**DECENTRALIZATION AND LOCAL GOVERNMENT SERVICE DELIVERY IN UGANDA:**

 **A CASE STUDY OF KATABI SUB-COUNTY, WAKISO DISTRICT**

**BY**

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**2019/AUG/MPAM/M226271/WKD**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR**

**THE AWARD OF A MASTERS DEGREE IN PUBLIC**

**ADMINISTRATION AND MANAGEMENT**

**OF NKUMBA UNIVERSITY**

**FEBRUARY, 2022**

# DECLARATION

I NABAYEGO RACHEAL REGINA, do hereby declare that this dissertation entitled “Decentralization and Local Government service delivery in Uganda: A case study of Katabi Sub-county, Wakiso district” is original and has not been presented at any other institution of learning for similar purposes.



# APPROVAL

This research proposal titled Decentralization and Local Government service delivery in Uganda: A case study of Katabi Sub-county, Wakiso district” has been done under my supervision and is submitted for examination.

****

# ACKNOWLEDGMENT

I would like to express my sincere appreciation to the entire Nkumba University administration for the great work which they are doing to educate the people of Uganda and beyond. In particular I congratulate all the administrative efforts that have helped all of us accomplish this task especially the school of Social Sciences to which I belong. Many thanks to the Dean of Social Sciences for organizing all of us in a manner that we are able to get through these tasks.

To my supervisor Dr. Olowo George W’kongo for his dear guidance and tireless efforts that has resulted into the fruit that I am to enjoy now and forever. My dear lecturers and fellow students, I thank you all.

I Owe You

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# LIST OF ACRONYMS

CAO Chief Administrative Officer

DSC District Service Commissioner

GDP Growth Domestic Product

KCCA Kampala Capital City Authority

MoES Ministry of Education and Sports

MoLG Ministry of Local Government

NGOs Non-Government Organisations

NYRP New York Association for Regional Planning

RDCs Residential District Commissioners

SFG School Facilitation Grant

UPE Universal Primary Education

# ABSTRACT

The study was about “Decentralization and Local Government service delivery in Uganda: A case study of Katabi Sub-County, Wakiso District. The objectives of the study included; to establish the effect of delegation on service delivery in Katabi Sub-County, Wakiso district, to examine the influence of devolution over service delivery in Katabi-Sub-county Wakiso district, and to assess the impact privatization has on service delivery in Katabi-Sub-County, Wakiso district. Descriptive research design was used as the map upon which the study was written and to achieve it qualitative and quantitative approaches were used. The data collection methods applied in the study were self-administered questionnaire, interviews and documentary analysis. On the empirical findings the respondents were both men and women although the number of men were much bigger the views of the women were also important. The result is considered to be authentic because only adults participated in the study and together with the fact that they were all educated their views were not doubted. It was true that the respondents were aware of decentralization in the country but there was little doubt about how decentralization could bring better service delivery to the ground. The respondents were equally aware of the devolution process but they declined to accept that decentralization in the study area and the nation at large was a reality. Nevertheless, much as decentralization is taking place in the country there is very little known, experienced or benefited from the policy by the people. The study therefore concluded that decentralization is not bearing enough fruit at the moment comparing with the effort and funds that are being put in place. Generally, the reality about decentralization is in doubt because the people within the so called decentralized areas are not owning the development processes neither are these areas having assets to stand as decentralized entities. The study recommends that the current decentralization forms should be reorganized and be given the benefit of doubt, but the fact remains that without prior planning and securing better sources of funds the expected achievement on development can never be scored.

# CHAPTER ONE

# GENERAL INTRODUCTION

# 1.0 Introduction

This being an introductory chapter, it presented the background of the study, statement of the problem, objectives of the study, scope of the study significance of the study, justification of the study and limitations and delimitations of the study.

#

# 1.1 Background of the study

The background of the study gave an in-depth understanding of the topic in terms of the historical, conceptual, contextual and the theoretical perspectives.

# 1.1.1 Historical Perspective of the study

According Wong, C. (2015) the introduction of Regional Planning was first introduced by Patrick Geddes who began to develop his broader philosophy of regional planning in 1915. In the search to establish between human systems and the natural environment, which led to his idea of developing regional planning models in regard to these complex conditions (Thompson, 2004). On the same note Harvey Perloff (1968) pointed out that regional planning had developed along pragmatic lines with relatively little attention to formal theory and defined it as the ordering of activities in space at a scale greater than a single community and less than a nation, or, in the case of a common market situation where a number of nations are economically integrated, less than that of integrated totality (Perloff, 1968:153). Huapalu (2020) explains that urban structure and land use of New York’s urban decisions comprise different groups of people with diverse urban life patterns. Building function, architectural forms and density however, are not very different in the different regions.

He further contended that in 1968, the New York Association for Regional Planning (NYRP) suggested the principles for the second metropolitan plan to stop sprawl establish new urban centers, provide high level public facilities, and trains form New York into a multicenter metropolis, Rensei the forming policy of new housing to provide more communities raise the level of service facilities in the old city as far as possible improve the environment, and retract people of all income levels, New urban development should keep the main parts of the region in a natural state; create a suitable public transport system.

Therefore the development of urban land in New York has been transformed, focusing on improving the density and efficiency rather than urban expansion and sprawl. In a simpler context, regional planning may be placed to address regional problems such as remoteness, education, civil conflict, food crisis etc David Galling Water (1975).

Since 1980s governments in Sub-Saharan Africa have been undergoing economic and institutional reform. Among the many institutional reforms, decentralization has been instituted to advance political democratization and to promote socio-economic development (Saito, 2002). Local governance is promoted as a structural arrangement through which local people and communities, with support from other national, regional and international actors can participate in the fight against poverty at close range (Kauzya, 2003).

Kauzya (2005) argues that decentralization is part of efforts to promote people’s participation in decision making processes and development activities which in turn promotes good governance. This is based on the premise that decentralized governance provides a structural arrangement and a level playing field for stakeholders to promote peace, democracy and development. Under the decentralization policy, service delivery institutions and their governance are decentralized in order to improve access to services particularly for the rural poor (Bashaasha et.al, 2011). Decentralization therefore transfers administrative and political powers from central to regional or sub-national governments.

Decentralization of local governance is one of the most ambitious reforms undertaken by Uganda since independence in 1962 (Sexena et.al, 2010). Various scholars have praised the Ugandan decentralization reform initiated in 1992 as exceptional among developing countries, in terms of the scale and scope of the transfer of power and responsibilities to the local level (Steiner, 2006). They have referred to the decentralization programme as ‘one of the most far-reaching local government reform programme in the developing world’ (Francis and James, 2003) and as ‘one of the most radical devolution initiatives of any country at this time’(Mitchinson, 2003). Such praise obviously makes Uganda’s decentralization programme a model for other countries to emulate. This paper illustrates the role of decentralization in development and highlights the development of decentralization in Uganda, including its achievements, failure and challenges.

The paper concludes that the ambitious and politically-driven decentralization in Uganda has had mixed results in terms of enhancing service delivery and recommends that for Uganda to remain a model, the decentralization programme must be seriously reviewed and strengthened with a view to promoting efficient services delivery.

# The decentralization structure in Uganda

Uganda’s decentralization process dates back to 1987 when the present National Resistance Movement (NRM) government took power through an armed civil war which was waged on the basis of popular civil strengths. The first step by the (NRM) government in the decentralization process was the enactment of 1987 Resistance Council Committee’s Statute which legalized Resistance Councils (RCs) and gave them powers in their local areas of jurisdiction (Bashaasha, 2011). The current decentralization reform was officially launched in 1992 through a presidential policy statement (Steiner, 2006). It was first enshrined in the Local Government (Resistance Councils) Statute 1993 and later in the 1995 Constitution and the Local Government Act 1997.

The 1995 Constitution and Local Government Act 1997 provided for the district to be a unit of decentralization and spelt out the functions developed to local governments, and the relevant funding mechanisms. The idea was to involve the people in the way they are governed, in decision making, identifying problems, setting priorities, planning implementation and monitoring, to ensure better utilization of resources both financial and human, and value for money through participation, transparency and accountability and sensitization.

The District Local Council (DLC) and the sub-county council are established as corporate legal entities under the Local Government Act 1997. These councils are vested with powers to:

enact local laws necessary for the effective governance of the areas within their jurisdiction; ensure accountability and transparency in conducting council business and sing council funds;monitor the delivery of public service on national programmes (Natamba et.al, 2010).

Devolution in Uganda has therefore been a gradual process with functions being transferred from the centre to local bodies. Central government retained responsibility for national security, planning, immigration, foreign affairs and national projects, and all other functions were devolved to local institutions (Satane et.al, 2010). According to the Local Government Act 1997 (SS.96-99) the role of the centre vis-à-vis line ministries and the Ministry of Local Government (MoLG) is limited to coordination, advocacy for local government, inspection, monitoring, technical advice and training supervision within respective sectors.

# 1.1.2 Conceptual Perspective

The term ‘regional planning’ consists of the spatial entity of ‘regional’ and the practice of ‘planning.’ The notion of a ‘region’ varies widely in different contexts and encourages a whole variety of regions that may cover a third of Chinato a very tiny region in England. Harvey Perfloff (1968) pointed out that regional planning had developed a long programmatic lines with relatively little attention to defined it as the ‘ordering’ of activities and facilities in space at a scale greater than a single community and less than a nation or, in the case of a common market situation where a number of nations are economically interpreted less than that of integrated totality (Perloff, 1968:153).

He also differentiated regional planning that were intended to strengthen national planning from regional planning that has specific objectives and operating components. He then settled on the fact that we must deal with a varied assortment of regions which are subsystems of a larger whole and change with the whole over time in both internal structure and external relation’ (Perloff, 1968:153).

