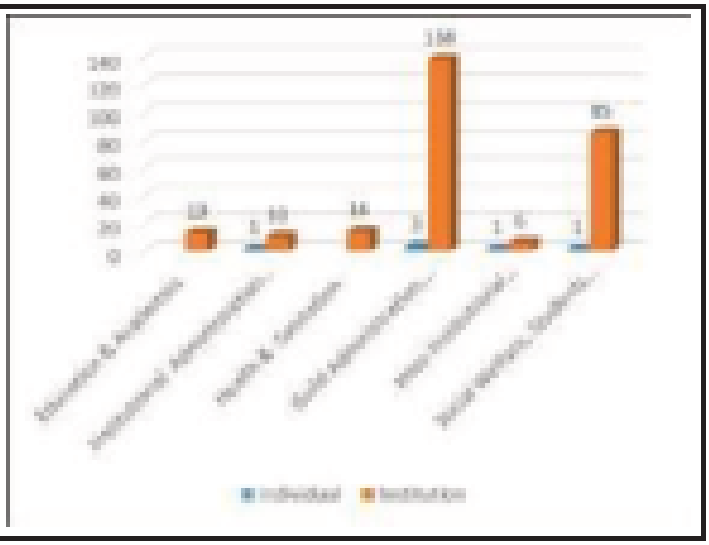
NON-GRADABLES

[illegible]



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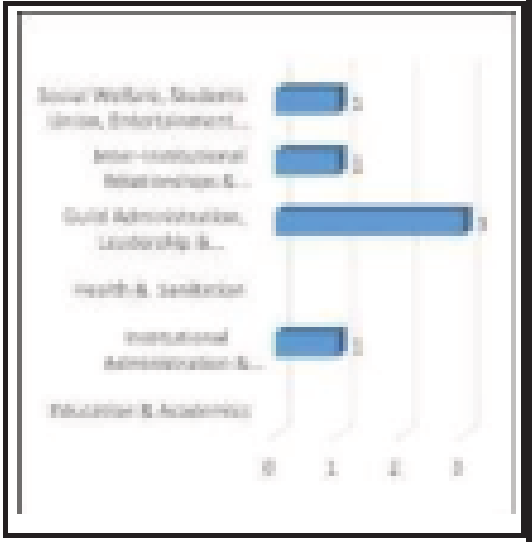

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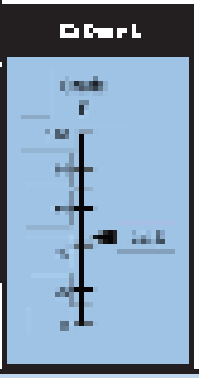

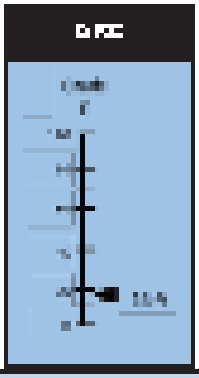

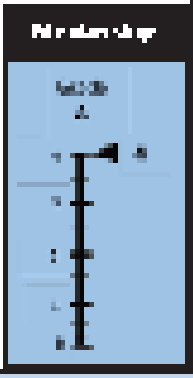

PERFORMANCE

Cohort	Owner	Peer rate
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[illegible]	[illegible]	[illegible]

DRC	Owner	Peer rate
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Owner	Peer rate
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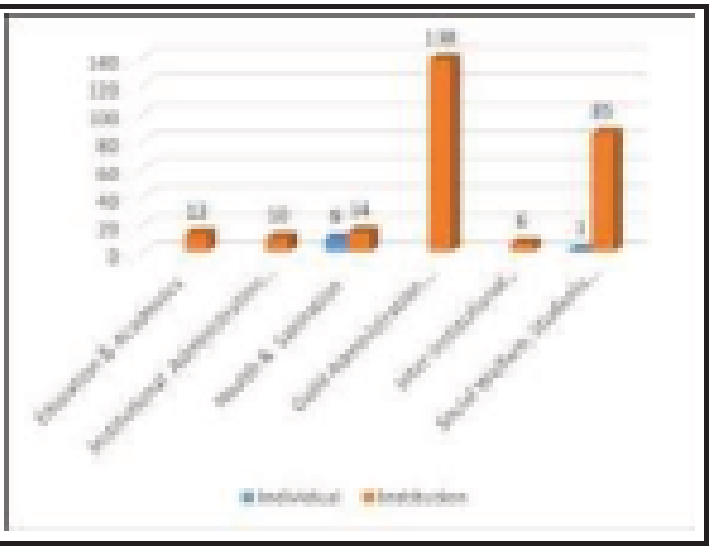
Improve on relationship

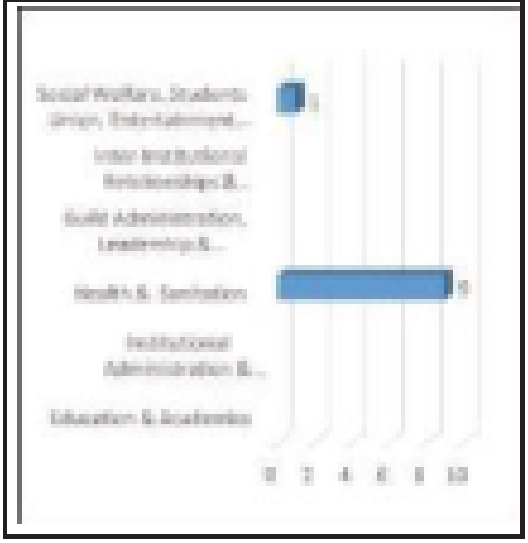
[illegible]

NON-GRADABLES.

Individual versus Institutional Contact Person



Individual Versus Of Person



MUGOWA ROBERT

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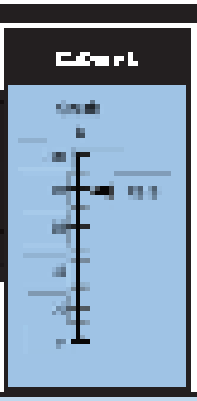

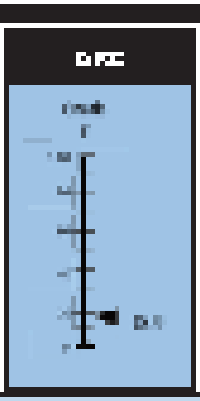

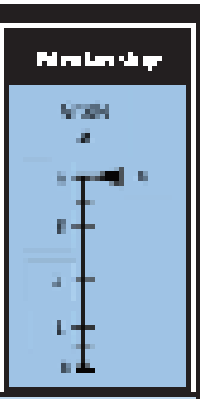

PERFORMANCE

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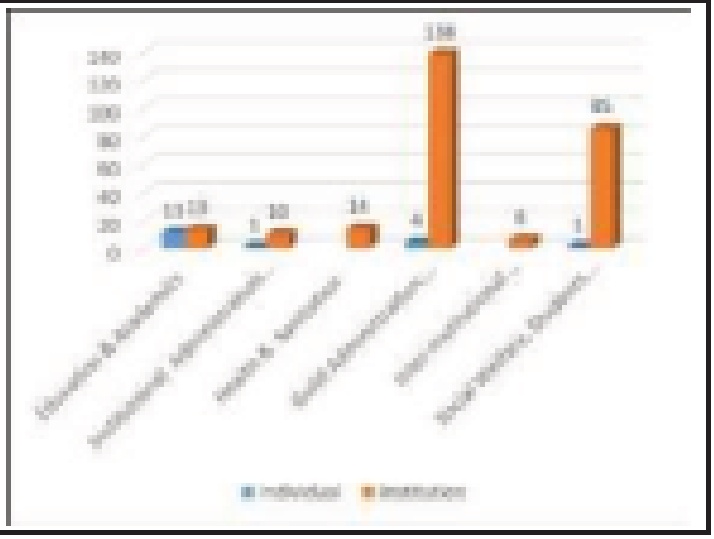
NON-GRADABLES.

[illegible]



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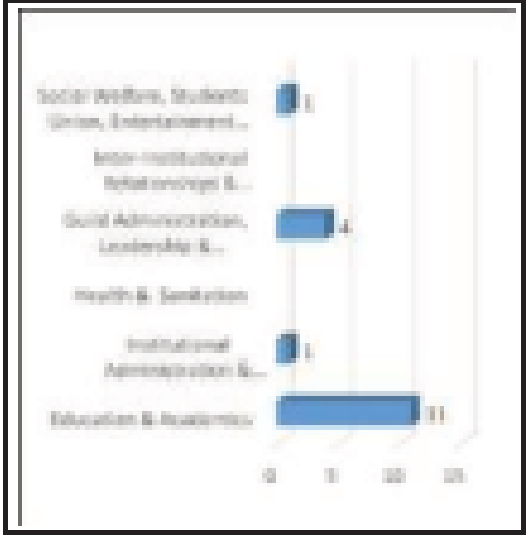

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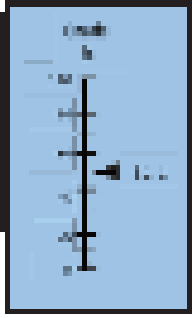

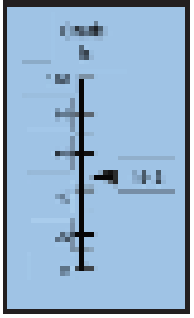

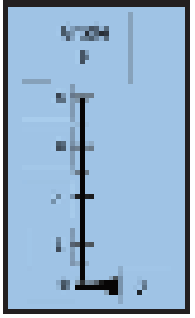

PERFORMANCE

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NON-GRADUABLES

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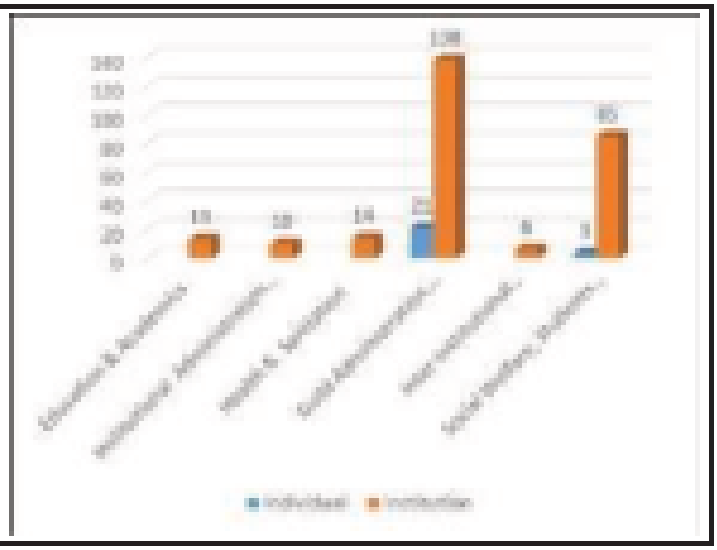

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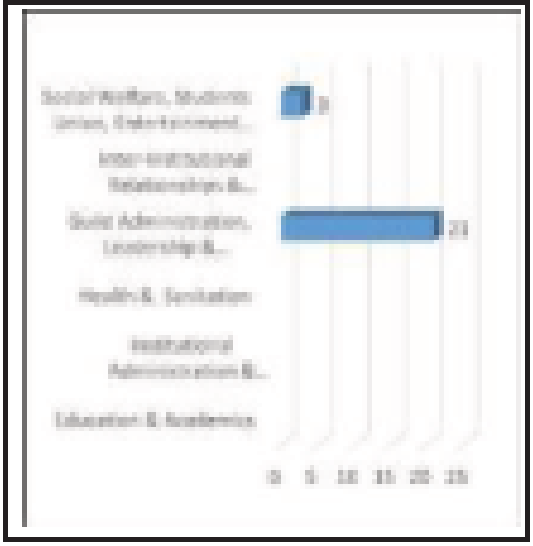

OKEKE JOSEPH

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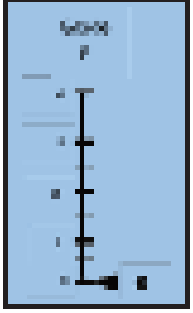
Cohort
Not Applicable

DPC
[illegible]



Attendance
[illegible]

PERFORMANCE

Cohort	Score	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Inference	N/A	N/A

DPC	Score	Percentile
Attendance	0	1.1
Participation	0	1.1
Inference	0	1.1

Attendance	Score	Percentile
Attendance	0	N/A

Type of Attendance
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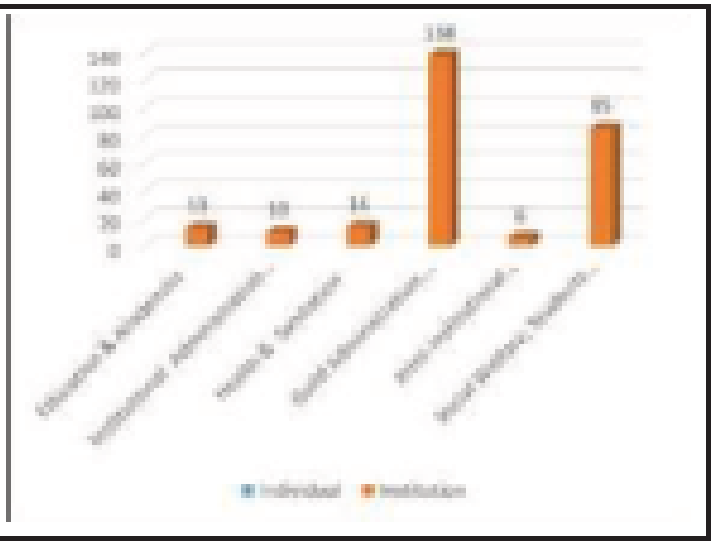
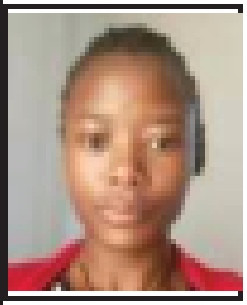
NON-GRADABLES

Individual Scores for Attendance and Participation



Individual Scores for Participation

[illegible] ANN MARY



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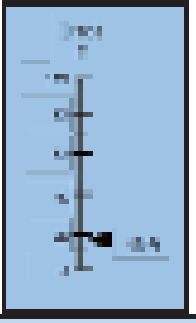
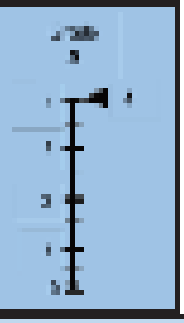
Cohort	DEC	Membership
Not Applicable		

PERFORMANCE

Cohort	Score	Percentile
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[illegible]	N/A	N/A
[illegible]	N/A	N/A

DEC	Score	Percentile
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[illegible]	1	1.5
[illegible]	8	9.1

Membership	Score	Percentile
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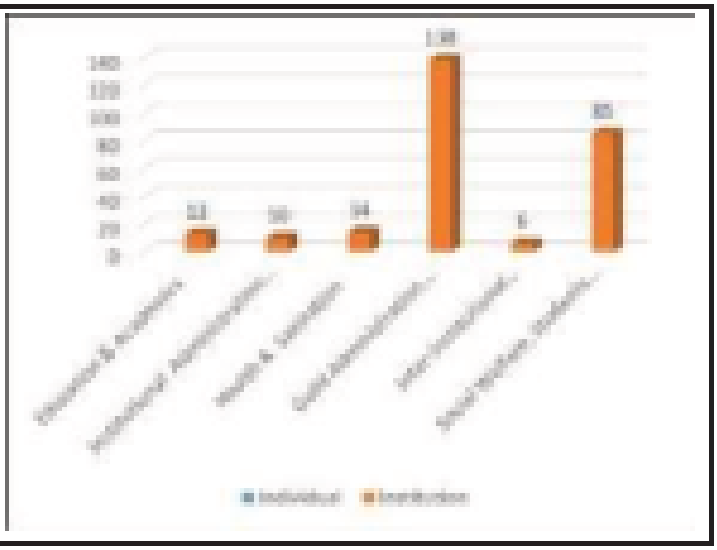
NON-GRADABLES

[illegible]



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OLUSUGU DERRICK

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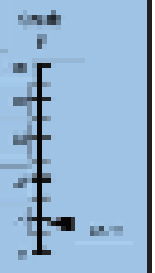

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PERFORMANCE

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NON-GRADABLES.

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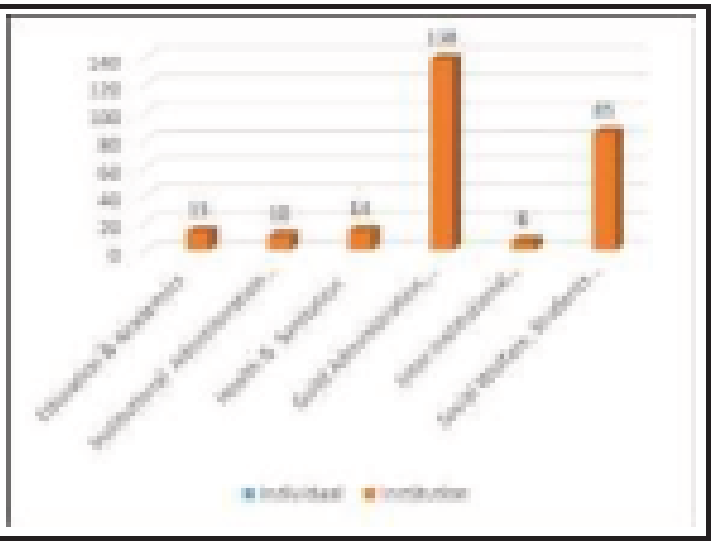

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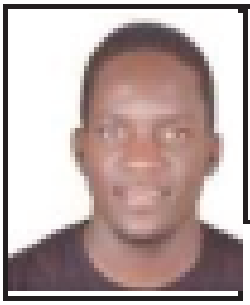
MULUGA ABEL JULIUS



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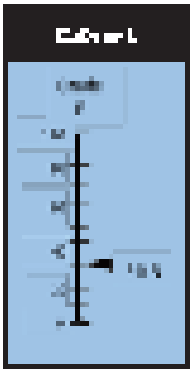

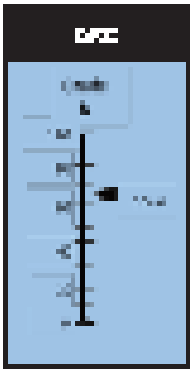

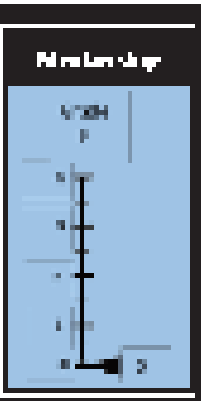

PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
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Inputs on membership

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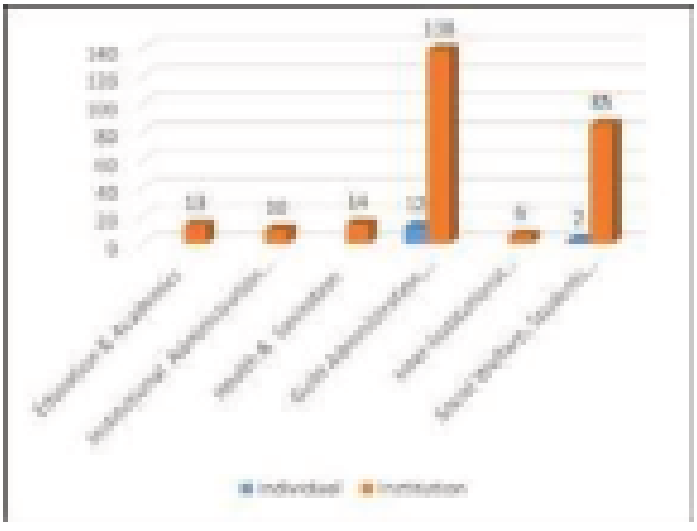
NON-GRADABLES.

Individual Services Provided to Members of Groups and Persons



Individual Services Provided to Persons

MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY
STUDENTS GUILD SCORE CARD 2018/2019

CHAPTER SIX

MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY

6.0 INTRODUCTION

This section shows the scores of MUST Guild Government and the individual members to the Executive and the Guild Representative Council (GRC)

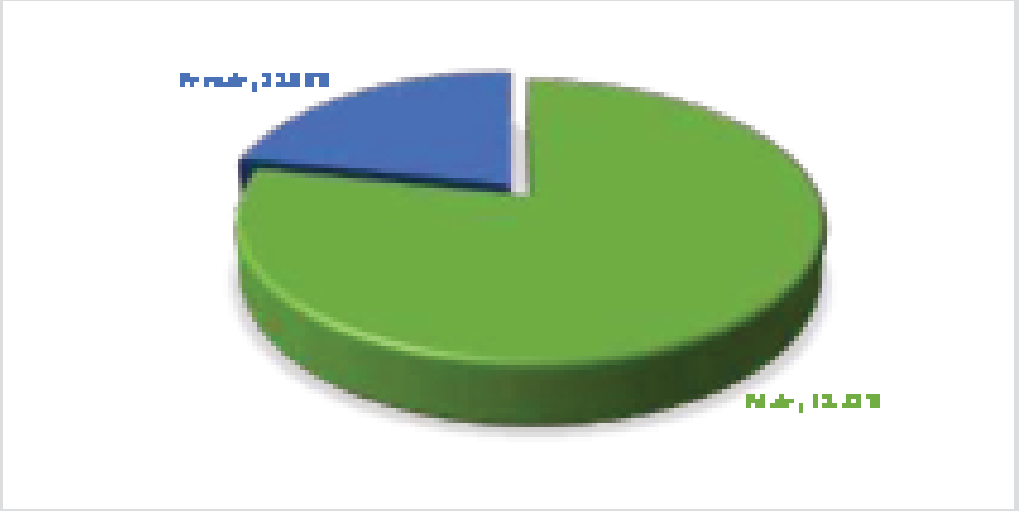
6.1 INSTITUTIONAL FINDINGS

This section reports on findings of the student Guild Government of MUST as an institution and looks at the following areas

6.1.2 Composition of The Guild Leadership

It was found that 78.31 % of the Students' Guild is comprised of males while the remaining 21.69% were females as shown in figure 1 below. The Guild Government was composed of 83 members. 18 members being female and 65 being male

Figure 23: Composition by gender



Source: Students' Guild Constitution

Table 35 below shows the annual numbers of male and female members of the Students' Guild

6.1.2.1 Gender Composition Comparison

Table 35 below shows the composition of the MUST Student's Guild for the 2017/18 versus 2018/19 governments

Table 35: Gender composition of the Students' Guild Council in 2017/18 vs. 2018/19

Gender Profiling	2017	2018
Male	70.83%	78.31%
Female	29.17%	21.69%

6.1.2.2 Performance Analysis by Gender

The Table 36 below looks at the performance of the different genders in terms of average attendance of meetings, average participation percentile and average debate influence percentile

Table 36: Performance Analysis by Gender

Gender	Gender (%)	Average of Attendance(%)	Average of Participation Percentile	Average of Debate Influence Percentile
Male	78.31	74.10%	45.13	20.34
Female	21.69	58.33%	18.81	10.64
Students Guild	100.00	70.68%	39.43	18.16

6.1.3 Leadership Channels of Communication

Engagement of Communicating channels

Table 37 below looks at the ways in which the Students' Guild communicates to the student population during the year 2018/19

Table 37: Engagement of communicating channels

Communication Channel	Engagement
Website	no
Twitter	no
Facebook	no
Noticeboard	Yes
Other	Whatsapp Group

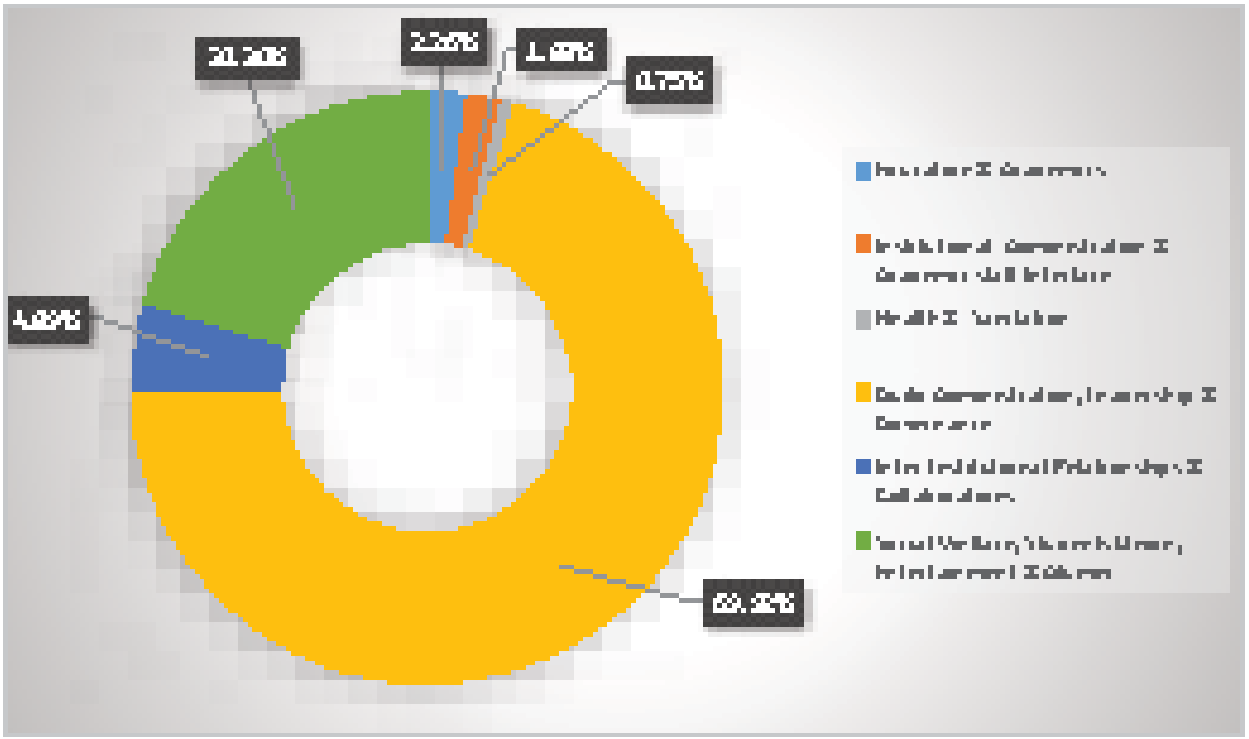
Source: Key Informant Interviews

6.1.4 Guild Scores on Areas of Focus

It was found the majority i.e. 69.9% of the discussion in Student Guild Council meetings was on Guild Administration, Leadership & Governance and the least discussed was Health & Sanitation with 0.75%

Figure 34 below shows the areas of focus in Guild meetings of the 2018/19 Students' Guild by percentage

Figure 34: Discussion on areas of focus in Students' Guild Meetings



Source: Students' Guild Meeting Minutes

4.1.5 Quorum at Meetings

This section looks at quorum during the meetings of the Student's Guild Council. For MUST we are only looking at GBC meetings as no information was provided for the Cabinet and committee meetings

S/N	DATE	ATTENDANCE	TOTAL NUMBER OF GBC'S	QUORUM (%)
1	24/9/2018	71	81	86.7%
2	11/04/2018	67	81	80.7%
3	10/9/2018	56	81	67.5%
4	24/10/2018	71	81	86.7%
5	16/01/2019	45	81	54.2%
6	5/4/2019	41	81	50.6%
			Average Quorum (%)	71.1%

Source: MUST GBC Meeting Minutes

4.1.6 Core Governance

The table below shows the findings in the area of core governance under the sub-sections of leadership of the Guild, good governance, conduct of business in council and succession planning and transitional process

PARAMATER	SCOREABLE COMPONENT	COMPLIANCE (YES/NO)	RESULTANT SCORE	
			YES	NO
Leadership Guild	President	Declaration of a President	3	
	General Secretary (Clerk To The GRC and General Assembly)	Appointment of the General Secretary	3	
	Speaker	Election of the Speaker and a Deputy Speaker	3	
	Unconstitutional positions & policies	Creation of leadership positions outside the constitutional regime	Chief Whip, Lady Members, President's Adviser, Forum	-9
	Parliament		3	
	Existence of Cabinet Ministers.	Minister of Education Minister of Social Affairs Minister of ICT - Campus Affairs Minister of Finance Minister of Campus Affairs Minister of Health Minister of Information and Technology Minister of Foreign Affairs and Public Relations Minister of Justice and Constitutional Affairs	3 3 3 3 3 3 3 3 3	
	Approval of the Cabinet Ministers by GRC	Minister of Education Minister of Social Affairs Minister of ICT - Campus Affairs Minister of Finance Minister of Campus Affairs Minister of Health Minister of Information and Technology Minister of Foreign Affairs and Public Relations Minister of Justice and Constitutional Affairs	2 2	-2 -2 -2 -2 -2 -2
	Committees	a) Committee for Finance	2	

		b) Commitee for Social Affairs	2	
		c) Commitee for Off- Campus Affairs	2	
		d) Commitee for Health	2	
		e) Commitee for Justice and Constitutional Affairs	2	
		f) Commitee for Information and Technology	2	
		g) Commitee for Professional Affairs		-2
		h) Guild Disciplinary Commitee	2	
		i) Commitee for Campus Affairs	2	
		j) Commitee for Property management and business establishment		-2
		k) Commitee for Foreign Affairs and Public relations		-2
		l) Commitee for Constituency Management	2	
		m) Commitee for Gender and Guidance	2	
Leadership Guild		Overall Score	63	- 29
Good governance	SCORE ABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
	General Assembly	Twice in a term of office		-3
	Performance of GRC Parliament	➢ Approve offices as provided in the constitution	3	
		➢ Set the legislature of the guild (make laws)	3	
		➢ Sanction and approve the policies of the executive	3	
		➢ Deliberate on matters that affect the members of the guild (student body) and make resolutions	3	
		➢ Approve standing committees and Ad hoc committees	3	

	➢ Attendance of Cabinet	Two meetings in an academic semester		-1
	➢ Quorum at Cabinet	Two thirds of the total number of the attendance		-1
Good governance		Overall Score	15	-9
Conduct of Business at Council	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
	Number of meetings held by GAC Parliament	Four a semester	1	
	Notice of meetings held by GAC Parliament	Written notice showing time and place including the agenda		-1
	Quorum at GAC Parliament meetings		1	
	Minutes of GAC Parliamentary sessions recorded	Recorded minutes of all the required sessions (Four sessions)	1	
	Rules of Procedure/ Guidelines for conduct of meetings	Rules to regulate the procedure at meetings	1	
Conduct of Business at Council		Overall Score	11	-3
Succession Planning and Transitional process	SCORABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
	General Elections	A general election during the Semester of September	1	
	Voter Register	Updated Register of Voters		-1
	Campaigns	Existence of Open Campaigns Financed by the Guild Government		-1
	Election Complaints	Disposal of complaints within four days from date of lodgement (in case no complaint was lodged, Government earns full score)	1	
Succession Planning and Transitional process		Overall Score	6	-4
CORE GOVERNANCE		Total Score	92	-45
			131	140
		Percentage Score	71.8%	32.1%

Core Governance

- Leadership of the Guild

MUST score 63 points on compliance and lose 39 points for non-compliance

- Good governance

MUST score 15 points for compliance and lost 9 points for non-compliance

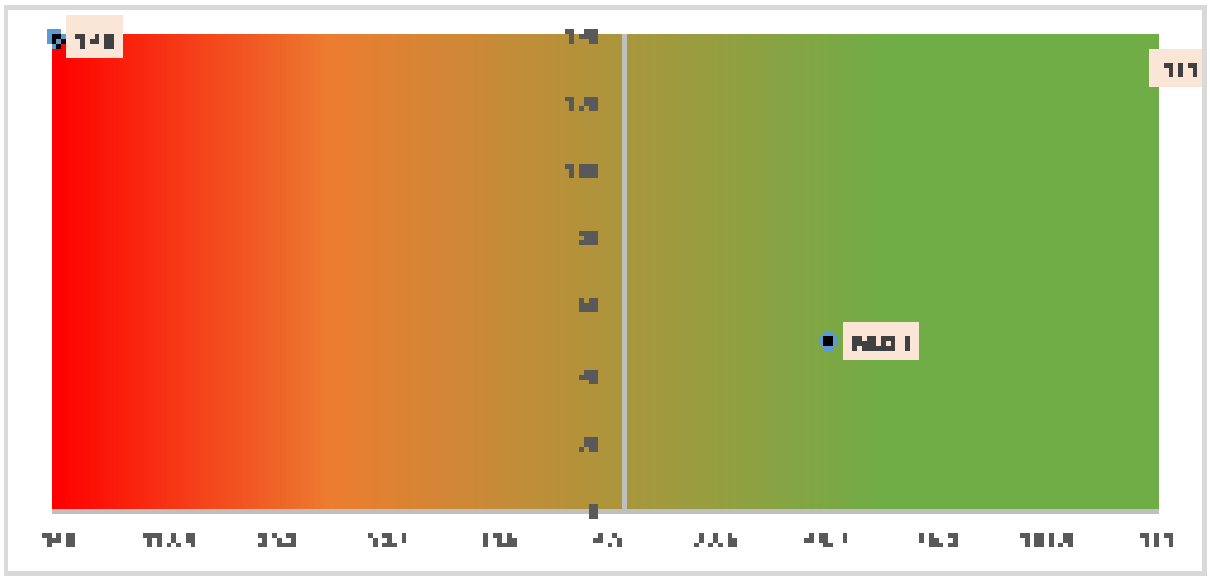
- Conduct of Business in the Council

MUST score 11 points for compliance and lost 3 points for non-compliance

- Succession planning and transitional process

MUST score 6 points for compliance and lost 4 points for non-compliance

Figure 25: Overall Core Governance Performance



Area showing strength in overall core governance performance

Area showing neutrality in overall core governance performance

Area showing weakness in overall core governance performance

This means MUST should improve in areas they were found to be lacking compliance with the Constitution in the core governance parameters while sustaining compliance in the areas where they were found upholding and respecting the letter and spirit of the Constitution

From the Guild Leaders Performance Score card for the year 2018/2019, MUST Guild Government has been found to have a 72.5% level of compliance with their Constitution and terms of good governance and therefore needs to improve its performance in the following areas which constituted 32.1% level of non-compliance

Under the leadership of the Guild section

- MUST was found to have three positions that were not covered for in the constitution i.e. chief finance lady finance and President MUST forum
- There was documentation of approval of only 2 cabinet minutes by GRC
- No documentation of existence of some committees

- Under the good governance section
- No documentation of the General Assemblies
- Under conduct of business in the Council
- No documentation of notices of meetings
- Under succession planning and transitional process
- No documentation of the election process by the Electoral Commission

6.1.7 Legacy Projects

SCOREABLE COMPONENT	YES/NO	RESULTANT SCORE
Do you have a project?	YES	1
Is the project shown in the Budget?	N/A	0
Is the project in the Work Plan?	N/A	0
Is the project talked about in the minutes?	YES	1
Student recognition	YES	1
Administrative recognition	NO	0
External recognition	NO	0
	TOTAL SCORE	3
	PERCENTAGE SCORE	42.9%

6.1.8 Average Attendance of Mentorship Sessions

Average mentorship Attendance
21.69%

Source: [illegible]

6.1.9 Final Grade

	MARK	GRADE
Core Governance	72.5%	B
Legacy Projects	42.9%	E
Average mentorship Attendance	21.69%	F

6.1.10 Administrative Remark

No remark.

6.1.11 Performance of Special Officers

In this section, we looked at the performance of the Speaker and Deputy Speaker in regards to the roles assigned to them in the MUST Guild Constitution, as shown in table 39 below

Table 38: Performance of the Speaker & Deputy Speaker

Office	Roles	Performance
The Speaker/Deputy Speaker	Keep a register of attendance of GRC meetings	The Speaker kept a register of attendance of GRC meetings
	Be responsible for appointing the Clerk to the GRC	The Speaker appointed the Clerk to the GRC
	The clerk to GRC shall be appointed from the members of the Guild by Guild Speaker and his/her name shall be presented to the GRC for confirmation	The Speaker presented the name to the GRC for confirmation
	All meetings of GRC shall be convened by the Speaker in consultation with the Guild President except when a vote of no confidence in the Speaker is being carried when the President presides over	The Speaker convened all GRC meetings in the year 2018/19
	The Speaker shall be responsible for convening General Assembly and meetings to debate a motion of no confidence in the executives in Article 10 section III	Non (There is no evidence of a General Assembly having been held)
	The Speaker or whoever is chairing the meetings shall sign the minutes after confirmation through questions may be accepted in line with terms of section II of the Article	Non (The minutes received were not signed)

Source: GRC Meeting Minutes and MUST Guild Constitution.

4.2 OBSERVATIONS

1. The Guild Government of MUST has GRC members as members of the Cabinet
2. The Guild Government of MUST does not document written minutes for Cabinet and Committee meetings
3. The Guild Government of MUST lost several points because of poor documentation of minutes such as not stating a GRC members names when he/she makes a contribution or just stating one name when there may be several members with the same name
4. The GRC of the MUST Guild Government held elections without an updated Voter Register
5. The GRC leaders who attend meetings have a good performance in the GRC on average
6. Most of the Guild leaders also focus on issues to do with the Guild Administration and Leadership

6.3 RECOMMENDATIONS

In order to improve the documentation of activities, the Guild Government of MUST should

i. Capture the full names and proper spelling of the names of the member speaking in a meeting

ii. Attached the documents that are mentioned/referred to in a meeting

iii. Issues notices for meetings in the proper form as required by the Constitution

iv. Record minutes of all GRC, Commerce, Cabinet Meetings and General Assembly

v. The Guild Government should document the whole campaign process

vi. The Guild Government should display an updated Voter Register in the electoral area before elections

vii. The Guild Government should provide documents for approval of minutes and committees

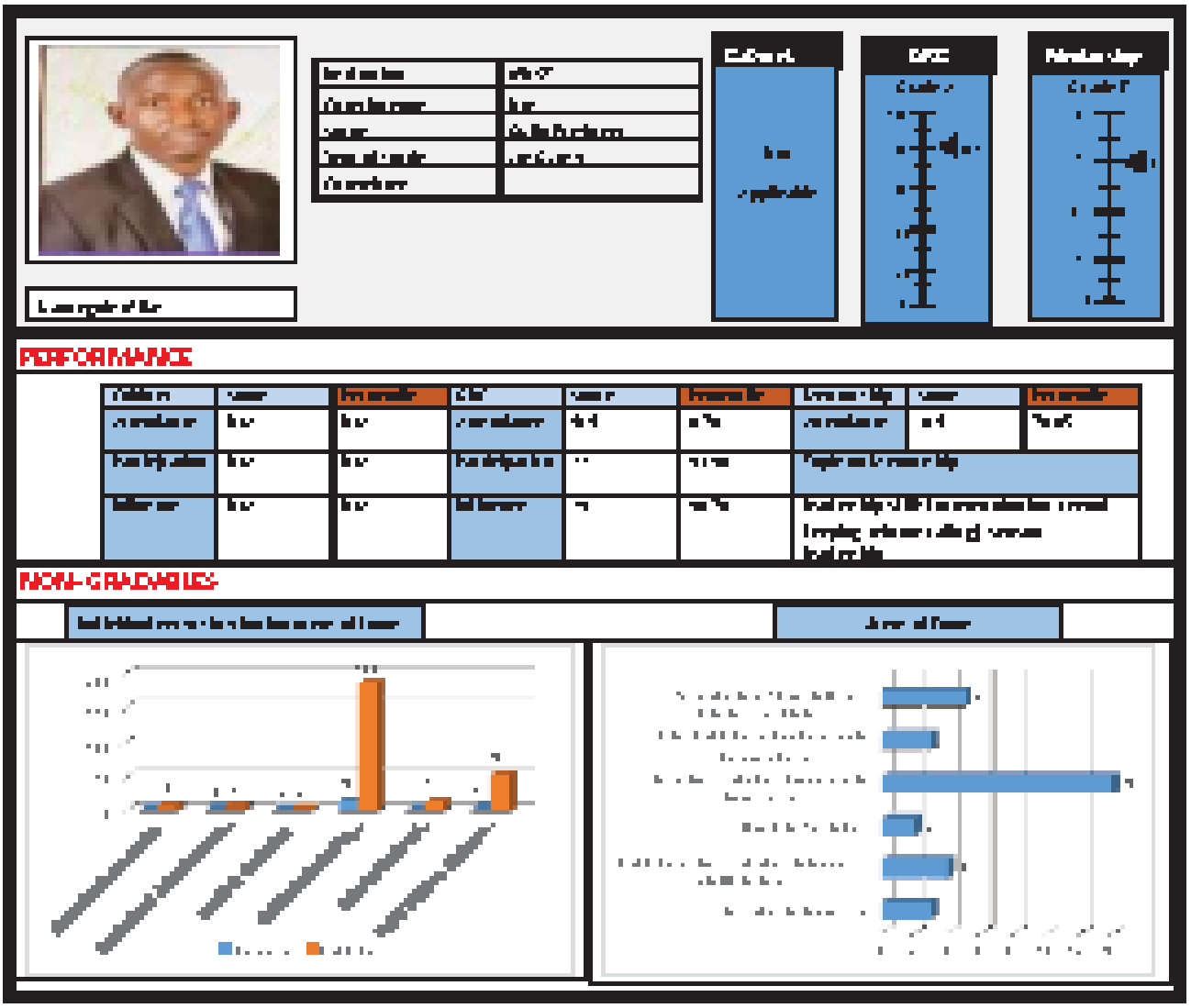
6.3.1 Analysis on Previous Recommendations

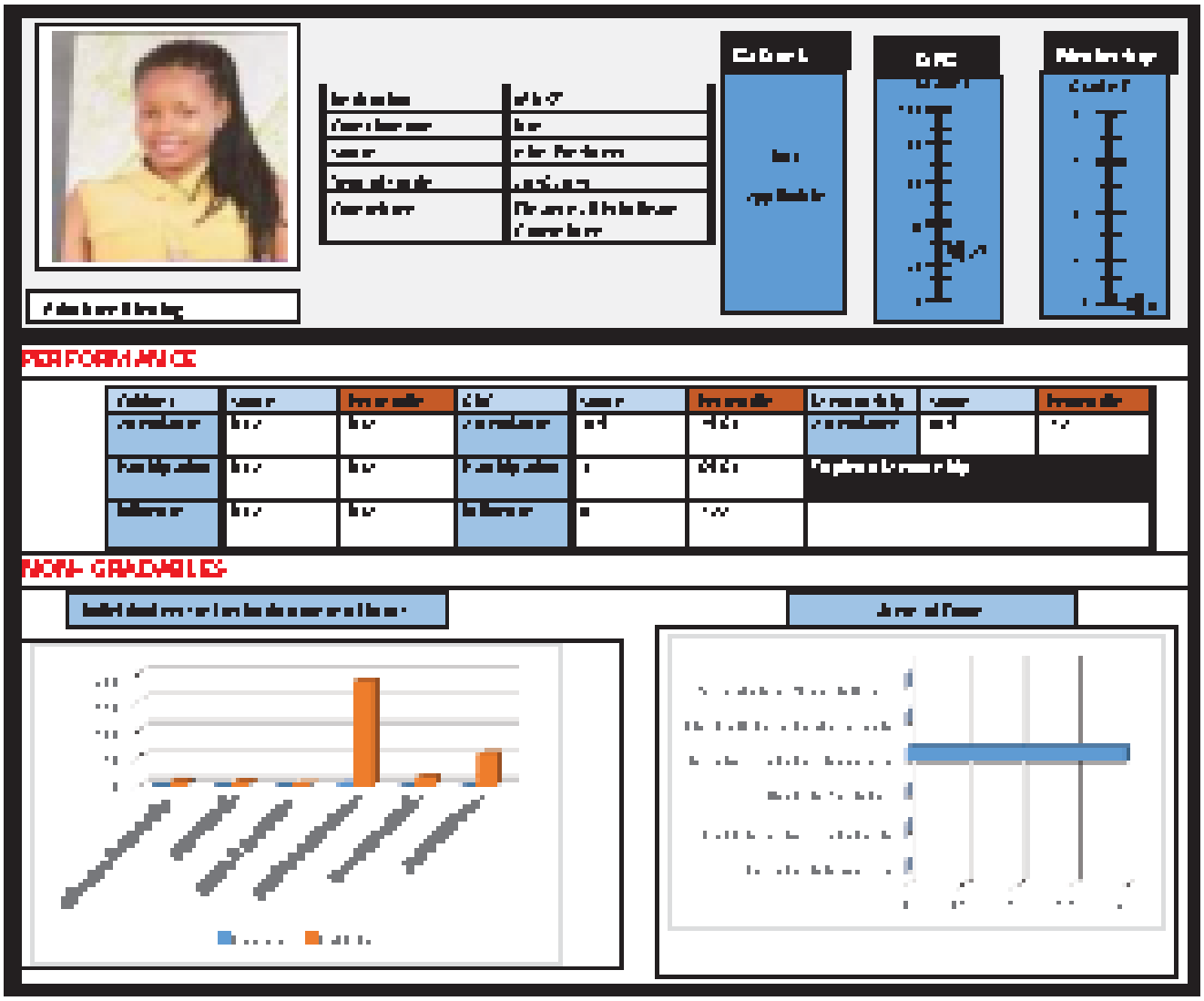
PREVIOUS RECOMMENDATION	ACTION TAKEN OR OMISSION	LEGALITY OF ACTION TAKEN OR OMISSION	OUTCOME OF ACTION TAKEN OR OMISSION	IMPLEMENTATION SCORE
The Guild Government of MUST should register the attendance of members and Guild meetings	The Guild Government provided attendance lists with their minutes for GRC meetings	The Constitution was strictly adhered to during the process	Proper records on attendance of GRC meetings	1
Capture the full names and proper spelling of the names of the member speaking are recorded	Non	Non	Members not receiving salaries on their participation in GRC meetings	0
Attached the documents that are mentioned/referred to in a meeting	The Guild Government attached the documents that are mentioned/referred to in a meeting	The Constitution was strictly adhered to during the process	Proper recording of GRC activities	1
Issues notices for meetings in the proper form as	Non	Non	Non-compliance exist under conduct of business or	0

required by the Constitution			council section in corporate governance	
indicate the review which meeting starts and ends	The Clerk indicated the review which the meeting starts and ends	The Constitution was correctly adhered to during the process	Proper planning of GAC activities	1
Record minutes of all GAC, committee, cabinet meetings and General Assembly	Met	Met	Advancement of cabinet and committee on the individual scorecards	0
The Guild Government document the whole campaign process	Met	Met	Non-compliance noted under Succession Planning and Transitional process section in corporate governance	1
The Guild Government should display an updated voter register on the document before elections The Guild	Met	Met	Non-compliance noted under Succession Planning and Transitional process section in corporate governance	0
The Guild Government should provide document for approval of revisions and committees	Met	Met	Non-compliance noted under leadership of the Guild in corporate governance	0
RECOMMENDATION SCORE			SCORE	3
			TOTAL	9
			Score (%)	33.3%

In the 2018/19 Guild scorecard 9 recommendations were made and out of the 9, 3 were found to be implemented this year hence MUST has a score of 33.3% under recommendations

6.6 INDIVIDUAL FINDINGS

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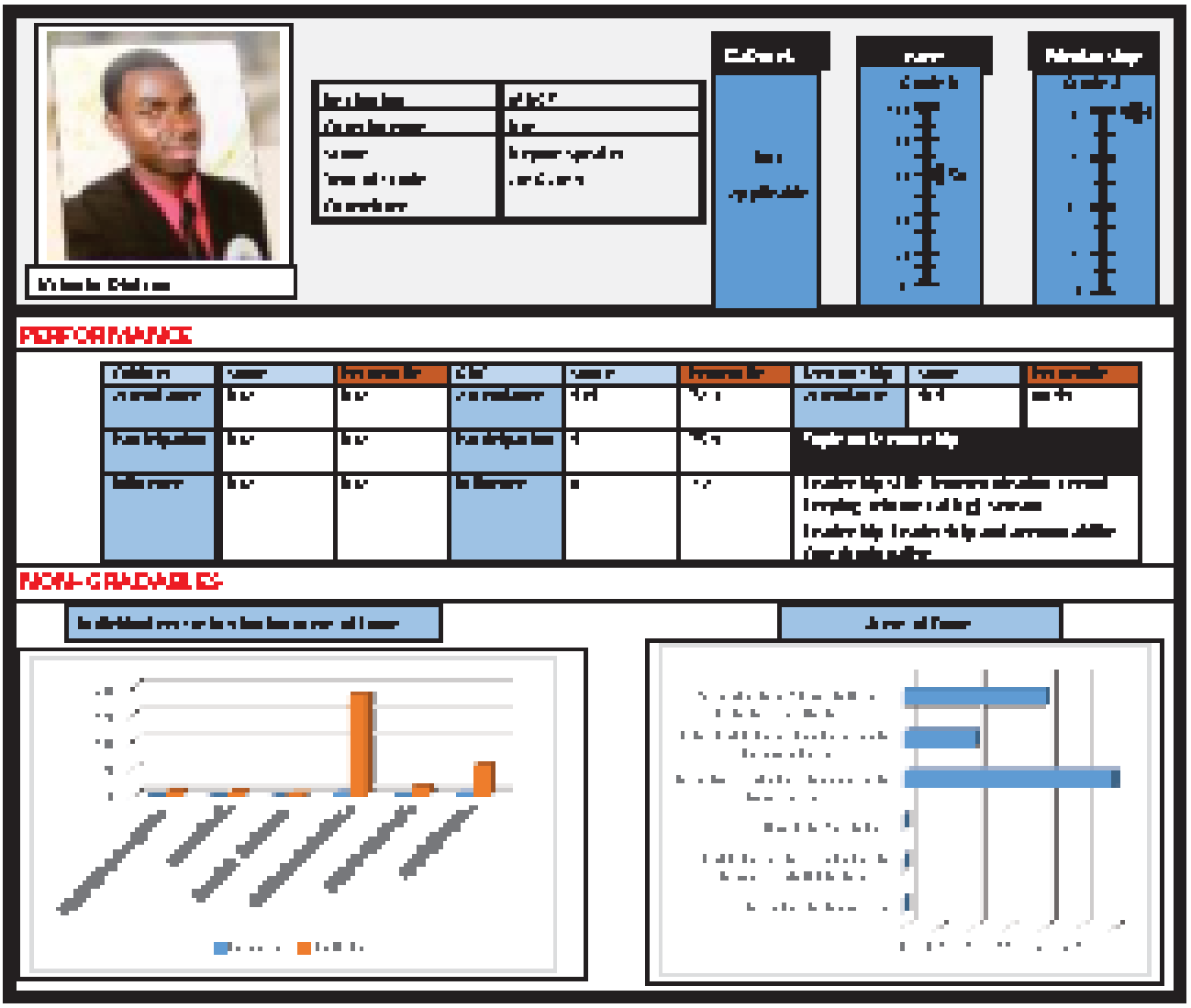

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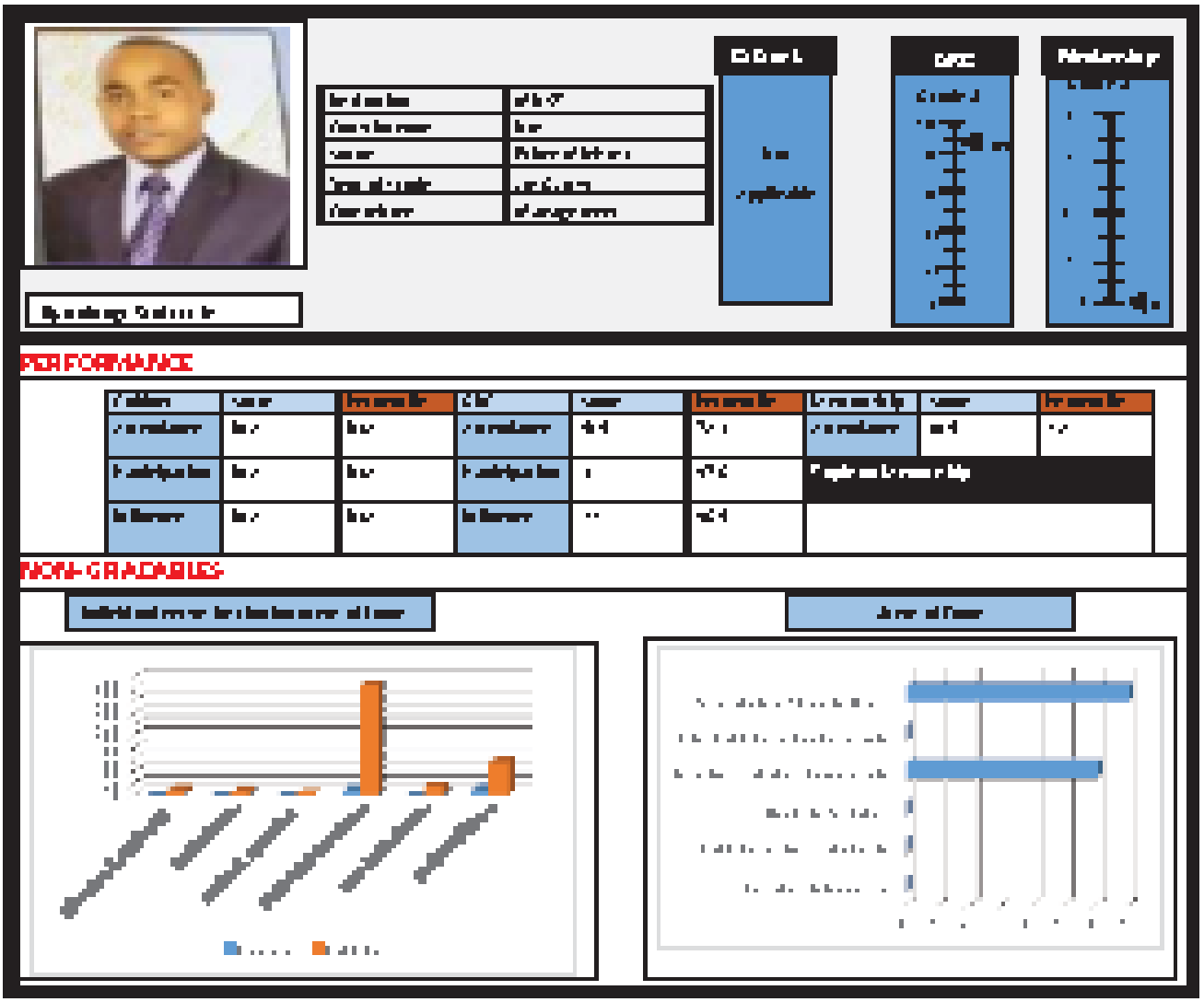

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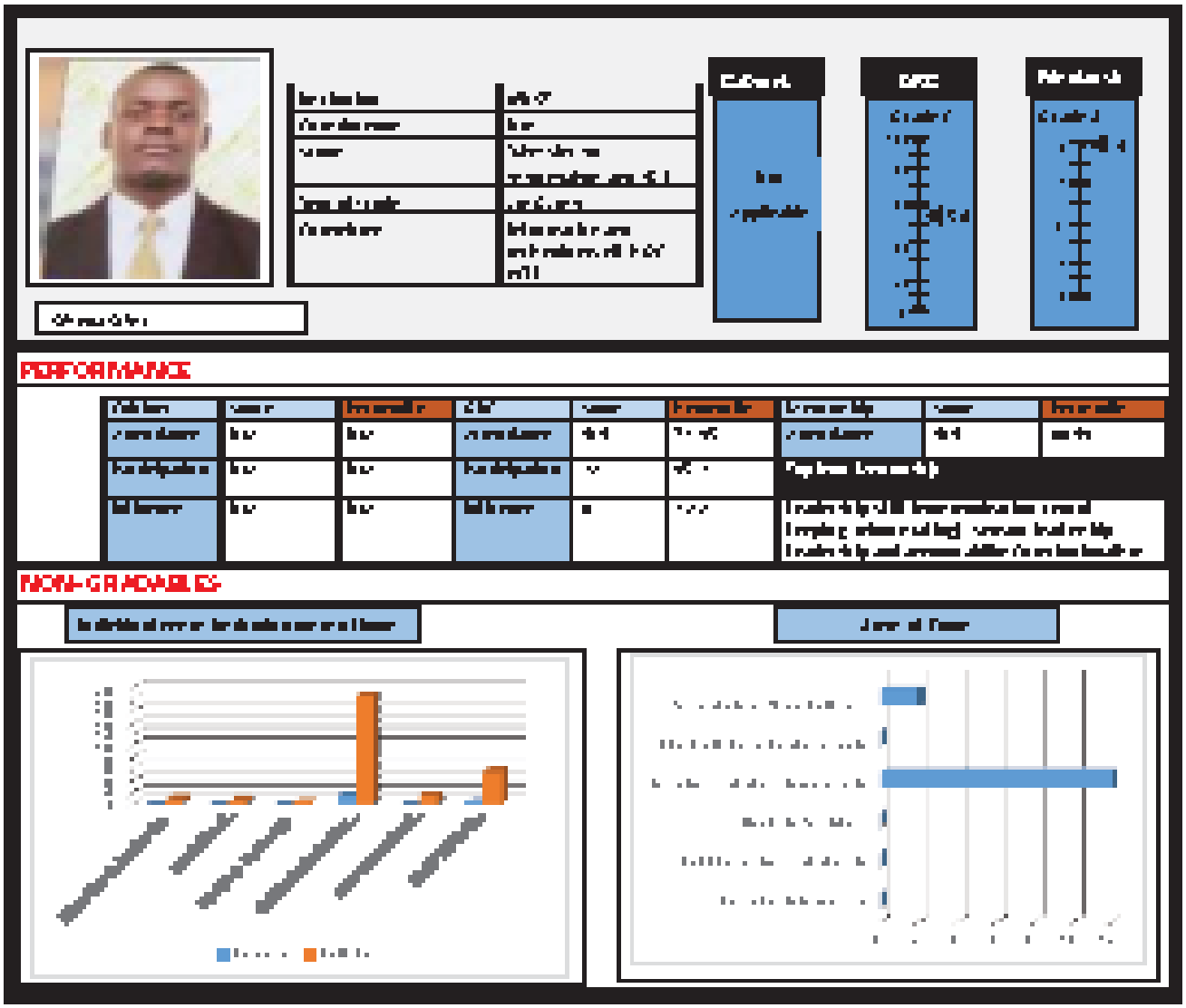

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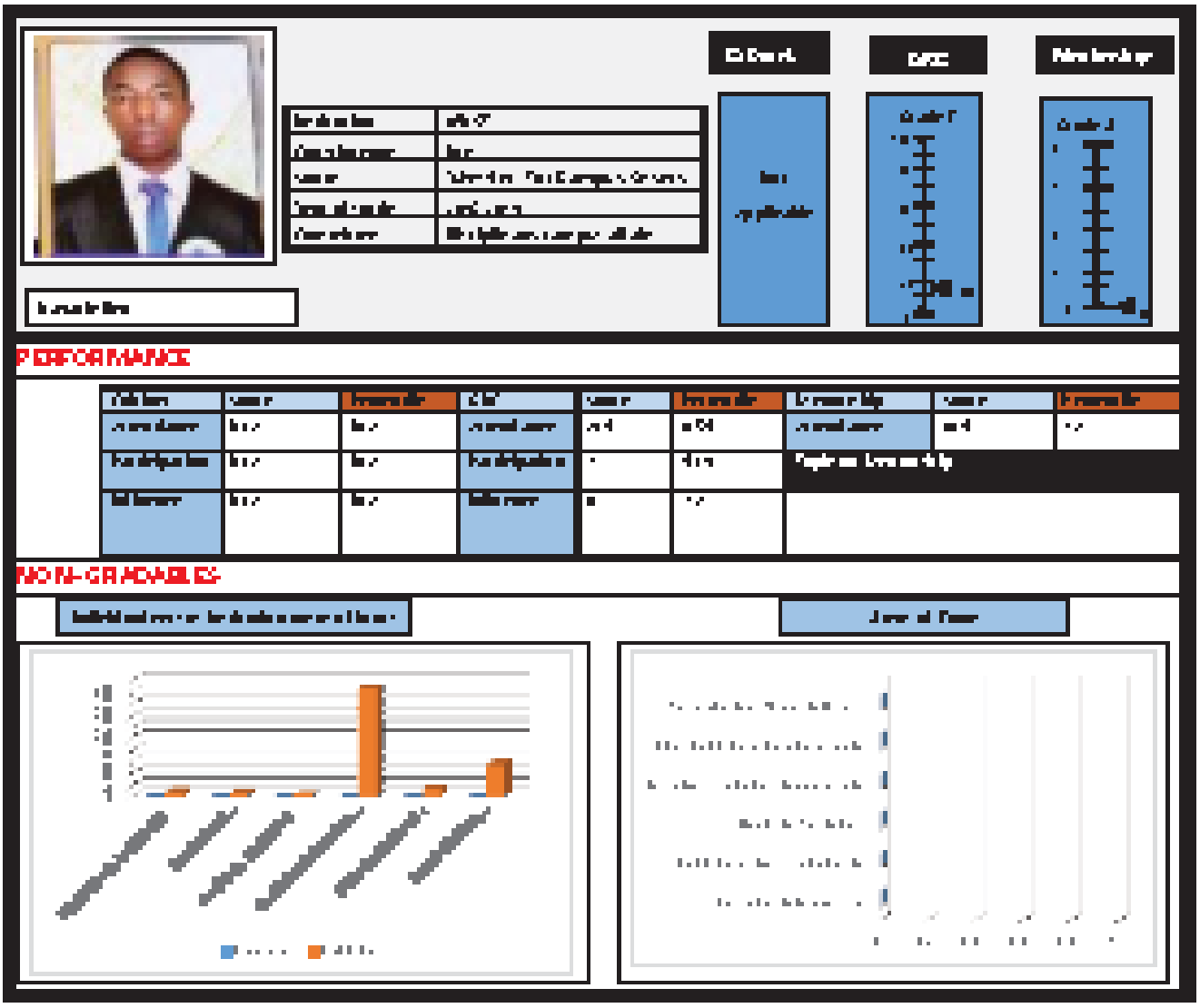

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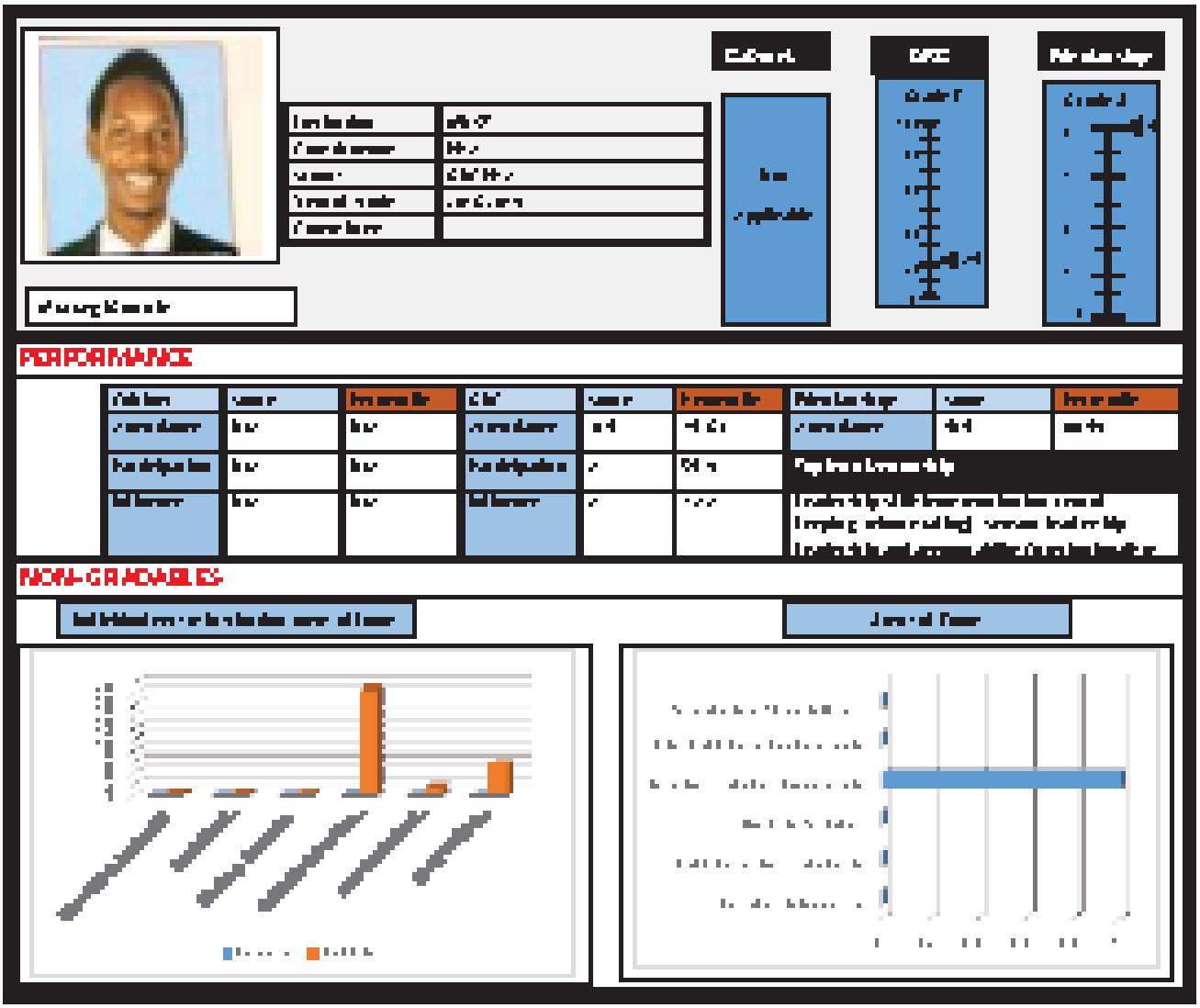

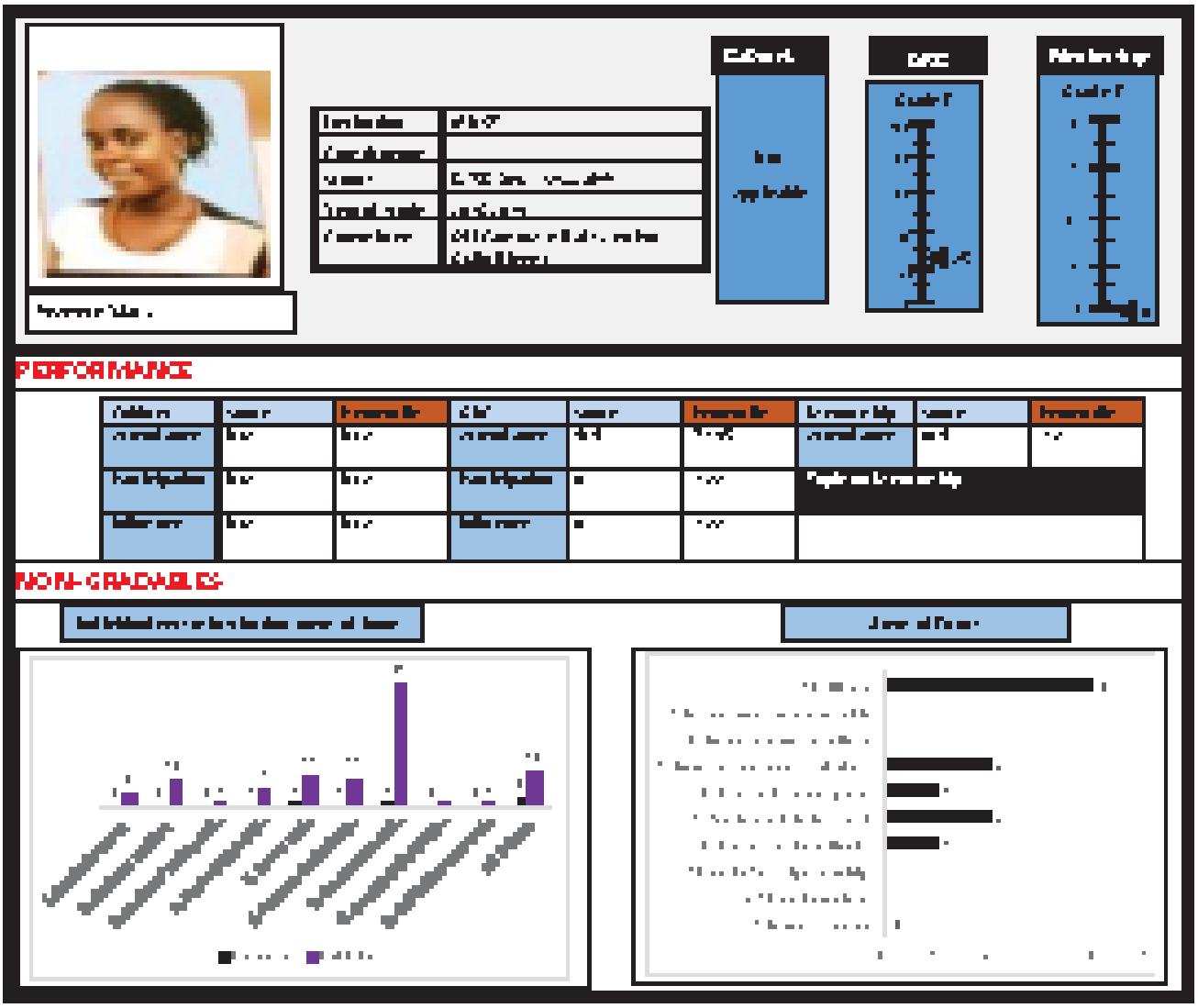

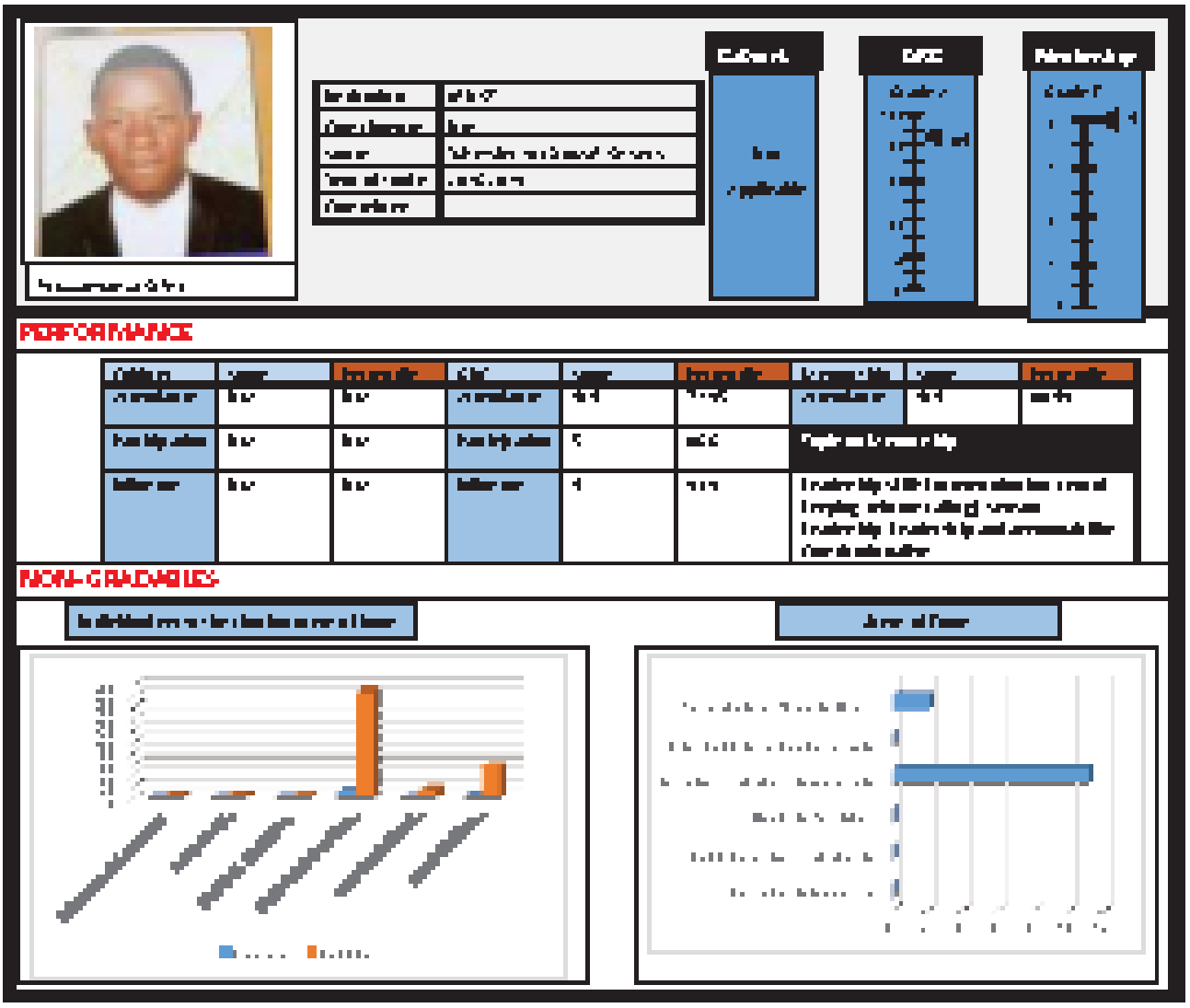

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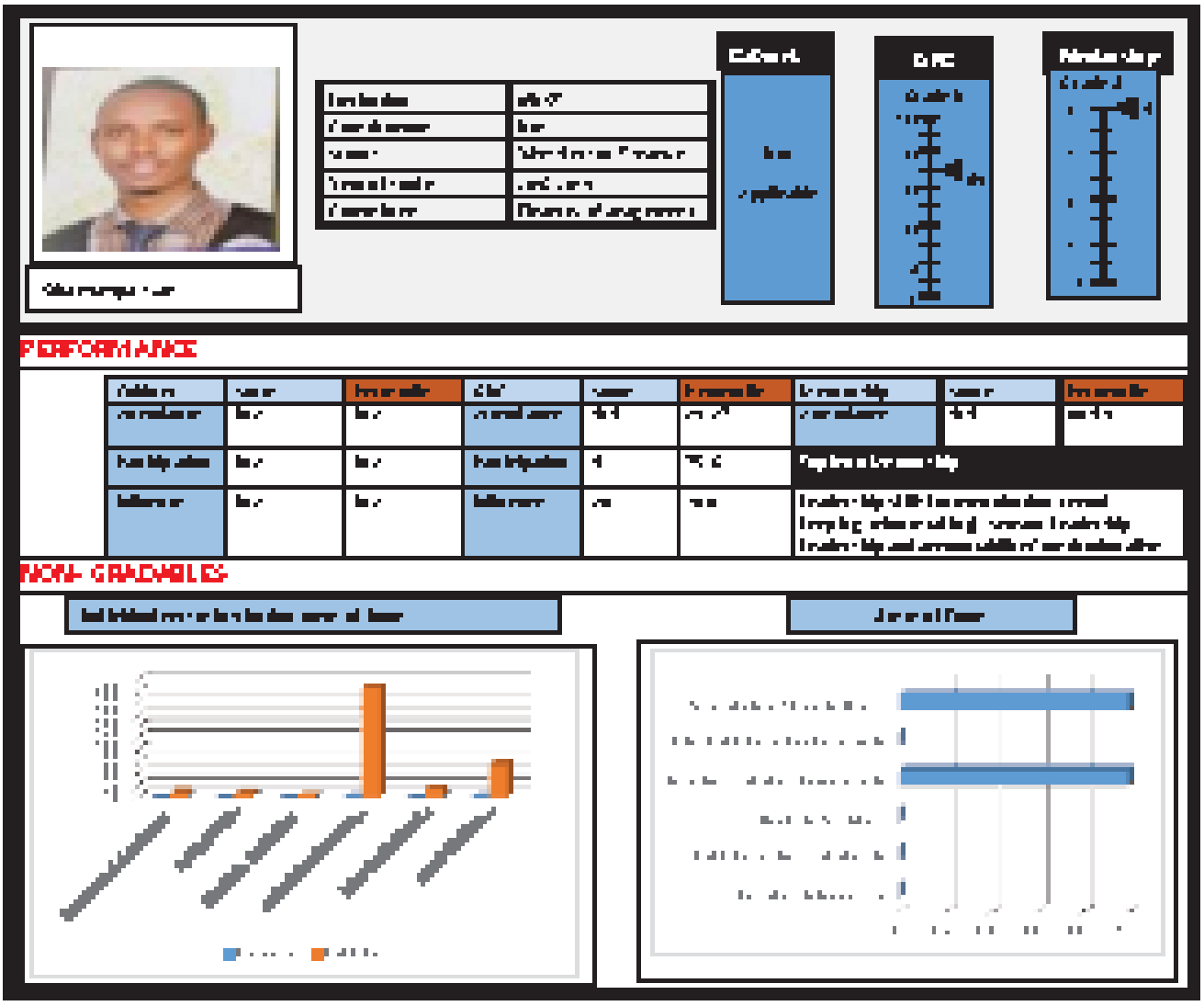

