

**DECENTRALIZATION AND SOCIAL SERVICE DELIVERY IN NORTHERN
UGANDA, A CASE STUDY OF LIRA SUB COUNTY, LIRA DISTRICT**

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BPA/31943/102/DU

A DISSERTATION SUBMITTED TO THE COLLEGE OF HUMANITIES

AND SOCIAL SCIENCES IN PARTIAL FULFILMENT FOR

THE AWARD OF A BACHELOR'S DEGREE

OF PUBLIC ADMINISTRATION OF

KAMPALA INTERNATIONAL

UNIVERSITY

AUGUST 2013

DECLARATION

I declare that the work presented in this dissertation is my own. It has never been produced or submitted by anybody elsewhere for any academic award.

Signature.....

Date...../...../.....

APPROVAL

This dissertation has been submitted to the department of Public Administration with my authority as a University supervisor

Supervisor: Mr. Mwesigye William

Signature:

Date...../...../.....

DEDICATION

I dedicate this dissertation to my father Mr.Olwa Nickson and my friends for the wonderful support rendered to me financially and morally and inclusive of my supervisor Mr. Mwesigye William for his close supervision in the production of this dissertation and others who contributed significantly towards my academic struggle. May the Almighty God reward you abundantly.

ACKNOWLEDGEMENT

I kindly acknowledge this important piece of work to my father Mr.Olwa Nickson and my late mother Mrs. Kevin Olwa, my supervisor Mr. Mwesigye William and fellow classmates, friends and the entire academic staff of Kampala International University at large. Sincerely, I feel honored for your tireless contributions towards my stay at Kampala International University for without you, I would not have produced this wonderful piece of work. May the Almighty God reward you abundantly.

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ABSTRACT

The aim of the study was to identify the effects and challenges of decentralization and social service delivery in Lira Sub County, Lira District. In order to achieve this goal, the objectives of the study were to examine the role of decentralization in enhancing the delivery of social services in Lira Sub County, assessing the relationships between decentralization and social service delivery in Lira Sub County and finally to establish the challenges facing decentralization towards achieving the dream of effective delivery of social services.

In order to acquire the relevant research data, the researcher employed questionnaire method whereby this was structured with both closed and open ended questions. Oral interview method was also used which involved face to face interactions between the researcher and the respondents. The sample size of 120 respondents was targeted but only 100 responded positively in the four parishes of Amuca, Anai, Bar Apwo and Omito.

LIST OF ACRONYMS

AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
CBOs	Community Based Organizations
CID	Criminal Investigations Department
CSOs	Civil Society Organizations
DPP	Director of Public Prosecutions
HIV	Human Immune Virus
IDPs	Internally Displaced Persons
IGG	Inspector General of Government/Inspectorate of Government
LC	Local Council
LG	Local Government
NAADS	National Agricultural Advisory Services
NGOs	Non-Governmental Organizations
NRM	National Resistance Movement
RC	Resistance Council/Committee
UNLF	Uganda National Liberation Front
UPE	Universal Primary Education
WMZ	Water Management Zones

CHAPTER ONE

1.0 Introduction

This chapter will detail the background of the study, problem statement and suggestive solutions, purpose of the study, objectives, the scope of the study, justification of the research topic.

1.1 Background of the study

The term 'decentralization' is used to describe a wide variety of power transfer arrangements and accountability systems. Policies range from the transfer of limited powers to lower management levels within current health management structures and financing mechanisms to extensive sectoral reform efforts which reconfigure the provision of even the most basic services. In the first case, decentralization may later become the driving force for health sector reform; in the latter, it is driven by the wider sectoral reform efforts. The parameters for decentralization, the speed, the pressures, and the scope of issues to consider vary considerably in many countries of the world. According to Suraj Saigal (2004), "*making services work for the poor*", Decentralization of governance is one of the most ambitious reforms undertaken by Uganda Since its independence in 1962. It is held to be among the most far reaching local governance Reforms in the developing world. According to decentralization indices prepared by Ndegwa1Uganda captures the top spot (next only to South Africa) as a highly decentralized country in Africa.

Uganda's desire for decentralized governance structure has emanated from its tumultuous past of civil war and brutal dictatorship under Idi Amin (1971-1979) and Obote II (1981-1986) embraced decentralization in 1986 under the leadership of Yoweri Museveni who, through National Resistance Movement (NRM), galvanized local support for participatory local democracy. On his accession to power he formalized the channels of NRM in order to promote local participation and established a unique 'no-party-system' (Azfar et al. 2007; Francis and James, 2003).

The government of Uganda undertook decentralization system with varying rationale among which bringing services closer to the people, making local governments accountable and many others which the study will examine in to details.