On context of planning, delivering the socio-economic service to the satisfaction means to down to and nearest to the reality hence regional planning associated with the need to deliver the services to where its needed and to satisfaction of the people and covering if not all but the majority of the people. Therefore planning should be understood to refer to the very operations related to socio-economic development in an area. Friedman (1964) put it that planning is a way of thinking about social and economic problems and is predominantly oriented towards the future. It is deeply concerned with the relationship between goals to collective decisions and strives for comprehensiveness in policy programmes. When all this is put into consideration, there is a presumption that is being done. Hence the concept of regional planning deals with the efficient placement of land-use activities, infrastructure and settlement growth across a larger area of land than an individual city or town. Alternatively regional planning is the science of efficient placement of infrastructure and zoning for the sustainable growth of a region.

“Region” in planning terms can be administrative or at least partially functional and is likely to include a network of settlement and character areas. In most European countries, regional and national plans are ‘spatial’ directing certain levels of development to specific cities and towns in order to support and manage the region depending on specific needs. For example supporting or resisting polycentrism.

According to Hirchman (1958) “If a country were ready to apply the doctrine of balanced growth, then it would not be underdeveloped in the first place.” Therefore regional equity should parse not be the primary objective, rather we must consider the spatial integration of society, the volume of transaction, wider sharing in national culture and greater reprocity in goods, services and ideas. In other words, we should aim at spatial integration of social systems rather than geographical areas within a nation. The concepts of centralized and decentralized efforts are focused on “Growth centres” both in restively progressive areas and in the peripheries. This means that some regional and sector development would be stopped, curtailed and not encouraged.

Relatively, urban hierarchy should be formally based in lagging rural areas. The critical role of the development planner, in Uganda is that of reconciling the ‘haves and ‘have nots’ on matters pertaining to resources allocation depending on how it addresses itself to the persistent regional disparities.

**Perceived merits of decentralization**

‘Decentralization’ refers to the transfer of power over decision-making and implementation to lower administrative levels for purposes of improving efficiency and effectiveness (Kiyaga-Nsubuga, 2004). Several scholars (Muriisa, 2008; Okidi and Guloba, 2006; Obenga-Odom, 2010) have discussed different ways in which decentralization can be implemented. These include; deconcentration*,* whereby powers and responsibilities over defined functions are transfers to lower administration units that are tightly controlled from the centre; delegation*,* by which lower units may be granted some relative discretion in managing defined responsibilities, while still reporting to the centre;devolution*,* when the lower levels are given substantial control over decision-making and implementation, with the centre largely restricted to policy setting, monitoring and supervision.

In the case of devolution the division of powers and responsibilities is defined in a legal framework, and the units to which power has been devolved are subjected to control by local beneficiaries. Uganda has experienced decentralization both as a system and process of devolution of power from the central to the local authorities (Okidi and Gulaba, 2006). Although the motives of decentralization differ across countries (Bashaasha et.al, 2011; Naido, 2002) the major argument supporting decentralization in developing countries includes economic and political gains. Naido (2002) states the economic justification for decentralization as being allocated and productive efficiency aimed at improving public service delivery. Allocative efficiency involves better matching of pubic services to local preferences, whereas productive efficiency involves increased accountability, fewer levels of bureaucracy, and better knowledge of local costs. The political justification relates to considerations of local participation, good governance, and democratization.

Ekipo (2007) and the World Bank (2000) provide a clear and detailed outline of the perceived merits of decentralization which include: facilitating good governance by empowering the local population to participate in matters affecting their lives; this allows for the local people to be watchdogs and ensure that public officials delivery quality goods and services. Improving service delivery; it is argued that the lower tiers of government can delivery services such as water, education, sanitation, and health effectively. At the lower levels of government, politicians and public servants are more aware of the needs of their community, and aware of the preferences of local populations; Productive efficiency: this refers to the contention that local governments can produce goods and services at lower cost than central governments, and costs of producing goods and services will be minimized. The usual ‘middle-man syndrome’ and bureaucracy involving contract procedures is reduced; Improving the efficiency of central government: decentralization allows central governments to concentrate on national and international issues, e.g. macroeconomic policies for the entire economy, rather than being pre-occupied with service delivery; Cost recovery: decentralization may make it less difficult for government to recover the costs of pubic services, as services will be more demand-responsive hence increasing the household willingness to pay for services that match their demand; and fostering competition may result in better public goods at lower prices: competition allows for a bundle of local public goods to be produced and individuals can reveal their preferences for those goods by exercising some form of ‘exist’ option at the extreme, moving to jurisdictions that satisfy their tastes (Azfar-et.al, 2005).

The NRM government went for decentralization largely to deliver better services to communities. The Local Governments Act, 1997, places responsibility for delivery of most services with local governments. The objective of the Act was: to give full effect to the decentralization of functions, powers, responsibilities and services at all levels of local government; to insure democratic participation in, and control of decision making by the people concerned; to establish a democratic, political and gender sensitive, administrative setup in local governments; to establish sources of revenue and financial accountability, and to provide for electronics of local councils (See Sec.2 of the Act).

The latter objective was in line with the national objectives and directive principles enshrined in the 1995 Constitution which provides that;

The state shall be guided by the principle of decentralization and devolution of government functions and powers to the people at appropriate levels where they can best manage and direct their own affairs.

Part 2 of thee second schedule of the Local Government Act, 1997 gives power to local governments (Local governments) to provide education services, medical and health services; undertake maintenance and provision of water supplies; construction, maintenance and rehabilitation of roads; budget for recurrent and development expenditures as well as collect local revenue. Decentralization policy was therefore aimed at improving local democracy, effectiveness, efficiency and sustainability in the delivery of essential services country wide (Klaver, 2009). According to the Ministry of Local Government (MoLG, (2006), the objectives of Uganda decentralization are to: transfer real power to Local governments and reduce the workload of remote, under-resourced central officials; hire political and administrative control over services at the point of delivery in order to improve accountability and efficiency; free local managers from central constraints allow them to develop organizational structures tailored to local circumstances; improve financial accountability by establishing a clear link between payment of taxes and provision of services; improve local council capabilities to plan, finance and manage service delivery to their constituents, which was a total reversal of the centralizing tendencies of earlier governments; promote local economic development (MoLG Module A, 2003; Klaver, 2009). Hence as observed by Bashaasha et.al (2011) decentralization in Uganda is based on three interlinked aspects; (i) political and legislative empowerment of the people, (ii) fiscal devolution, and (iii) control of the administrative machinery by the local councils.

The transfer of authority for planning, and administration and financial management was central to Uganda’s decentralization process (Okidi and Guloba, 2006), and central government line ministries should only be responsible for issuing regulations, policies and advice, benchmarking standards, and providing supervisory and inspectorate to local governments.

In order to empower local governments to fulfill their responsibilities, they are entitled to levy, charge, and collect local taxes and fees and to receive intergovernmental grants. According to the Local Government Act 1997, local governments are entitled to unconditional grants, conditional grants and equalization grants. Unconditional grants are intended to fund decentralization functions as shown by the Act, while the conditional grants are supposed to fund national priority programme areas. The equalization grants are supposed to be given to local governments lagging behind the national standard of service delivery. Furthermore with regard to taxes and fees, district and urban local governments are allowed to improve property tax, several forms of non-tax revenue (market dues, trading license, parking fees, education contributions etc and until fiscal year 2005/06 graduated personal tax).

**Ingredients of successful decentralization**

Decentralization is often hailed because it brings government closer to its citizens and provides opportunities for participation in decision-making. Achieving this goal, however, depends on a variety of conditions (Wong and Scott, 2007) which Ekip (2007) has referred to as ingredients for successful decentralization. Before analyzing current trends of decentralization in Uganda, it is important to appreciate those conditions or ingredients as follows: full commitment from national and sub-national government and adequate resources. Central government must be willing to give control and recognize the importance of sub-national government in service delivery; an appropriate legislative framework which clearly defines responsibilities and powers of sub-national governments, and the expected relationship between central and lower levels of government; accountability and transparency: decentralization must be accompanied by checks and balances so that there is not abuse of power, as one way of fighting corruption and clientelism; adequate financial and staff resources to support effective decentralization. Sub-national governments must have the legal authority to raise revenue to raise revenue to support expenditure requirements. The fiscal relationship between the centre and lower tiers of government must be clearly defined on the basis of equity, fairness and justice. capacity at sub-national government level; sub-national government must have sufficient professional and well-trained staff. Capacity denotes the ability, competency, and efficiency of sub-national governments to plan, implement, manage and evaluate relevant policies, strategies or programs for their jurisdictions.

This paper will later explore the level at which the above ingredients necessary for the proper implementation of decentralization exist in Uganda. If there are gaps within the ingredients then decentralization and service delivery at lower levels of government may remain problematic which may debar Uganda from being seen as a ‘super-implementer’ of devolved decentralization.

**Decentralization landmarks**

The decentralization agenda in Uganda has been implemented with an emphasis on institutional arrangement and capacity building. So far, several achievements have been registered with varying degree of success across different districts (Bitarabeho, 2003; Okidi and guloba, 2006; Bashaasha, 2011). As observed by Ministry of Local Government (2006), institutionally Uganda has made significant progress in the implementation of decentralization. First, the legal framework is well defined in the constitution and operationalised by the Local Government Act of 1997; second political decentralization has led to regular local elections and limited devolved decision-making, and third reasonable progress has been made to implement fiscal decentralization, with 38% of the national budget being spent through both conditional and non-conditional grants to local government (Klaver, 2009).

According to Emorut (2006) decentralization has empowered the citizens, heighted their awareness of the different custodians of responsibilities, delivered coordinated services, promoted creative local resource mobilization, and increased the responsiveness of public investment to popular demands. Okidi and Guloba (2006) argue that the administrative hierocracy in the decentralization system of governance has promoted the development of channels of communication between the population and local and central government leaders. Okidi and Guloba (ibid) suggest that through the local council system, local-level political powers (as outlined above) have enabled citizens to elect local leaders who have come under increasing performance and accountability demands from electorates.