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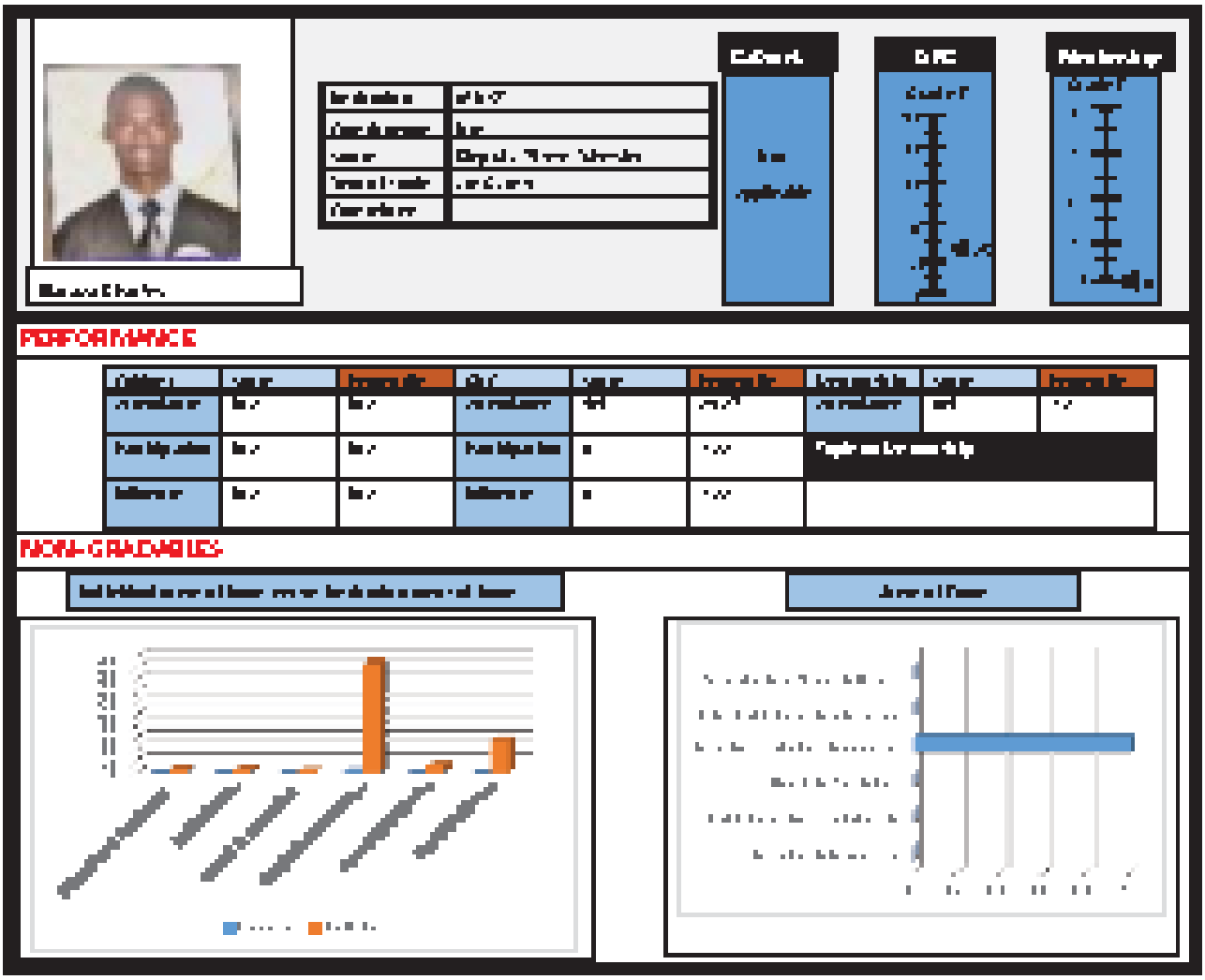
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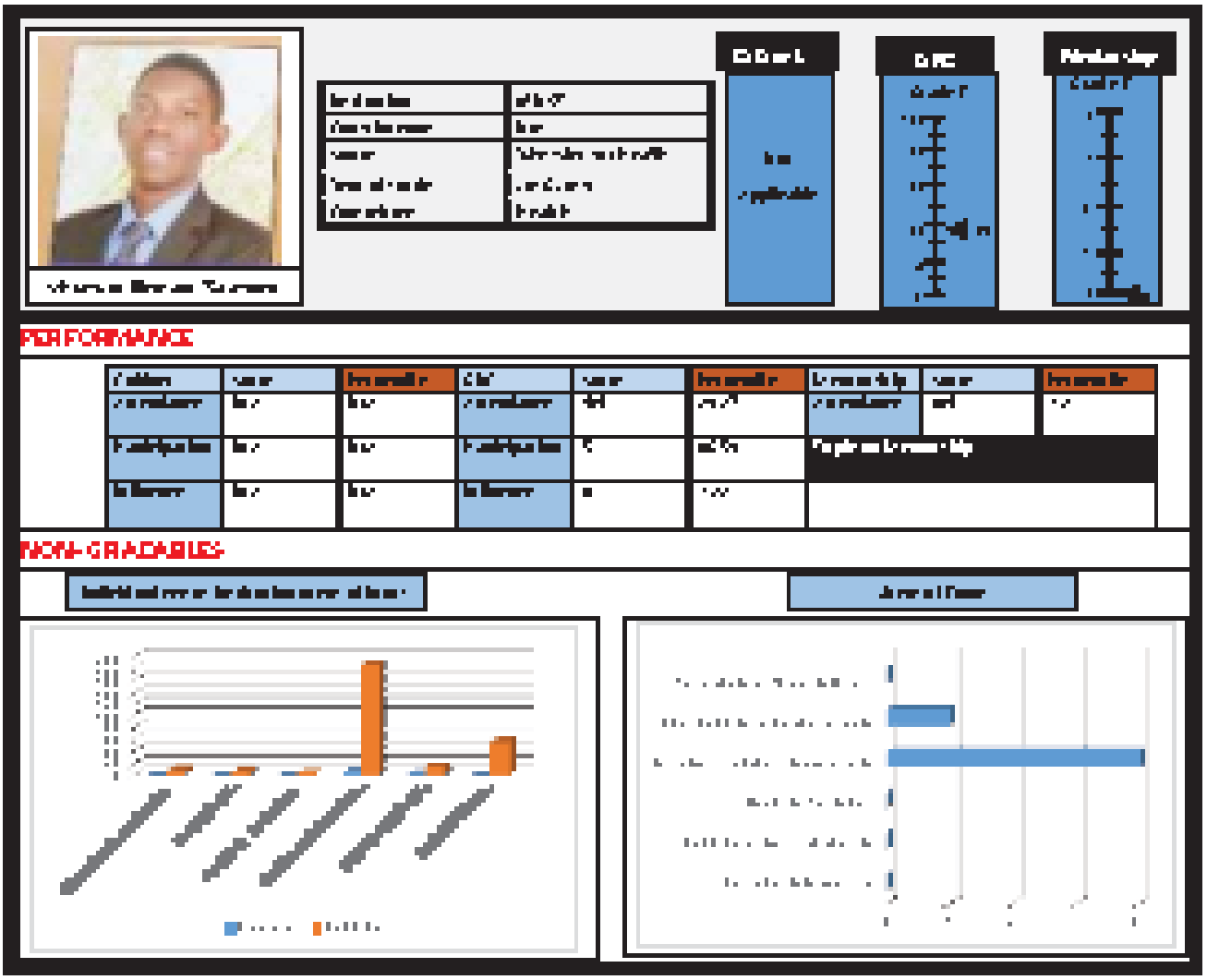
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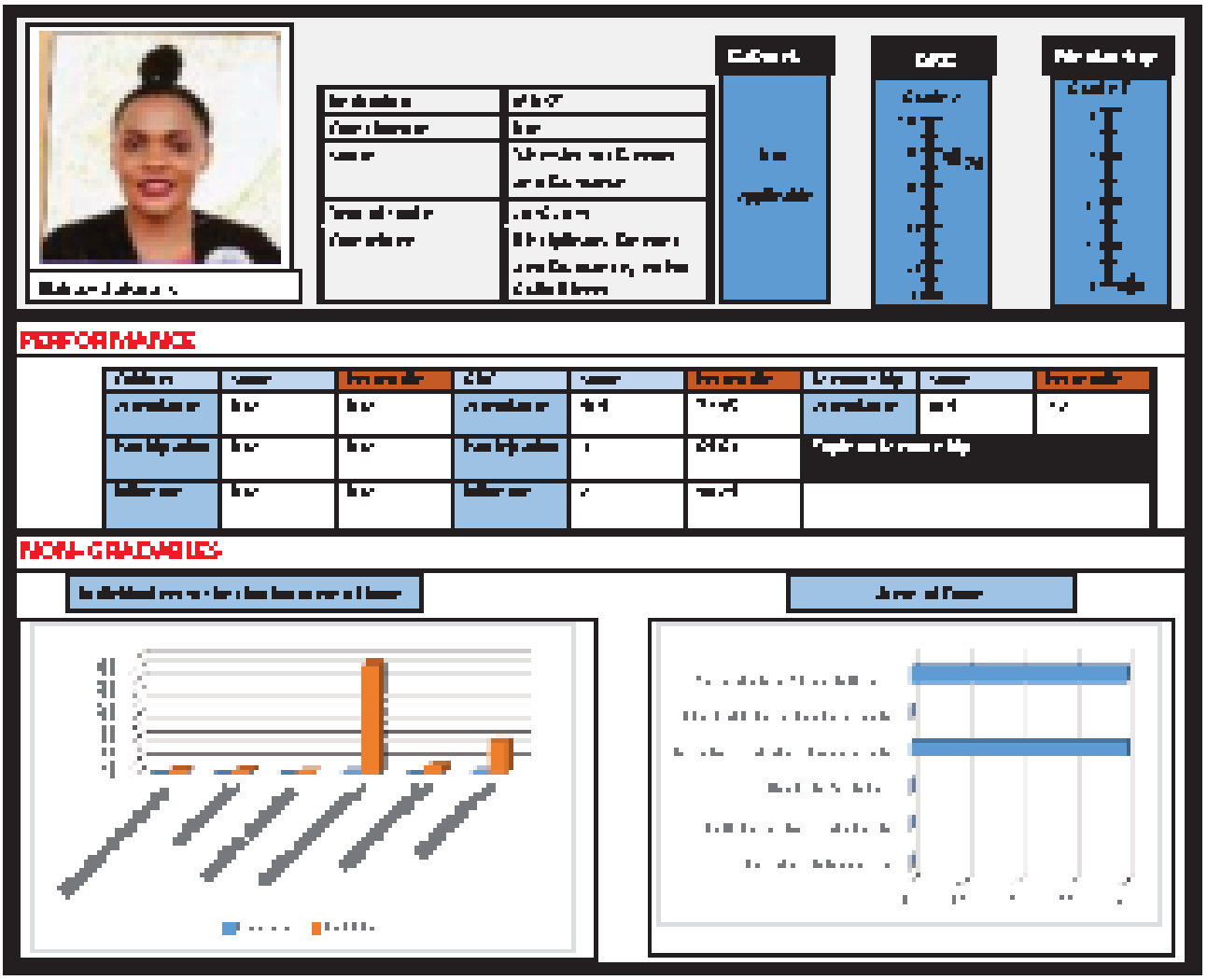
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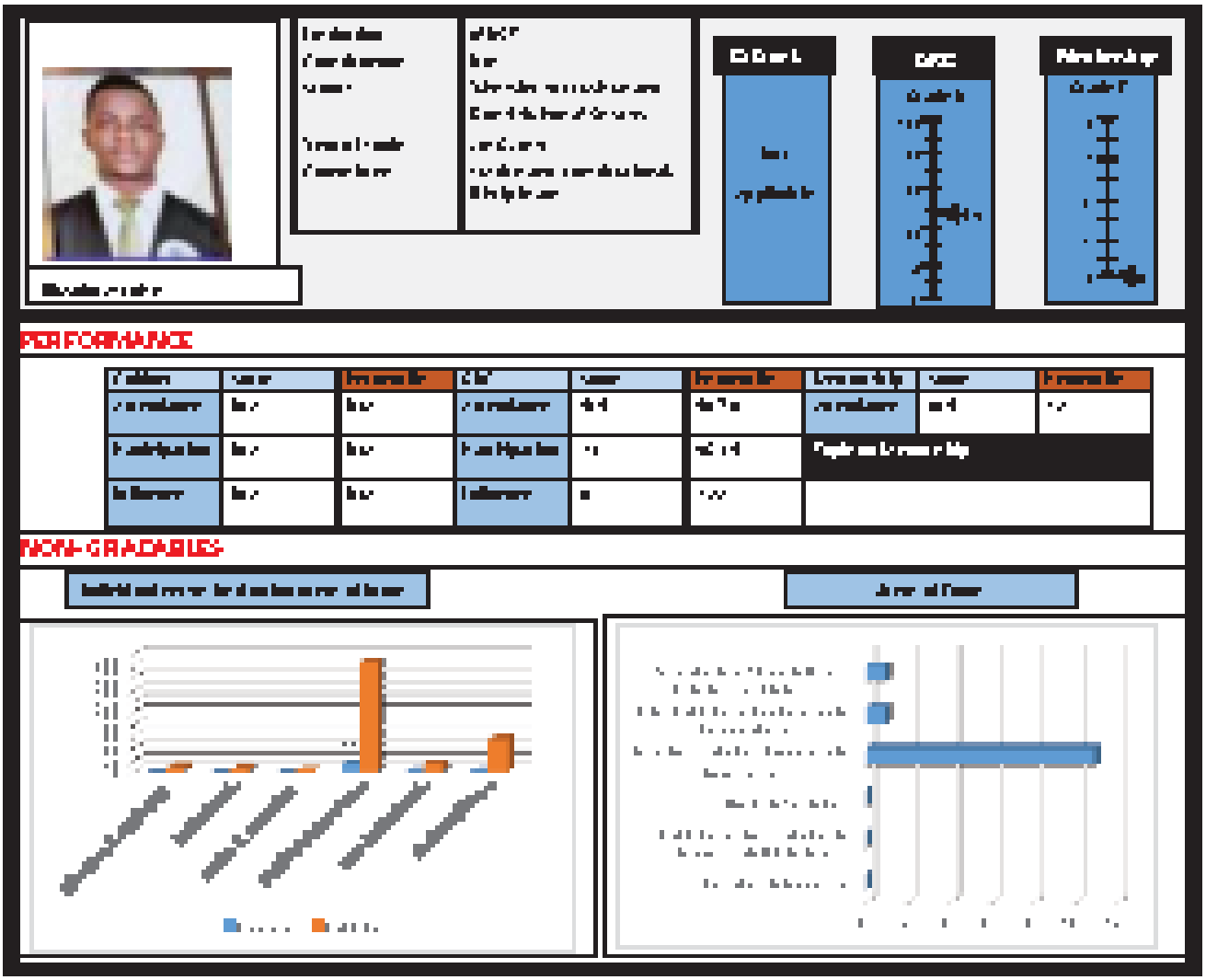
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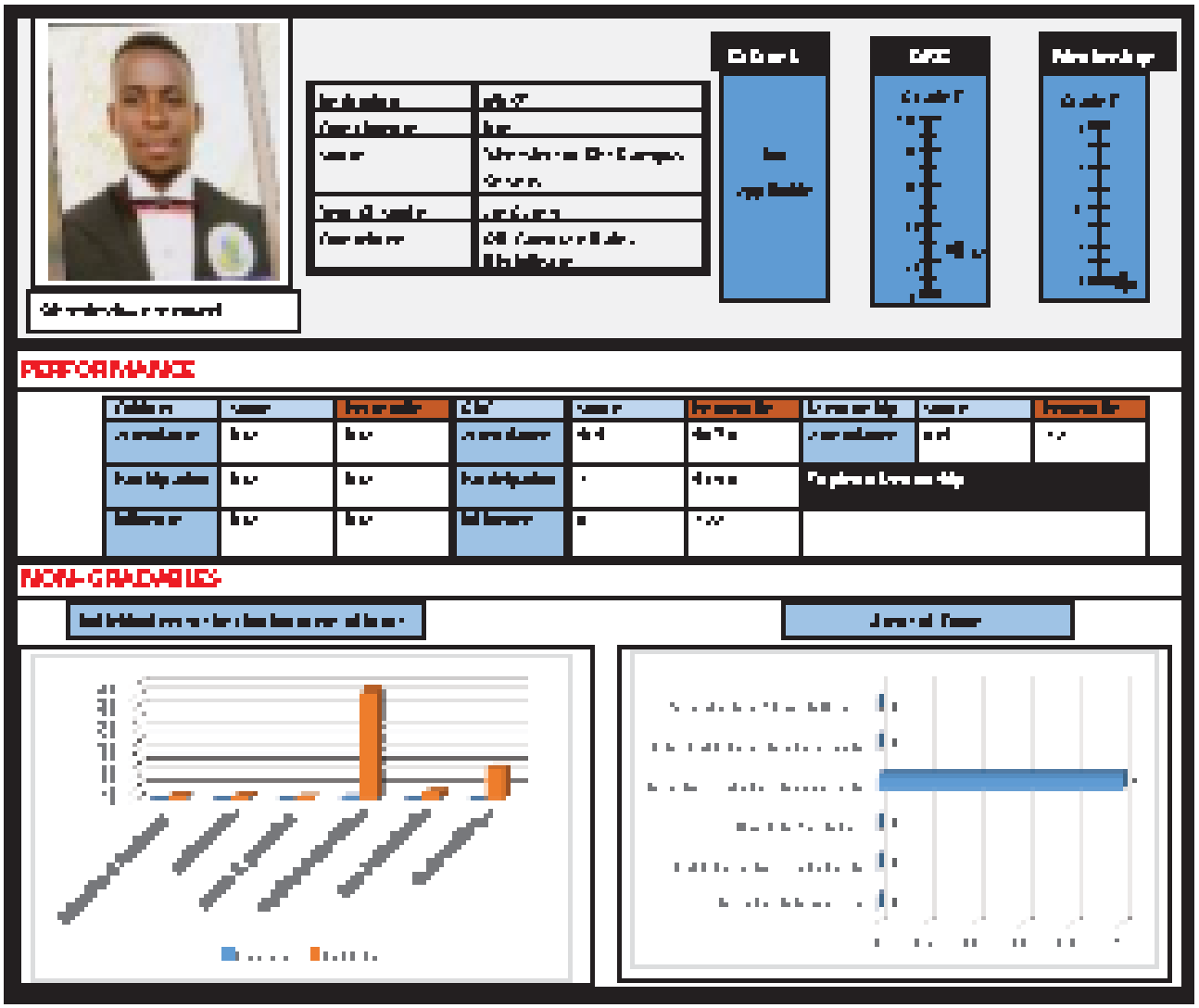
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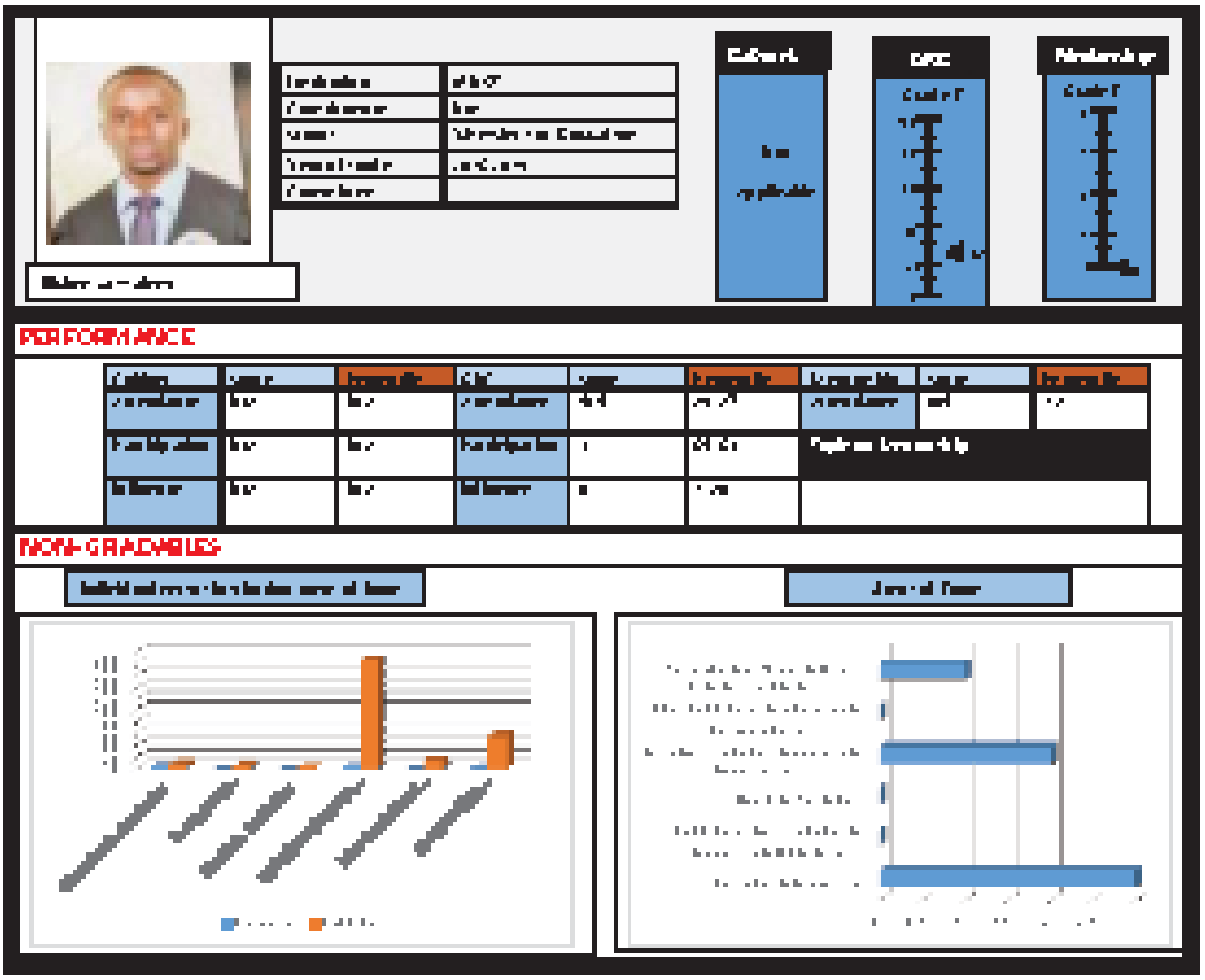
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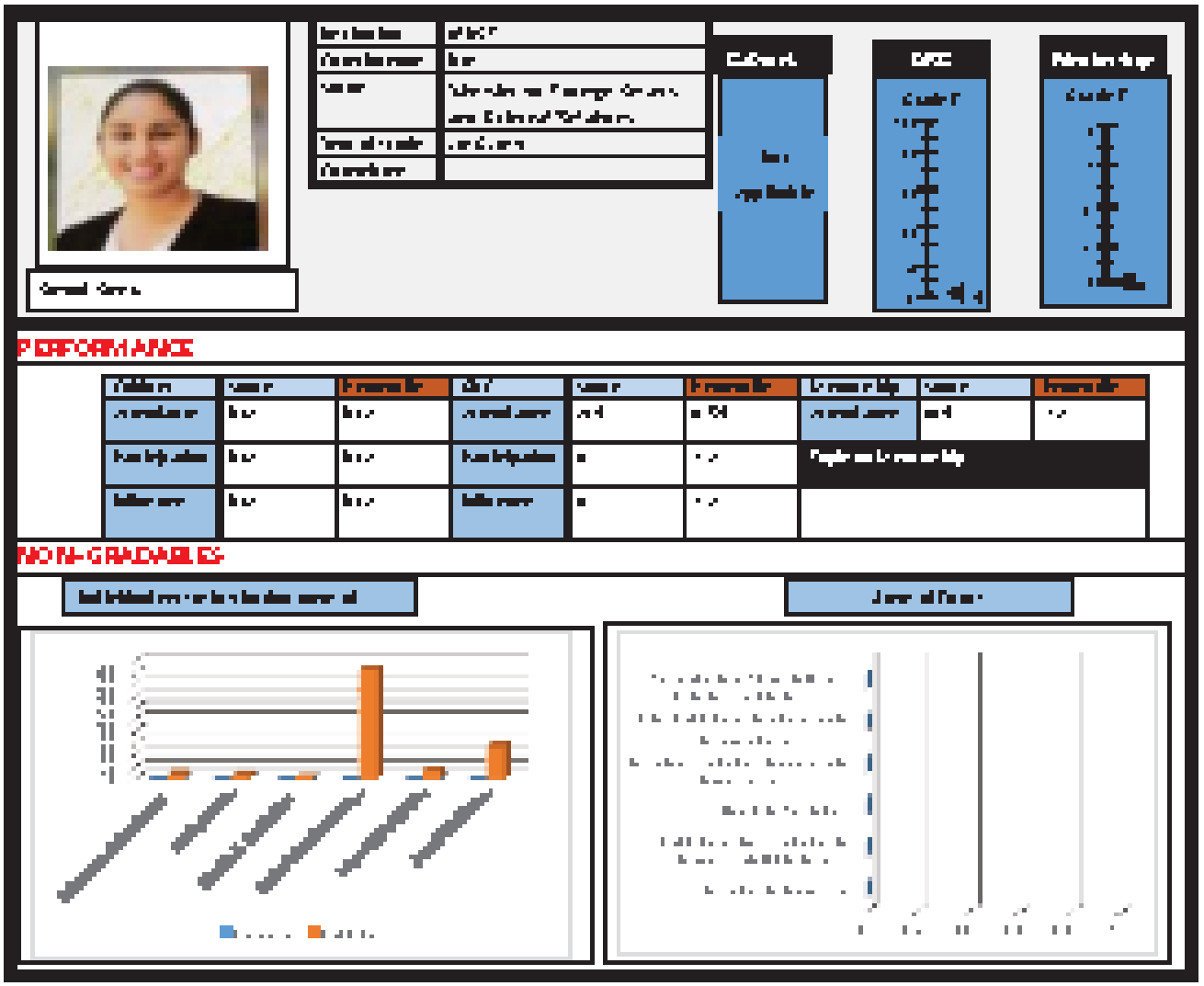

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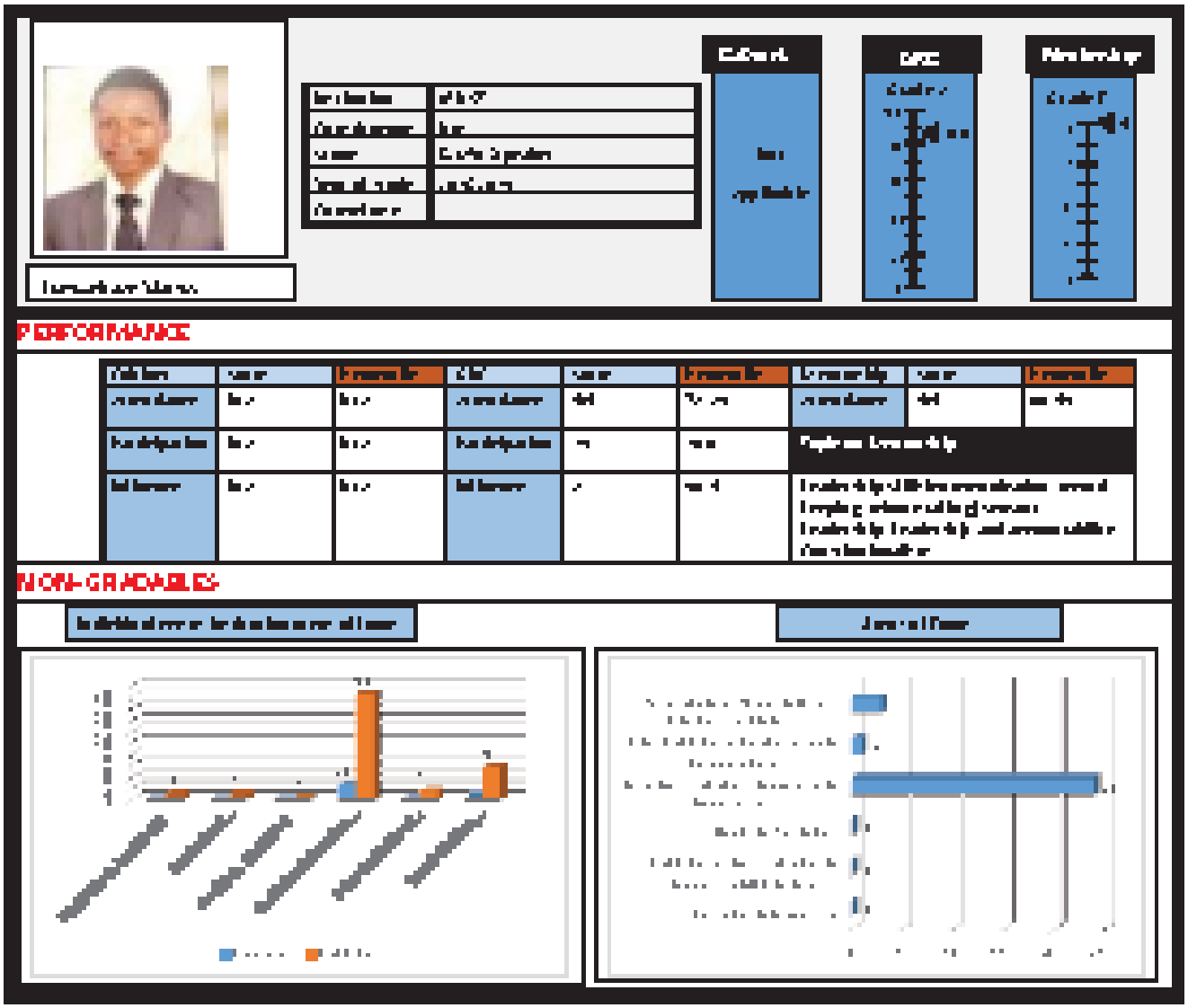

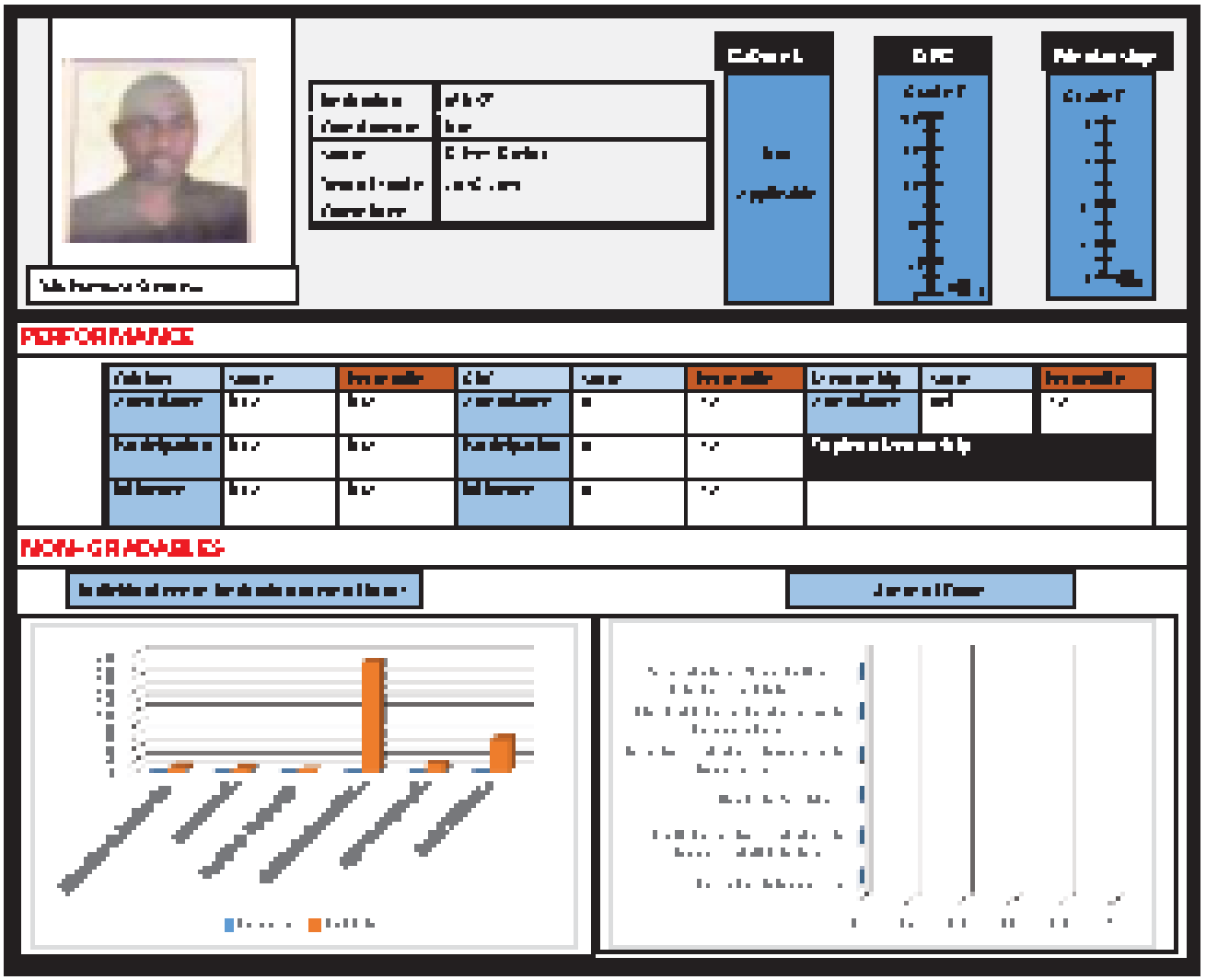
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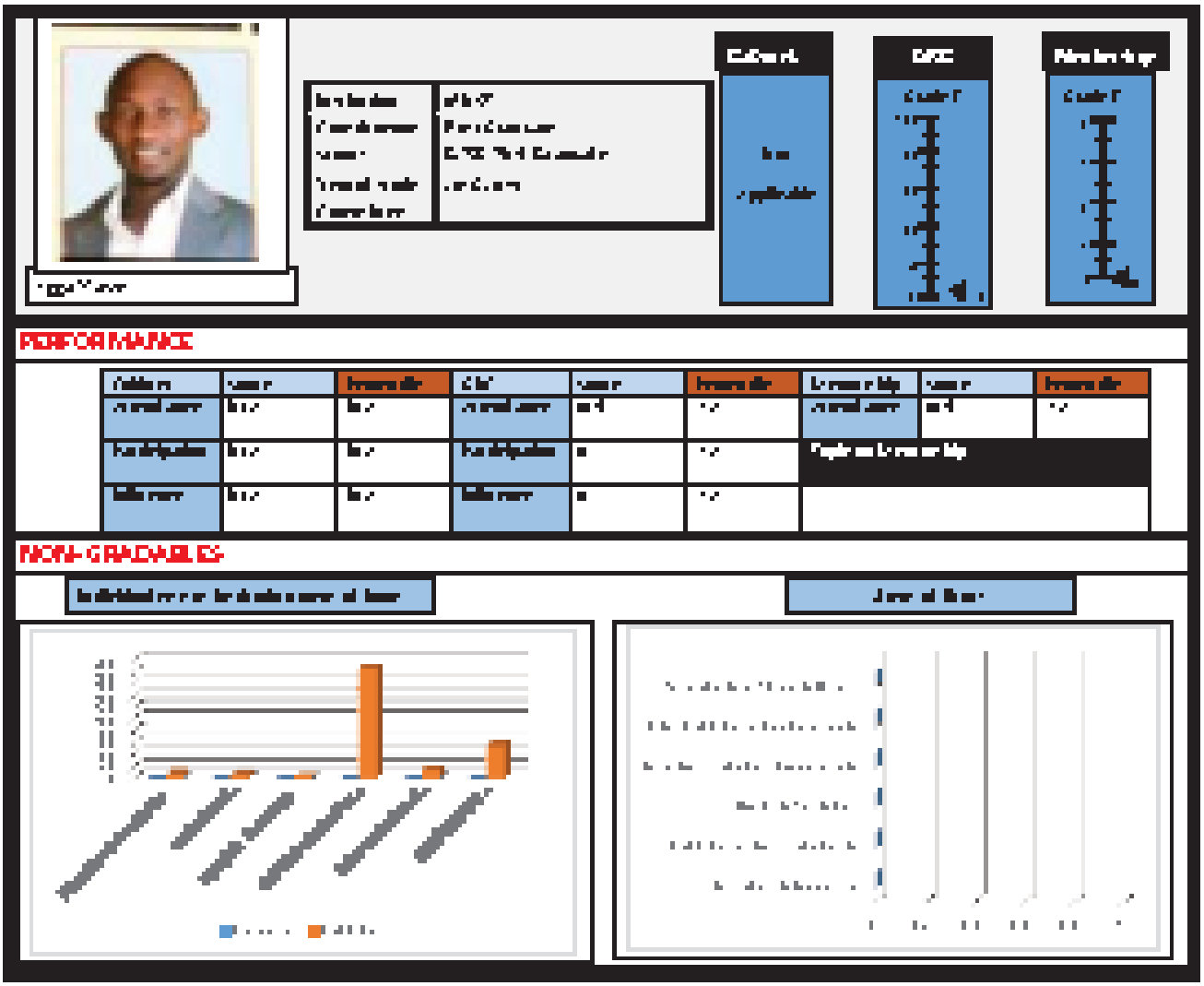
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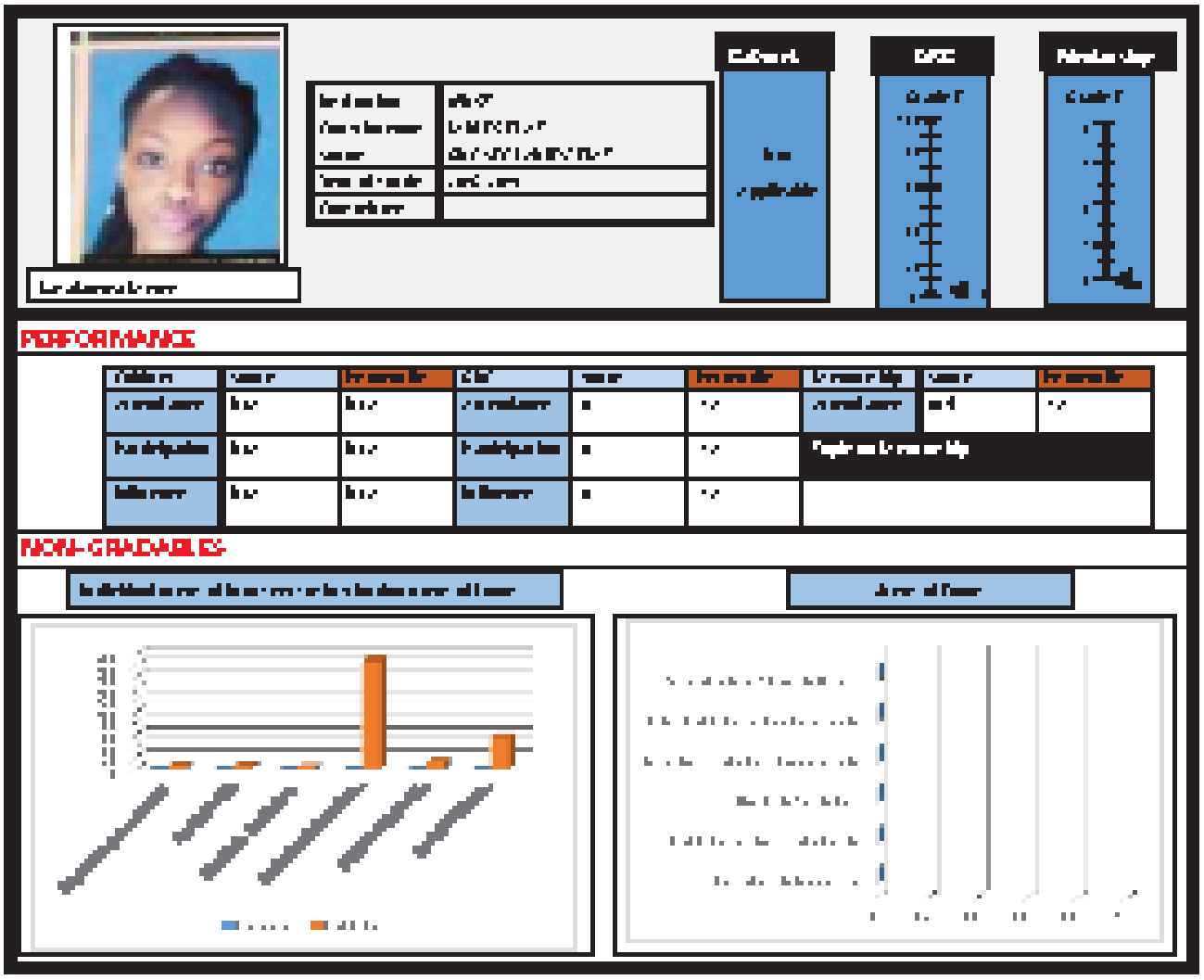
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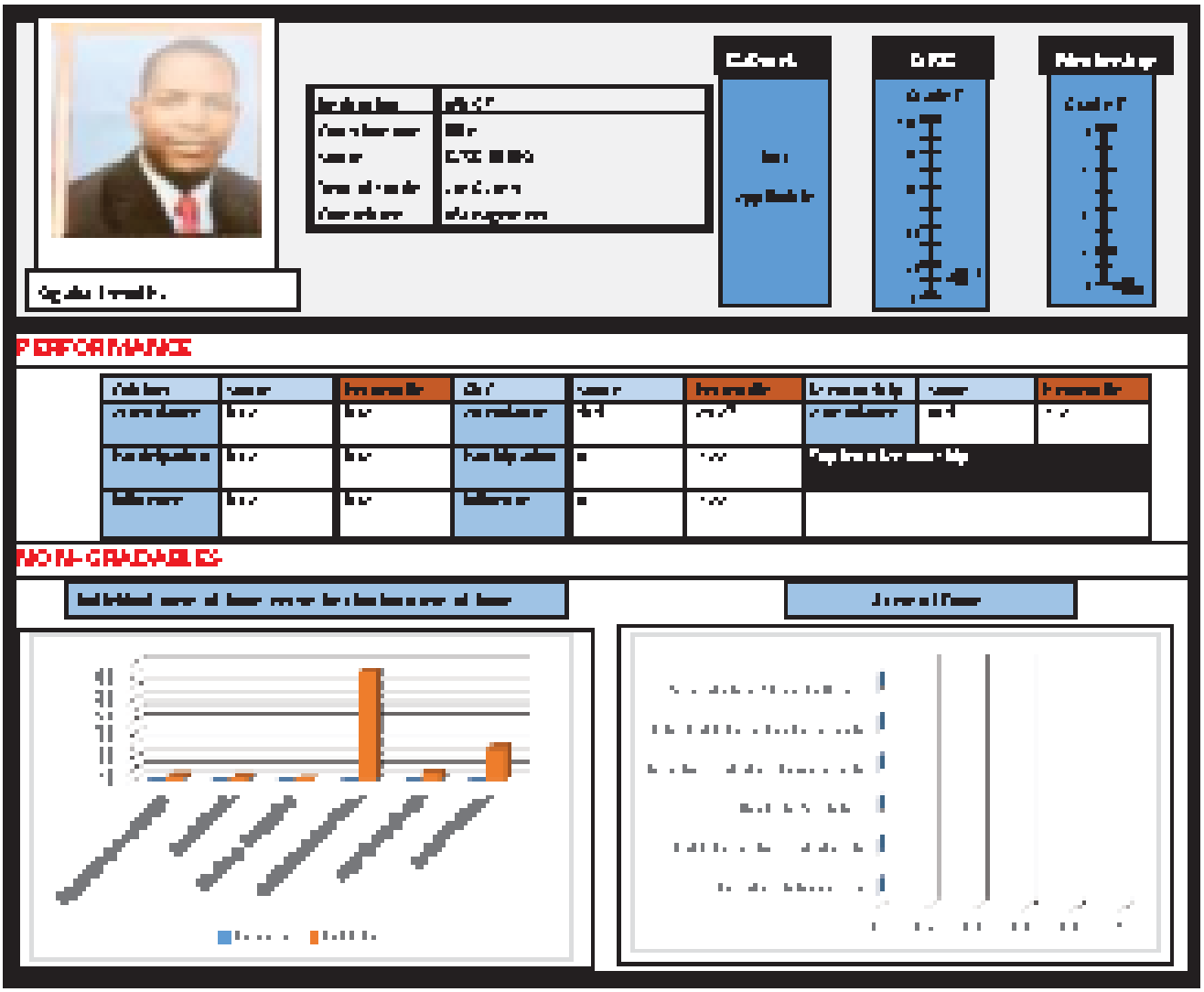

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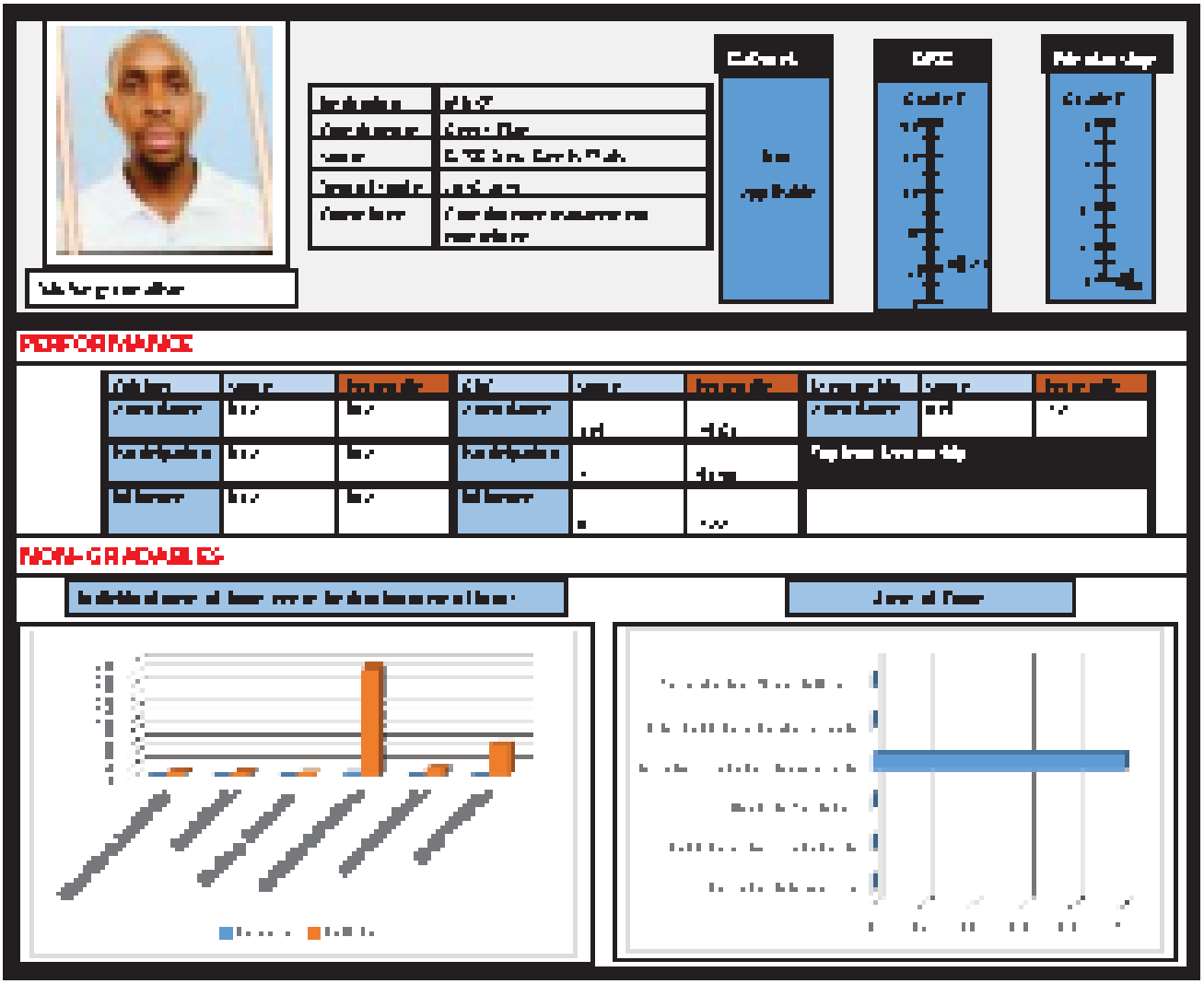

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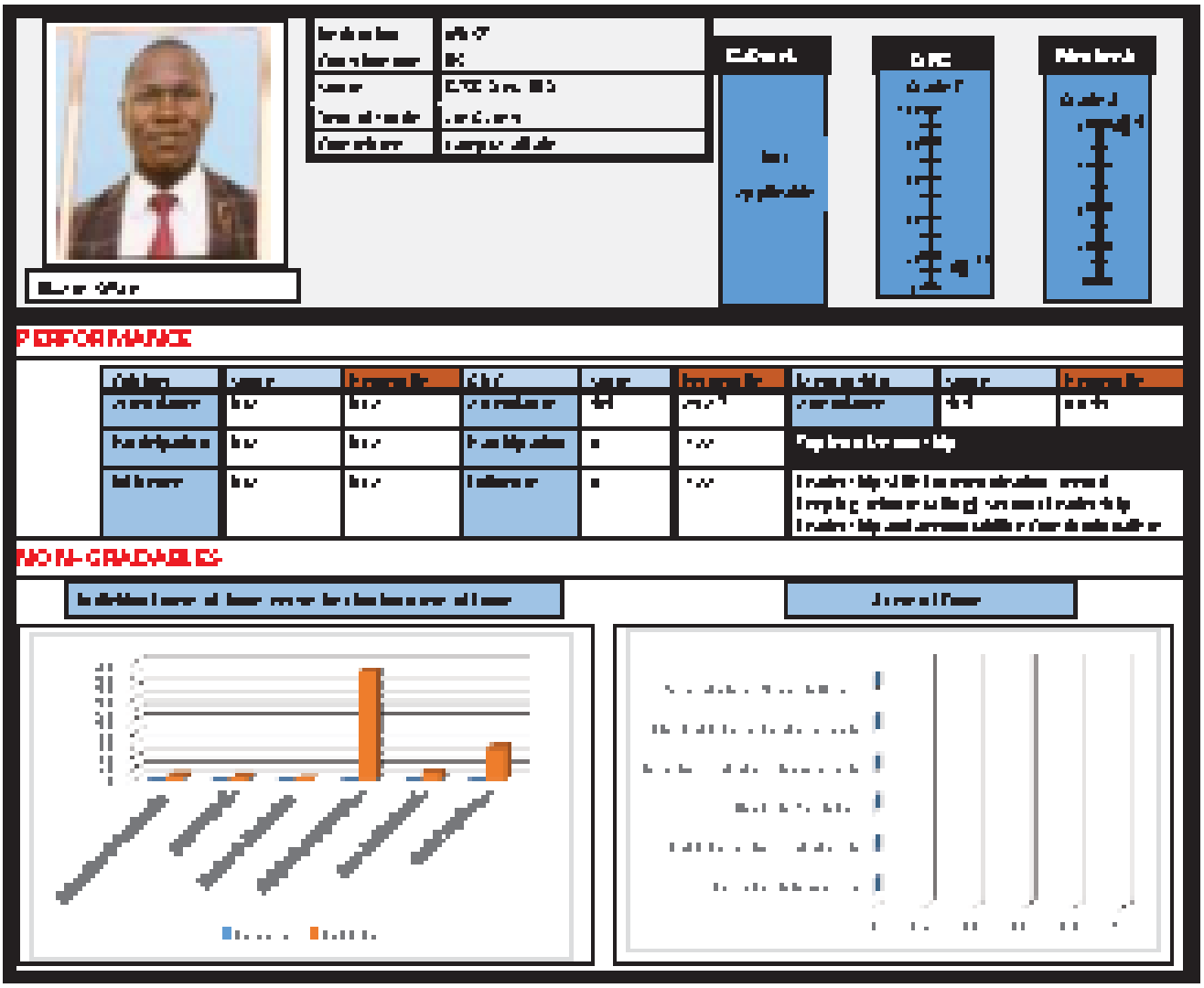
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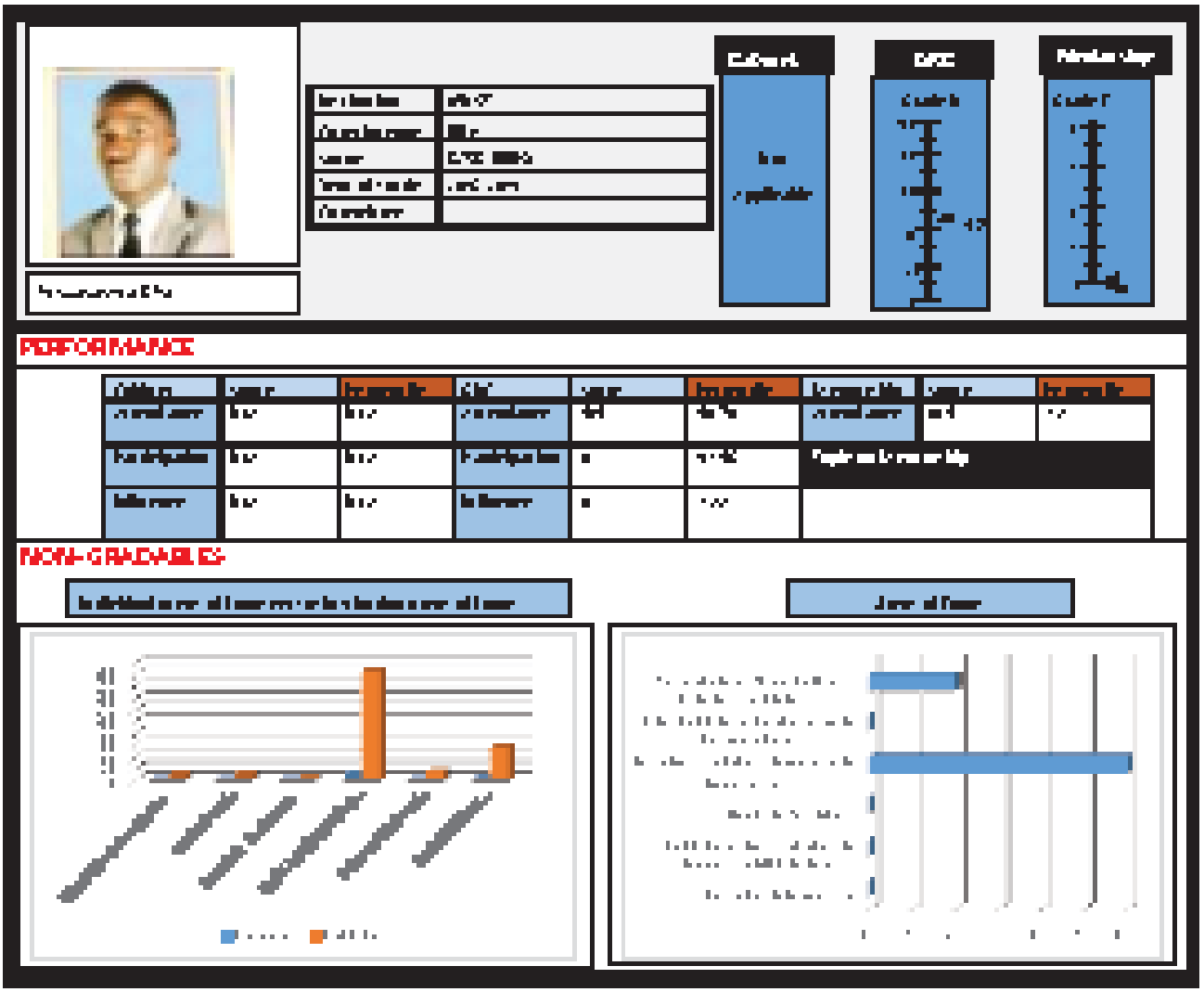

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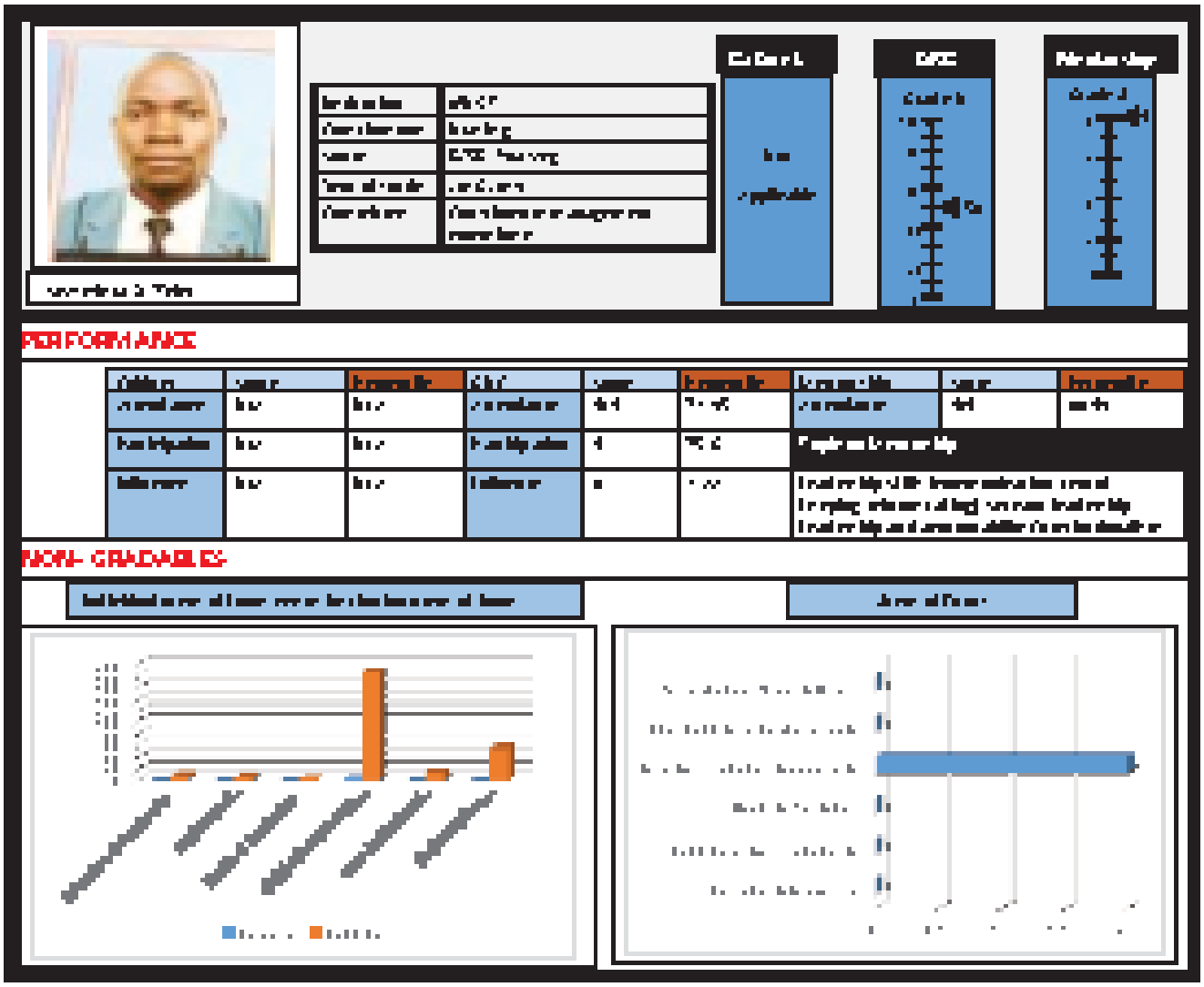

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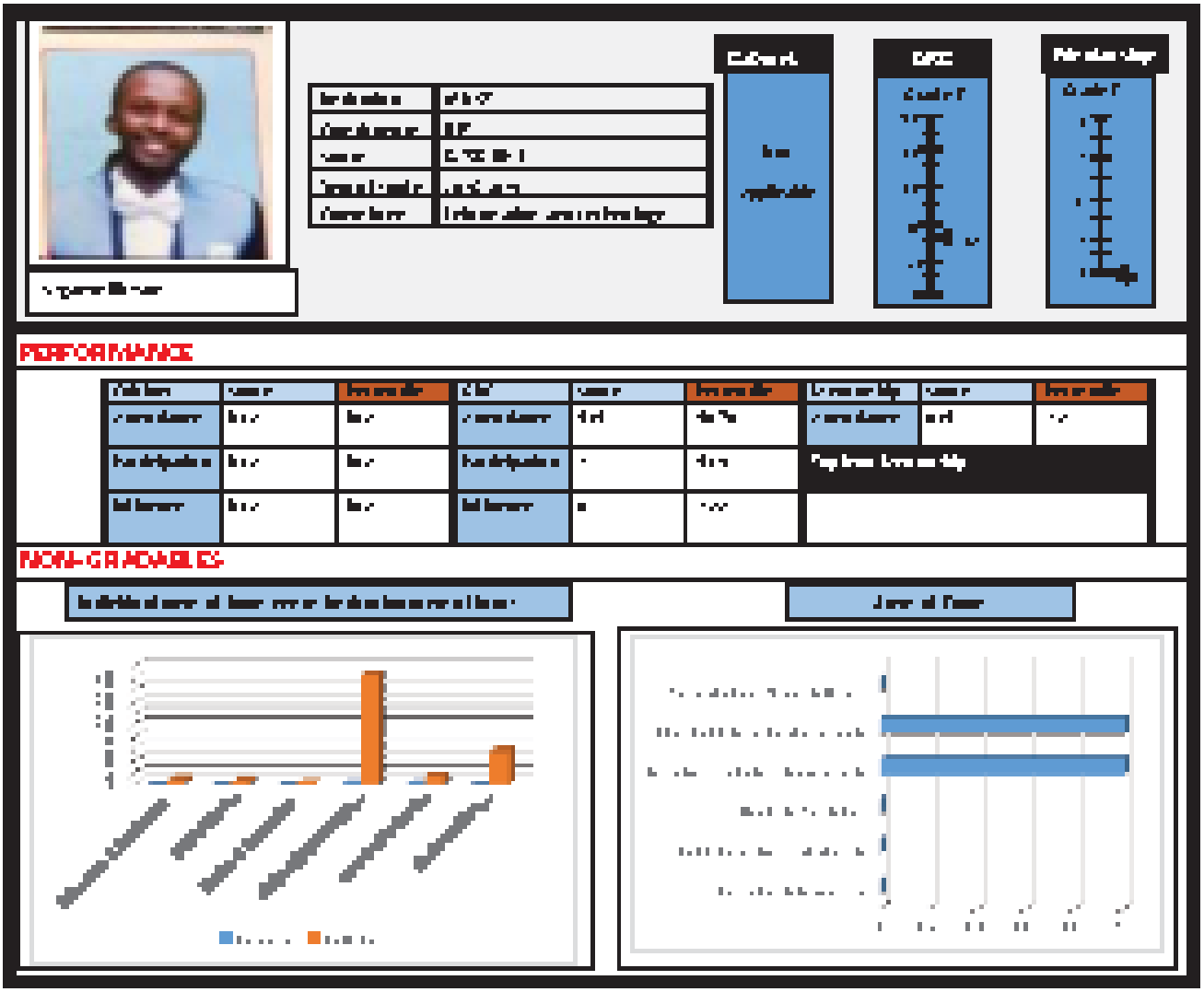

PERFORMANCE

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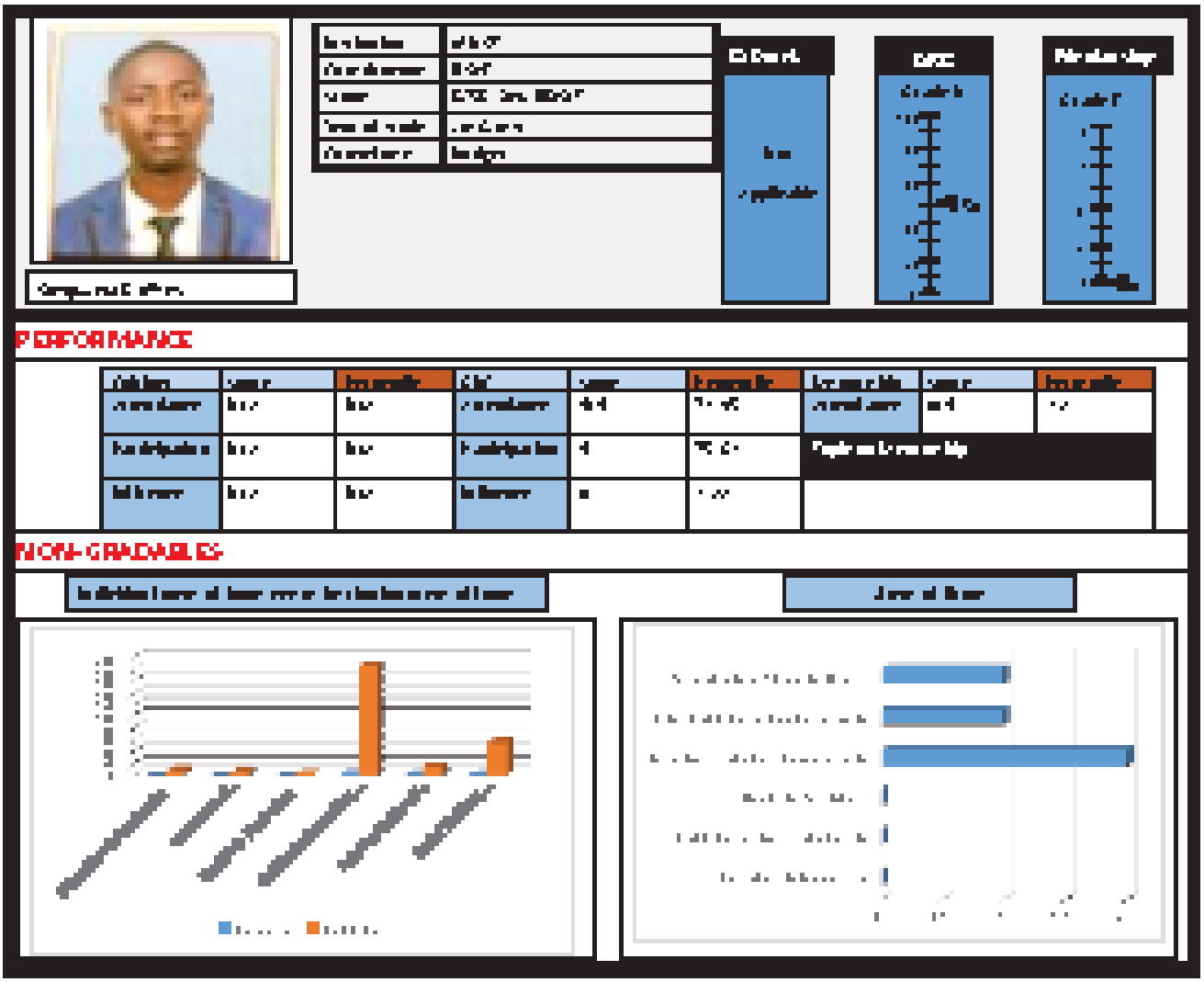

PERFORMANCE

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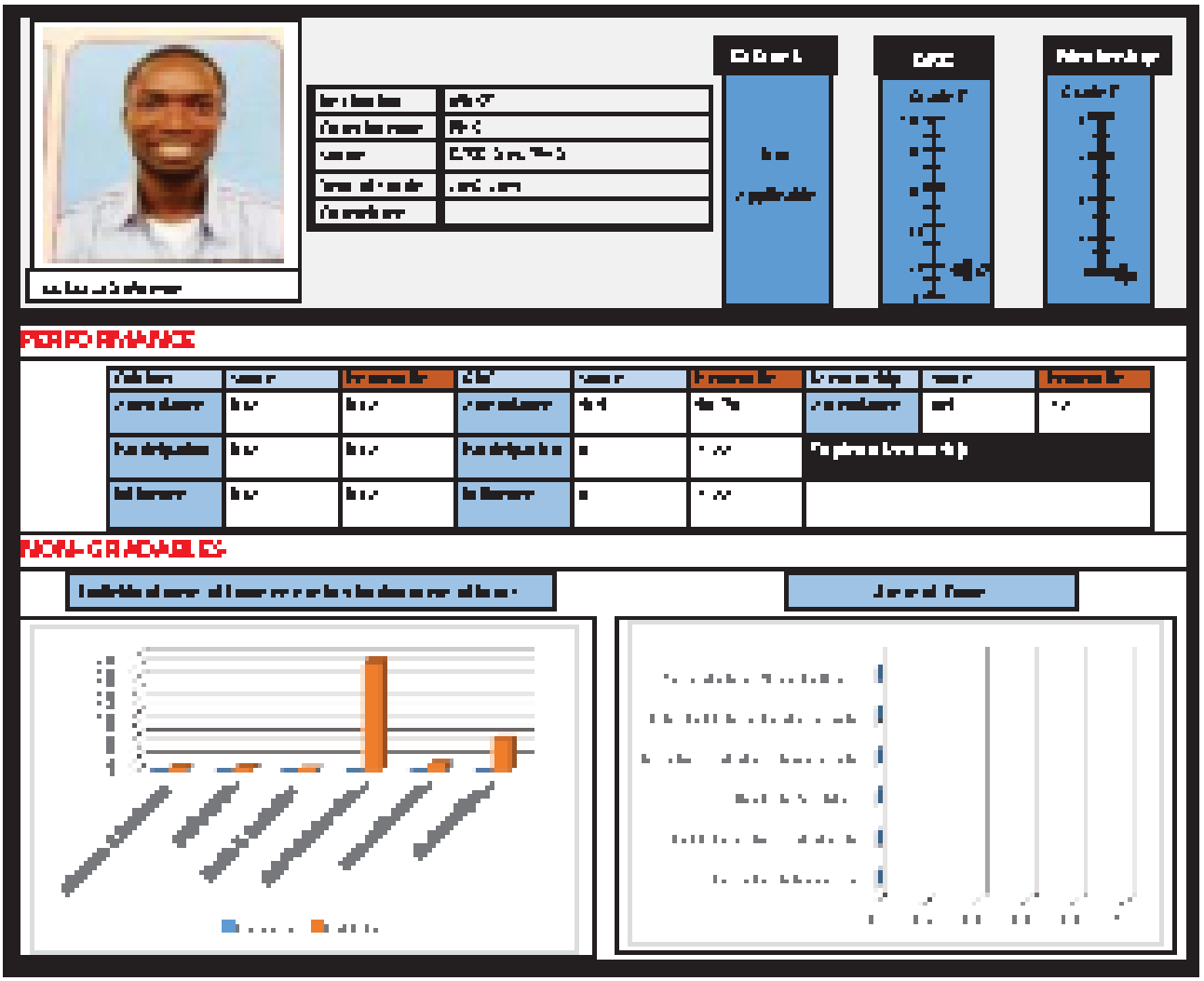

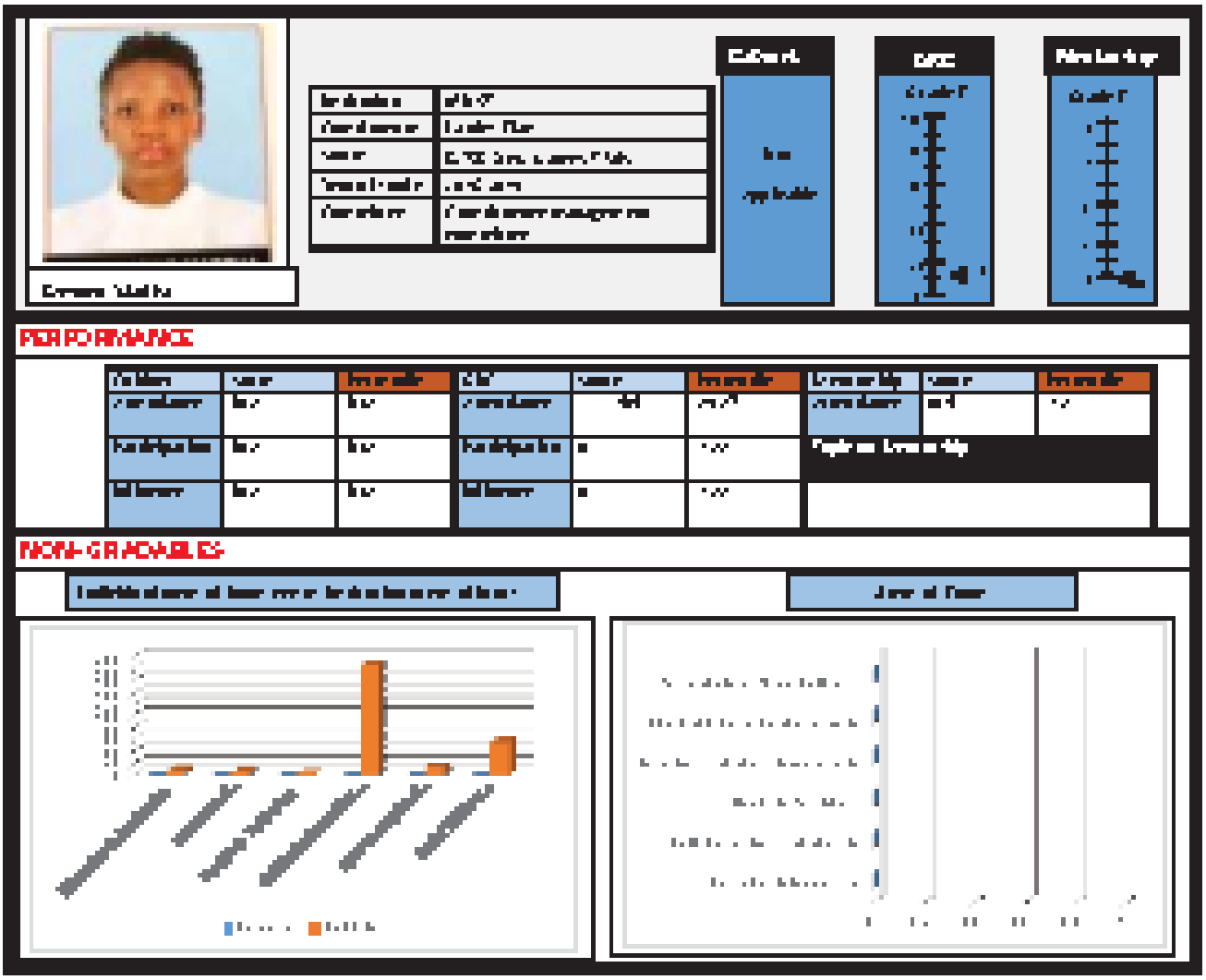

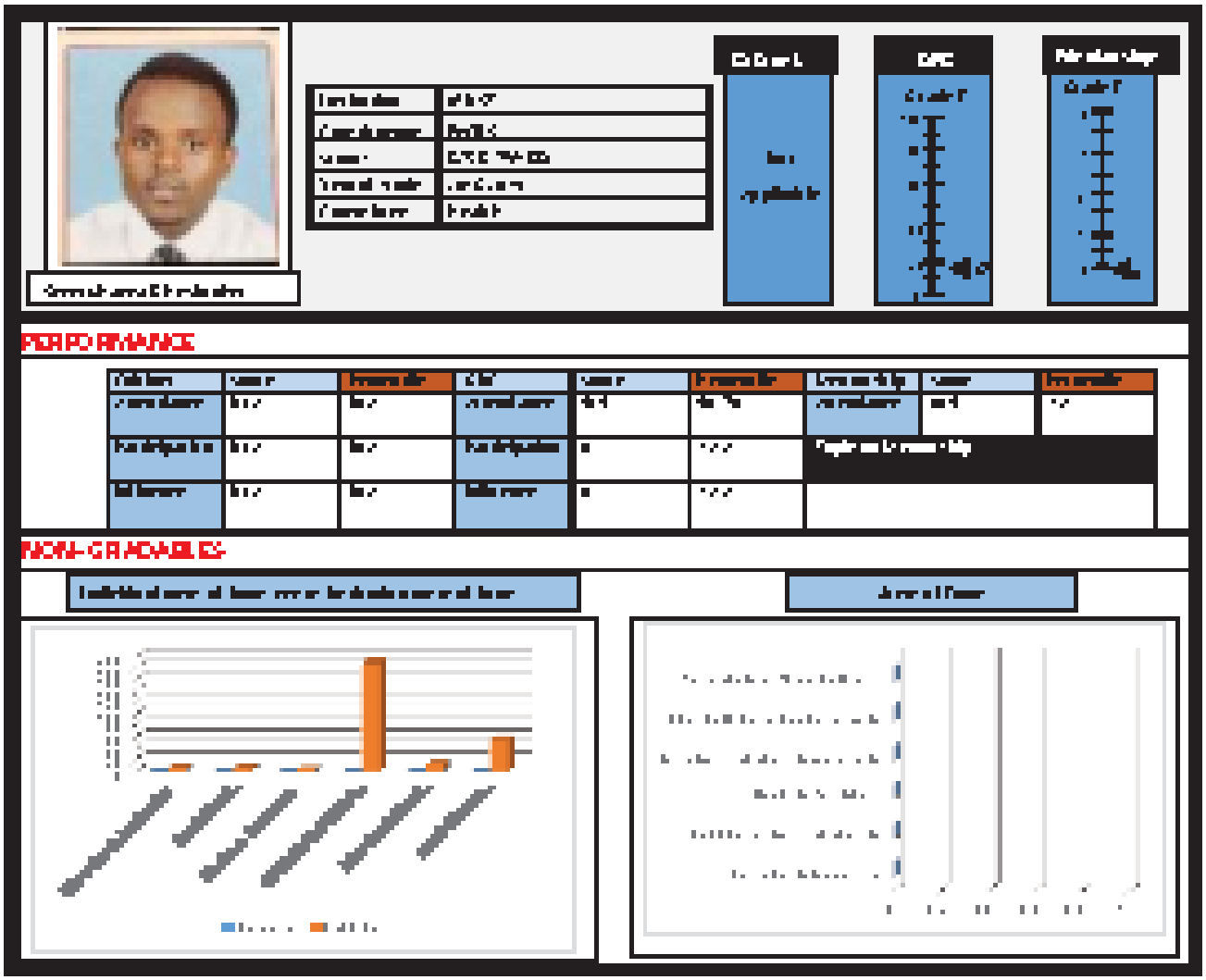

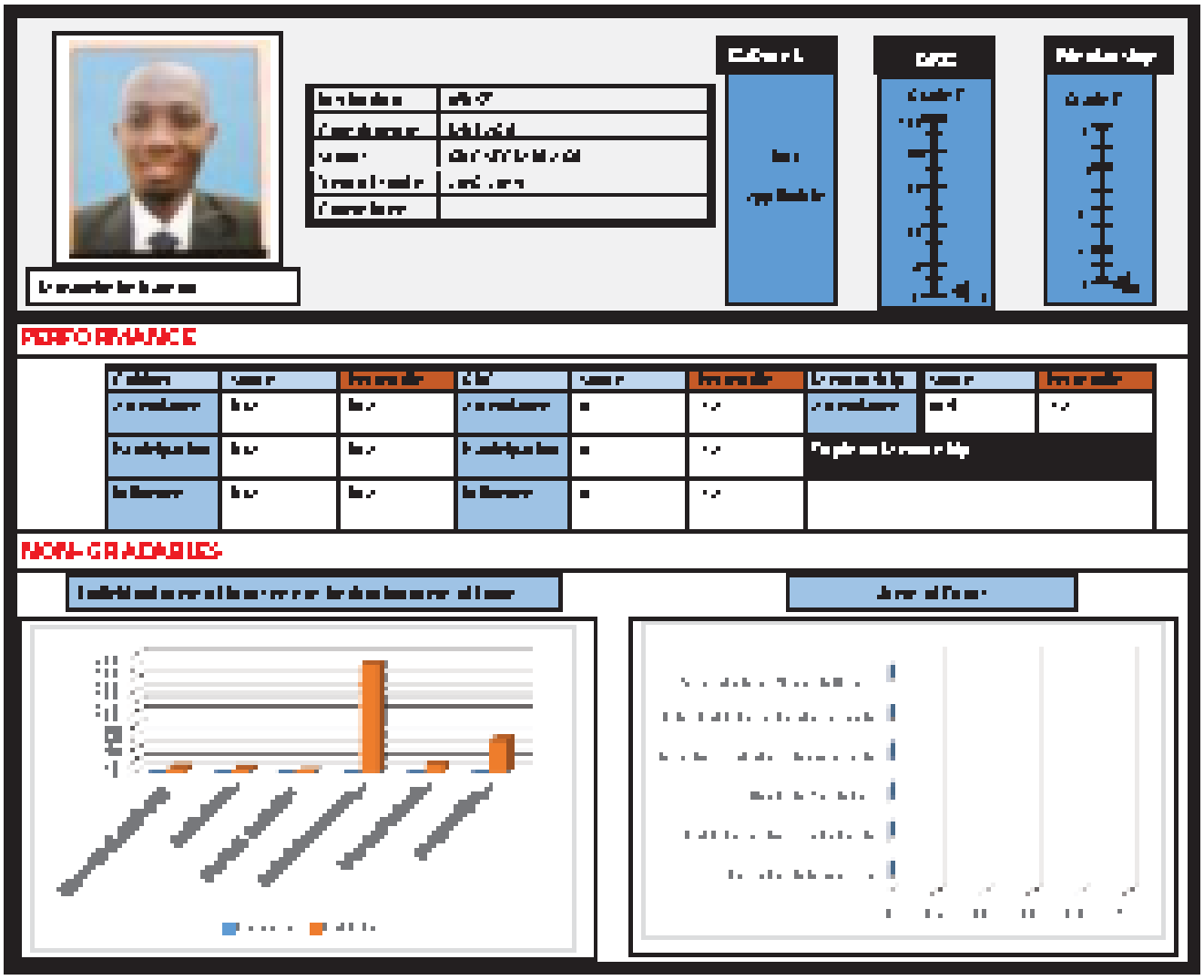

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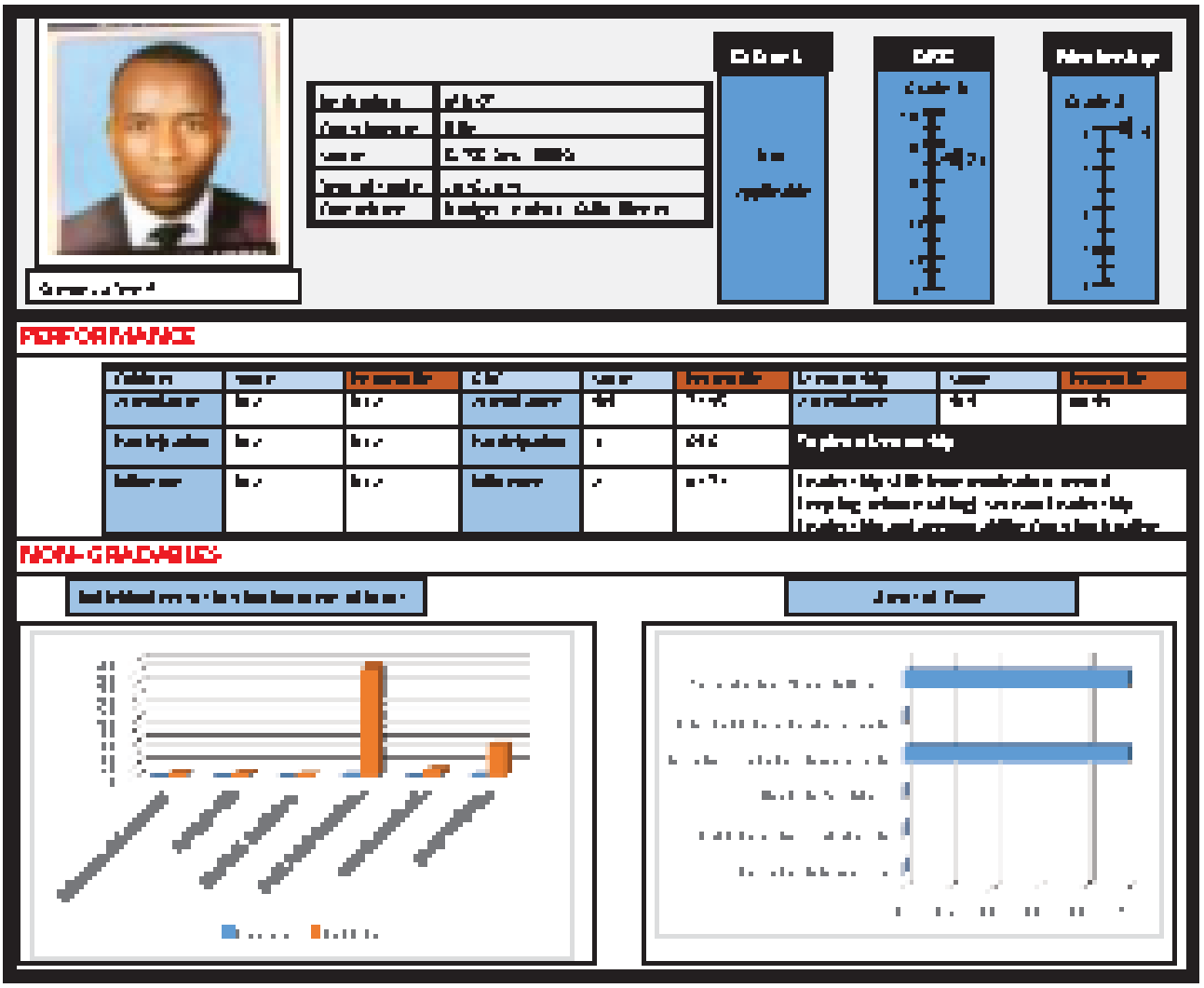

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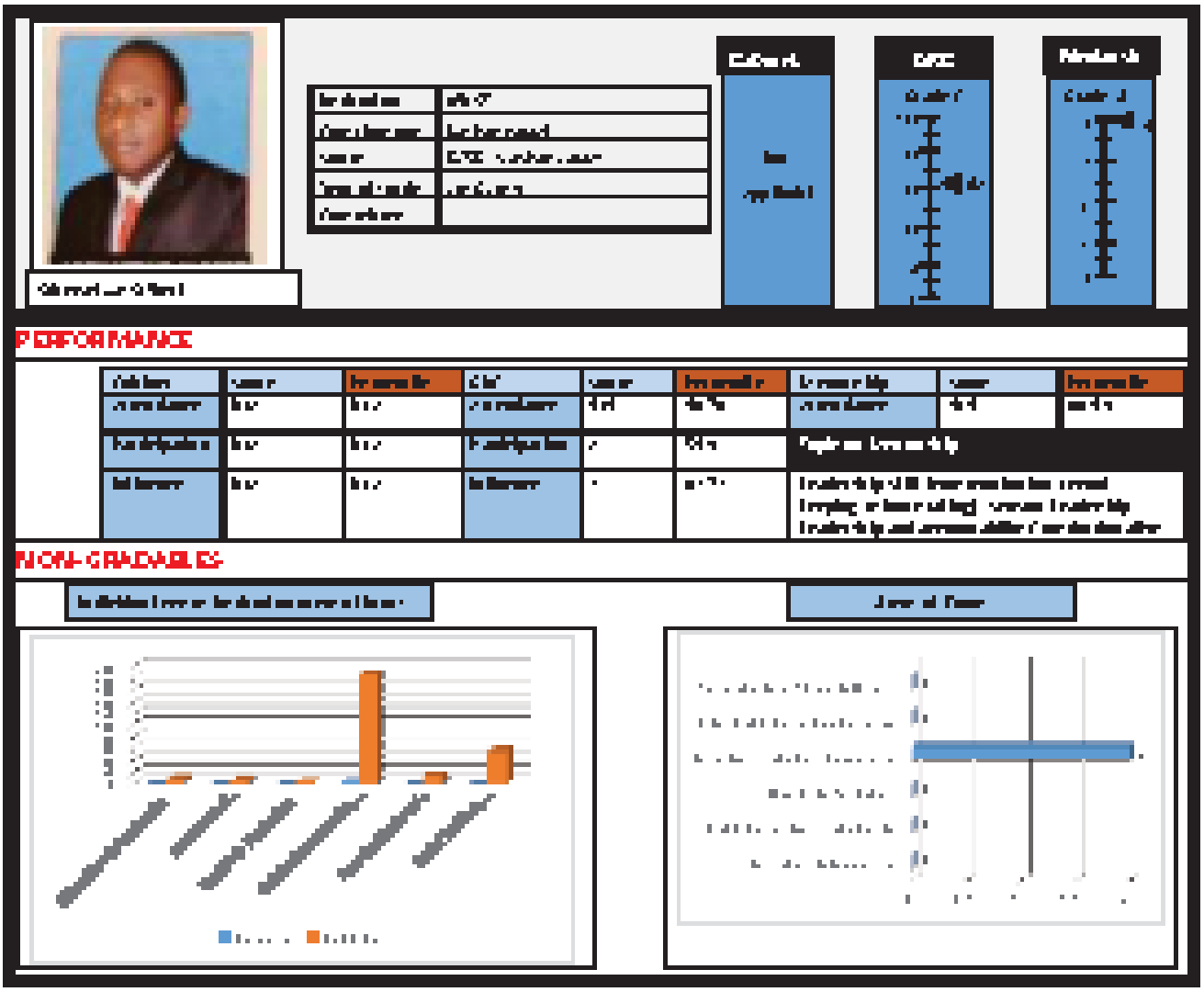

PERFORMANCE

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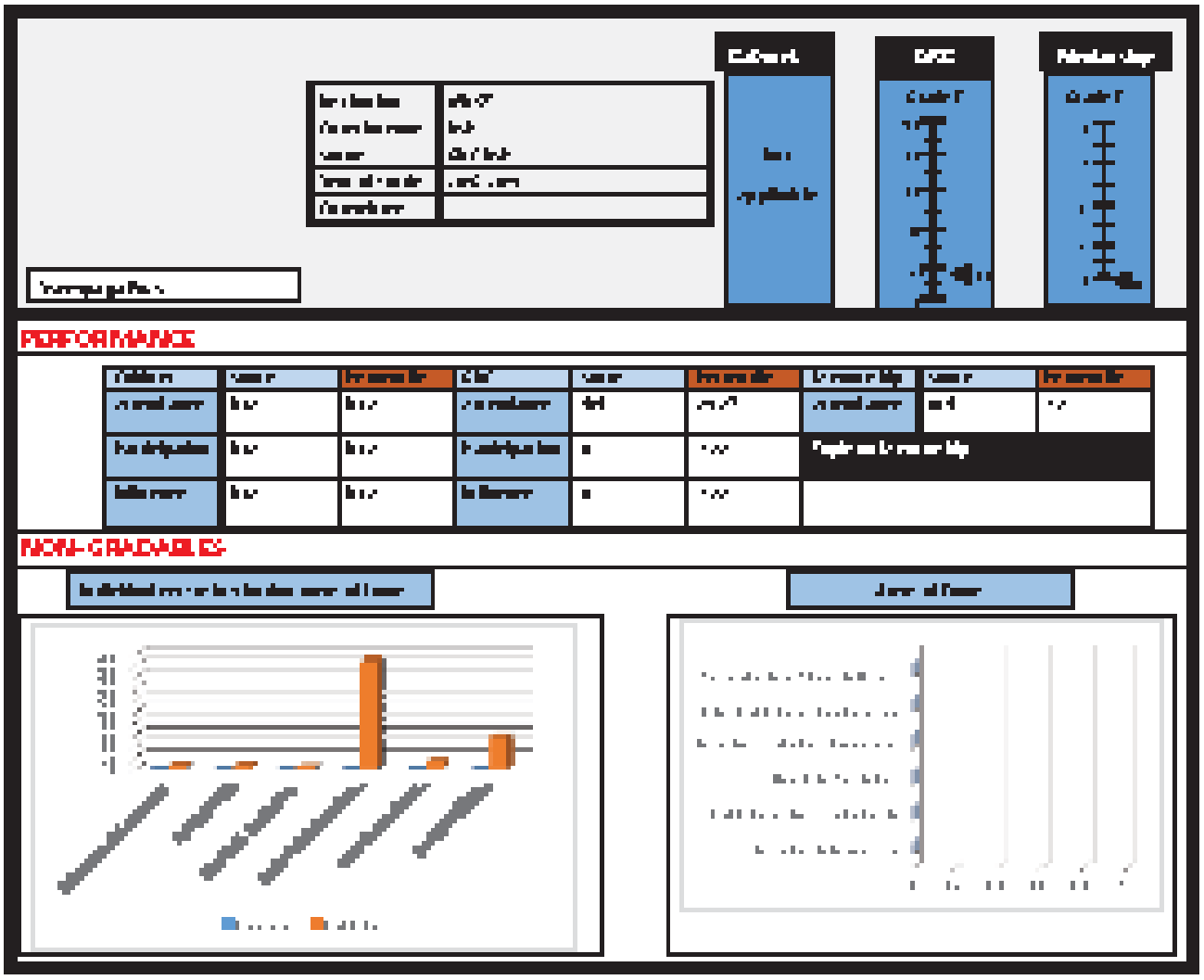
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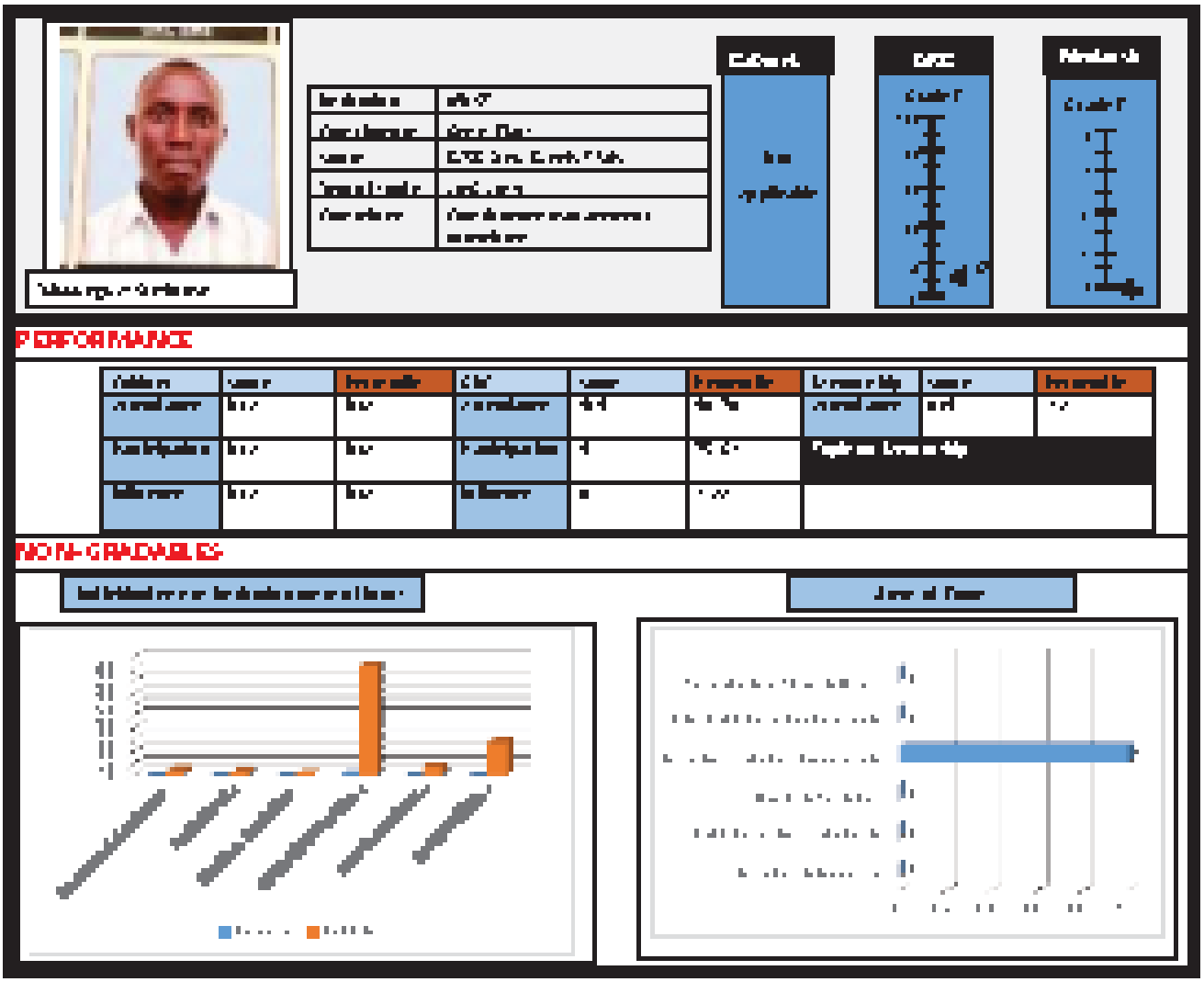
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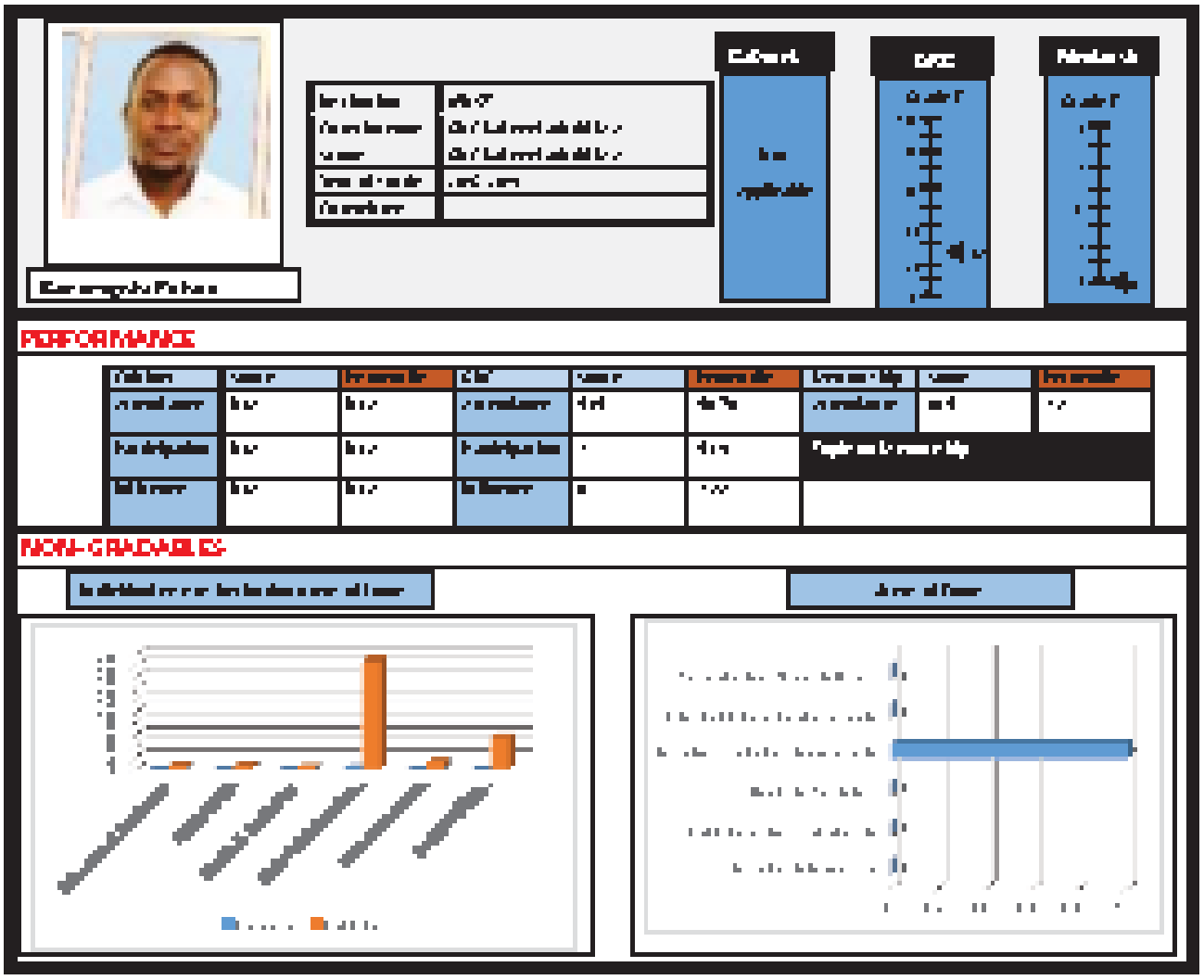