According to Laura Nyirinkindi (2007) "*Economic and Social Rights, Service Delivery and Local Government in Uganda*" Social service on the other hand is defined as resource mobilization that is closely related to the local government's capacity to improve service delivery. In the past few years, local councils have assumed a number of functions, which were previously performed by line ministries. These include political administration, judicial services involving minor cases, monitoring and supervision of development projects at the local level and maintenance of community roads. However, not all local governments have the financial or human resources required to provide an adequate level of services. At the lowest levels, much of the work done by councilors is voluntary. Some local council members even complain about 'poor facilitation' and the fact that they have to abandon their income generating activities to attend to council work without Compensation. Such people might be difficult to hold accountable to the local Communities.

Lira District is a district in Northern Uganda. Like many other Ugandan districts, it is named after its 'chief town', Lira. Lira District is a district in Northern Uganda. Like many other Uganda', Lira. Lira District is bordered by Pader District to the north, Otuke District to the northeast, Alebtong District to the east, Dokolo District to the southeast,

Apac District to the south west and Kole District to the west. The main municipal, administrative and commercial center in the district, Lira, is located 110 kilometers (68 mi), by road, southeast of Gulu, the largest city in Northern Uganda. The coordinates of the district are: 02 20N, 33 06E (Latitude: 02.3333; Longitude: 33.1000). Until 2005, Lira district comprised six counties; Erute, Dokolo, Kyoga, Otuke, Moroto and Lira Municipality. These were further subdivided into 28 sub-counties. Of the 28 sub-counties, four are Municipal Divisions. There are a total of 192 parishes with 2,247 villages. With the creation of Dokolo District in 2005, and the creation of Otuke District in 2010, Lira District today consists of four (4) counties:

1.2 STATEMENT OF THE PROBLEM

The 1967 constitution introduced a highly centralized form of governance in which the control and distribution of resources at both national and local levels was manipulated by the centre, with serious repercussions for peoples' participation and accountability.

Another disturbing feature of service delivery under centralized powers was the deployment of personnel from the centre to the districts. These staff did not design to answer to the districts but were virtually untouchable as long as they responded to their master's voice, the master of course, being outside the district. This led to disillusionment and detachment from the development and planning processes at the district level by ordinary people and succeeded in eroding local capacity by the district in providing services.

The reign of Idi Amin (1971 to 1979) served to further cripple public service delivery through the mismanagement of public resources and the mistreatment of key civil servants. Planning and resource allocation became a whimsical affair rather than the serious national process it warranted. The "*Mayumba Kumi*" (or ten cells) systems established by the Uganda National Liberation Front (UNLF) after the demise of Amin's

regime was an early, but a short lived attempt to transform the system of Local Government. The advent of the National Resistance Army/Movement (NRA/M) ushered in a number of structural reforms regarding prevailing governance mechanisms and Resistance Councils (RCs) were set up as a precursor to our current system of local governance. In 1993, the new local administration was formed through the Local Government (Resistance Councils) statute which set up subordinate decentralized district governments. The system of decentralization was formulated by the NRA in the days of the struggles and proposals to adopt it resulted in prolonged and controversial debate. It is reflective of its non-acceptance in certain quarters especially where there was preference for a federal system of governance.

For a long time, the attainment of economic and social rights under centralized service delivery in Uganda operated on the principle of faith. For many Ugandans outside Kampala and a few relatively urban districts, much needed services in the area of social, economic and social arenas were received infrequently. The few services that trickled down to the districts were received with great proclamation, dancing troupes and public handover ceremonies presided over by the local leaders and government bureaucrats anxious to claim the glory. Even under the present day service delivery paradigms, aspects of the individualization and appropriation of programs implemented in the districts have been noted right from the presidential to the local government level. Such acts lend credence to the notion that these attainments are in fact acts of charity and goodwill towards the needy, rather than the rights and entitlements. In Lira district, the local community members are always crying over poor service delivery in the education, health infrastructure and other sectors. There are always no drugs in the government health centers, shortage of teachers in the primary schools for example in Olaka Primary School in Lira Sub-County.

1.3 OBJECTIVES

1.3.1 General Objective

To find out the impact of decentralization on social service delivery in Lira Sub County, Lira District.

1.3.2 Specific Objectives

- i. To examine the role of decentralization in enhancing social service delivery in Lira Sub County Lira District
- ii. To assess the relationships between decentralization and social service delivery in Lira Sub County, Lira District.
- iii. To establish the challenges faced by decentralization towards effective social service delivery in Lira Sub County, Lira District.

I.4 RESEARCH QUESTIONS

- i. What role does decentralization play in social service delivery in Lira Sub County?
- ii. What relationship is there between decentralization and social service delivery in Lira Sub County?
- iii. What are the challenges faced by decentralization in the field of social service delivery in Lira sub county?