Although a lot needs to be done, service delivery has improved under decentralization, particularly with respect to the infrastructure for primary education and health care. In 1997, decentralization coincided with the introduction of Universal Primary Education (UPE) policy, which provided for free primary education for all school-age children, first limited to four children per family, but then extended to all children in 2003 (Bashaasha et.al, 2011). The UPE policy aimed to expand access, enhance equity and increase efficiency in education. Although the non-completion rate of children in UPE schools is now as high as 75% for reasons such as forced early marriages, or family poverty leading to access education. Nevertheless, the quality of education in UPE schools still requires improvement if the majority of the rural poor are to benefit.

Health infrastructure has also improved under decentralization. When user fees for government health facilities were abolished in 2001 (except for private facilities in hospitals), the health system was reorganized into a hierarchy that mirrors government structures (Okidi and Guloba, 2006). The system now comprises national and regional referral hospitals, and health centres categorized as level IV, III, II or I depending on the range of services offered at a given facility level. The operationalisation of this structure required the construction of several new facilities leading o growth in the number of health facilities, especially at Health Centre II level. The staffing and medicine shocks at these facilities remains challenge and citizens voice concern as to whether health service provision is a priority for the Ugandan government.

**The challenges**

With limited examples of successful service delivery in Uganda resulting from decentralization, the country still faces a number of major challenges in deepening and institutionalizing decentralization. Unless these challenges are addressed, Uganda risks losing its previously status as achieving one of the most far-reaching decentralizations in the developing world. These challenges include: limited funding; inadequate human resources (HR); limited political autonomy and interference by central ministries; frequent creation of new districts; gaps in service delivery; corruption and conflicts. These challenges are now discussed in more detail.

**Limited funding**

One of the most critical challenges faced by local governments in Uganda is limited finance due to limited sources of local tax revenue and overdependence on grants from central government. This challenge as noted by Bashaasha et.al (2011) is of major importance because any shortfall in financial resources leads either to non-delivery of services or delivery of sub-standard services and products.

Traditionally, the main local revenue sources in Uganda have been graduated tax, property tax, business licenses, and market dues. Graduated tax contributed over 80% of local revenue for rural local governments and about 30% for urban authorities (MoLG, 2006). Unfortunately, this source was scrapped for political reasons in 2005 as a campaign measure in preparation of the 2006 elections, which reduced the autonomy of local governments. Furthermore, local revenues have been declining each and the amount of locally raised revenue as a percentage of total local government funding has fallen eachfinancial year. In some local governments, local revenue accounts for only 3% of the total budget (MoLG), 2006). A critical analysis of local government budgets reveals their dependence on central government, which makes the districts agents of the central government rather than independent local governments as envisaged under Article 176 of the Uganda Constitution, suggesting that Uganda is be promoting deconcetration rather than decentralization.

On average, about 80% of the central transfers are condition- i.e. earmarked by the centre for the provision of specific services leaving local governments little power determines local priorities. The remaining 20% of transfers are composed of unconditional and equalization grants (Entisham et.al, 2006). In practice the unconditional transfers are mostly used to cover administrative costs, including council salaries and allowances, rather than for service delivery.

To worsen the situation, conditional and unconditional grants from the central government have continued to decline. For example, in 2011/2012 the unconditional grant for all local governments decreased from Ush.156,944 billion (US$63m) to Ush151,155 billion (US$60.5m) (National Budget 2011/2012). Declining revenues and the failure to use unconditional transfers on service provision have weakened the accountability of local authorities to service beneficiaries, and threaten the autonomous functioning of local governments.

**Inadequate HR capacities**

In addition to the shortage of financial resources, local governments also suffer from a shortage of skilled and experienced manpower for both technical staff and politicians (Steiner, 2006). As Oryach-Olaa (2007) has revealed, local governments in Uganda continue to operate at minimal staffing levels, in some instances as low as 9% of the approved establishment. Furthermore, staffing problems are exacerbated by a shortage of equipment and materials. A study by Azfar et.al (2000) found that only 17% of health facility respondents reported that all their employees had the necessary equipment and Bukwa there are difficulties in recruiting and retaining professional staff such as health workers, engineers, planners, or teachers. A further constraint is the fact that some local governments through the politically-oriented District Service Commission (DSC) appoint staff, on the basis of ethnicity or residence rather than merit, which has adverse effects on the quality of service provision (Steiner, 2006).

Politically, the quality of councilors is affected by their level of education. At the moment, there is no minimum education requirement for anyone to hold office as a district councilor, and academic qualifications are not part of the eligibility requirements for the office. There is widespread consensus that councilors with very low levels of education fail to express themselves during plenary sessions, while some cannot make written contributions (Natamba et.al, 2010). Such low levels of education undermines effective debates among councilors with their educated technical staff, and some local politicians, have an inferiority complex which has sometimes led to conflicts with technical staff.

**Limited political autonomy and central interference**

Legally and politically, the Local Government Council is responsible for all local government functions, including planning, financial accountability and the delivery of public goods and services (Natamba et.al, 2010). In reality, however, local government political leadership holds no controlling authority to direct how funds allocated to the district are utilized. The Chief Administrative Officer (CAO) who is the district’s accounting officer is appointed by central government and reports directly to the Ministry of Local Government.

Previously, under Article 188 of the Uganda Constitution, the CAO was appointed by the District Service Commissioner (DSC) which arrangement provided reasonable political control to councilors over CAOs. However, in 2005 in the same Constitution (Amendment) Act, No.11 that removed presidential term limit, the Uganda government recentralized the role of the CAO, transferring powers of appointment from DSC to the Public Service Commission based in Kampala. While the government claimed that this change was necessary to remove corrupt CAOs, Green (2008) has correctly noted that the control of central government transfers to local governments by central government appointees *cuts at the very heart of the decentralized reform.’* In addition, each district has a Resident District Commissioner (RDC) who is appointed by the President, and such RDCs have always supported the NRM party which has been in power since 1986. Thus the creation of the RDC office seems to be an attempt to weaken the District Chairperson, who under Article 183 of the constitution is elected by universal adult suffrage as the political head of the district. More disturbingly, some of the RDC’s roles conflict with those of the elected Chairperson, as both, are, responsible for coordination and monitoring of district services provision. In districts where the District Chairpersons belong to the opposition there have been conflicts with RDC which negatively affects the district’s development.

Similarly, in November 2010 the Uganda Parliament at the request of the Cabinet passed the *Kampala Capital City Authority (KCCA) Act* which brought the affairs of the Kampala under direct supervision of the central government. Previously, Kampala City Council was administered as a district under the *Local Government Act 1997.* According to KCCA Act, the Town Clerk who was formally the highest financial officer in the City was replaced by an Executive Director answerable to the Minister for Kampala Capital City Authority. The elected Mayor became the Lord Mayor, a largely ceremonial position. In essence Kampala’s administration was recentralized.

So despite central government’s claim of commitment to decentralization, line ministries have retained substantial power over local policy making (Steiner, 2006). Both the *Uganda Constitution* of 1995 and the *Local Government Act 1997,* defining the range of services and functions for each level of government under decentralization, with local government responsible for implementation/delivery of basic services including primary health, primary education, water and sanitation, feeder roads, agriculture production, planning etc. Yet the decentralization programming has left significant functions supervised by central line ministries in policy development, capacity development and quality assurance.

In practice the roles of different levels of government in service delivery have not been very clearly distinguished which has at times caused policy conflict. Almost all the ministries have maintained an active hand in service delivery, policy formulation and guidance. For example the Ministry of Education and Sports (MoES) has appointed engineering assistants in the districts, who certify works as a condition for payment for infrastructure built by local governments e.g. through the School Facilitation Grant (SFG). Similarly, the Ministry of Works and Transport has set up sub-national Technical Support Units or regional workshops which are heavily involved in implementation, which weakens the role of the local governments.

**Creation of new districts**

Uganda was has seen an explosion in the number of districts (Green, 2008) which increased from 33 in 1986 to 90 in 2007, and 112 in 2012, and in June 2012 , cabinet approved the creation of another 25 districts to make a total of 137! While ostensibly been guided by the 1995 Constitution this expansion, whose Article 179 permits the government to create new districts ‘*on the necessity for effective administration and the need to bring services closer to the people.’* It is more likely that the NRM government has used the creation of new districts as a source of patronage in order to continue winning elections which undermines decentralization benefits.

The increased number of local governments has put immense pressure on service delivery and the capacity to manage new administrations (Klaver et.al, 2009). This has resulted in a decline in the number of local government authorities meeting performance-assessment criteria (minimum conditions) from 80% in 2006 to 34% in 2008 (MoLG, 2009). The creation of new governments is seen by the central government as being in tune with the original objectives of decentralization, but unfortunately service delivery in both new and old districts has declined due to lack of financial and human capacity, as resourcing has not been increased. As observed b Okidi and Guloba (2006) by creating so many political districts, Uganda runs the risk of excessive decentralization, which could contribute to lowering local-level economic growth.

The creation of 25 new districts makes little economic or financial sense, especially as several new districts have failed to raise more than 5% of their total revenue from internal sources. Instead, these new districts have become a political bargaining chip that the NRM government uses to reward cadres and lure opponents by offering them political jobs that do not enhance service delivery. It would possibly make sense to reduce the number of districts and form larger provincial administrative units provide greater political oversight, cut administrative costs and allow for unified planning over a larger jurisdiction.