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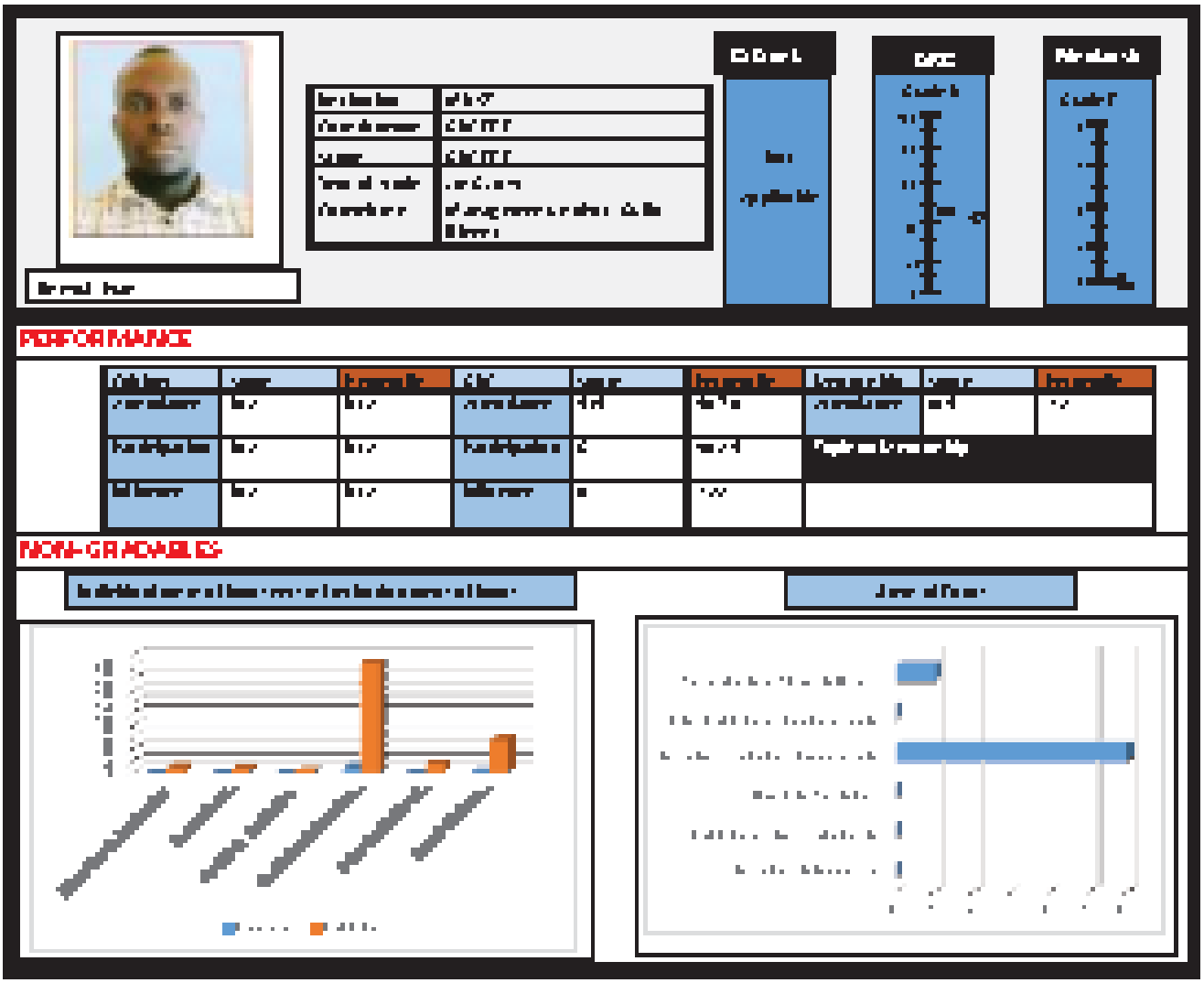

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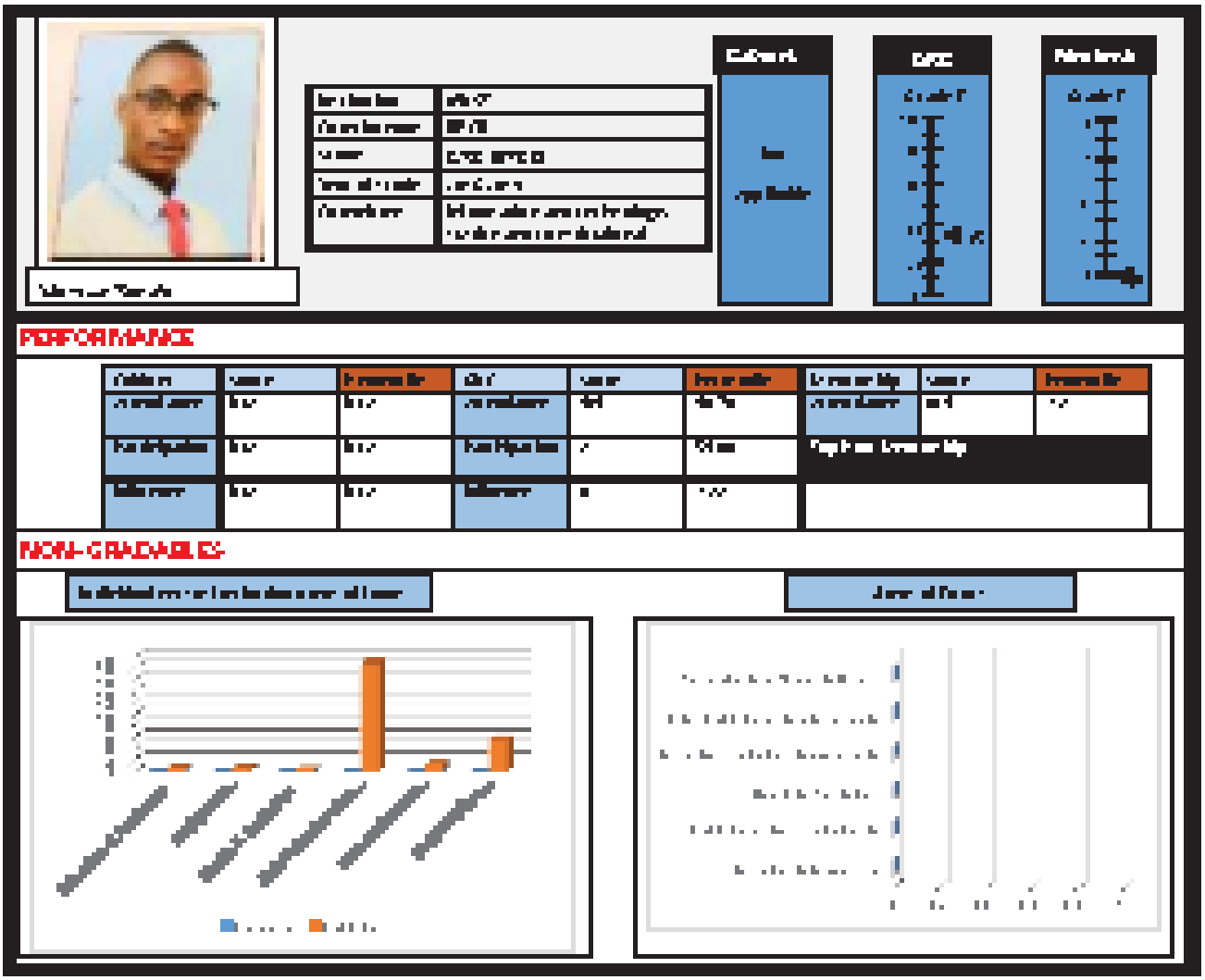

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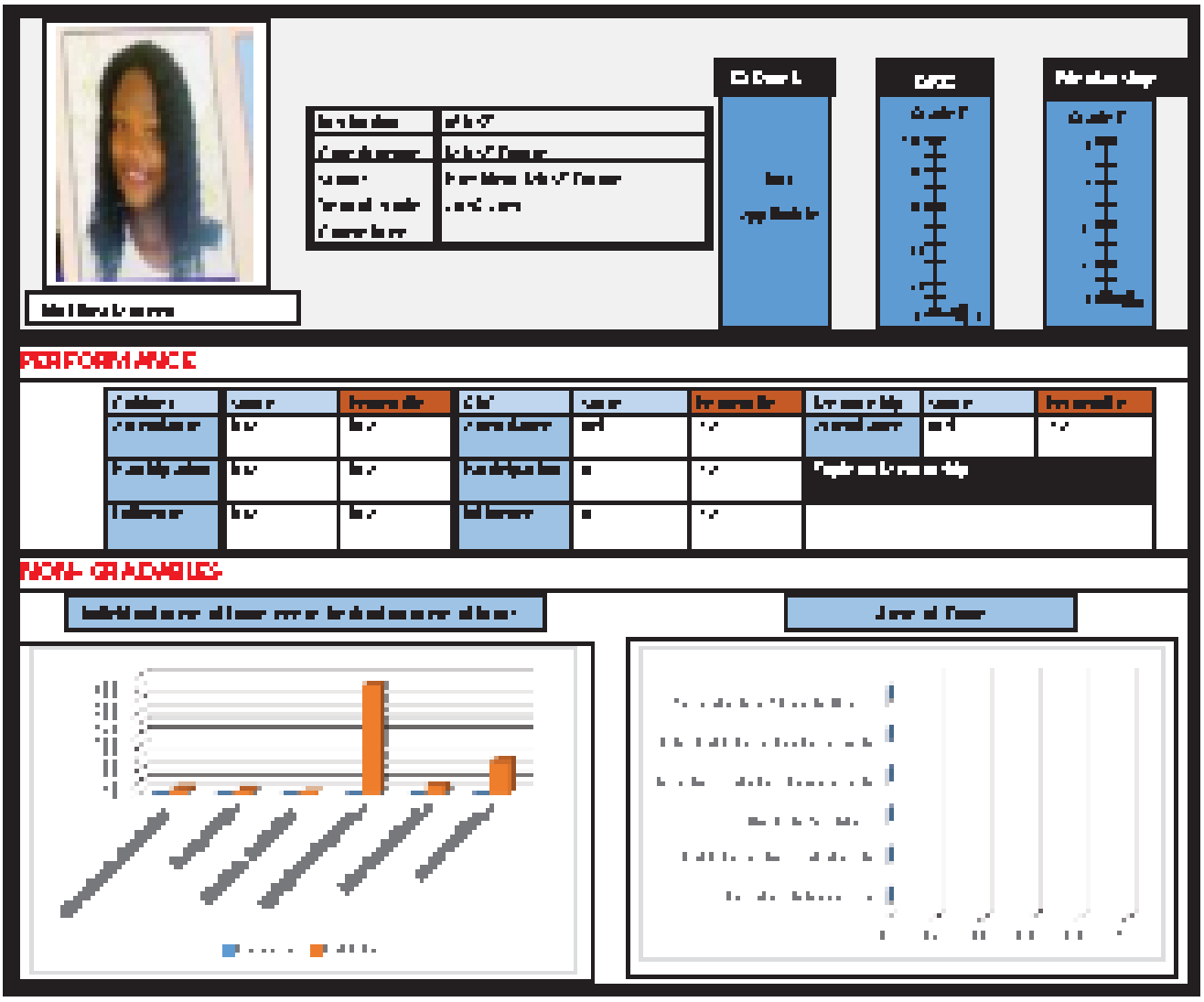
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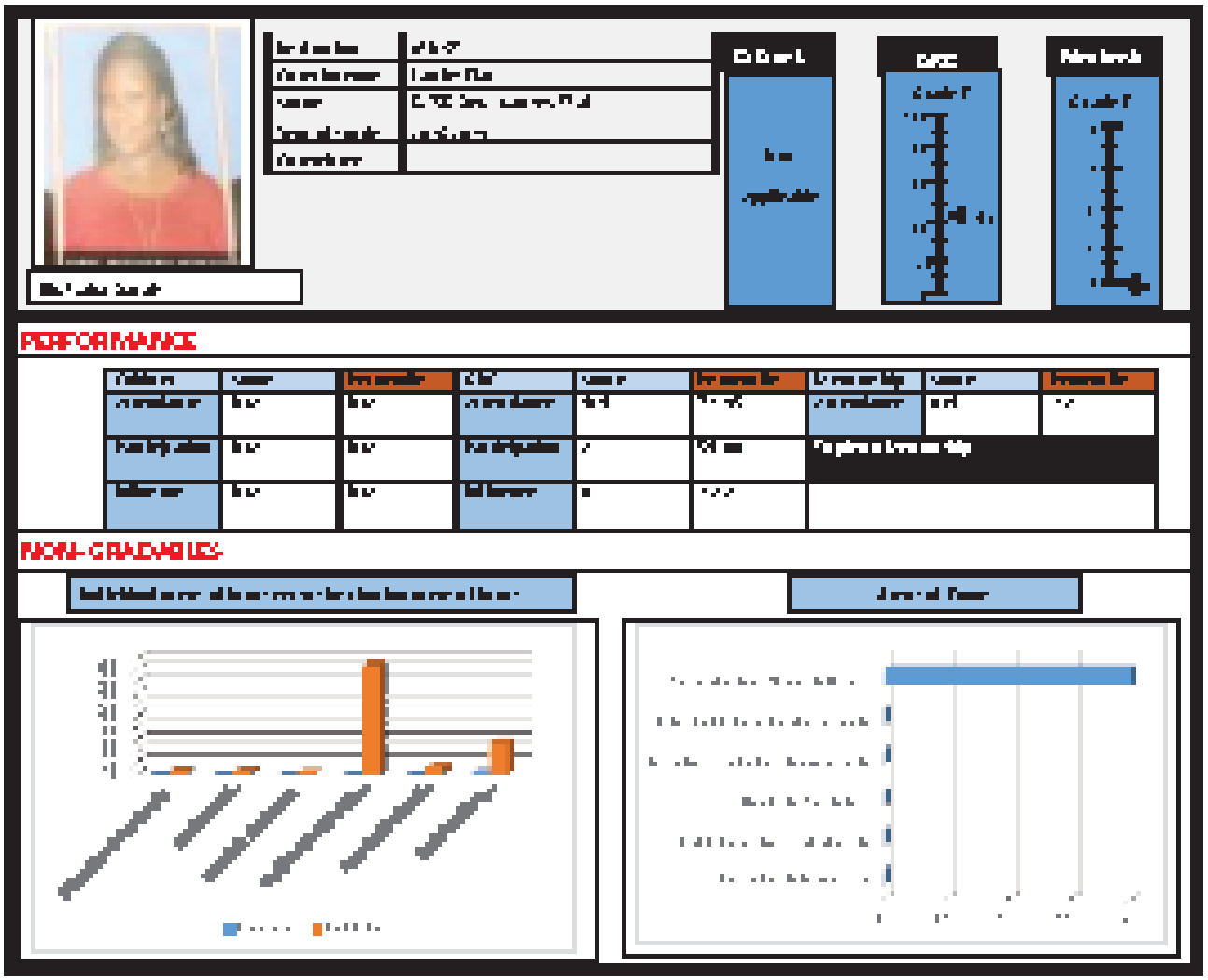
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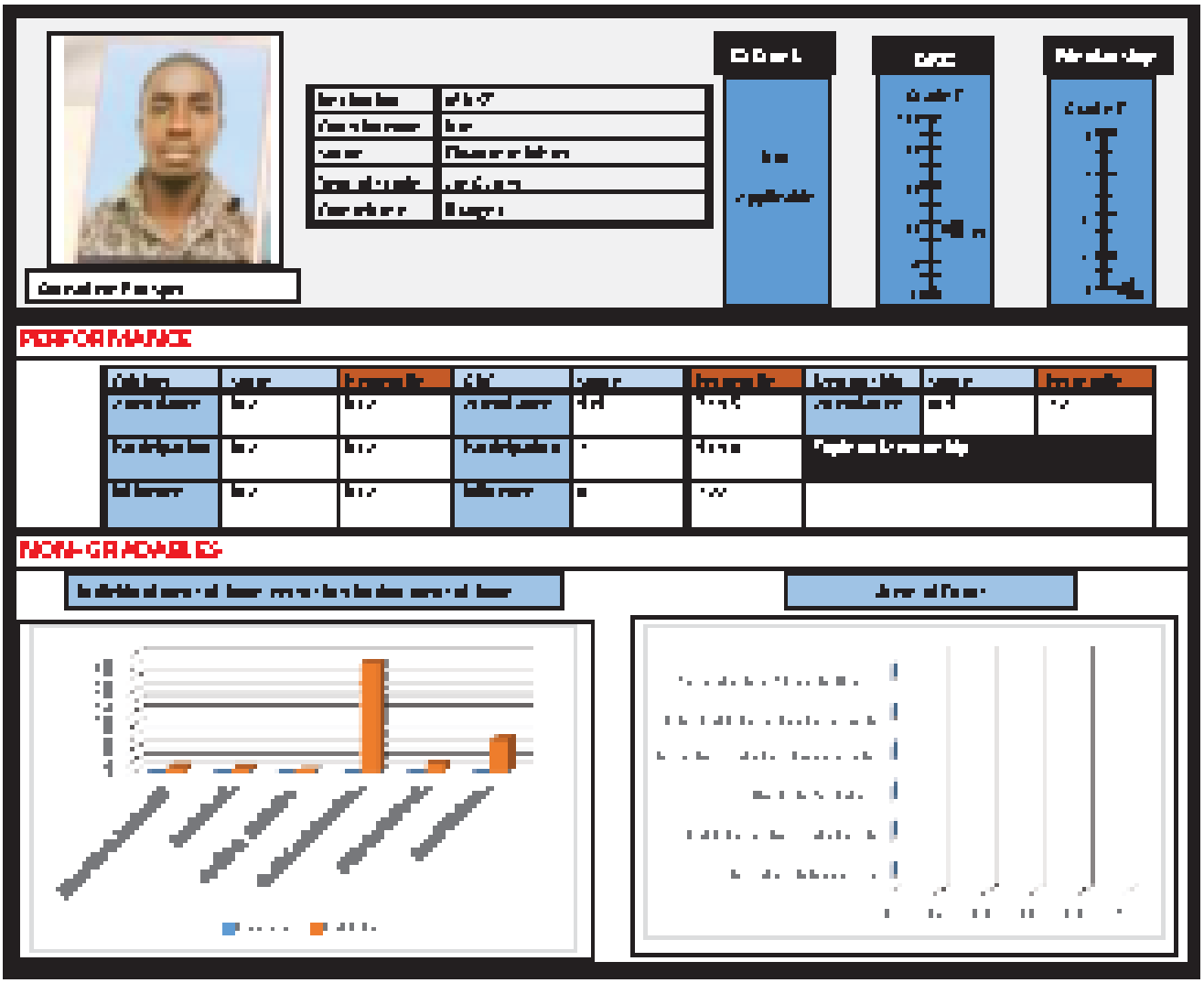

PERFORMANCE

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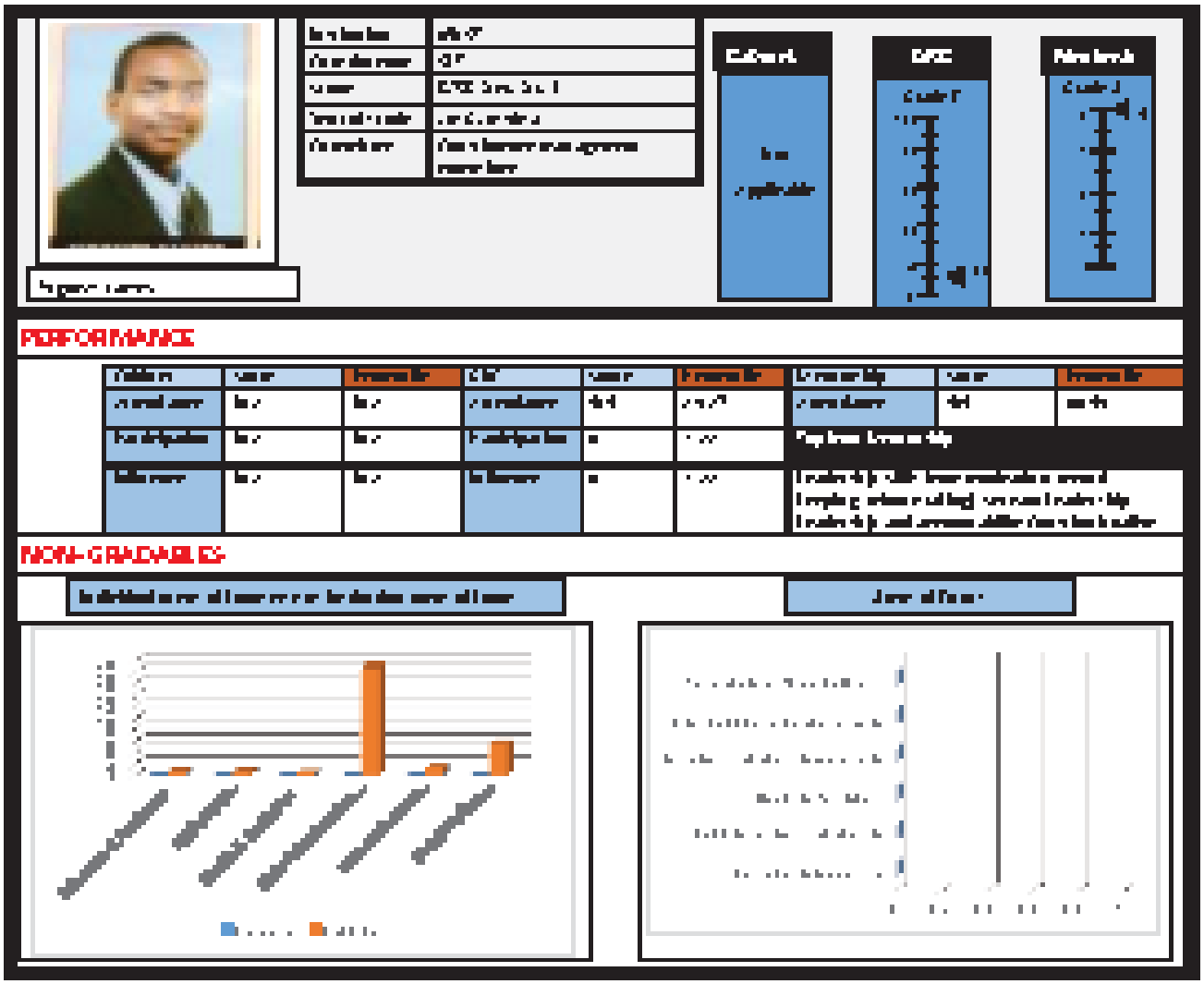
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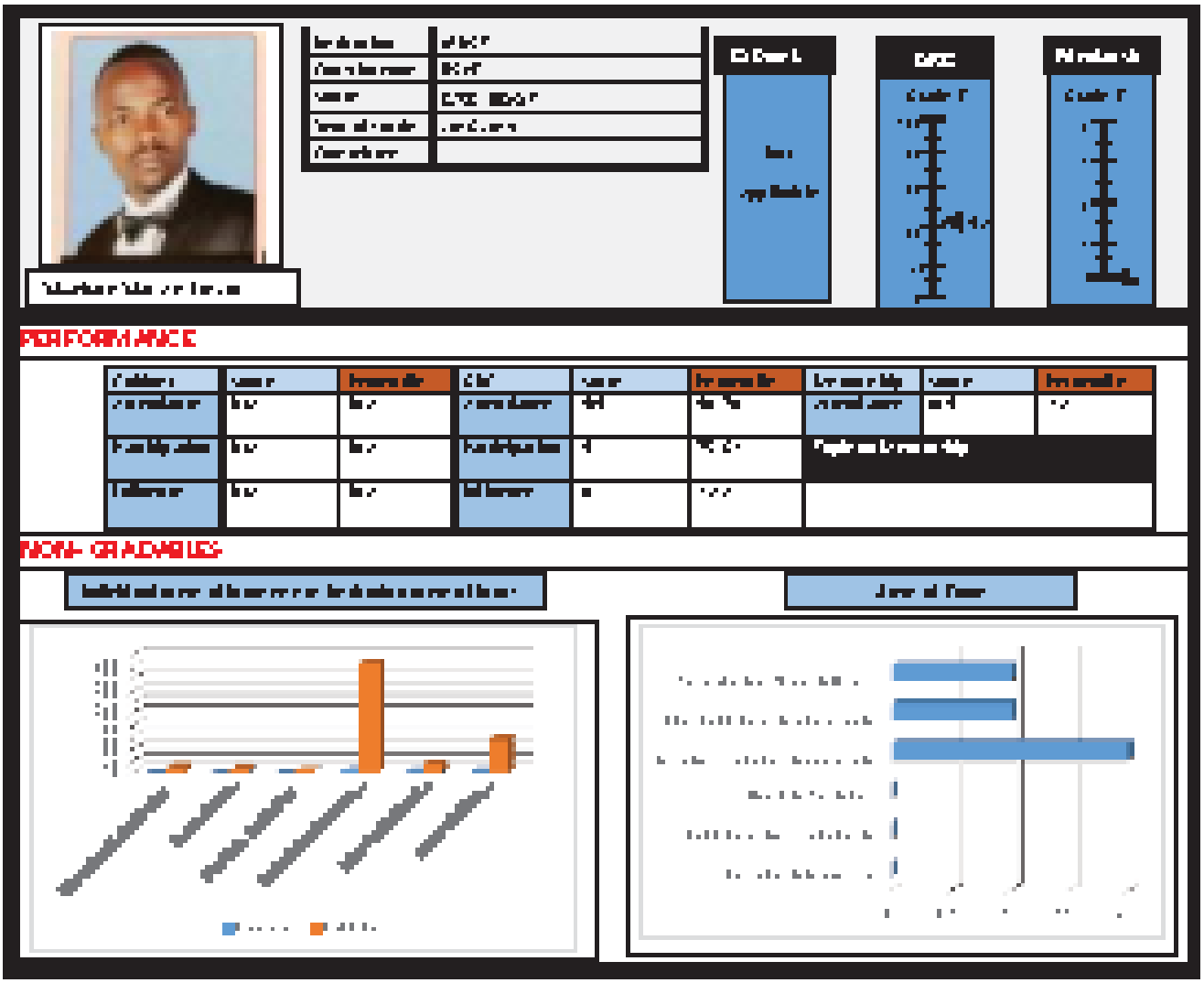
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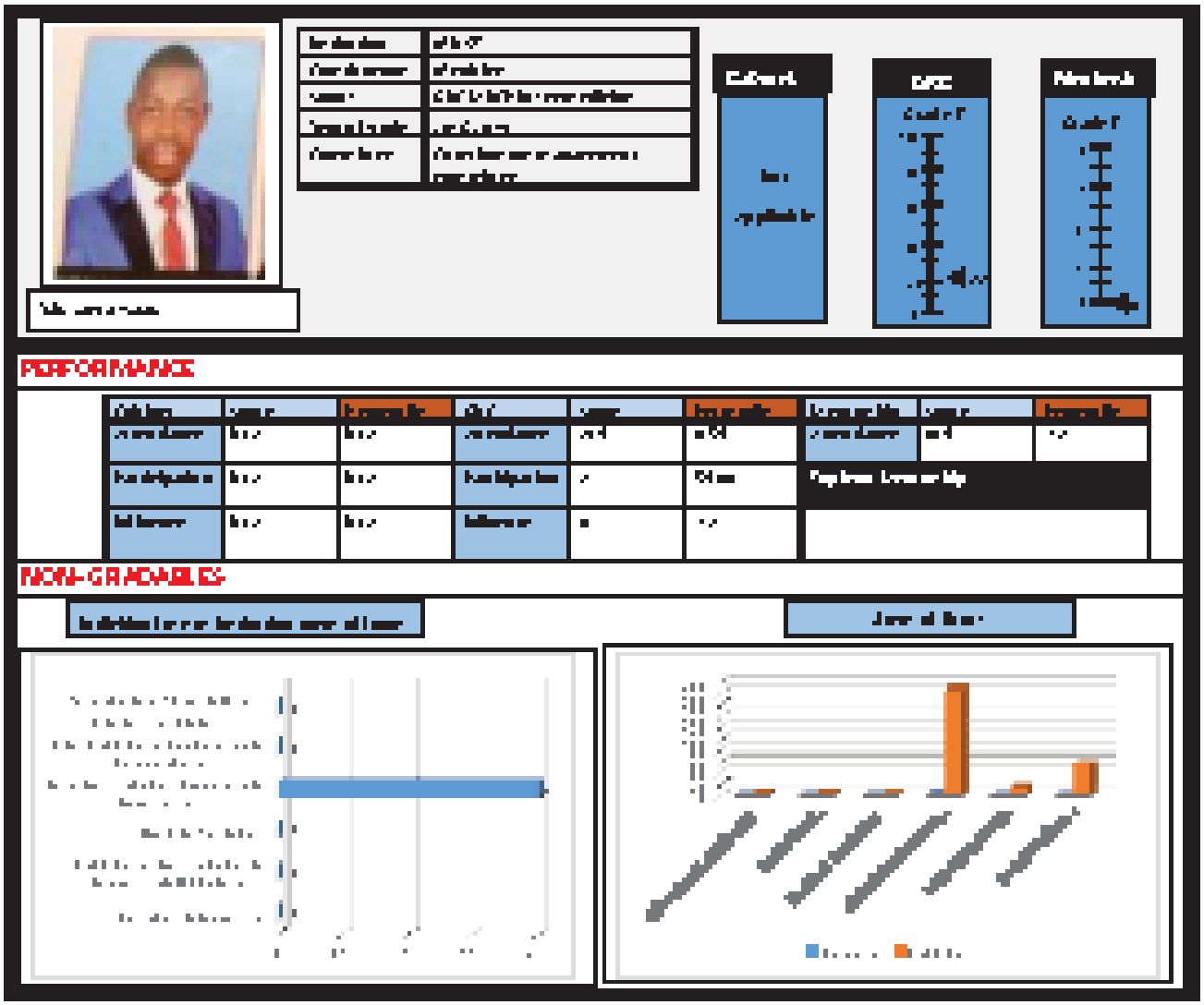

PERFORMANCE

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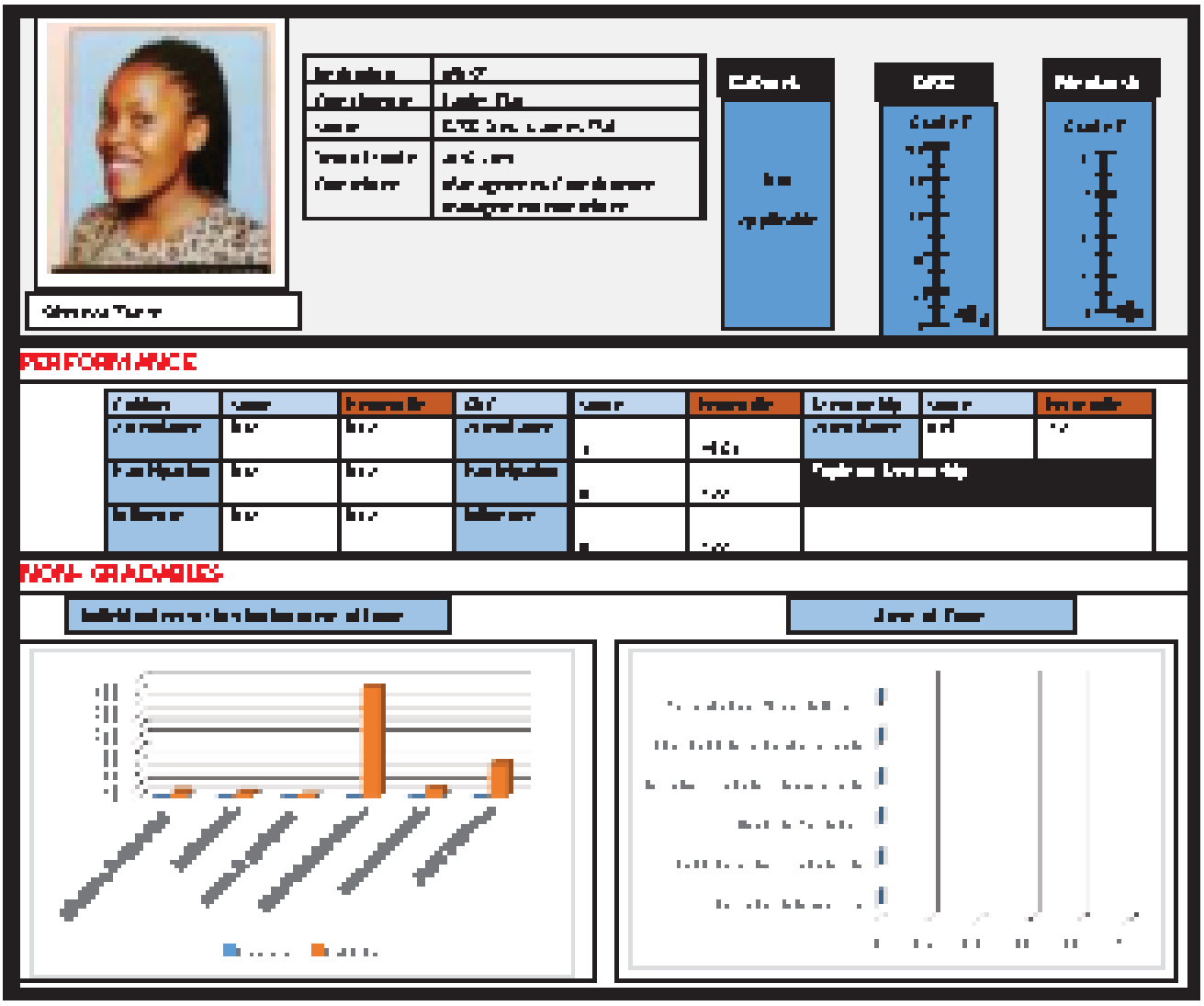

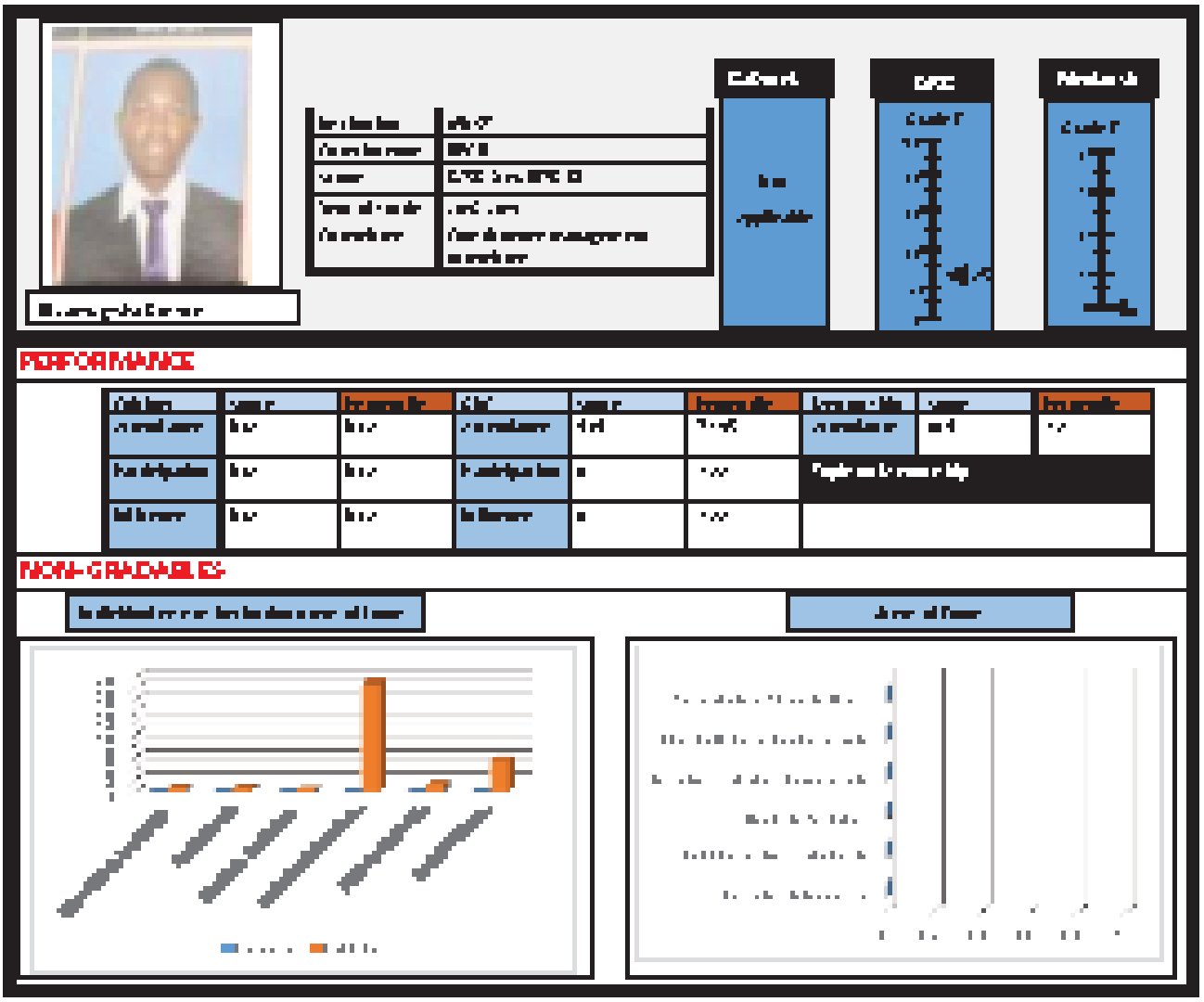

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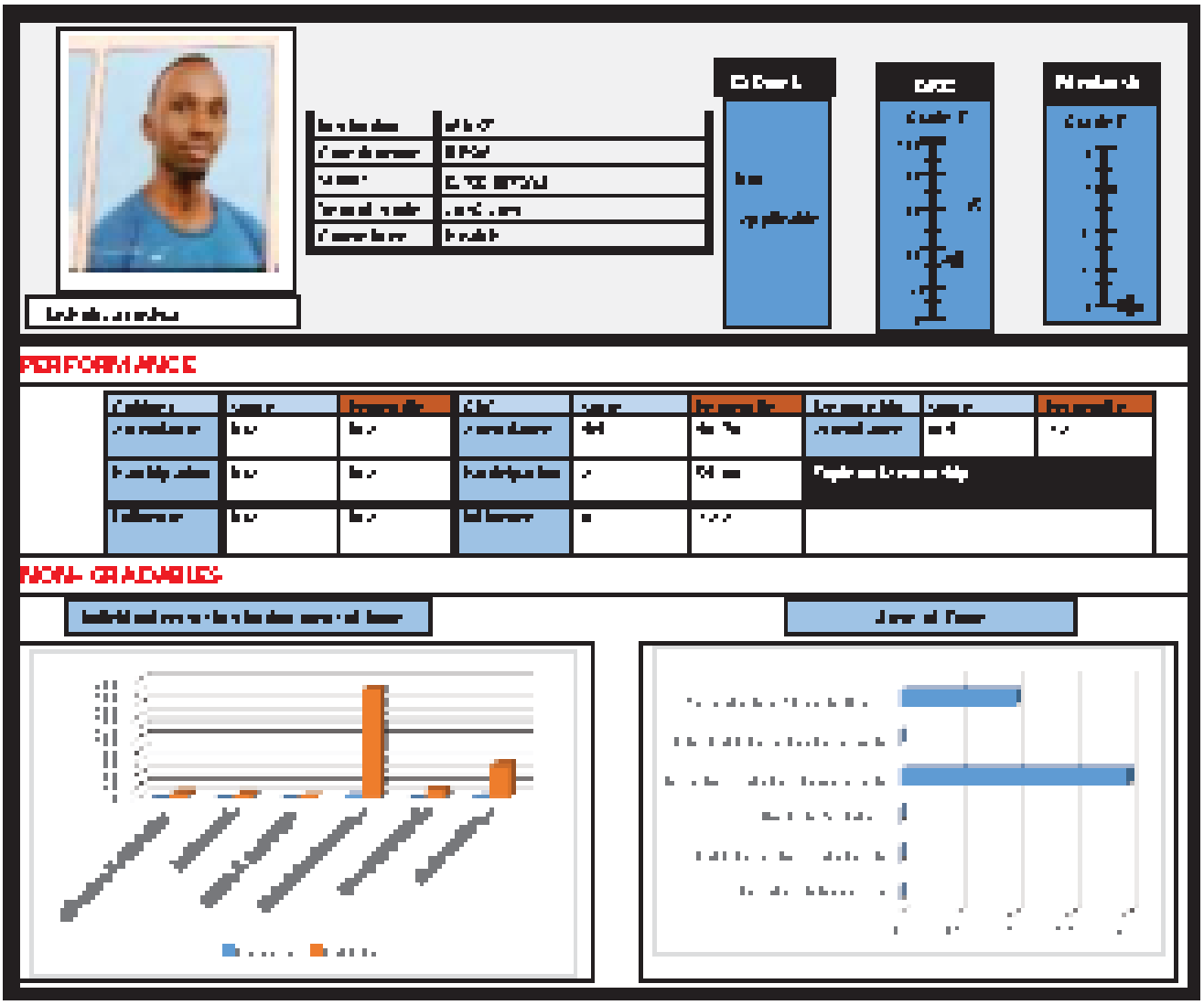
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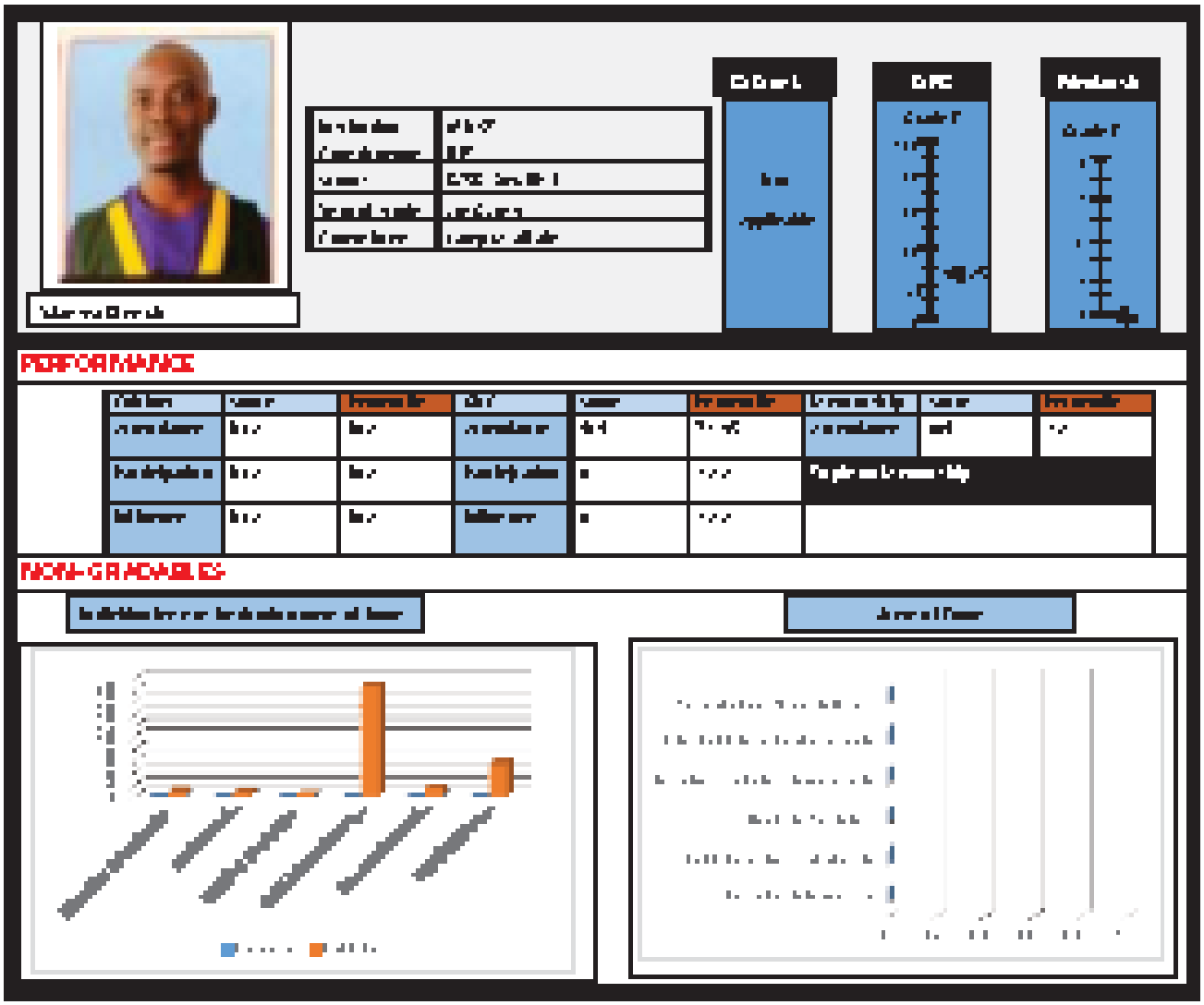

PERFORMANCE

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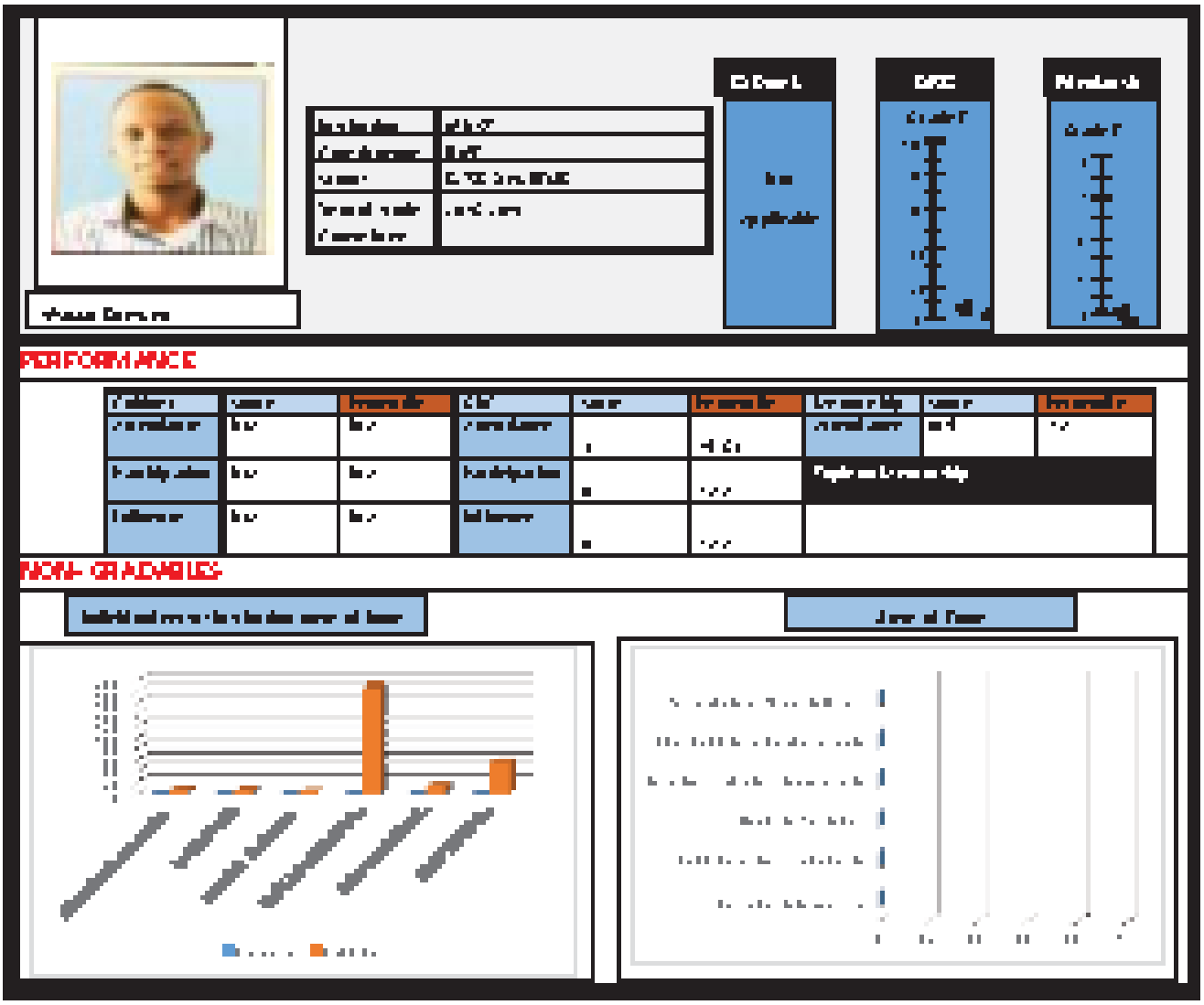
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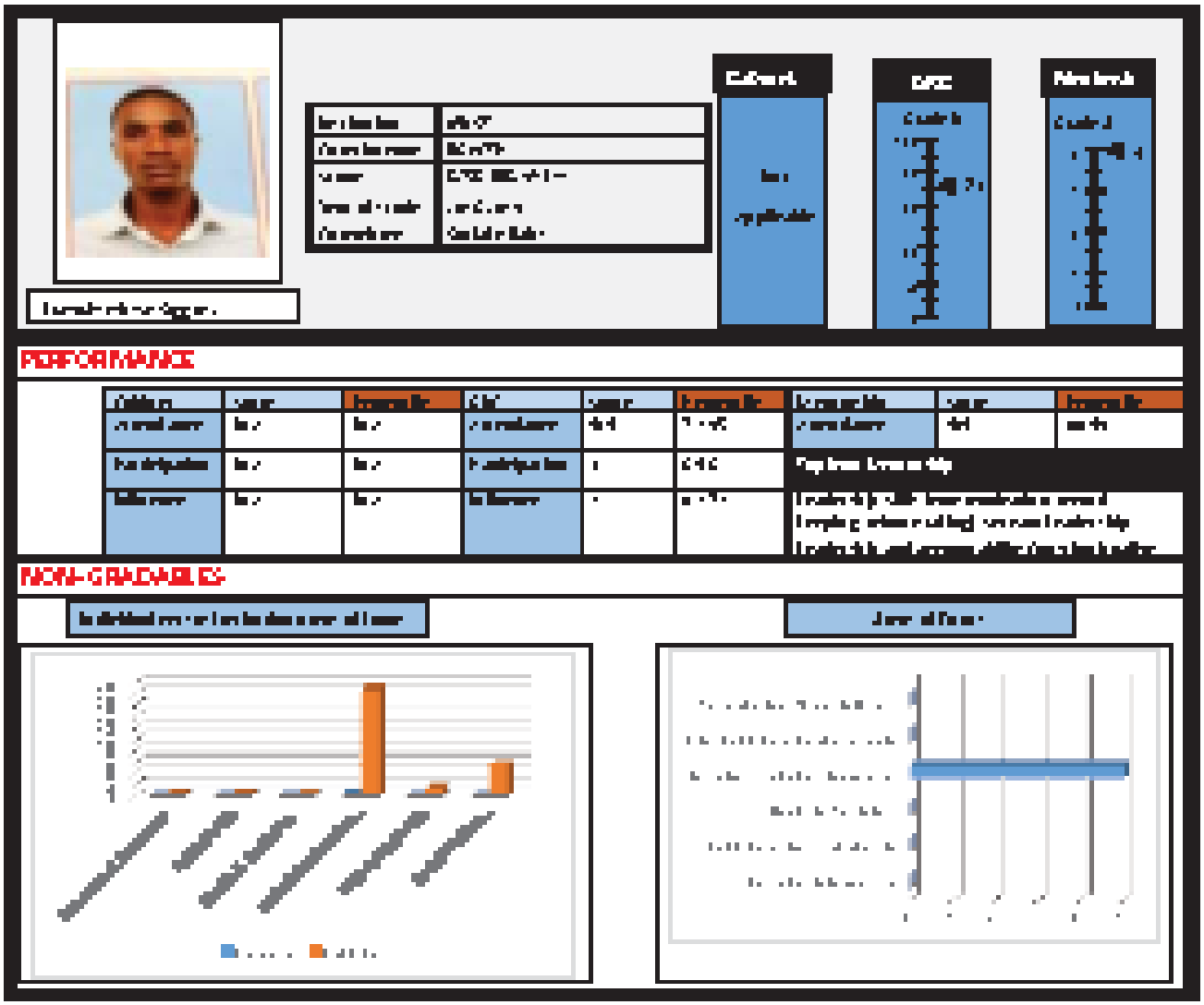
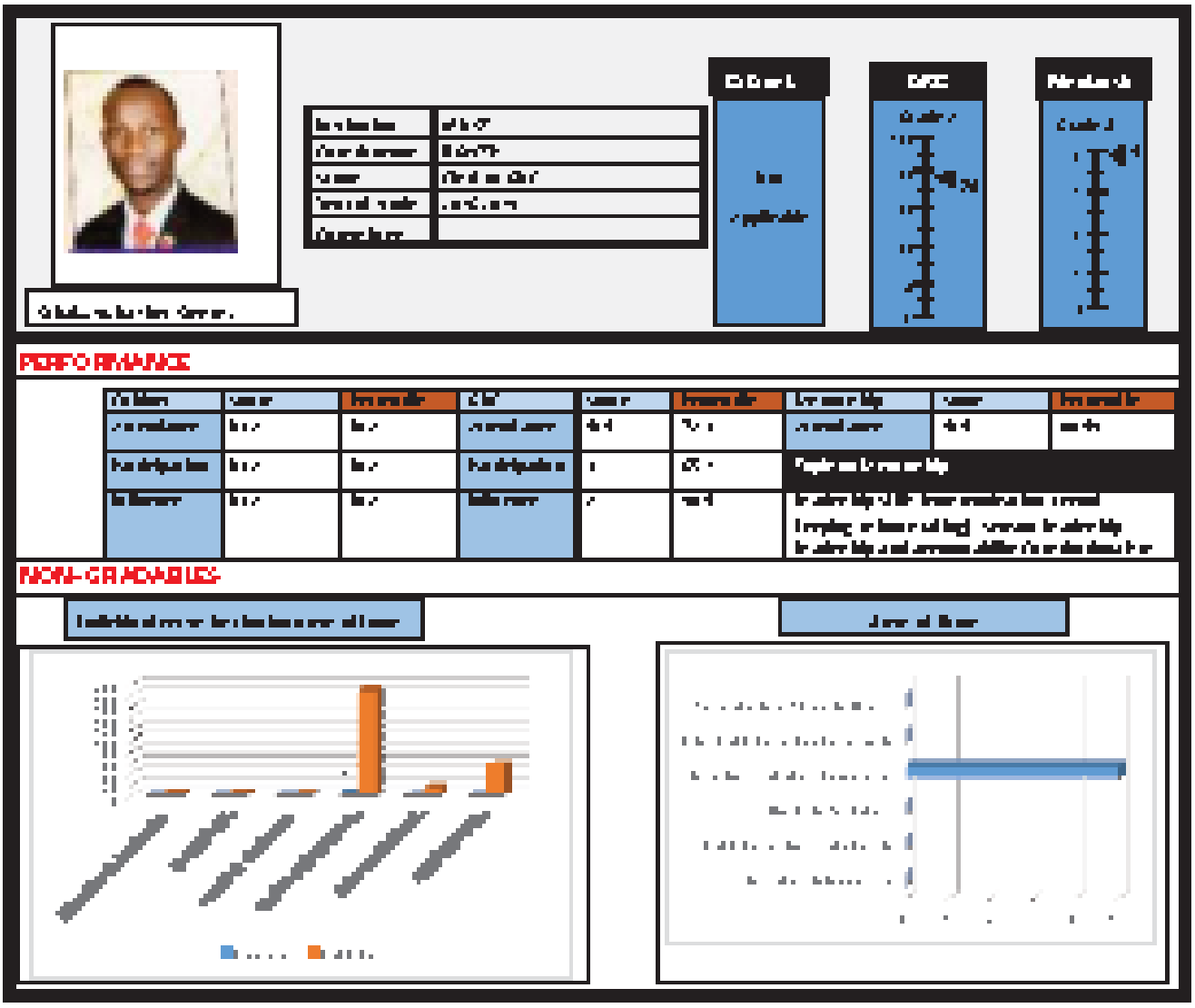


PERFORMANCE

NON-GRADUABLES



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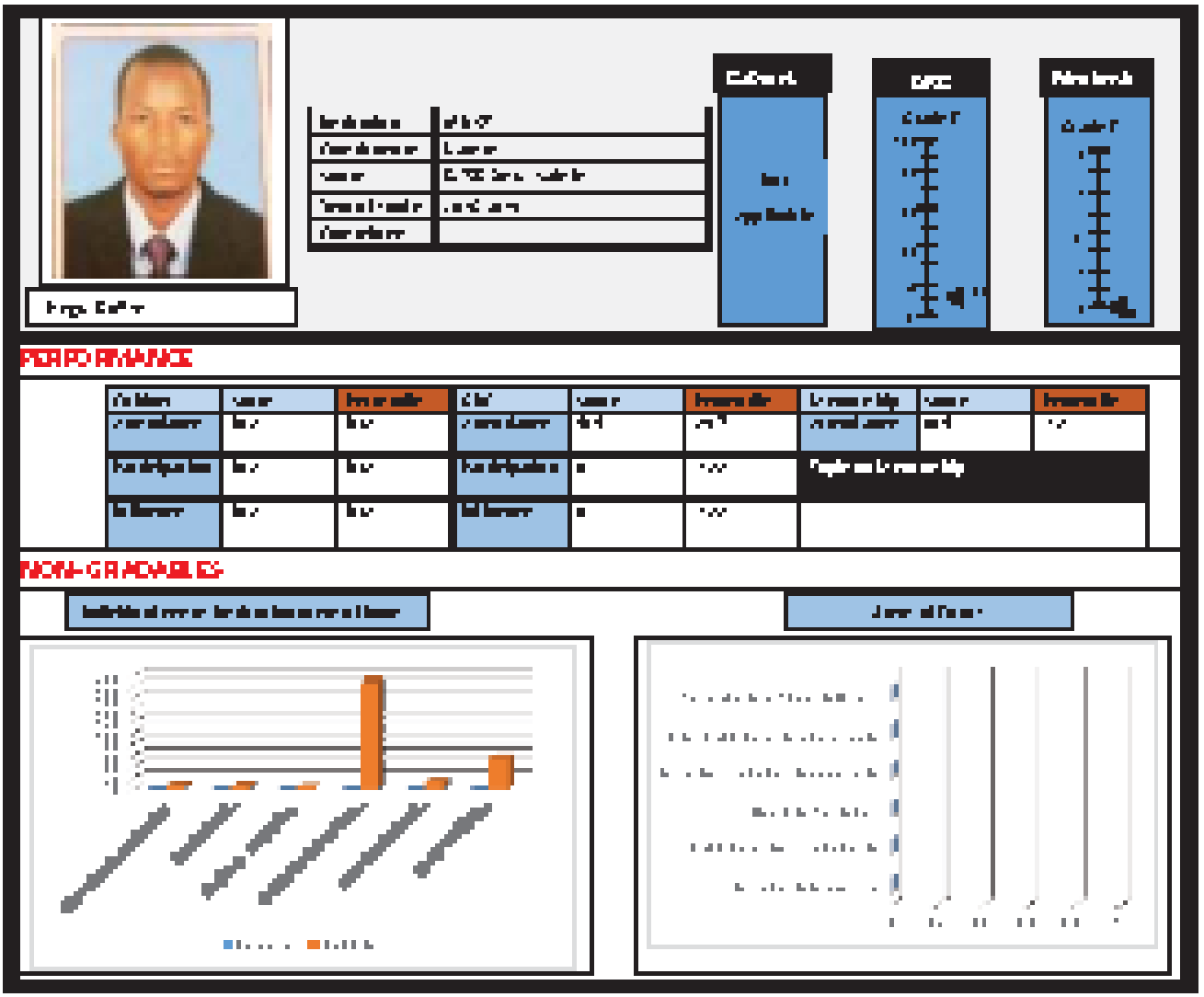

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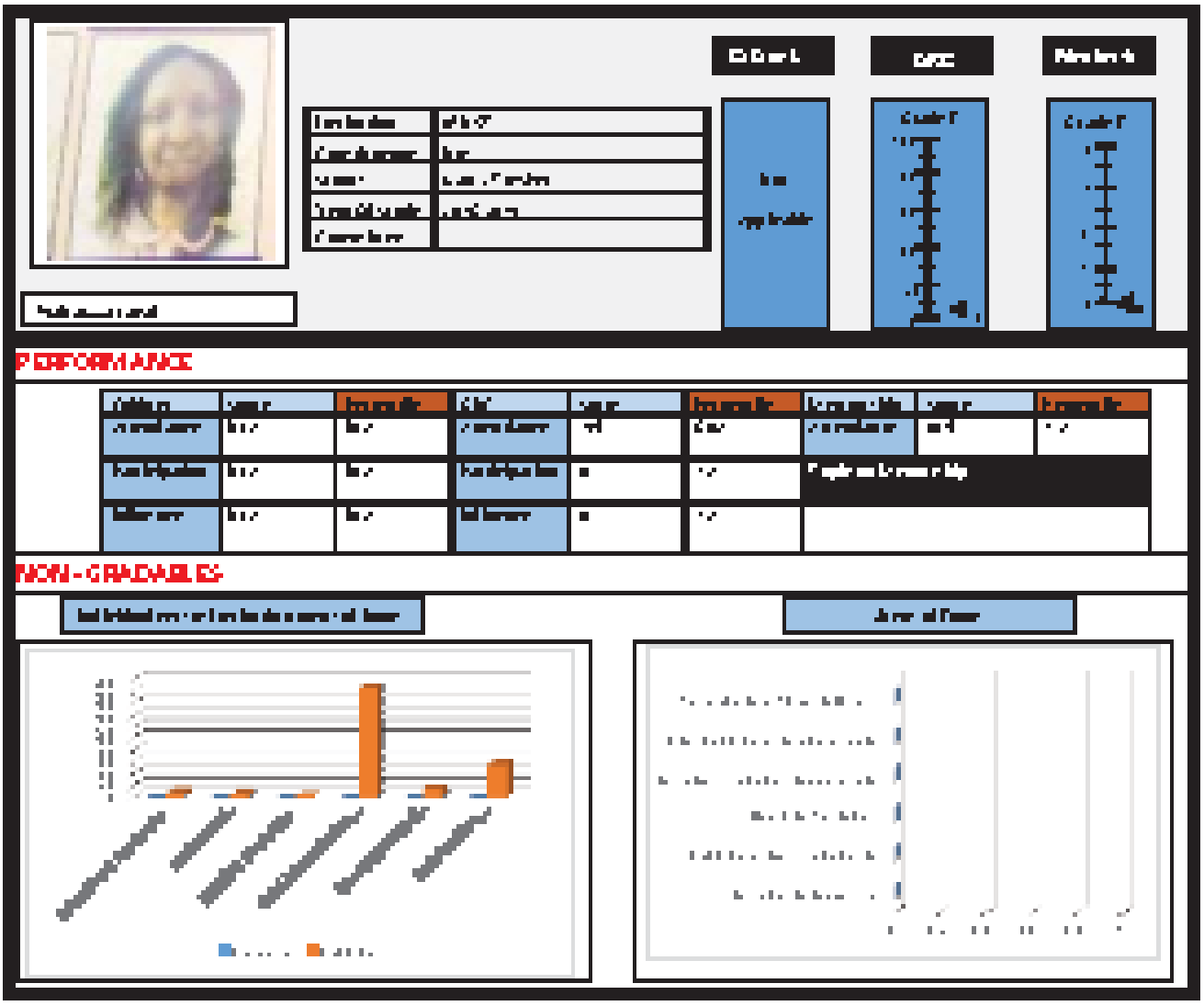
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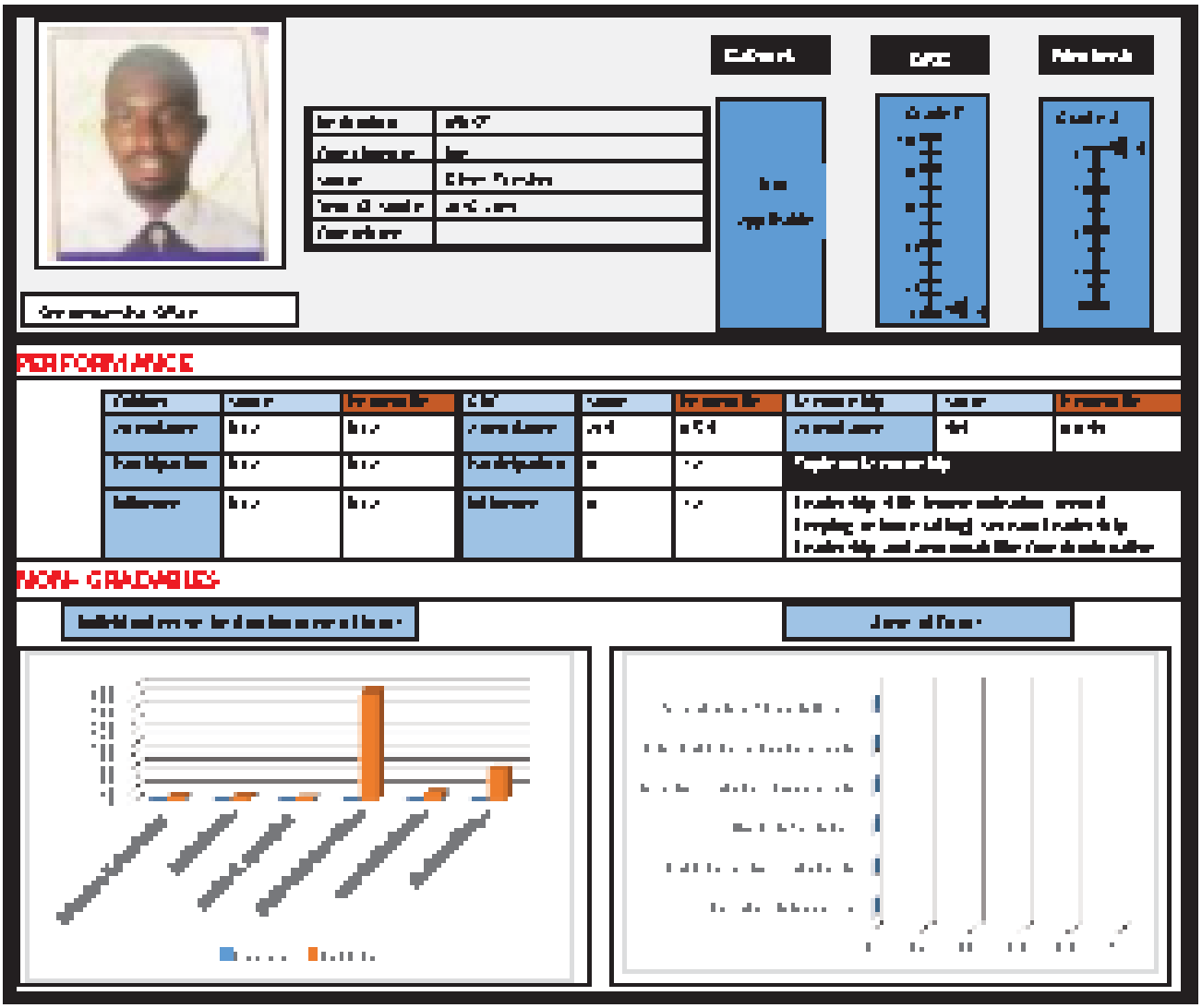

PERFORMANCE

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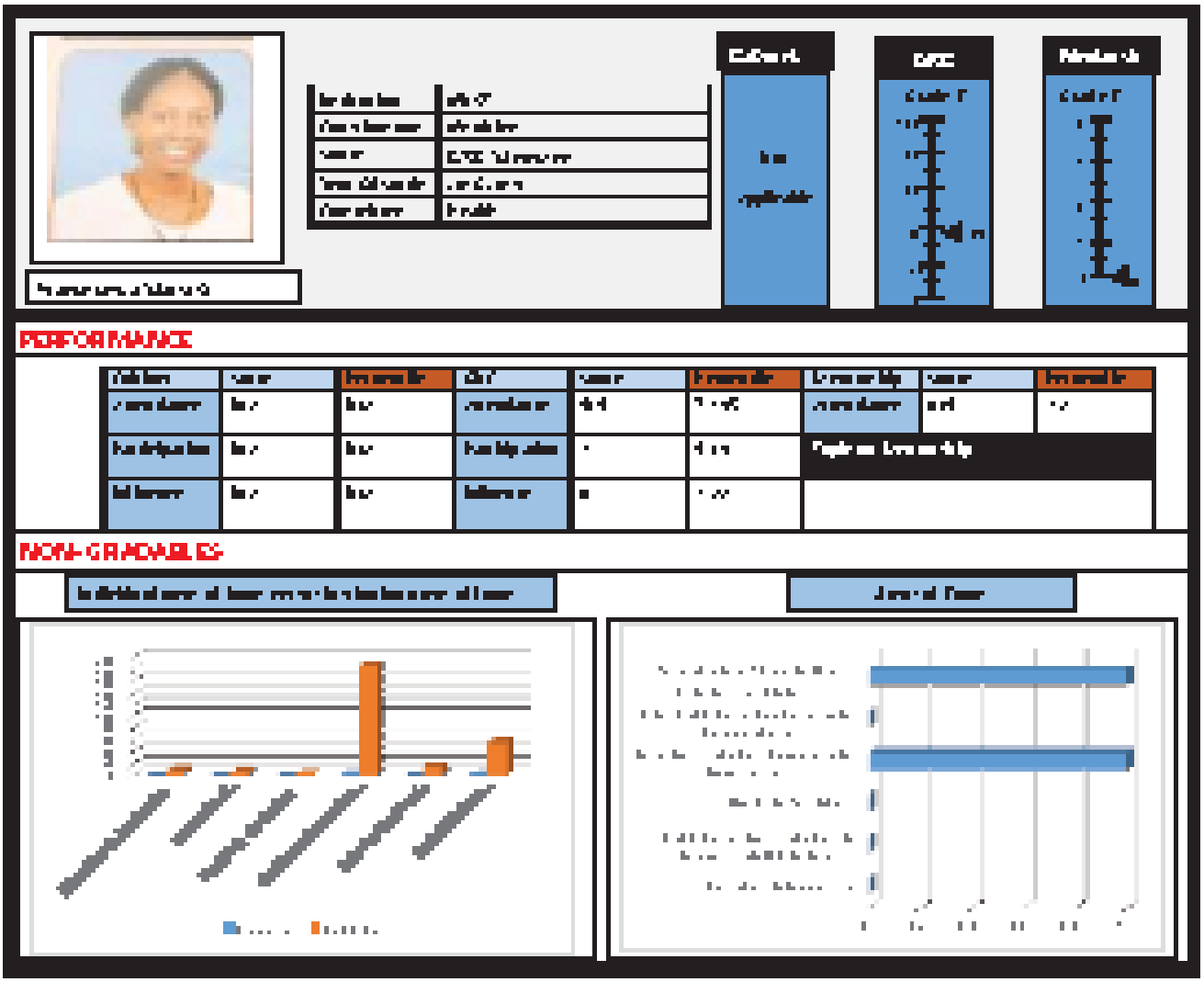
NON- GRADUATES



PERFORMANCE

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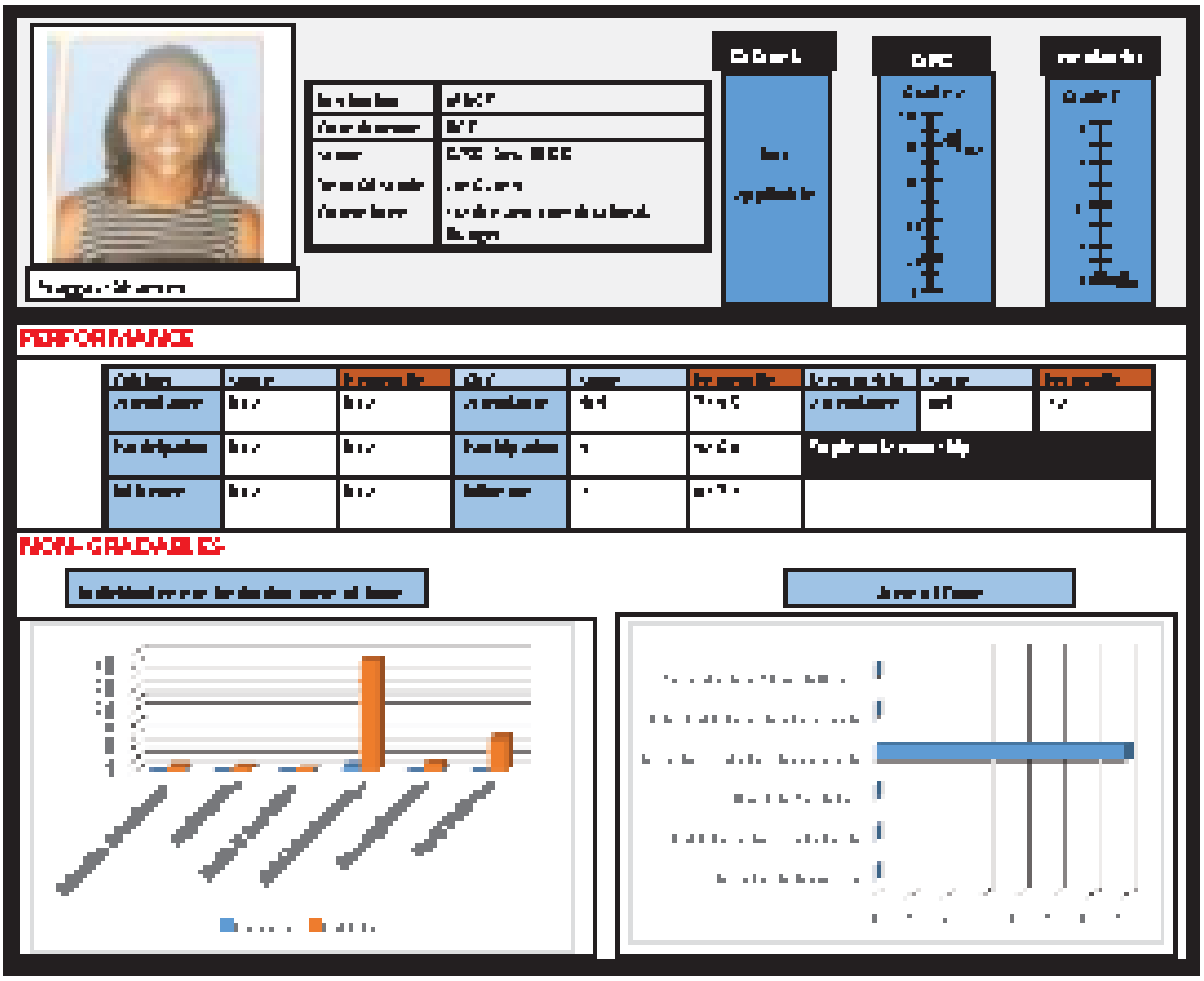

PERFORMANCE

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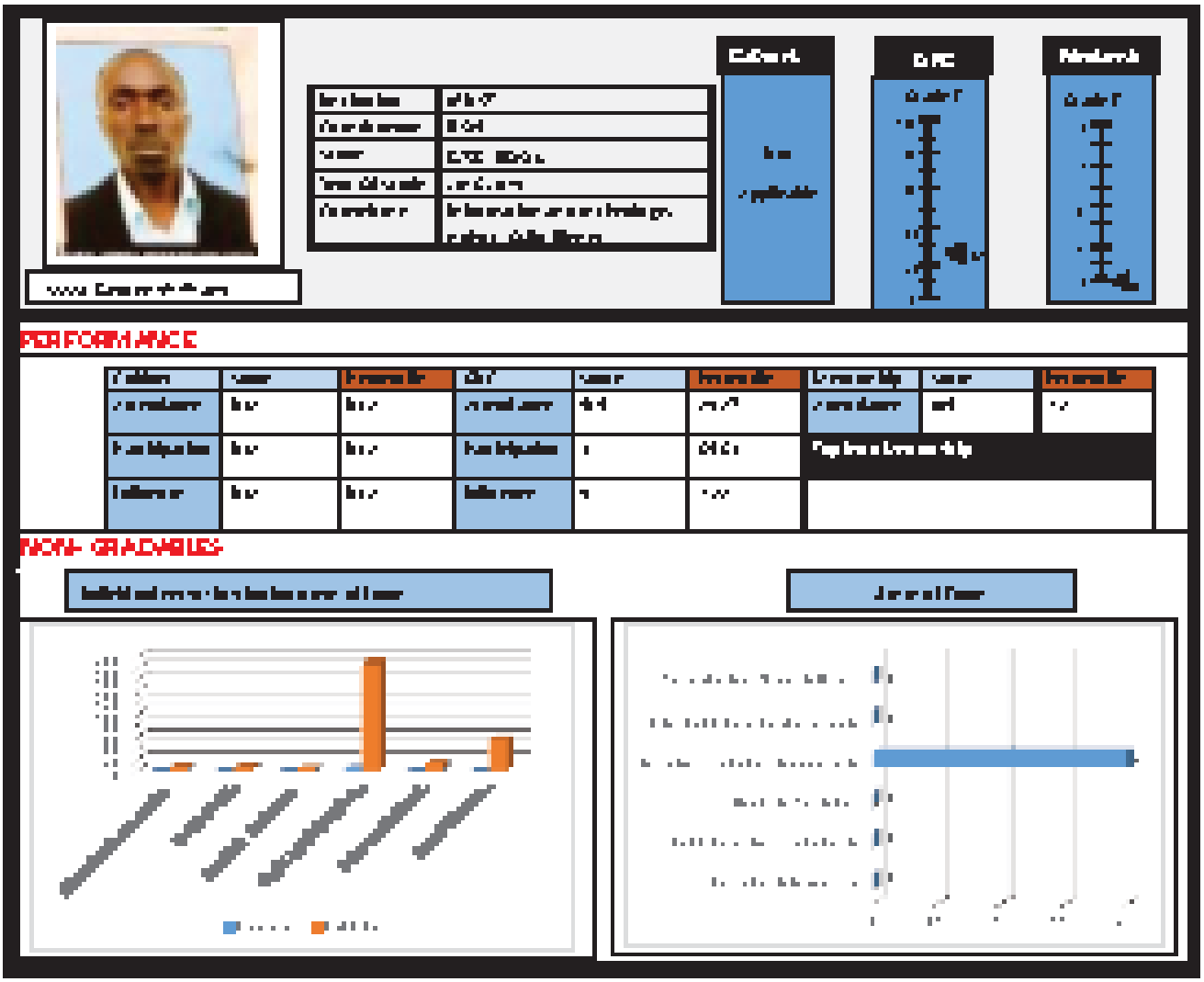
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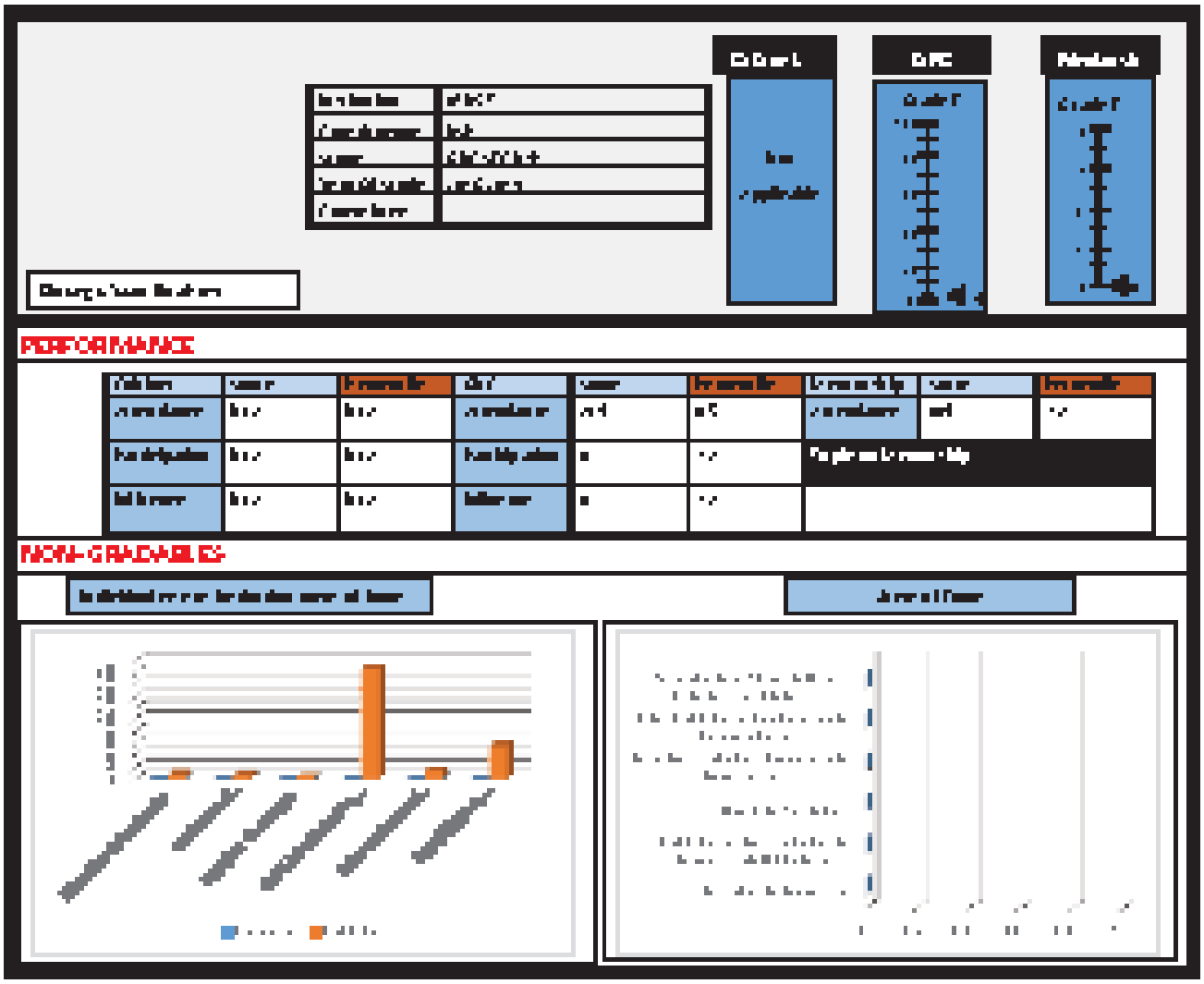
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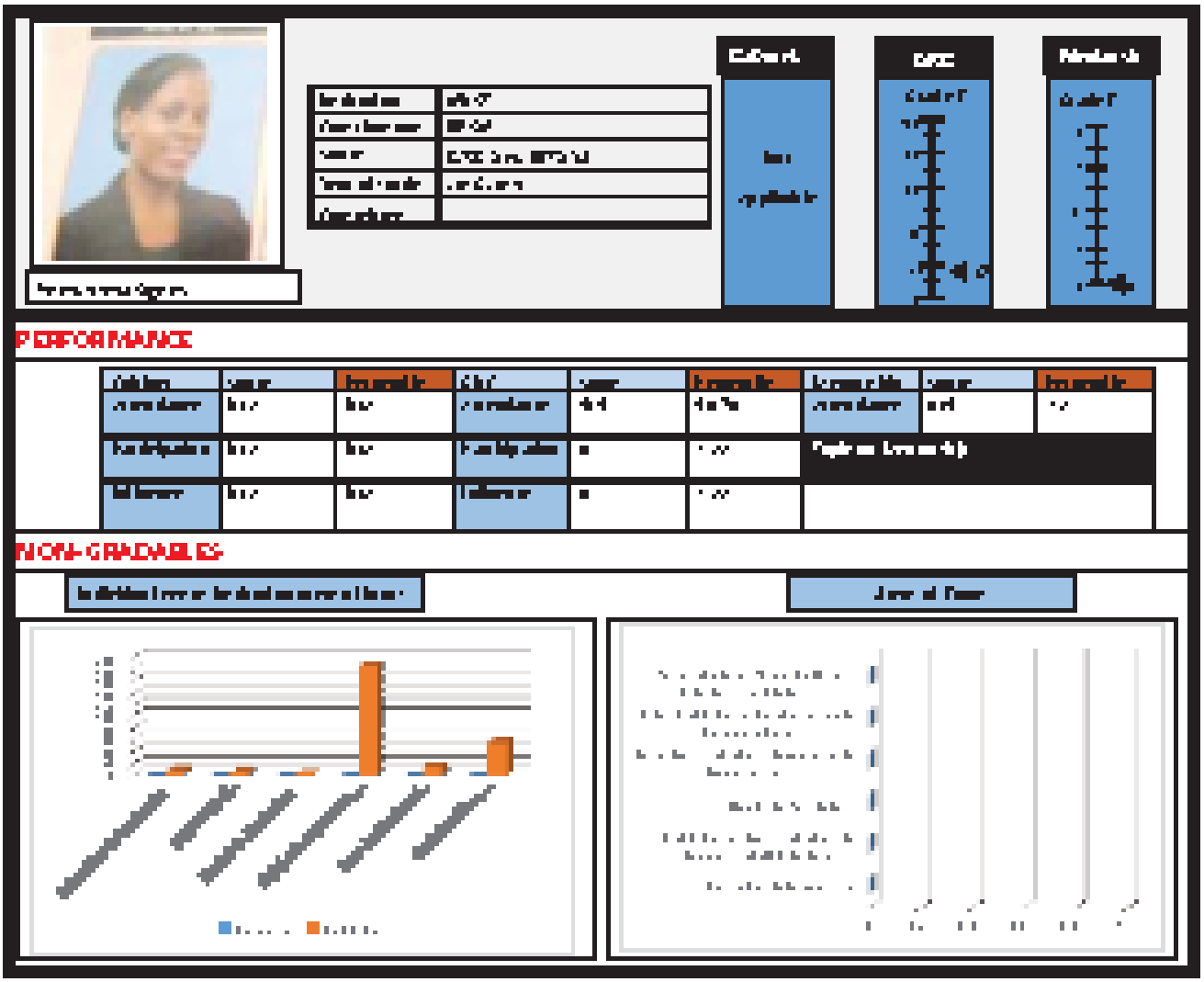
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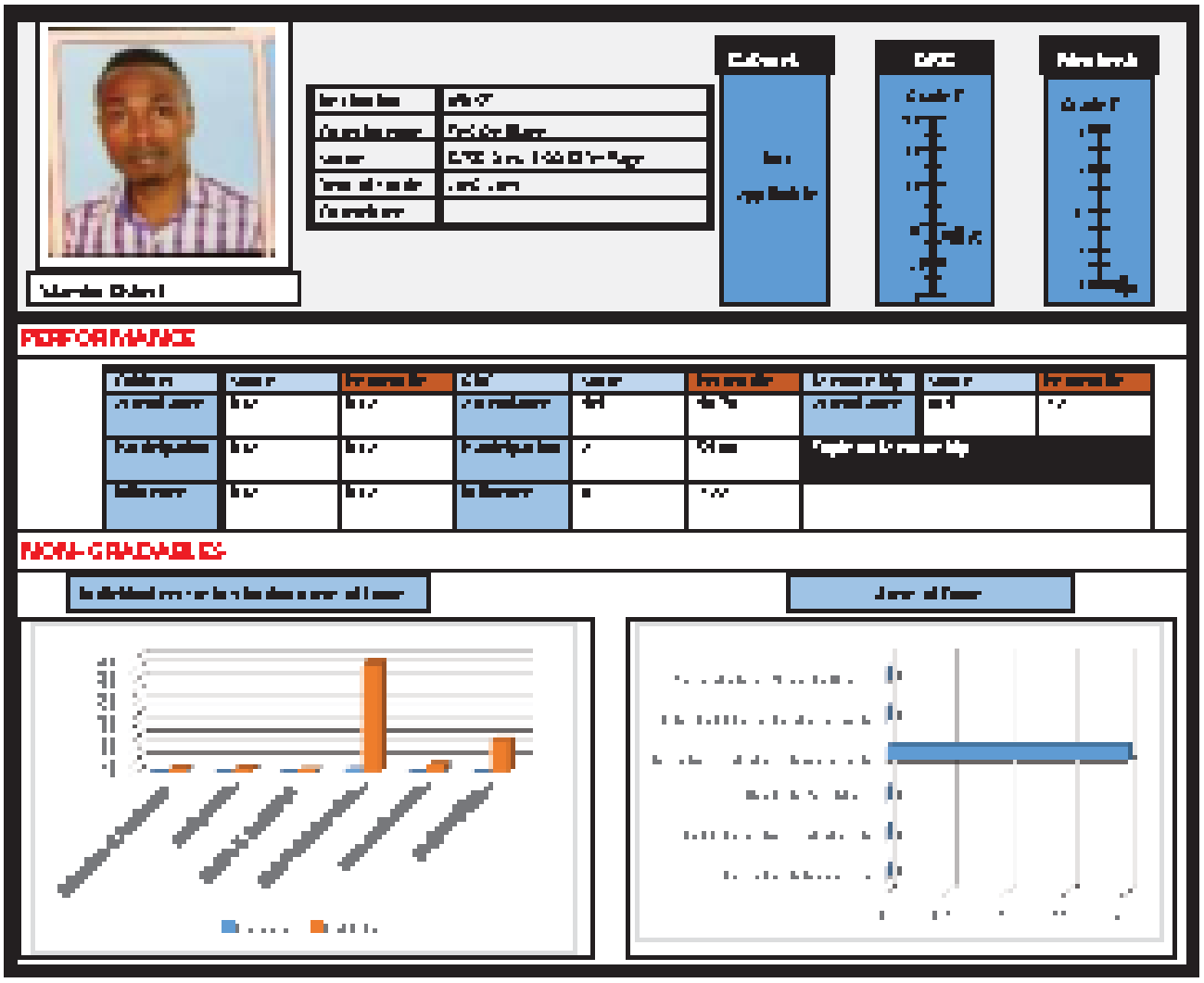