1.5 SCOPE OF THE STUDY

Geographical Scope

The study was carried out in Lira Sub County, Lira District in Northern Uganda. Lira Sub County is located in Erute North County, Lira District. It is bordered by Bala and Ayer sub counties to the west, Akalo Sub County to the south, Ngetta Sub County to the north and Lira municipality to the east. Its main inhabitants are the ethnic Langi.

Content scope

The research aims at examining the role of decentralization in the delivery of social services in Lira Sub County, Lira District of Northern Uganda.

Time Scope

The study mainly looked at the time period between 2006 and 2011. This period was characterized by the resettlement of the Internally Displaced People (IDPs) in Lira district.

Significance of the study

i. Lira district local government

The study helped the district authorities in assessing the performance of the various decentralized units within the district towards the delivery of social services to the community.

ii. Government

The study helped the government in assessing both the positive and negative impacts of decentralization on social service delivery on the government side. It helped the government in determining the success and failure towards delivering services to its people.

iii. Non-governmental organizations(NGOs)

The research study helped non-governmental organizations especially the civil society organizations in holding the government accountable and praising it where it has succeeded in service provision to its citizens.

iv. Academia

The research study helped other students who intended to carryout studies related to decentralization in future.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter explores writing and presentation on the subject matter of decentralization and social service delivery in the lower Local Government as views by different scholars.

2.1 OPINIONS AND VIEWS OF VARIOUS SCHOLARS ON RELATED CONCEPTS

According to Suraj Saigal in the *World Development Report (2004)*, Making Services Work for Poor People, looks at India's experience in comparison to Uganda case with a number of human development-oriented social services, such as water and sanitation, primary health and primary education, as well as such amenities as roads and social-protection services. A variety of published and unpublished literature on India's experience with providing these services, it covers a number of aspects: (1) Reviews of the experience with contracting out services; (2) Performance-based approaches; (3) Decentralizing to lower tiers of government, etc. This review works within a triangular framework, looking at the interaction between policymakers (including governments at the state and central levels, international agencies etc.), service providers (public and private sectors and NGOs and citizens).

2.1.1 DECENTRALISATION

The decentralized provision of social services should be associated with improved access and efficiency; in practice, the manner in which, and the extent to which decentralization (in its broadest sense) occurs determines outcomes to a very large degree. This paper, which reviews the decentralization process in Madhya Pradesh during the mid- to late-1990s, provides important insights on the possible pitfalls of decentralization. Madhya Pradesh is recognized as one of the better performing states in terms of its efforts towards greater democratization through decentralization. The

various instruments of decentralization which include among others fiscal, administrative, regulatory, market, and financial-can affect the incentives facing service providers, even though they relate only to local policymakers. Likewise, and perhaps more significantly, the incentives facing local and national politicians can have a profound effect on the provision of local services. Finally, the process of implementing decentralization can be as important as the design of the system in influencing service delivery outcomes (Gina M.S Lambright, *Decentralization in Uganda*)

Dissatisfied with centralized approaches to delivering local public services, a large number of countries are decentralizing responsibility for these services to lower-level, locally elected governments. The results have been mixed. The paper provides a framework for evaluating the benefits and costs, in terms of service delivery, of different approaches to decentralization, based on relationships of accountability between different actors in the delivery chain. Moving from a model of central provision to that of decentralization to local governments introduces a new relationship of accountability-between national and local policymakers-while altering existing relationships, such as that between citizens and elected politicians. Only by examining how these relationships change can we understand why decentralization can, and sometimes cannot, lead to better service delivery. In particular, the various instruments of decentralization-fiscal, administrative, regulatory, market and financial-can affect the incentives facing service providers, even though they relate only to local policymakers. Likewise, and perhaps more significantly, the incentives facing local and national politicians can have a profound effect on the provision of local services. Finally, the process of implementing decentralization can be as important as the design of the system in influencing service delivery outcomes. (Francis and James, R. 2003.

"Balancing Rural Poverty Reduction and Citizen Participation Contradictions of Uganda's Decentralization Program")

2.1.2 SOCIAL SERVICE DELIVERY

A large number of countries are decentralizing responsibility for these services to lower-level, locally elected governments because of dissatisfaction with centralized approaches to delivering local public services. Looking at water and sanitation sector in Uganda for example there was poor water supply in both urban and rural areas of Uganda and Lira District inclusive but there is a significant improvement due to the development objectives of the Water Management and Development Project for Uganda which included integrated water resources planning, management and development, access to water and sanitation services in priority urban areas. It is important to note that this component is supported by investment and management of the water sector with preparation and implementation of selected priority investments through a participatory planning process in the Kyoga and Upper Nile Water Management Zone (WMZs). Junaid Ahmad, "*Decentralization and Service Delivery*".