**Gaps in service delivery**

While the general objectives of decentralization were to respond to local needs, existing data show no improvement in social services or quality of life for local communities (Jeppsson and Okuonzi, 2000). In fact, many indicators have either remained the same or worsened. For example, a large proportion of Uganda’s population still lives below the poverty line, with 25% living in absolute poverty (UBOS, 2011). Yet improvements in the health sector were expected to deliver better access to health services, better quality of health care and, ultimately, a decline in the rate of illness and death (Bashaasha et.al, 2011). As many cannot afford private medical services, the government of Uganda decentralized free health services to districts and to health sub-districts (health centres). However a recent study by ACODE (2010), found numerous problems facing health care provision in the health centres, including poor funding of healthcare services, in erratic drug distribution, and minimal transparency in the use of drugs and medicines; chronic shortage of trained health workers especially at lower tier used for administrative costs. ly, healthcare services remains out of reach in the rural areas and decentralization has not led to improved services.

In addition, since the inception of the Universal Primary Education (UPE) programmes in 1997, enrolment rose from 5.3 million children in 1996 to 7.6 million in 2003 (MoES, 2005), but without a corresponding increase in infrastructure or staffing. Children in the final classes of UPE often find problems in reading and writing which reflects the poor quality of education in the UPE schools, which are the majority of schools in many districts. Therefore, enhancing the output and quality of education in schools, especially those that serve the poor, is essential for the promotion of pro-poor growth in Uganda, and a critical part of multi-dimensional poverty reduction.

**Corruption**

Inspite of Uganda initial success in decentralization widely heralded by the international community, corruption remains widespread at all levels of society and the country faces major challenges (Transparency International, 2009). The survey report of the Inspectorate of Government (2009) noted that corruption-in the form of bribery, financial leakages, conflict interest, embezzlement, false accounting, fraud, influence peddling, and nepotism, theft of public funds or theft of public assets-remains at impediment to development and barrier to poverty reduction in Uganda at national and local government levels. Public confidence in government officials (politicians and technocrats) is severely undermined by regular corruption scandals. A majority of citizens surveyed in 2005 by a regional research firm, Afro Barometer perceived corruption to be rampant. In addition, 36% of respondents to the survey believed that most or all government officials, at central or local level, were involved in corruption. In fact it is sometimes believed that decentralization in Uganda has led to a dispersion of corruption, ‘*redefining* the character of corruption relationships from those controlled by the centre to those controlled by district-level officials’(Steiner, 2006). For example during the financial year 2009/10 the office of the Auditor General (2011) conducted a Value for Money Audit on seven districts of Apac, Arua, Bundibugyo, Bushenyi, Kamuli, Moroto and Mukono focusing on procurement of goods and services during 2007/08, 2008/09, 2009/10, which revealed numerous corruption problems.

There is not doubt therefore that corruption of public officials in Uganda exacts a tremendous economic and social toll on societies. It raises the cost of government and encourages wasteful, inefficient projects; it increases cynicism towards politics; it undermines democratic processes and civil society’s it diverts scarce resources from worthy projects; it discourages legitimate investors while attracting dishonest con artists; and increases economic hardships and fiscal difficulties. One of the greatest threats of corruption is a loss of faith in government institutions undermining decentralization objectives.

# 1.1.3 The contextual Perspective

As one of the countries in Africa and a developing world, Uganda is faced with regional development challenges. Hence regions require land uses; protection of farm land, cities industrial space, transportation hubs, and infrastructure, military bases and wilderness.

Regional planning is the science of efficient placement of infrastructure and zoning for the sustainable growth of a region. Advocates for regional planning such as new urbanist Peter Calthorpe, promote the approach because it can address region-wide environment, social and economic issues which may necessarily require a regional focus.

Practically, Decentralization can be understood from two perspectives; as a tendency to form decentralized regions in terms of gaining autonomy to take care of a region; where-as in politics it is a process of dividing a political entity or unity into smaller predictions (administrative divisions or sub-national units) and transferring power from the central government to the regions.

Similarly the concern for regional planning has two main aspects which are reflected in this quotation of 1970 strategic plan for South Eastern Britain detailed in Barlow’s report, that, “the role of regional planning on one hand is an extension of local planning dealing particularly with those matters of movement, distribution of people, unemployment, a complex interaction of social and economic needs, the provision of communication networks and recreational facilities. All these can be decided for areas of existing local authorities.

On the other hand, regional flows of population unemployment, the availability and use of resources and the long-term economic prospects which cannot be properly considered except in the context of the balance between one region and growth requirements in other parts of the country.” This is the acclaimed reason for Decentralization in Uganda today.

From colonialism to the pre-independence governments in Uganda, there is increase Decentralization especially in this movement government, the districts have moved up to 232 in number purposely because of poverty and development gap and poor service delivery to which the Decentralization is intended to solve by the new modern management through decentralization.

Since the 1980s governments in sub-Saharan Africa have been undergoing economic and institutional reform. Among the many institutional reforms decentralization has been instituted to advance political democratization as to promote socio-development (Saito, 2002). Local governance is promoted as structural arrangement through which local people and communities with support from other national, regional and international actors can participate in the fight against poverty at close range (Kauzya, 2003).

Nevertheless, the district Decentralization is not with several challenges some of which is about funding and the general management of the new local governments, and this has also been regretted by Klaver et.al (2009), that the increased number of local governments has put increased pressure on service delivery and the capacity to manage new administrations. Despite this situation there still seem to be high demand for district Decentralization coupled with politically motivated voices.

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# 1.1.4 Theoretical Perspective of the study

Since regional planning is all about having regional autonomy to be in charge of the socio-economic planning and development it has got a similar meaning and strategy of decentralization, giving or delivering the planning and administrative powers to the consult or designated authority. Connected to this particular view Okidi and Guloba (2006) observed that in the case of devolution the division of powers and responsibilities is defined in a legal framework and the units to which power has been devolved are subjected to control by local beneficiaries. Uganda has experienced decentralization of power from the central to the local authorities. Relatively, Friedman (1968) asserts that planning should be understood to refer to the operations related to socio-economic and even political strives to achieve development in an area.

Specifically, this study is involved within economic theories, one of which is new growth theory updated by Daniel Liberbo (2021). The new Growth Theory is an economic concept posting the human’s decries and unlimited wants foster ever increasing productivity and economic growth. New Growth Theory argues that real growth domestic product (GDP) for person will perpetually increase because of people’s pursuit of profits. In other words, district Decentralization is a form of economic regionalism institutional arrangements designed to facilitate the free flow of goods and services on the local disintegration basis.

The study further relates with sequential theory of decentralization which has three main characteristics; defines decentralization as a process, it takes into account the territorial interest of bargaining actors, and (c) by incorporating policy feedback effects providing a dynamic account of institutional evaluation authored by Tuha G. Falleti (20040, both advocates and critics of decentralization assume that decentralization invariably increases the power of sub-national governments.

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# 1.2 Statement of the problem

 district Decentralization became on the rise since the movement government came to power in 1986 and up-to-date Uganda now is composed of 135 districts as of July 2020. This implies high government spending more especially in the new semi-autonomous district local governments. Since decentralization was established in Uganda in 1993 with the aim to transfer service delivery down to local government designated authorities, there have been mixtures of upcoming statements whether decentralization which is a form of Decentralization secures effective service delivery in the regionalized areas. Some of the challenges facing decentralization in Uganda promoted by Onyach Olaa (2003) ranges from management crisis, the notable ones being the versus national development interests, sector wide approach to national development, and capacity to plan, implement and account for development that are funded from various government and donor grants.

Despite these challenges the government has continued to give district status to both rural and urban local administrative units. This prompts questions as to whether the government has enough financial muscle to plan and fund these districts to full capacity.

In addition the continued outcry about the ineffective service delivery in health service delivery, poor education status in the country, and poor rural and urban infrastructures drives the investigation on the district Decentralization and inadequate service delivery.

# 1.3 Main objective of the study

The main objective of this study was to examine the effectiveness of decentralization on Local Government service delivery in Katabi sub-county, Wakiso district.

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# 1.3.1 Specific objectives

The specific objectives of the study included;

1. To establish the effect of delegation on service delivery in Katabi Sub-County, Wakiso district.
2. To examine the influence of devolution over service delivery in Katabi-Sub-county Wakiso district.
3. To assess the impact of privatization has on service delivery in Katabi-Sub-County, Wakiso district.

# 1.3.1 Research questions

1. What is the effect of delegation on service delivery in Katabi-Sub-County, Wakiso district?
2. What is the influence of devolution over service delivery in Katabi-Sub-County,Wakiso district?
3. What is the impact of privatization over service delivery in Katabi-County,Wakiso district?

# 1.4 Scope of the study

The scope of the study covered the geographical scope, content scope and time scope.

# 1.4.1 Geographical scope

Katabi is one of the sub-counties found in Wakiso district which is about 32km from Kampala along Entebbe highway.

# 1.4.2 Content Scope

Delegation, devolution and privatization are forms of administrative decentralization meant to shift powers of authority and services to areas where they are best needed, if it is all about reality not about political gimmicks. This is therefore an attempt to examine whether these forms of administrative decentralization can influence service provision in the areas where they are implemented.

# 1.4.3 Time scope

The time scope covered the period from 2000 to date when the movement government intensified district Decentralization in the country. This time period is enough for this study to assess the outcome of the new form of local government administration.

# 1.5. Significance of the study

This study will be important in such a way that it enabled the government, and other stakeholders to assess whether administrative decentralization is doing well, or not. It was a way of monitoring and evaluating the current stand of the current district Decentralization in the country. The outcome of the study served as a source of knowledge about decentralization and its prospects, among others.

# 1.6 Justification of the study

Without this study, decentralization would be a mere ordinary continuous process without certainty. Beyond importance there is reality that has to be confirmed, and a decision could be taken to either abandon or not to abandon the policy. This was because this would serve the nation from continuous dilapidation of the state undermine, the unity of people and the culture of the land.