PERFORMANCE

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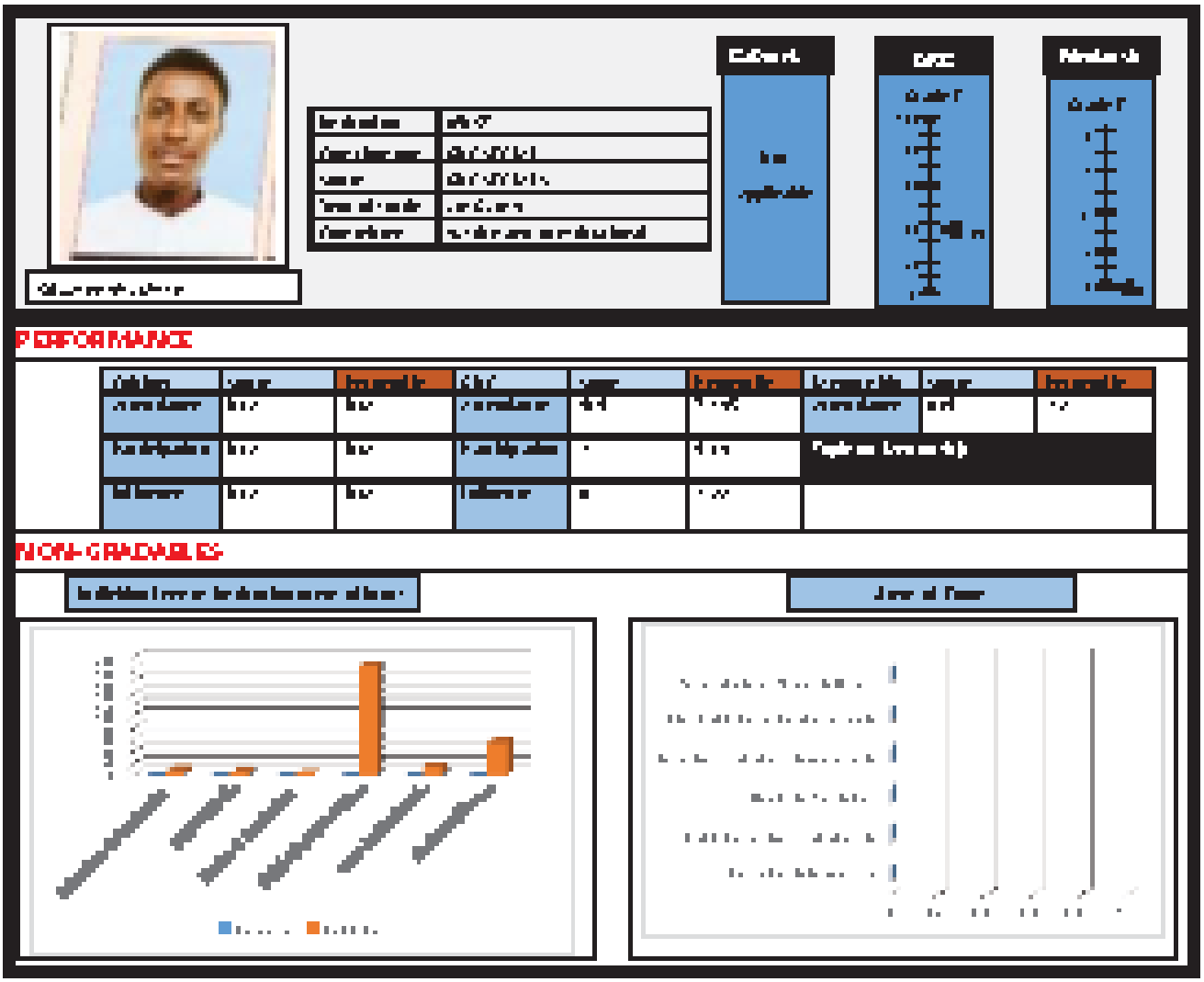

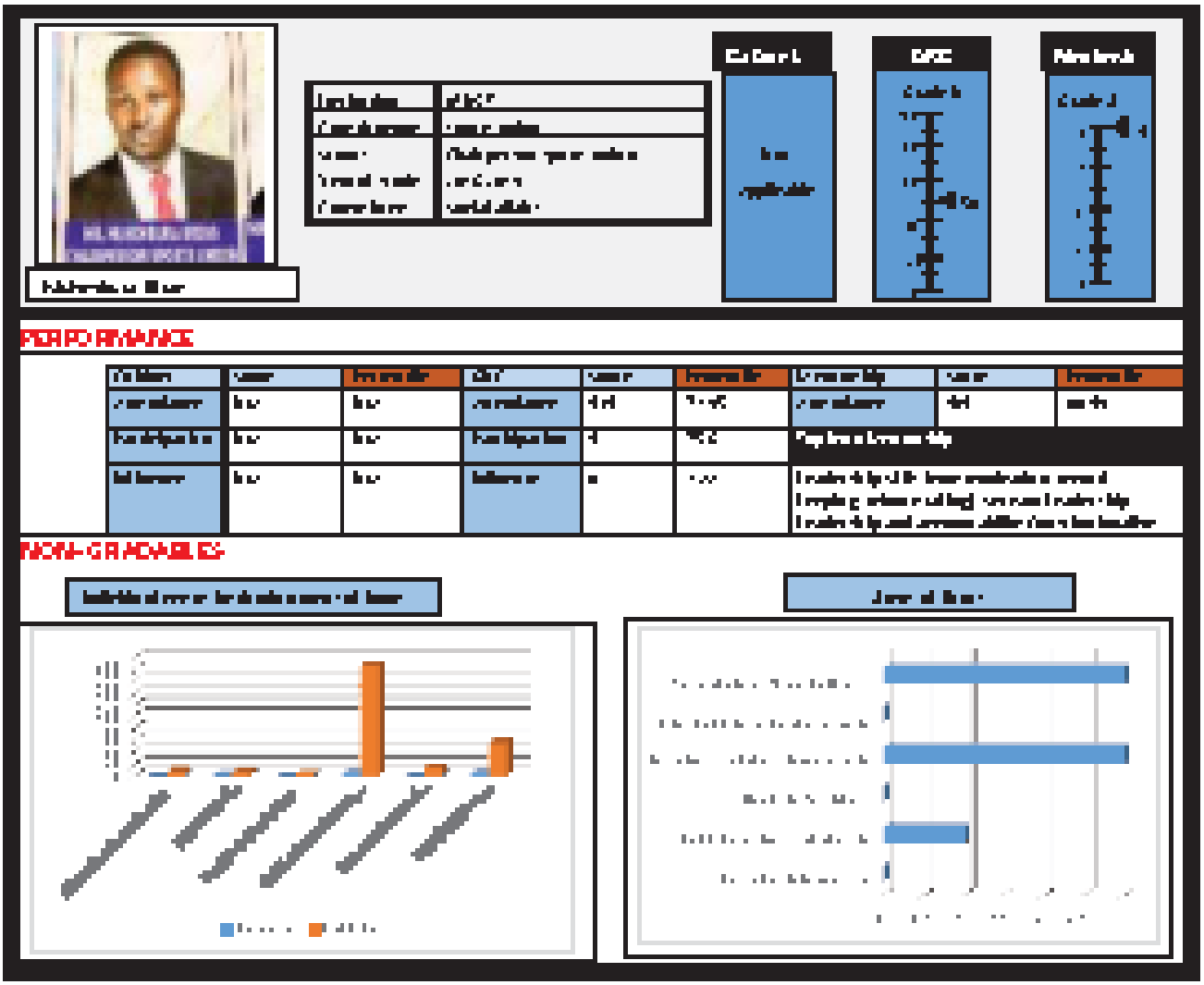
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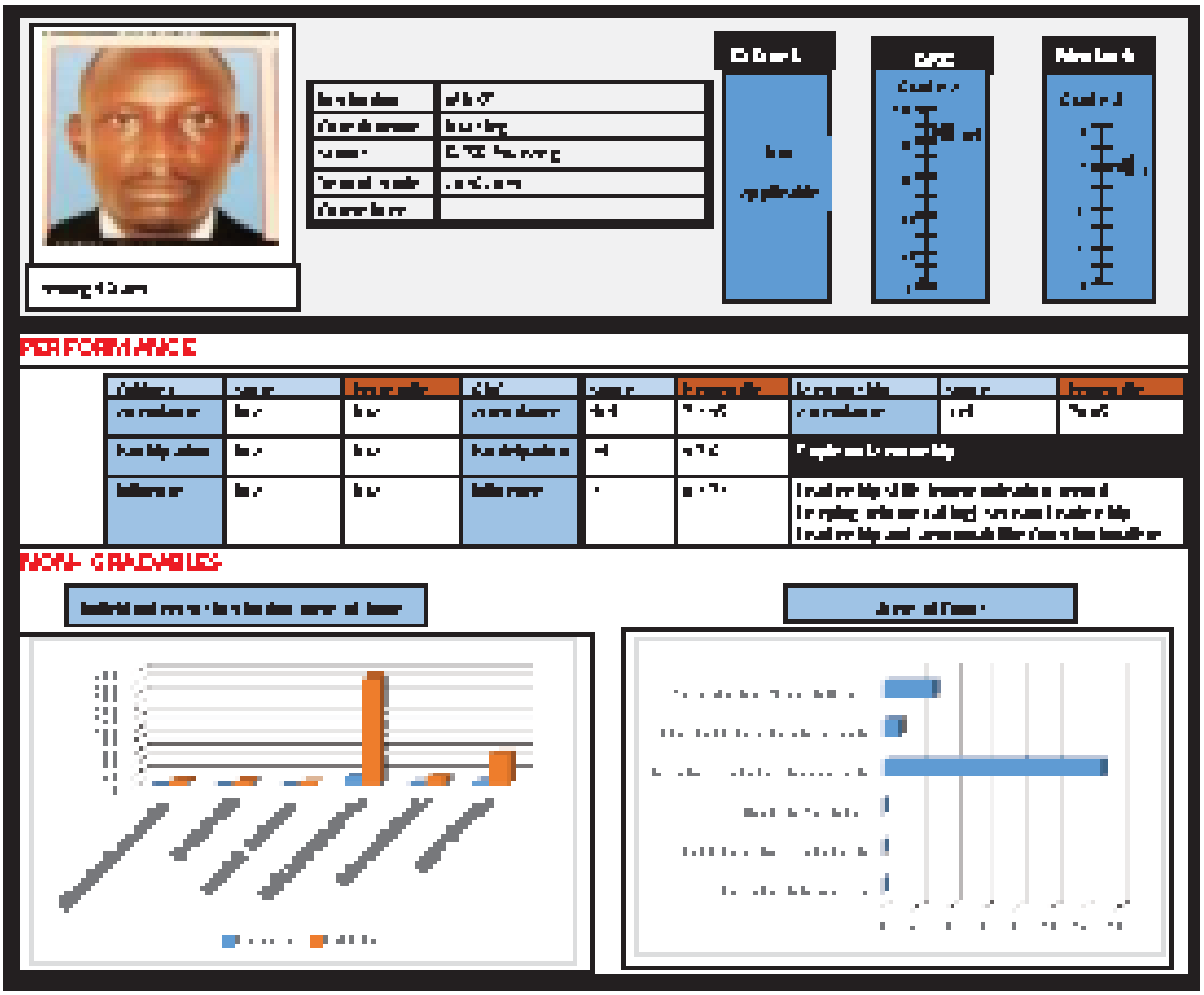

PERFORMANCE

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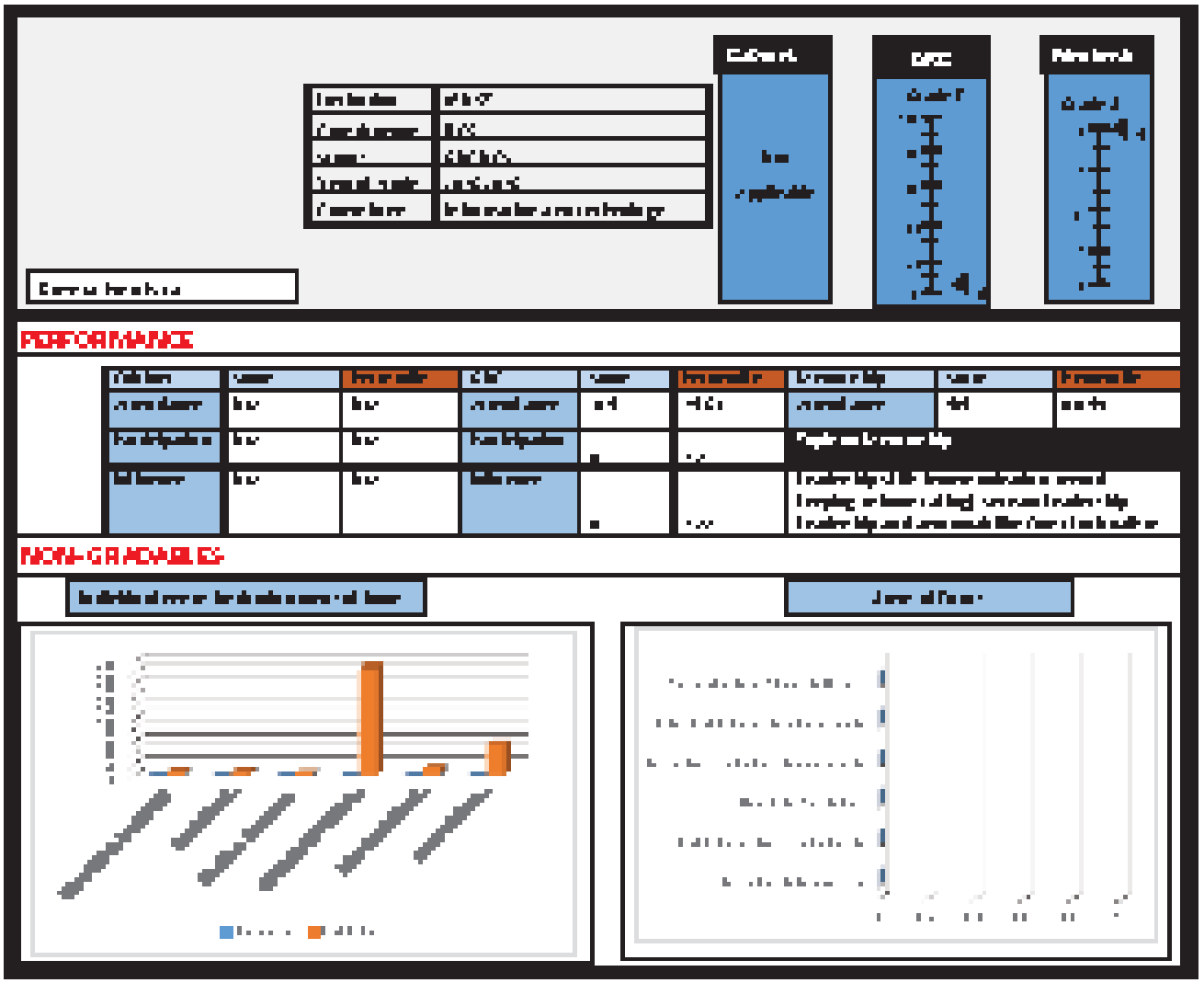
NON- GRADUATES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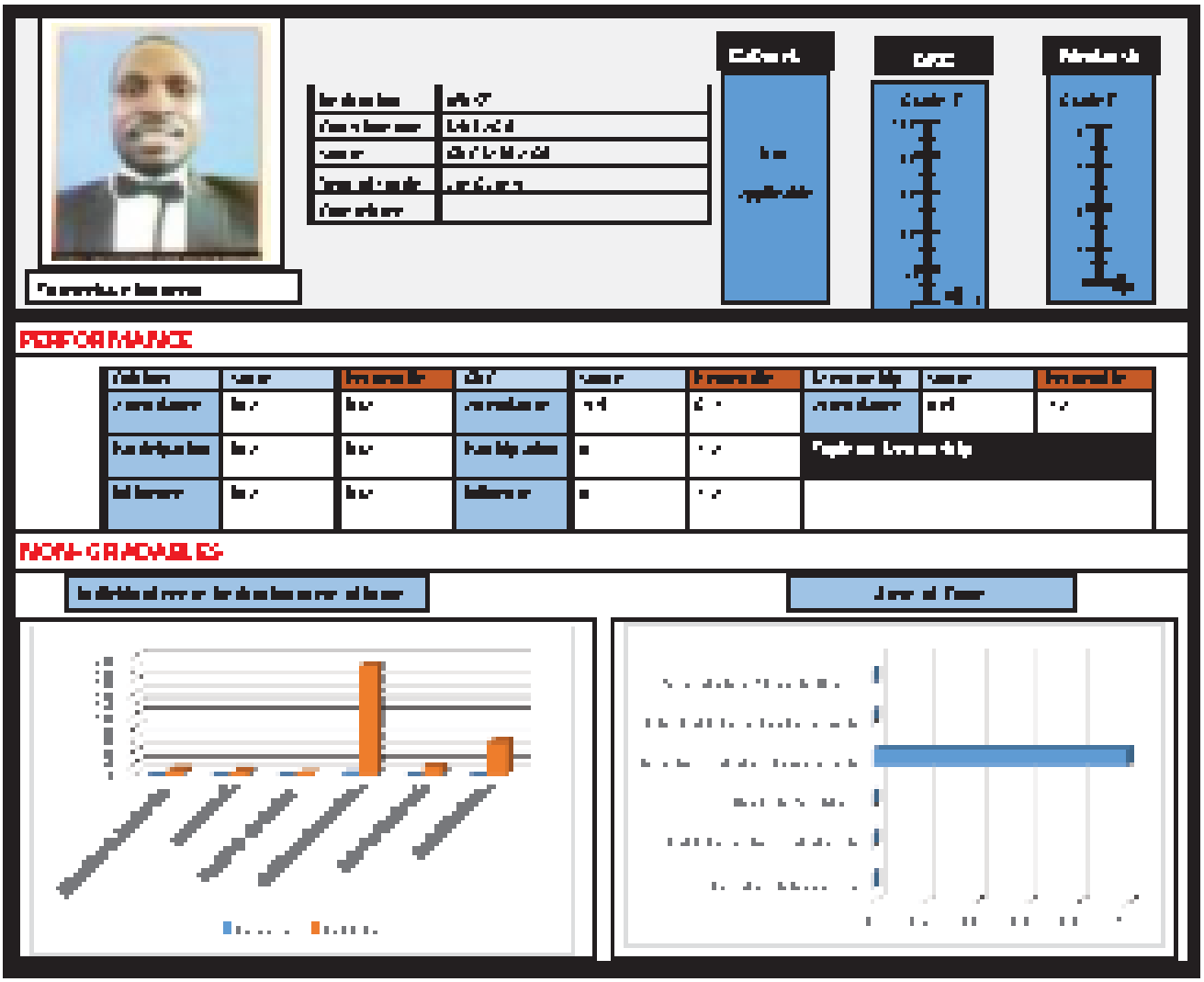
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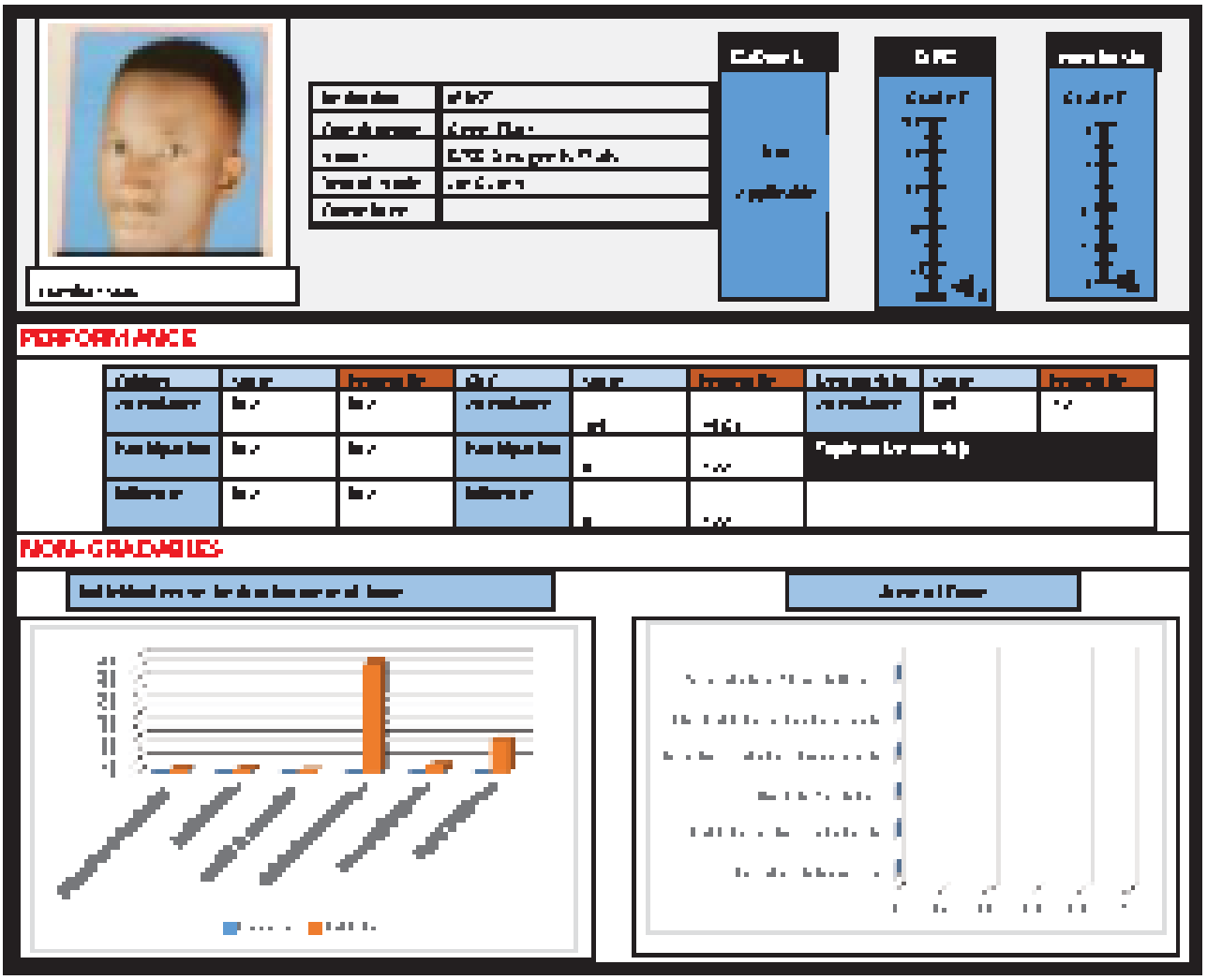

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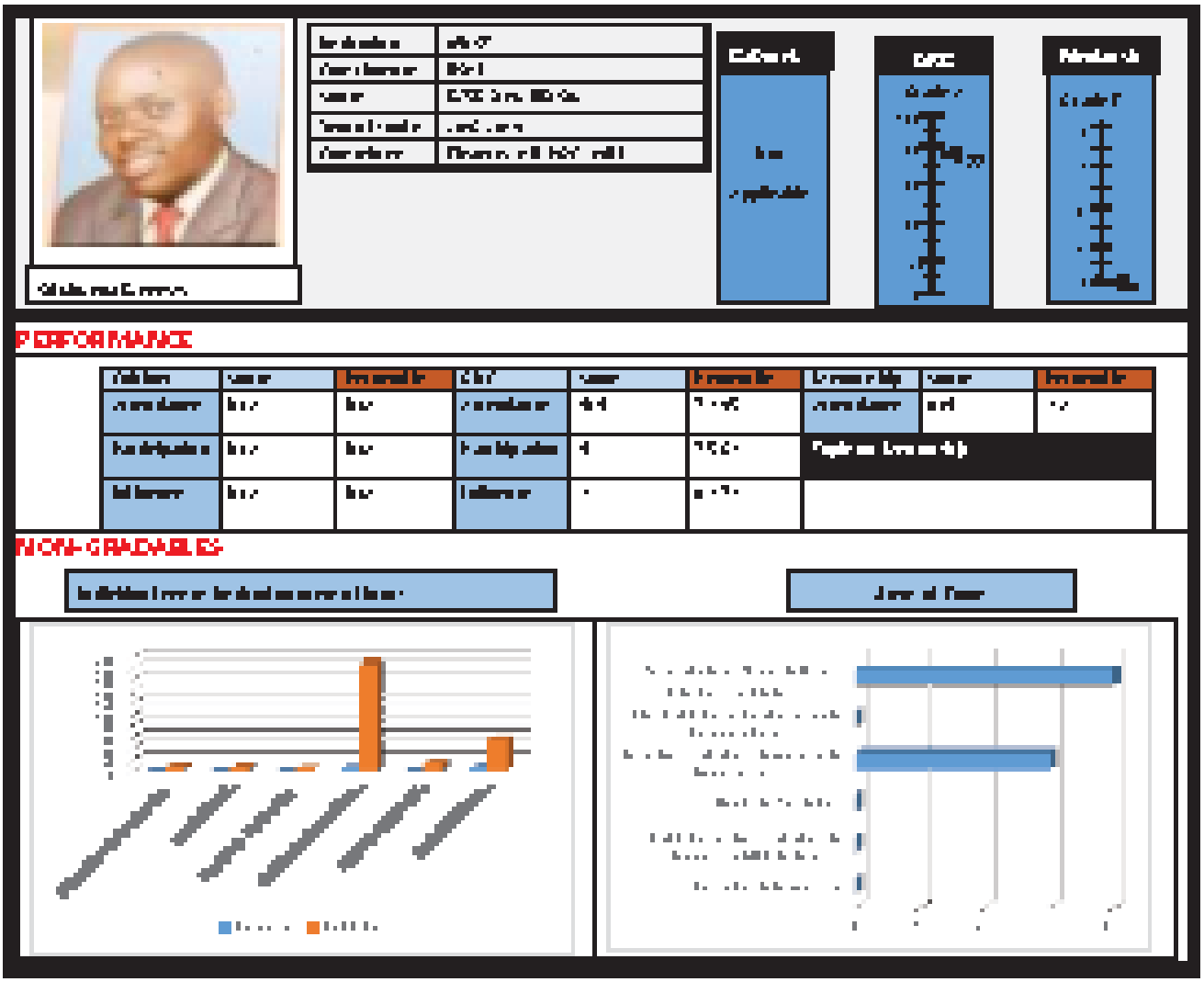

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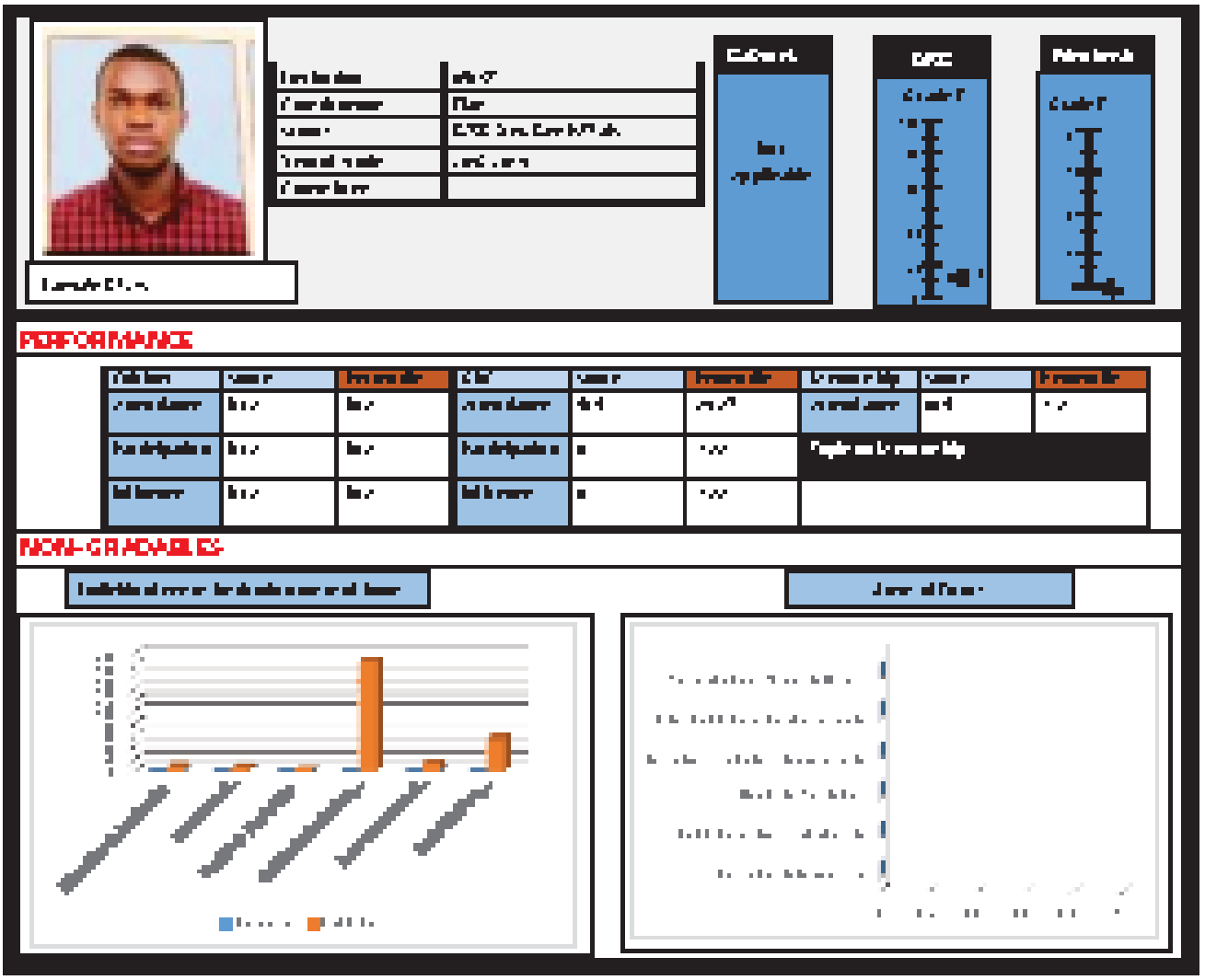

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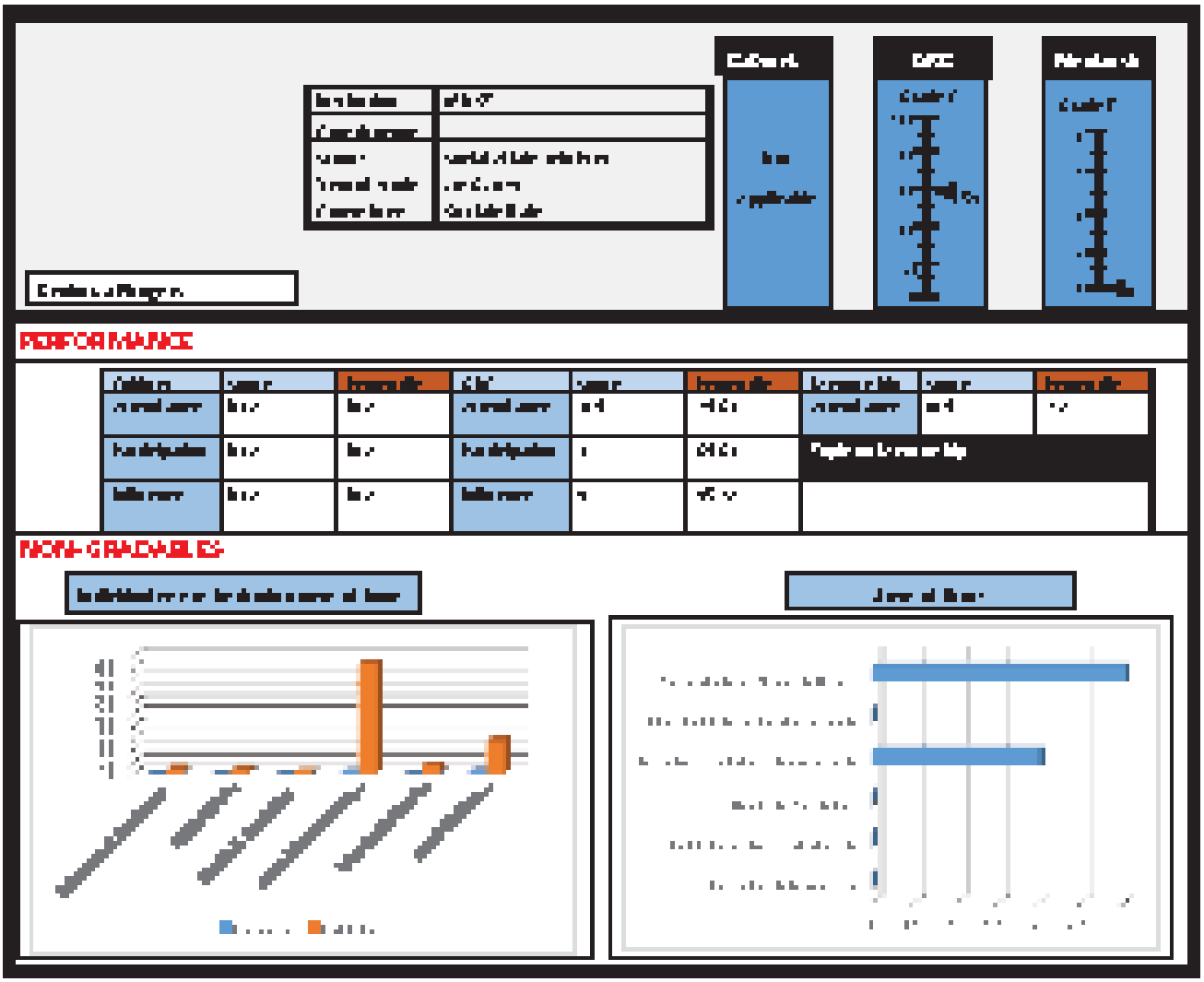
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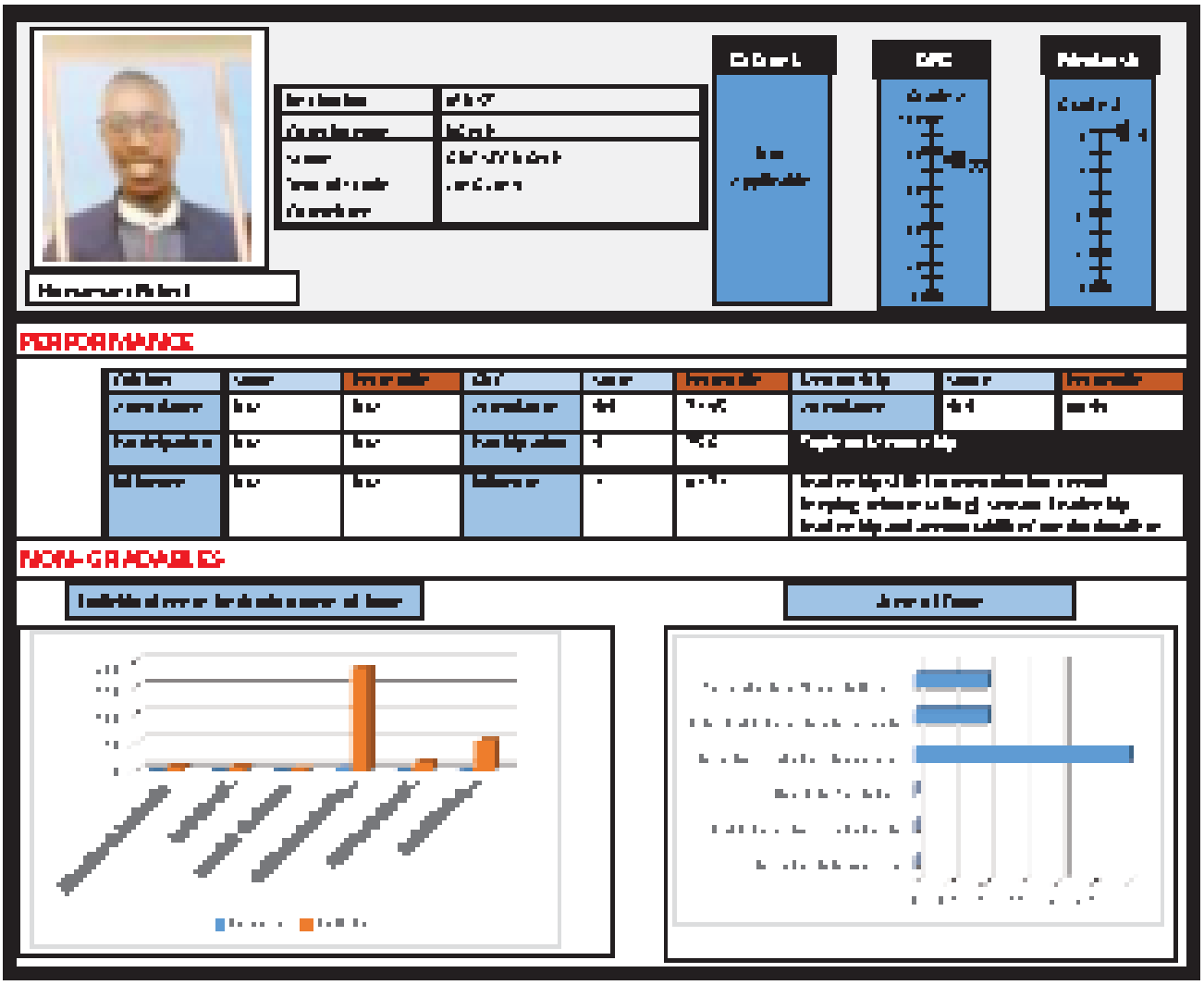

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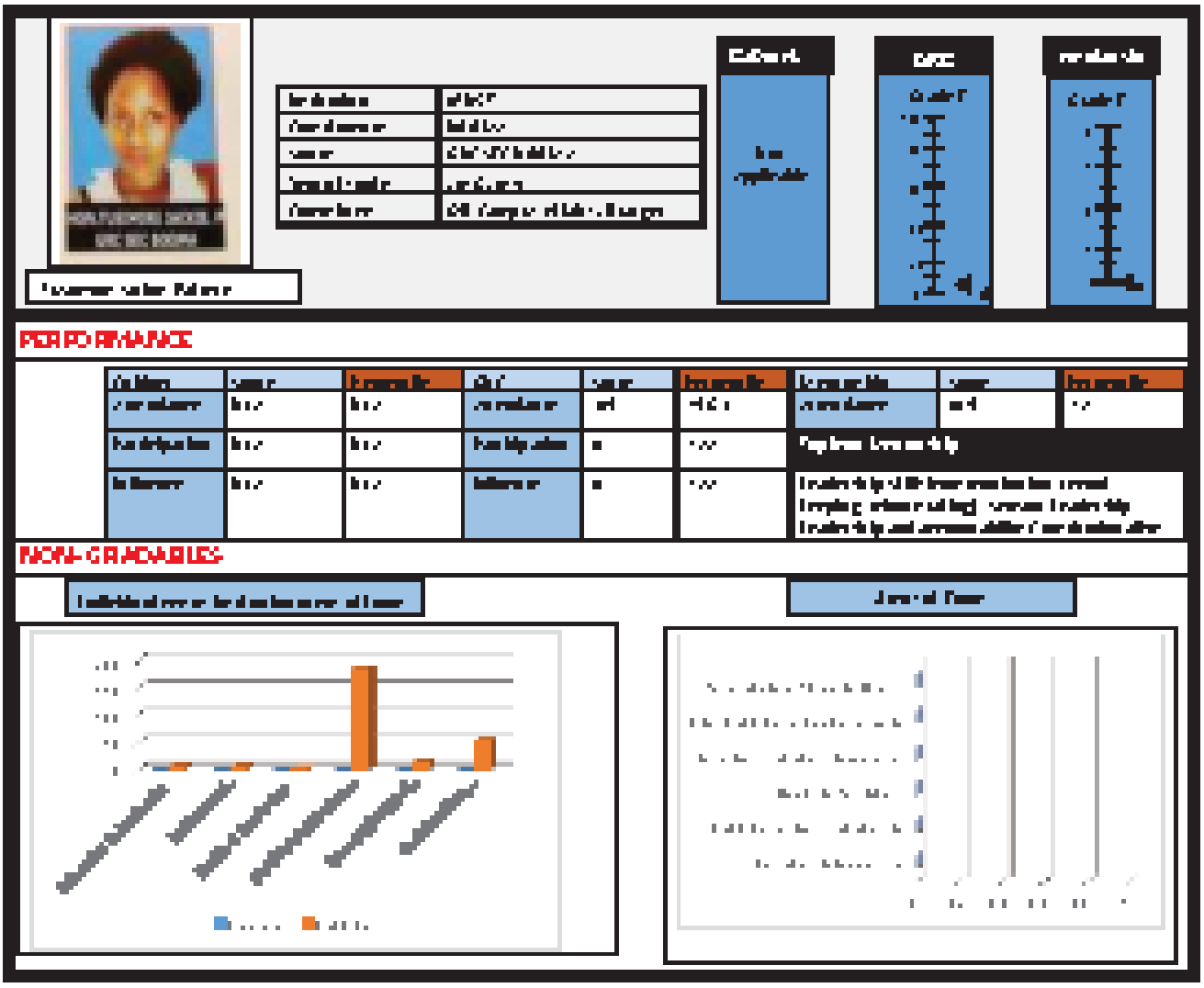

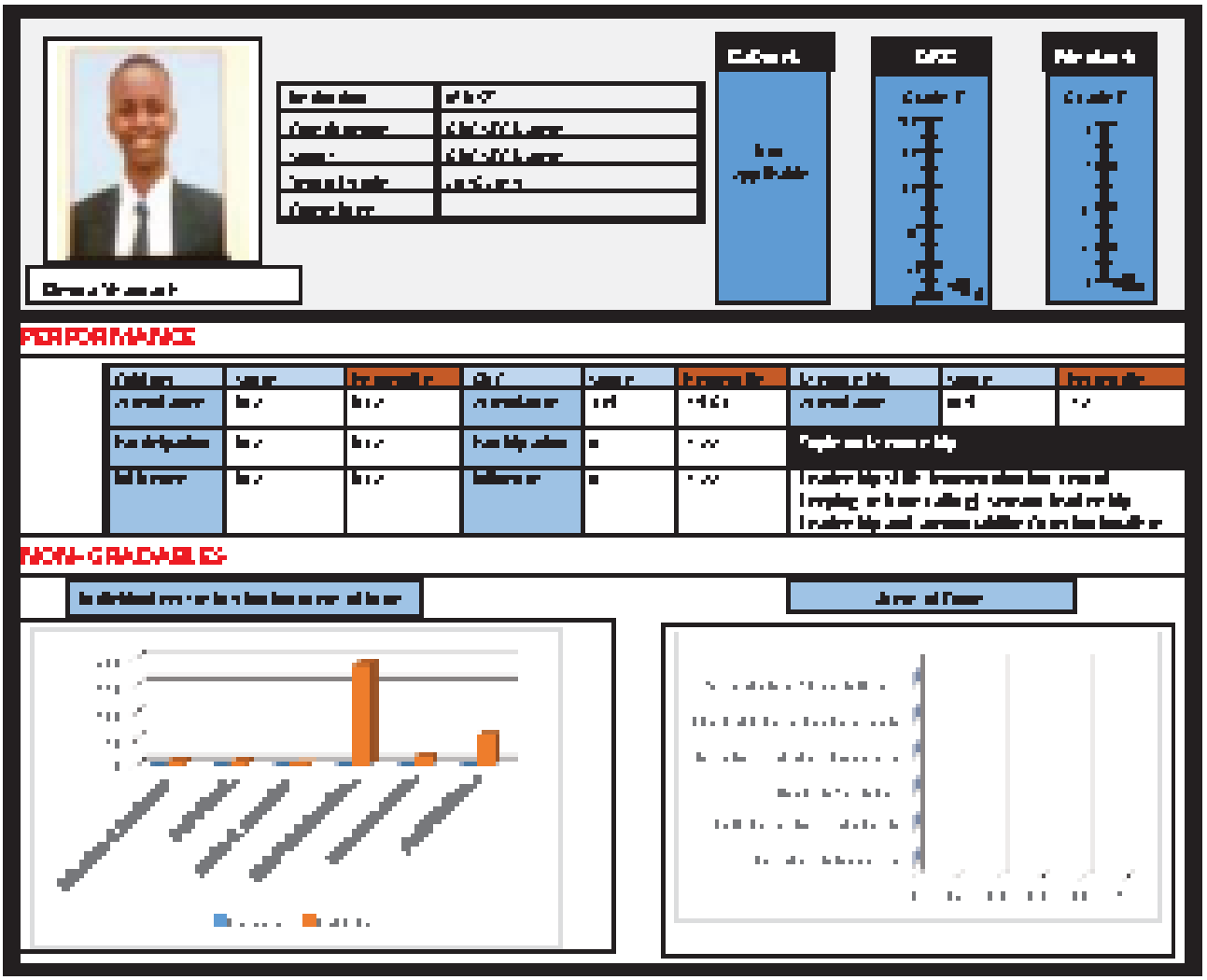

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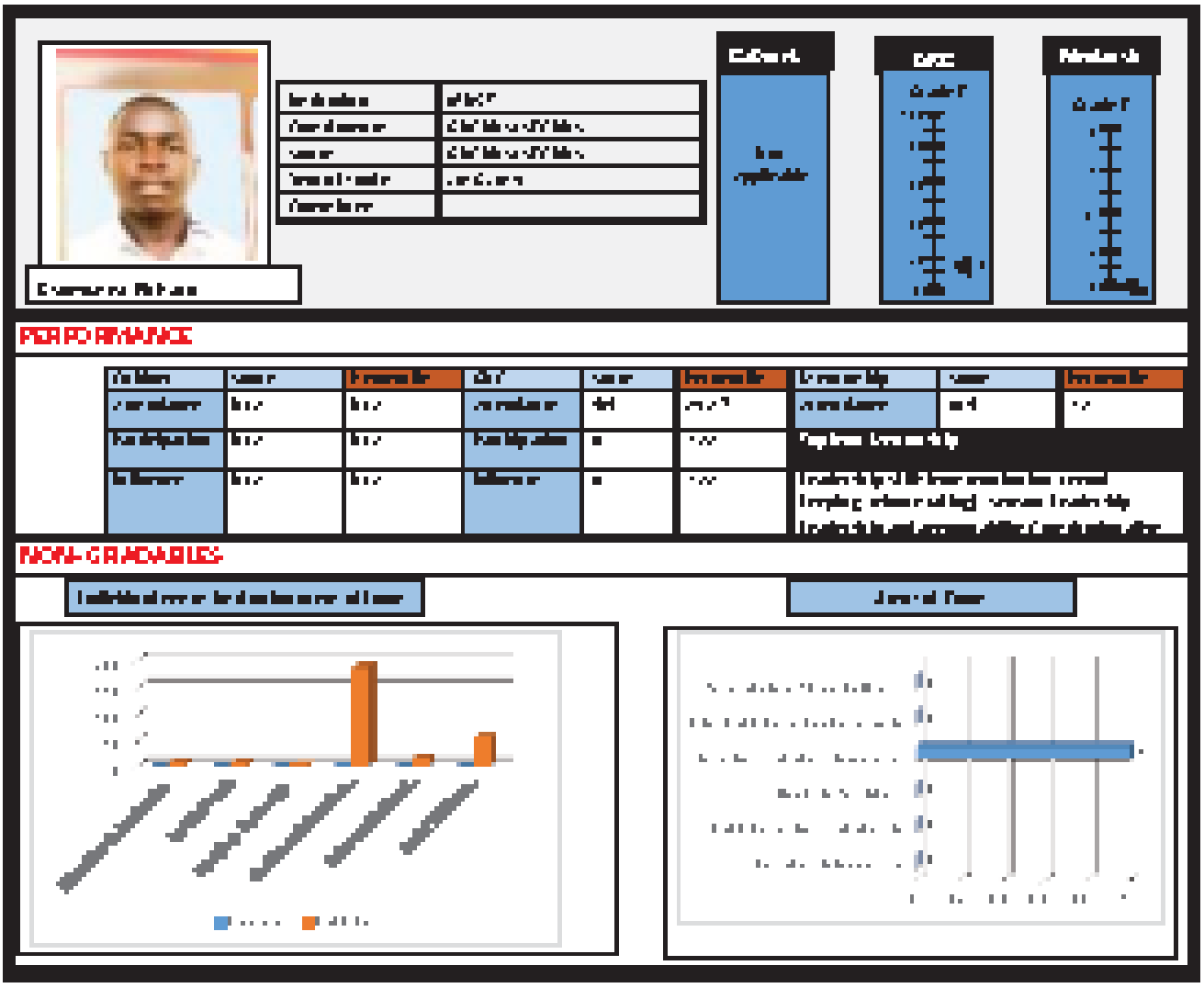
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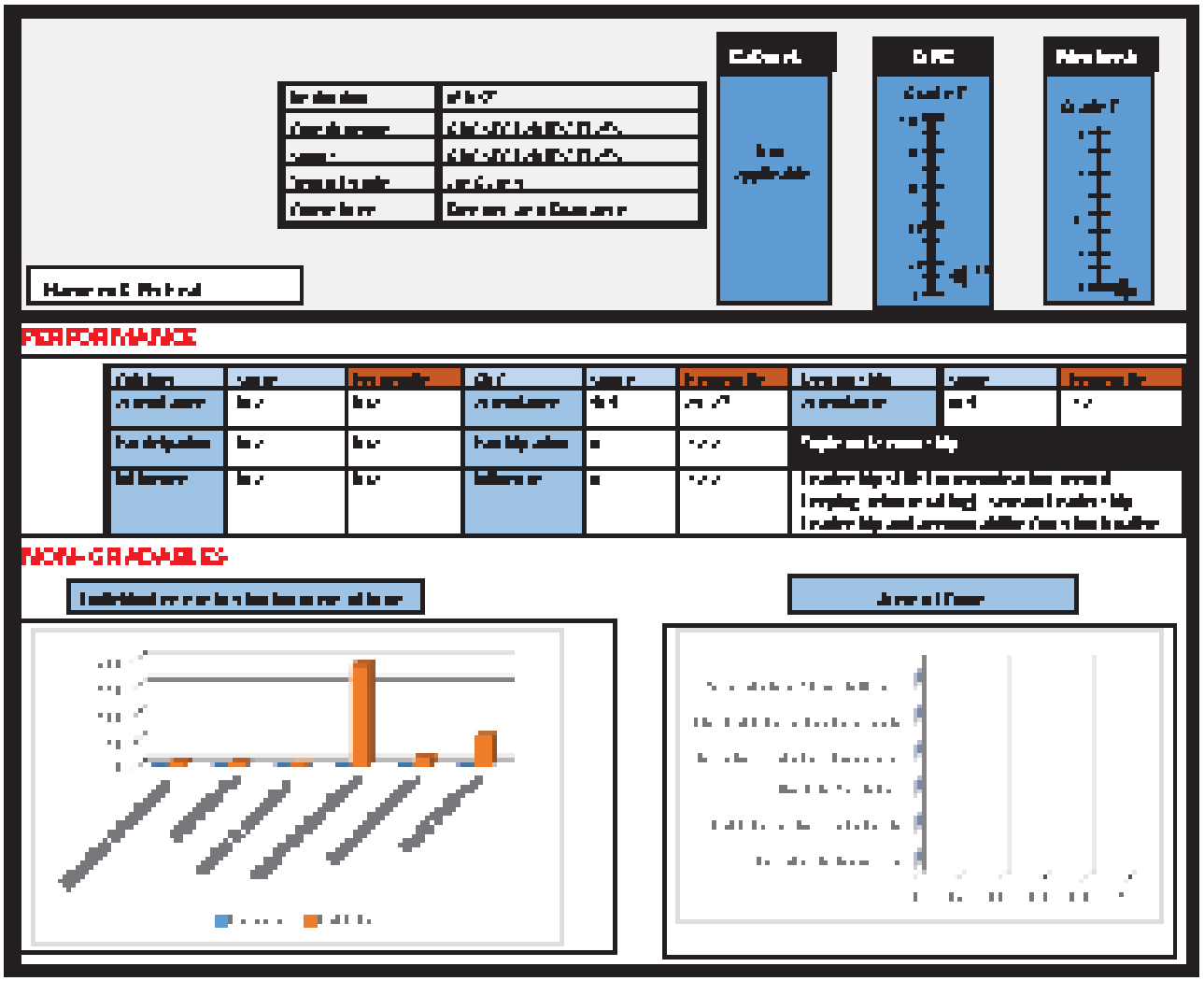

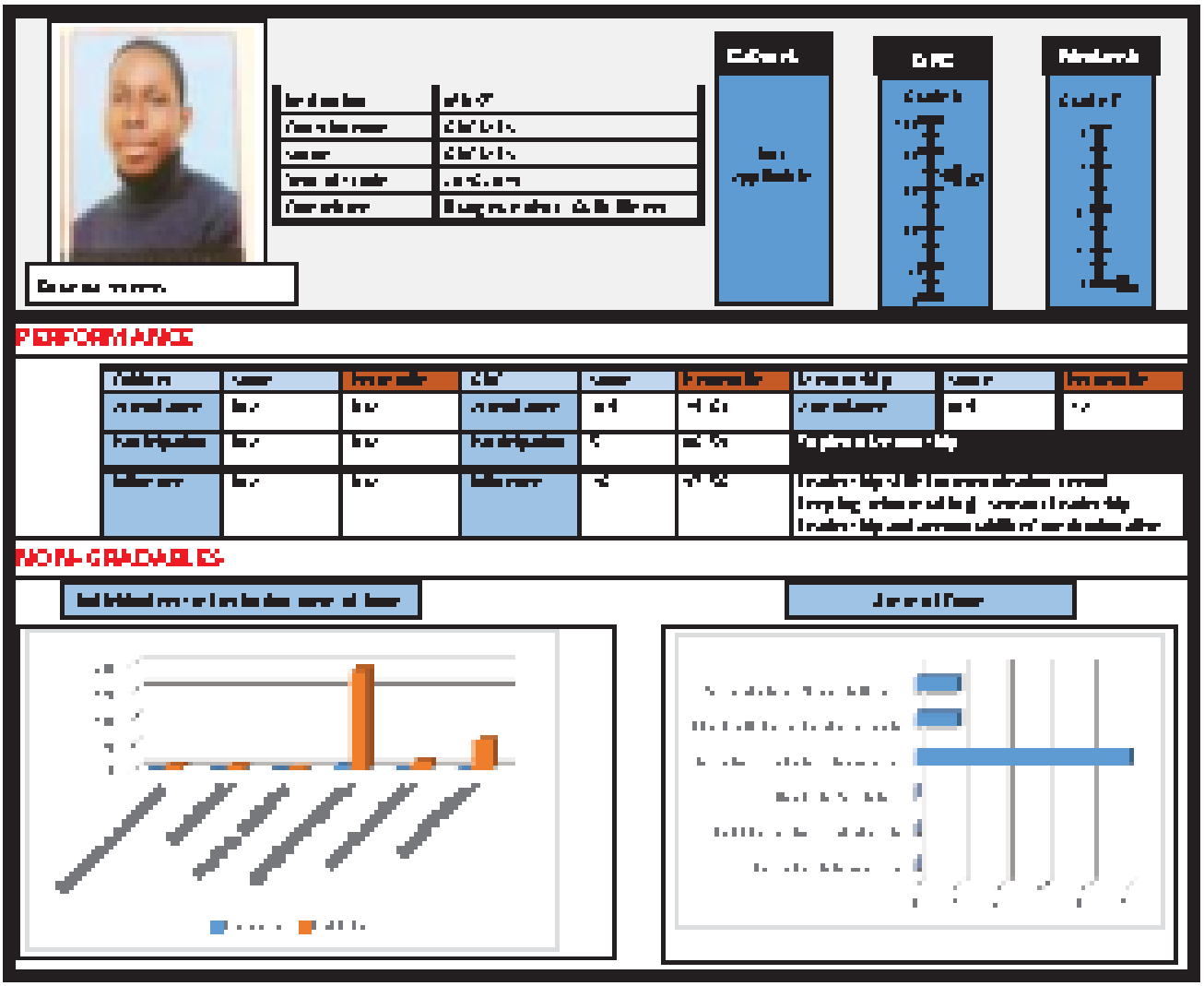
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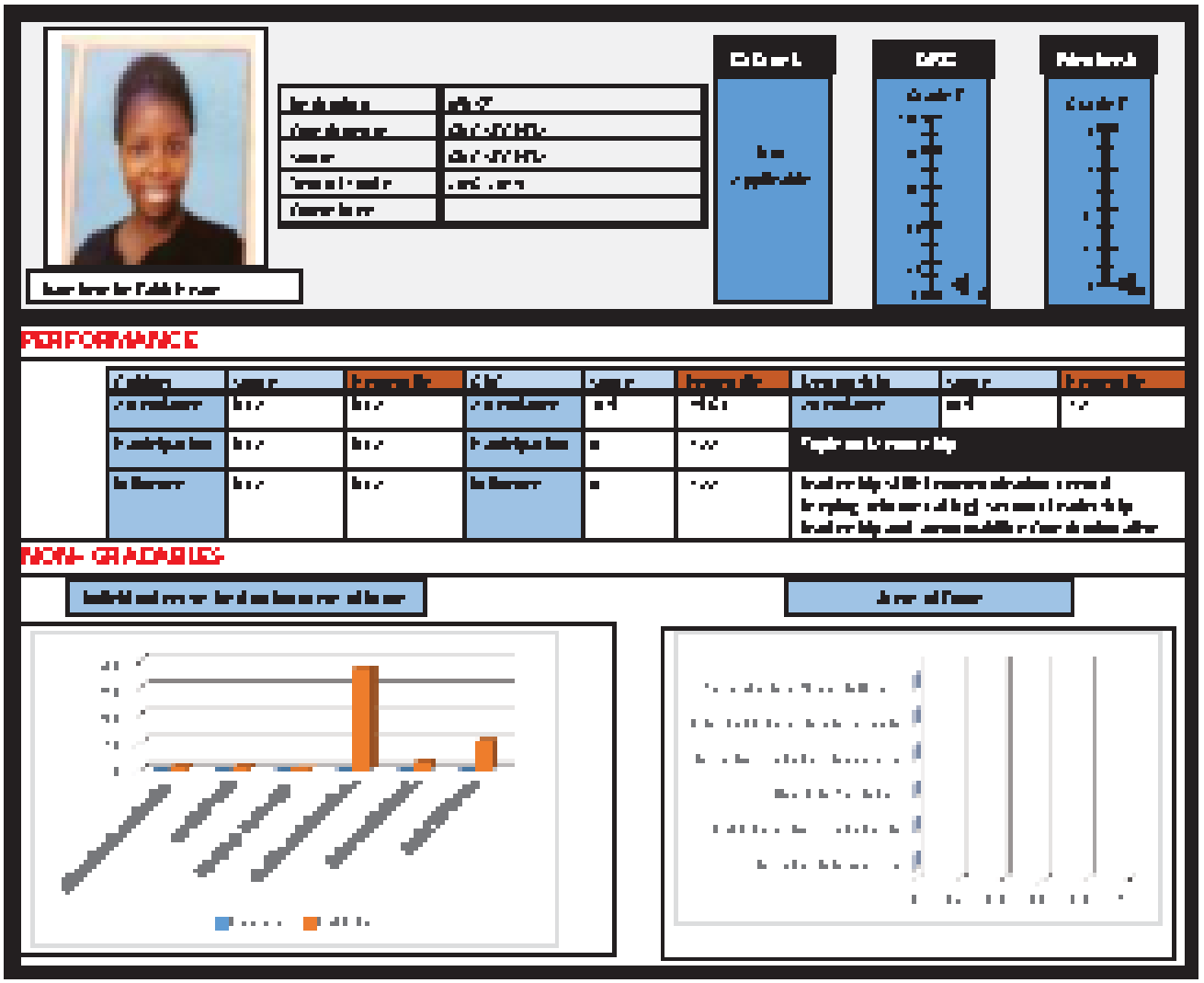
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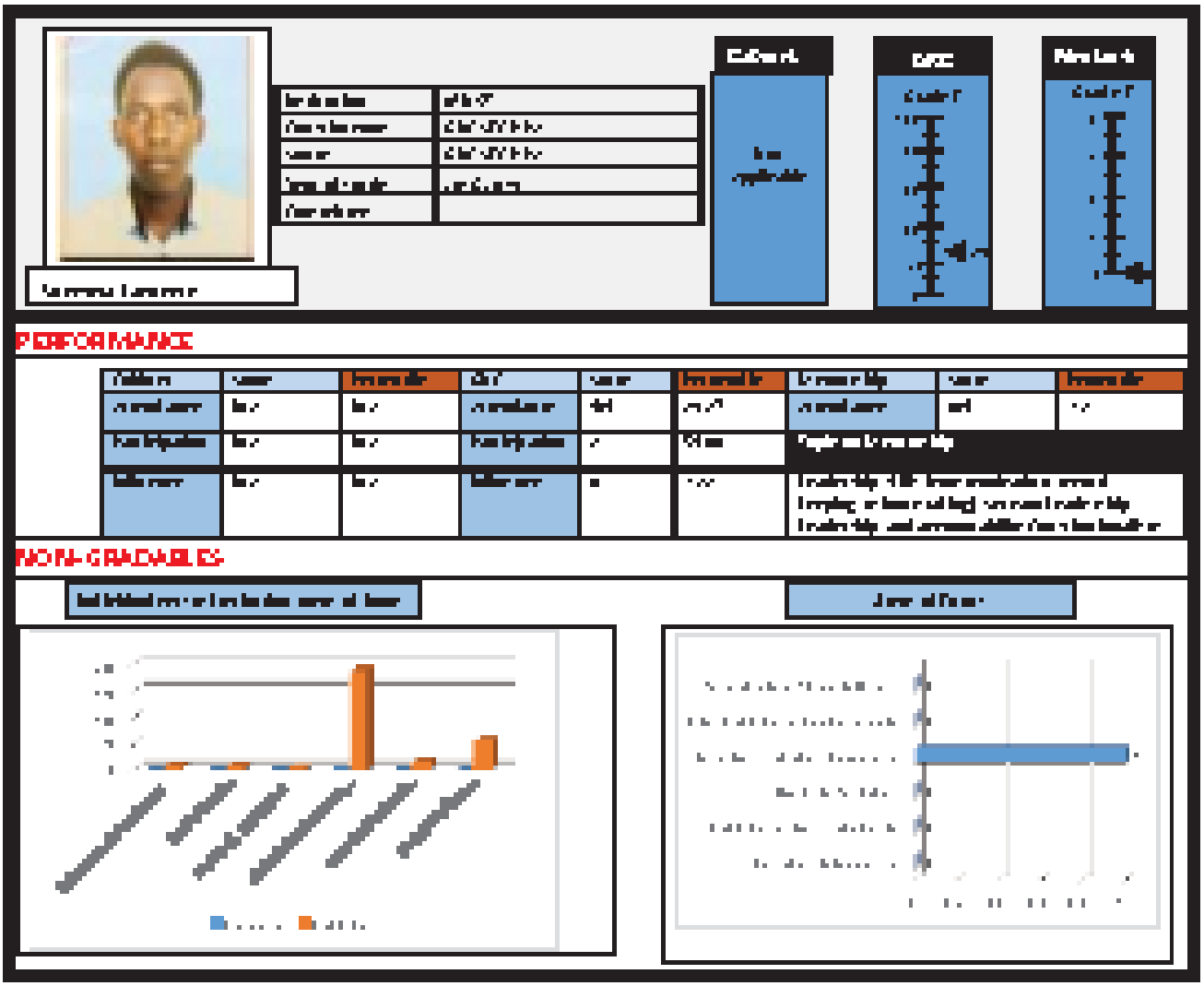

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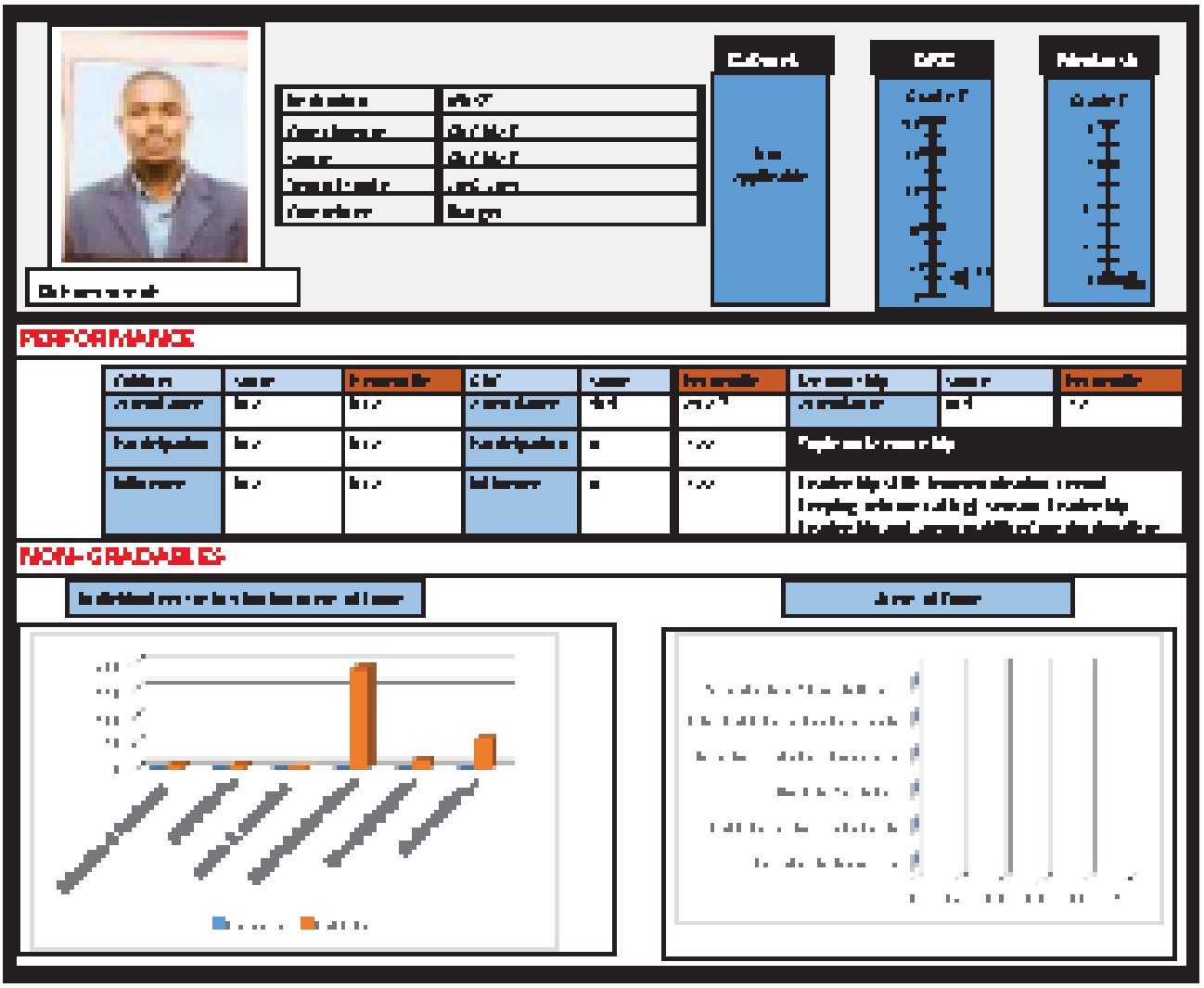
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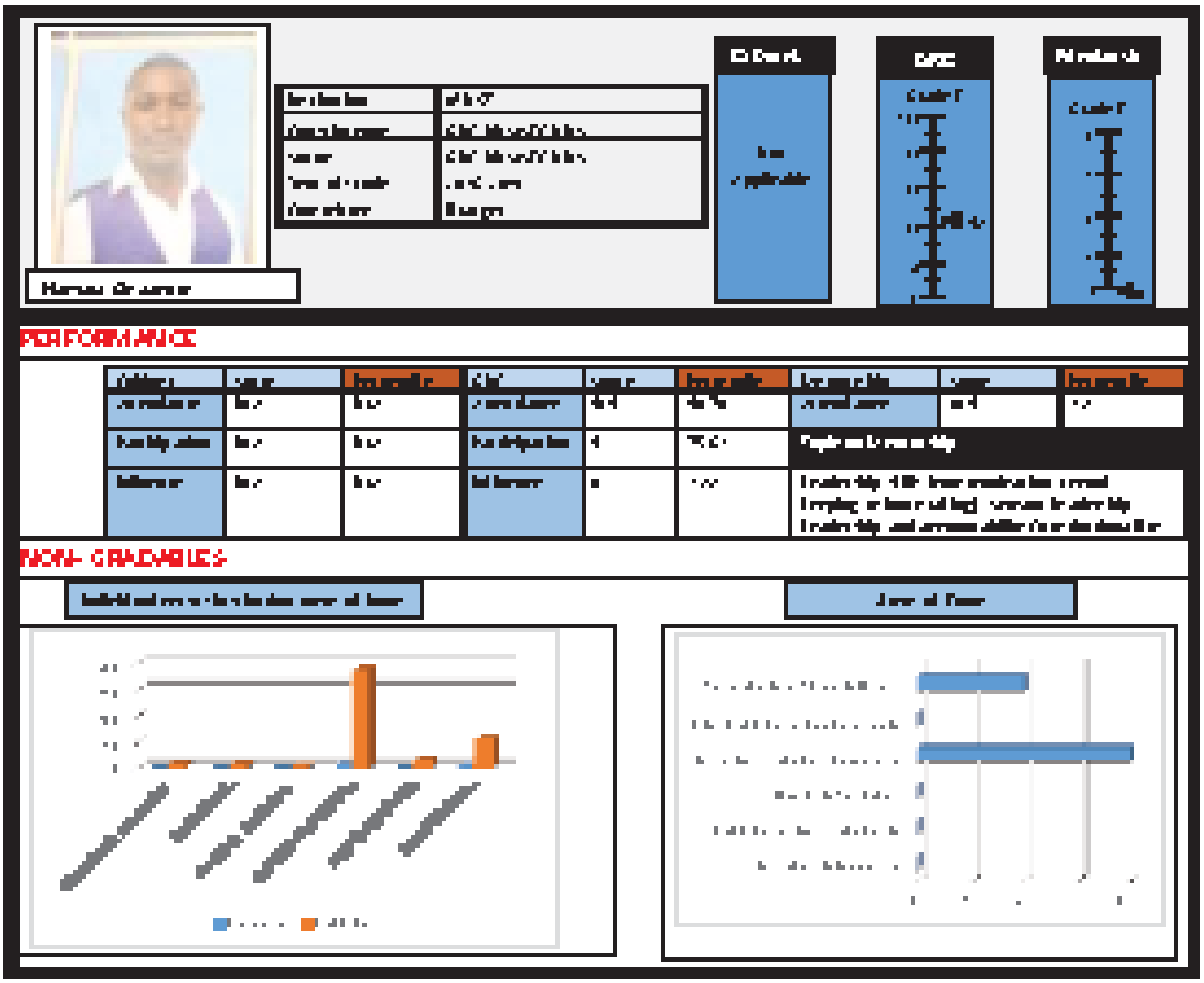
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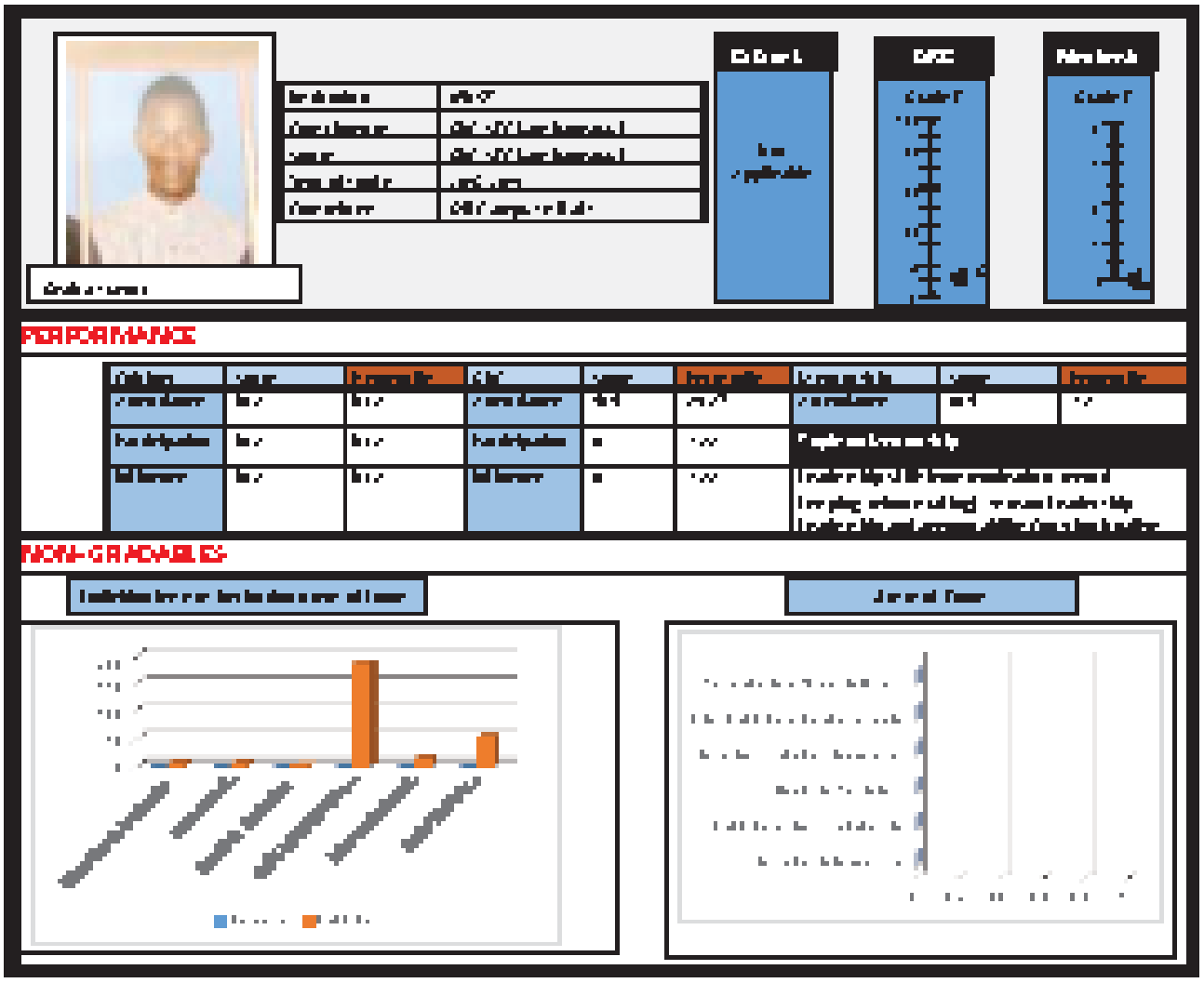
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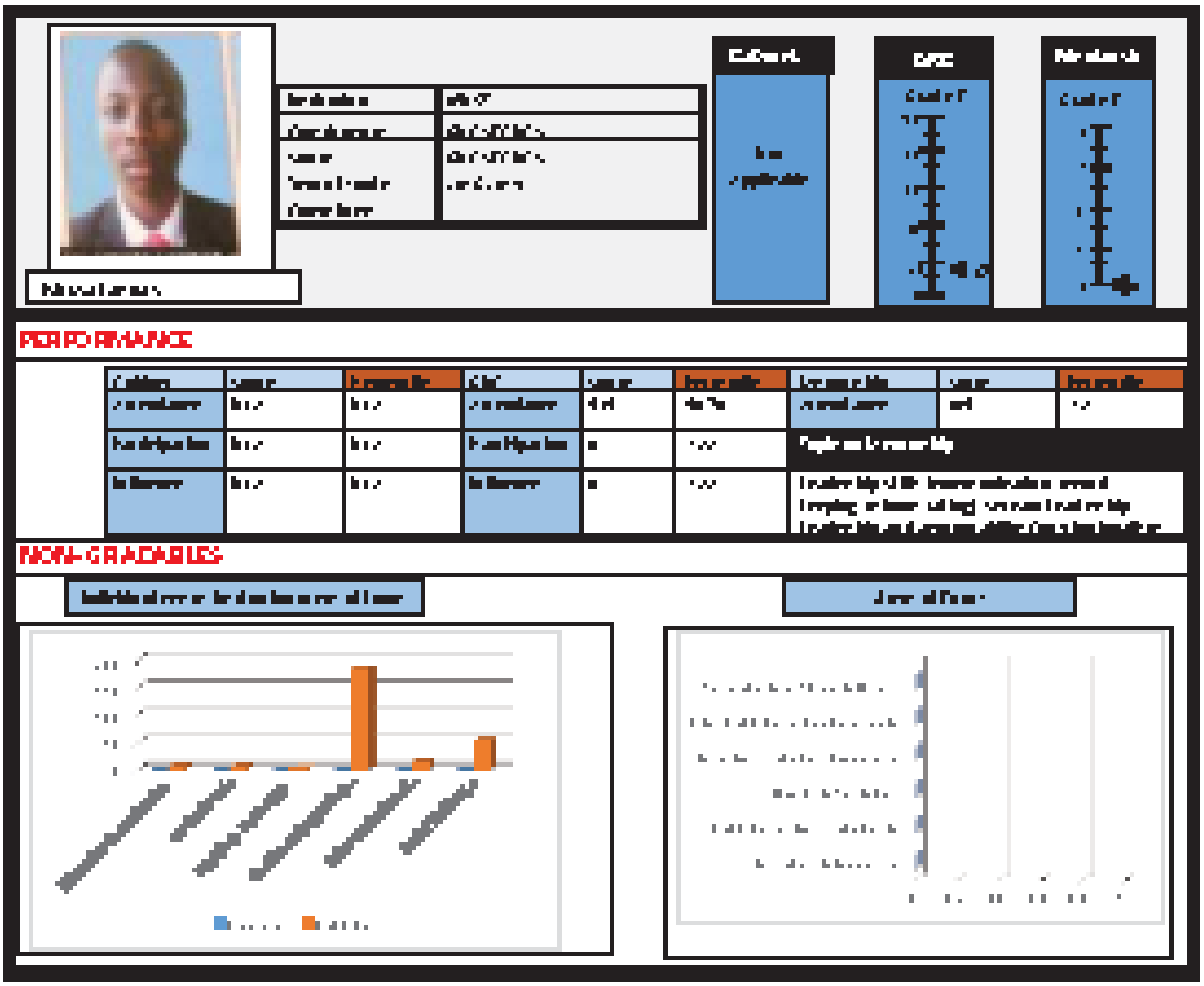
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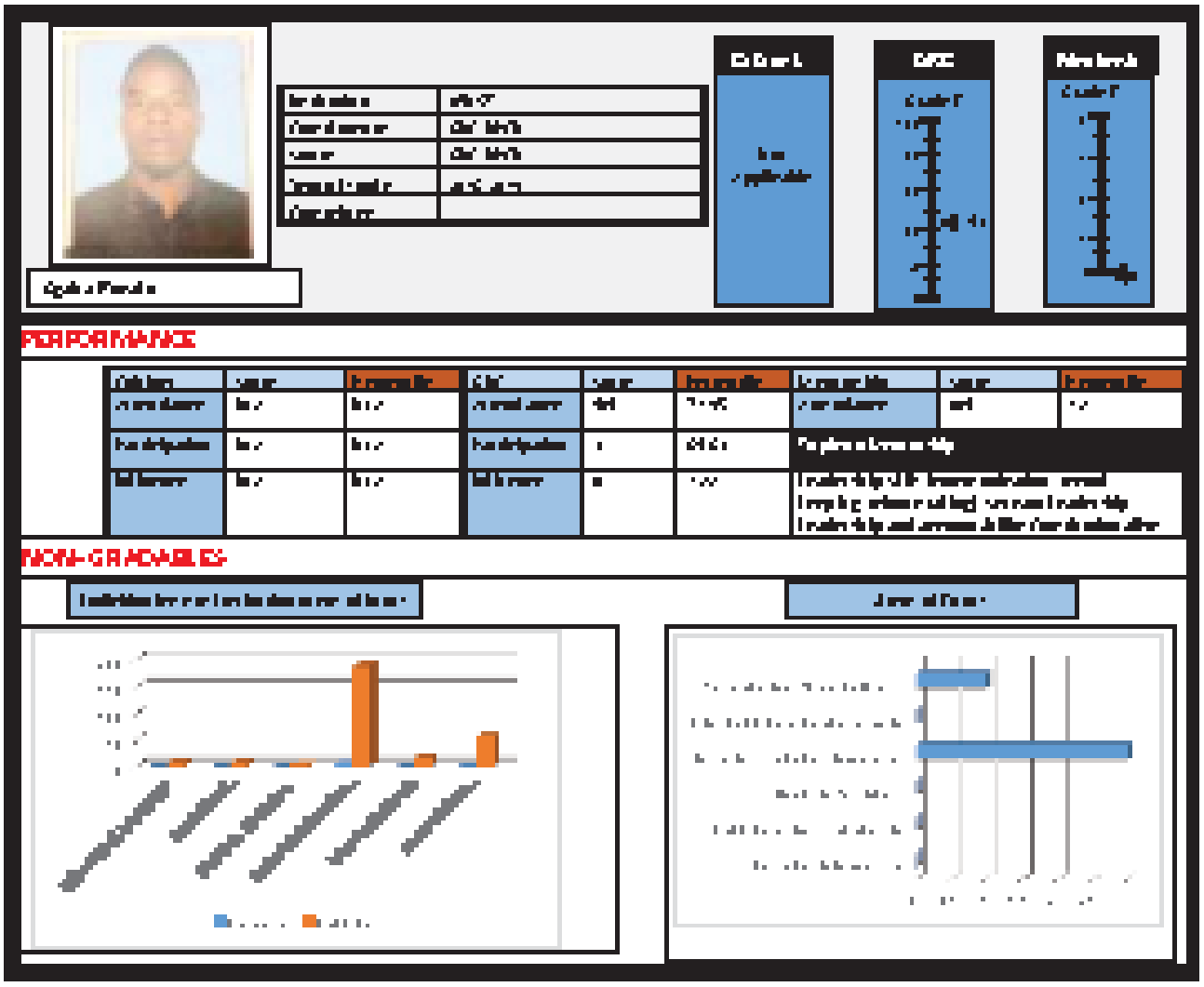

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MAKERERE UNIVERSITY
STUDENTS GUILD SCORECARD 2018/2019

CHAPTER SEVEN

MAKERERE UNIVERSITY

7.0 INTRODUCTIONS

Makerere University, Kampala (MUK) is Uganda's largest and oldest institution of higher learning. It was established as a technical school in 1922. It became an independent national university in 1970. Makerere University is alma mater to many post-independence African leaders, including Ugandan President Milton Obote and Tanzanian Presidents Julius Nyerere and Benjamin Mkapa. The former President of the Democratic Republic of the Congo, Joseph Kabila, and Kenyan President Mwai Kibaki are also Makerere alumni.

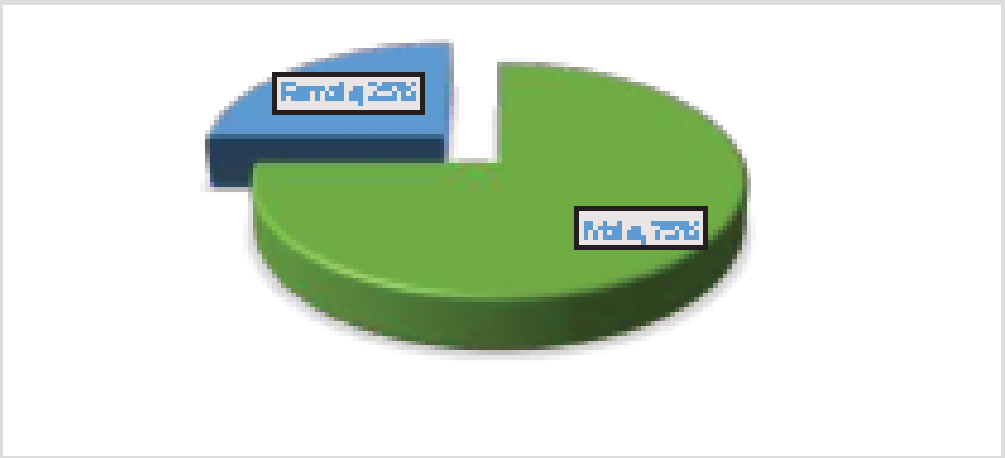
According to the Constitution of MUK Guild Government, the leadership of the Guild is comprised of the General Assembly, the executive and the Guild Representative Council (GRC). The Government holds one general election every second semester of an academic year. Four Council (GRC) and two Cabinet (Executive) meetings a year (One meeting per semester). This scorecard is assessing the Guild Government of 2018/2019.

7.1 INSTITUTIONAL FINDINGS.

This section shows the MUK Guild Government under Core governance and legacy projects that they implemented during their term of service. MUK Guild Government 2018 - 2019 had the composition of 103 Guild officials categorized as Top Government, Ministers, Deputy Ministers, Members of Parliament, Guild Tribunal and Electoral Commission. The Guild held three quarters Council meetings and no Committee Meeting contrary to the Constitution and this has reflected in the performance of both the institution and individuals.

2.1.1 Composition of the Guild Leadership

Figure 36: Composition of MUK Guild Government 2018 - 2019 by gender



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MUK Guild has more Male leaders who are represented by 75% than the Female who are 25% as shown in the figure above

2.1.1.1 Gender Composition Comparison

Table 39: Historical Trends Analysis by Gender

Gender Profiling	2017/2018	2018/2019
Male	72.8%	75.7%
Female	27.1%	24.2%

2.1.1.2 Performance Analysis by Gender

Table 40: Performance Analysis by Gender

Gender	Gender [%]	Average of Attendance [%]	Average of Participation Percentile	Average of Influence Percentile
Male	75.7%	87.31%	48.35	35.81
Female	24.2%	90%	36.89	31.92
Students Guild	100%	88.29%	45.28	36.38

2.1.2 Leadership Channels of Communication

Engagement of Electronic using channels

Table 4: Engagement of Electronic Learning channels

Channels	Yes	Remarks
Guild Notice	Yes	Available
Guild WhatsApp Group	Yes	Active
Website	Yes	Active
Twitter	Yes	Active
Facebook	Yes	Active
Newsletters	Yes	Received

2.1.3 Guild Scores on areas of Influence and Focus

Figure 2: Guild Scores on areas of Influence and Focus

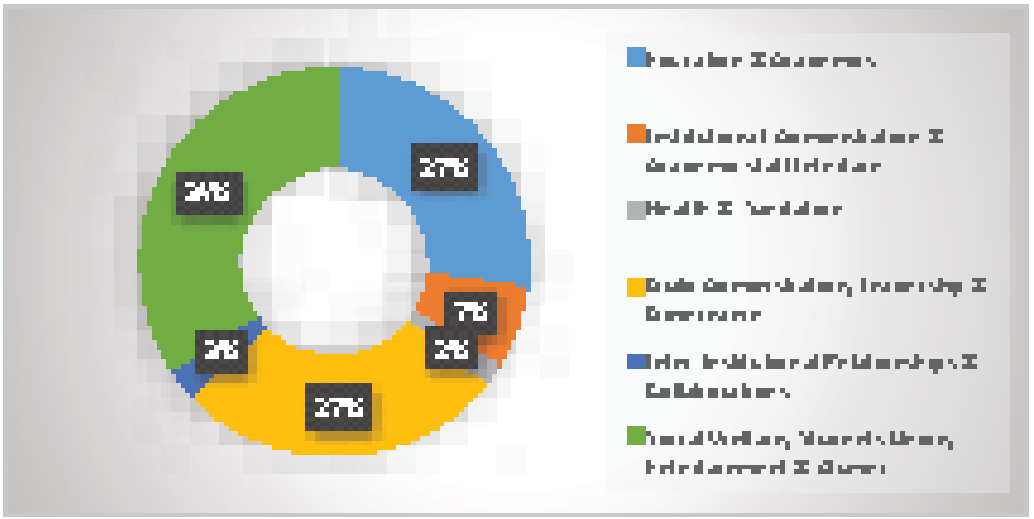
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Table 42: Quorum of Council

SAY	DATE	ATTENDANCE	TOTAL NUMBER OF GRCS	QUORUM (%)
1	04/10/18	101	103	98.05%
2	13/01/19	86	103	83.49%
3	13/03/19	81	103	78.64%
			Average Quorum (%)	86.72%

Source: MLW Gold Coast Minutes 2018-2019, Ghana MLW Gold 2019

From the table above, MLW achieved its quorum (3/3) in only 3 meetings which constitutes 40% above in attendance

3.1.5 Core Governance

Table 43: Core governance

PARAMETER	SCOREABLE COMPONENT	COMPLIANCE (YES/NO)	RESULTANT SCORE	
Leadership Guild	President	Declaration of a President	3	
	General Secretary	Appointment of the General Secretary	3	
	Speaker	Election of the Speaker and a Deputy Speaker	3	
	Unconstitutional positions & policies	Creation of leadership positions outside the constitutional regime		0
	Parliament		3	
	Existence of Cabinet Ministers	Off-Campus Students Affairs Minister	3	
		Production and Employment Minister	3	
		Academics Minister	3	
		Science and Environment Minister	3	
		External Affairs Minister	3	
		Minister of Gender Ethics And Inequity	3	
		Health Minister	3	
		Information Minister	3	

		Justice and Constitution Affairs Minister	3	
		Post-Graduate Students Affairs Minister	3	
	Approval of the cabinet reshuffle by GRC	Culture and Mobilization Minister		-2
		ICT and Research Minister		-2
		Security Minister		-2
		Social Affairs Minister		-2
		Sports And Games Minister		-2
		Student Affairs Minister		-2
		Finance Minister		-2
		Students with Disabilities Minister		-2
	Convention	Justice and Constitutional Affairs	2	
		Campus Social Religious And Cultural Affairs	2	
		Health Environment and Sanitation Academics. ICT and Sports	2	
		Gender	2	
		Disability	2	
Leadership Guild Score			52	-16

Good governance	SCOREABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			Yes	No
	General Assembly	Termination of office		-3
	Performance of GRC Parliament	Approve offices as provided in the Constitution		-3
		Recite Legislature of the Guild (make laws)		-3
		Sanction and approve the policies of the Executive		-3
		Deliberate on matters that affect the members of the	3	

		Guild (Student Body) and make resolutions		
		Approve standing committees and Ad hoc committees		-3
	Meetings of Cabinet	Two meetings in an academic semester		-3
	Quorum in Cabinet	Two thirds of the total number of the Ministers		-3
Good governance Score			3	-21
Conduct of Business at Council	SCOREABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			Yes	No
	Number of meetings Held by GRC Parliament	Twice a semester (Four times a term of office)		-3
	Notice of meetings Held by GRC Parliament	Written notice showing time and place including the agenda		-3
	Quorum in GRC Parliamentary meetings		3	
	Minutes of GRC Parliamentary sessions recorded	Recorded minutes of all the required sessions (four sessions)		-3
	Rules of Procedure/ Guidelines for conduct of meetings	Rules to regulate its procedure in meetings	2	
Conduct of Business at Council Score			5	-9
Succession Planning and Transitional process	SCOREABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
			Yes	No
	General elections	A General Election during the Semester of September	3	
	Voter Register	Updated register of voters		-2
	Campaigns	Existence of Open Campaigns financed by the Guild Government	2	

	Election Complaints	Disposal of complaints within four days from date of lodgment (In case no complaint was lodged, Government earns full score)	3	
Succession Planning and Transitional process Score			8	-2
CORE GOVERNCE			48	-57
			123	-123
			55.38	46.34

7.1.5.1 Core Governance

I Leadership of the Guild.