2.2 THE ROLE OF DECENTRALISATION IN ENHANCING SOCIAL SERVICE DELIVERY

2.2.1 DECENTRALIZATION AND HEALTH CARE

Before decentralization, there was poor health care service provision characterized by long distances to the nearby health facilities, high maternal mortality rate, poor family planning system in the country however there was hope that there is going to be a remarkable improvement in this sector. The general argument for decentralizing health care is the potential for improved service quality and coverage; yet the issues of, one, exactly how these benefits can be realized, and two, the specific impact of different health system reforms are not well understood. Several features of health care (e.g., the controversial nature of some services such as family planning, the importance of formal training for personnel, and the integrated nature of services make decentralization in this area more complex and potentially more difficult than in other sectors. Since decentralization in the health sector is often politically driven, the

theoretical benefits tend to get more attention than the more concrete facts of actual experiences in other countries, which is mixed. Without proper planning and acknowledgment of the lessons learned by other countries, decentralization of health care can be disappointing at best and detrimental at worst.

2.2.2 SEVERICE DELIVERY IN EDUCATION SECTOR

With respect to education, especially primary education, the main thrust there has been the Central government's introduction of Universal Primary Education. This has been a major reform, probably the defining achievement of the NRM government. However, local authorities have had to do a great deal to make a success of it. There is still a serious shortage of school buildings, while teachers have also been scarce. Local councils that have mobilized in the construction of school buildings and that have plans for increasing teacher numbers, via salaries, have been able to provide their school going populations much improved service, as is reflected in performance in the centrally administered primary school examinations. Unfortunately, the disparity in performance between districts that are near the capital and those at a remove remains quite large and will probably be difficult to bridge in the medium term. That is the part that this proposal will seek to point out for the policy makers to take actions.

2.2.3 DECENTRALISATION IN THE INFRASTRUCTURE SECTOR

Table 1 Main Effects of Decentralization on Roads, Electricity, and Water Supply

Sector	Desirable effects	Undesirable effects	Neutral effects
Roads	<p>Condition of <i>unpaved</i> roads improves.</p> <p>Overall performance of roads improves.</p>		<p>Condition of <i>paved</i> roads is unchanged.</p> <p>Share of <i>paved</i> roads in total network is unchanged.</p>
Electricity	<p>Generation capacity improves.</p> <p>Tariffs are lower.</p>	<p>Number of employees per giga watt/hour is high if there is no vertical unbundling.</p>	<p>Customers served per employee unchanged.</p> <p>System losses unaffected (but spatial decentralization preferred to functional decentralization).</p>
Water Supply	<p>Percentage of water loss decreases.</p>		<p>Production costs unchanged.</p> <p>Operation costs unchanged.</p> <p>Percent access to service unchanged</p> <p>Incidence of water borne diseases unchanged.</p>

Source: Estache and Humplik, 1995

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter dealt with research design, population of the study from whom the study sample will be selected, sampling procedure, data collection methods and instruments, how to ensure validity and reliability of the findings, methods of analyzing and disseminating data and how variables were going to be measured.

3.1 RESEARCH DESIGN

The study employed a cross-sectional survey design in order to gather information from all the stakeholders. Emphasis was placed on qualitative data, but also supplemented by quantitative data.

3.2 AREA OF STUDY

Lira Sub County is located in Erute north constituency of Lira district. It is bordered by Akalo in the south, Bala and Ayer (All in Kole District) in the west, Ngetta in the north and Lira municipality in the east. It has got four parishes of Amuca, Anai, Bar Apwo and Omito. It has got an estimated population of 60,000 people according to UBOS. Coordinates of its host district Lira are: 02 14 56N, 32 54 00E (Latitude: 02.2490; Longitude: 32.8999) with the main languages of Luo and Lango. Agriculture with main emphasis on food crops are undertaken with crops such as such as millet, cassava, cow Pease, potatoes, beans, Simsim and sunflower grown. Cash crops include cotton, coffee and Sugar cane. Vegetables are Cabbage, Tomatoes and Onions are also grown.

3.4 SAMPLING PROCEDURE AND METHODS.

Sampling is defined as a process of collecting sufficient number of population to represent the characteristics of that population. Sekaran (1992:226-227)

3.5 Sample size

The study was targeting 120 respondents from the four parishes of Lira Sub County, Amuca, Anai, Omito and Bar Apwo.