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# 1.7 Limitations/Delimitations of the study

The researcher was faced with challenges among which was that she could not easily get the data

mainly from government offices and it appeared as if people were hoarding the information and this would limit the outcome of the study. As a result she made sure she displayed all her letters of permission to collect data to the sub-county chief whom she requested to provide her with additional letter to explain to other local leaders in the area of the study about her plight.

The other challenge was that being a covid-19 season it was hard to raise money to accomplish the task had the researcher not reduced or reorganized the budget to fit the situation.

# 1.8 OPERATIONAL KEY TERMS

**Decentralization**

Politically Decentralization is process of dividing a political entity or country into smaller (administrative divisions or sub-national units) and transferring power from central government to the regions. It is the opposite of urbanization.

**Decentralization**

The transfer of control of an activity or organization to several local offices or authorities rather than the single one, or is the process by which the activities of an organization, particularly those regarding planning and decision making are distributed or departed away from a central, authoritative location or group.

**Delegation**

The act of empowering to act for another (Merriam-Webster) or the shifting of responsibility for administering public functions, making decisions, producing goods (functions previously) done by central government ministries.

**Devolution**

This is the transfer of discretionary decision making planning, administration and financial management to independent local government units with powers to units is the locally, not the center.

**Privatization**

Privatization is often described as the transfer of state assets/or control (partial or full) to private sector. Privatization can also be defined as decentralizing decision-making away from the monopolistic centralized bureaucracies and back to the market.

# CHAPTER TWO

# LITERATURE REVIEW

# 2.0 Introduction

The literature was reviewed on the topics namely the effects of delegation on service delivery, influence of devolution on service delivery and the impact of privatization on service delivery. These topics were derived from the specific objectives of the study.

# 2.1 The Theoretical Review

One of the theories that this study includes on is the Economic Growth Theory of Daniel Liberto (2021) which posts that human’s desires and unlimited wants foster ever increasing productivity and economic growth. The theory further argues that real gross domestic product (GDP) per person will perpetually increase because of people’s pursuit of profits. Relating this with district Decentralization taking place in the country, the question being asked is as to whether it promotes economic pursuit by/and within the local people. This is because if this would be the reality then it would even accelerate the national economic growth. This follows that the new growth theory is grounded on the following prospects; the theory presumes the desire and wants of the populace will drive ongoing productivity and economic growth, a central tenet of new growth theory is that competition squeezes profit, forcing people to constantly seek better ways to do things or invent new products in order to maximize profitability, the theory emphasizes the importance of entrepreneurship, knowledge, innovation and technology, rejecting the popular view that economic growth is determined by external, uncontrollable forces and knowledge is treated as an asset for growth that is not subject to finite restrictions or diminishing returns like other assets such as capital or real estate.

 Looking at the second tenet, the argument would be that, how is the Decentralization creating economic competition between individuals and among different districts to enable the national economic growth take place.

Another economic theory linked this study is the market socialism by Karl Marx and Friedrich Engels. To them market socialism is the type of economic system involving the public, cooperative, or social ownership of the means of production in the framework of a market economy. The logic behind the linkage between market socialism and the study at hand is that services are decentralized to lower local government autonomies, the district intend to work hard and own their efforts to develop.

# 2.2 The effect of delegation on service delivery

Generally speaking, delegation is about assigning or shifting of a function to a subordinate by a superior however the responsibility of the superior is not abrogated through delegation. Delegation in this context can also be used to describe the process of Decentralization since power is shifted from the superior body to a smaller or famous body. Based on Venkalesh, he asserts that delegation is an administrative process of getting things done by others by giving them responsibility so a way, there is how delegation is linked to district Decentralization, since where some how. Borrowing from the council of Europe, Decentralization is the process of transferring power from the central government to the regions, for a better application of the subsidiary principle, within the framework of national or federal solidarity. It includes establishment, enlargement or empowerment of authorities and the transfer of competences and responsibilities to the regions.

**What delegation is not?**

Naphtali Hoff (2019) asserts that delegation is commonly defined as shifting of authority and responsibility for particular functions, tasks or decisions from one person (usually a leader or manager) to another. While that is probably the most common understanding of the term, there are those who define the term more narrowly.

Getting from Hoff, delegation is only meant to transfer the particular power to the individual authority not the district local authority. However, in terms of administration and authority delegation prompts action rather than waiting action from the central authority.

In a local participant’s handbook puts its more clearly the role and the function of delegation to be the shifting of responsibility for administering public functions, making decisions, producing goods (functions previously done by central government ministries, though not semi-independent organizations which, though not wholly controlled by the government, are ultimately accountable to it. Such organizations include marketing boards and other parastatal bodies, public corporations, regional planning and area development authorities, housing authorities, project implementation units and single or multipurpose functional bodies. Without reservation, regional planning is one of the functions upon which delegation can be utilized. On the other hand the World Bank narrows the definition of delegation to only where through delegation central government transfer responsibility for decision-making and administration of public functions to semi-autonomous organizations not wholly controlled by the central government, but ultimately accountable to it. Governments delegate responsibilities when they create public enterprises or corporations, housing authorities, transportation authorities, special district, semi-autonomous school districts, regional development corporations or special project implementation units. Nevertheless, the World Bank also not excluded the regional planning aspect as part of the functions of delegation.

# 2.3 THE INFLUENCE OF DEVOLUTION ON SERVICE DELIVERY

Slightly different from delegation, devolution is also another type of administrative decentralization which is basically when government devolve functions, they transfer authority for decision-making, finance and management to quasi-autonomous units of local government with corporate status. Devolution usually transfers responsibilities for services to municipalities that elect their own mayors and councils raise their own revenues and have independent authority to make investment decisions. In a devolved system, local governments have clear and legally recognized geographical boundaries over which they exercise authority and within which they perform public functions. It is this type of administrative decentralization that underlies most political decentralization such as district Decentralization.

Mitchinson (2003) contended that the intention of devolution is to move the fabric of government down to the grassroots level and to encourage constituencies to participate in the democratic process, a striking characteristics of the development process in Uganda is the high degree of autonomy of the local authority, which has the freedom to provide services as it “deems fit”, prime responsibility for implementing the development programme lies with the MoLG. Thus the quality of services they deliver determines the well-being and quality of life of the whole region; the ministry regards itself as an enabling body, with a mission to establish, develop and facilitate the management of self-sustaining and effective local government systems; one weakness has been inertia at the centre that militates against change. Central bureaucracies are disinclined to let go; and radical changes are still needed. For example, sweeping reforms are required to modernize financial management, so that the focus is on outputs rather than inputs.

Despite this Bashasha, B. et.al (2011) contends that decentralization policy introduced in Uganda in 1997 under the local government Act of 1997 that has since undergone four amendments. The policy inherently decentralized service delivery institutions and their governance in order to improve access to service for the rural poor.

Based on the analysis of available literature, the paper documents the state of knowledge regarding rural service provision in Uganda under decentralization and identifies gap for further investigation. Its focus is on education, health, and agriculture advisory service as well as the management of national resources in Uganda. Although enlightening, a review of the broader decentralization literature is beyond the scope of his work. The analysis revealed that results in terms of attaining the objectives of decentralization are mixed. Whereas anticipated generally decentralization resulted in greater participation and control over service delivery and governance by local communities, local governments are still grappling with a range of challenges, namely, inadequate financial resources and over reliance on conditional central government grants; inability. Inability to attract and retain sufficient trained and experienced staff, corruption, nepotism and the capture. With regard to the specific services, while Universal Primary Education (UPE) policy under the decentralization framework is credited with a dramatic increase in primary school enrollment, public primary education service are still dogged by concerns over financing equity, quality, and the need for conclusion reform. Some studies show that there has been no implementation in health services with many health status indicates either stagnating or worsening in general, decentralization of education and health services has not resulted in greater participation of the ordinary people and accountability of service providers to the community. Regarding agricultural extension services and agricultural services, except for areas advised by NGOs, majority of the country does not readily access extension services, because districts have been unable to prioritise the operational expenses. However, there is some evidence that National resource management (NRM) has contributed to greater compliance with some National Resource Management requirements in some areas while in the other areas forest conditions have declined following decentralization. Generally, evidence on whether decentralization has improved service delivery in Uganda is still in conclusive, and more research is needed.

This implies that despite the district Decentralization in Uganda, service delivery is not improving as expected. Planning and making policies is another thing, but policies cannot be implemented successfully in that a strong financial power base. Although the Ugandan decentralization policies is based on the principles of devolution of powers, functions and services at all levels of local government; enhancing good governance and democratic participation to enrich the decision making process.”

(GoU, 1997:9) the key to threes principles is the autonomy in service delivery which has been devolved to Gs. Central government has retained the responsibility for national policy formulation, setting standards, supervision, offering technical advice and guidance, providing support supervision (GoU, 1997:67-68) and determining the national medium term budget and expenditure frameworks. Thus what decentralization was aimed to achieve is still a long way.

# 2.4 THE IMPACT OF PRIVATIZATION ON SERVICE DELIVERY

Privatization is yet another form of administrative decentralization that came about with the introduction of decentralization policy in Uganda in 1993. From the economic times, privatization is the transfer of ownership, property or business from the government to the private sector. In this case the government ceases to be the owner of the entity or business. Alternatively, it is the process in which a publicly traded company is taken over by a few people. The stock of the company is no longer traded in the stock market and the general public is barred from holding stake in such a company. The company gave up the name limited’ and starts using ‘private limited’ in its last name.

The aim of privatization is intended to bring more efficiency and objectively to the company, something that the government is not concerned about. On this very context of improving service delivery in the country Onyach Olaa (2003) observed that since the process of decentralization started in Uganda in 1993, numerous achievements have been realized in terms of improving governance and service delivery through democratic participation and community involvement. Despite these achievements, Uganda still faces a number of major challenges in deepening and institutionalizing decentralization. To Onyach, these challenges include, among others technical capacity deficiencies in local governments and key stake holders’ competition to their role in decentralization.