From the above table in the Leadership parameter of Core governance MUK scored all the 52 points for compliance because they provided evidential documents showing the existence of President, General Secretary, Speaker and Ministries indicated

II Good governance

In the parameter of good governance MUK Guild scored 0 points because there were no documents to provide evidence for compliance as per the Constitution

III Conduct of business

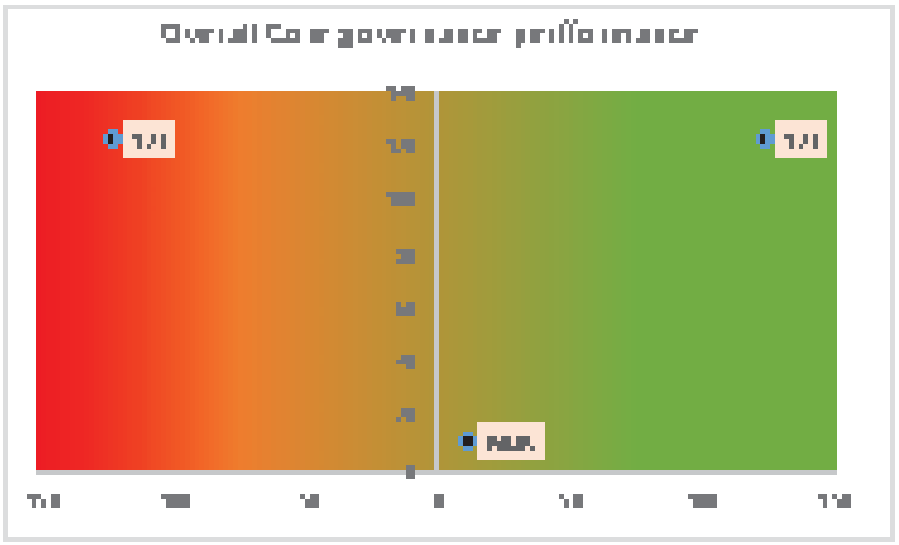
During the conduct of business under core governance MUK Guild scored only 2 points for compliance because they made rules to regulate its proceedings in the council (Guild Parliament Rules of Procedure 2018) however they lost 12 points by not complying in some areas according to their Constitution for instance - holding only 3/4 Council meetings

IV Succession planning

After evaluation of the documents, results indicate in the table above under succession planning and transition process the MUK Guild scored 5 points for compliance because they responded to General Elections Campaigns, Election Complaints according to the budget and minutes provided but lost 2 points for non - compliance because they did not provide and updated Voters Register

2.1.5.4 OVERALL CORE GOVERNANCE PERFORMANCE

Figure 38: Overall performance



KEY:

- Area showing strength in compliance
- Area showing neutrality in compliance
- Area showing weakness in compliance

The MUK Guild Government had an overall score of -111 under core government performance on a scale of -123 to +123 which implies that the Guild Government is not strongly compliant to the Constitution

From the evaluation and evidence gathered as shown in the table and figure above, this indicates that MUK Guild should improve in areas they were found to be lacking compliance with the Constitution in the core governance parameters while strengthening compliance in the areas where they were found upholding and respecting the letter and spirit of the Constitution

The Guild Government needs to improve its performance in the following areas which constituted 24% level of non-compliance -

Under the Leadership Guild section The Guild Government of MUK 2018/2019 lost 3 points by not complying as follows - Having unconstitutional position of Chiefs.

Under the good governance section In this section MUK Guild 2018/2019 lost 24 points for non-compliance due to the following limitations - The Guild Government did not provide evidence showing the existence of the General Assembly according to the article 20(9) and 21(2-10) of the MUK Guild Constitution - The Guild held on 2% GEC meetings

Under the parameter of conduct of Business of the Council The Guild lost 12 points under this section by not complying in the areas listed - i Holding only 3/4 Council meetings as mandated by the MUK Guild Constitution under article 61(4) - ii No written notice indicating the time, place and Agenda of

the Council meeting which is under article 6(1)(b) of the MUK Guild Constitution is There was quorum of 2/3 in on all the 3 meetings held out of 4 meetings expected to The Guild recorded only 3/4 minutes from the Council proceedings which is not abiding with the MUK Constitution under article 6(1)(b)

Under succession planning and transitional process MUK Guild 2018/2019 lost 2points for not complying as per the MUK Guild Constitution

2.1.6 Legacy Projects

Table 44: Legacy projects

SCORABLE COMPONENT	YES/NO	RESULTANT SCORE
Do you have a project?	YES	1
Is the project shown in the budget?	NO	0
Is the project in the work plan?	NO	0
Is the project recorded about in the minutes?	YES	1
Student recognition	YES	1
Administrative recognition	NO	0
External recognition	NO	0
TOTAL SCORE		3
PERCENTAGE SCORE		42.9%

2.1.7 Performance of Special Officers

In this section, we looked at the performance of different Offices in the Guild in reference to the special roles assigned to them according to the MUK Students Guild constitution

Table 45: Performance of Special Officers of the MUK Guild Government 2018/2019.

Office	Roles	Performance
Office of the Speaker	➢ Call and preside over all meetings of the guild Parliament and general assembly in consultation with the guild president ➢ Deputy Speaker to preside in absence of the Speaker and other roles assigned by the Speaker	➢ The Speaker presided 1 Council meetings which passed different laws
Office of the President	➢ Execute and maintain MUK Guild Constitution and all laws made under or connected in force by the Constitution ➢ Vice President to deputize for the Guild President whenever the need shall arise ➢ Responsible for affairs of students' clubs, societies and organizations	➢ The President appointed the Cabinet
Tribunal Office	➢ Hearing and determining cases between students and ensuring discipline, order in office, peace and equity prevail among the students	Above: No evidence presented

Office of the Electoral Commission	➢ Chairman EC to coordinate all Commission work and other of his/her officers, provide overall oversight of the commission, ensure regular Post and Pre Election Supervise and control Commissioners and other members of commission in the execution of their duties ➢ General Secretary EC to take and keep minutes of the Commission meetings and keep a proper registry of all the works, handle all correspondences of the Commission and other duties assigned ➢ EC Finance person to receive and manage all Commission finances, keep proper records of all Commission accounts and lead Financial reporting at the end of the term of office of the Commission ➢ Public rly EC to disseminate all information about elections, regularly update voters about Commission work, Hold press conferences and liaise with the media on behalf of the Commission. Receive complains from the voters and the general public and any other duties from the Chairperson	➢ The Electoral services were reflected on the guild annual work plan showing the process ➢ The Students Guild budget presents the amount which the Commission used during the general elections ➢ The Commission through their Chairman presented a proposal for hiring and use of an electronic Voting System
	➢	➢

Source: EAC Meeting Minutes, MUK Guild Constitution, Guild Annual Work Plan and Budget 2018/2019

2.1.8 Average Attendance of Executive Meetings

Average membership Attendance
88.15

2.1.9 Final Grade

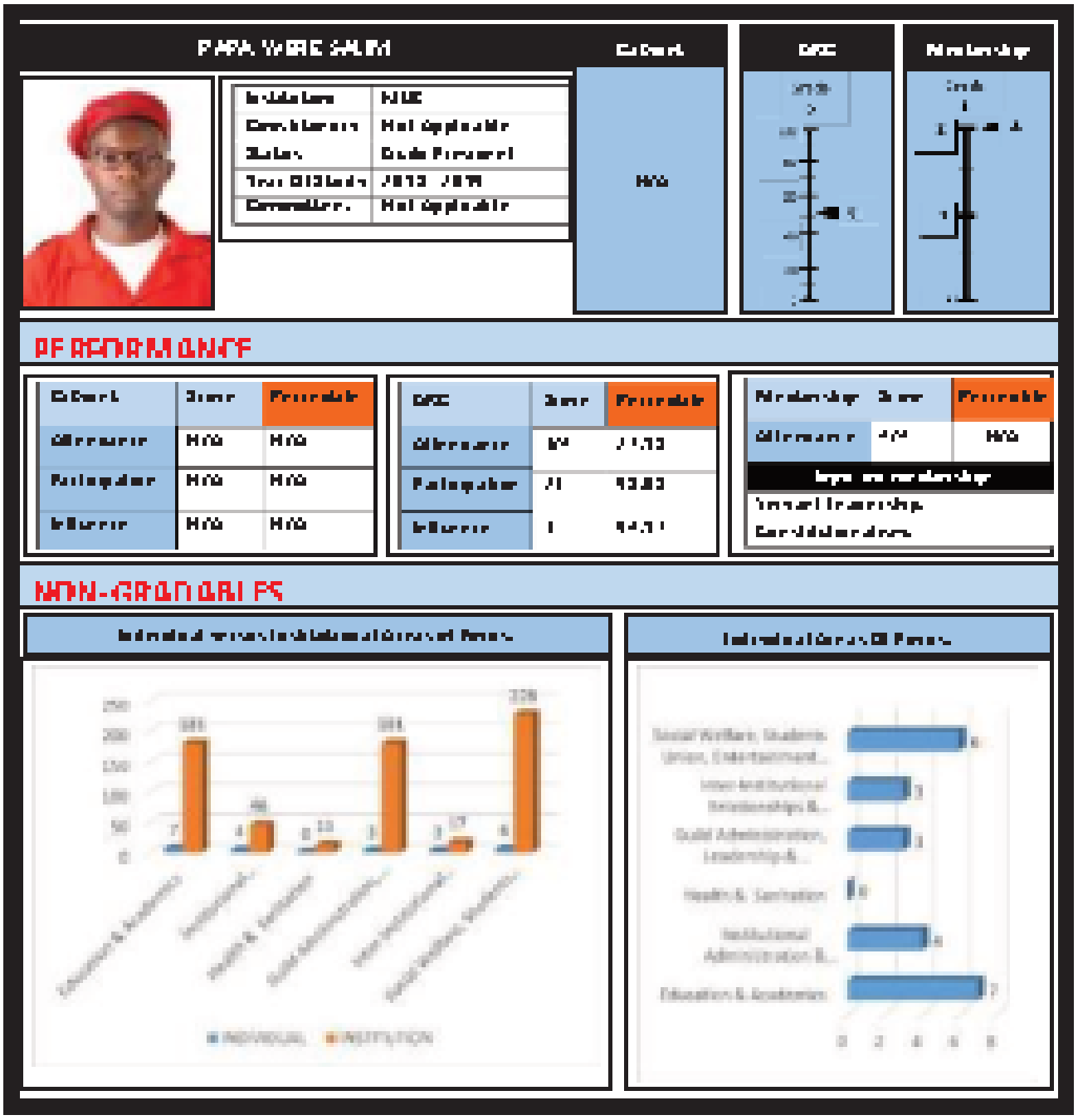
Table 45: Final grade

PARAMETER	MARK	GRADE
Core Governance	88.28%	C
Legacy Project	42.9%	F
Membership	88.28%	C

Source: MUK Guild Constitution, Guild Work of Procedure 2018/19, Annual Income Guild, Attendance list of EAC, List for Guild Officials 2018/19 Guild Government, MUK Guild Website 2018/19, MUK Students Guild Constitution, MUK EAC Minutes.

This table shows the Final Grade MUK Guide Core Governance 88.28% C, Legacy Project 42.9% A, and Membership 88.28% C. The table above is showing the final grades of MUK Guild 2018/19 in Core Governance, Legacy and membership

7.2 INDIVIDUAL FINDINGS



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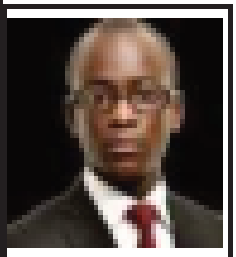

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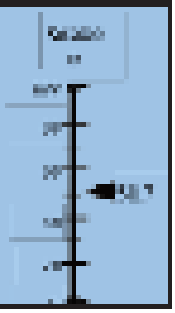

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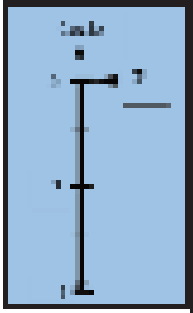

PERFORMANCE.

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NON-GRADABLES.

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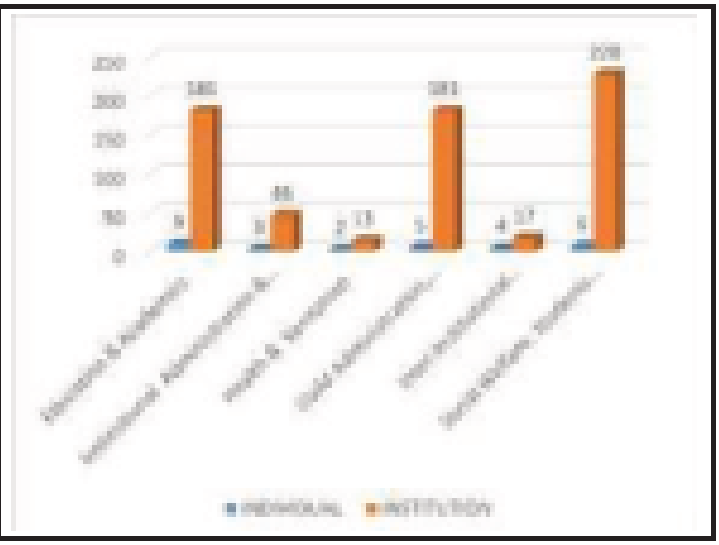

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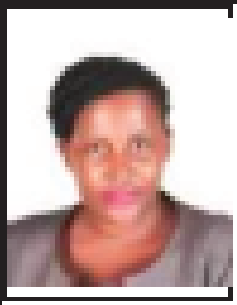

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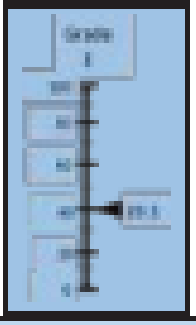

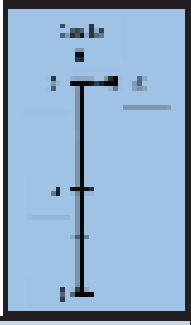

PERFORMANCE.

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NON-GRADABLES.

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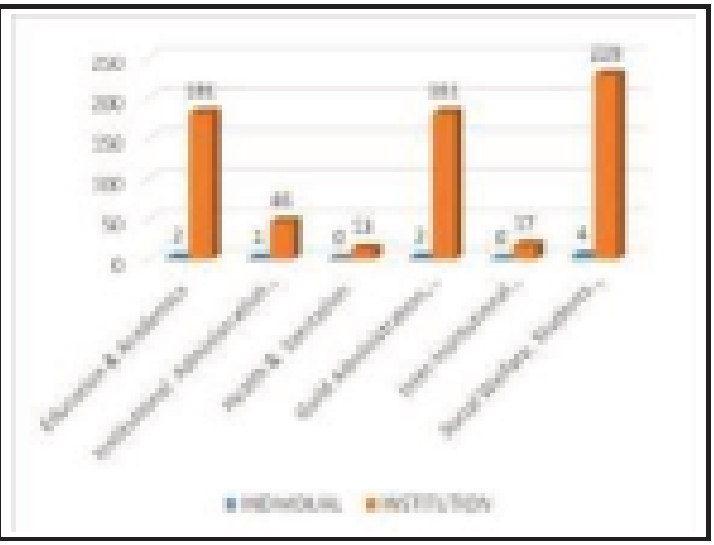

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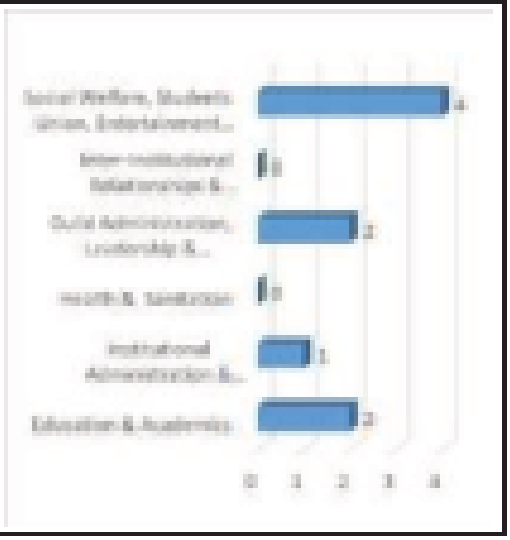

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Cohort
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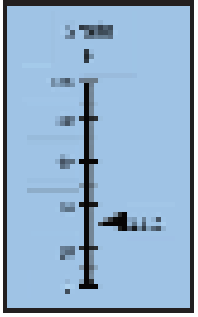

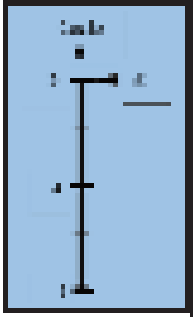

PERFORMANCE.

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

GPEC	Score	Percentile
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[illegible]	[illegible]	[illegible]
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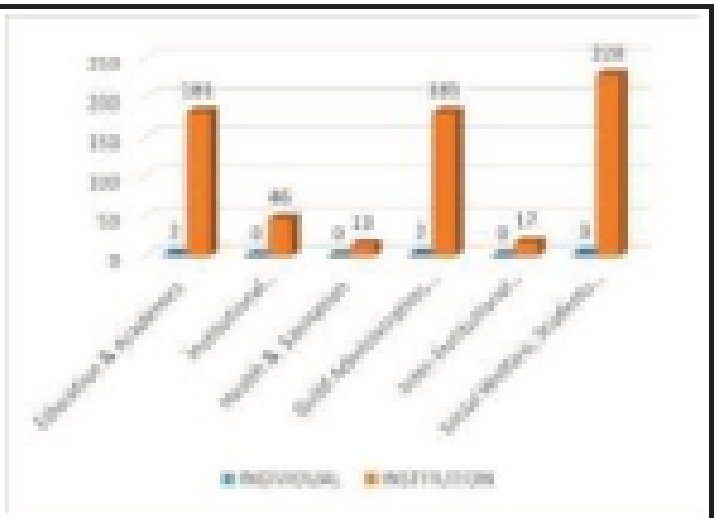
[illegible] Score	Percentile
[illegible]	

[illegible]

NON-GRADABLES.

[illegible]



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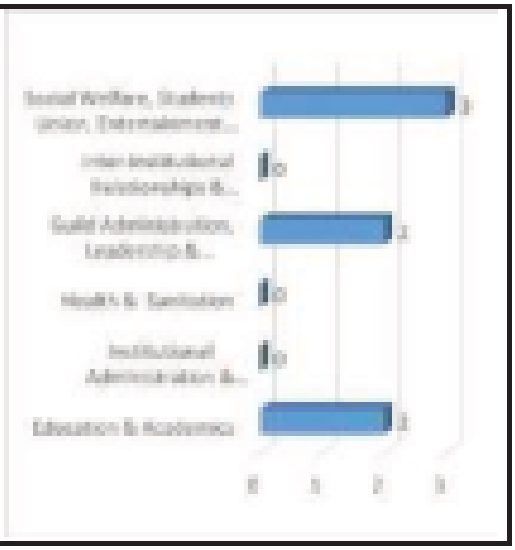
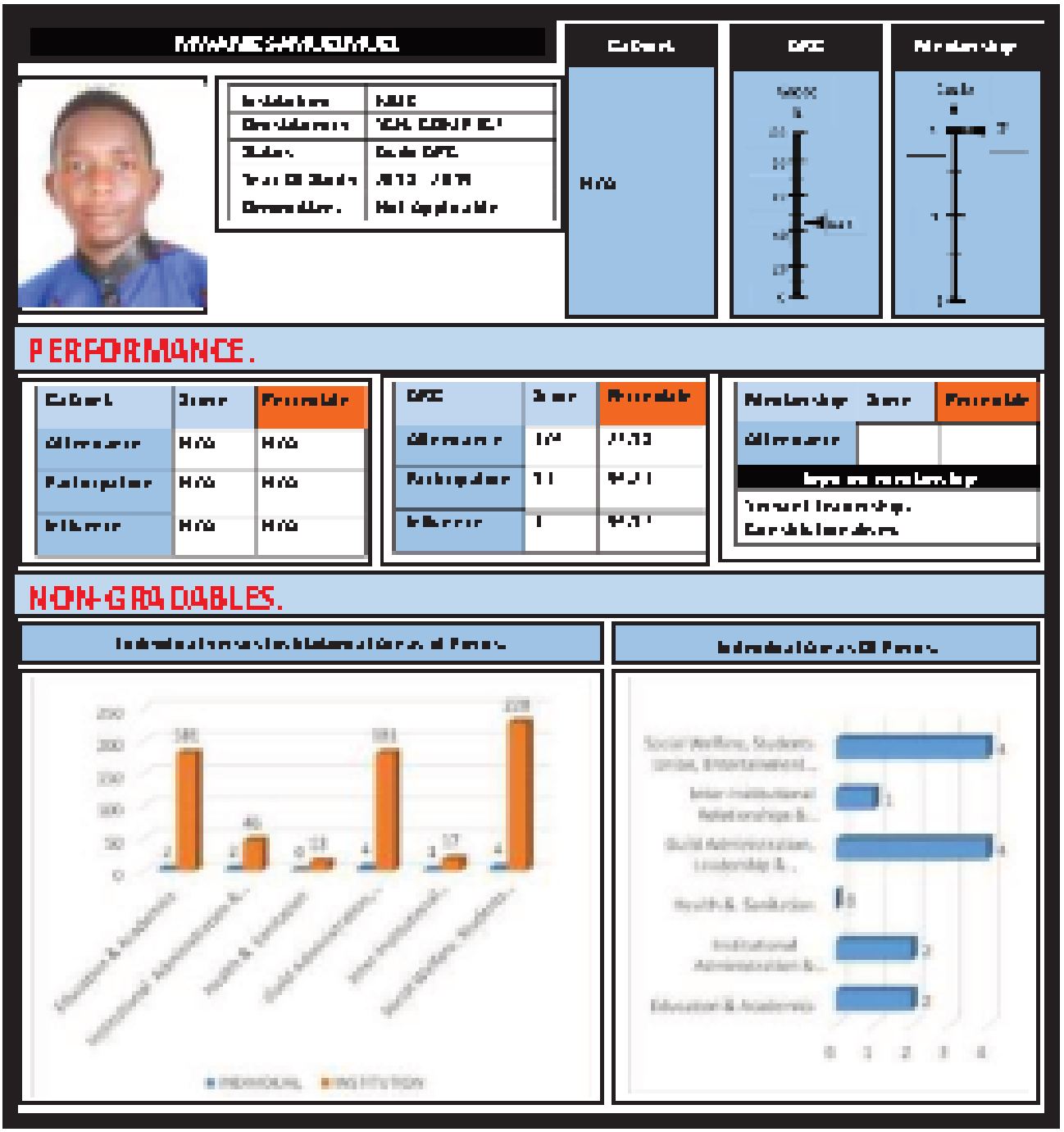
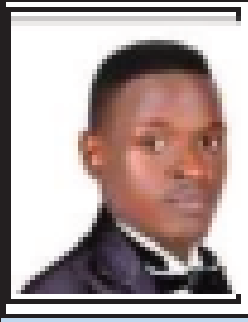




PERFORMANCE.

NON-GRADABLES.

MATOVU JAMIRA



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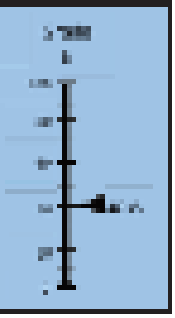
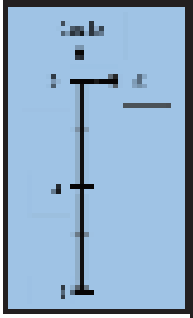
[illegible]	[illegible]

Cohort
[illegible]

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership Score	Percentile
[illegible]	

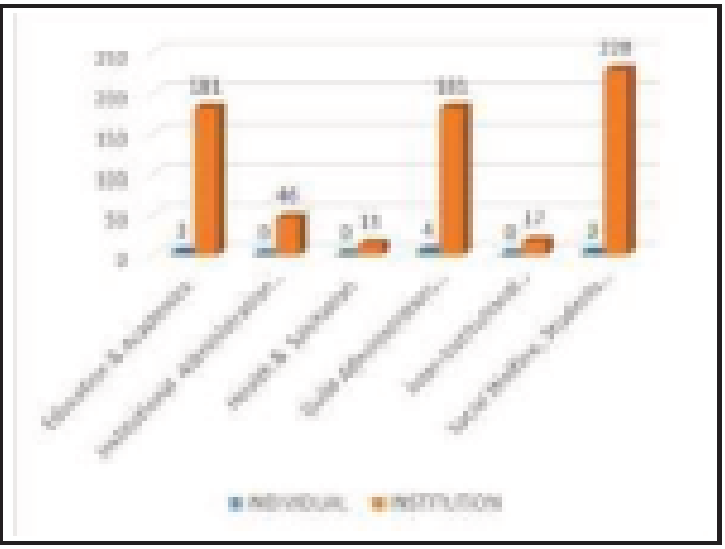
[illegible]

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

TUSIIME DEBORAH

[illegible]	[illegible]
[illegible]	[illegible]
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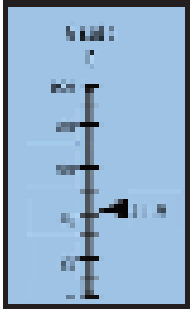
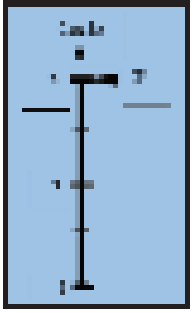
Cohort
[illegible]

DRC



Attendance



PERFORMANCE.

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

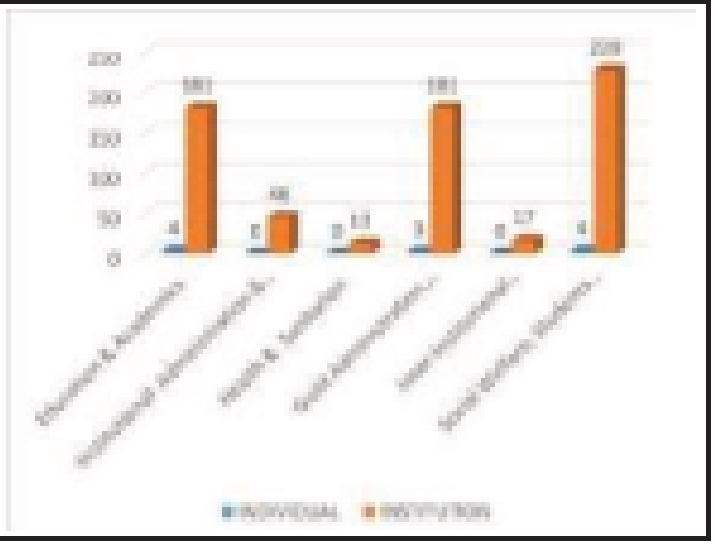
DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Attendance	Score	Percentile
[illegible]		

[illegible]

NON-GRADABLES.

[illegible]



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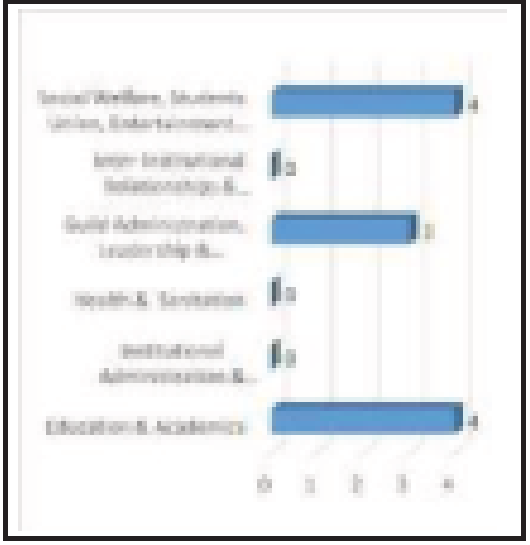
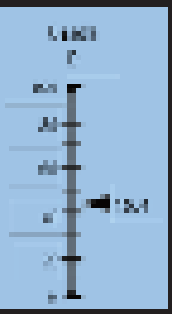
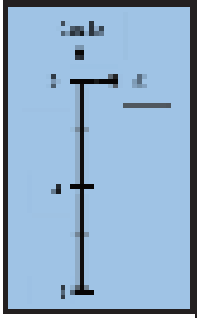


NAMARA JOB

[illegible]	NUC
[illegible]	[illegible]
[illegible]	DMC
[illegible]	[illegible]
[illegible]	Not Applicable

Cohort
N/A





PERFORMANCE.

CoCurr.	Score	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DMC	Score	Percentile
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

Membership	Score	Percentile
Attendance		

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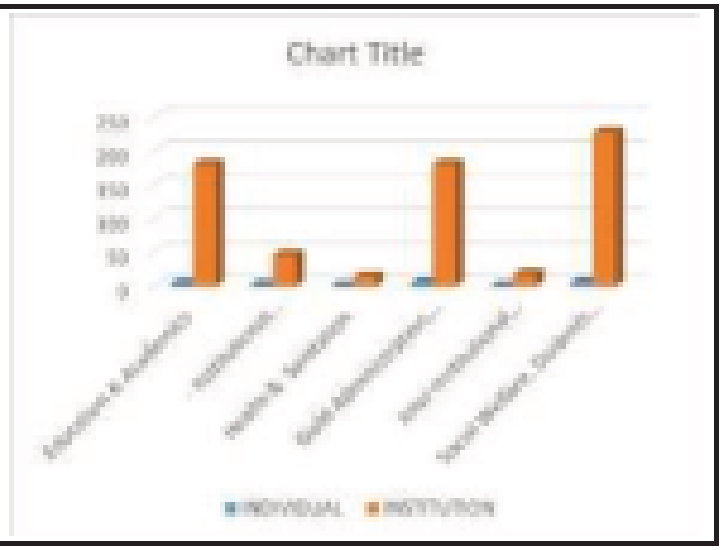
NON-GRADABLES.

[illegible]



[illegible]

MAZINGA MARK

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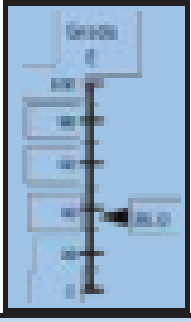
[illegible]	[illegible]

[illegible]

N/A

DPC



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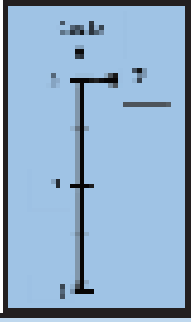

PERFORMANCE.

[illegible]	[illegible]	[illegible]
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DPC	[illegible]	[illegible]
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NON-GRADABLES.

[illegible]

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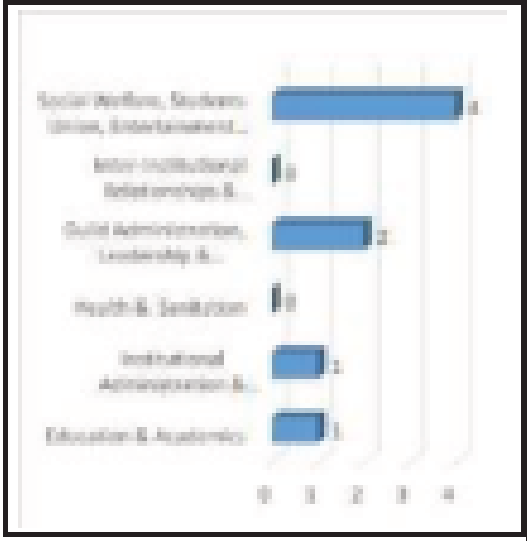

MUYAMBI MBABAZI JULIUS

[illegible]	[illegible]
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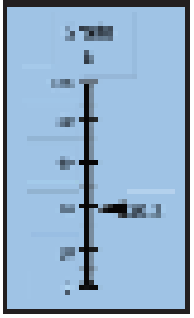
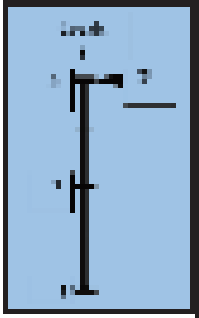
[illegible]	[illegible]

Cohort
N/A

DEC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Alternative	N/A	N/A
Participative	N/A	N/A
Influencer	N/A	N/A

DEC	Score	Percentile
Alternative	[illegible]	[illegible]
Participative	[illegible]	[illegible]
Influencer	[illegible]	[illegible]

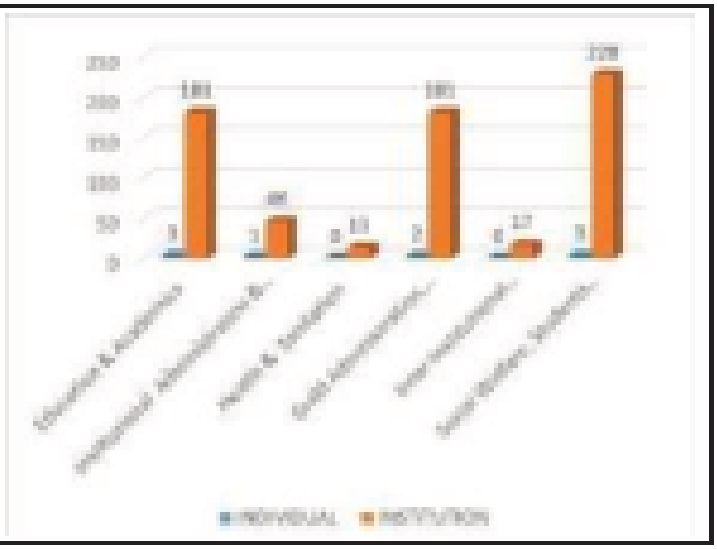
Membership	Score	Percentile
Alternative		

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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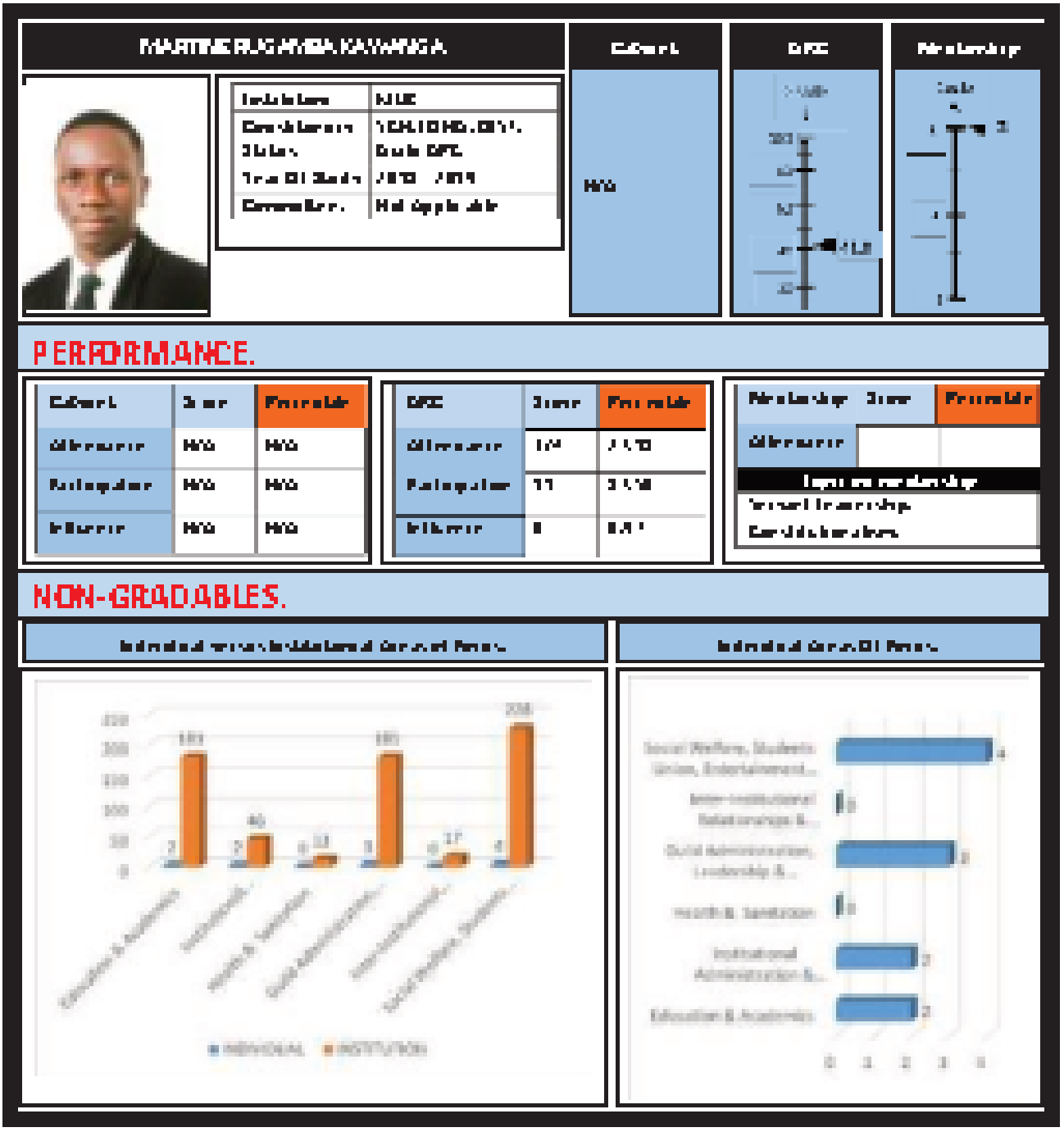
MARTIN MUGAMBA KAVANGA
Cohort
GPC
Relationship
PERFORMANCE.
NON-GRADABLES.

BYAKUTANGAZA EZRA

[illegible]	[illegible]
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[illegible]	[illegible]
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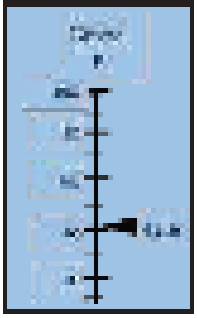
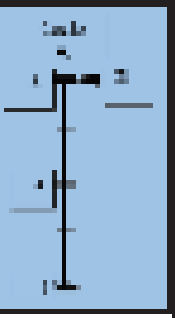
[illegible]	[illegible]

Cohort
N/A





PERFORMANCE.

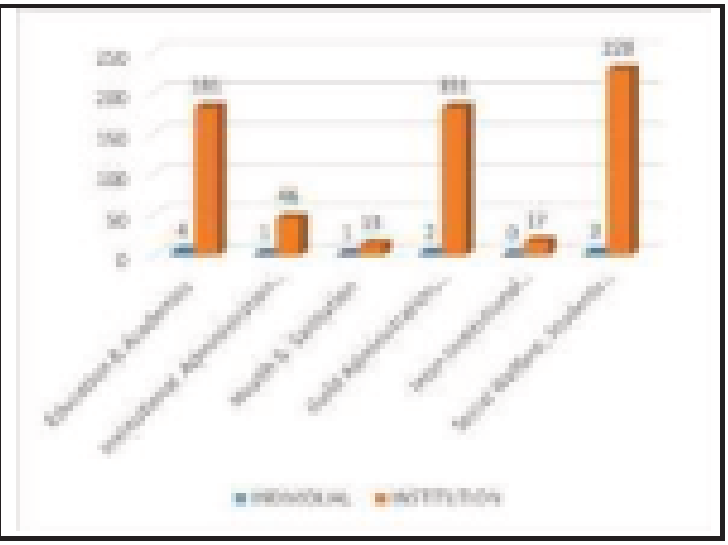
Cohort	Score	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

OPEC	Score	Percentile
Attendance	1/4	37.50
Participation	11	91.58
Behavior	1	75.81

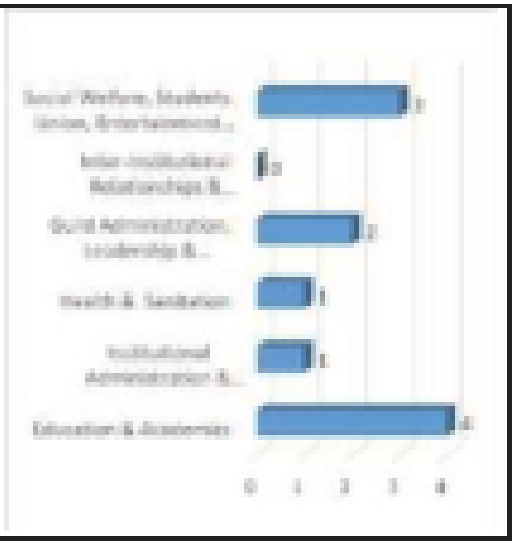
Mentorship	Score	Percentile
Attendance		
Type of mentorship		
Terminal Evaluation		
Cumulative Evaluation		

NON-GRADABLES.

Individual Terminal Evaluation Overall Percentile



Individual Cumulative Percentile



MUGISHA JULIUS

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
[illegible]

DPC
[illegible]

Mentorship
[illegible]

PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
[illegible]		

[illegible]
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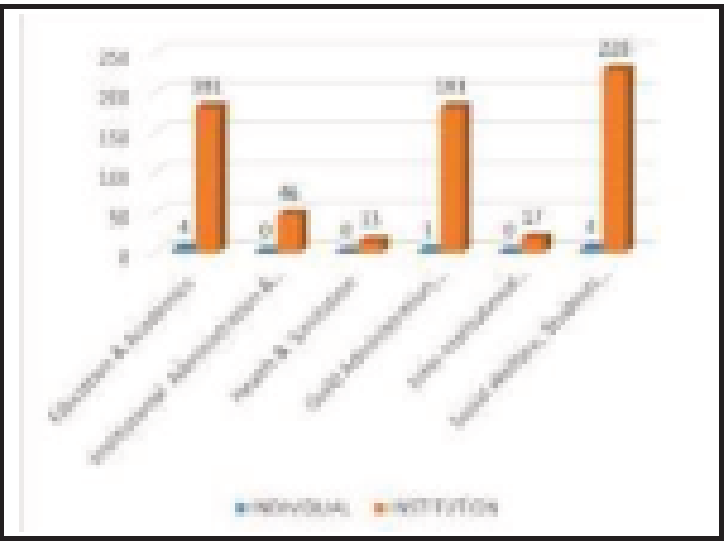
[illegible]

NON-GRADABLES.

[illegible]



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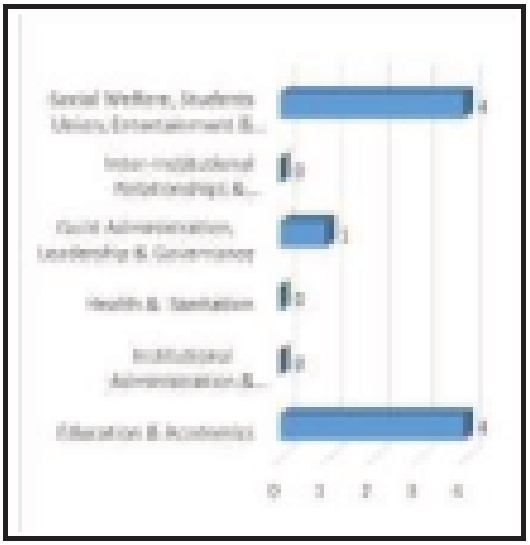

NUWAMANYA HILLARY

[illegible]	[illegible]
[illegible]	[illegible]
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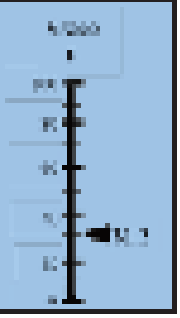
[illegible]	[illegible]

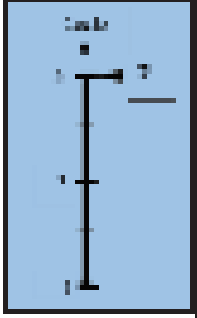
Cohort

N/A

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Minimum	N/A	N/A
Participation	N/A	N/A
Milestone	N/A	N/A

DPC	Score	Percentile
Minimum	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Milestone	[illegible]	[illegible]

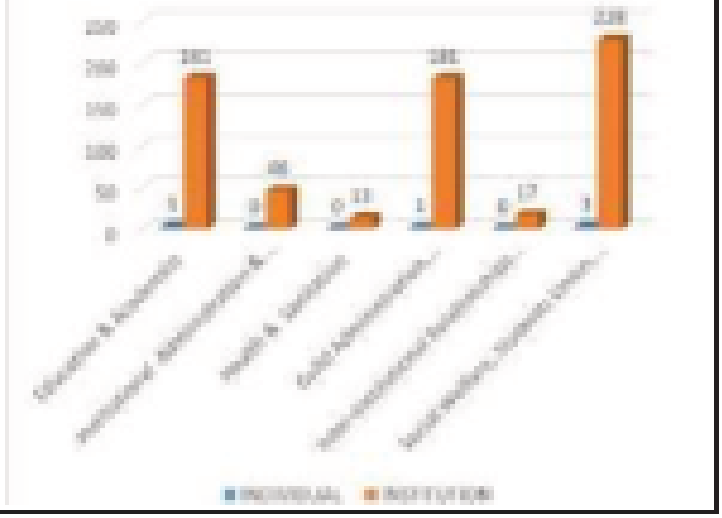
Mentorship	Score	Percentile
Minimum		

Type of mentorship

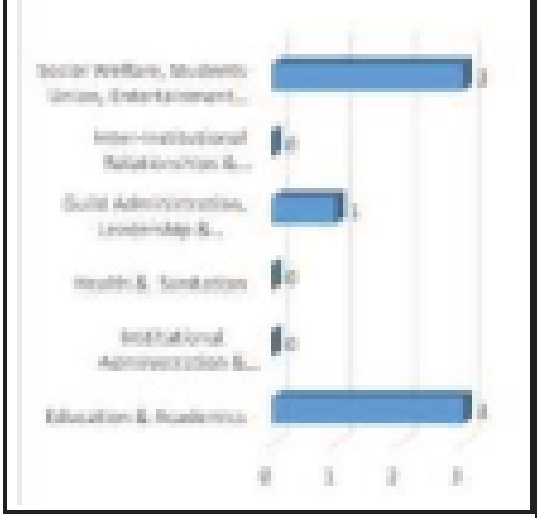
[illegible]

NON-GRADABLES.

Individual Courses Undertaken Outside Normal Course of Study



Extended Courses Of Study



LUTAYA MAGBORGE WILLIAM

[illegible]	[illegible]
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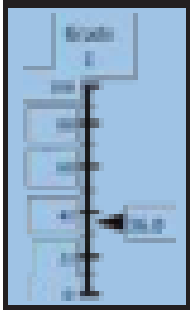
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

[illegible]

N/A

[illegible]



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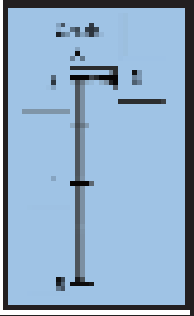

PERFORMANCE.

[illegible]	[illegible]	[illegible]
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[illegible]	N/A	N/A
[illegible]	N/A	N/A

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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
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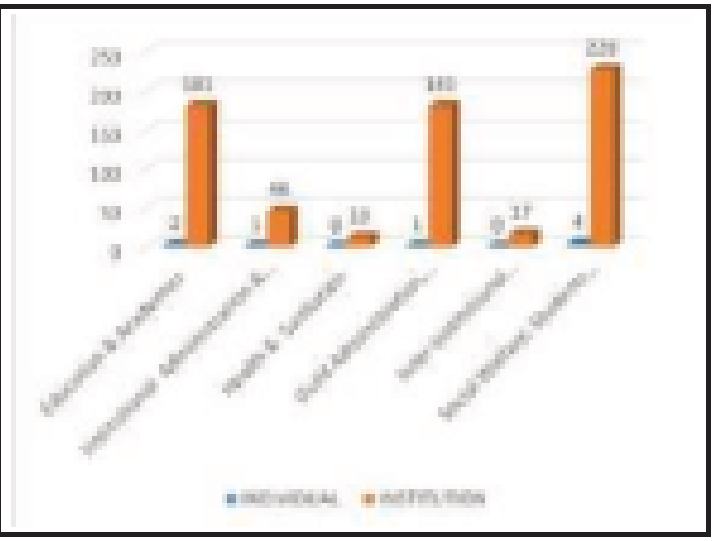
[illegible]

NON-GRADABLES.

[illegible]



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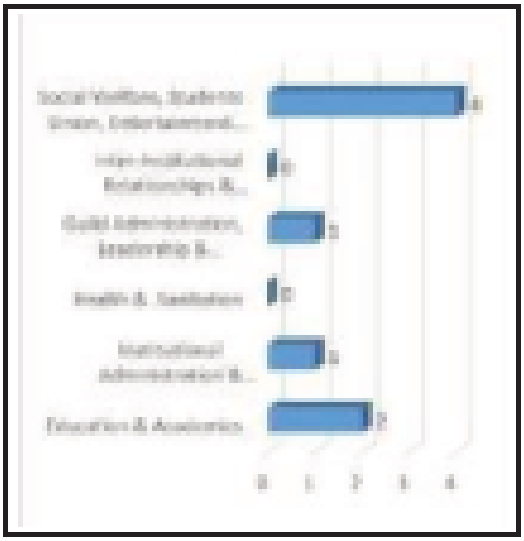
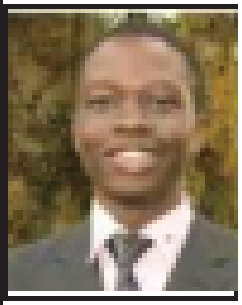


OKETCHO EMMANUEL



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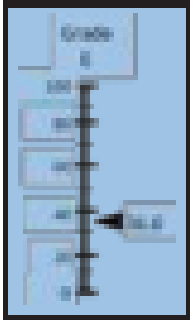
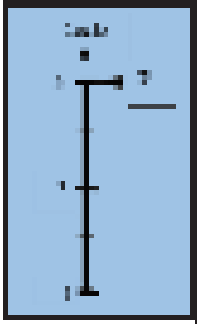
Cohort

[illegible]

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

DPC	Score	Percentile
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

Mentorship	Score	Percentile
Attendance		

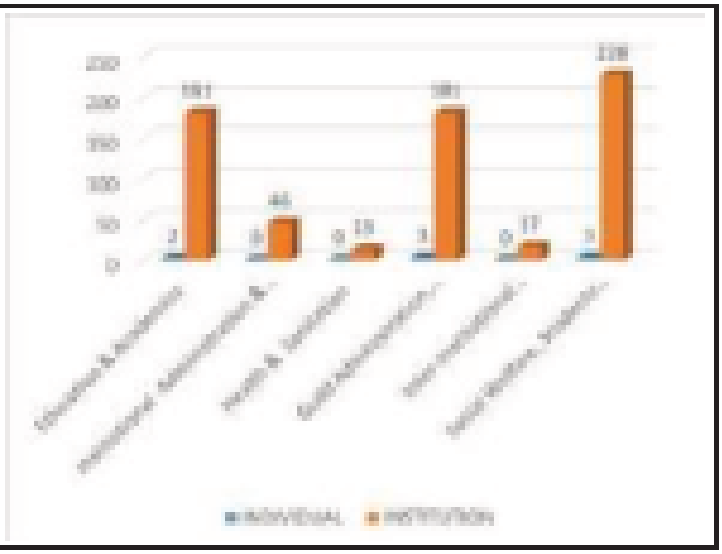
[illegible]

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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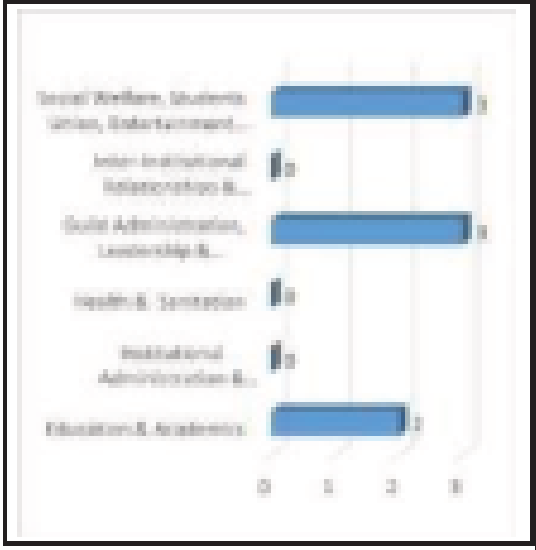

AKA MPAMYA SHIBA

[illegible]	[illegible]
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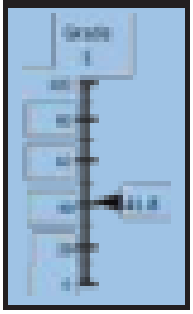
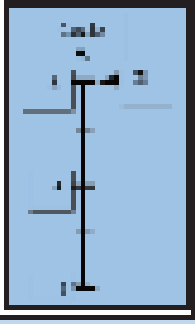
[illegible]	[illegible]

Cohort
[illegible]

DFC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DFC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

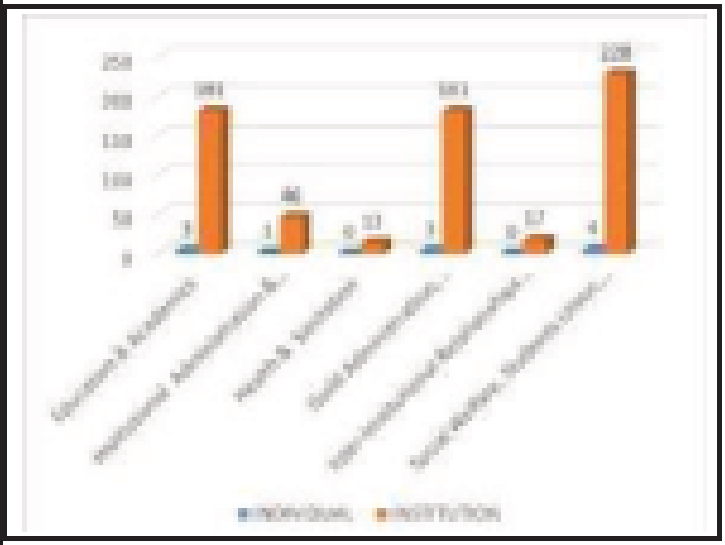
Membership	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES.

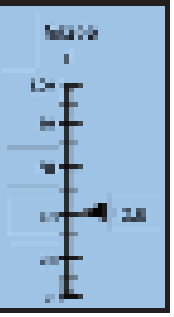
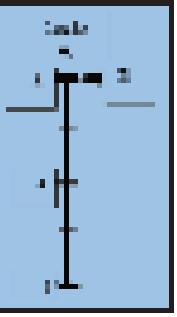
[illegible]



[illegible]

K'OA BARONGO ALEX

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort	DOC	Mentorship
N/A		

PERFORMANCE.

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

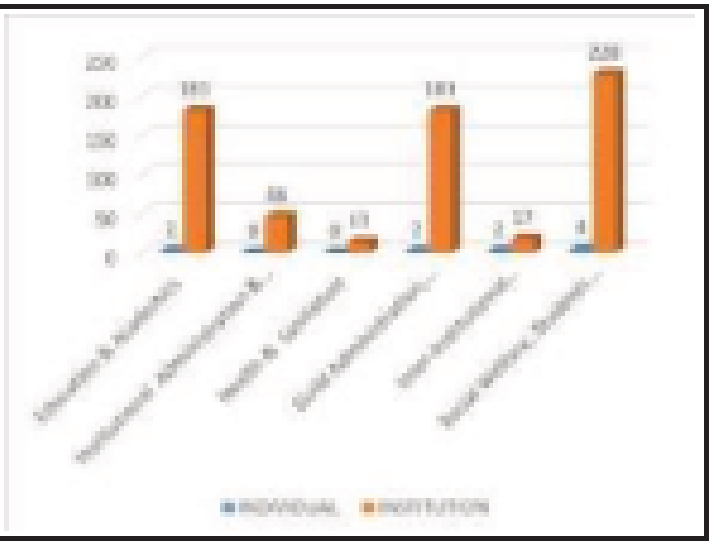
DOC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
[illegible]		

[illegible]

NON-GRADABLES.

[illegible]



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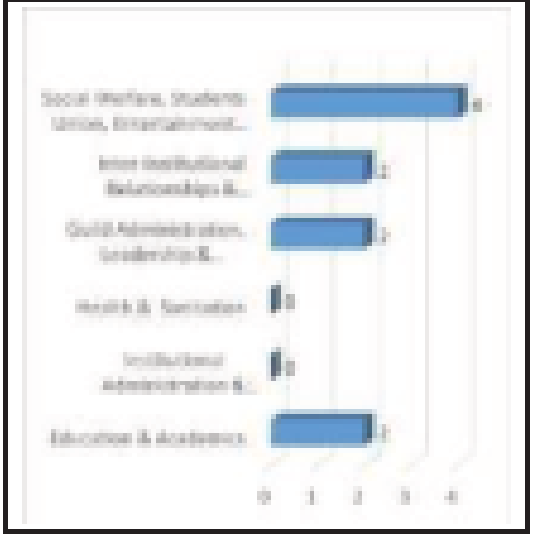

LUKWAGO STEVEN

[illegible]	[illegible]
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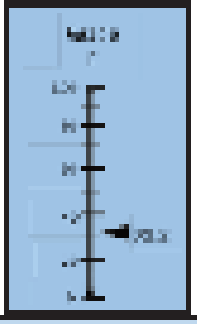
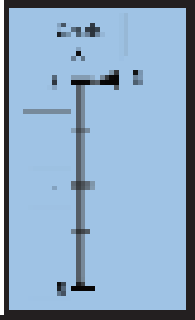
[illegible]
N/A





PERFORMANCE

[illegible]	[illegible]	[illegible]
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[illegible]	N/A	N/A
[illegible]	N/A	N/A

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]		
[illegible]		
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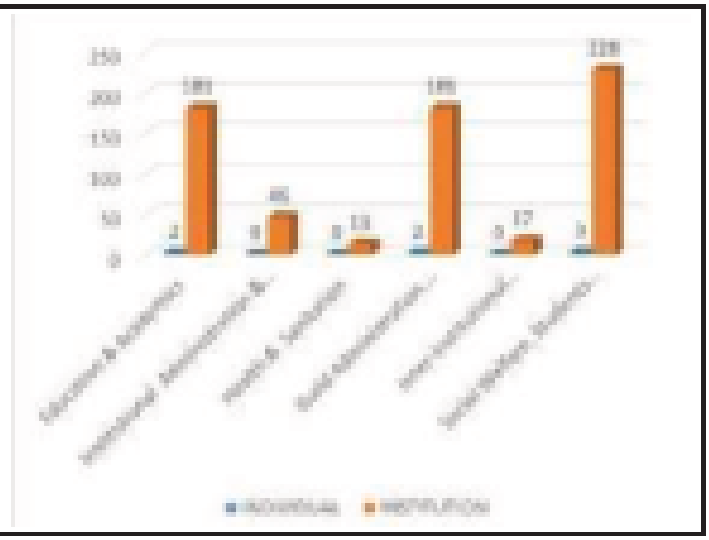
NON-GRADABLES.

[illegible]



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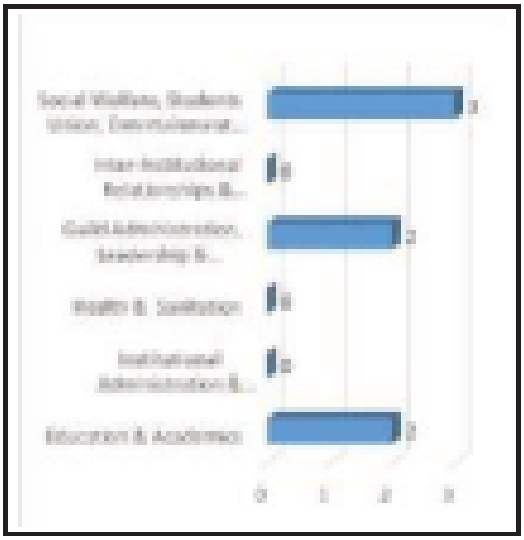

LUBEGA A AKAMPAHON

[illegible]	[illegible]
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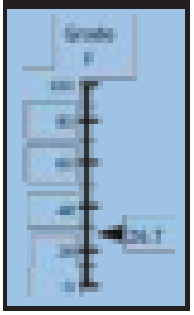
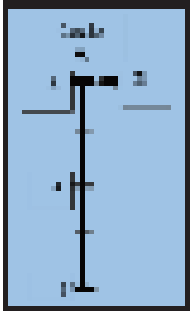
Cohort
[illegible]

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		

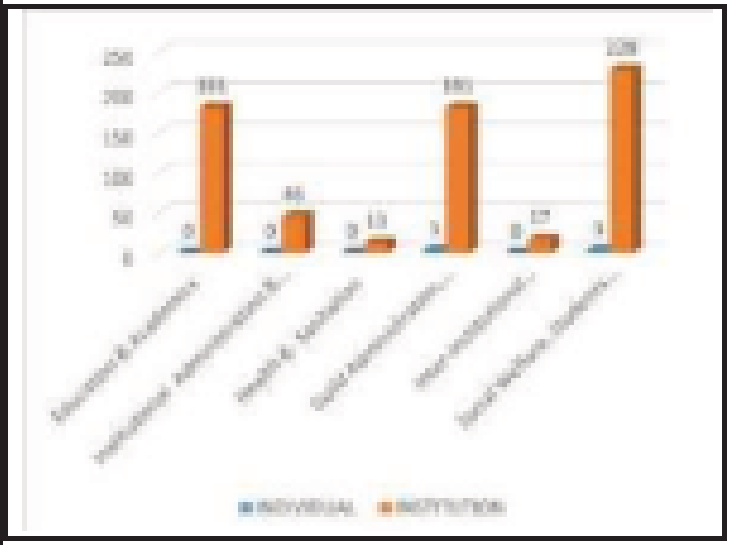
[illegible]

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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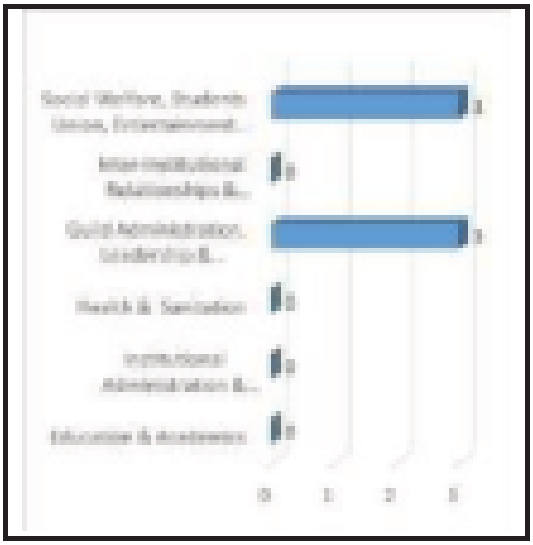

NANKYA ESTHER

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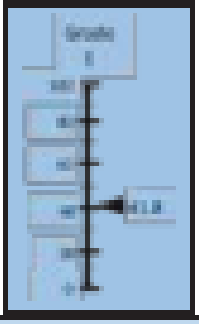
[illegible]

N/A

DRC



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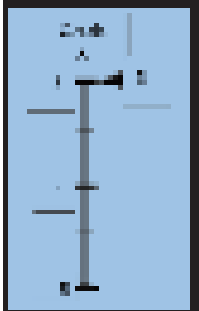

PERFORMANCE.

[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DRC	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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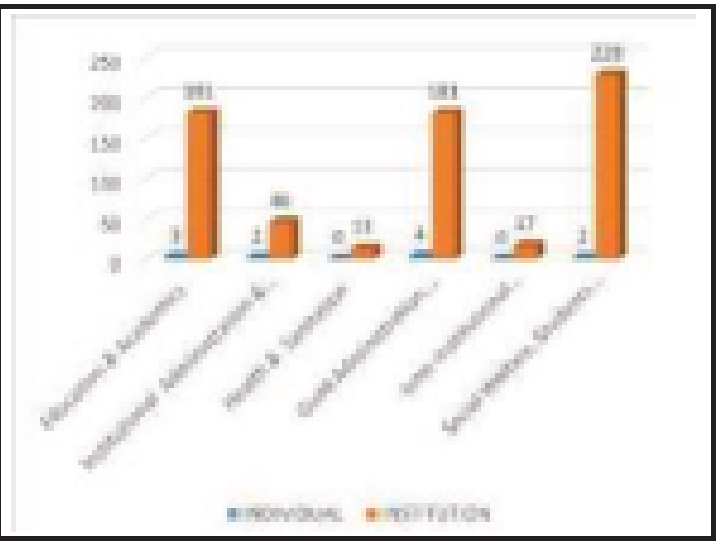
[illegible]		
[illegible]		

NON-GRADABLES.

[illegible]



[illegible]

ATUHAIRE BRIDGET

[illegible]	[illegible]
[illegible]	[illegible]
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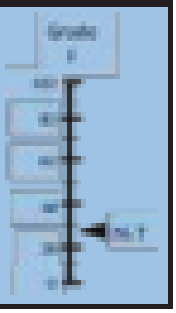
[illegible]	[illegible]

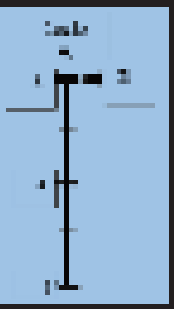
Cohort

H/G

DISC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	H/G	H/G
[illegible]	H/G	H/G
[illegible]	H/G	H/G

DISC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

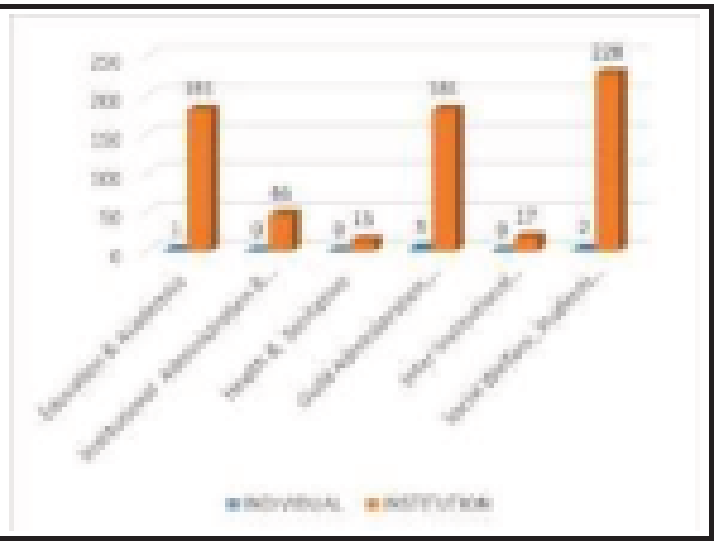
Mentorship	Score	Percentile
[illegible]		

Type of mentorship

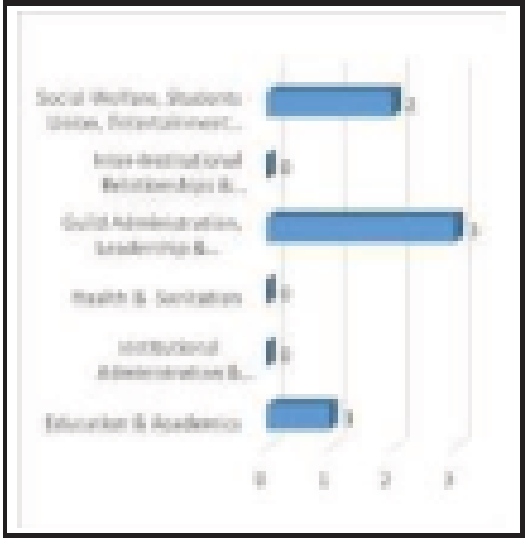
[illegible]

NON-GRADABLES.

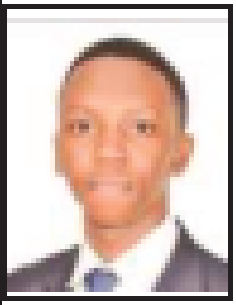
Individual Interests (Individual and Group) Points



Individual Group Of Points



JEAN CLEMENTSE KIRANDA



[illegible]	[illegible]
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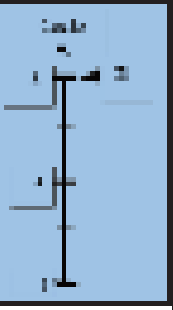
Cohort

[illegible]

DRC

Relationship



PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

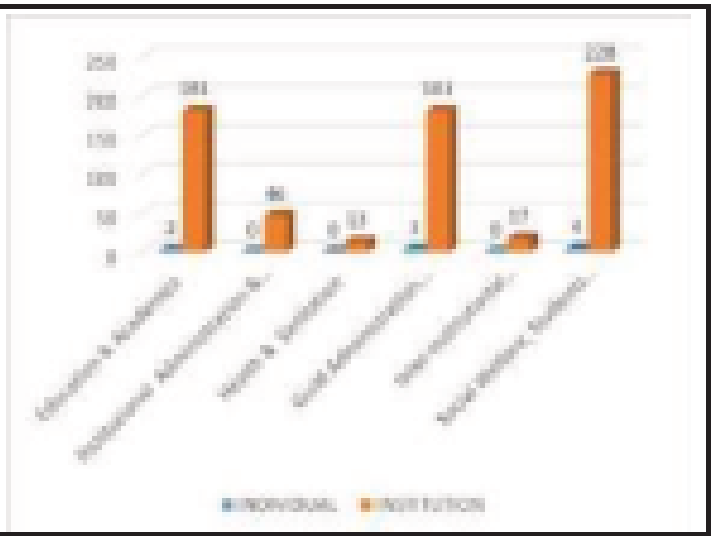
Relationship	Score	Percentile
[illegible]		

Type of relationship

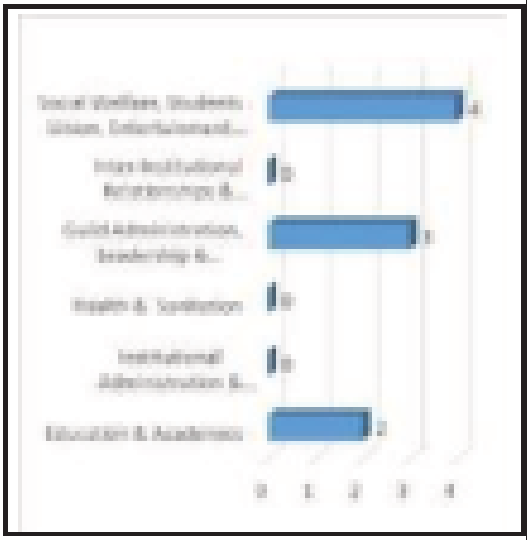
[illegible]

NON-GRADABLES

Individual versus Institutional Forms of Power



Individual Forms Of Power

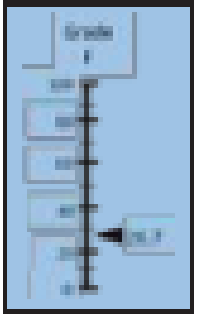


PATRICK WATUM

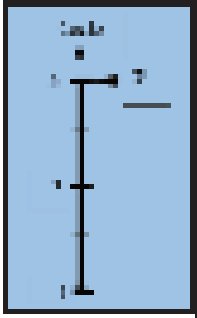
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
H/G

DPC



Mentorship



PERFORMANCE.

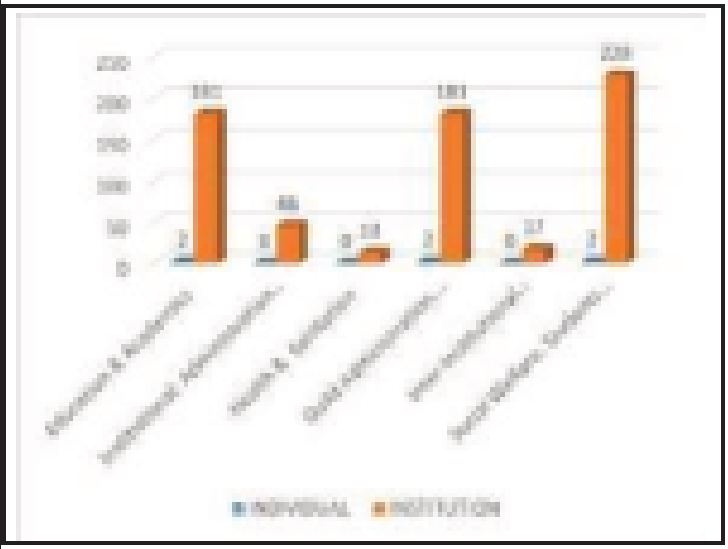
Cohort	Done	Possible
Attendance	H/G	H/G
Participation	H/G	H/G
Initiative	H/G	H/G

DPC	Done	Possible
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Initiative	[illegible]	[illegible]

Mentorship	Done	Possible
Attendance		
[illegible]		

NON-GRADABLES.

[illegible]



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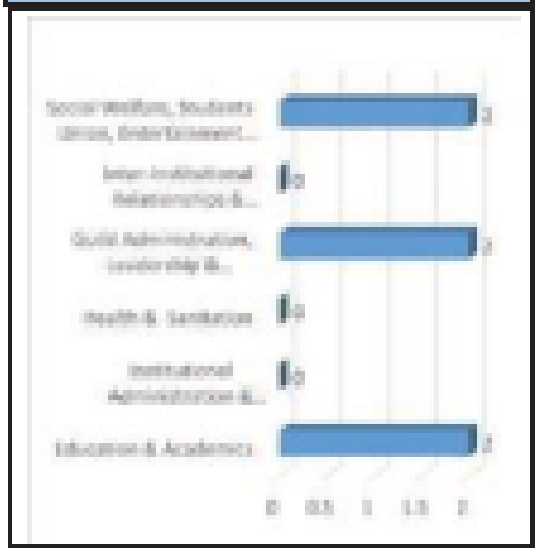

AGHABA PAUL

[illegible]	[illegible]
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NIL

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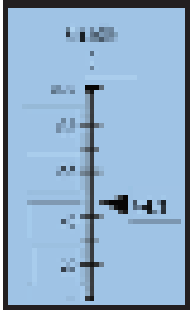

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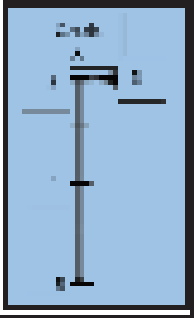

PERFORMANCE

[illegible]	[illegible]	[illegible]
[illegible]	NIL	NIL
[illegible]	NIL	NIL
[illegible]	NIL	NIL

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
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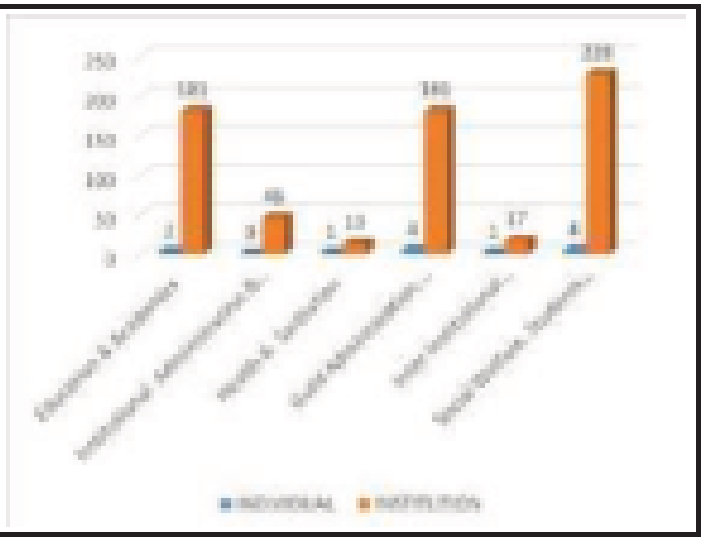
NON-GRADABLES.

[illegible]



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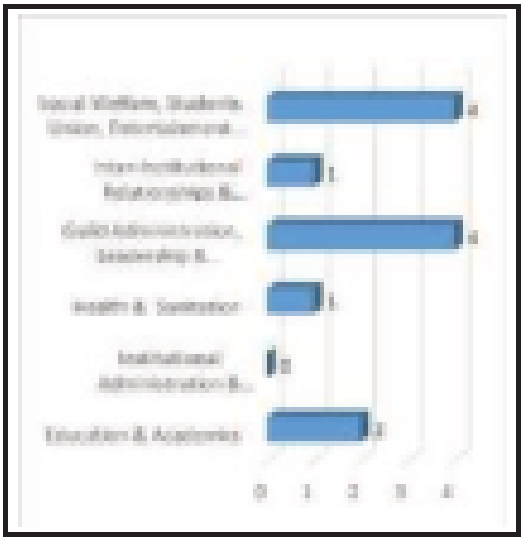

OTIYEMA REJOICE ODI

[illegible]	[illegible]
[illegible]	[illegible]
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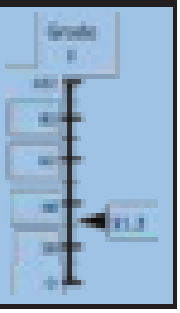
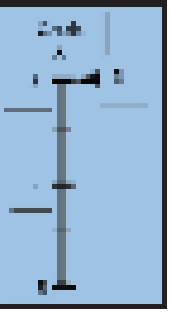
Cohort

HND

DEC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	HND	HND
[illegible]	HND	HND
[illegible]	HND	HND

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

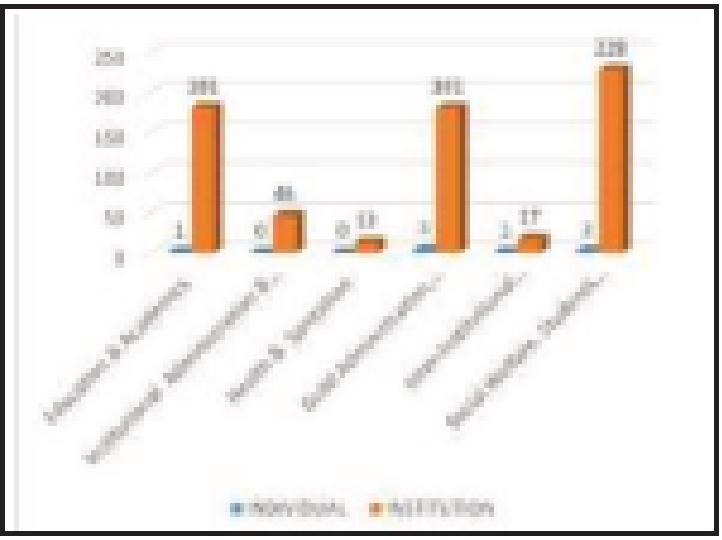
Mentorship	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



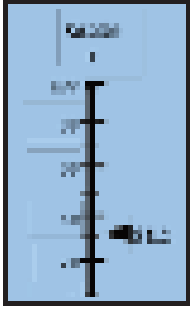
[illegible]

BANDOLA POLLY

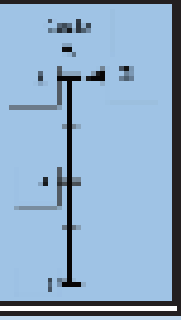
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
[illegible]

DPC



Membership



PERFORMANCE

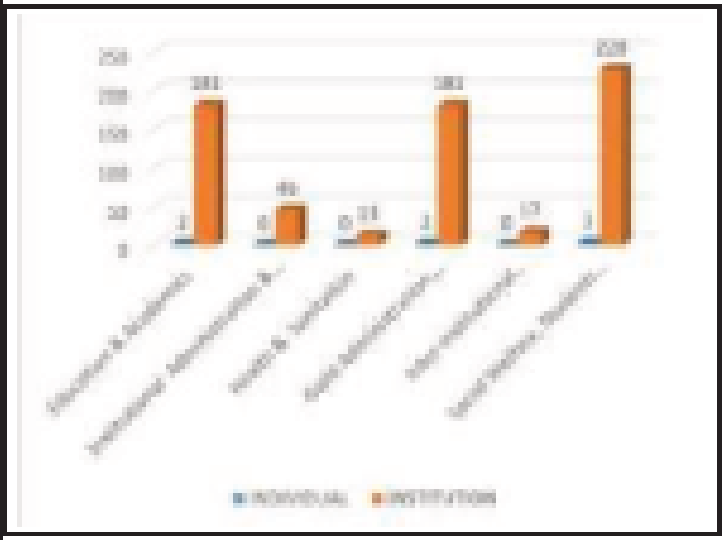
Cohort	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DPC	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	[illegible]	[illegible]
[illegible]		
[illegible]		
[illegible]		

NON-GRADABLES

[illegible]



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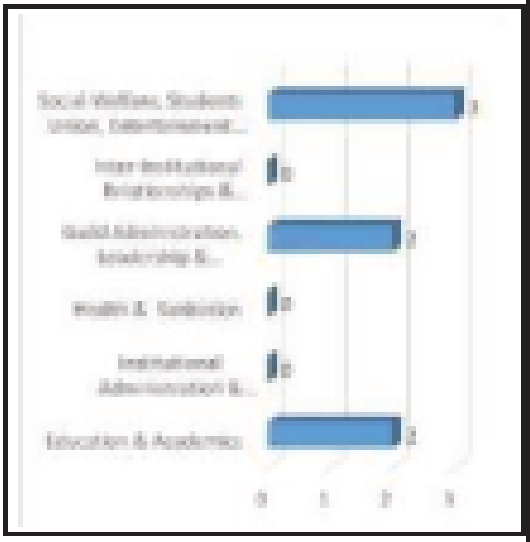


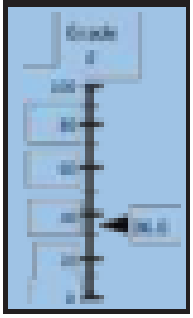
MUGABA JESSE

[illegible]	MUK
[illegible]	[illegible]
[illegible]	DPE
[illegible]	[illegible]
[illegible]	[illegible]

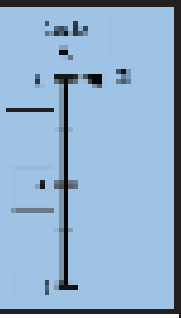
Cohort

M/O

DPE



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	M/O	M/O
[illegible]	M/O	M/O
[illegible]	M/O	M/O

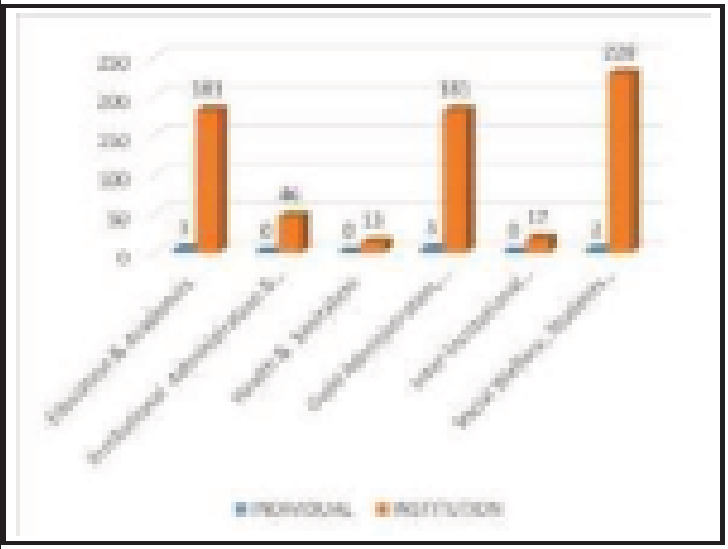
DPE	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		

[illegible]

NON-GRADABLES.

[illegible]



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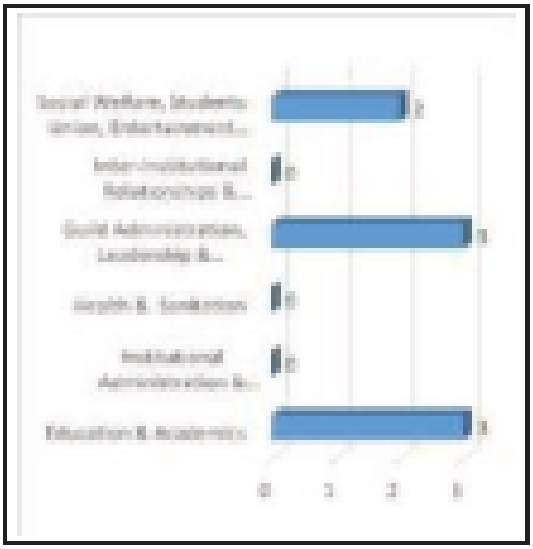
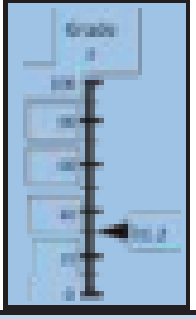
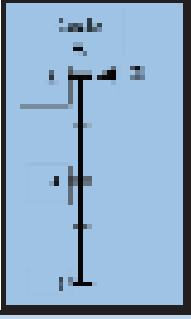


GABIRYE HENRY ELVIS

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort	DRC	Membership
[illegible]		

PERFORMANCE

Cohort	Gender	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

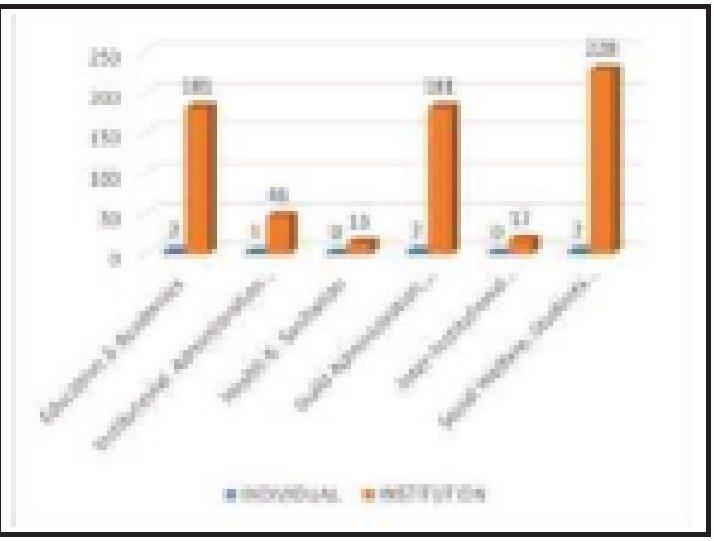
DRC	Gender	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Gender	Percentile
[illegible]		

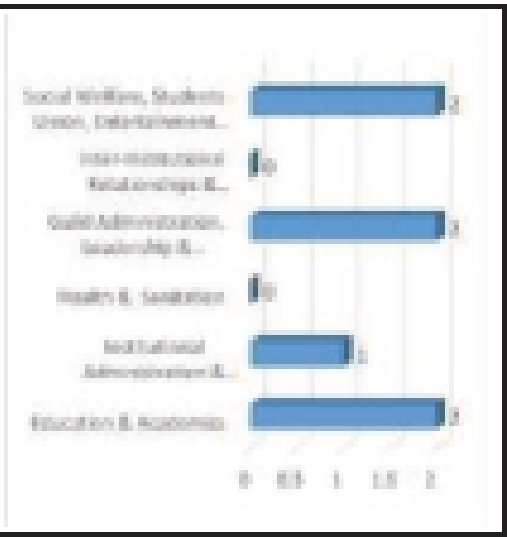
[illegible]

NON-GRADABLES

[illegible]



[illegible]



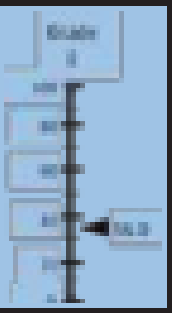
OBEDGIUSAMUEL

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

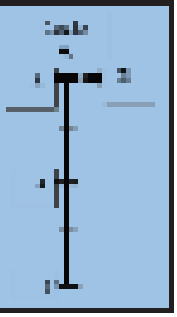
Cohort

HOD

DEC



Membership



PERFORMANCE.