Parish	Category of Respondents	Number of Respondents
Amuca	Politicians	7
	Technical staff	8
	Peasant Population	15
Anai	Politicians	7
	Technical staff	8
	Peasant Population	15
Bar Apwo	Politicians	7
	Technical staff	8
	Peasant Population	15
Omito	Politicians	7
	Technical staff	8
	Peasant Population	15

Source: Primary data.2013

3.6 Research Instruments

3.6.1 Questionnaires.

These were administered systematically to the sampled respondents who are mainly the farming communities. The farmers were sampled from all the four parishes of Lira Sub County.

3.7 Data Collection Methods:

Data collection process was undertaken in two phases: the first phase involved preparation and planning phase. This was mainly to help build rapport, gain confidence and to enable the community and local leaders feel part and parcels of the overall process and therefore own the research process. Phase two was basically the actual fieldwork where combinations of many tools were used.

Focus group discussions

This was used in the collection of data. Meetings and discussions was be held with the LC 1, local council and parish committees to discuss the issues concerning decentralization.

In-depth interviews

These were done with selected local leaders, technical staff and community development assistants. This was basically to get information from the various opinion leaders in the sub county.

3.8 Data analysis

Data analysis means "category, putting in order, manipulating and summering data to obtain the answers to the research questions". The aim of data analysis was to help

convert all the relevant data collected in the field for easy understanding and interpretation. Answers to the research question were grouped and analyzed for completeness. It was then presented in different charts for systematic comparison and to arrive at the research finding.

Both qualitative and quantitative data analysis were used to structure interview guide and the open ended questions from the questionnaires that were used to measure all the variables.

3.9 Limitations of the study

The study expects to meet a number of challenges given the nature of the case study area which is far away from the centre (370km) and being a hard to reach area. This will in turn cost the researcher a lot of time while carrying out the research because of its nature.

The population distribution in this area is scattered especially in the rural areas. Population is only concentrated in the urban areas. This had an effect on the researcher as he moved a wide area while looking for the respondents who were to give him the data he needed. Furthermore, the time spent between one respondent and the other was much because of the scattered settlement.

Language barrier on the side of the researcher. The people in this area are the ethnic community of the Langi and the majority are not educated. Very few of them understand the English language. This meant that there was a problem of communication because of the language problem.

Misconceptions about research, the majority of the local population there mistake academic research for monetary issues. Every person i interviewed demand for a pay thinking that the researcher is making money out of them. This proved a challenge to the researcher.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter contains the analysis, interpretation and statistical presentation of the research findings using descriptive statistical tools of the frequency distribution table representing percentage distribution of the findings. Out of the 120 questionnaires distributed, 100 of the respondents returned the questionnaires representing 83% of the total respondents and these were distributed as follows. 25 questionnaires to the technical staff, 25 questionnaires to the politicians and 50 to the peasant population.

4.1 Socio-demographic characteristics of the respondents

4.1.1 Age

Category	Frequency	Percentage
18-39	40	40
31-40	35	35
41-50	18	18
51 and above	7	7
Total	100	100%

Source: Field data, 2013

Analyzing the data obtained from the questionnaires, the table above reveals that 7 respondents were above the age 50, 18 above the age 40, 35 above the age of 30 and 40 above the age of 17. It indicated that the population goes on decreasing by age. The majority of the respondents were the youth ranging from the age of 18 to 40 years who made up 75% of the total respondents, this meant that the elders are very few in Lira sub county. This can be attributed to HIV/AIDS which is eating up much of the elderly population. Besides that, most of the elderly internally displaced persons had also left for their ancestral homes after the return of relative peace in the region.

4.1.2 Sex

Table two: Sex of respondents

S/NO	Particulars	Frequency	Percentage
1	Male	43	43
2	Female	57	57
	Total	100	100%

Source: Field data, 2013

Out of the 100 respondents, 57 are females representing 57% and 43 are males representing 43% of the total respondents. The figure shows that the female respondents formed the majority of the target population with a total of 57 respondents representing 57% while the male respondents were only 43 representing only 43% of the total respondents. Most of the male population in Lira sub county are involved in activities like riding " boda bodas", mining sand since they are adjacent to Lira municipality. Besides that, most of them go very early to drinking joints. This made the research to capture a few number of men compared to the number of ladies because most of the ladies (females) are always at home preparing meals for their husbands and taking care of the children.

4.1.3 Tribe

The study findings showed that out of the 100 respondents, all of them are Langi which showed that they were the original occupants of Lira Sub County. Lira Sub County is located in Lango sub region. It is inhabited by the ethnic community of the Langi who speak Lango language.