**Economic decentralization**

Privatization and deregulation shift responsibility for functions from the public to the private sector and is another type of decentralization. Privatization and deregulation are usually, but not always, accompanied by economic liberalization and market development policies. They allow functions that had been primarily or exclusively the responsibility of government to be carried out by businesses, community groups, cooperatives, private voluntary associations, and other non-government organizations.

**Privatization**

Privatization can range in scope from leaving the provision of goods and services entirely to the free operation of the market to “public-private partnerships” in which government and the private sector cooperate to provide services or infrastructure. Privatization can include: allowing private enterprises to perform functions that had previously been monopolized by government; contracting out the provision or management of public services or facilities to commercial enterprises indeed, there is wide range of possible ways in which function can be organized and many examples of within public sector and public-private institutional reforms, particularly in infrastructure; financing public sector programs through the capital market (with adequate regulation or measures to prevent situations where the central government bears the risk for this borrowing) and allowing private organizations to participate; and transferring responsibility for providing services from the public to the private sector through the divestiture of state-owned enterprises.

# 2.5 CONCEPTUAL FRAMEWORK OF THE STUDY

**Independent variable Dependent variable**

**Decentralization**

* Delegation
* Devolution
* Privatization

**Local Government Service deliver**

* Timeliness
* Effectiveness
* Community satisfaction

**Intervening variable**

**Decentralization**

* The Local Government Act 2006
* Other players in Local Government
* Attitudes of the community members

***(Source: Adopted from Kenneth (2005) and modified by the researcher)***

# Figure 1: Conceptual framework of the study

In the conceptual framework above, the independent variable is meant to be district Decentralization and the dependent variable is adequate service delivery, and while the intervening variable is composed of at least three factors which affect both the independent and dependent variable to occur in one way or the other. The conceptual framework of the study shows that the independent variable is directly linked to the dependent variable.

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# CHAPTER THREE

# METHODOLOGY

# 3.0 Introduction

This section describes the research design, area of the study, population of the study, sample size and sampling strategy, data collection methods, validity and reliability of instruments, data analysis techniques and, ethical considerations.

# 3.1 Research design

The study used a descriptive design becauseit is appropriate when collecting information about people’s attitudes, opinions, habits of the variety of social issues. In order to collect adequate data, qualitative and quantitative research designs were used. Quantitative data is data presented in form of descriptive statistics using frequency tables. While Qualitative data is data sorted and grouped into themes and presented using narrative text(Cresswell, 1997). The researcher evaluated and analysed the adequacy of information in answering the research questions identifying categories and parameters that emerge in the responses to the variables of the study.

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# 3.2 Study population

Study population is defined as all the members of a real or hypothetical set of people, events or objects to which a researcher wishes to generalize the results of the research study (Kothari, 2004).

# 3.3 Sample size

The study used the Yamane formula (1967:886)of sample determination to determine the sample size as shown below.

# Table 1: Distribution of population size level

|  |  |  |  |
| --- | --- | --- | --- |
| **Department** | **Target Population** | **Sample size** | **Sampling method** |
| CAO  | 6 | 6 | Purposive sampling |
| NGOs and Civil society  | 40 | 26 | Purposive sampling |
| Members of the public  | 25 | 30 | Random sampling |
| Parish chiefs  | 20 | 20 | Purposive sampling  |
| Political leaders  | 10 | 10 | Purposive sampling |
| Local authority leaders | 10 | 8 | Simple random sampling |
| **Total** | **111** | **100** |  |

***(Source: Primary data, 2021)***

#

# 3.4 Sampling techniques

# 3.4.1 The purposive sampling

This technique was characterized by the use of judgment and a deliberate effort to obtain representative samples by including typical areas or groups in the sample. In this method the researcher handpicked subjects on the basis of role played. It is the most appropriate method to select a sample from the various sectors in this area. It enabled the researcher to select a sample with vital data on the topic under study that can assist in analyzing the problem further (Creswell, 2009).

# 3.4.2 Random sampling

Random sampling as suggested by Creswell (2009) often means chance or a haphazard method of assignment and it is applied to eliminate bias, both conscious and unconscious, that the researcher could introduce in sample selection. This method also offered every member of the population an equal chance of being selected for the assignment and it is required for inferential statistics since the researcher desires to make inferences about populations based on the behavior of samples.

#

# 3.5 Data sources

**Primary data**

According to Kotler (1996), primarydata is information that you collect specifically for the purpose of your research project. The study used face to face interviews in order to save time and the data was collected by using structured questionnaires that were self-administered by the respondents. Primary data was mainly got from the members of the public they have most of the information needed for this study.

**Secondary data**

According to Keen (2017) Secondary data refers to data that was collected by someone other than the user. This study collected secondary data through document reviews and other sources such as textbooks, business reports/ manuals, journals so as to get enough relevant information about the research topic. This was used because the data was readily available and inexpensive to obtain

# 3.6 Data collection methods

# 3.6.1 Interview

Andrea (2014) states that interview method of data collection is a verbal conversation between two people with the objective of collecting relevant information for the purpose of research. Therefore, the purpose of the research interview is to explore the views, experiences, beliefs and/or motivations of individuals on specific matters and is particularly appropriate for exploring sensitive topics, where participants may not want to talk about such issues in a group environment.

#

# 3.6.2 Survey method

Groves (1989) defines this method as a field of applied statistics of human research surveys, and survey methodology studies involve the sampling of individual units from a population and the associated survey data collection techniques, such as questionnaire construction and methods for improving the number and accuracy of responses to surveys. Survey method was used because it saves time.

#

# 3.7 Data Collection Instruments

# 3.7.1 Self-Administered Questionnaire

The researcher used a semi-structured questionnaire with closed ended questions. These closed-ended questions contained predetermined alternative answers for the respondent to choose from in the process of responding to the question. The questions in the questionnaire were constructed in the simplest language possible to enable participants respond to them with ease. The questionnaire was designed in such a way that specific questions were asked for each objective of the study.

A Likert scale or more accurately a Likert-type scale, is a psychometric scale commonly used in questionnaires, and was used in this research. When responding to a Likert questionnaire item, respondents specify their level of agreement or disagreement on a symmetric agrees-disagree scale for a series of statements. Thus, the scale captured the intensity of their feelings. The format of a typical five-level Likert item will be: 1. strongly disagree; 2. Disagree; 3. Not sure; 4. Agree and 5. Strongly agree.

#

# 3.7.2 Interview guide

Face-to-face interviews were conducted alongside self administered questionnaires so as to enhance response to questions generally regarded as sensitive. The researcher used structured and face to face interviews because they provide first-hand information; data was collected because it is less costly and had the ability to clarify questions. In this method, interview guides were drafted and questions were asked and then noted responses corresponding to the asked questions.

#

# 3.8 Validity and reliability

This section tested the reliability is the degree to which an assessment tool produces stable and consistent results.

**3.8.1 Validity of the instruments**

A pre-test of the research instrument to establish its validity will be done. The instrument was given to two experts who provided their opinions on the relevance of the questions using a 5- point scale of relevant to not relevant. It was further pre-tested by administering it to probable respondents (n=10) and test their understandability of the items. Items that were found not to be relevant were eliminated and those found not to be understood were adjusted for understandability for the final research instrument that was used.

Results revealed that the validity range was 0.935 (93.5%) which is above 0.7, this is in the acceptable range.

CVI= No of items \*100

 Total Items

CVI= 26\* 100

 28

CVI= 92.8%

#

# 3.8.2 Reliability of the instruments

Reliability of the questionnaire items was tested using the Cronbach’s alpha coefficient. Reliability of this study’s instruments was ascertained by pre-testing the questionnaires and interview guide in the field. The researcher established the reliability of the questionnaire by using pre-testing. The researcher gave questionnaire guides to the same groups of respondents and re-testing was done. This indicated that the instrument used to collect data from the respondents was dependable and reliable and also yielded good results. Therefore, the results and conclusions of this study were a basis for decision making.

# 3.9 Data processing and analysis

The quantitative collected data wasedited, coded and cross checked for completeness using Ms Excel and exported to Statistical Package for Social Sciences version 25 for analysis. The quantitative data was presented in form of numeric using tables and charts representing frequencies and percentages of results. In reagrds to qualitative data, the researher presented the findings in narrative form by directly reporting respondents responses through quotations.

#

# 3.9.1 Data Analysis Techniques

Data was analyzed after making reference to the available literature so as to compare and contrast opinions presented to statistical analysis to generate descriptive statistics in order to draw conclusions and make recommendations. The data collected was presented and used in explaining the relationship between the two variables of the research study.

#

# 3.9.3 Ethical considerations

The researcher obtained consent of respondents and assure them that the study is purely academic and voluntary, they have a right to withdraw from participation. All sources used and referred to by the researcher in the study were acknowledged and respect, confidentiality and privacy of respondents were considered.

# CHAPTER FOUR

# PRESENTATION, INTERPRETATION, DISCUSSION AND ANALYSIS OF FINDINGS

In this chapter the analysis was based on the background information of the study, the effect of delegation on service delivery, influence of devolution on service delivery and the impact of Decentralization over service delivery.

# SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS

Here sex of the respondents, age of the respondents, marital status of the respondents, education level of the respondents and employment status of the respondents were analysed.

# Table (4.1.1): Sex of the respondents

|  |  |  |
| --- | --- | --- |
| **Sex**  | **Frequency**  | **Percentage %** |
| Male  | 80 | 80 % |
| Female  | 20 | 20 % |
| **Total**  | **100** | 100  |

***(Source: Field data, 2021)***

According to the statistics presented in the table above, it was revealed that male participants dominated the study by 80% and the female only 20%. This kind of study indicates that the respondents who were working with the local government were manly men, mainly because of the education, status and history in the country that gave opportunity to the males more than the female in the society. Nevertheless the voice of the female counterparts was also absorbed in the study.