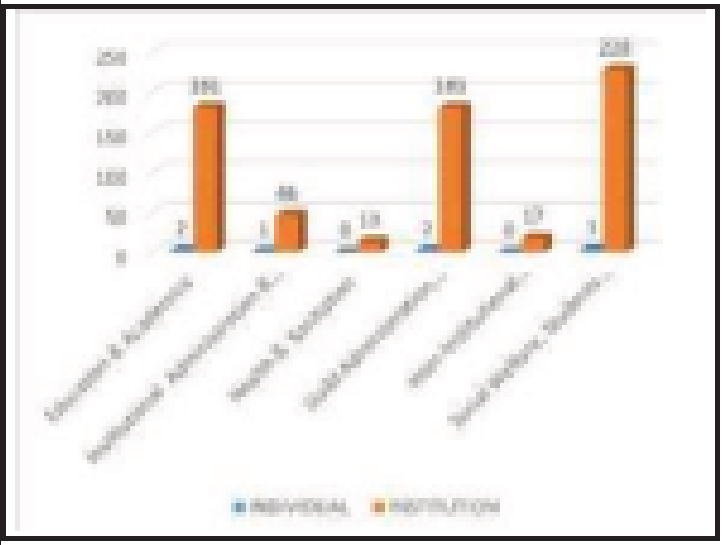
Cohort	Score	Percentile
[illegible]	HOD	HOD
[illegible]	HOD	HOD
[illegible]	HOD	HOD

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		
[illegible]		
[illegible]		
[illegible]		

NON-GRADABLES.

[illegible]



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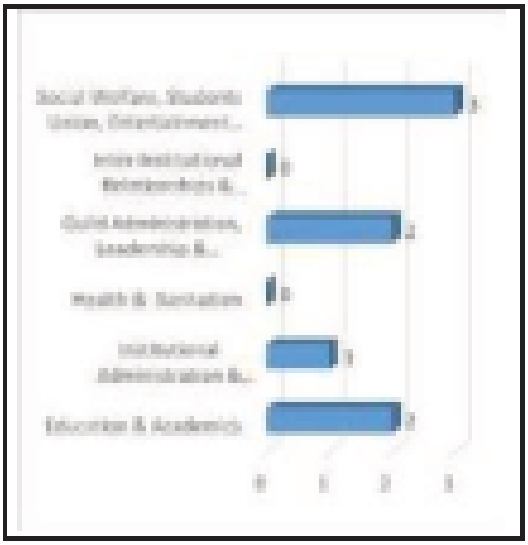
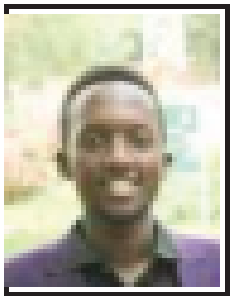


DANDON TAYESIGOMAYE



[illegible]	[illegible]
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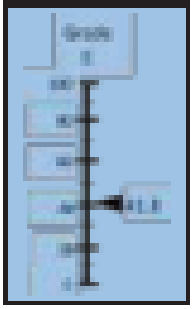
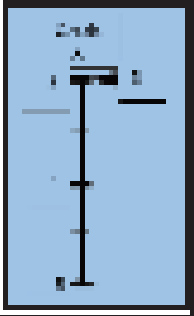
Cohort

[illegible]

DRC



Membership



PERFORMANCE

Cohort	Score	Percentile
Overall	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

DRC	Score	Percentile
Overall	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

Membership	Score	Percentile
Overall		

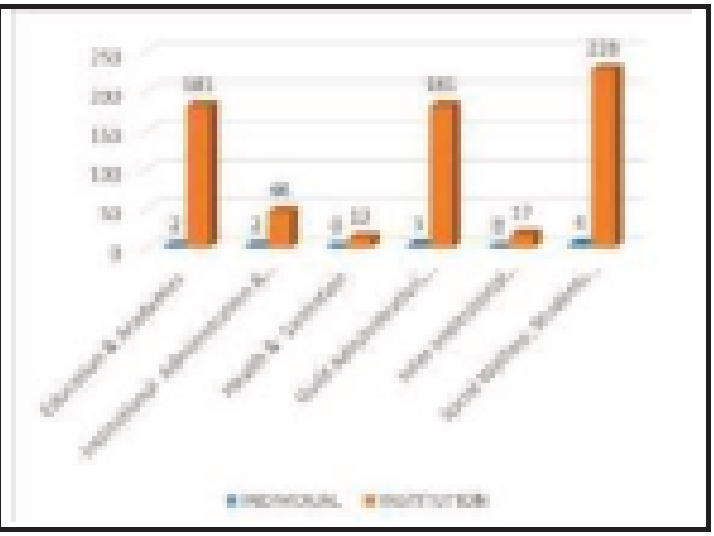
[illegible]

[illegible]

[illegible]

NON-GRADABLES

[illegible]



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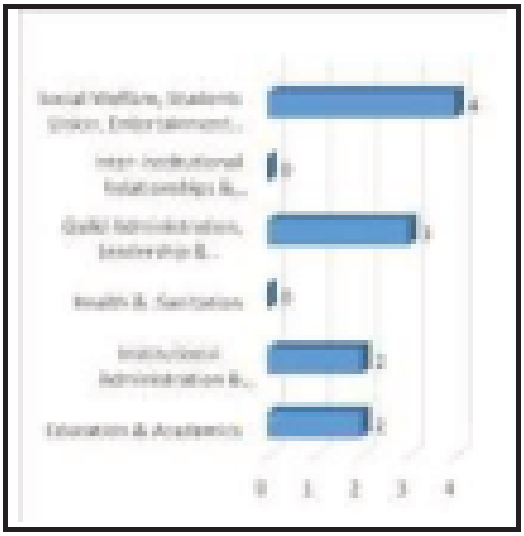

ATUKA DAMASCUS

[illegible]	[illegible]
[illegible]	[illegible]
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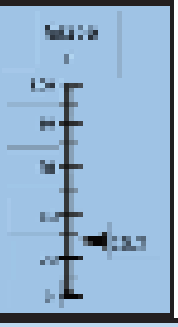
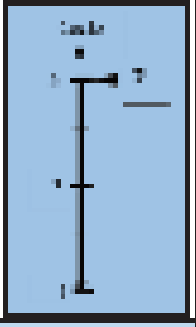
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
N/A

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Observer	N/A	N/A
Participator	N/A	N/A
Influencer	N/A	N/A

DPC	Score	Percentile
Observer	[illegible]	[illegible]
Participator	[illegible]	[illegible]
Influencer	[illegible]	[illegible]

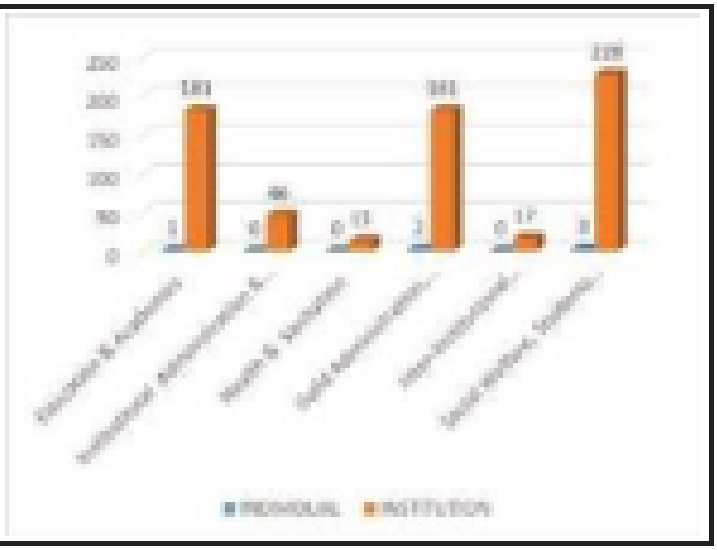
Membership	Score	Percentile
Observer		

Improve on membership

[illegible]

NON-GRADABLES.

[illegible]



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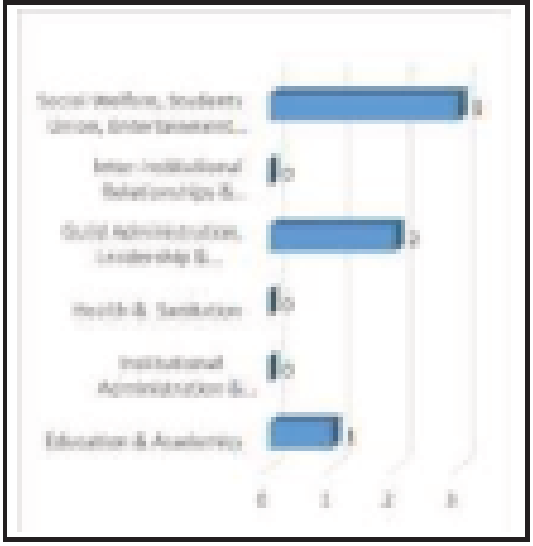

KITA NDWE STUART

[illegible]	[illegible]
[illegible]	[illegible]
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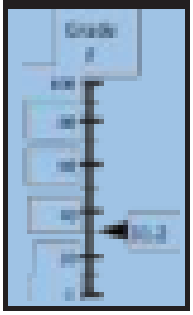
[illegible]

N/A

[illegible]



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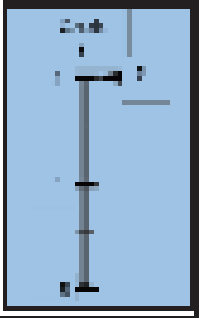


PERFORMANCE.

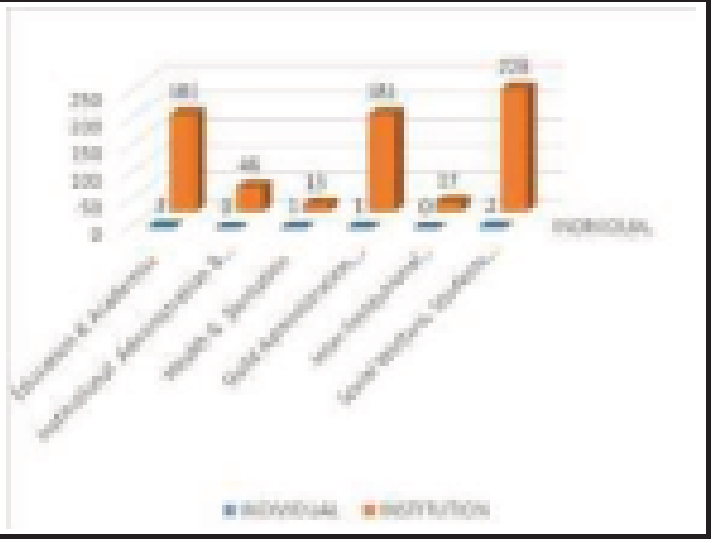
[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]		
[illegible]		
[illegible]		

NON-GRADABLES.

[illegible]



[illegible]

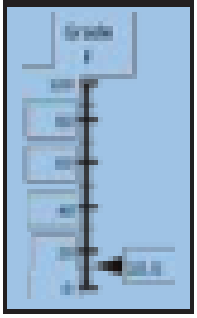
[illegible] R EHE MA

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

[illegible]

H/G

DEC



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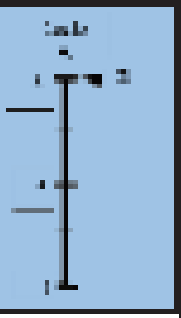

PERFORMANCE.

[illegible]	[illegible]	[illegible]
[illegible]	H/G	H/G
[illegible]	H/G	H/G
[illegible]	H/G	H/G

DEC	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
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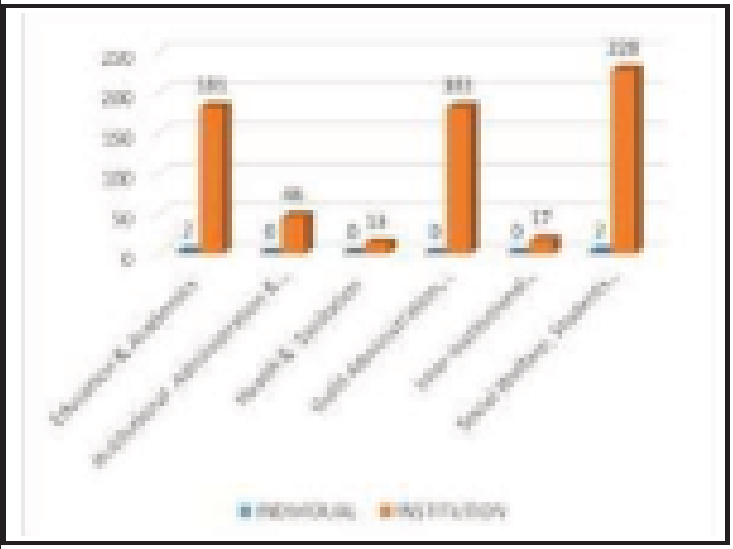
[illegible]		

NON-GRADABLES.

[illegible]



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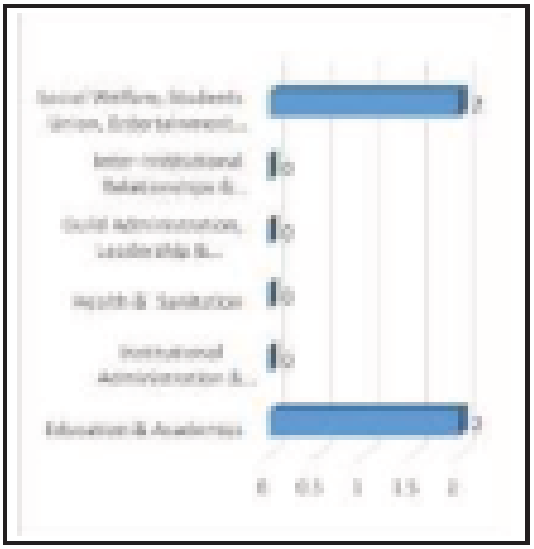

NANKYA JACKLINE

[illegible]	[illegible]
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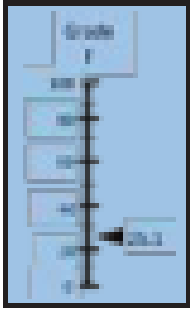
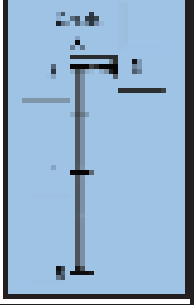
Cohort
[illegible]

DCC



Relationship



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DCC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

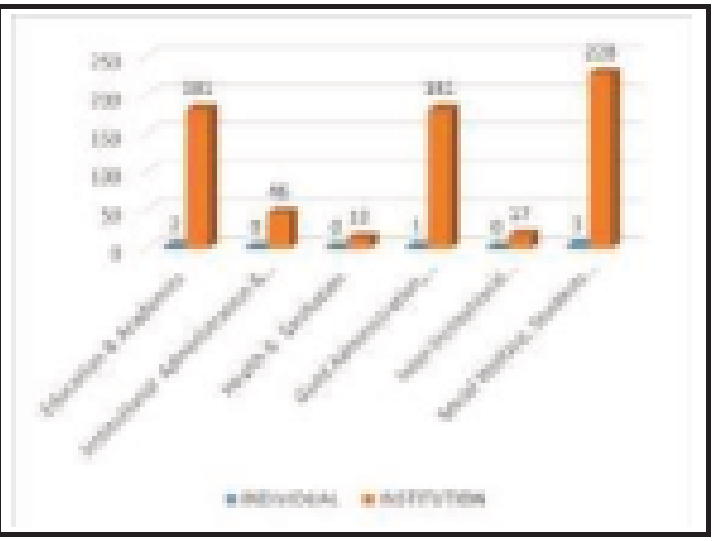
Relationship	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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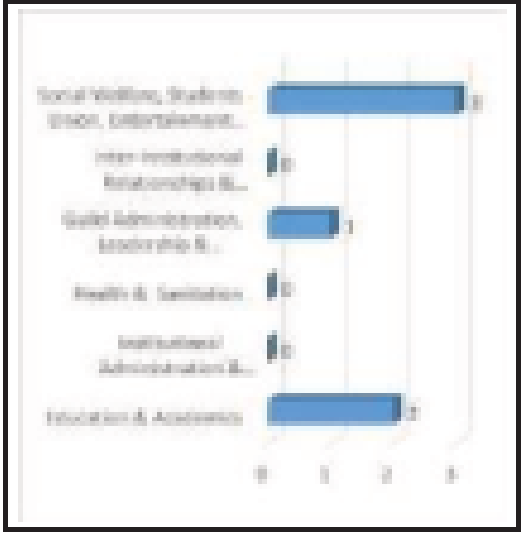

KRUMIRA DANIEL

[illegible]	[illegible]
[illegible]	[illegible]
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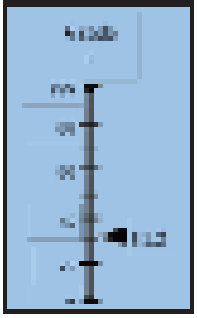
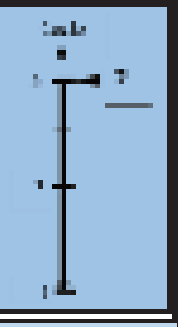
Cohort
H/G

DPC



Mentorship



PERFORMANCE.

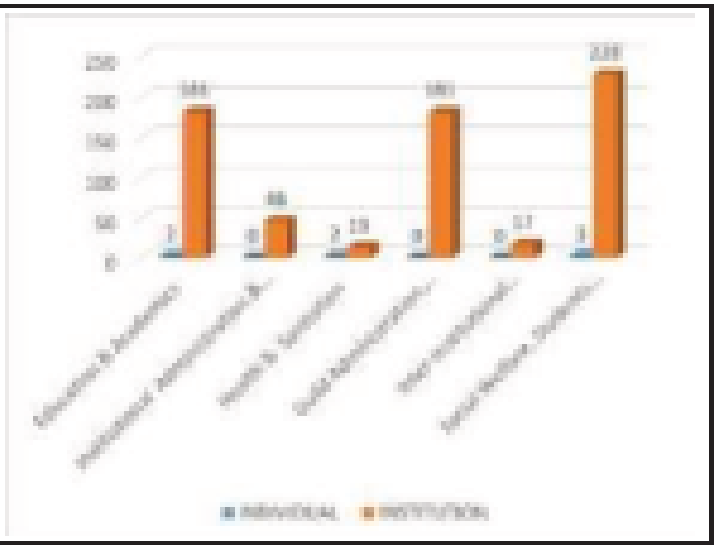
Cohort	Score	Percentile
Achievement	H/G	H/G
Participation	H/G	H/G
Influence	H/G	H/G

DPC	Score	Percentile
Achievement	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

Mentorship	Score	Percentile
Achievement		
Type of mentorship		
Internal Mentorship		
External Mentorship		

NON-GRADABLES.

Individual Internal Institutional Service Points



Individual Service Points

MAYANDA MIKE

[illegible]	[illegible]
[illegible]	[illegible]
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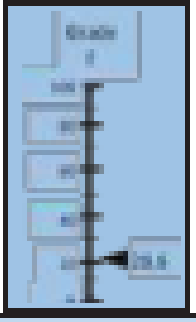
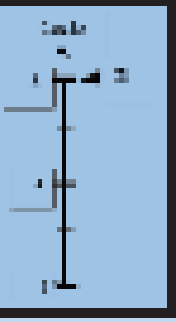
[illegible]	[illegible]
[illegible]	[illegible]

Cohort	DPC	Relationship
N/A		

PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DPC	Score	Percentile
[illegible]	1/4	[illegible]
[illegible]	1	[illegible]
[illegible]	2	[illegible]

Relationship	Score	Percentile
[illegible]		

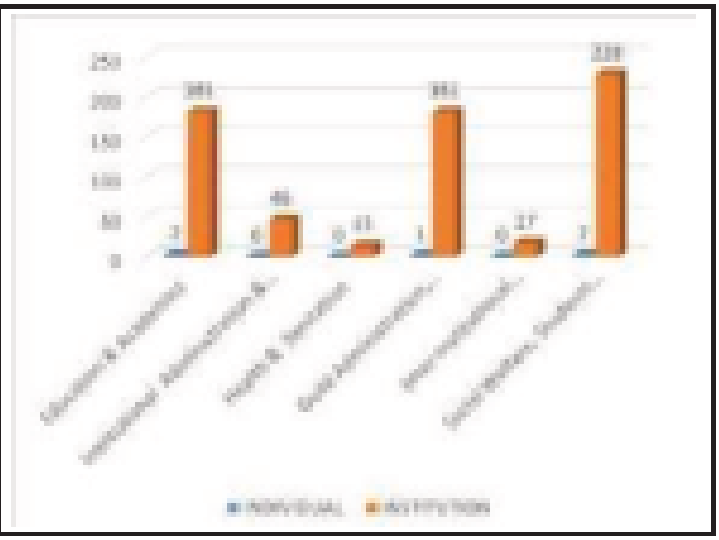
[illegible]

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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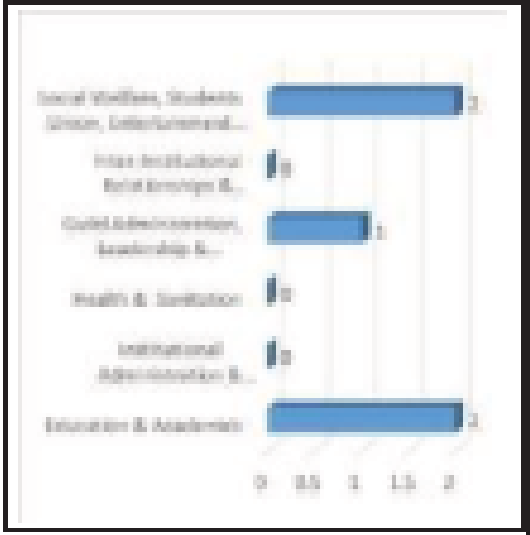


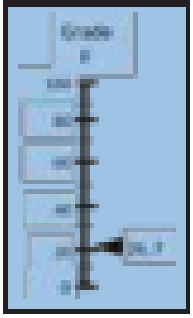
LEGOON JUNIOR SSETABA

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

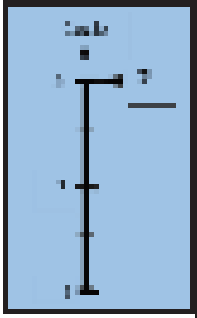
Cohort

N/A

DCC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DCC	Score	Percentile
Attendance	1/4	[illegible]
Participation	6	[illegible]
Influence	8	[illegible]

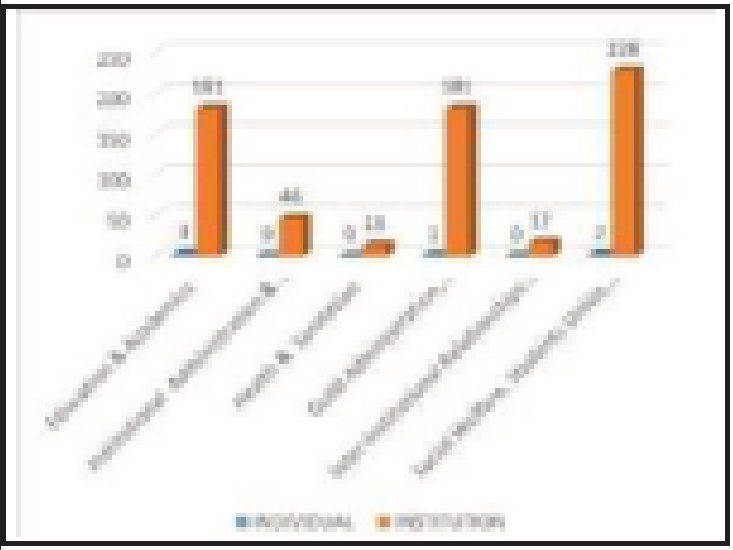
Mentorship	Score	Percentile
Attendance		

Type of mentorship

[illegible]

NON-GRADABLES.

[illegible]



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ALE PER SOLUOM

[illegible]	[illegible]
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[illegible]
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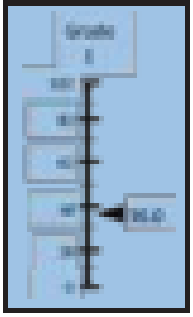
[illegible]


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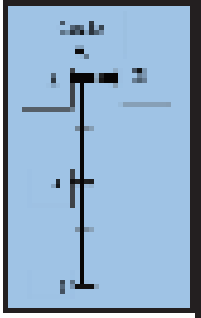


PERFORMANCE.

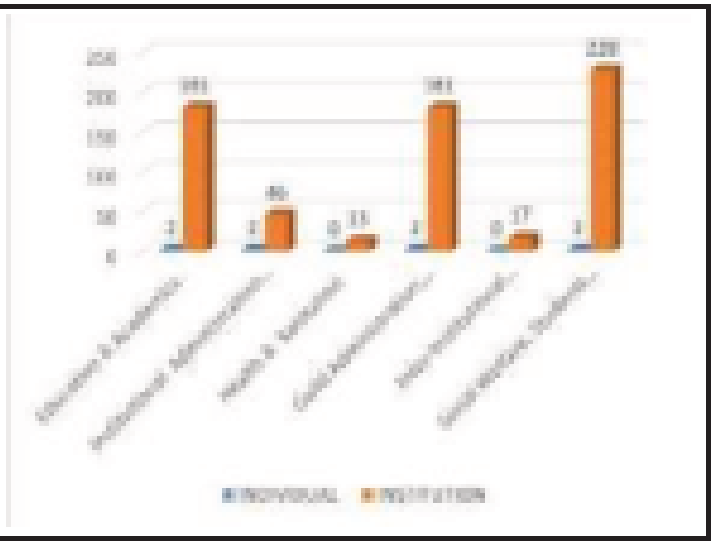
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]		

[illegible]
[illegible]
[illegible]

NON-GRADABLES.

[illegible]


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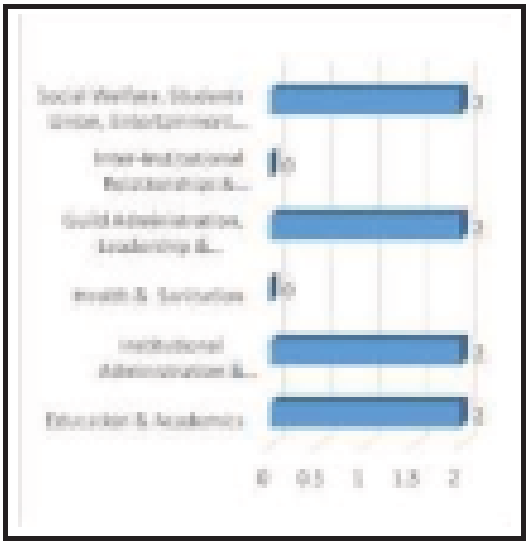

ASASHABA MERCY

[illegible]	[illegible]
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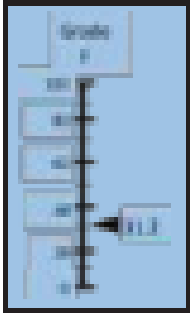
[illegible]	[illegible]

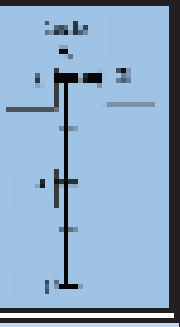
Cohort

H/G

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	H/G	H/G
[illegible]	H/G	H/G
[illegible]	H/G	H/G

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

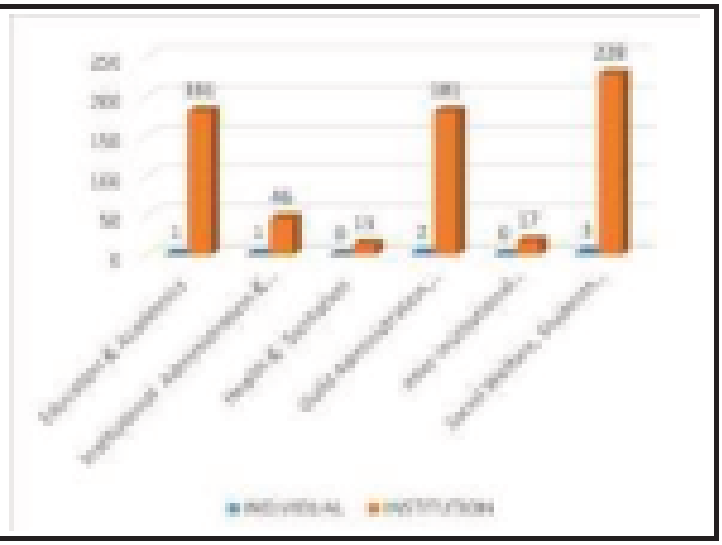
Mentorship	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

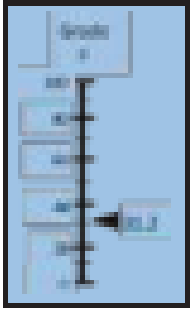
DIKANGAKE SAMUEL

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

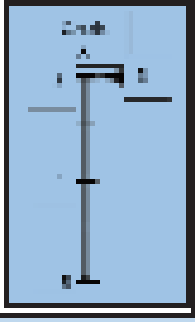
Cohort

N/A

DPC



Mentorship



PERFORMANCE

Cohort	Done	Remarks
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DPC	Done	Remarks
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

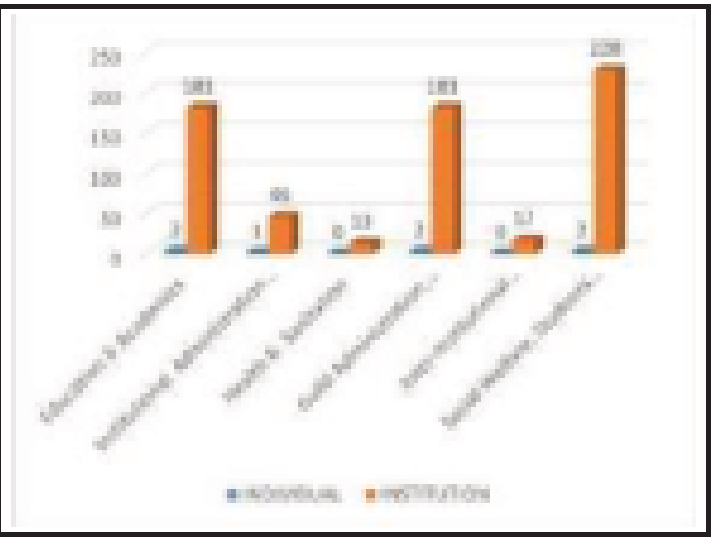
Mentorship	Done	Remarks
[illegible]		

[illegible]

[illegible]

NON-GRADABLES

[illegible]



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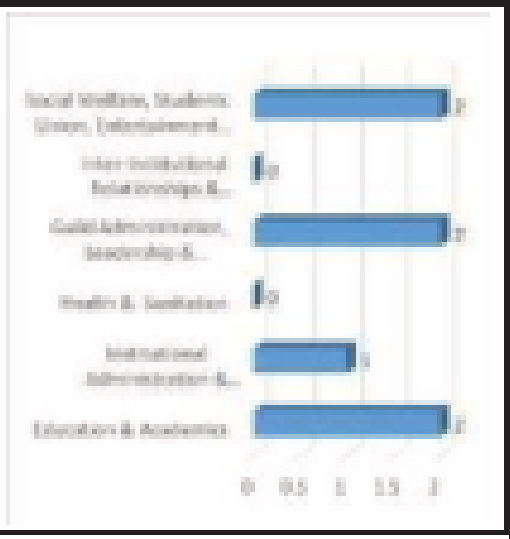

MUSIIMIRE ELRA

[illegible]	[illegible]
[illegible]	[illegible]
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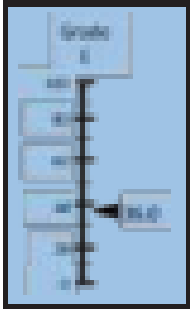
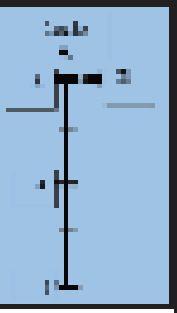
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
[illegible]

DEC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

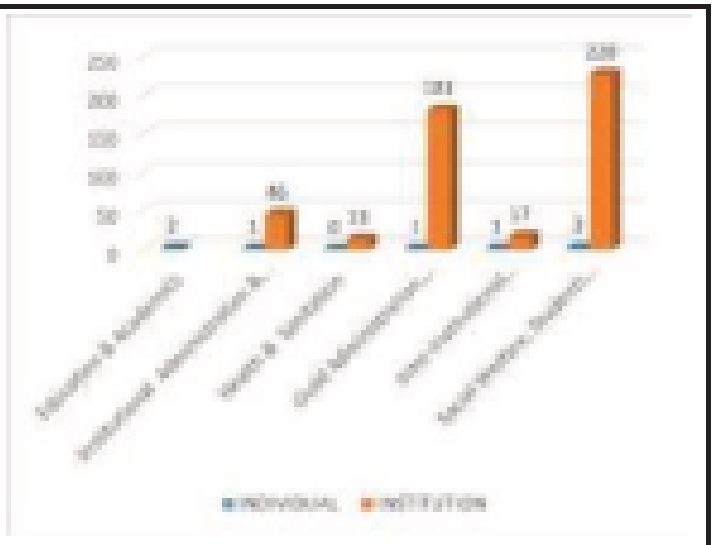
DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		

[illegible]

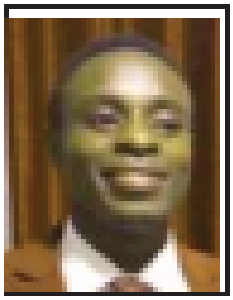
NON-GRADABLES.

[illegible]



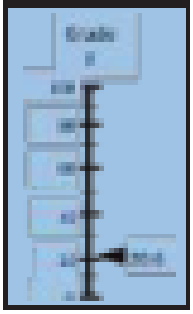
[illegible]

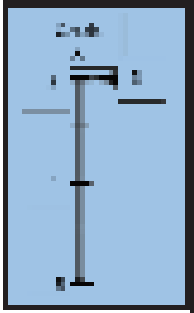
NKESGA DUNCAN



[illegible]	NUC
[illegible]	[illegible]
[illegible]	DPC
[illegible]	[illegible]
[illegible]	Not Applicable

Cohort
HIG

DPC


Membership


PERFORMANCE

Cohort	Score	Percentile
Attendance	HIG	HIG
Participation	HIG	HIG
Influence	HIG	HIG

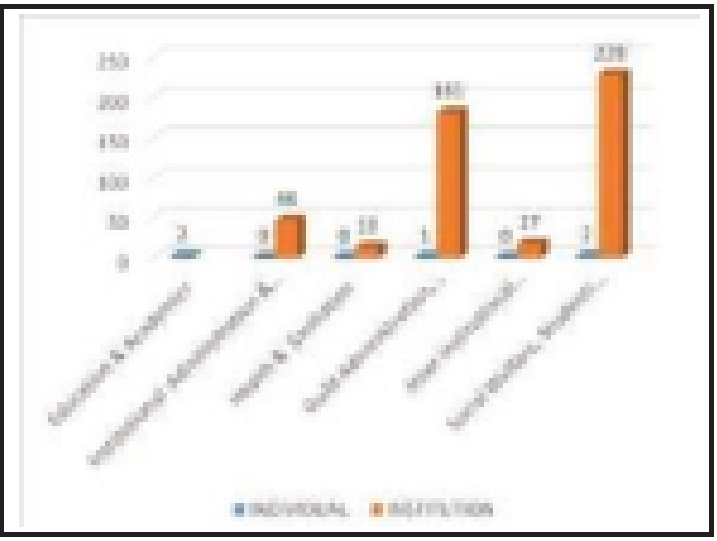
DPC	Score	Percentile
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

Membership	Score	Percentile
Attendance		

[illegible]
[illegible]
[illegible]

NON-GRADABLES

[illegible]



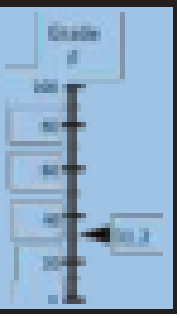
[illegible]

SSENDAGALA GEORGE WILLIAM

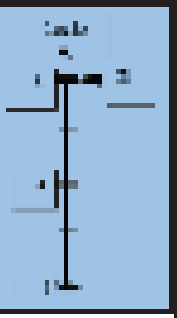
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
H/G

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	H/G	H/G
[illegible]	H/G	H/G
[illegible]	H/G	H/G

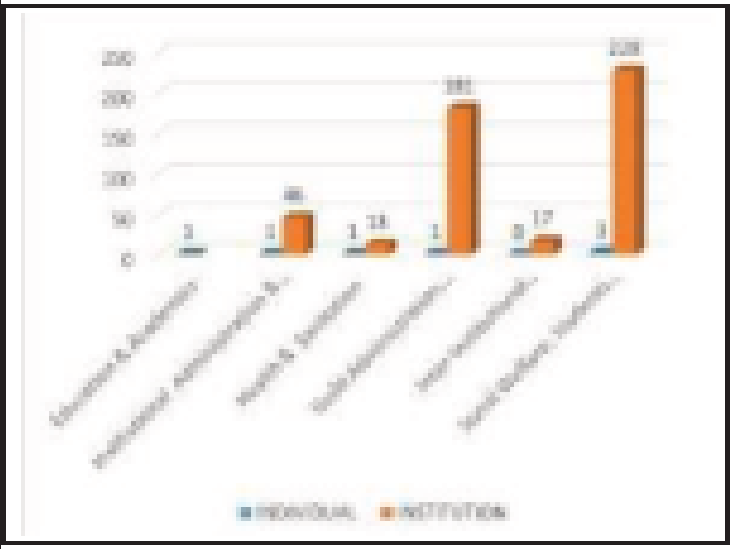
DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		

[illegible]
[illegible]
[illegible]

NON-GRADABLES.

Individual [illegible]



Individual Core Competencies

NUA RIRA KASIMU

[illegible]	[illegible]
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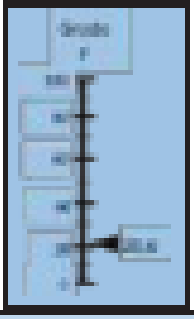

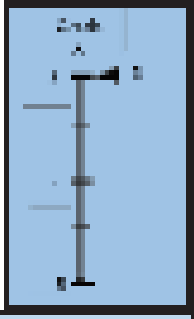

PERFORMANCE

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]

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[illegible]	[illegible]	[illegible]

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[illegible]

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NON-GRADABLES

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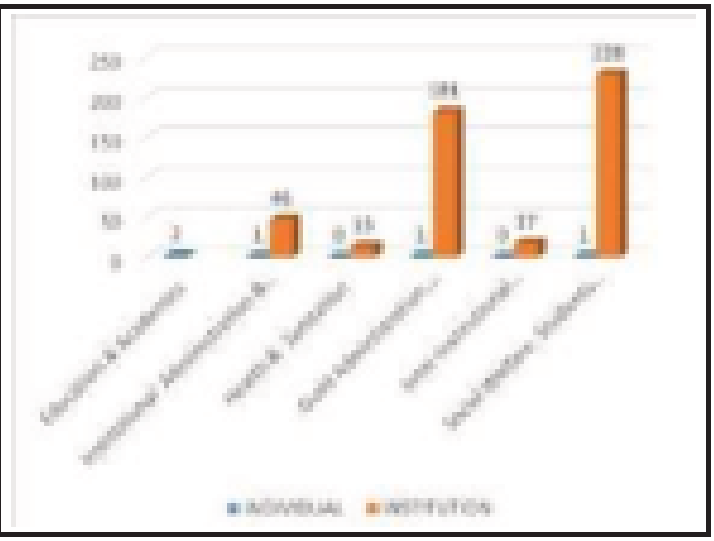

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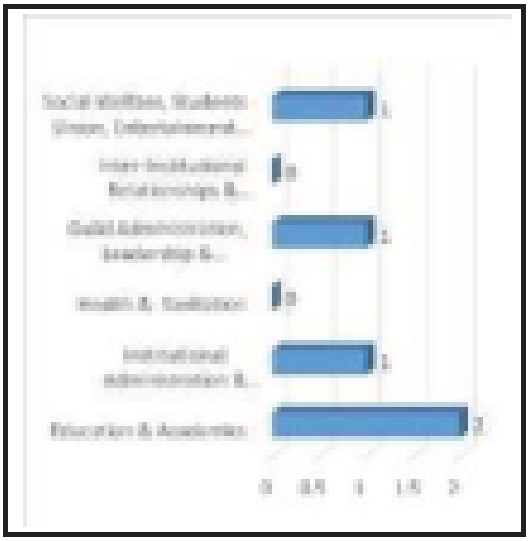

MIREMBE DINAH NANYONI

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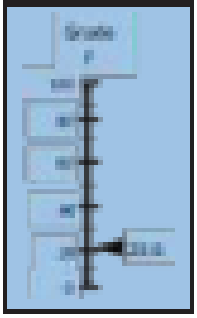
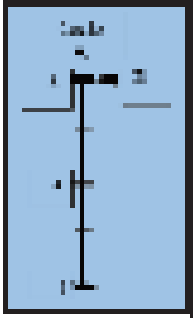
Cohort

HVG

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	HVG	HVG
[illegible]	HVG	HVG
[illegible]	HVG	HVG

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		

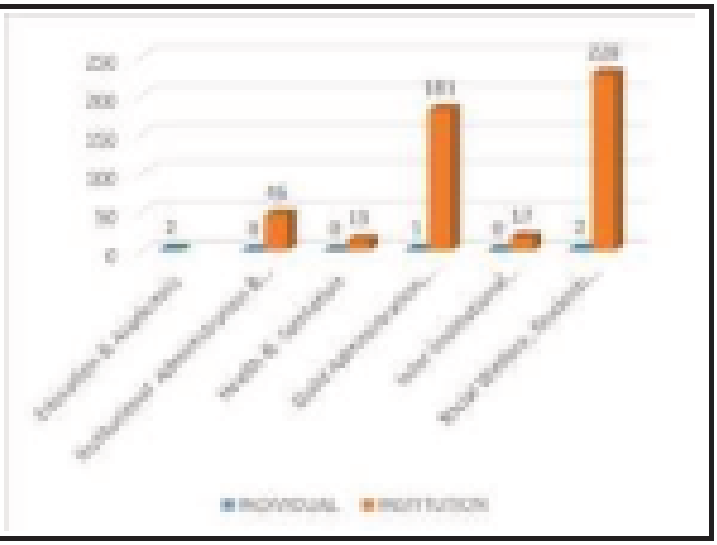
[illegible]

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

AKULLO ROSE ATEENYI

[illegible]	[illegible]
[illegible]	[illegible]
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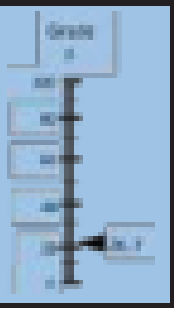
[illegible]	[illegible]
[illegible]	[illegible]

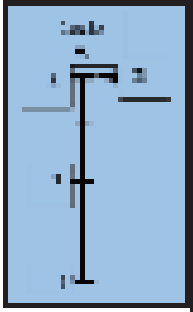
Cohort

N/A

DRC



Membership



PERFORMANCE

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

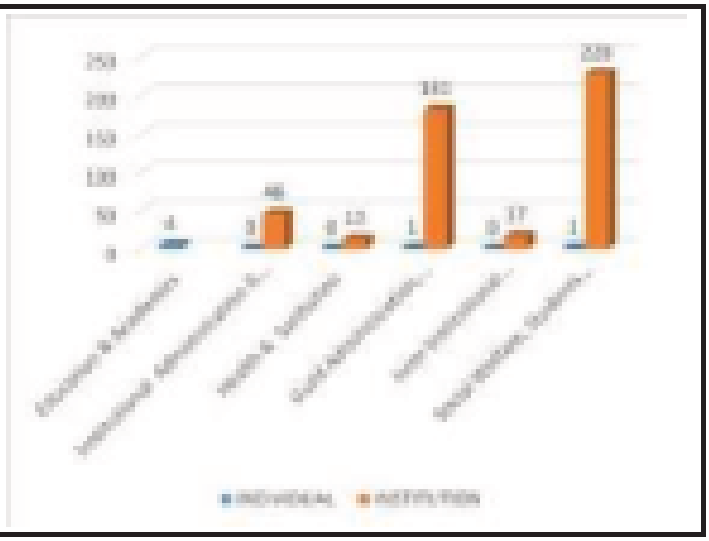
Membership	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES

[illegible]



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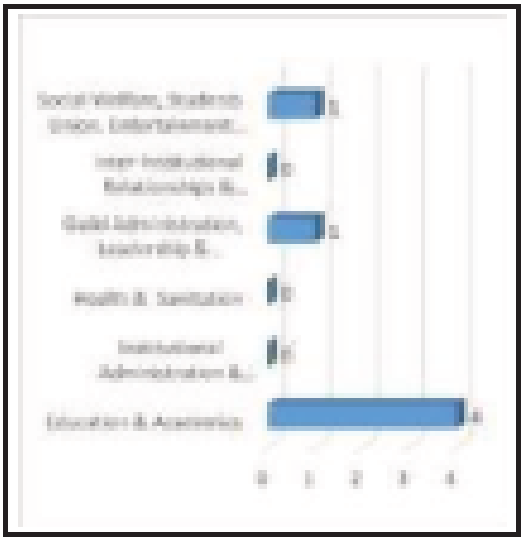

NUNUNGAGABA AYEBARE AGATHA

[illegible]	[illegible]
[illegible]	[illegible]
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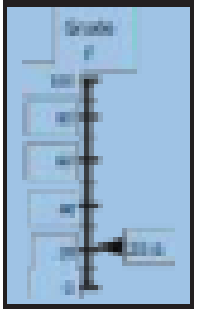
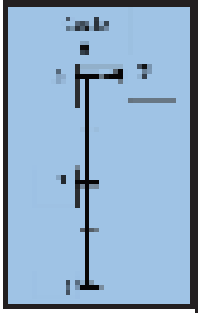
[illegible]	[illegible]
[illegible]	[illegible]

Others	DPC	Membership
N/A		

PERFORMANCE.

Others	Score	Percentage
Attendance	N/A	N/A
Participation	N/A	N/A
Behaviour	N/A	N/A

DPC	Score	Percentage
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Behaviour	[illegible]	[illegible]

Membership	Score	Percentage
Attendance		

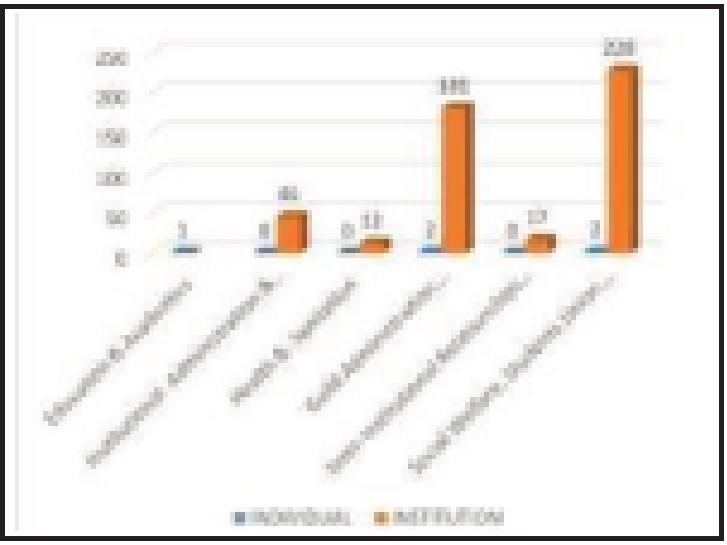
Type of membership

[illegible]

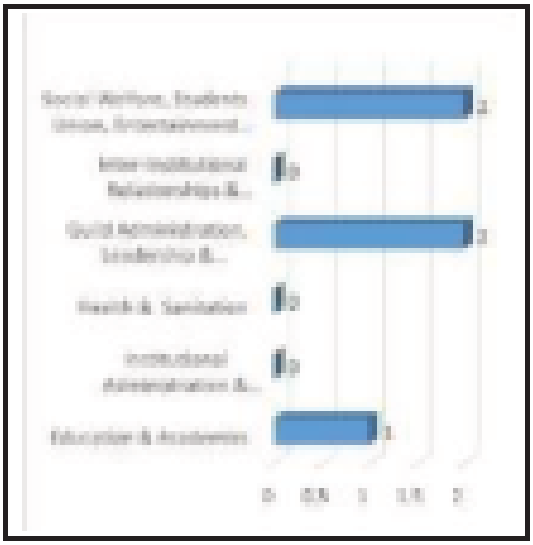
[illegible]

NON-GRADABLES.

Individual Scores for Individual Observed Parents



Individual Scores Of Parents



GA MUKAMA SULAIT

[illegible]	[illegible]
[illegible]	[illegible]
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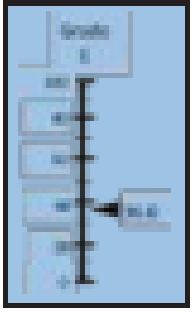
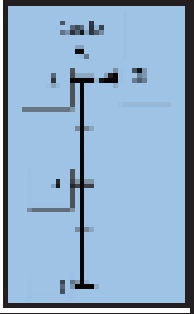
[illegible]	[illegible]

Cohort
N/A

DRC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Observation	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

DRC	Score	Percentile
Observation	1/4	11.11
Participation	3	11.11
Behavior	8	8.91

Membership	Score	Percentile
Observation		

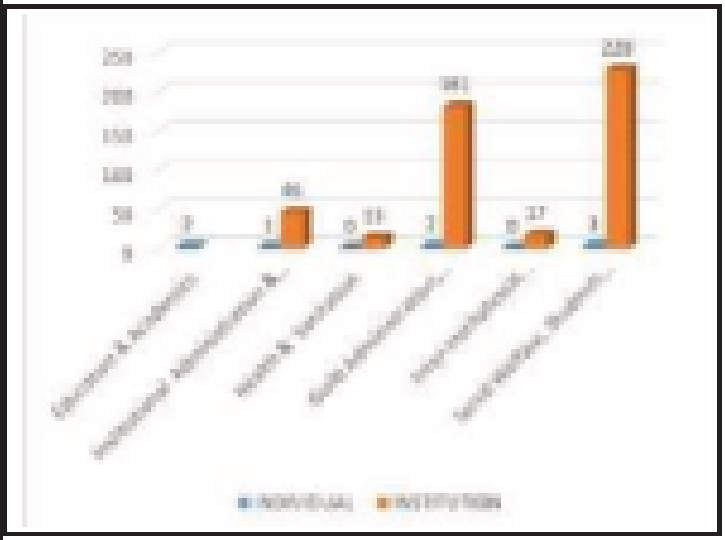
Improvement Membership

Overall Membership

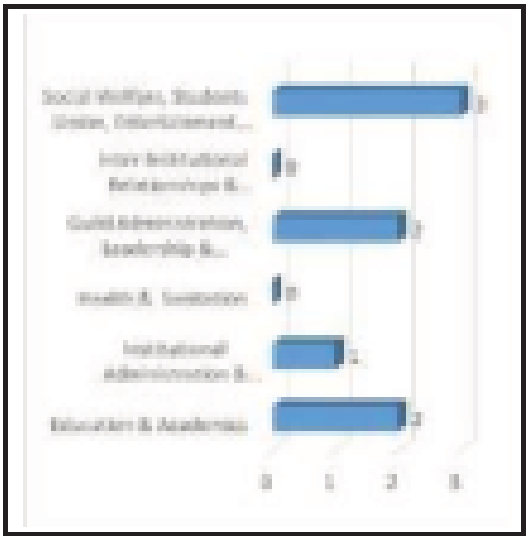
Cohort Observations

NON-GRADABLES.

Individual Interventions Undertaken and Overall Progress



Individual Interventions Undertaken



KASULE JONATHAN KALULE

[illegible]	[illegible]
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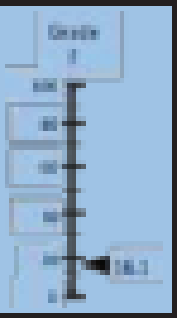
N/A

DASC



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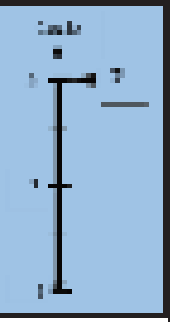

PERFORMANCE.

[illegible]	[illegible]	[illegible]
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[illegible]	N/A	N/A
[illegible]	N/A	N/A

DASC	[illegible]	[illegible]
[illegible]	1/4	[illegible]
[illegible]	4	[illegible]
[illegible]	3	[illegible]

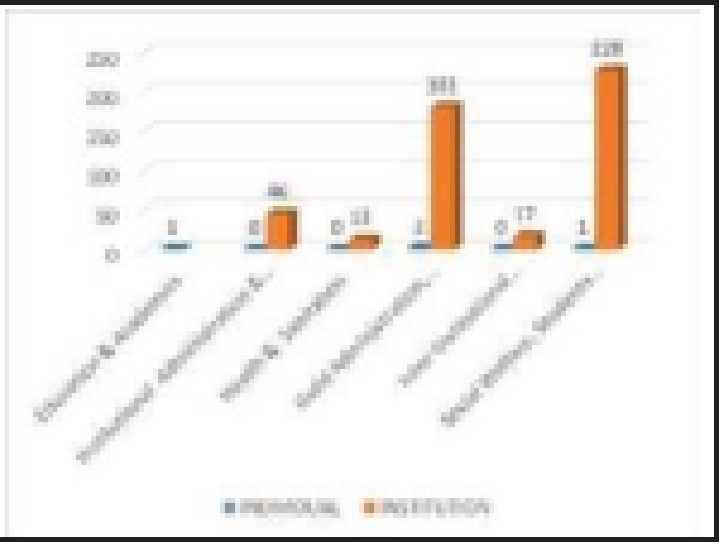
[illegible]	[illegible]	[illegible]
[illegible]		

[illegible]

[illegible]

NON-GRADUABLES.

[illegible]



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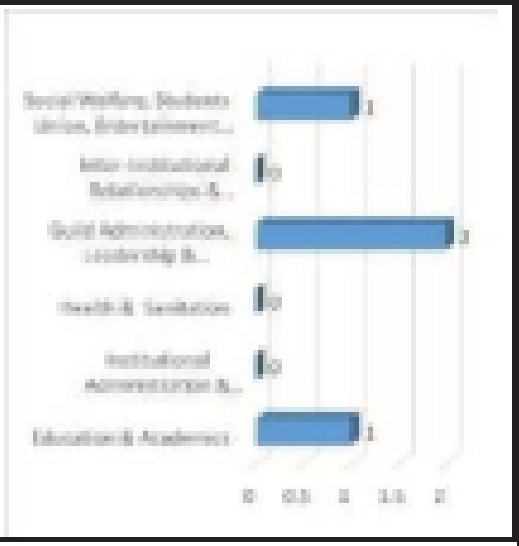

KATO MARTINS

[illegible]	[illegible]
[illegible]	[illegible]
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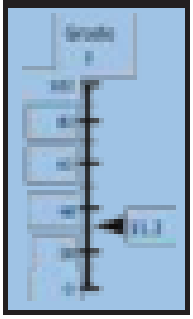
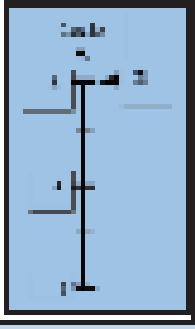
[illegible]	[illegible]

Cohort
N/A

DPC



Membership



PERFORMANCE.

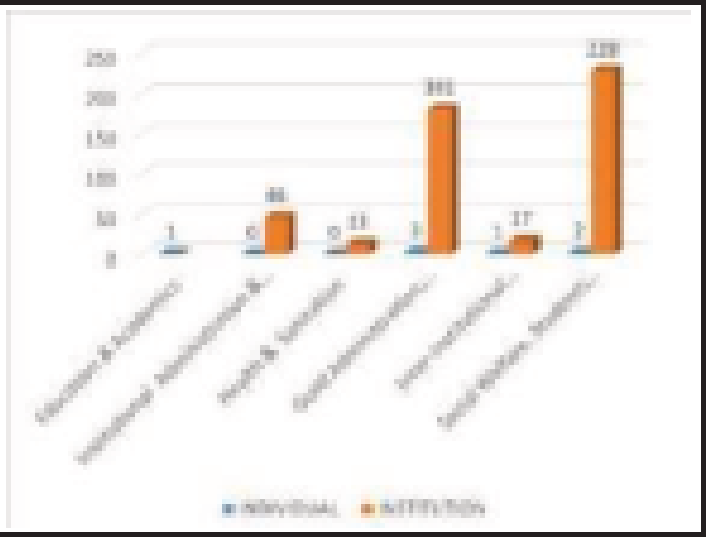
Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		
[illegible]		
[illegible]		
[illegible]		

NON-GRADABLES.

[illegible]



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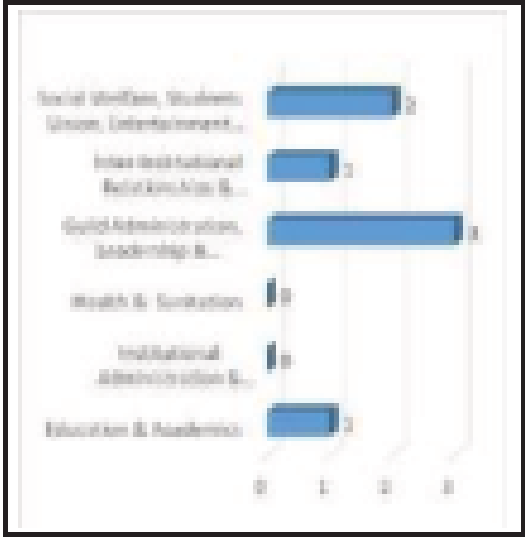

NAKIGANDA MARIA

[illegible]	[illegible]
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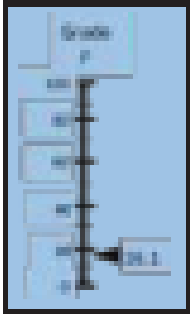
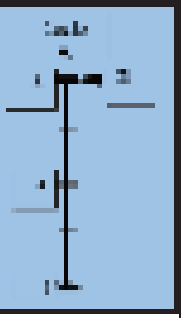
[illegible]	DMC
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
[illegible]

DMC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DMC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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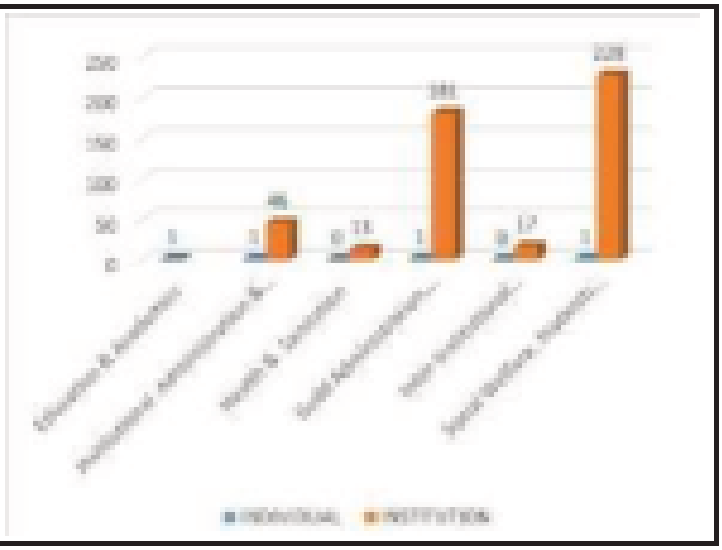
Mentorship	Score	Percentile
[illegible]		

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

TUSHABOMWE DAVIS

[illegible]	[illegible]
[illegible]	[illegible]
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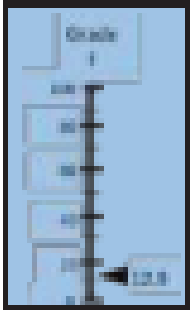
[illegible]	[illegible]
[illegible]	[illegible]

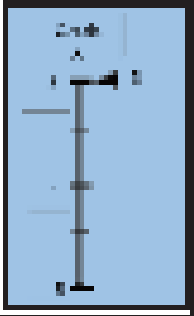
Cohort

[illegible]

DCC



Membership



PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DCC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

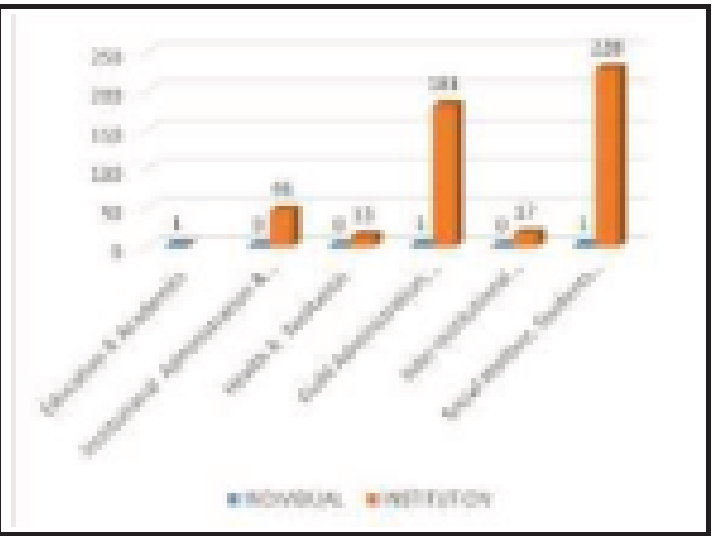
Membership	Score	Percentile
[illegible]		

Degree membership

Current membership
Candidate membership

NON-GRADABLES

[illegible]



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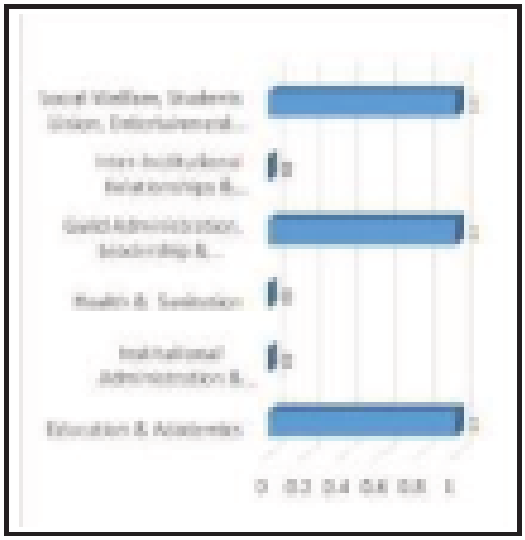

NLAWA MPAGIRA DANTON

[illegible]	[illegible]
[illegible]	[illegible]
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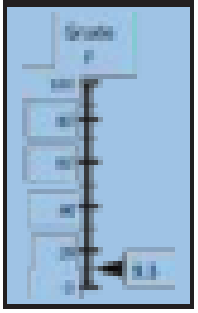
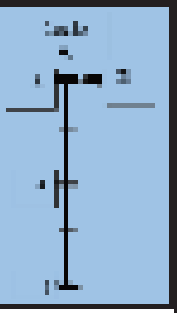
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
HVG

DPC



Mentorship



PERFORMANCE.

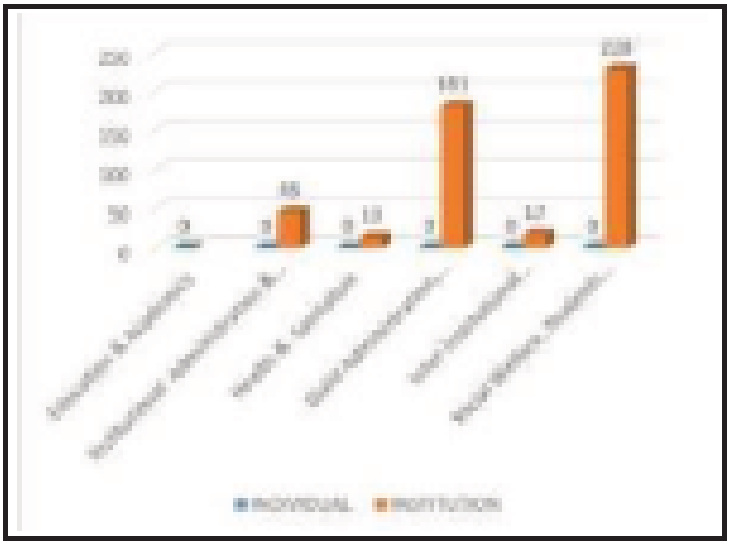
Cohort	Score	Percentile
Observation	HVG	HVG
Participation	HVG	HVG
Influence	HVG	HVG

DPC	Score	Percentile
Observation	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

Mentorship	Score	Percentile
Observation		
[illegible]		
[illegible]		
[illegible]		

NON-GRADABLES.

[illegible]

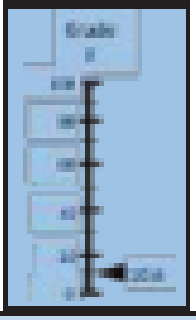


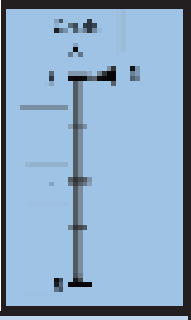
[illegible]

KIRABO MARION

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
[illegible]

DEC


Membership


PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

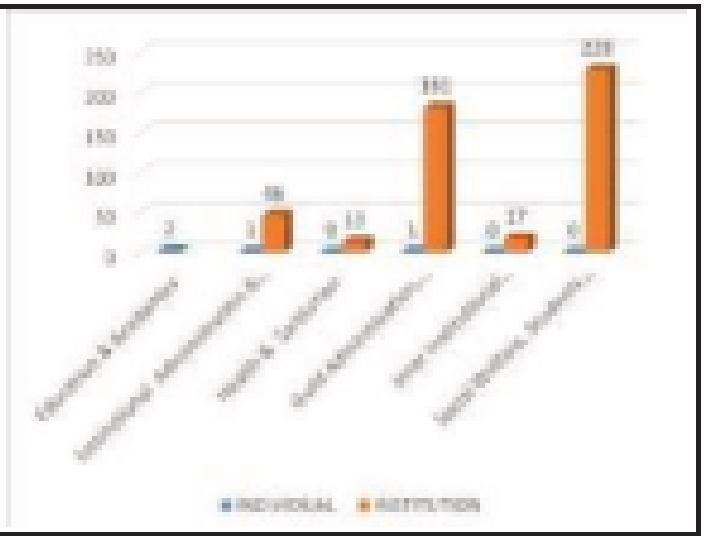
Membership	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES

[illegible]



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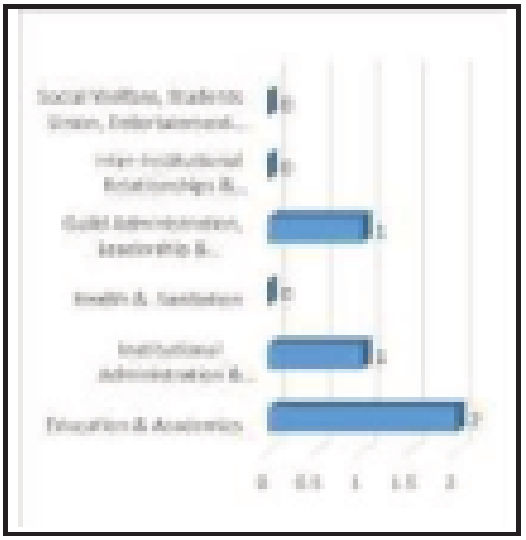

OWINY MARK ANTHONY

[illegible]	[illegible]
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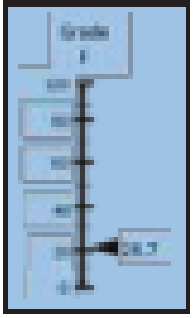
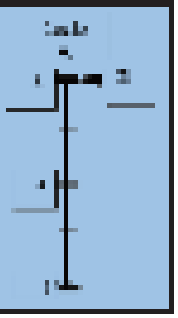
Cohort

N/A

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DPC	Score	Percentile
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

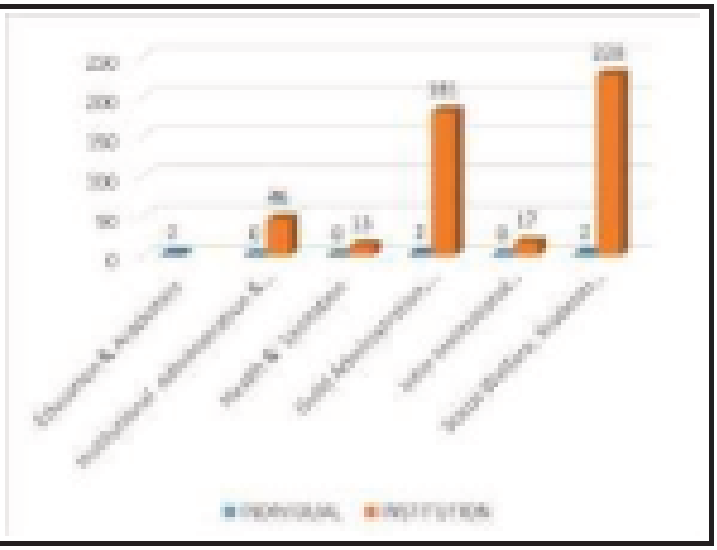
Membership	Score	Percentile
Attendance		

Improvement recommendations

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

CLUSTER MARICO

[illegible]	[illegible]
[illegible]	[illegible]
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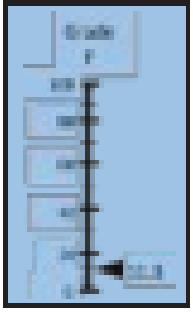
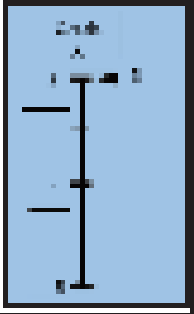
[illegible]	[illegible]

Cohort	DPC	Membership
[illegible]		

PERFORMANCE

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

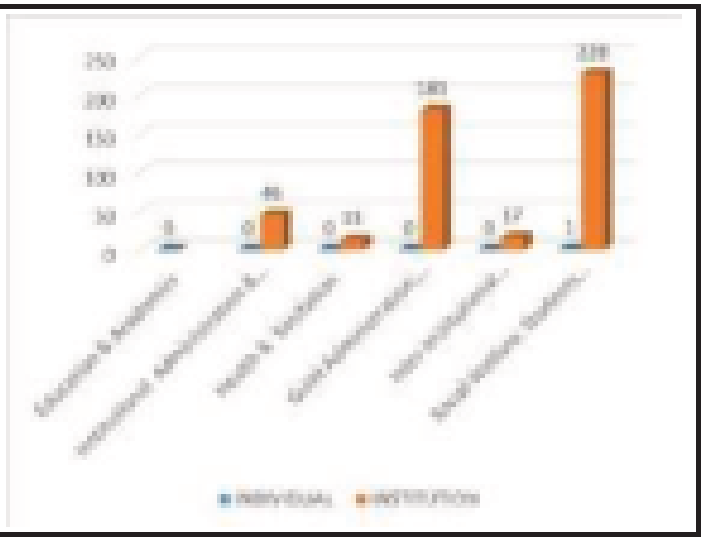
Membership	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES

[illegible]



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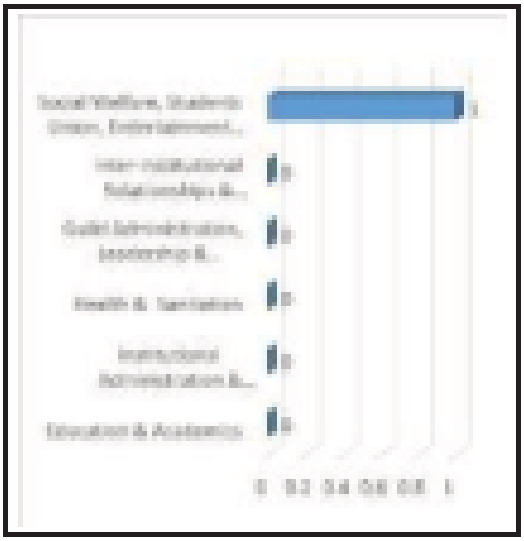

DENG SS EKA BIRA

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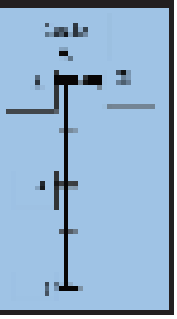
[illegible]

H/O

[illegible]

[illegible]



PERFORMANCE.

[illegible]	[illegible]	[illegible]
[illegible]	H/O	H/O
[illegible]	H/O	H/O
[illegible]	H/O	H/O

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

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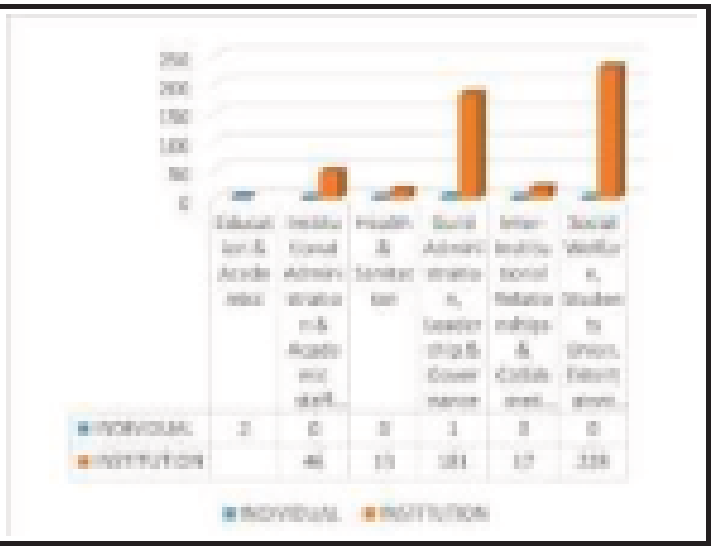
[illegible]		
[illegible]		

NON-GRADABLES.

[illegible]



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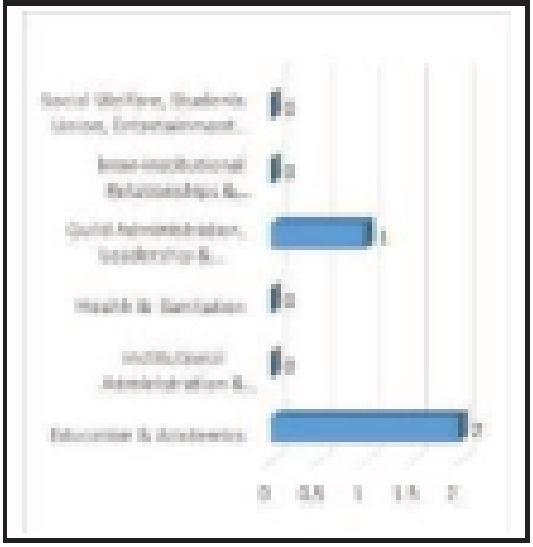

DANIEL REAGAN

[illegible]	[illegible]
[illegible]	[illegible]
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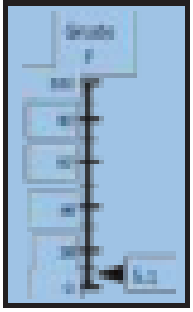
[illegible]	[illegible]
[illegible]	[illegible]

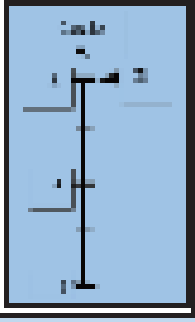
Cohort

N/A

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Observation	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

DPC	Score	Percentile
Observation	[illegible]	1.33
Participation	1	3.33
Behavior	0	0.00

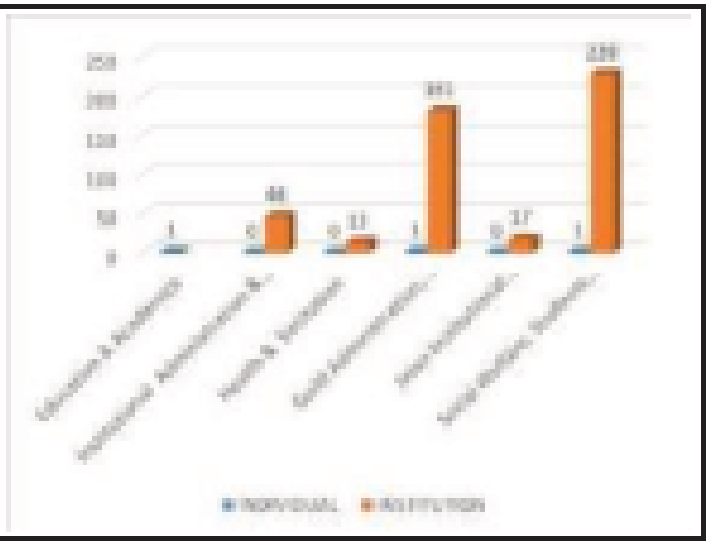
Mentorship	Score	Percentile
Observation		

Type of mentorship

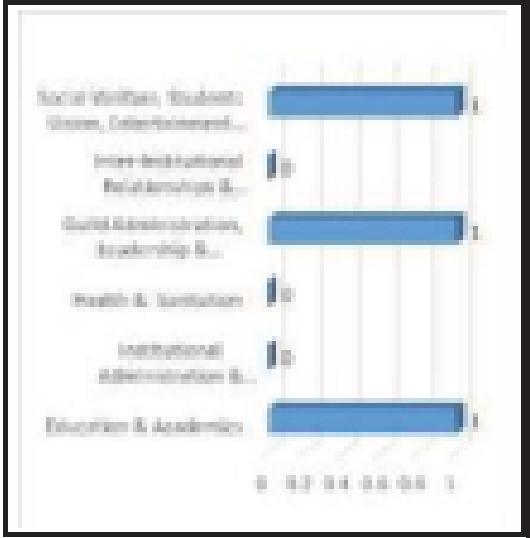
Vertical Mentorship.
Peer to Peer Mentorship.

NON-GRADABLES.

Individual Performance Indicators Scores and Percentiles



Individual Core DPC Scores



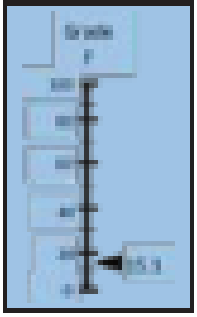
ODOI OMOLO NORBERT

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

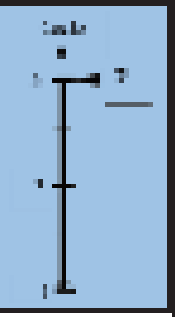
Cohort

M/G

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Observer	M/G	M/G
Participator	M/G	M/G
Influencer	M/G	M/G

DPC	Score	Percentile
Observer	[illegible]	[illegible]
Participator	[illegible]	[illegible]
Influencer	[illegible]	[illegible]

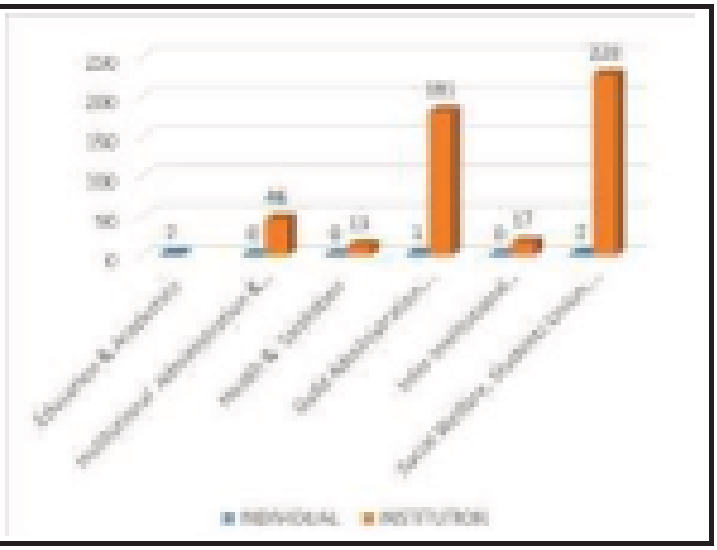
Mentorship	Score	Percentile
Observer		

Type of mentorship

[illegible]

NON-GRADABLES.

Intended [illegible]



Intended Area Of Focus

KAZOORA FRED

[illegible]	[illegible]
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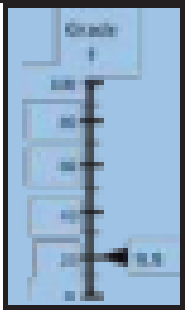
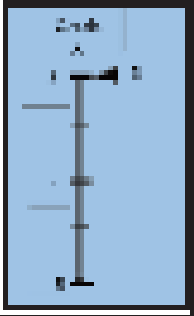
[illegible]	[illegible]

Cohort
[illegible]





PERFORMANCE

Cohort	Dimension	Percentile
Dimension	[illegible]	[illegible]
Subscription	[illegible]	[illegible]
Influence	[illegible]	[illegible]

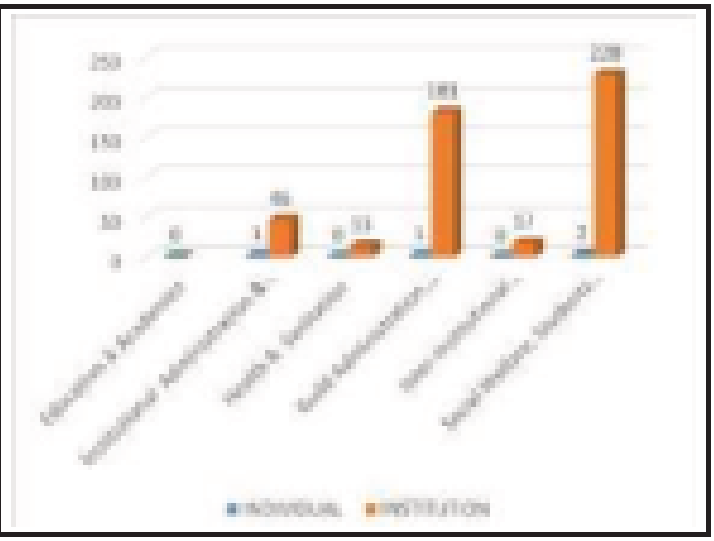
DPC	Dimension	Percentile
Dimension	[illegible]	[illegible]
Subscription	[illegible]	[illegible]
Influence	[illegible]	[illegible]

Membership	Dimension	Percentile
Dimension		

[illegible]

NON-GRADABLES

[illegible]



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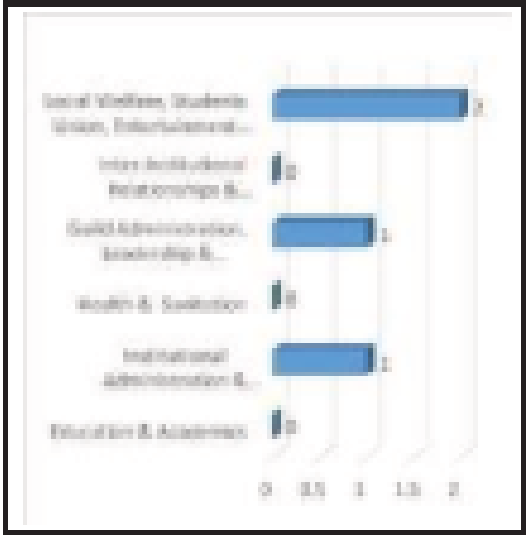

ELIJAH NAMBOGO

[illegible]	[illegible]
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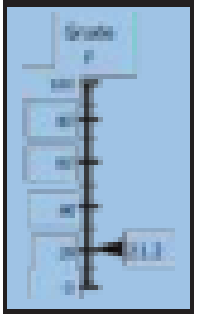
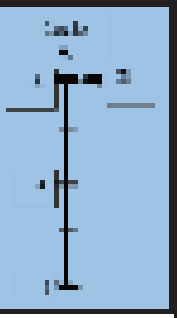
Cohort
[illegible]

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

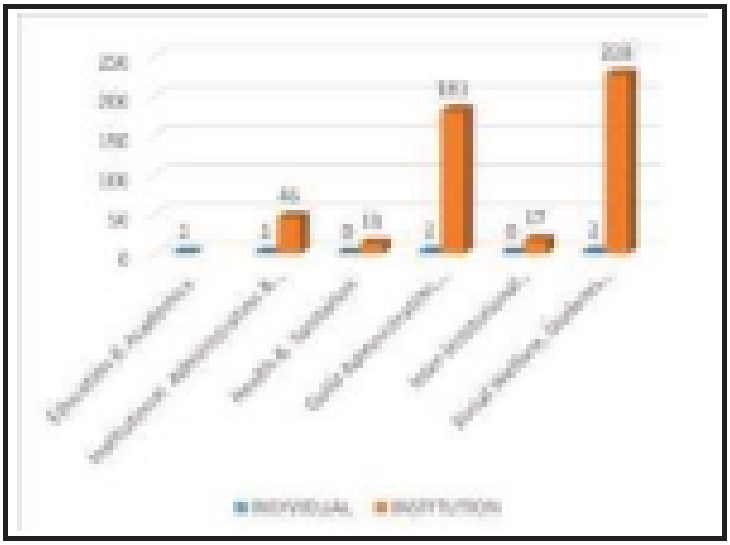
DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

NAMUGANDA FLORANCE

[illegible]	[illegible]
[illegible]	[illegible]
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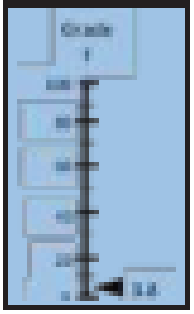
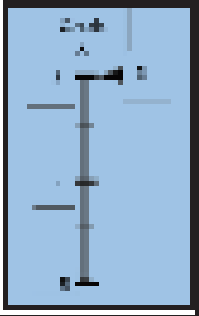
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
[illegible]

DCC



Relationship



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DCC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

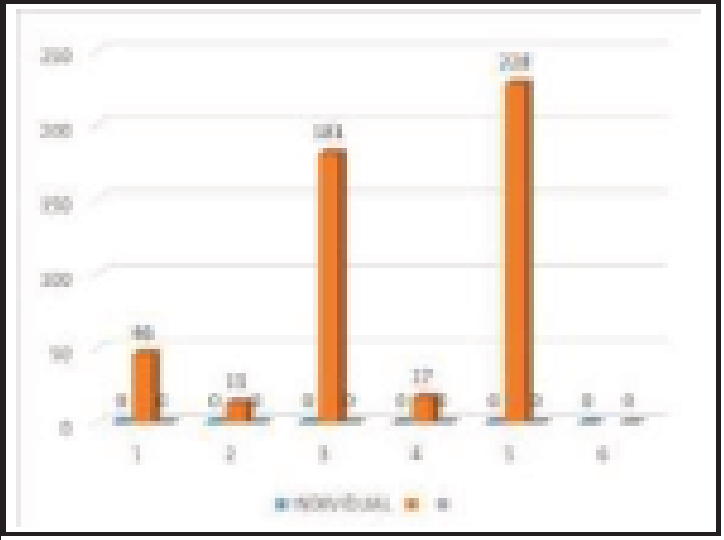
Relationship	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

LUBANGA EL'VIS

[illegible]	[illegible]
[illegible]	[illegible]
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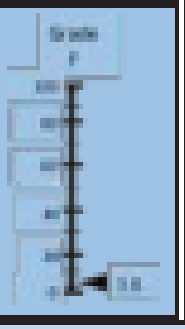
[illegible]	[illegible]
[illegible]	[illegible]

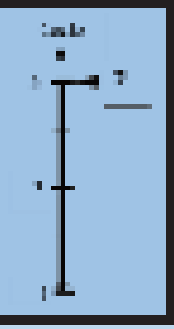
Cohort

N/A

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Performance	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DPC	Score	Percentile
Performance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

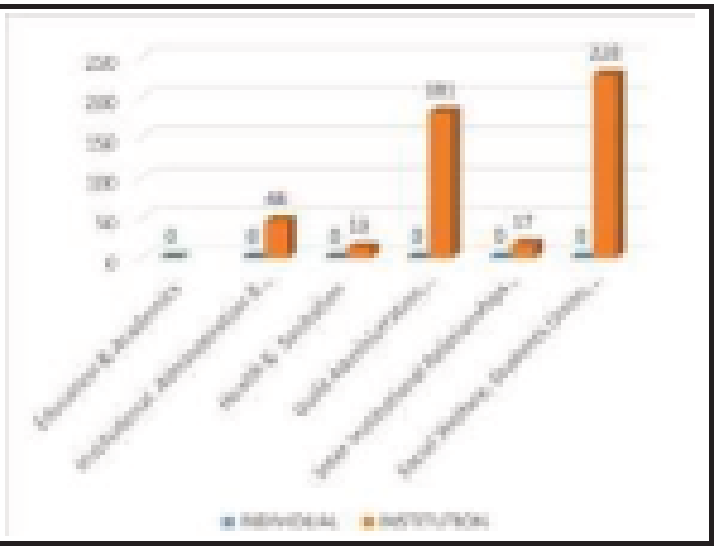
Membership	Score	Percentile
Performance		

[illegible]

[illegible]
[illegible]

NON-GRADABLES.