4.1.4 Educational background

Table 3: Educational background of the respondents

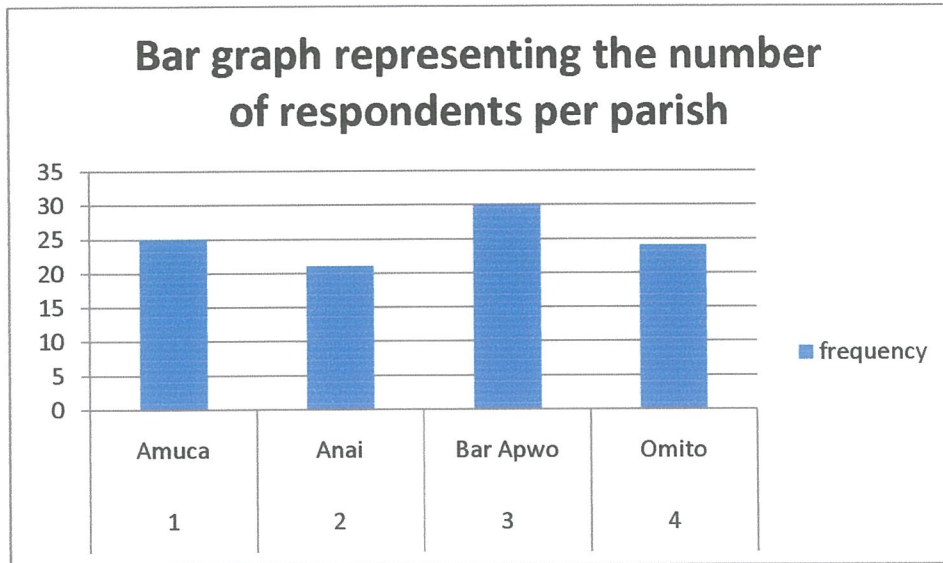
Category	Frequency	Percentage
University and other tertiary institutions	2	2
A' level	13	13
O'level	25	25
Primary	60	60
Total	100	100%

Source: Field data, 2013

It was also necessary for the study to determine the education levels of the respondents as that could determine whether services are reaching the grass root (rural dwellers). The table above presents the data of educational background of respondents whereby the holders of university degrees and certificates of tertiary institutions were very few standing at only 2%, A' level certificates at only 13%, O' level certificates at 25% and those who completed primary school at 60% according to the table above. This is as a result of poverty levels among the local population. Most of them still live below the poverty line of less than 1 US\$ a day. This makes affording school fees for their children very hard as only a few of them will afford. Besides that, there are only three secondary schools in the sub county (Amuca SDA Secondary School, Lira S.S and Light Vocational Secondary School) yet the population is growing every night and day. This has made most of the children of school going age in the sub count to go minus education.

4.1.5 Response per parish

Table 4: frequency distribution of the frequency of the response rate per parish



Response rate

Out of the 120 questionnaires distributed, 100 of the respondents returned the questionnaires representing 83% of the total respondents that were expected. Other people were mistaking the research to be a profit generating motive. Others refused to answer because they were demanding for a pay and some of them were not paying attention to me as they were going on with their own personal businesses.

4.2 Challenges to the implementation of the decentralization policy

Table 5: Challenges facing successful implementation of the decentralization policy in Lira sub county Lira district.

Category	Frequency	Percentage
Limited finance and funds	20	20
Inadequate technical human resource	40	40
Corruption	50	50
Poor relationship between technocrats and politicians	10	10
Total	100	100%

Source: Field data, 2013

From the local population of Lira sub county, Lira district, the challenges facing decentralization policy in Uganda according to their rankings are corruption at 50%, inadequate technical human resource at 40%, limited finances and funds at 20% and the poor relationships between technocrats and politicians at 10% as shown in the table above. Corruption has continuously become an impediment to the success of several government programmes. This is followed by inadequate technical human resource. These issues have to be addressed if the decentralization policy is to succeed.

4.3 Findings on effects of Decentralization on service delivery in Lira sub county

Basing on the literature review of different scholars, decentralization has led to a great improvement in the delivery of social services in Uganda, however the research findings on the impacts of decentralization on social service delivery in Lira sub county, Lira district has been summarized in the table below.

Table 6: summary of findings on the effects of decentralization on social service delivery in Lira sub county, Lira district

Social services	Frequency	Percentage
Education	30	30
Health	35	35
Agriculture	20	20
Infrastructure	15	15
Total	100	100%

Source: Field data, 2013

From table 6, it can be concluded that decentralization has to a large extent improved the delivery of social services especially in the health sector at 35%, education at 30%, agricultural extension services at 20% and infrastructure development at 15% where the respondents agreed that there has been improvement in social service delivery especially increasing access to health and educational facilities. There has been an increase in the number of schools and health centers whereby it is the community that plans on where such services should be located, however the community members observed the quality of services offered in these facilities and it needs improvement.

Findings also revealed that there has been improvement in social service delivery especially in the agricultural sector as a result of the increase in the agricultural extension services and community involvement under NAADS, continuous monitoring, sensitizing and educating the farmers on the modern methods of farming.