# Table (4.1.2): Marital status of the respondents

|  |  |  |
| --- | --- | --- |
| **Sex**  | **Frequency**  | **Percentage %** |
| Married  | 50 | 50 % |
| Not married  | 50 | 50 % |
| Other  | - |  |
| **Total**  | **100** | 100  |

***(Source: Field data, 2021)***

Table (4.1.2) above reveals that the participants of the study were both married and not married at 50% respectively. They were also mature people above eighteen years of age and so were responsible enough and it is believable that the views then they gave were mature enough to authoritative the results of the study.

# Table (4.1.3) Age bracket of the respondents of the study

|  |  |  |
| --- | --- | --- |
| **Age**  | **Frequency**  | **Percentage %** |
| (18-25) | 10 | 10 % |
| (25-32) | 40 | 40 % |
| (39-45) | 40 | 40 % |
| (45-52) | 05 | 05 % |
| (50) | 05 | 05 % |
| **Total**  | **100** | **100 %** |

***(Source: Field data, 2021)***

The findings of the study presented in table (4.1.3) above revealed that all the participants of the study were mature enough to give mature and reliable views. Accordingly the largest number of the respondents of the aged 40% respectively and were of aged brackets (25-32) and (39-45) respectively. While the least number of the respondents of the study were 5% respectively and they were of age bracket (45-52) and (53+). The age brackets of the participants of the revealed maturity and experience hence the truth and reliability of the results.

# Table (4.1.4) Education level of the respondents

|  |  |  |
| --- | --- | --- |
| **Employment level**  | **Frequency**  | **Percentage %** |
| Master | 08 | 08 % |
| Degree  | 40 | 40 % |
| Diploma  | 40 | 40 % |
| Certificate | 10 | 10 % |
| Others  | 02 | 02 % |
| **Total**  | **100** | **100 %** |

***(Source: Field data, 2021)***

The findings of the study in table (4.1.4) clearly indicated that most of the participants of the study were educated up to Diploma, Degree and levels represented by 40% respectively, while the education level of the least employees was indicated by others meaning that these ones were not educated at all and probably these would be the lower group employees.

# Table (4.1.5) Employment status of the respondents

|  |  |  |
| --- | --- | --- |
| **Employment status**  | **Frequency**  | **Percentage %** |
| Employed  | 40 | 40 % |
| Not employed  | 40 | 40 % |
| Other s | 20 | 20 % |
| **Total**  | **100** | 100 % |

***(Source: Field data, 2021)***

The findings in the above table revealed that the participants of the study were of three different categories with the largest number of them being those who were employed and those who were not employed respectively being represented by 40% respectively and the least number of the participants having been those who were eighteen years above. That could have been students whose role in the study was also vital enough. Generally the views of all participants as it gave a wider scope of what was on the ground in as far as the study was concerned.

# 4.1 The Effect of Delegation on Local Government Service Delivery in Katabi Town Council

The analysis in this section was about the effect of delegation on service delivery. Delegation in this study is perceived as the action or process of transferring power to the district councils or local authorities and Radha Mebrotra (2021) further defines delegation clearly as, the division of labour and decision making responsibility to an individual that reports to a leader or manager dividing their own work among all their people. It involves giving them the responsibility to accomplish the tasks that are delegated to them in the way they see fit.

# Table (4.2.1) Whether the respondents were aware of delegation in local government and Decentralization

|  |  |  |
| --- | --- | --- |
| **Response**  | **Frequency**  | **Percentage %** |
| Yes  | 50 | 50 % |
| No  | 45 | 45 % |
| Other s | 05 | 05 % |
| **Total**  | **100** | 100 % |

***(Source: Field data, 2021)***

In as far as the question was concerned, the findings in table (4.2.1) above indicated that the respondents were aware of delegation in local government and this was 50% of all the respondents of the study compared to the least percentage of other respondents, 5% whose position about this was very unclear. These could have been the participants whose knowledge of the questions about the study was totally null. Nevertheless, the percentage of the participants who answered negatively was big enough to influence the outcome of the results.

# Figure 4.1: Showing whether the respondents were aware of delegation in local government and Decentralization

# Table (4.2.2): Does delegation serve the purpose of Decentralization

|  |  |  |
| --- | --- | --- |
| **Response**  | **Frequency**  | **Percentage %** |
| Yes  | 48 | 48 % |
| No  | 48 | 48 % |
| Other s | 04 | 04 % |
| **Total**  | **100** | **100**% |

***(Source: Field data, 2021)***

Table (4.2.2) above revealed that the number of participants who responded affirmatively and those who responded negatively were equal. This brings about confusion about the study at hand, this on the one hand delegation in Decentralization is positive and on the other hand it is negative protecting the challenges currently facing the current Decentralization in Uganda. Together with the 4% of the respondents who could have been totally ignorant of what is taking place is as far as Decentralization is concerned, this added to those who responded negatively, it becomes 50% cause a balance with the number of those who answered affirmatively. This further reveals further challenges facing the current Decentralization in Uganda.

# Figure 4.2: Showing whether delegation serves the purpose of Decentralization

#

# 4.2 The influence of devolution on local government service delivery in Katabi Town Council

Relatively the same meaning and aim of devolution, a definition by U.K parliament refers to devolution as, “devolution is the decentralization of governmental powers or grading power to a lower local government. And accordingly this section analysed whether the participants had knowledge about devolution in Decentralization and the current Decentralization manifest complete autonomy from the central government.

# Table (4.3.1) Do you have knowledge on the devolution in Decentralization

|  |  |  |
| --- | --- | --- |
| **Response**  | **Frequency**  | **Percentage %** |
| Yes  | 48 | 48 % |
| No  | 42 | 42 % |
| Other s | 10 | 10 % |
| **Total**  | **100** | **100** |

***(Source: Field data, 2021)***

The statistics in table 4.3.1 above showed that the participants who have knowledge on devolution in Decentralization were the majority, represented by 48% and those with the lowest percentage represented by only 10% could have been those who are either ignorant or totally had no idea on devolution at all. However, although 48% of the respondents answered affirmatively, the 42% of the respondents who answered negatively made a very big impact in as far as the topic of the study is concerned, creating the impression whether the district Decentralization in Uganda was really reality.

# Figure 4.3: Showing whether the public have knowledge on the devolution in Decentralization

# Table (4.3.2) Whether the current District Decentralization in the county is really a reality

|  |  |  |
| --- | --- | --- |
| **Response**  | **Frequency**  | **Percentage %** |
| Yes  | 40 | 40 % |
| No  | 50 | 50 % |
| Other s | 10 | 10 % |
| **Total**  | **100** | **100** |

***(Source: Field data, 2021)***

According to the responses in table (4.3.2) above, the findings of the study revealed that the highest percentage of the respondents 50% and these were the respondents who stated that the current District Decentralization in the country is not a reality. This implies that there was something wrong about the purported District Decentralization in the country. Although 40% who in response denied this allegation, it would not make any impact because together with the 10% others, if added to 40% it makes 50% all of whom their attitudes about district decentralization is negative.

# Figure 4.4: showing whether the current Decentralization in the country is really a reality

# 4.3 The impact of Privatization on Local Government Service Delivery in Katabi Town Council

The analysis on this section was based on whether the participants have heard about Decentralization in the country, whether Decentralization is one way of delegating or devolving service delivery in the country side, and whether Decentralization has been effective enough in delegating or devolving service delivery in the country side.

# Table (4.4.1) Whether you have heard about Decentralization in the country

|  |  |  |
| --- | --- | --- |
| **Response**  | **Frequency**  | **Percentage %** |
| Yes  | 45 | 45 % |
| No  | 45 | 45 % |
| Other s | 10 | 10 % |
| **Total**  | **100** | **100** % |

***(Source: Field data, 2021)***

The findings in table (4.4.1) above is an indicator that the participants of the study were in doubts whether they have heard about Decentralization in the country hence the practice of Decentralization despite the fact that it is in place but the public was aware. This also gives the impression that they were not a part, neither were they a part to it, ignoring the importance of participation. This explanation is a characteristic of the statistics presented in the above table.

# Figure 4.5: Showing whether the public heard about Decentralization in the country

#

# Table (4.4.2) Do you agree that Decentralization is the one way of delegating and devolving service delivery to the country side?

|  |  |  |
| --- | --- | --- |
| **Response**  | **Frequency**  | **Percentage %** |
| Yes  | 49 | 49 % |
| No  | 49 | 49 % |
| Other s | 02 | 02 % |
| **Total**  | **100** | **100** % |

***(Source: Field data, 2021)***

Getting from the findings on the above table, 49% answered in both affirmative and negative respective. This kind of response brings about uncertainty whether Decentralization is the one way of delegating or devolving service delivery to the country side. But since there were 2% of the participants who were totally ignorant of the regionalizing process this made the number of participants who answered negatively to become 51% more than those who answered positively. Hence there is pessimism on the positive impact of Decentralization being the way of delegating and devolving service delivery to the country side.

# Figure 4.6: Showing whether the public agree that Decentralization is the one way of delegating and devolving service delivery to the country side

#

# Table (4.4.3) Do you think that District Decentralization has any positive impact on service delivery in the country side?

|  |  |  |
| --- | --- | --- |
| **Response**  | **Frequency**  | **Percentage %** |
| Yes  | 48 | 48 % |
| No  | 47 | 47 % |
| Other s | 05 | 05 % |
| **Total**  | **100** | **100** % |

***(Source: Field data, 2021)***

It is true that the findings of the study is that most people represented b 48% answered in affirmative, while 47% opted to answer No. instantly, this meant that the responses for affirmativeness is not very strong enough because if the number of the other responses were added together with those who answered negatively, it creates a bigger negative impression that district Decentralization has not created any positive impact on service delivery.