[illegible]



[illegible]

BAKULUKU ERICAN

[illegible]	[illegible]
[illegible]	[illegible]
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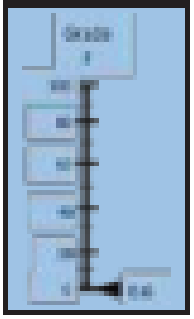
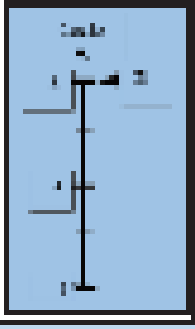
N/A





PERFORMANCE.

[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]		
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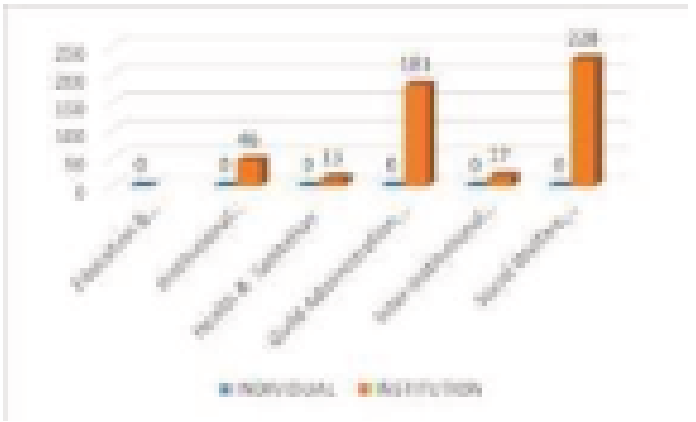
NON-GRADABLES.

[illegible]



[illegible]

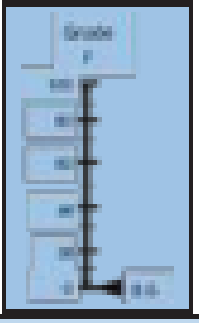
KIZZA GODFREY

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

[illegible]

H/O

[illegible]



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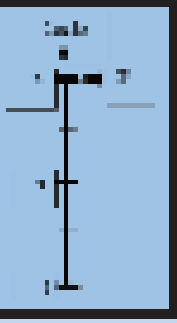

PERFORMANCE.

[illegible]	[illegible]	[illegible]
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[illegible]	H/O	H/O

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NON-GRADABLES.

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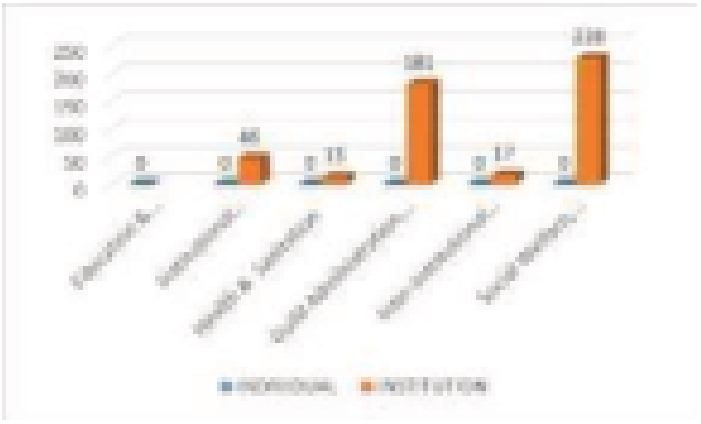

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NANGOBI NDAADA RACHAEL

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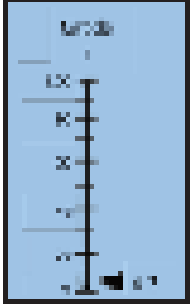
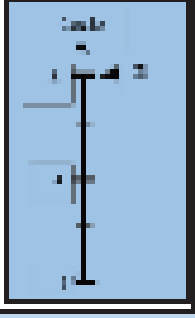
Cohort
N/A

DRC



Membership



PERFORMANCE

Cohort	Score	Percentile
Observation	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DRC	Score	Percentile
Observation	0	0.0
Participation	1	2.5
Influence	0	0.0

Membership	Score	Percentile
Observation		

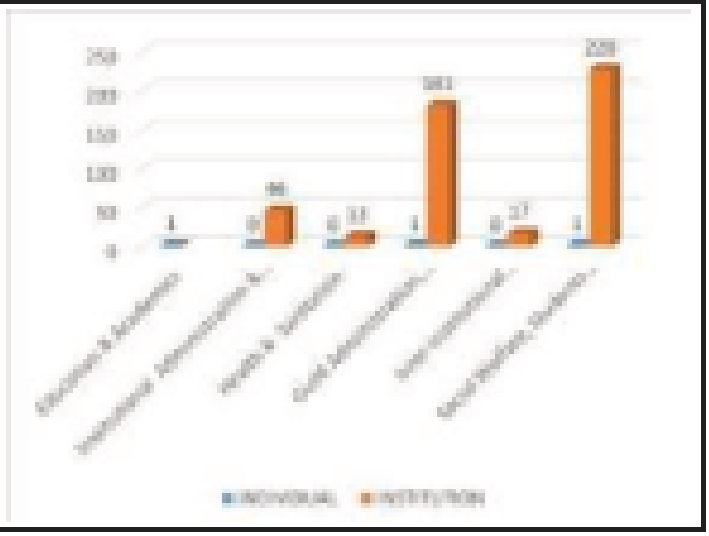
Type of membership

Personal Membership

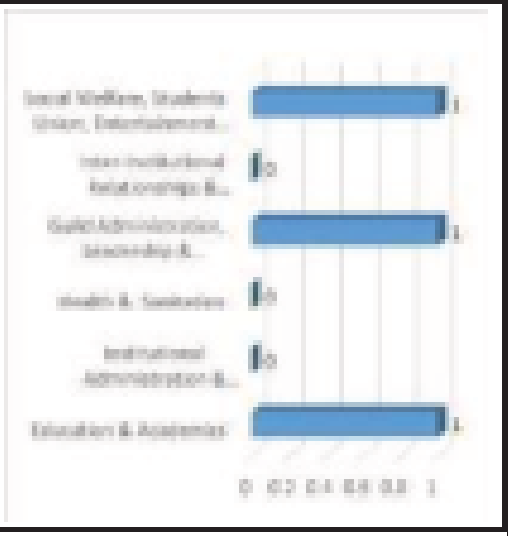
Consolidated Score

NON-GRADABLES

Individual versus Institutional Service Points



Individual Service Points



NANKYA ESTHER

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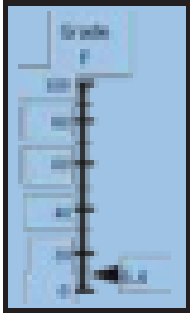
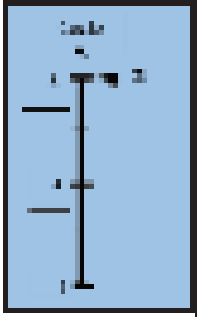
Cohort
HAS

DEC



Attendance



PERFORMANCE.

Cohort	Score	Percentile
Observation	HAS	HAS
Participation	HAS	HAS
Initiative	HAS	HAS

DEC	Score	Percentile
Observation	3	78.63
Participation	3	84.71
Initiative	3	77.81

Attendance	Score	Percentile
Observation		

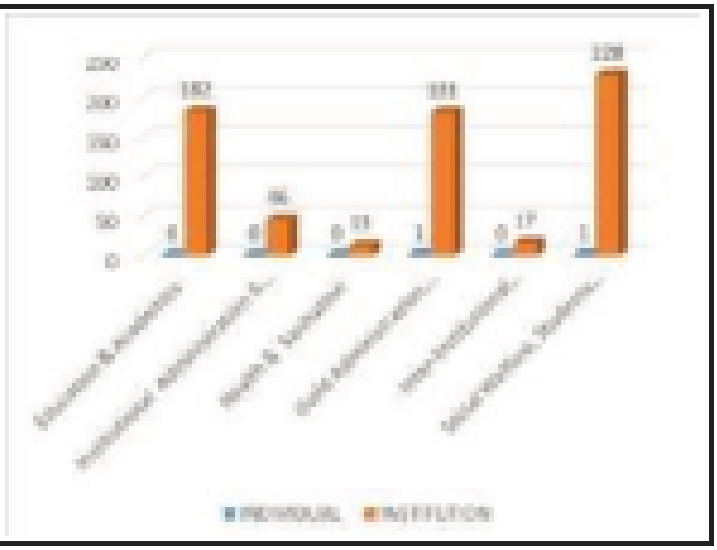
Improvement recommendations.

Overall Impression.

Consolidated comments.

NON-GRADABLES.

Individual Interests (Activities and Courses of Interest)



Individual Courses Of Interest

JANGEYAPE SUNDAY

[illegible]	NUC
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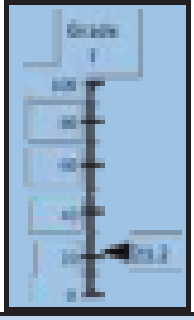
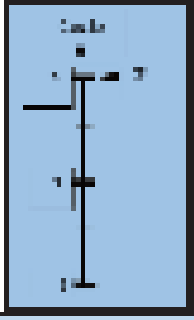
[illegible]	[illegible]

Cohort
N/A

DEC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Overall	N/A	N/A
Subregional	N/A	N/A
Division	N/A	N/A

DEC	Score	Percentile
Overall	7	78.63
Subregional	6	71.57
Division	1	17.1

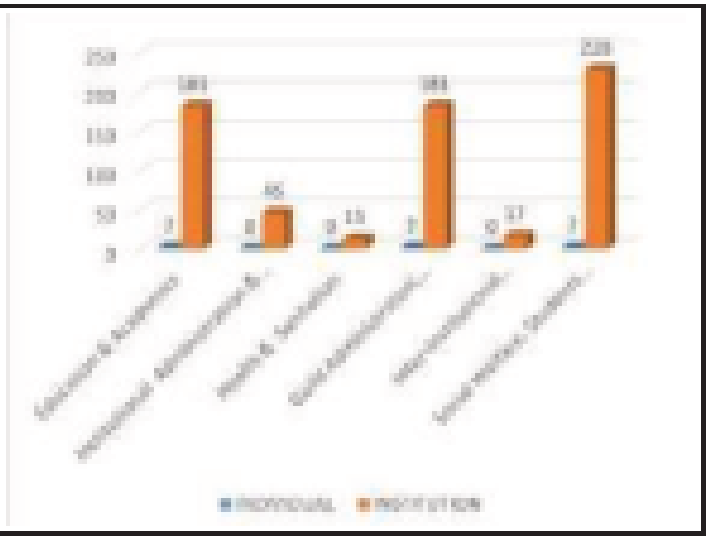
Membership	Score	Percentile
Overall		

Type of membership

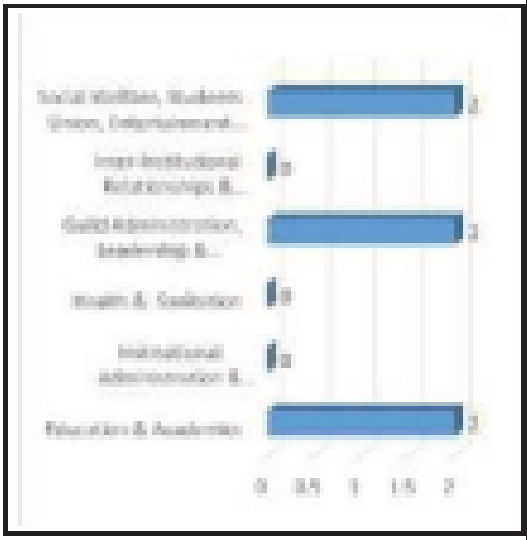
Annual membership.
Candidate member.

NON-GRADABLES.

Individual Service/Institutional Service Points



Individual Service Oil Points



NAKYAZZE S. JULIAN

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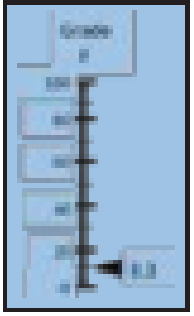
[illegible]	[illegible]

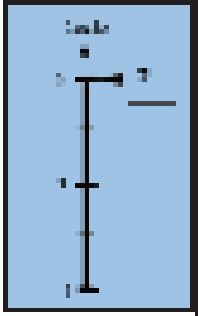
Cohort

N/A

GPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Overscore	N/A	N/A
Postgraduate	N/A	N/A
Difference	N/A	N/A

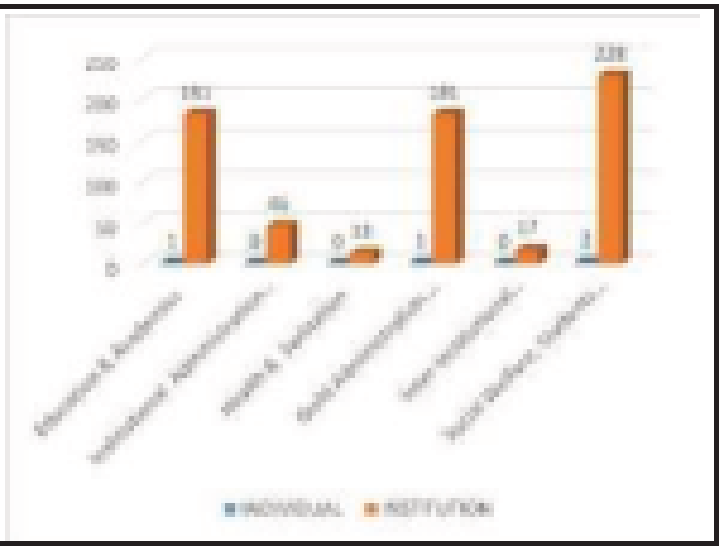
GPC	Score	Percentile
Overscore	3	1.33
Postgraduate	4	3.4.11
Difference	1	0.4.11

Mentorship	Score	Percentile
Overscore		

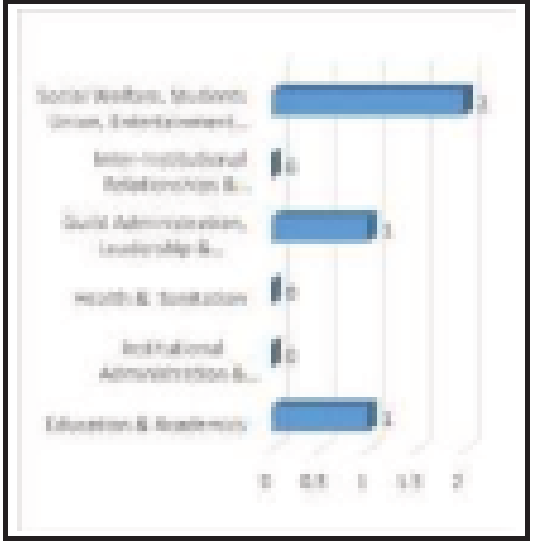
Improvement Mentorship.
Consultation Services.

NON-GRADABLES.

Individual Scores for Institutional Services and Personal Services.



Individual Scores Of Persons.



BRIDGET UMUTONI

[illegible]	[illegible]
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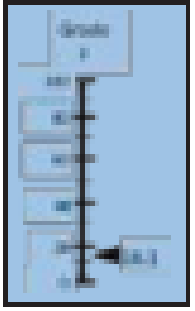
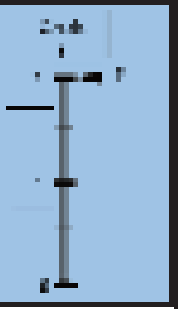
[illegible]	[illegible]

Cohort
N/A

DPC



Membership



PERFORMANCE

Cohort	Score	Percentile
Overall	N/A	N/A
Participation	N/A	N/A
Initiative	N/A	N/A

DPC	Score	Percentile
Overall	1	[illegible]
Participation	4	[illegible]
Initiative	1	[illegible]

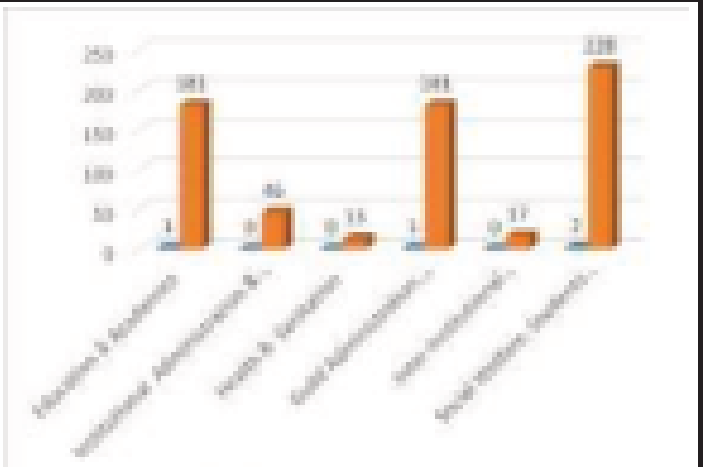
Membership Score	Percentile
Overall	

Improve membership

Increase membership.
Contribute more ideas.

NON-GRADABLES.

Individual Courses Undertaken and Overall Points



Individual Courses Of Points

[illegible] DAVID

[illegible]	[illegible]
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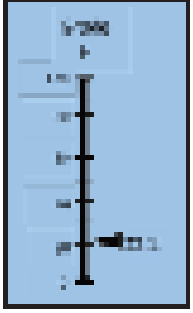
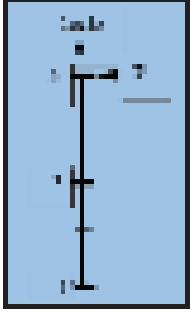
Cohort
[illegible]

DEC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

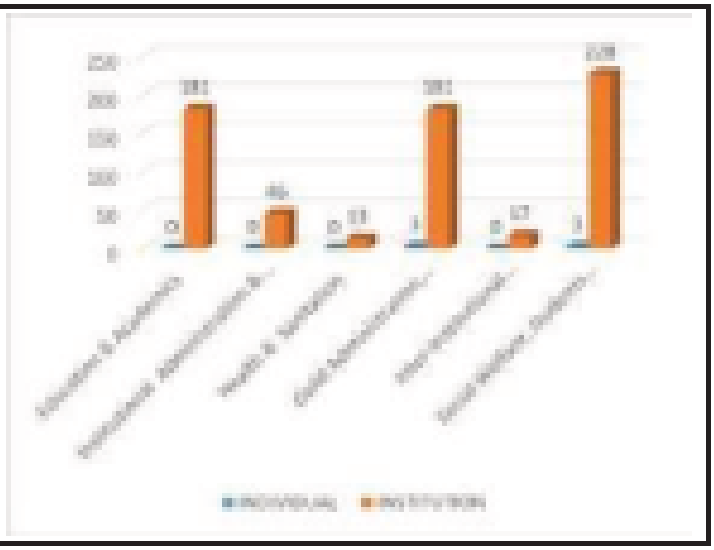
Membership	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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ATUHAIRE HOPE

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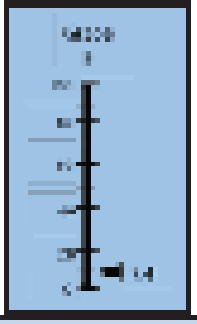
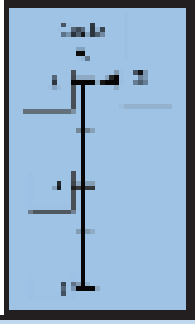
Others
N/A





PERFORMANCE.

Others	Score	Percentage
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DPC	Score	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentage
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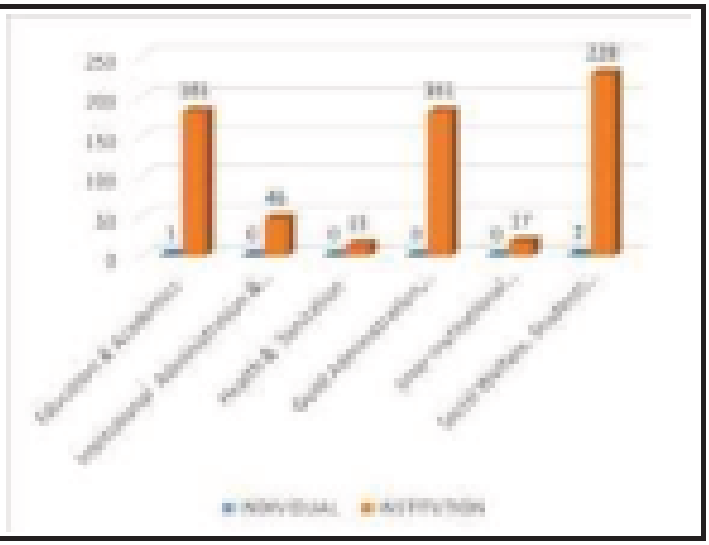
[illegible]		
[illegible]		

NON-GRADABLES.

[illegible]



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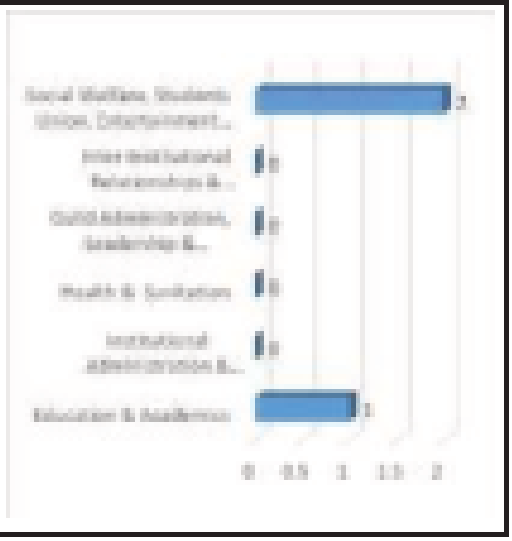

NASSANGA NASHIM

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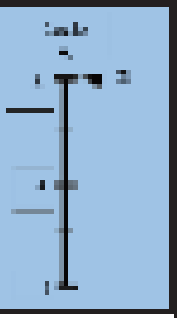
Cohort

N/A

DEC

Membership



PERFORMANCE.

Cohort	Score	Percentile
Achievement	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DEC	Score	Percentile
Achievement	1	[illegible]
Participation	1	[illegible]
Influence	0	[illegible]

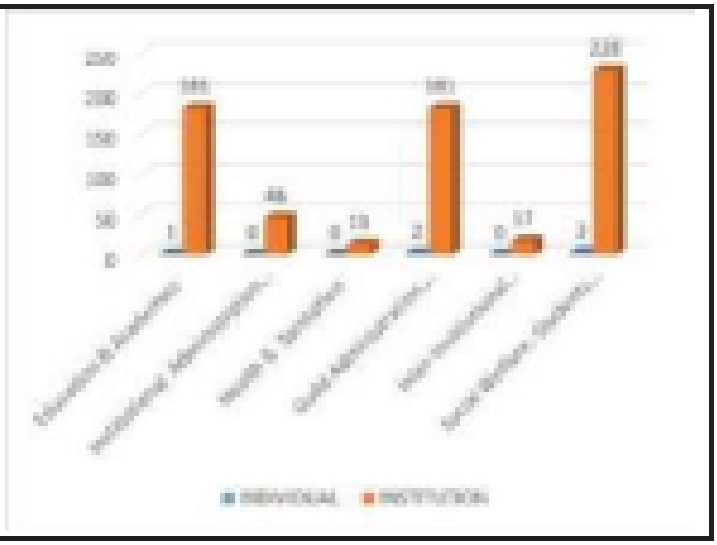
Membership	Score	Percentile
Achievement		

Type of membership

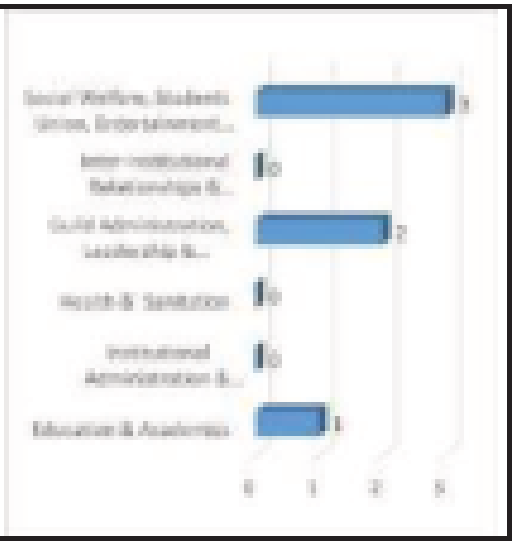
[illegible]

NON-GRADABLES.

Individual versus Institutional Service Points



Individual Service Points



MBAINE AMON

[illegible]	[illegible]
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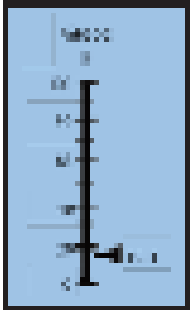
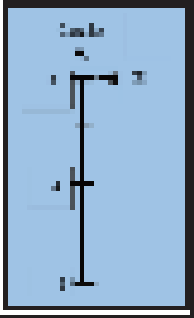
Cohort
N/A





PERFORMANCE

Cohort	Score	Percentile
Microeconomics	N/A	N/A
Econometrics	N/A	N/A
Behavioral	N/A	N/A

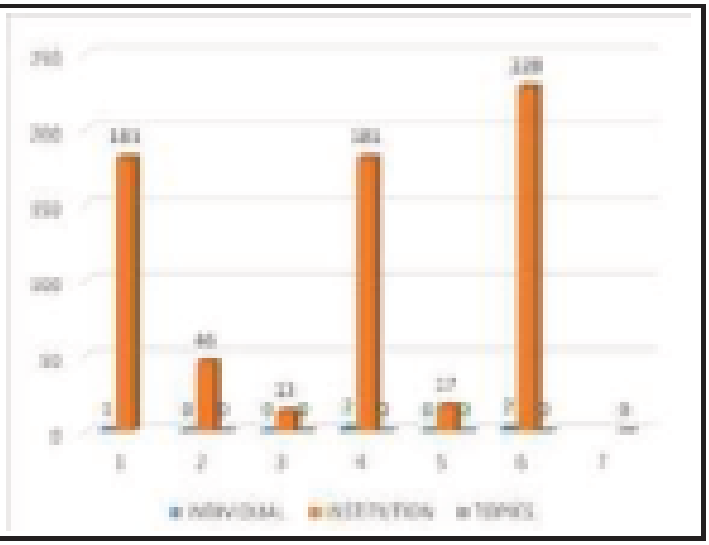
GPAC	Score	Percentile
Microeconomics	1	78.63
Econometrics	1	78.31
Behavioral	1	81.11

Membership	Score	Percentile
Microeconomics		
Econometrics		
Behavioral		

Membership
[illegible]
[illegible]

NON-GRADABLES

[illegible]



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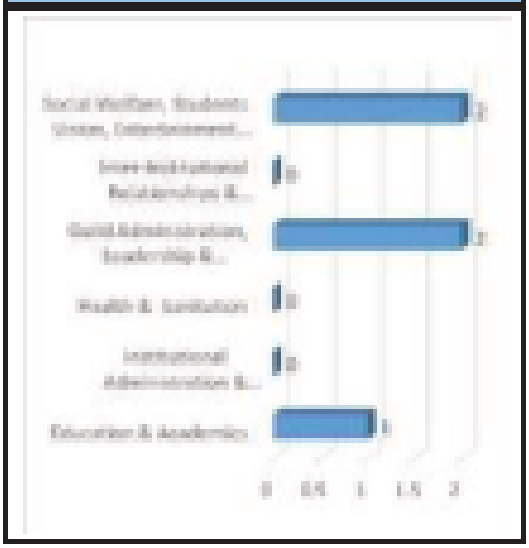

KASANVULLIS IMON

[illegible]	[illegible]
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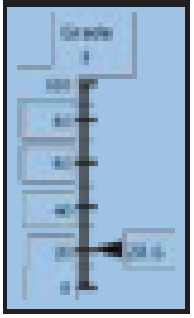
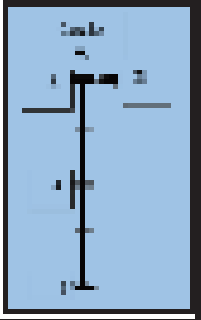
Cohort
[illegible]

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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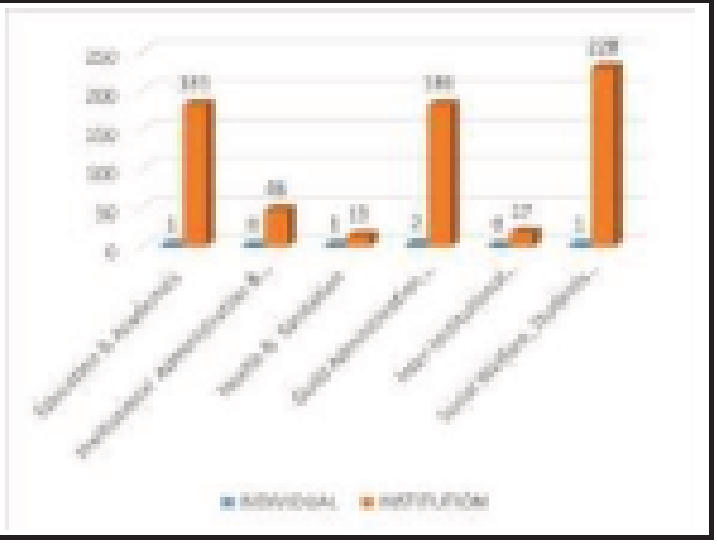
Membership	Score	Percentile
[illegible]		

[illegible]

NON-GRADABLES.

[illegible]



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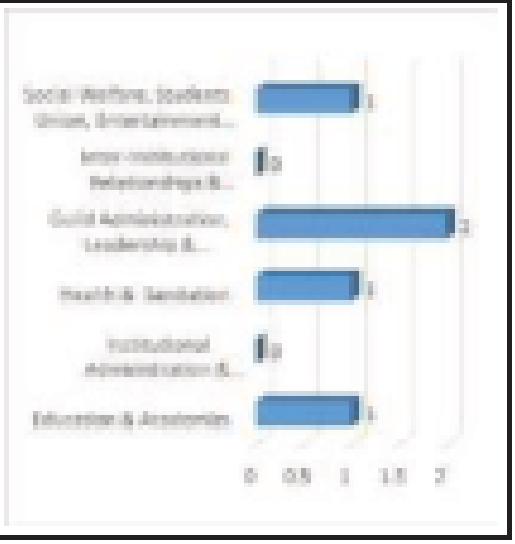

KAMUKAMAGODFREY FRANK

[illegible]	[illegible]
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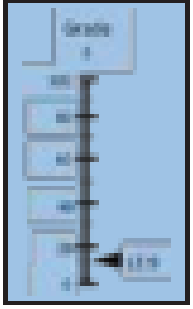

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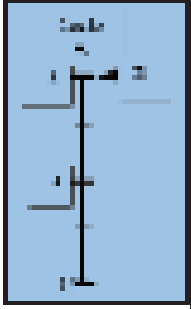

PERFORMANCE.

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NON-GRADUABLES.

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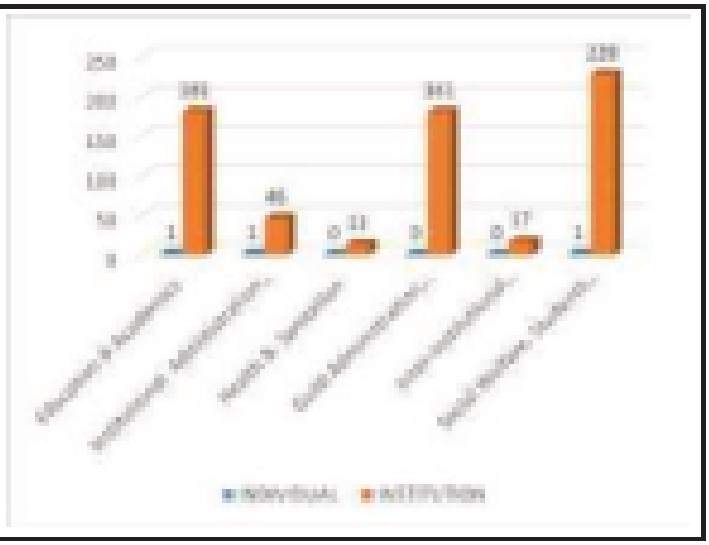

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SSEMAKULA SIMON PETER

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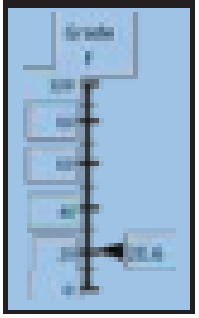
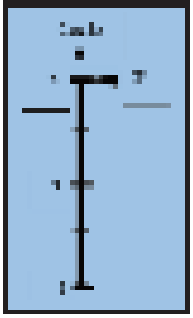
Cohort
[illegible]

DPEC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]

DPEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

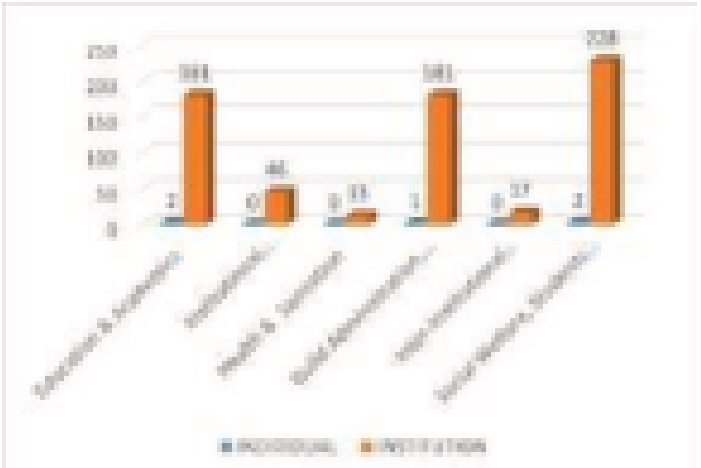
Mentorship	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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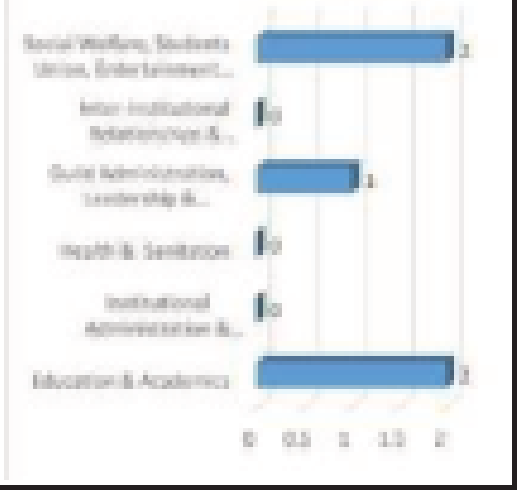

ESTHER ANKUNDA

[illegible]	[illegible]
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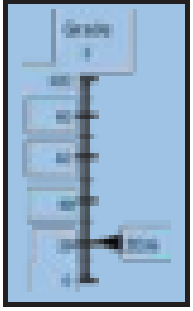
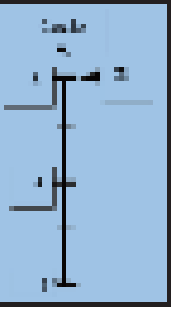
Cohort

N/A

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Coursework	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

DPC	Score	Percentile
Coursework	1	[illegible]
Participation	1	[illegible]
Behavior	1	[illegible]

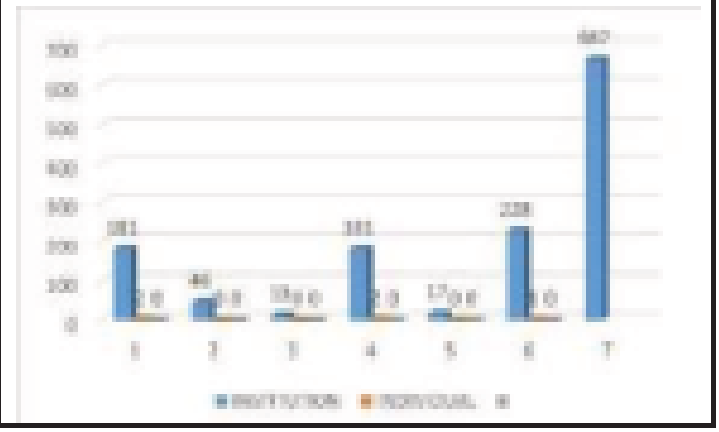
Mentorship	Score	Percentile
Coursework		

Impact on mentorship

[illegible]

NON-GRADABLES.

[illegible]



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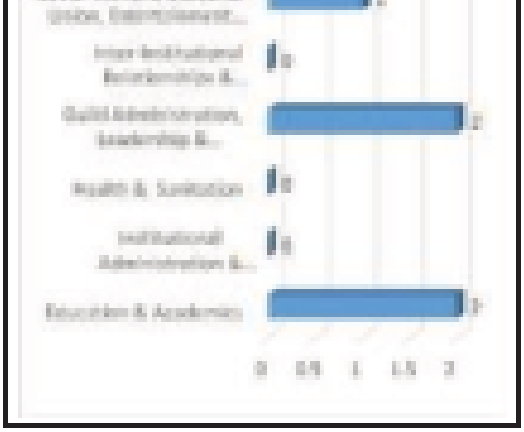

NAMATOVU FAITH

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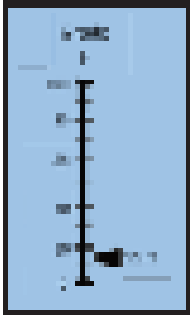
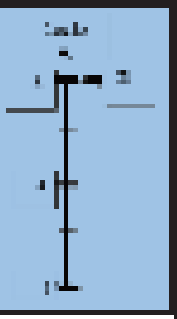
Cohort
[illegible]

DPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

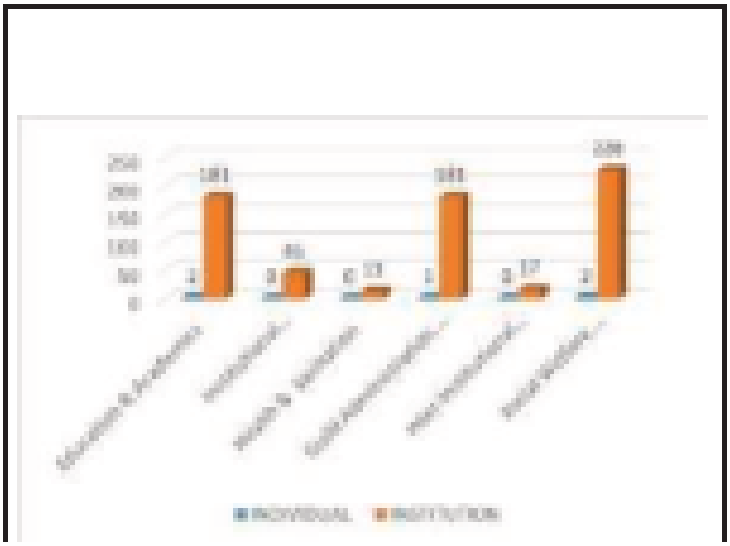
DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership Score	Percentile
[illegible]	

[illegible]

NON-GRADABLES.

[illegible]



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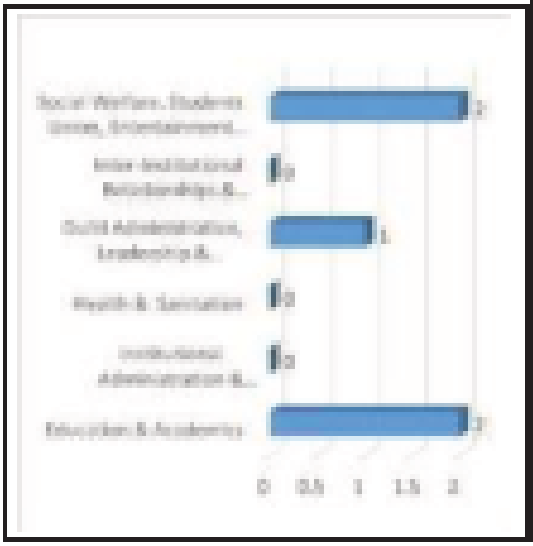
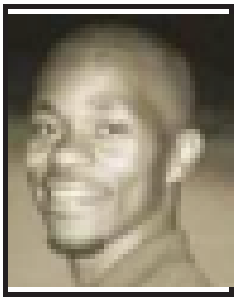


MATTIE DERICK



[illegible]	[illegible]
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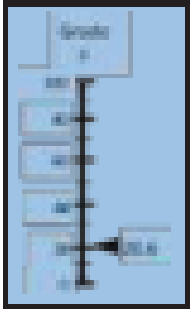
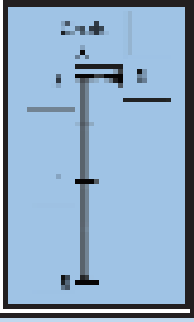
Cohort

N/A

DPC



Relationship



PERFORMANCE

Cohort	Score	Percentile
Observed	N/A	N/A
Projected	N/A	N/A
Inherent	N/A	N/A

DPC	Score	Percentile
Observed	1	[illegible]
Projected	1	[illegible]
Inherent	1	[illegible]

Relationship	Score	Percentile
Observed		

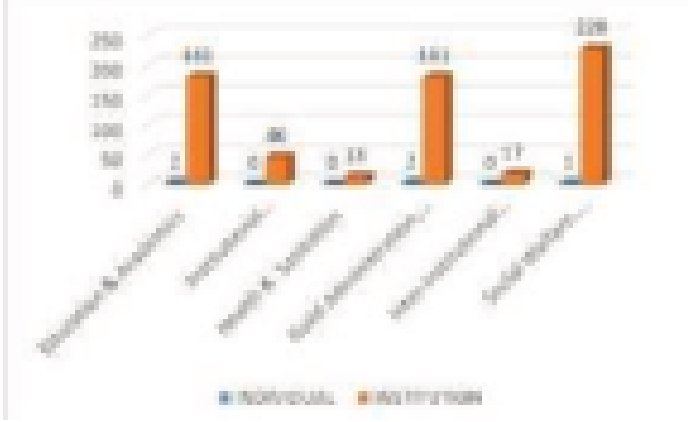
Type of relationship

Personal Friendship

Coincidental Acquaintance

NON-GRADABLES

[illegible]



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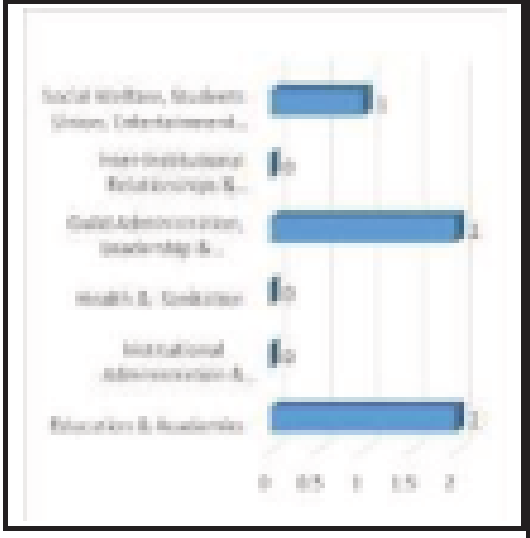

LUBEGA PILS

[illegible]	[illegible]
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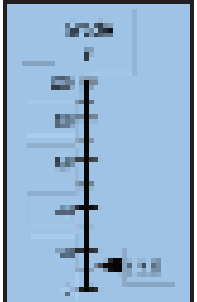
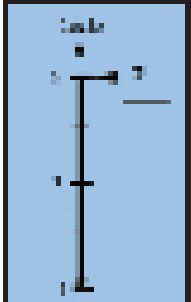
Cohort
N/A

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Observation	N/A	N/A
Participation	N/A	N/A
Behavior	N/A	N/A

DPC	Score	Percentile
Observation	1	[illegible]
Participation	1	[illegible]
Behavior	0	[illegible]

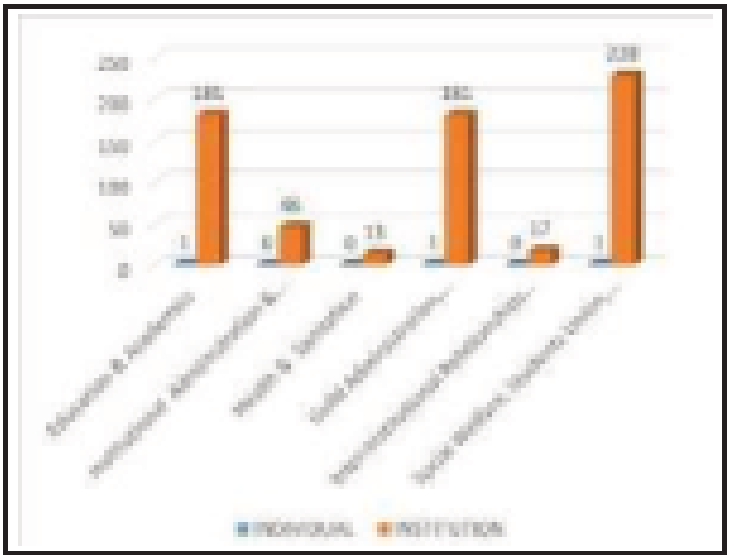
Mentorship	Score	Percentile
Observation		

Improvement Mentorship

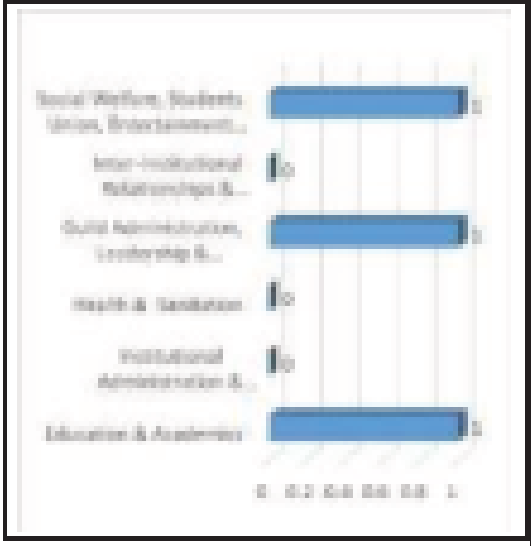
[illegible]

NON-GRADABLES.

Individual Interests in Institutional Services and Programs



Individual Interests in Programs



OPIO DANIEL

[illegible]	[illegible]
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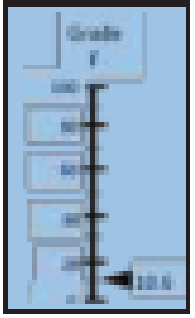
N/A

[illegible]



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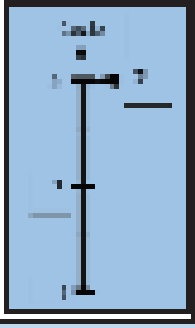

PERFORMANCE.

[illegible]	[illegible]	[illegible]
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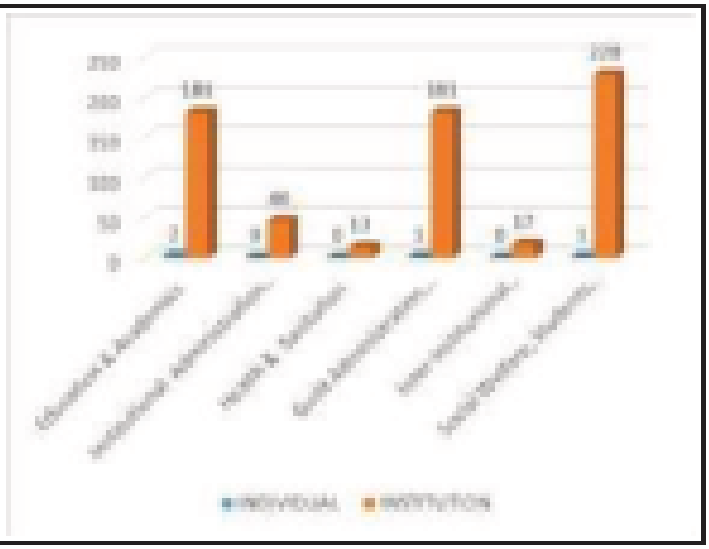
NON-GRADABLES.

[illegible]



[illegible]

KAHANYI NORAH

[illegible]	[illegible]
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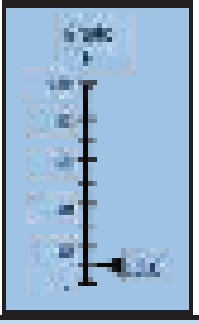
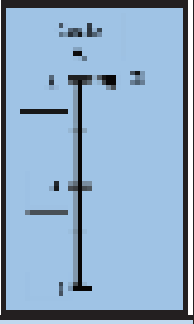
[illegible]	[illegible]

Cohort
N/A

DPC



Attendance



PERFORMANCE.

Cohort	Score	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Initiative	N/A	N/A

DPC	Score	Percentile
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Initiative	[illegible]	[illegible]

Attendance	Score	Percentile
Attendance		

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NON-GRADABLES.

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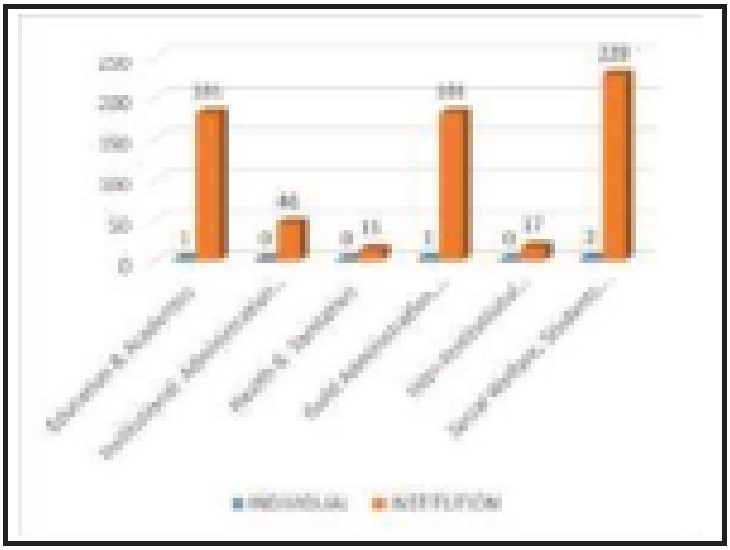

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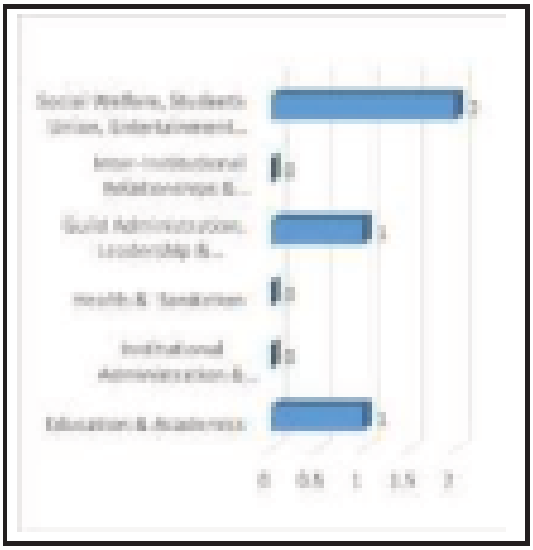

DAMBA HARUNA H

[illegible]	[illegible]
[illegible]	[illegible]
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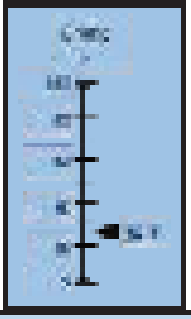
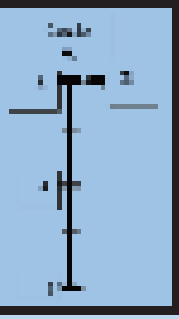
Cohort
[illegible]

DEC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		

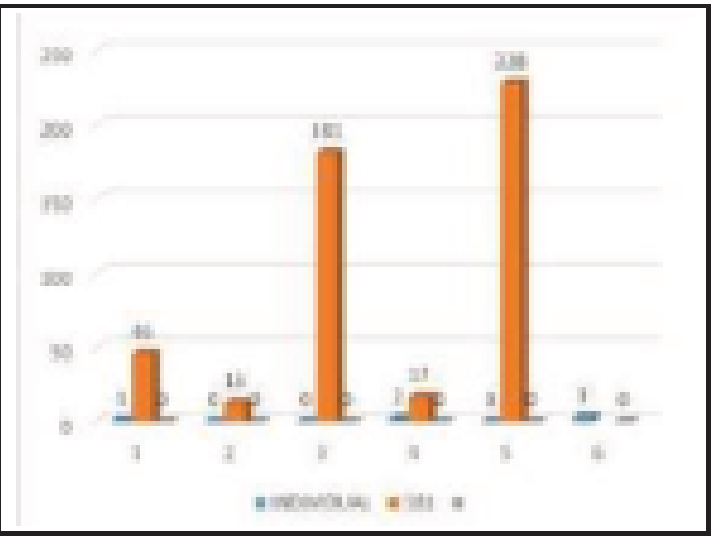
Inspirational membership

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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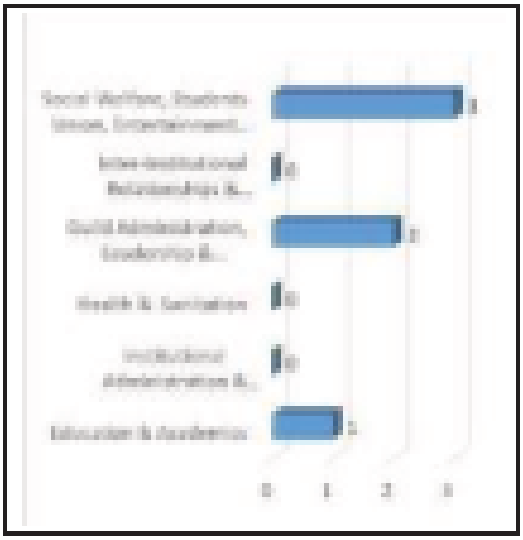

HARRIETSA NORA JIMBO

[illegible]	[illegible]
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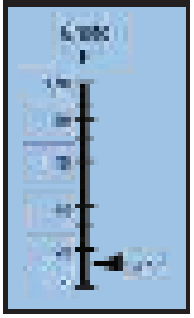
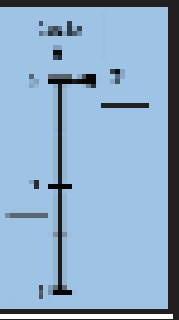
Cohort
[illegible]

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

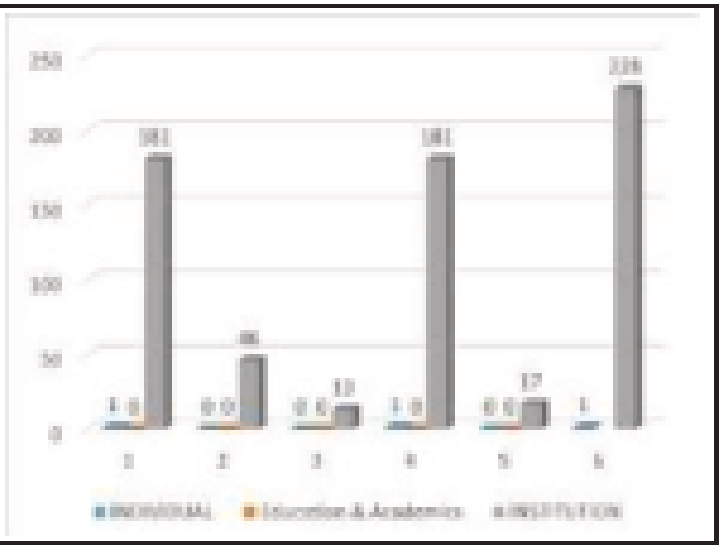
Mentorship	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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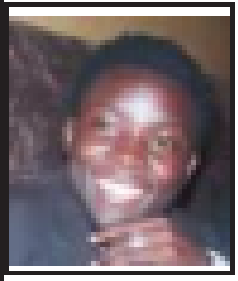
BWAMBALE FRANK



[illegible]	[illegible]
[illegible]	[illegible]
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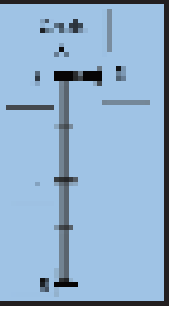
Cohort

N/A

DASC

Membership



PERFORMANCE.

Cohort	Score	Percentile
Attendance	N/A	N/A
Participation	N/A	N/A
Inference	N/A	N/A

DASC	Score	Percentile
Attendance	1/4	[illegible]
Participation	1	[illegible]
Inference	/	[illegible]

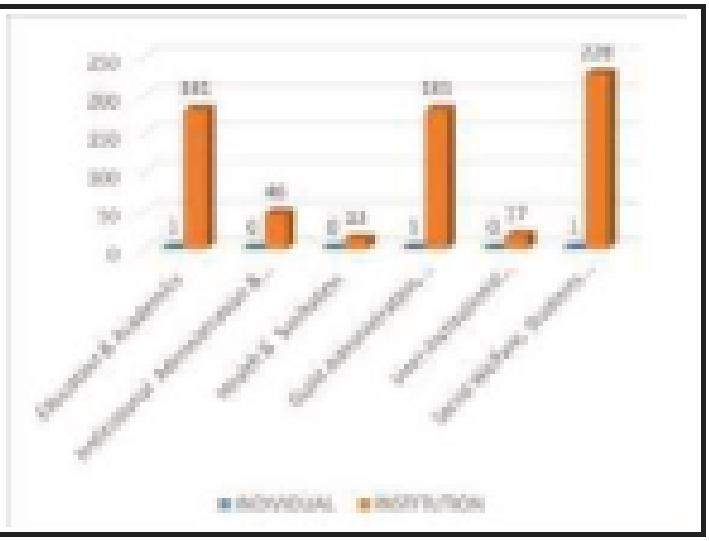
Membership	Score	Percentile
Attendance		

Type of membership

[illegible]

NON-GRADABLES.

[illegible]



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MPIRWE RODNEY TUKAMUSHABA

[illegible]	[illegible]
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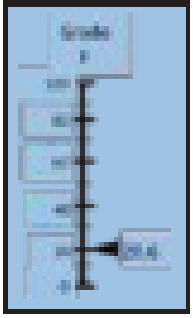
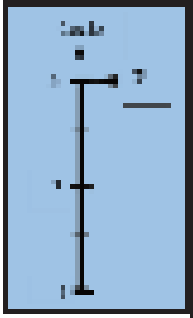
CoBoard
N/A

DEC



Membership



PERFORMANCE.

CoBoard	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

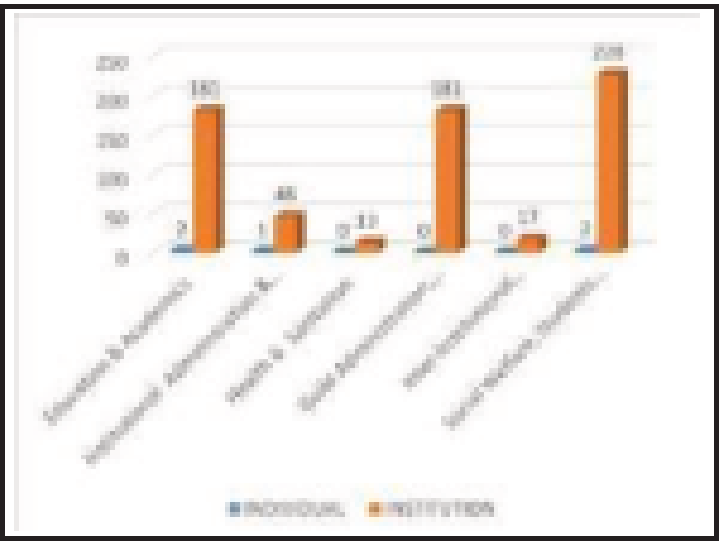
Membership	Score	Percentile
[illegible]		

[illegible]

[illegible]

NON-GRADABLES.

[illegible] [illegible] [illegible] [illegible]



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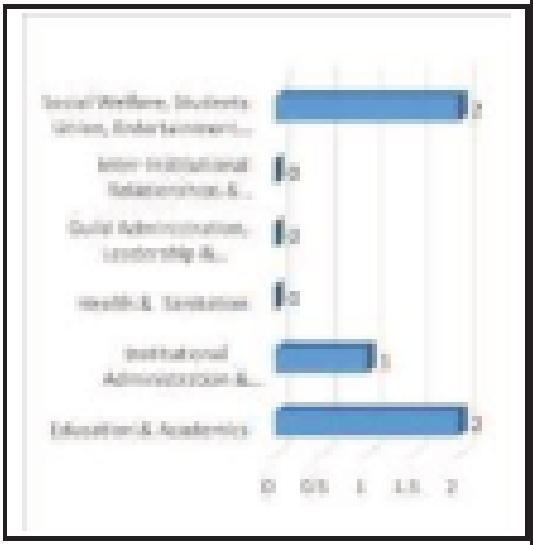

EMMANUEL KANANURA

[illegible]	[illegible]
[illegible]	[illegible]
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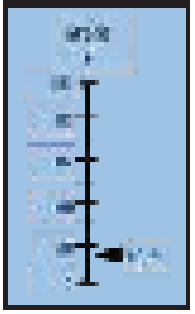
[illegible]	[illegible]

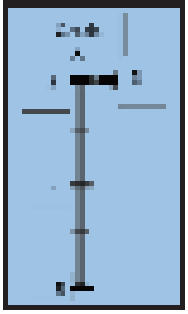
Cohort

N/A

DRC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Overscore	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DRC	Score	Percentile
Overscore	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

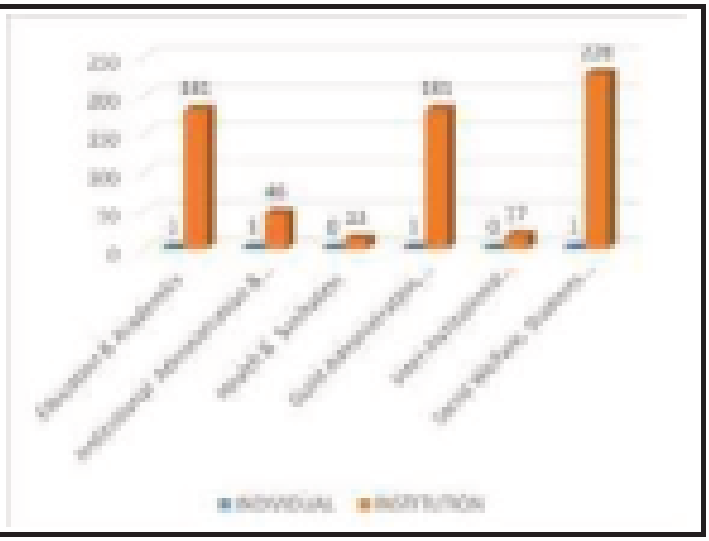
Membership	Score	Percentile
Overscore		

Type of membership

[illegible]

NON-GRADABLES.

[illegible]



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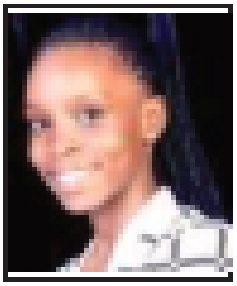
TUSUUBIRA PATRICIA



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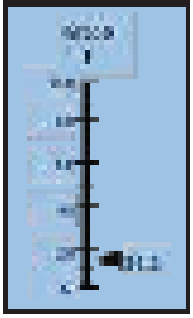
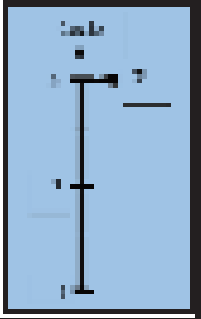
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
[illegible]

DCC



Membership



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

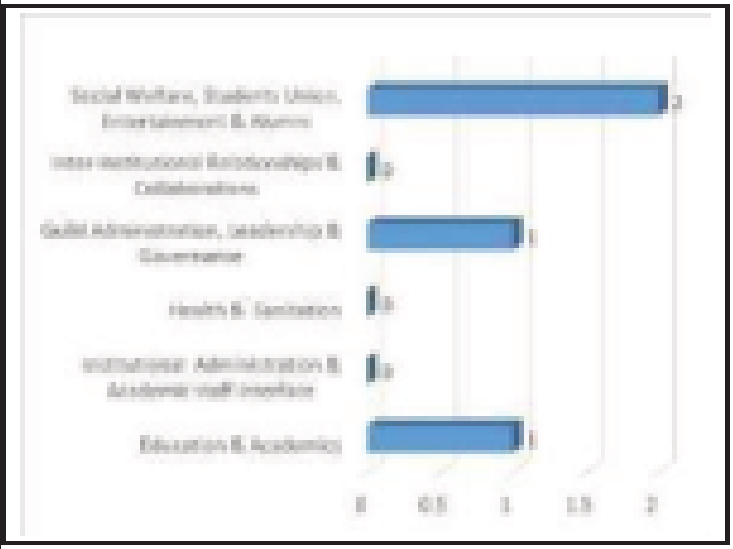
DCC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]		

[illegible]

NON-GRADABLES.

[illegible]



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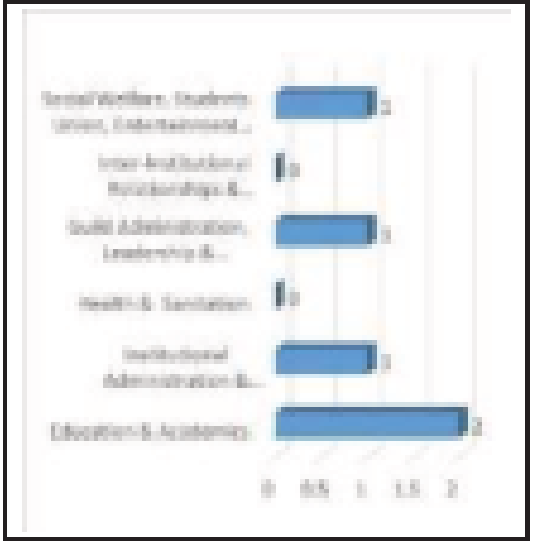
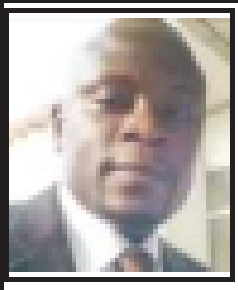


SSE KAMATTE SIMON



[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
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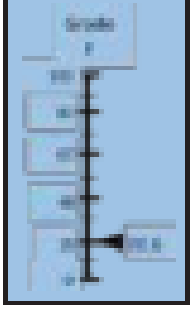
[illegible]	[illegible]

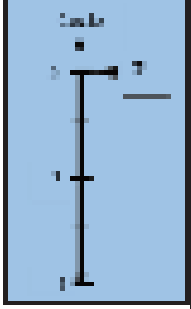
Cohort

N/A

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

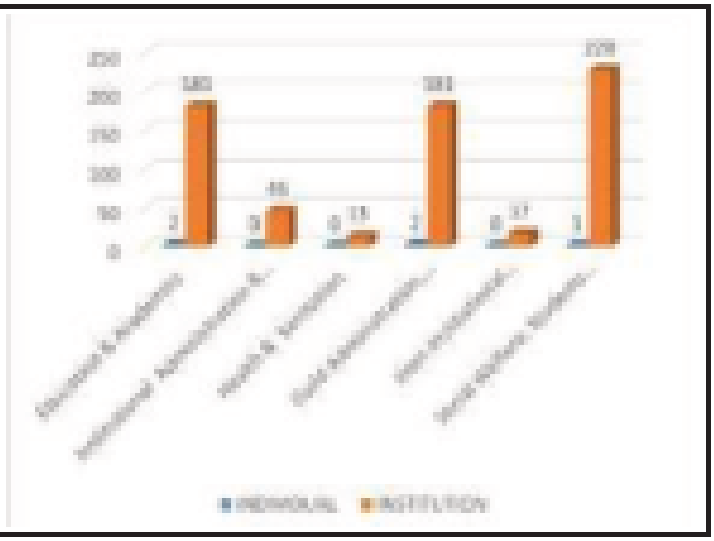
Mentorship	Score	Percentile
[illegible]		

Type of mentorship

[illegible]

NON-GRADABLES.

[illegible]



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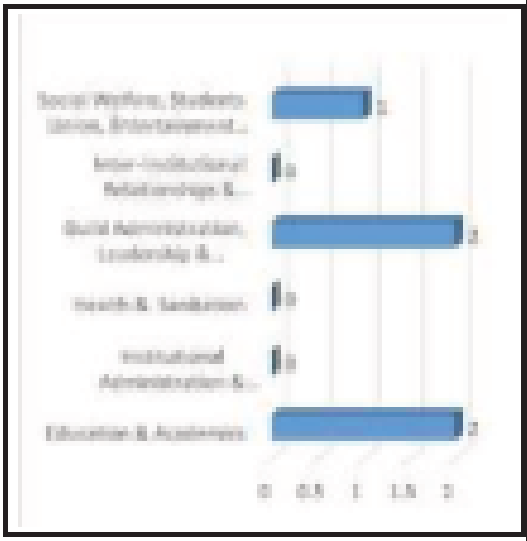
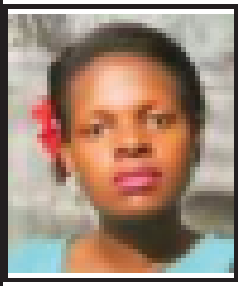


ALLON AINMBABAZI



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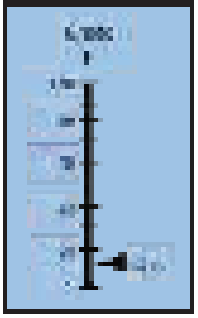
N/A

[illegible]



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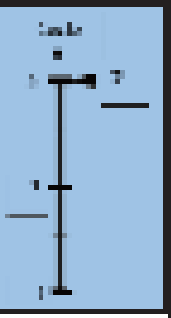


PERFORMANCE.

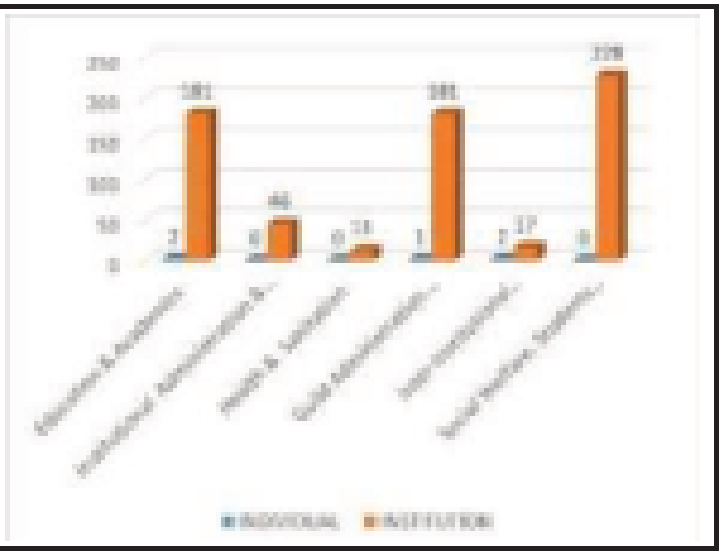
[illegible]	[illegible]	[illegible]
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

[illegible]	[illegible]	[illegible]
[illegible]	3/4	1.33
[illegible]	3	1.33
[illegible]	4	1.33

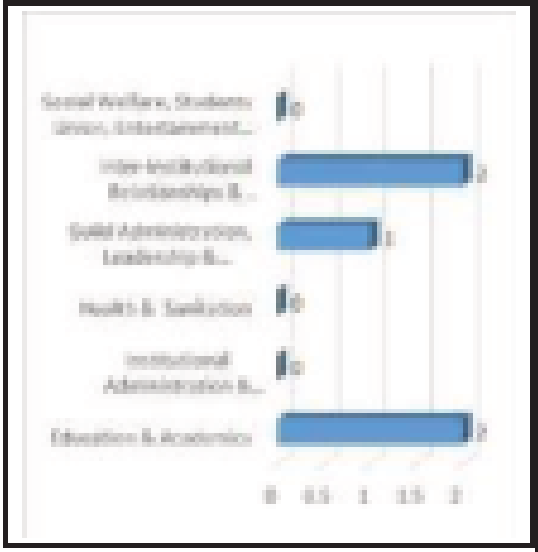
[illegible] [illegible]	[illegible]
[illegible]	
[illegible]	
[illegible]	

NON-GRADABLES.

[illegible] [illegible] [illegible] [illegible]



[illegible] [illegible] [illegible]



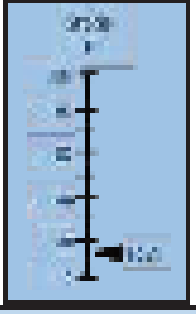
AHUMUZA ASIIMWE YVONN

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

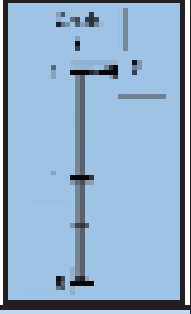
Cohort

N/A

DOC



Membership



PERFORMANCE.

Cohort	Sinor	Female
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

DOC	Sinor	Female
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Sinor	Female
[illegible]		

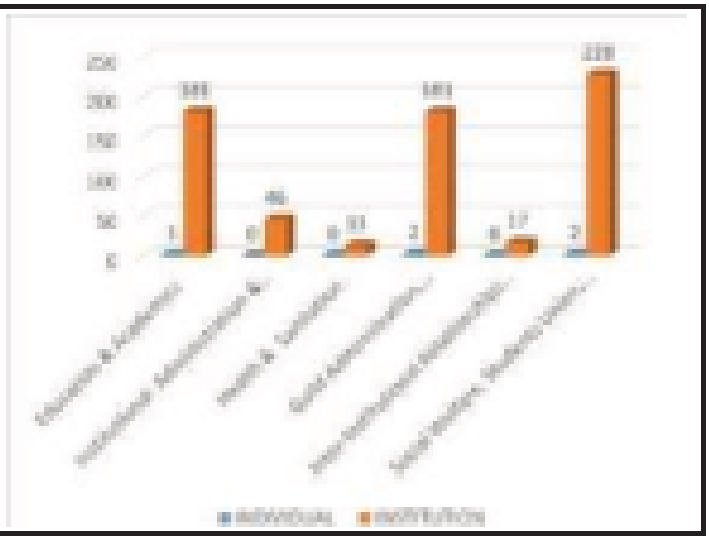
[illegible]

[illegible]

[illegible]

NON-GRADABLES.

[illegible]

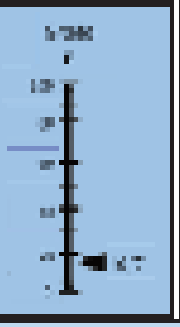


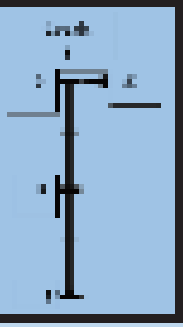
[illegible]

SSEKINDI RAOD

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

Cohort
N/A

OAC


Membership


PERFORMANCE.

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

OAC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership Score	Percentile
[illegible]	

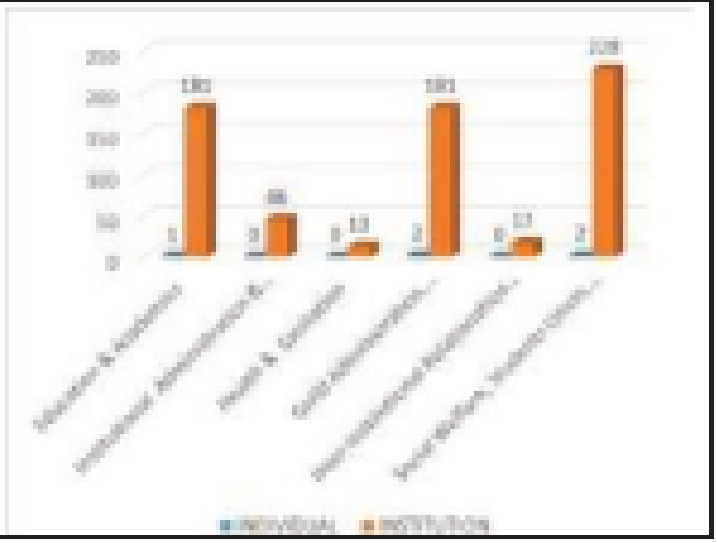
[illegible]

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

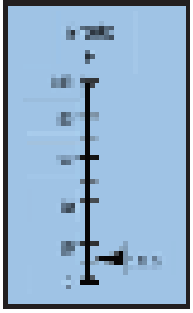
WA MBONA MARTINE

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

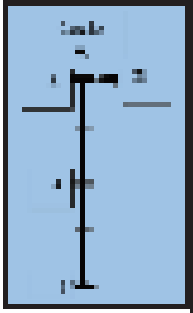
Cohort

N/A

DPC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Competence	N/A	N/A
Participation	N/A	N/A
Behaviour	N/A	N/A

DPC	Score	Percentile
Competence	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Behaviour	[illegible]	[illegible]

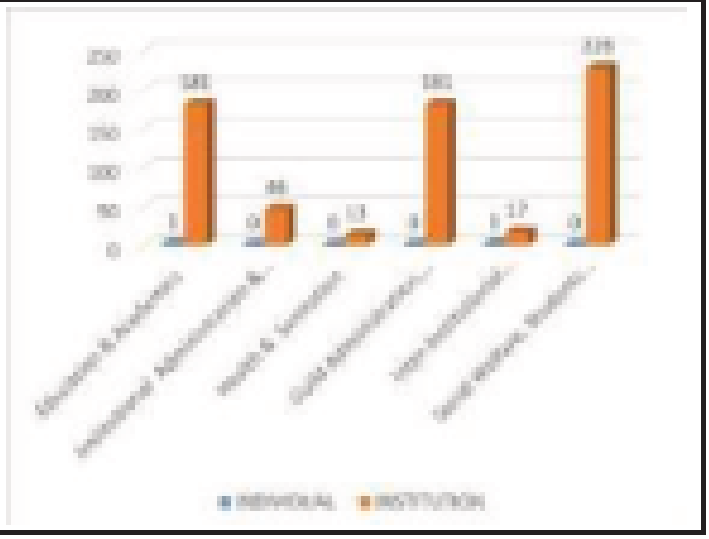
Mentorship	Score	Percentile
Competence		

Improve mentorship

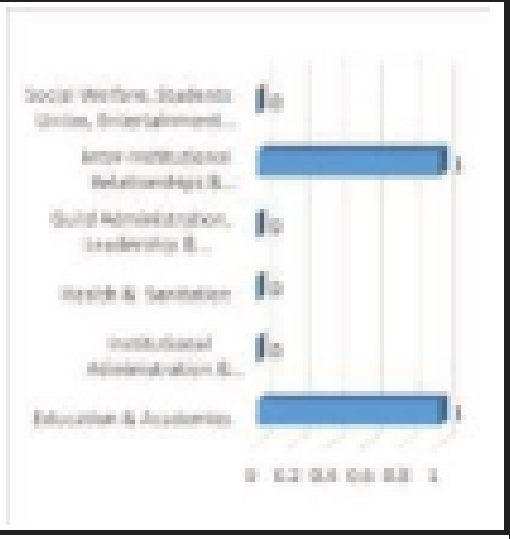
[illegible]

NON-GRADABLES.

[illegible] Individual Score Of Person



Individual Score Of Person



PATRICK SSEBUNYA

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
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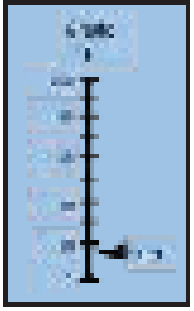
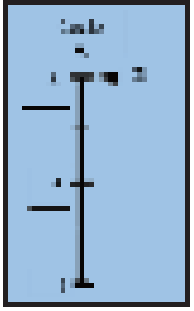
[illegible]	[illegible]

CoBoard
N/A





PERFORMANCE.

CoBoard	Score	Percentage
Attendance	N/A	N/A
Participation	N/A	N/A
Interest	N/A	N/A

DRC	Score	Percentage
Attendance	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Interest	[illegible]	[illegible]

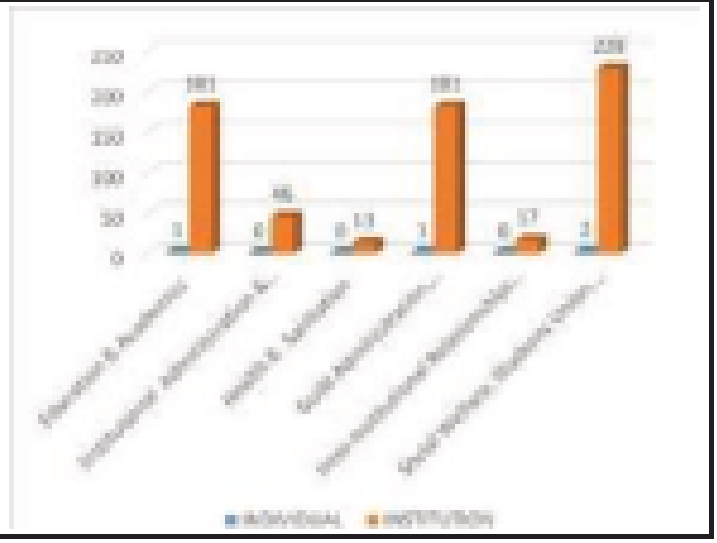
Membership	Score	Percentage
Attendance		

[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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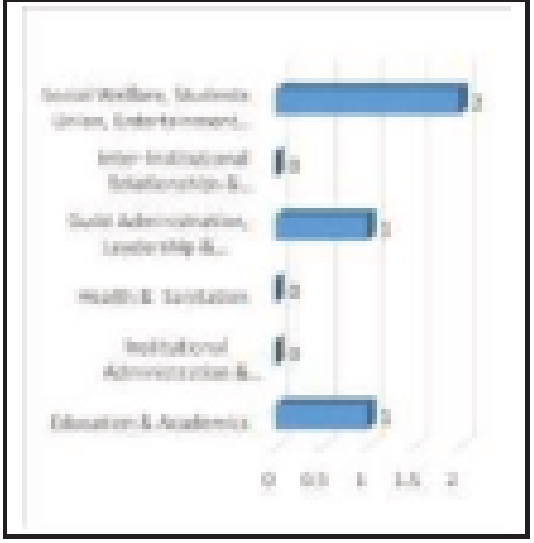

GERALD WABUGOYA

[illegible]	[illegible]
[illegible]	[illegible]
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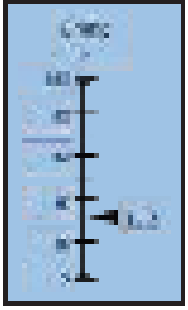
[illegible]	[illegible]
[illegible]	[illegible]

[illegible]

[illegible]



[illegible]

PERFORMANCE.

[illegible]	[illegible]	[illegible]
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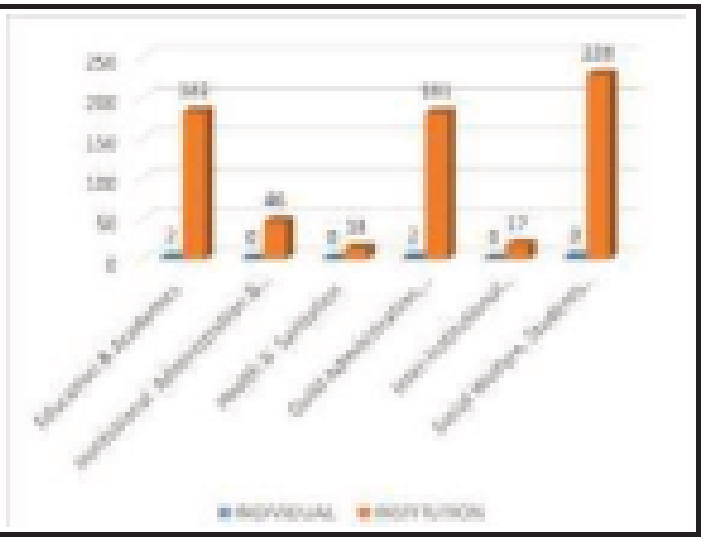

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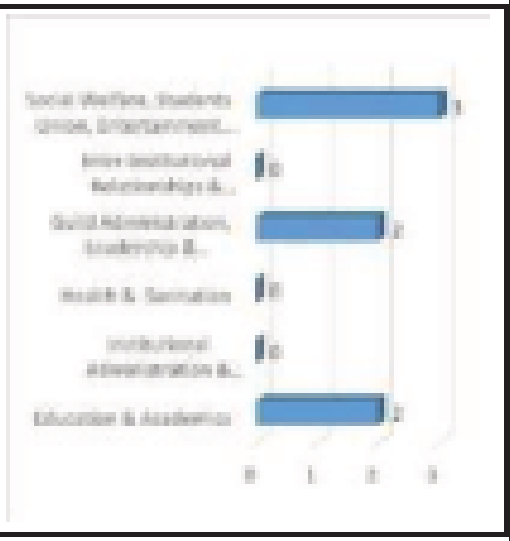

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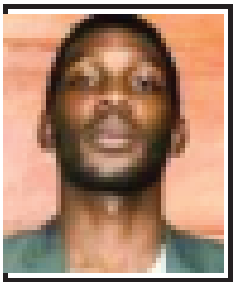

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Cohort
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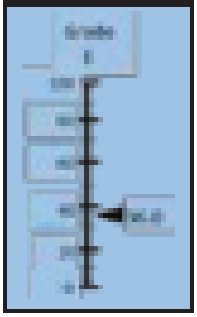

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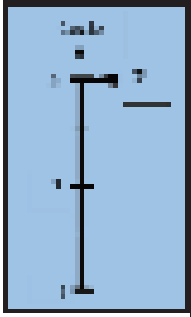

PERFORMANCE.

Cohort	Score	Percentile
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DISC	Score	Percentile
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Attendance	Score	Percentile
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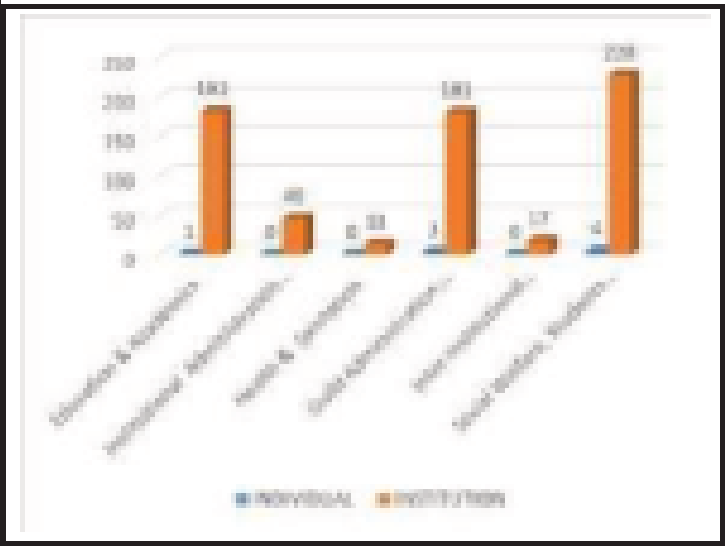
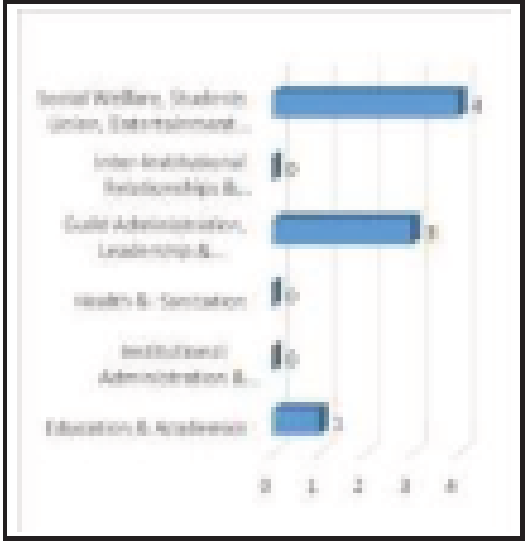
Improvement recommendations.