4.4 Relationship between decentralization and social service delivery in Lira Sub County

Table 7: Findings on the relationship between decentralization and social service delivery in Lira Sub County

Category	Frequency	Percentage
Yes	61	61
No	39	39
Total	100	100%

Source: Field data, 2013

According to the findings in the table above, there are more respondents saying that there is relationship between decentralization and social service delivery. The percentage is up to 61% compared to the respondents who say that there is no relationship between decentralization and social service delivery that are standing at 39%. Besides the low education levels among the population of Lira Sub County, many of them were in position to find out that there is a relationship between decentralization and social service delivery. Many of them were arguing that there were improved delivery of social services because services have been brought closer to them such the construction of more health centres.

CHAPTER FIVE

SUMMARY OF THE MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter involves summary, conclusions and recommendations to the key actors in this drive as well as the future strategies. Never the less, much efforts needs to be put into action if we want the decentralization policy to be implemented.

5.1 Summary

From the findings, it can be concluded that the decentralization policy has to a large extent improved the delivery of social services especially in the health sector at 35%, education at 30%, agriculture at 20% and infrastructure at 15% whereby the respondents agreed that there has been an improvement of social services especially increasing access to schools and health centres. However the community members observed the quality of services offered in these facilities are still poor. The health centres lack drugs while the teacher to pupil ratio in the primary schools are not balanced. There are many pupils compared to the pupils.

Never the less, the researcher also looked at the challenges facing decentralization and the most hindering factor was corruption at 50%, inadequate technical human resource 40%, limited finances and resources at 20% and lastly the poor coordination between the politicians and technocrats at 10%.

5.2 Conclusions

In many African countries and Uganda in particular with respect to Lira sub county, Lira District the case study area, the creation of effective local institutions for decentralization has only just begun. It will, thus, take a while before the information systems; local level tender boards, drug procurement procedures, auditing systems,

sanctions for poor performance, as well as the establishment of accountability to the centre are in place. There is, however, genuine concern that in the midst of decentralization the centre continues to claim the bulk of resources, those generated internally as well as donor and other foreign inflows. Urban concentration of resources leads to a boom in economic activity in areas already relatively well-off, while shortage of resource causes lethargy and dependence on the centre in the countryside.

It is worth stressing that decentralization is a process whose success hinges on a whole range of factors: political, social and economic. In Uganda the tenets of the process are now in place, including well-defined political structures, and how they will relate and be accountable to the communities and the central government. Perhaps the first time since independence in the 1960s, local communities can now influence directly the policies that affect their daily lives. Successful decentralization takes time and is also resource demanding. What is important is to ensure progress in building local institutions. It is the strength of these that will guarantee the success of decentralization.

5.3 Recommendations

Basing on the findings from the study, the researcher found the following recommendations that were centered to the government and the local community. The recommendations are aimed at encountering the challenges to the implementation of the decentralization policy.

There is need for the government to increase its budget that is meant for local governments, the current budget needs to be adjusted if the decentralization policy is to be implemented.

The government needs to train more human resource so as to have its programmes implemented. This is because the local beneficiaries- staff ratio has been increasing in the past years hence playing a critical hindrance in the policy.

The government should ensure that there is empowerment of decentralization project committees at both parish and village levels so that there is efficient monitoring of the implementation programme. Since there is inadequate human resource that contributed to poor follow up of the programmes at the lower levels and in order to allow for effective implementation of policies at all levels of government, civil society and all stake holders should Endeavour to raise awareness about the different about the different policies that exist and how they should be implemented.

Basing on the findings from the study that was carried out by the researcher, he found came out with the following recommendations centered on the local community.

The local communities need to make the implementation of decentralization policy a first priority an their policy agenda because this will try to help improve on the literacy level so as to receive adequate attention from the government.

The local community should be involved in the contribution and soliciting of funds and building materials like support to UPE programmes so as to become part and partial of the programmes hence the program being fully implemented.

Furthermore, CBO'S in the society that are meant for the uplifting of programmes under decentralization should be formed. Perhaps these bodies would be able to identify these challenges involved in the decentralization policy and they work hand in hand at the lowest levels.

The CSO'S should cooperate and work hand in hand with the grass root people through the CBO'S and the government so as to see the implementation of the decentralization policy at the local government level.

CSO'S should play a critical role in lobbying from donors in promoting decentralization policy in order to supplement on the finances because the local government has got inadequate finance for the effective and efficient running of the decentralization policy.

They should mobilize the local masses about their roles towards the implementation of the decentralization policy. This should greatly help to open the eyes of the masses about the decentralization policy at local government levels.

More non profit making organizations should come up so as to see the implementation of decentralization policy. The increased number of organizations that are result oriented would see the success for the implementation of the policy.