# Table (4.4.4) Rating the impact of Decentralization on service delivery

|  |  |  |
| --- | --- | --- |
| **Response**  | **Frequency**  | **Percentage %** |
| Much  | 05 | 05 % |
| Little  | 20 | 20 % |
| Very little  | 40 | 40 % |
| None  | 35 | 35 % |
| **Total**  | **100** | **100** % |

***(Source: Field data, 2021)***

According to table (4.4.4) above, the rating of the impact of Decentralization on service delivery was done in four different forms or categories, and the findings revealed that the highest number of the respondents represented by 40% stated that the district Decentralization had very little impact on service delivery. Added to the 35% of the respondents who totally rejected the allegation that the district Decentralization improved service delivery to 75% it then completely disapproved the assumption that district Decentralization is good and it approved service delivery in the country side. The percentage of the respondents who answered was equally the same as those who completely rejected the idea.

Yet the 5% of the respondents who rated that the district Decentralization in the country side has made much positive impact on service delivery in country side could have been just a mere gimmick of the whole matter since it was a very small number and it is very much contradicted with the other responses. However this type of ambiguous response could have come from police perspectives who do not want to disclose any challenge affecting government policies/programmes.

# Figure 4.7: Rating the impact of Decentralization on service delivery

# CHAPTER FIVE

# SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

# 5.0 Introduction

The results of the study were summarized in accordance with the specific objectives of the study including the background information of the respondents. This was because the results have been presented, interpreted and analysed in chapter four.

#

# 5.1 SUMMARY

Initially both men and women participated in despite the male participants was overwhelming. And development is caused more-especially by families thus, since families are organized homesteads, they are able to tell how a situation like Decentralization would indeed create impact in the public whose activities contribute towards the economy of the nation. However the views of both the married and unmarried were very pertinent in determining the future. At the same time life is expensive by every person who is alive but mature understanding according to the constitution of Uganda starts from age 18 above. Hence the outcome of the findings of the study is considered to be authentic because the views given did come from mature people and also considering the fact that the majority of the respondents were educated at least up to degree level and even above. But within the population where half of them are not employed, the local people are the base and determinant of the policy such as such as district Decentralization can work for them, thus what are they really benefiting from this processes in the run. The background information of the respondents for this case is very much attached to the outcome of the findings of the study.

# 5.1 The effect of delegation on service delivery in Katabi Town council

To some extent the respondents of the study were aware that Decentralization was taking place but the number of the respondents who said No added together, put this to question. If the district Decentralization does answer neither does it meet the taste of the majority then it is not useful enough. So this generates a lot of doubts probably what could be the problem. Could it be the planning aspect of it, the human resource or the timing which is the problem as such. So district Decentralization is still just finding the point of equilibrium. One cannot say that it is successful, and on the other hand it is possible to declare that it has completely done nothing on the ground except that the regionalized districts are lacking administrative autonomy, and this is something that makes them to appear as if they were not serving the people in the regionalized territories.

# 5.2 The influence of devolution over service delivery in Katabi Town Council

Interchangeably used with devolution features into complete autonomy of Decentralization in terms of administration and authority. Much as the findings showed that the respondents had knowledge of the devolution processes, but on the practical sense it was not a reality confirmed by the voices of the people. Hence district Decentralization could just be mere words and politicizing them the reality. Most of the regionalized districts were safer lack of autonomy from the central government and this makes the helpless in terms of findings, planning and organization. Much as power and authority can be devolved to regionalized districts, when the ground has not been leveled, it makes it loose meaning when the local authorities cannot determine their fate. The blame goes back to the central government and the parliament which determine these regionalized processes.

# 5.3 The impact of privatization on service delivery in Katabi Town Council

Being one of the administrative decentralization, it has contradicted itself. Entirely the only government facilities in the regionalized areas have not done very well at all. It is theoretically well propagated but practically mismanaged, and the mismanagement is because of lack of proper ground set. The concern of the study was not just to find out whether people of the study area and the entire Uganda know about Decentralization but to ascertain whether they were beneficiaries of privatization, and it is something that have left the whole pubic in dilemma because what do the district local governments have to do with the improvement of the health and education service delivery for example when the health centers and district referral hospitals have never had equipments and all medical supplies since time immemorial, and the same schools don’t get adequate supplies from the government. Privatization was intended to shift government controlled services to the regionalized areas. But accordingly the district local governments don’t have anything to either decide or contribute towards government facilities.

#

# 5.4 CONCLUSION

The study concluded that with view of the current practice of district Decentralization in the country, it is good in theory but totally impractical rendering the administrative decentralized with almost useless because the benefit of delegation, devolution and privatization have failed to serve their purposes and short of which it renders the district Decentralization null and void, putting it to become and only serving the purpose of the wielders of political power not the people to whom it should have been intended.

# 5.6 RECOMMENDATIONS

The study has noted that there is confusion between delegation and devolution which are interchangeably used. A clear-cut edge should be put to differentiate between the two because shifting administrative power to individual authority is not devolution but delegation. Yet what is expected in Decentralization was the full power and authority to a regionalized local government. The trend of Decentralization now diverts the meaning of administrative decentralization and so there is need to re-design and re-structure the whole process to suit the intended and expected outcome.

**5.7 Areas for further studies**

1. The impact of financial (fiscal decentralization) on local government service delivery in Uganda
2. The role of local government on health service delivery in Uganda
3. The impact of local government on infrastructure development in Uganda

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# APPENDICES

# APPENDIX I: SELF-ADMINISTERED QUESTIONNAIRE

I am Nabayego Racheal Regina of Index No. 2019/AUG/MPAM/M226271/WKD, a student of Nkumba University now carrying out a research study on the topic, “ district Decentralization and adequate service delivery in Uganda, a case study of Wakiso district”. You have been randomly chosen to participate in this study, and the views you will give should only be academic and will be kept with utmost confidentiality.

**(Tick or fill in as appropriate)**

**SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS**

The items for analysis in this section include sex gender of the respondents, age bracket, education level, marital status, and employment status of the respondents.

1. Sex of the respondents.
2. Male b) Female
3. Age of the respondents.
4. (18-25)
5. (25-32)
6. (39-45)
7. (45-52)
8. (59+)
9. Marital status of the respondents

Married Not married Other

1. Education level of the respondents.

Masters Degree Diploma Certificate

1. Employment status of the respondents.

Employed unemployed Other

**SECTION B: THE EFFECT OF DELEGATION ON SERVICE DELIVERY**

1. Are you aware of delegation in local government and Decentralization?
2. If the answer in No.6 is yes, does it really serve the purpose of Decentralization?

Yes No Other

1. If the answer in No.7above is No, explain your answer.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**SECTION C: INFLUENCE OF DEVOLUTION OVER SERVICE DELIVERY**

1. Do you have any knowledge on devolution in as far as Decentralization was concerned?

Yes No Other

1. According to you is it really true that the current district Decentralization is a form of devolution of powers from centers to the local government administrative authorities.

Yes No Other

1. If the answer in No.10 is No, explain your answer.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**SECTION D: THE IMPACT OF DECENTRALIZATION OVER SERVICE DELIVERY**

1. Have you heard about the aim of Decentralization in the country?

Yes No Other

1. If the answer in No.12 is Yes, when was it introduced in Uganda?

\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_

1. Do you agree that Decentralization is one way of delegating or devolving service delivery in the country side?

Yes No Other

1. Do you think Decentralization has made any impact on service delivery in the country?

Yes No Other

1. If the answer in No.15 is Yes, rate the impact.

Much Little Very little None

1. Any other comment:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**(Thank you for your invaluable support)**

**APPENDIX II: INTERVIEW GUIDE FOR THE KEY INFORMANTS**

I am Nabayego Racheal Regina of Index No. 2019/AUG/MPAM/M226271/WKD, a student of Nkumba University now carrying out a research study on the topic, “ district Decentralization and adequate service delivery in Uganda, a case study of Wakiso district”. You have been randomly chosen to participate in this study, and the views you will give should only be academic and will be kept with utmost confidentiality.

1. What is your view on the increasing number of districts in Uganda today?
2. Do the members of the public do welcome the idea of Decentralization?
3. If the answer is Yes or No, how do they support/defend their view?
4. What challenges have the local people faced in the newly regionalized areas?
5. On the part of the government, what challenges they are facing in the regionalized process and after?

# APPENDIX III: BUDGET ESTIMATES

|  |  |
| --- | --- |
| **ITEM** | **AMOUNT (shs)** |
| StationaryFlash diskReams of photocopying PaperPensRuled papers  | 40,00020,000600020,000 |
| **Traveling and communications**Air timeTransport  | 80,000200,000 |
| **Typing and photocopying** |  |
| QuestionnairesTyping the final Research Printing andBinding  | 40,000100,00040,00020,000 |
| **GRAND TOTAL** | 566,000 |

# APPENDIX IV: WORK PLAN

|  |  |
| --- | --- |
|  **Activity**  | 2021 |
|  | Apr  | May | Jun  | Jul | Aug | Sep | Oct | Nov | Dec | Jan |
| Formulation of topic & Presentation of draft proposal |  |  |  |  |  |  |  |  |  |  |
| Review of proposal by supervisors & designing of questionnaire by researcher. |  |  |  |  |  |  |  |  |  |  |
| Data collection |  |  |  |  |  |  |  |  |  |  |
| Data analysis |  |  |  |  |  |  |  |  |  |  |
| Report writing |  |  |  |  |  |  |  |  |  |  |
| Report review by supervisors and submission of dissertation |  |  |  |  |  |  |  |  |  |  |
| Dissertation defense |  |  |  |  |  |  |  |  |  |  |
| Dissertation corrections and amendments |  |  |  |  |  |  |  |  |  |  |
| Final dissertation submission |  |  |  |  |  |  |  |  |  |  |