NON-GRADABLES.

Individual Courses Enrolled and Grades Per...



Individual Courses Offered Per...



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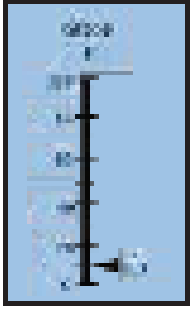
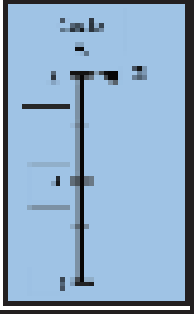
Cohort

N/A

DRC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Alternative	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

DRC	Score	Percentile
Alternative	1/4	6.25
Participation	4	11.11
Influence	3	61.11

Membership	Score	Percentile
Alternative		

Type of membership

NON-GR

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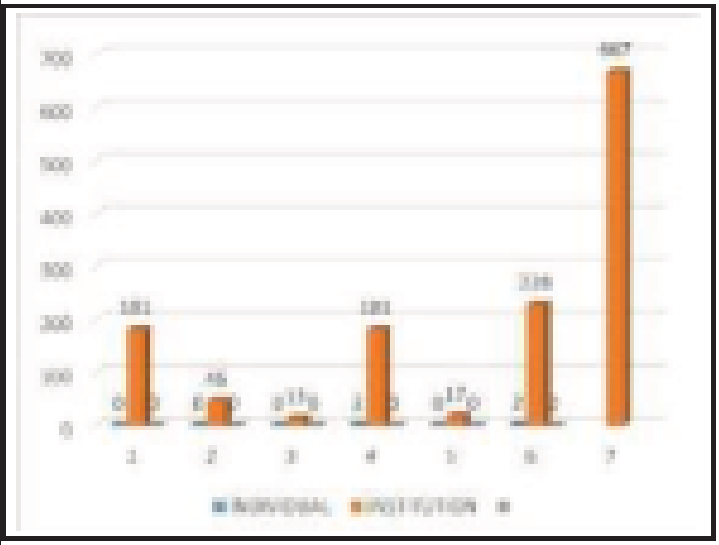

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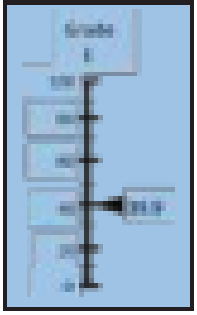
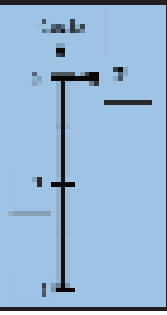
Cohort

N/A

GPC



Membership



PERFORMANCE.

Cohort	Score	Percentile
Alternative	N/A	N/A
Participation	N/A	N/A
Influence	N/A	N/A

GPC	Score	Percentile
Alternative	[illegible]	[illegible]
Participation	[illegible]	[illegible]
Influence	[illegible]	[illegible]

Membership	Score	Percentile
Alternative		

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NON-GRADABLES.

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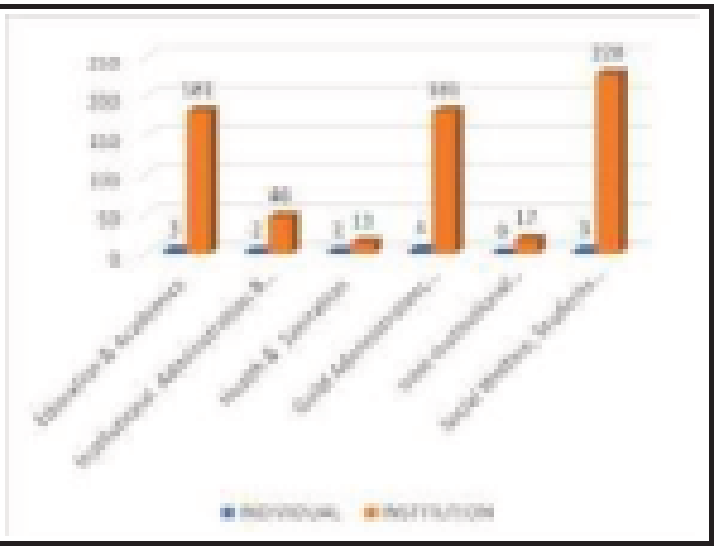

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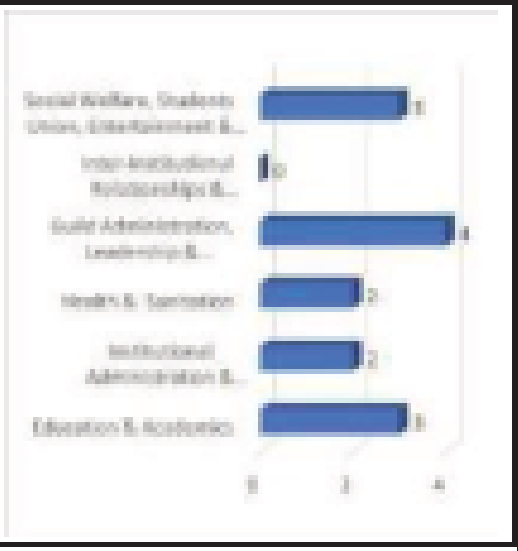


GULU SCHOOL OF NURSING AND MIDWIFERY STUDENTS GUILD SCORECARD 2018/2019

CHAPTER EIGHT

GULU SCHOOL OF NURSING AND MIDWIFERY

8.0 INTRODUCTION

The school specializes in practical medical training which includes nursing, midwifery, clinical medicine and community health among others

According to the Constitution of the Gulu School of Nursing and Midwifery Guild Government, the leadership of the Guild is comprised of the Executive and the Cabinet Ministers. This scorecard is assessing the Guild Government of 2018/19

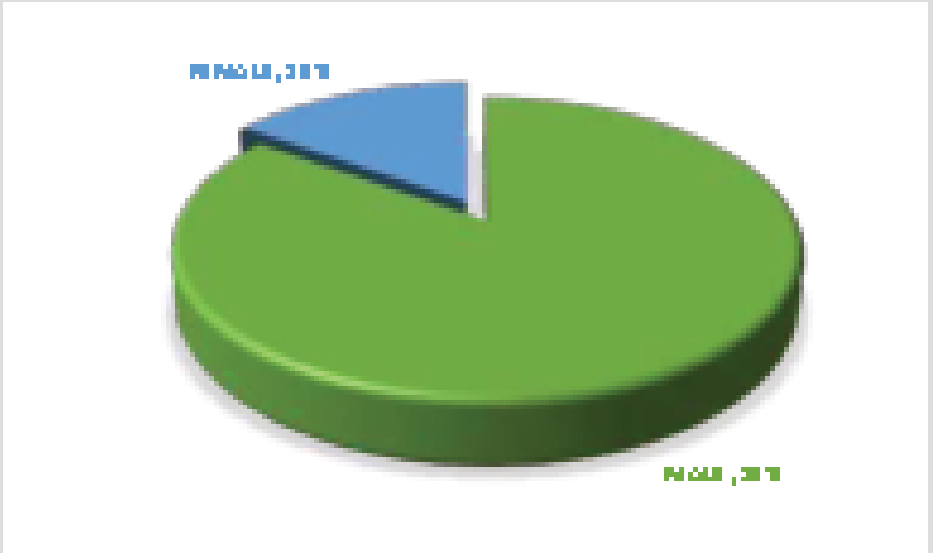
8.1 INSTITUTIONAL FINDINGS

This section reports on findings of the Student Guild Government of Gulu School of Nursing and Midwifery as an institution and looks at the following areas

8.1.1 Composition of The Guild Leadership

Figure 28: Composition of Gulu School of Nursing and Midwifery

Guild 2018/2019 by gender



The figure above represents that there are more Male Guild Leaders in Gulu School of Nursing and Midwifery whom are 85% than Female Guild Leaders who are 15%. The Guild Government was composed of 20 members. 3 members being female and 17 being male

Source: Minutes and interview Dec 2019

3.1.1.1 Gender Composition Comparison

Table 47: Historical trends of GSNM Guild by gender

Gender Profiling	2017/2018	2018/2019
Male	72.73%	85%
Female	27.27%	15%

Source: GSNM Guild Minutes and interview Dec.

3.1.1.2 Performance Analysis by Gender

Table 48: Performance by gender in the Council meetings

Gender	Gender (%)	Average of Attendance (%)	Average of Participation Percentile	Average of Influence Percentile
Male	85%	75%	45.82	40.03
Female	15%	50%	39.69	27.45
Students Guild	100.0%	71%	44.01	36.31

Source: GSNM Minutes

This table indicates the summary of GSNM Guild average performance by gender in attendance participation and influence during the council meetings

3.1.2 Leadership channels of communication

Engagement of Electronic using channels

Table 49: Engagement of Electronic using channels

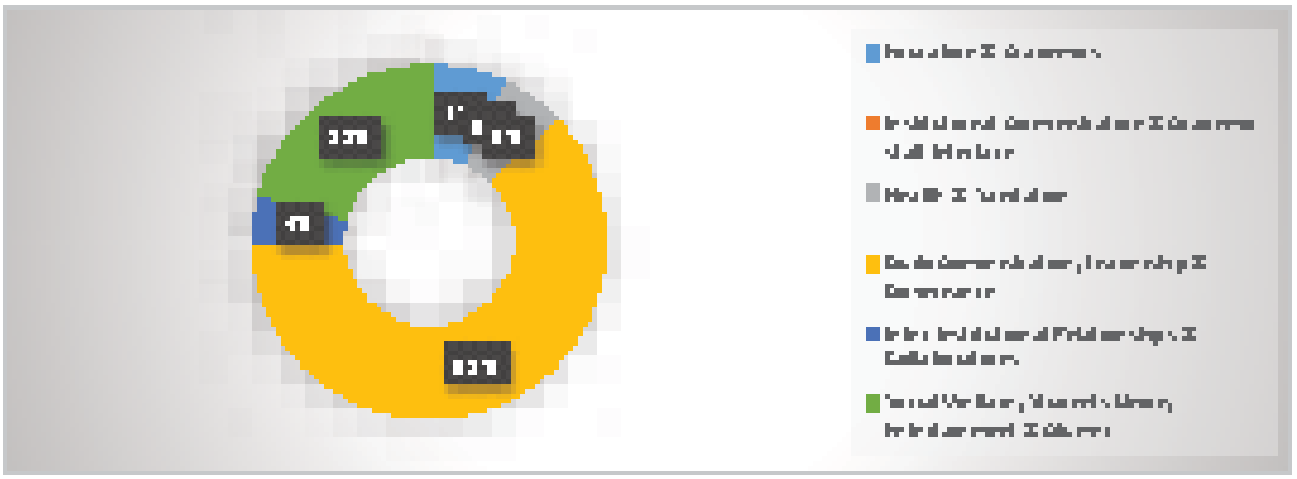
Channels	Yes	NO	Remarks
Guild Notice	Yes		Available
Guild WhatsApp's Group		No	Down rover
Website		No	Down rover
Twitter		No	Down rover
Facebook		No	Down rover
Newsletters		No	Down rover
Others	-	-	-

Source: Key Informant Interview

The table above indicates "YES" where GSNM Guild had engagement platforms and "NO" where they didn't have

3.1.3 Guild Score on areas of Focus

Figure 32: Guild performance on Areas of Focus in percentage.



Source: GSRM Guild Survey 2018-2019

This figure above represents the GSRM Guild concentrated more on Guild administration, leadership and governance as it has the highest percentage of 33% and discussed less on Institutional Administration and Academic staff Interface which has 0%

3.1.4 Quorum at Meetings.

This section presents the quorum of meetings of the GSRM Student Guild GRC and the Cabinet meetings

3.1.4.1 Council meetings

Table 30: Quorum of Council meetings.

S/N	DATE	ATTENDANCE	TOTAL NUMBER OF GRCS	QUORUM (%)
1	01/04/2019	11	19	68.42%
2	11/04/2019	17	19	89.47%
3	11/08/2019	14	19	73.68%
4	19/10/2019	14	19	73.68%
			Average Quorum (%)	76.31%

Source: GSRM GRC Meeting Minutes 2018-2019

3.1.4.2 Cabinet meetings

Table 31: Quorum of Cabinet meetings.

S/N	DATE	ATTENDANCE	TOTAL NUMBER OF GRCS	QUORUM (%)
1	06/04/2019	16	17	94.11%
2	26/10/2019	14	17	82.35%
			Average Quorum (%)	88.23%

Source: GSRM Guild Cabinet Minutes 2018-2019

3.1.5 Core Governance

Table 52: Scores of GSWA Guild in Core Governance

PARAMATER	SCOREABLE COMPONMENT	COMPLIANCE	RESULTANT SCORE	
			YES	NO
Leadership Guild	President	Declaration of a President	3	
	General Secretary	Appointment of the General Secretary	3	
	Speaker	Election of the Speaker and a Deputy Speaker	3	
	Unconstitutional positions & policies	Creation of leadership positions outside the constitutional regime		-3
	Parliament		3	
		Overall Score	12	-3
	Existence of Cabinet Ministers,	Ministry of Justice and Constitutional Affairs	3	
		Ministry of Education of Sports	3	
		Ministry of Food and Production	3	
		Ministry Gender	3	
		Ministry of Transport and Communication Affairs	3	
		Ministry of Environment and Social Affairs	3	
		Ministry of Culture and Religious Affairs	3	
		Ministry of Health and Environment	3	
		Ministry of Finance	3	
		Ministry for Presidential Affairs and Energy		-3
		Overall Score	27	-3
	Committees	Food and Production Committee	2	
		Health and Environmental Committee	2	
		Disciplinary Committee	2	
		Education and Sports Committee	2	
		Culture Committee		-2
		Finance Committee	2	
		Communication, Transport and Foreign Affairs Committee		-2
		Gender Committee		-2
		Presidential Affairs Committee		-2
		Overall Score	10	-8

	SCOREABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
Good governance	General Assembly	Two sessions a term of office	3	
		Be the legislature of the Guild (make laws)	3	
		Sanction and approve the policies of the Executive	3	
		Deliberate on matters that affect the members of the Guild (Student Body) and make resolutions	3	
		Approve standing committees and Ad hoc committees	3	
	Meetings of Cabinet	Four meetings in an academic year		-3
	Quorum in Cabinet	Two thirds of the total number of the Ministers	3	
		Overall Score	18	-3
Conduct of Business at Council	SCOREABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
	Number of meetings held by GRC Parliament	four times in a term of office	3	
	Notice of meetings held by GRC Parliament	Written notices showing time and place including the agenda		-3
	Quorum Parliament meetings		3	
	Minutes of GRC Parliamentary sessions recorded	Recorded minutes of all the required sessions (Four in every)	3	
	Rules of Procedure/ Guidelines for conduct of meetings	Rules to regulate its procedure meetings		-2
		Overall Score	9	-5
Succession Planning and Transitional process	SCOREABLE COMPONENT	COMPLIANCE	RESULTANT SCORE	
	General Elections	A General Election during the academic year	3	
	Voter Register	Updated Register of Voters	3	
	Campaigns	Existence of Open Campaigns financed by the Guild government	3	

	Election Complaints	Disposal of complaints within four days from date of lodgment (if no one no complaint was lodged, Governance score full marks)	3	
		Overall Score	12	0
CORE GOVERNANCE		Overall Score	88	- 22
		Total Score	110	-110
		Percentage Overall Score	80.00%	20.00%

Source: GSMM Student Guild Constitution, returns 2018/2019

N B The highest possible score is 110 and the lowest possible score is -110

3.1.5.1 Core Governance

Leadership of the Guild From the above table in the leadership parameter of Core governance GSMM scored 10 points for compliance and lost 8 points for non-compliance

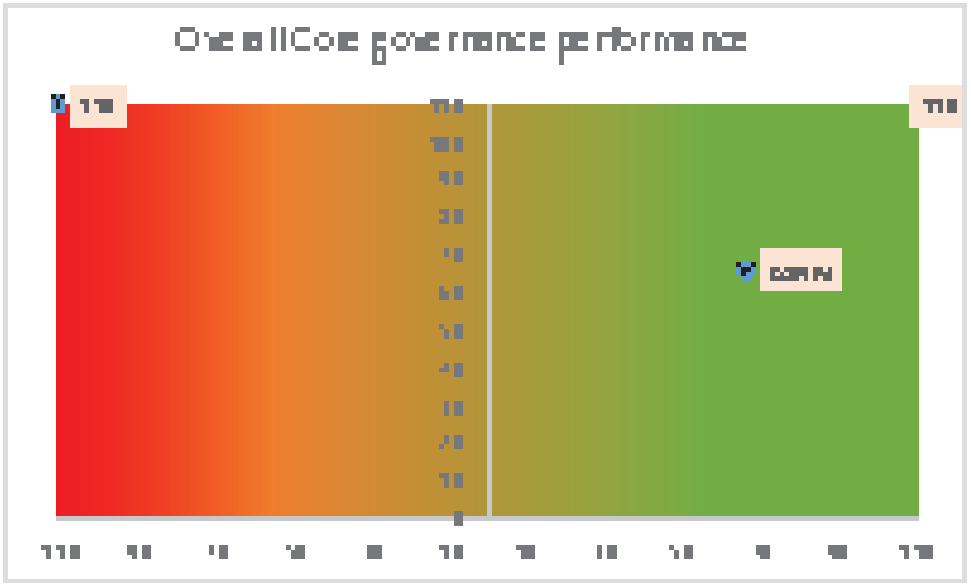
Good governance In the parameter of good governance GSMM Guild scored 18 points for compliance and lost 3 points for non-compliance

Conduct of business During the conduct of business under core governance GSMM Guild scored 9 points for compliance however they lost 5 points by not complying in some areas

Succession planning GSMM Guild Governance complied by scoring all the 12 points under succession planning and transition process and lost non for non-compliance

3.1.5.2 Overall Core Governance Performance

Figure 32: Overall Core Governance Performance



Area showing strength in compliance

Area showing neutrality in compliance

Area showing weakness in compliance

From the evaluation done in the table and figures above it shows that GSNM Guild should improve in areas they were found to be lacking compliance with the Constitution in the core governance parameters while maintaining compliance in the areas where they were found upholding and respecting the letter and spirit of the Constitution. From the Guild Leaders Performance Scorecard for the year 2018/2019. GSNM Guild Government has been found to have a 80% level of compliance with the Constitution and therefore needs to improve its performance in the following areas which constituted - 20% level of non-compliance -

Under the Leadership Guild section The Guild Government of GSNM 2018/2019 lost 2 points by not complying as follows -

i. Not having the required committees

Under the good governance section In this section GSNM Guild 2018/2019 lost 3 points for non-compliance due to the following limitations -

i. The Guild did not hold all the meetings as provided by the Constitution

Under the parameter of conduct of Business in the council The Guild lost 5 points under this section by not complying in the areas listed -

i. No written notices indicating the time, place and agenda of the meeting

ii. The Government did not produce any document (Rules of Procedure) for regulating its proceedings at the meetings

3.1.6 Legacy Projects

Table 33: Scores in Legacy Projects

SCOREABLE COMPONENT	YES/NO	RESULTANT SCORE
Do you have a project?	YES	1
Is the project shown in the budget?	NO	0
Is the project in the work plan?	NO	0
Is the project talked about in the manual?	YES	1
Student recognition	YES	1
Administrative recognition	YES	1
External recognition	YES	1
TOTAL SCORE		5
Percentage score		71.42%

Source: GSNM GMC minutes

The table above indicates that GSNM Guild scored 5 out of 7 for Legacy Projects and thus the result is 71.42 percentage score

3.1.7 Performance of Special Officers

In this section, we looked at the performance of different Offices of the Guild in reference to the special roles assigned to them according to the GSWM Students Guild Constitution

Table 34: Performance of Special Officers of the GSWM Guild Government 2015/2016

Office	Roles	Performance
Office of the Speaker	➢ Be the spokesman of the cabinet ➢ Be the minister of ceremony for all the cabinet functions ➢ Work hand-in-hand with the Guild Secretary, Vice President and the President	➢ The Speaker presided over all GMC and Cabinet meetings ➢ The attendance in GMC meetings was kept ➢ Discipline was observed during the Council proceedings
Office of the President	➢ Head the student's Guild Government ➢ Directly responsible for students welfare and interest ➢ Chairmanship of the Guild Cabinet meetings ➢ Call meetings of Guild Cabinet ➢ Take emergency decisions on behalf of Guild officials in consultation with cabinet members	➢ He called for two cabinet meetings ➢ Helps addressing issues concerning students welfare
Guild Secretary's Office	➢ Keep the register and responsible for all Guild property ➢ Be chairman of property, establishment and business committee ➢ Be in charge of the employed staff of the Guild ➢ Calls and organizes for Guild meetings ➢ Responsible for disbursement of monetary to all members	➢ The meetings were well organized and the minutes were well recorded and kept
Finance Secretary	➢ Be chairperson of Finance Committee ➢ Look after the financial matters of the Guild ➢ Be co-signatory to all Guild financial transactions ➢ Take inventory of existing Guild funds ➢ Present records of accounts to the Guild cabinet	➢ The Finance Minister presented the account details to the Cabinet ➢ Provided more reports to show how funds are spent
Justice and Constitutional Affairs	➢ Responsible for the administration of justice ➢ Interpret constitutional issues in all Guild proceedings ➢ Solving all student disputes ➢ Be the chairperson of the disciplinary committee	➢ There was no case for these duties
Office of the Electoral Commission	➢	➢

Source: GSWM Guild Constitution, Cabinet and GMC meetings

3.1.8 Average Attendance of Mentorship Sessions

Average mentorship Attendance
95%

Source: Core governance matrix

3.1.9 Final Grade

Table 33: The Final Grade

	MARK	GRADE
Core Governance	80	A
Legacy Project	TIER	B
Mentorship	90	A

Source: Core governance matrix, Legacy project matrix and GSNM Mentorship attendance list

The table above is showing the final grade of GSNM Guild 2018/2019 in Core Governance, Legacy and Mentorship

3.1.10 Administrative Remark

"The Guild leaders have become so empowered in leadership skills through the mentorship that the administration trusts the Guild entirely with keeping order within the campus." Mr. Okwanga Alfred, Director GSNM during the Guild handover ceremony

3.2 RECOMMENDATIONS

- The GSNM Guild Council must approve all the minutes in the Council meetings before they commence office
- Provide evidence (Minutes and notices) on General Assembly meetings
- The Guild should hold all the general assembly meetings as required by their Constitution
- There should be written notice indicating agenda, venue, time and date of the council meetings
- The Guild Government of GSNM should indicate cabinet and CEC meetings clearly
- The Guild should produce rules (rule of procedure) to regulate meetings
- The Guild Government should provide a well detailed budget
- EC should also prove through the Guild budget and work plan that the campaigns were financed by the Guild Government

3.2.1 Analysis of previous recommendations (2017/2018) to the Guild Governance

Table 36: Implementation scores from previous recommendations.

RECOMMENDATION	ACTION TAKEN OR OMISSION	LEGALITY OF ACTION TAKEN OR OMISSION	OUTCOME OF ACTION TAKEN OR OMISSION	IMPLEMENTATION SCORE
GSWM should improve the attendance of members at guild meetings	They provided detailed attendance lists	The Guild Constitution was abided to	They gained good understanding on attendance	1
GSWM should give unpaid remarks and also keep staff copies	They provided the unpaid minutes and staff copies	The Guild Constitution was abided to	All members scored proper marks as what they addressing was clear and their queries were clarification	1
Update work management, provide election work plan and document all election process	The registration were provided	The Guild Constitution was abided to	Good record keeping and succession planning and management process	1
Issue notices for meetings in the proper form and organized by the constitution	Alone	Alone	Low marks on this	0
The Guild Governance should provide documents for approval of Finance and governance	Alone	Alone	Low marks on this	0
Attach the documents that are mentioned in the minutes	Alone	Alone	Low marks	0
Capture the full names and proper spelling of the names of the member speaking are recorded	Alone	Alone	Individuals low marks as there was confusion on who is who	0
RECOMMENDATION SCORE			SCORE	3
			TOTAL	7
			Score (%)	42.86%

Source: GSWM Guild Constitution, GSWM Minutes

In the 2017/2018 Guild score scored 7 recommendations were made and only 3 have been found to be implemented in the 2018/2019 thus GSWM has a score of 42.86% and 4 recommendations

3.3 INDIVIDUAL FINDINGS

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[illegible]	[illegible]
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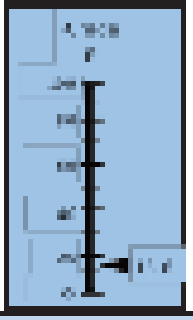

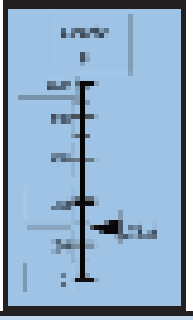

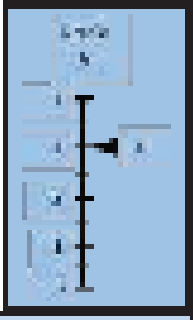

PERFORMANCE.

Cohort	Item	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Item	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Item	Percentile
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NON-GRADUABLES.

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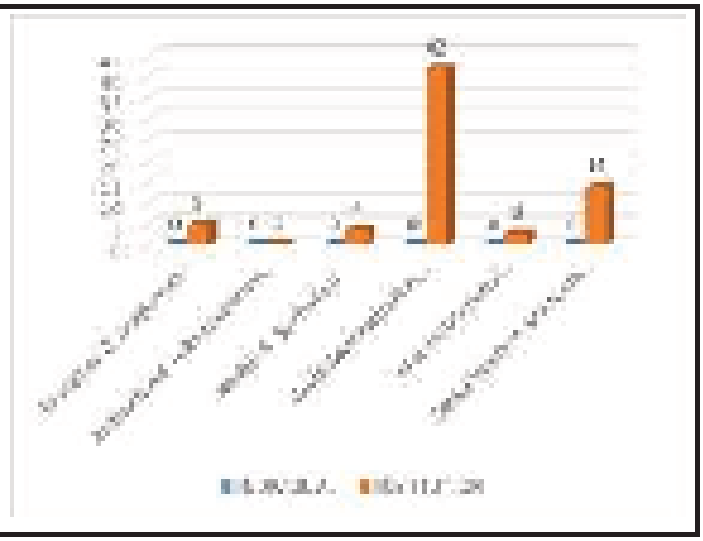

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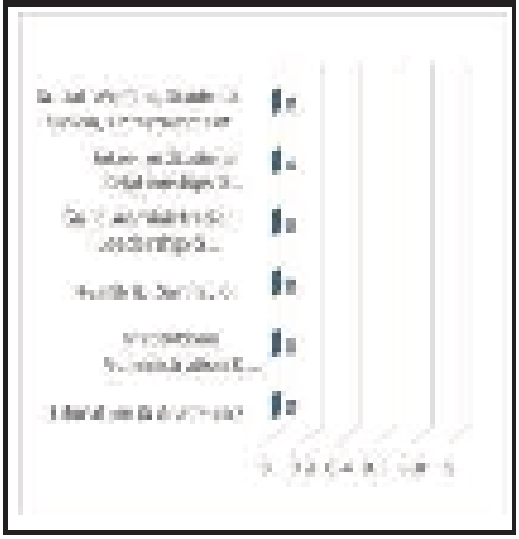

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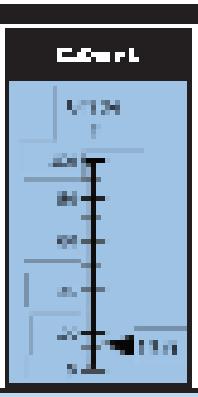

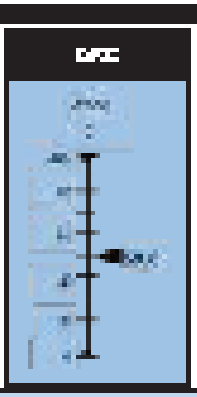

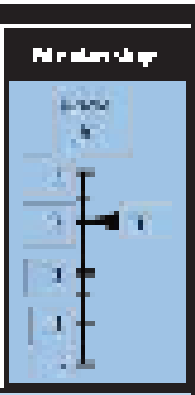

PERFORMANCE.

Cohort	Term	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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DCC	Term	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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Membership	Term	Percentile
[illegible]	[illegible]	[illegible]

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NON-GRADABLES.

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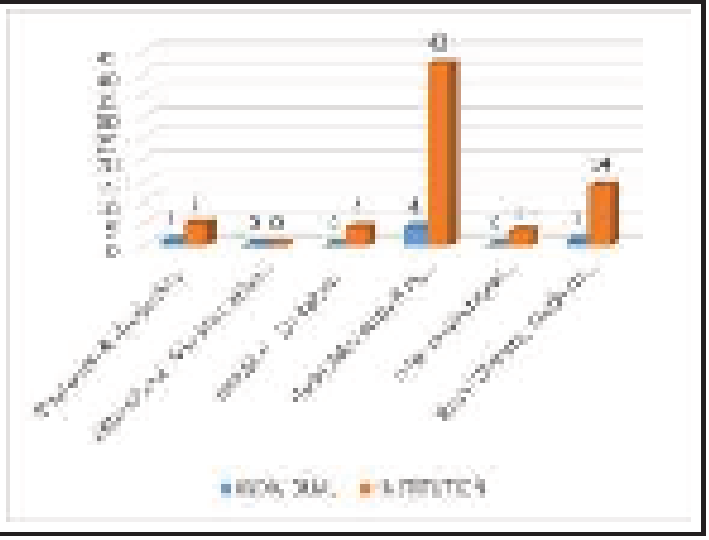

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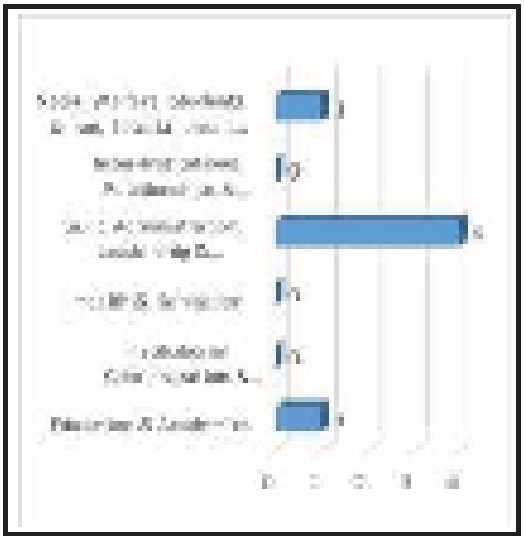

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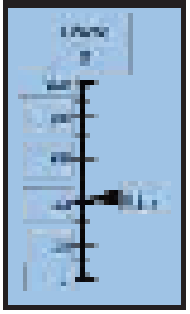
Not Applicable



PERFORMANCE.

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[illegible]	N/A	N/A
[illegible]	N/A	N/A

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NON-GRADABLES.

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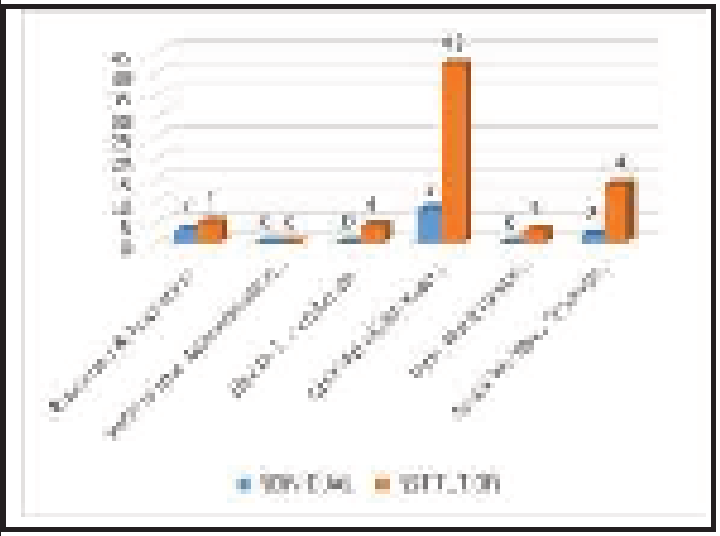

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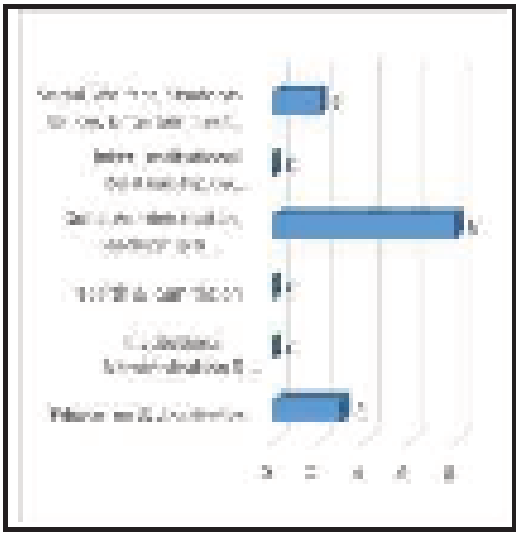

OBELLO IVAN GABRIEL

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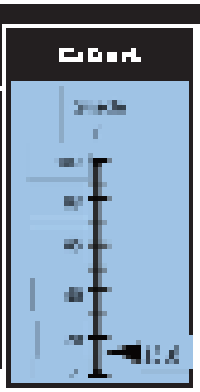

PERFORMANCE.

Criteria	Score	Percentile
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[illegible]	[illegible]	[illegible]
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DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

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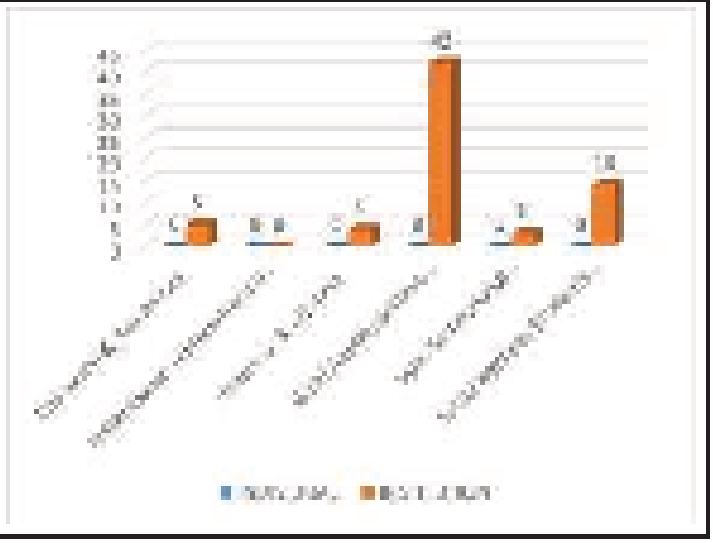

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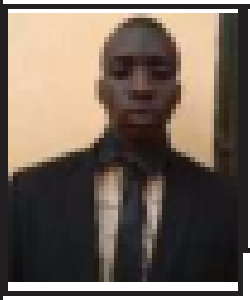

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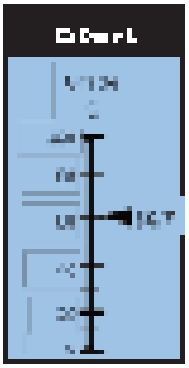
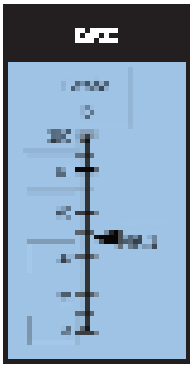
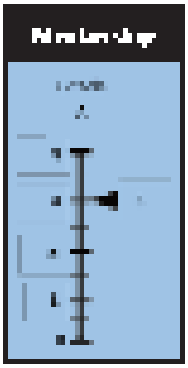






PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

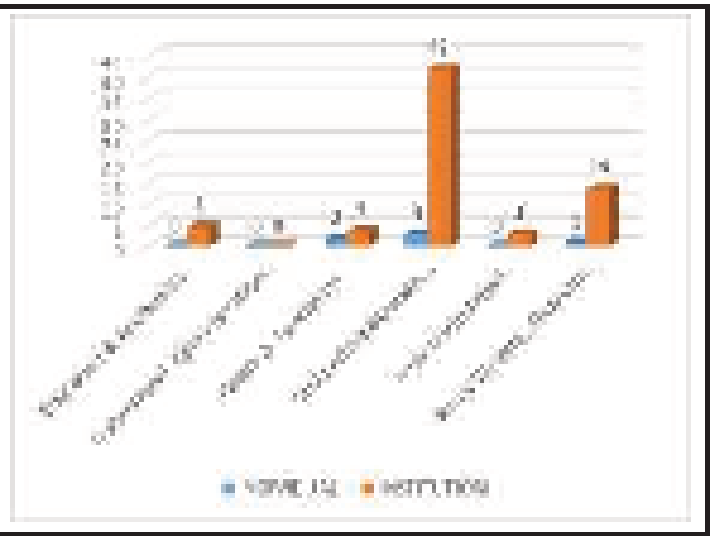
OAC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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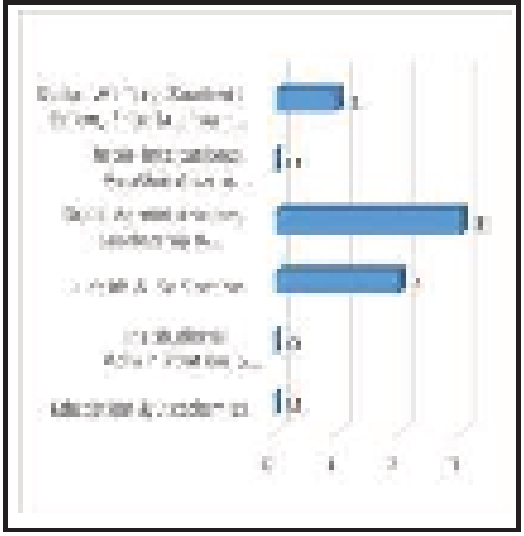

[illegible]

[illegible]	[illegible]
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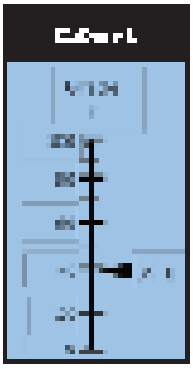

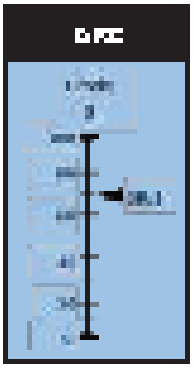

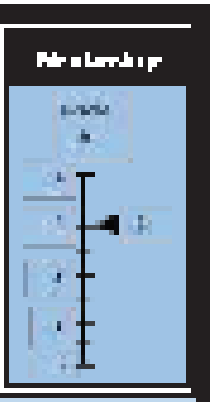

PERFORMANCE.

[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]	[illegible]	[illegible]
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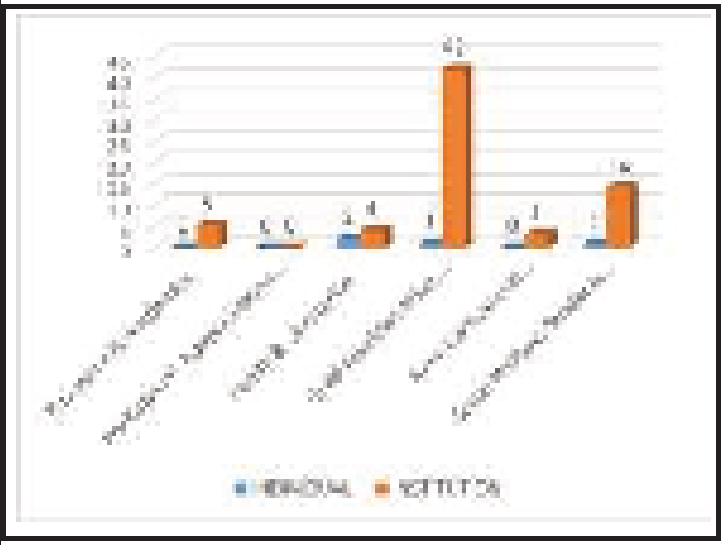
NON-GRADABLES.

[illegible]



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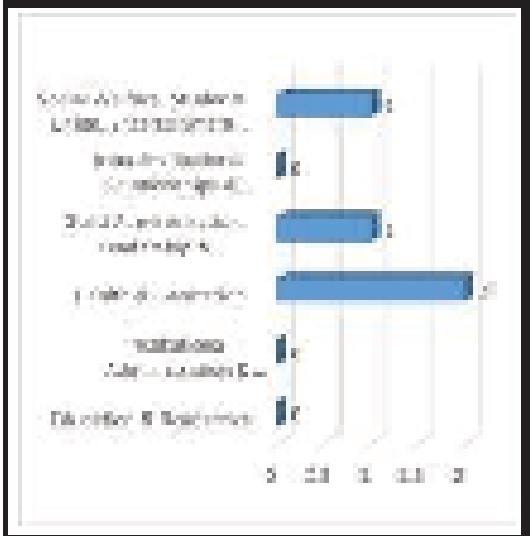

OPIO [illegible] ON

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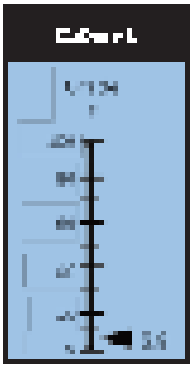
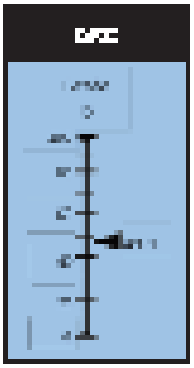
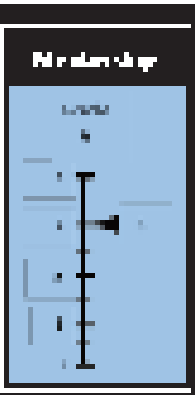






PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

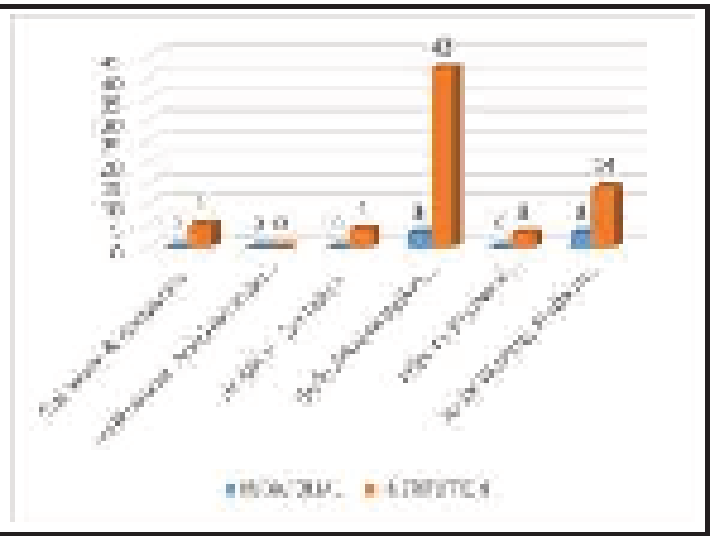
OPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Membership	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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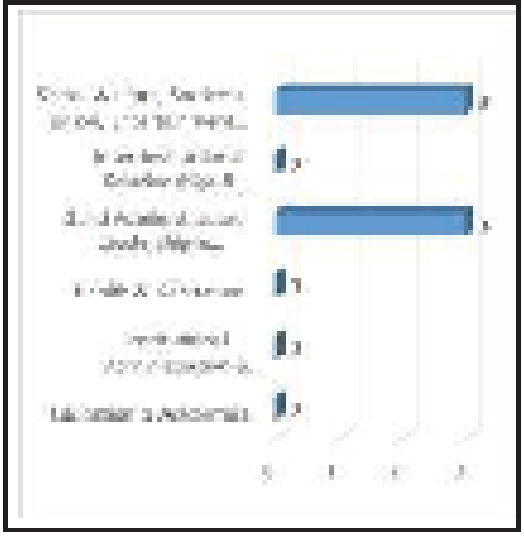

KOMAKECH GEOFREY

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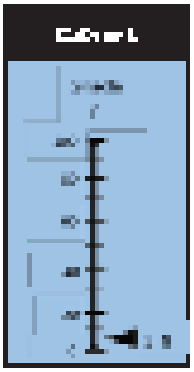
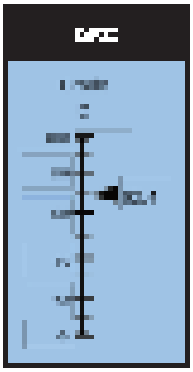
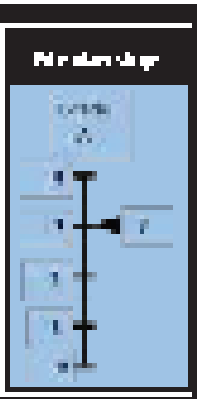






PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

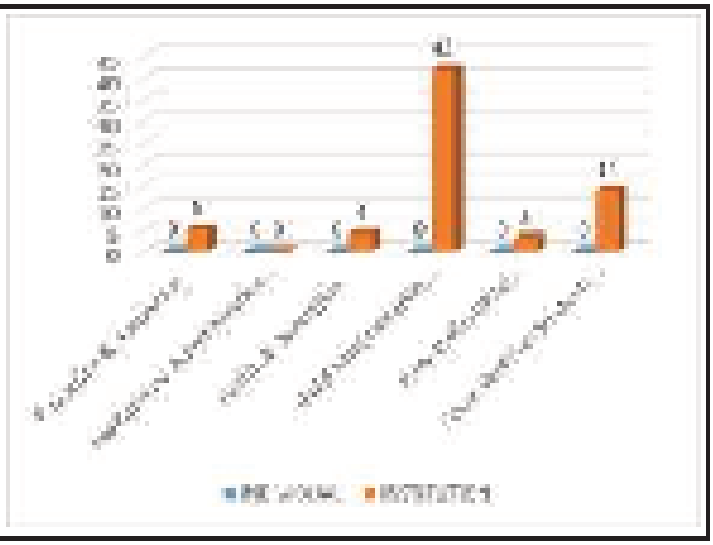
DCC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Mentorship	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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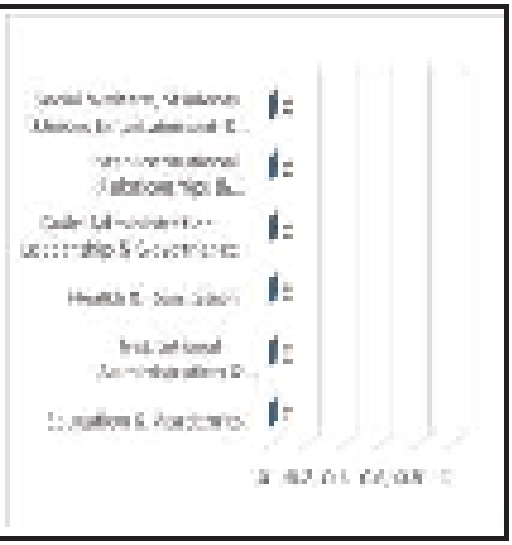

ADONGA JUSTINE

[illegible]	[illegible]
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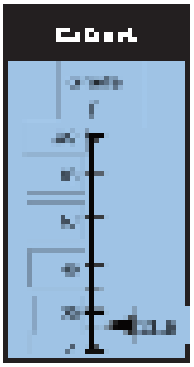
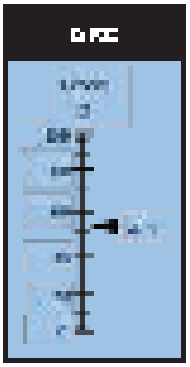
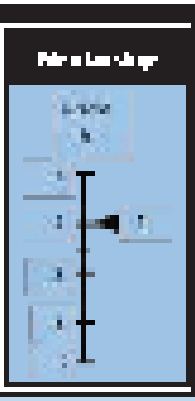






PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

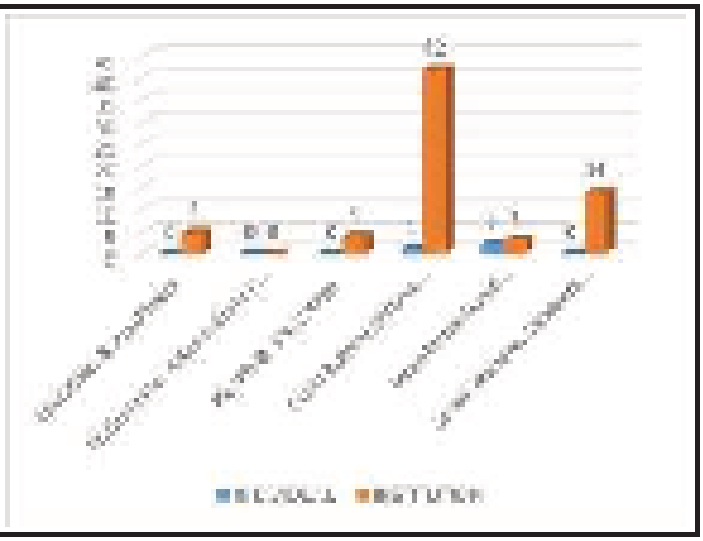
DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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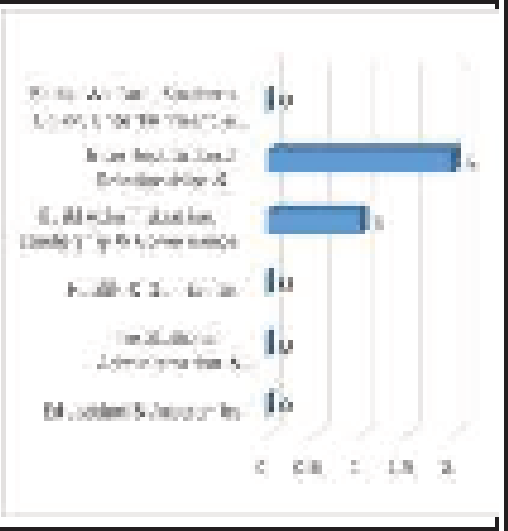

AKOT ALICE BRENDA

[illegible]	[illegible]
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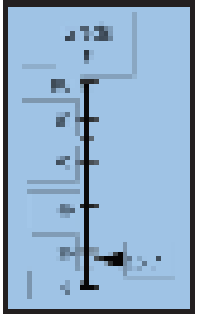
[illegible]	[illegible]
[illegible]	[illegible]

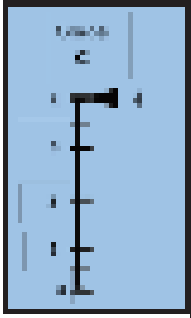
Cohort

Not Applicable

OAC



Relationship



PERFORMANCE.

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

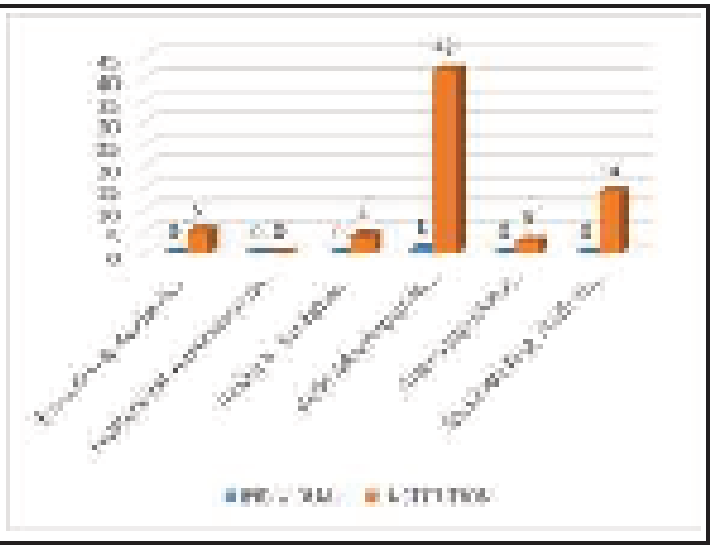
OAC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
[illegible]	[illegible]	N/A

Insufficient relationship

NON-GRADABLES.

[illegible]



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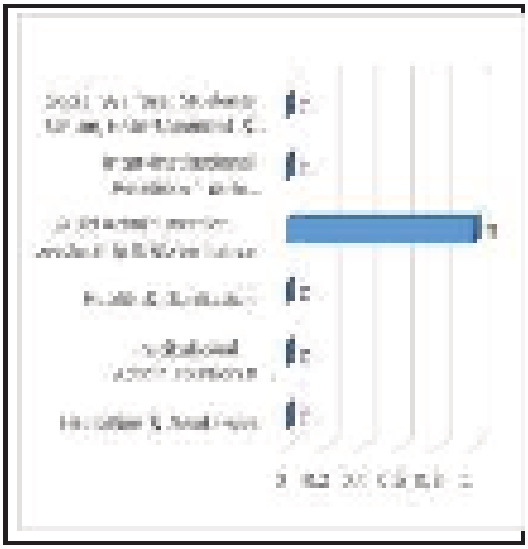

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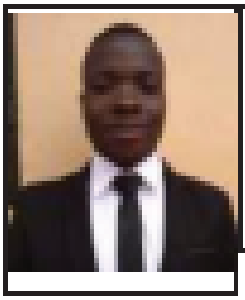

[illegible]	[illegible]
[illegible]	[illegible]
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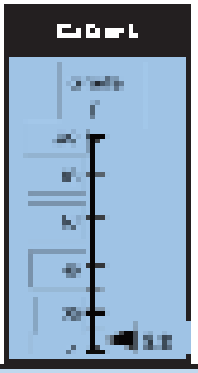

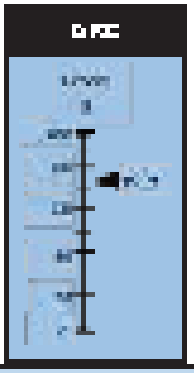

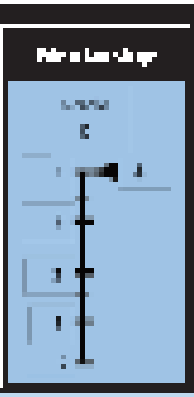

PERFORMANCE.

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DEC	Score	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
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NON-GRADABLES.

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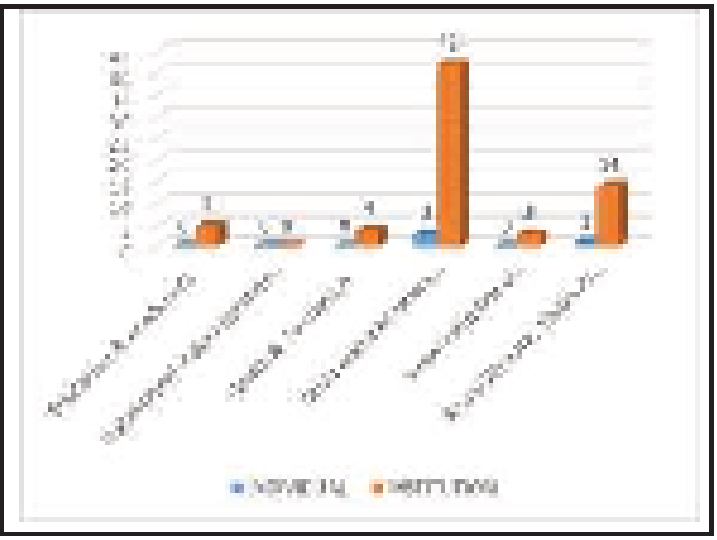

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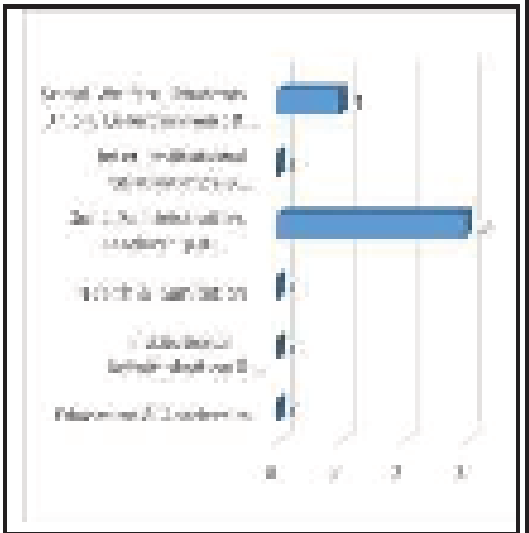

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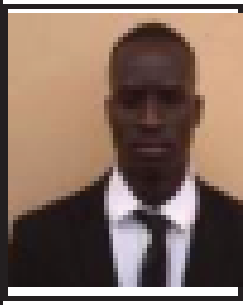

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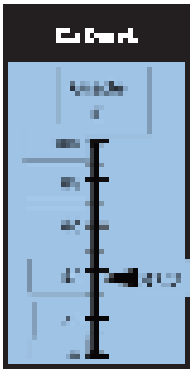

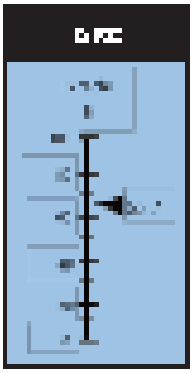

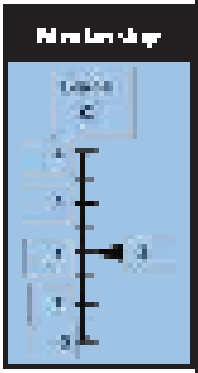

PERFORMANCE.

Cohort	Score	Percentile
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

DRC	Score	Percentile
[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]

Attendance	Score	Percentile
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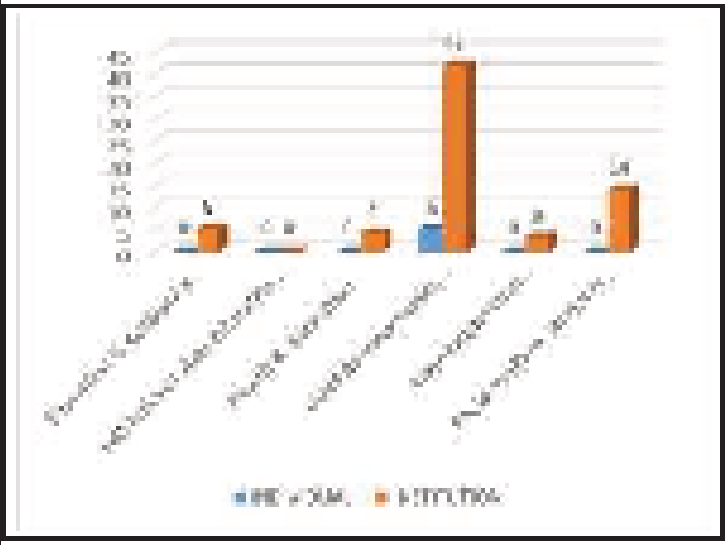
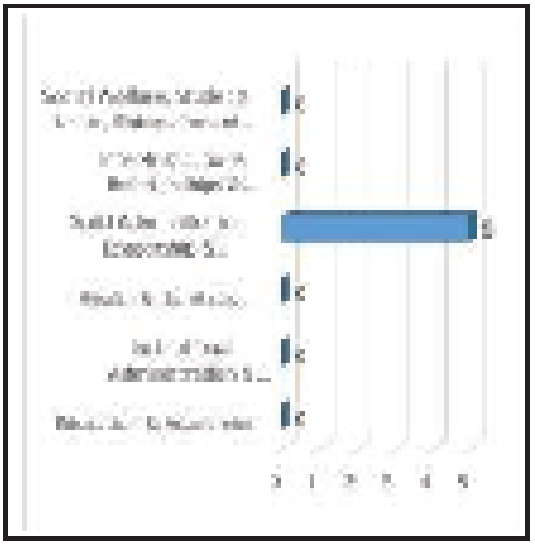
Improvement needed

NON-GRADABLES.

Individual Performance in Mathematical Concepts and Ability



Individual Core Values



O CAICA STEPHEN

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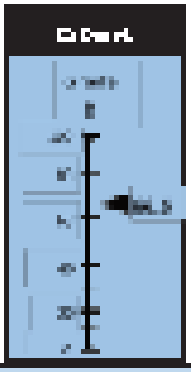

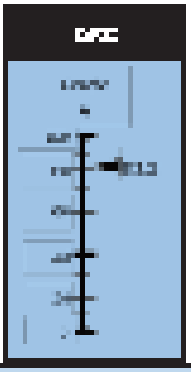

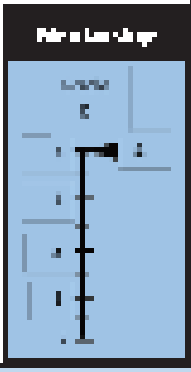

PERFORMANCE.

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[illegible]	[illegible]	[illegible]

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NON-GRADUABLES.

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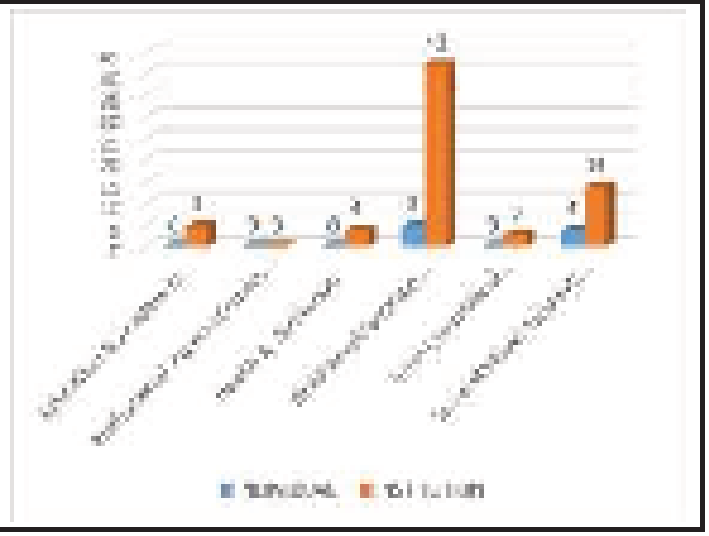

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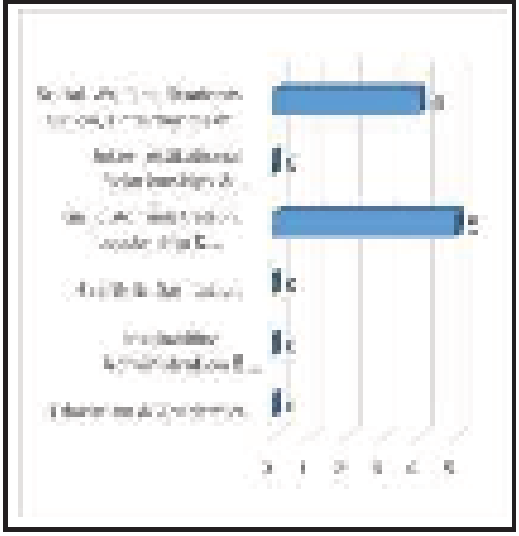

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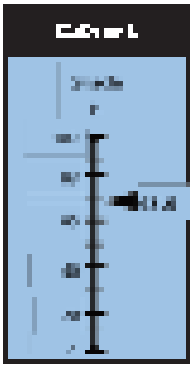

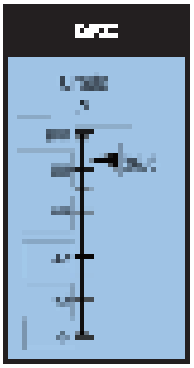

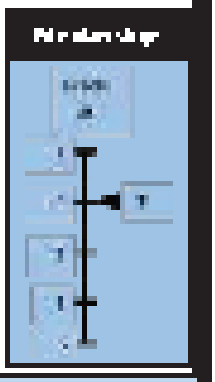

PERFORMANCE.

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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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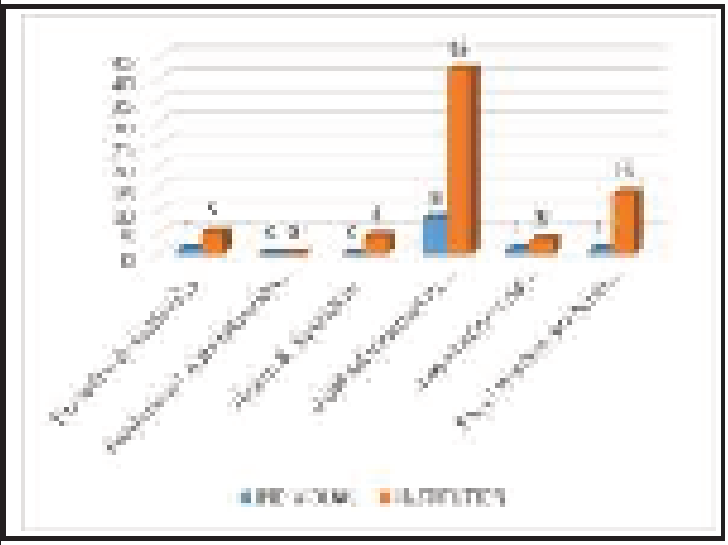
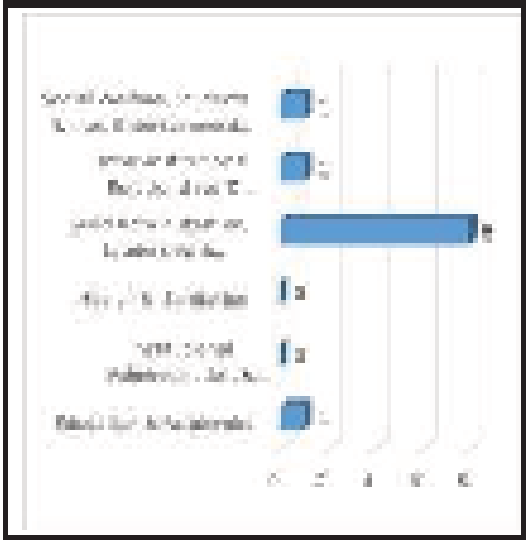
NON-GRADABLES.





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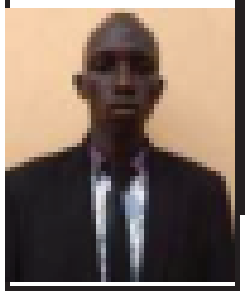

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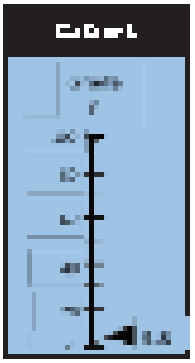

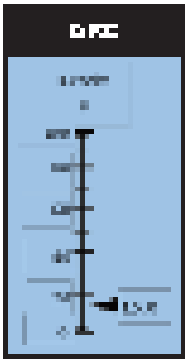

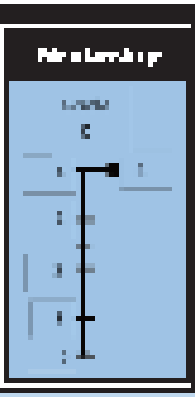

PERFORMANCE.

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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

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NON-GRADABLES.

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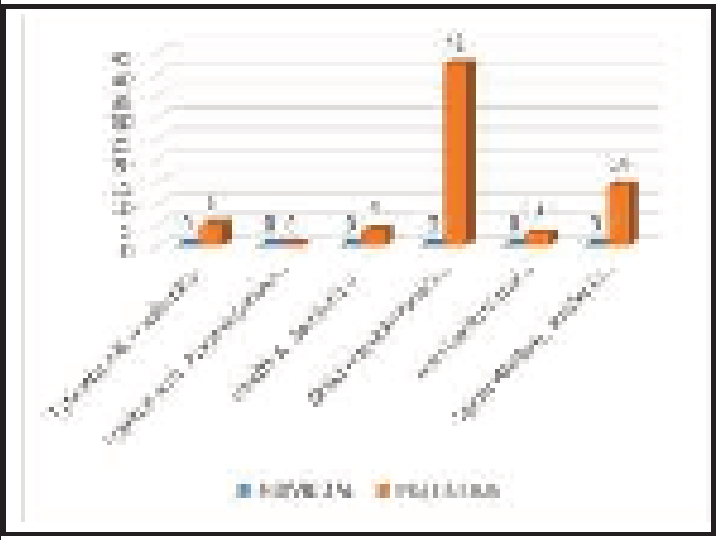

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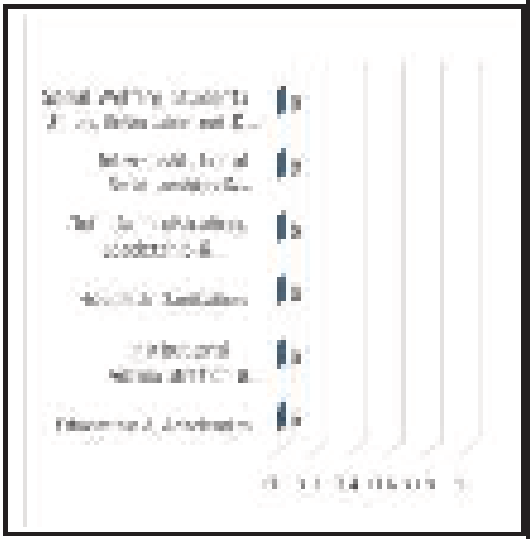

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[illegible]	[illegible]
[illegible]	[illegible]

Cohort
Not Applicable

DEC

Relationship

PERFORMANCE.

Cohort	Score	Percentile
[illegible]	N/A	N/A
[illegible]	N/A	N/A
[illegible]	N/A	N/A

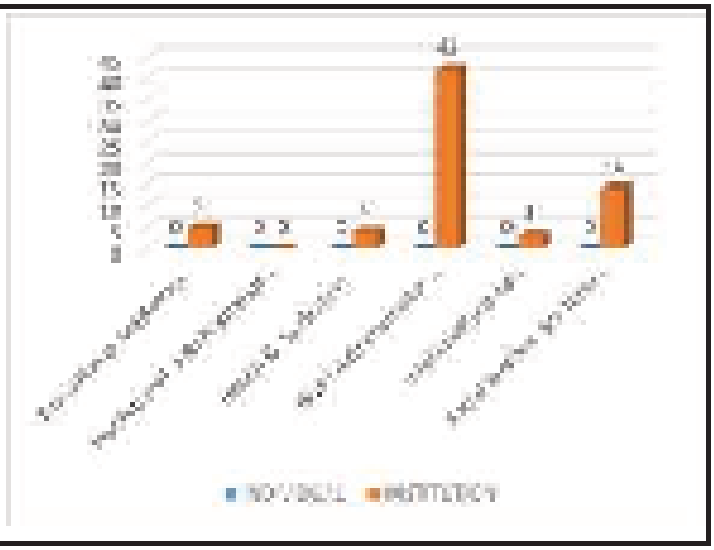
DEC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentile
[illegible]	[illegible]	N/A

[illegible]

NON-GRADABLES.

[illegible]



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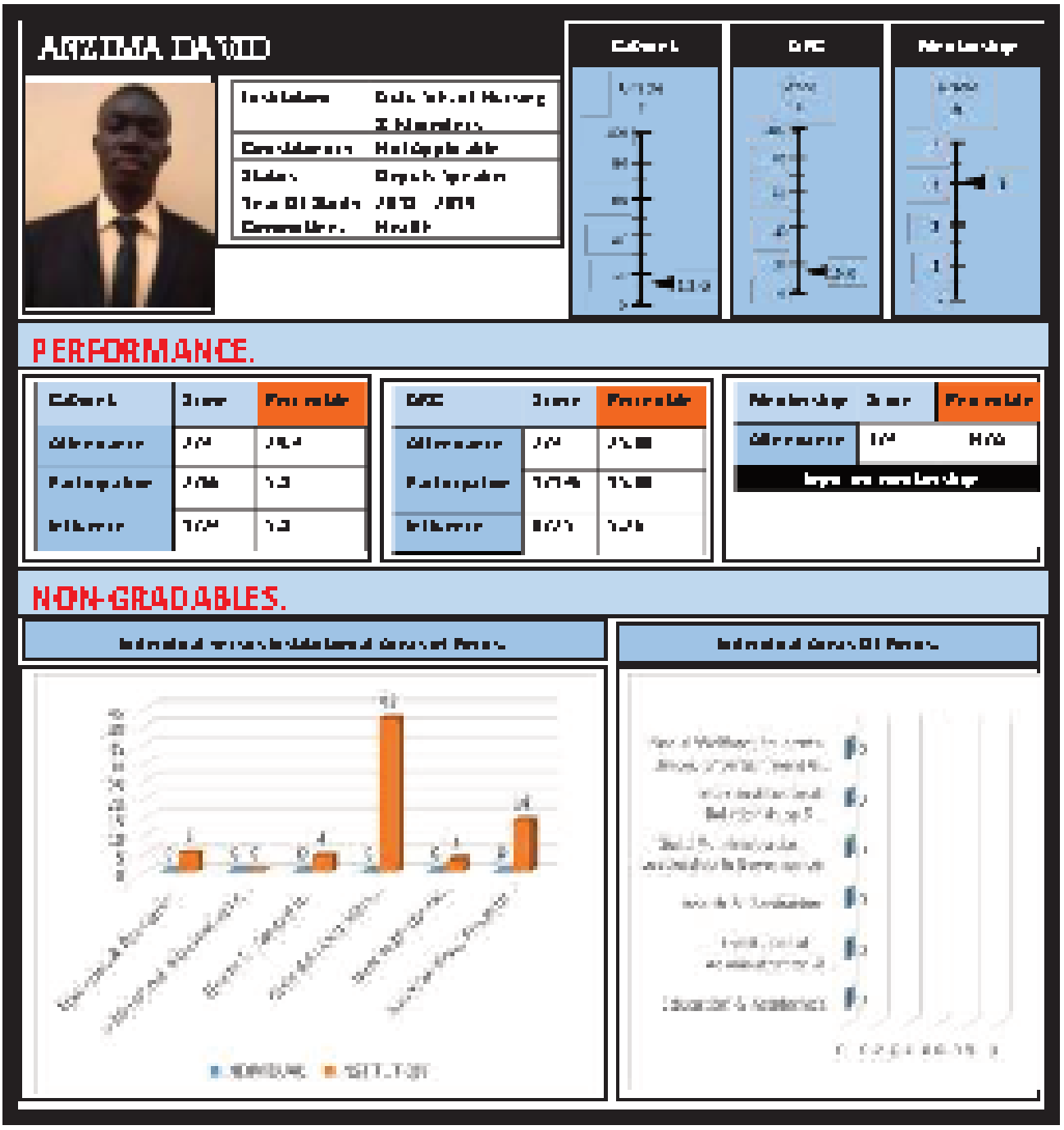

PERFORMANCE.

Cohort	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

OPC	Score	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Percentile	Score	Percentile
[illegible]	[illegible]	[illegible]

NON-GRADABLES.

OCEAN JOBS ATHENS

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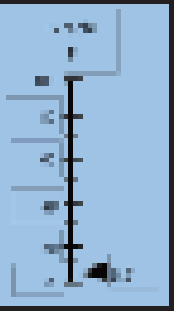
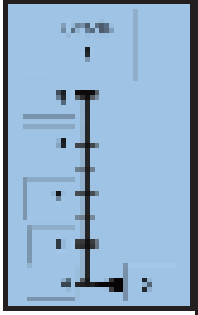
Cohort
Not Applicable

DSC



Mentorship



PERFORMANCE.

Cohort	Score	Percentile
Effectiveness	N/A	N/A
Responsiveness	N/A	N/A
Efficiency	N/A	N/A

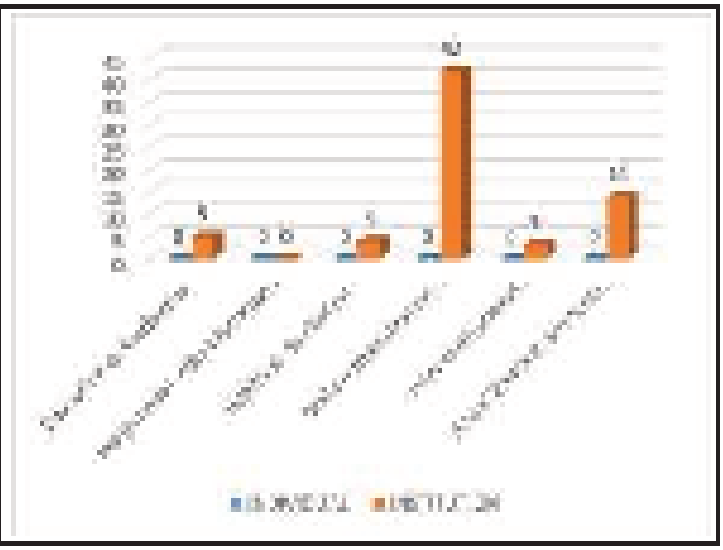
DSC	Score	Percentile
Effectiveness	[illegible]	[illegible]
Responsiveness	[illegible]	[illegible]
Efficiency	[illegible]	[illegible]

Mentorship	Score	Percentile
Effectiveness	[illegible]	N/A

Improvement Mentorship

NON-GRADABLES.

Individual Scores for Individuals Served by Person



Individual Cases Of Person

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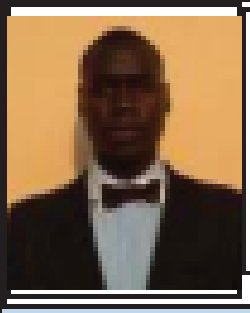

[illegible]	[illegible]
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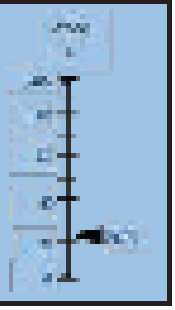
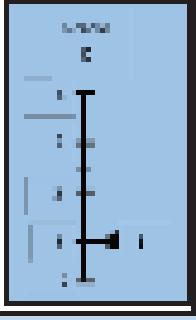
Cohort	DOC	Relationship
Not Applicable		

PERFORMANCE.

Cohort	Done	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

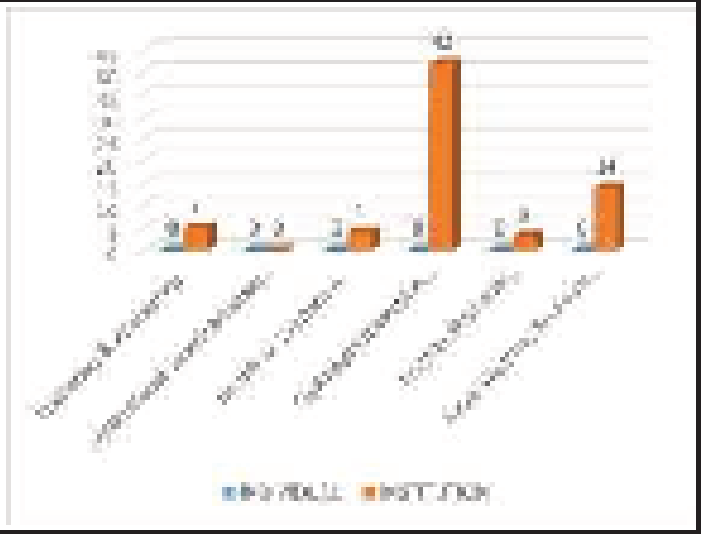
DOC	Done	Percentile
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Done	Percentile
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



[illegible]

ANYWAR GODFREY

[illegible]	[illegible]
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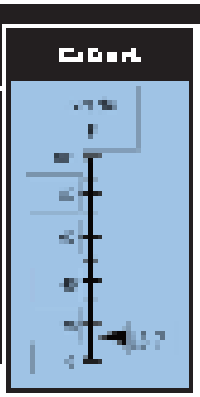
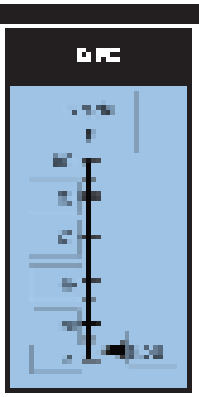
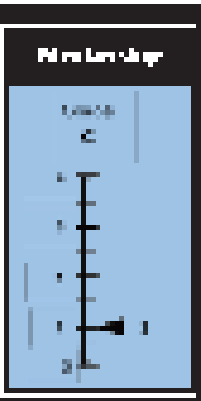






PERFORMANCE.

Cultural	Score	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

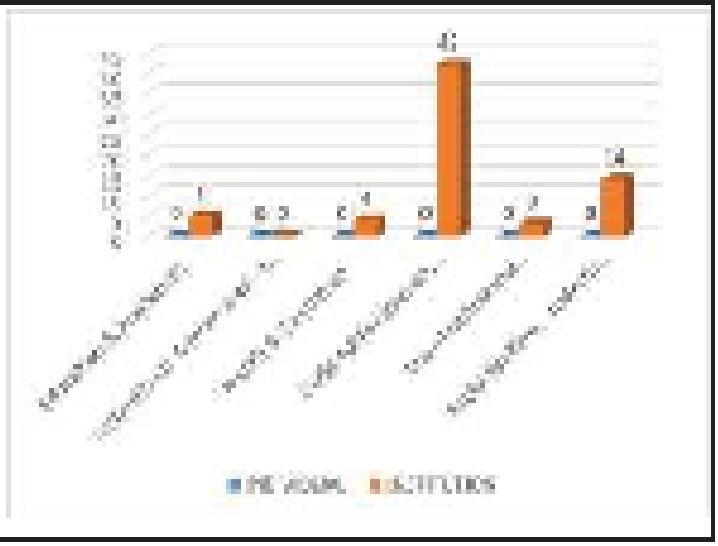
DRC	Score	Percentage
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

Relationship	Score	Percentage
[illegible]	[illegible]	[illegible]

[illegible]

NON-GRADABLES.

[illegible]



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CHAPTER NINE

CONCLUSIONS, RECOMMENDATIONS AND SUMMARY

9.0 INTRODUCTION

This chapter has three sections. The first section summarizes the whole report. The second section presents the conclusion of the report and the last section suggests potential recommendations to enhance performance of Guild governments.

9.1 CONCLUSIONS

In light of the findings of the report the following conclusions are drawn

i. Few females participate in taking up leadership positions within HEIs. Most Guild elections are highly commercialized and very few females have the capacity to finance their participation in these elections. Commercialization of elections is mainly in Universities which have bigger electorates. In recent times, Guild elections especially in Public institutions have been characterized with violence which has greatly hindered the participation of the female gender and restricted them to positions that specifically provided for the females.

ii. Deputy and Assistant ministers are irrelevant in Guild governments as the report found no contribution by them. The report has found that deputies and assistants serve no importance. In all council minutes analyzed, there was no evidence of deputy speakers chairing or co-chairing meetings despite the fact that they get an extra allowance for holding these special offices. This has brought about big numbers within the governments which could however be smaller and more efficient.

iii. Members of the GRC parliament never refer to the rules of procedure during council parliamentary meetings. Some Guild governments have drafted rules of procedure to guide the conduct of business during council meetings. The report has however found that most GRC MPs never refer to these rules of procedure while conducting meetings of council.

iv. Leaders struggle with proper documentation and proper record keeping. Guild governments have focused more on documentation of meetings of cabinet and council and have not pa

inefficient to document all the activities of the Guild governments for example Committee meetings, General Assemblies. Some governments have poor storage mechanism and this leads to loss of certain information as shown in the Institution scorecards

v. Leaders in Tertiary institutions have more interest in capacity building workshops compared to leaders in Universities. the report has also found that leaders within the tertiary institutions have more desire and interest for capacity building workshops. This basically because most organizations carrying out these capacity building workshops have mainly focused more on Universities which has left tertiary institutions with less or none of these workshops thus creating the desire

vi. There is a low level of leadership skills among the student leaders as most of student leaders exhibit leadership competence to organize welfare activities. all Guild governments managed to implement fully all the welfare activities as required under the institutional and Guild calendars. The welfare of the Guild is one of the major functions of the Guild governments

vii. Most Guild governments have not embraced ICT. Most of the Guild governments have not incorporated ICT within the implementation of their activities. Most governments have limited themselves to the use of only WhatsApp Messenger as a means of communication and neglected other tools of ICT

9.2 RECOMMENDATIONS

Taking in to considerations of the findings observed and conclusions drawn, the following recommendations are suggested

i. Government

- There is need to develop a national student leaders' training manual that addresses all fundamental skills and competences required for effective Guild leadership
- There is need for Government to financially assist Guild governments since they derive their establishment from the national legal framework
- There is need for Government to create a framework that directly links Guild leadership into the national leadership framework
- There is need for Government to create mentorship programs aimed at exposing Guild leaders to National political offices
- There is urgent need for the Government to fund the Guild Leaders Mentorship program so that it can benefit all Guild leaders in the country

ii. Administration of HEIs

- There is need to empower student leaders with skills and skills through leadership inductions and trainings
- There is need for HEIs to invest in ICT to ease the communication to their electorate
- There is need for the Administration to continue with the mentorship program of Guild

leaders and even have it incorporated in the Annual work plan of the HEI.

- There is the need to revive debating clubs to enhance the leadership skills of public presentation within the student community before they take on these leadership positions

ii. Guild Governments

- There is need to include a gender equality clause within the constitutions of Guild governments to increase female participation in Guild leadership
- There is need for Guild governments to collaborate among themselves so as to enable them adopt the best practices

9.3 SUMMARY

This section looks at a summary of all the chapters in the report

9.3.1 Data Aggregation

The report analyzed the behavior of the dataset in relation to the different structures within the HEIs and also taking into consideration the effect of performance on Gender

Table 62: Gender composition and average gender performance within the HEIs in percentile

Gender	Composition	Average Performance	Average Performance in University	Average Performance in Tertiary	Average Performance in Public Institution	Average Performance in Private Institutions
Female	21%	36.17	36.11	36.11	34.89	40.99
Male	79%	36.41	39.38	37.30	37.83	46.48
Average Performance			36.10	36.16	36.87	45.00

9.3.2 Institutional performance

This section summarizes the institutional performance of Guild governments under the investigable parameters

9.3.2.1 Core Governance

This subsection summarizes the scores arising out of constitutional compliance of the Guild governments

Table 64: Constitutional compliance scores and rank of the HEIs

HEI	CORE GOVERNANCE SCORE	RANK
[illegible]	20.00%	1st
[illegible]	78.86%	2nd
[illegible]	72.5%	3rd
[illegible]	70%	4th
[illegible]	64.75%	5th
[illegible]	55.28%	6th

9.1.2.2 Legacy Project

This subsection summarizes the scores arising out of implementation of Guild projects as a legacy for Guild governance.

Table 65: Legacy project scores

HEI	LEGACY PROJECT SCORE	RANK
[illegible]	85.71%	1st
[illegible]	71.43%	2nd
[illegible]	57.14%	3rd
[illegible]	42.9%	4th
[illegible]	42.9%	4th
[illegible]	42.9%	4th

9.1.2.3 Mentorship Attendance

This subsection summarizes the average attendance of Guild leaders during the mentorship sessions.

Table 66: Average attendance of Guild leaders during the mentorship sessions

HEI	AVERAGE MENTORSHIP ATTENDANCE	RANK
[illegible]	95%	1st
[illegible]	70.54%	2nd
[illegible]	62.9%	3rd
[illegible]	66.60%	4th
[illegible]	52.25%	5th
[illegible]	21.69%	6th

9.1.2.4 Outstanding Performing Leaders

Guild Presidents

Table 67: The outstanding performing Guild Presidents within the MCs

Name	HEI	Score			Rank
		Cashier	GRC	Membership	
Amanya Bruce Mugisha	UCU	94 T	T1 E	1	1st
Mugisha Collins	UTC-K	909	T1 5	1	1st
Otiambi Amos	GSM	886	866	1	1st
Arinaitwe Patrick	MTC-M	T09	TT 1	1	4th
Kasangaki Mike	MUST	N/A	E1	1	5th
Papa Wasswa Salim	MUK	N/A	81	1	6th

Guild Speakers

Table 68: The outstanding performing Guild Speakers within the MCs

Name	HEI	Score			Rank
		Cashier	GRC	Membership	
Otoka Stephen	GSM	866	E11	1	1st
Tumwesigye Benson	UCU	1T6	901	1	1st
Bwarenga Tommy Isaac	UTC-K	1E5	T11	1	1st
Tumwebaze Marius	MUST	N/A	EE	1	4th
Muwagaba Mickson	MTC-M	N/A	E1E	1	5th
Isaac Kwagala	MUK	N/A	81T	1	6th

PICTORIAL

In June 2017 Cadbil Ventures Limited ASU officials undergoing an environmental briefing by Students' Loans Secretariat

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[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

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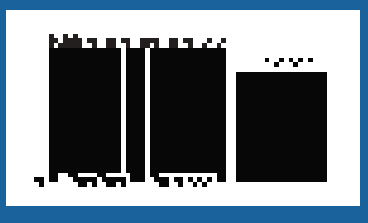
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