There is need for local government to raise complaints about the local government budgeting. The local government budgets needs to be increased.

The local government should ensure that there is empowerment in the field of education, health, agriculture and infrastructure at all local levels such as parishes, village levels so that there is effective monitoring of the decentralization policy.

There is need for massive awareness raising the roles and responsibilities of all stake holders in the decentralization policy. There is general lack of knowledge about decentralization programmes and this will greatly change their attitudes.

There is need for the international community to increase its budgets that are directed towards the implementation of the decentralization policy.

There should be increased monitoring of the finances that are donated to developing countries like Uganda because most countries end up misusing the funds hence hindering the success of the decentralization policy in Uganda.

There is need to establish a plat form in which the local people in the villages can easily access social services such as health facilities, education facilities, recreational facilities among others so that they can too live the kind of life the people in the cities are living. This can be done through creating more decentralized service units such as regional referral and district hospitals, regional offices, education institutions in all regions among others. This will help the people's dream of effective service delivery be fulfilled.

There is need to sort out ways and measures to encounter the challenges that are hindering decentralization towards the delivery of social services. In the many decentralized service units, there is rampant corruption especially among the local governments, embezzlement of funds meant for Universal Primary Education (UPE), Loss of drugs in government health facilities among others. These vices can be encountered through strong government institutions such as the Inspectorate of Government (IGG), Criminal Investigations Department (CID), Auditor General (AG), Director of Public Prosecutions (DPP) among others authorities meant to ensure transparency in government. There is need to incorporate modern farming techniques into the existing traditional agricultural system so as to maximize the production of crops and trees despite the shortage of land.

There is need for provision of score cards for the various decentralized units of the state. This can be done through rating the performance of the various government departments in terms of the provision of social services to the citizens is concerned. This can furthermore be enhanced by rewarding the best performers and punishing the worst performers. This will help in achieving the dream of effective service delivery to the population.

5.4 Areas for further Research

- i. Environmental management
- ii. Decentralization in the agricultural sector
- iii. Alcohol on the performance of local councilors
- iv. Decentralization in the health sector
- v. Decentralization in the health sector

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APPENDIX 1: Questionnaires and research instruments

APPENDIX 1: Questionnaires and research instruments

Introduction

Dear respondents, I am **OLWA RONALD** a student of Kampala International University perusing a Bachelor’s degree in public administration. I am carrying out a research study on decentralization and social service delivery in Lira sub County, Lira district. The study will be conducted as a partial fulfillment of the university requirement for an award of a Bachelor Degree and I kindly request you to contribute in this research by providing answer to the following questions. This will be used for academic purposes only and the information given will be treated with utmost confidentiality.

Bio data

Please tick where applicable

1. Age:

18-30

31-40

41-50

51 and above

2. Sex:

Male

Female

3. Marital status

Single

Married

4. Education level:

Primary level

O 'level

A 'level

University and other
Tertiary institutions

5. Occupation:

Peasant farmer

Local government

Politician

Civil servant

EFFECTS OF DECENTRALISATION ON SOCIAL SERVICE DELIVERY IN LIRA SUB COUNTY

1. Do you think decentralization has improved social service delivery in Lira Sub County?

- a) Yes
- b) No

2. If yes, what are those challenges decentralization has brought?

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3. If no, give reasons?

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STRATEGIES OF DECENTRALISATION POLICY IN LIRA SUB COUNTY

1. Has the decentralization policy impacted on the delivery of social services in Lira Sub County?

- a) Yes
- b) No

2. What are those services decentralization has provided to the people in Lira Sub County?

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3. What are the priority areas of the decentralization policy in Lira Sub County?

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4. Are you among the beneficiaries of the policy?

- a) Yes
- b) No

5. If yes, what benefits have you received so far?

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6. If no, why have you not benefited from the policy?

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CONTRIBUTIONS OF THE DECENTRALISATION POLICY IN LIRA SUB COUNTY

1. Do you think decentralization has contributed to the development of Lira Sub County?

- a) Yes
- b) No

APPENDIX 111: RESEARCH BUDGET

DESCRIPTION	UNIT COST	QUANTITY	AMOUNT
Transport			300,000 Ushs
Computer	1,500,000 Ushs	1	1,500,000 Ushs
Internet			30,000 Ushs
Flash disk	30,000 Ushs	1	30,000 Ushs
Stationeries			
Rule papers	12,000 Ushs per ream	1	12,000 Ushs
Photocopying papers	15,000 Ushs	1	15,000 Ushs
Printing	100 Ushs per page	50 pages(5 times)	25,000 Ushs
Hard cover binding	15,000 Ushs	3 Copies	45,000 Ushs
Total			1,957,000 Ushs