

**MANAGEMENT OF STATE RESOURCES AND PUBLIC ORDER
IN SELECTED PUBLIC INSTITUTIONS,
KAMPALA, UGANDA.**

A Thesis

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In Partial Fulfillment of the Requirements for the
Master's Degree of Arts in Conflict Resolution and Peace Building

By:

Asiimwe Asaph Temple


MCR/33452/111/DU

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Declaration A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or institution of learning"

ASHIMMOSE ASAPH TEMPLE 

Name and signature of candidate

29 Oct 2012

Date

Declaration B

'I/we confirm that the work reported in this thesis was carried out by candidate under my/our supervision".

Dr. Tom. Mulvan

H. Lethin

Name and signature of supervisor

29/01/2012

Date

Approval Sheet

This thesis entitled **"Management of state resources and public order of selected public institutions"** and submitted by Asiimwe Asaph Temple in partial fulfillment of requirement for the degree of **Masters of Conflict Resolution and Peace Building** has been examined and approved by the panel on oral examination with a grade of _____

Name and sig. of Chairman

Dr. Tom Mulcahy
H. Holtz

Name and sig. of Supervisor

Name and sig. of Panelist

Name and sig. of panelist

Name and sig. of panelist

Date of Thesis Examination: _____

Grade: _____

Name and signature of Director, CHDR

Name and signature of DVC, CHDR

Dedication

I wholeheartedly dedicate this piece of work to the family of Mr and Mrs Semu Rwakishaya of Kashozi Sheema in appreciation of their special care and encouragement during my childhood stage and education carrier. I also offer it to my wife Hope Asimwe who bothered a lot to ensure that my success is achieved.

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ACRONYMS

IGP: Inspector General of Police

KIU: Kampala International University

NEMA: National Environmental Authority

OECD: Organization for Economic Co-operation and Development

SPSS: Statistical Package for Social Scientists

UDHR: United Nations Declaration for Human Rights

URA: Uganda Revenue Authority

Abstract

The purpose of this study was to establish the relationship between Management of State Resources and Public Order in selected public Institutions in Uganda using data from 2006 to 2012. The study intended to specifically determine and establish if there is any significant relationship between Management of State Resources and Public Order in selected public Institutions in Kampala Uganda. The study was carried out using both qualitative and quantitative approach and Descriptive survey design specifically descriptive correlational strategies. The relationship between Management of State Resources and Public Order in selected public Institutions was captured at bivariate level using correlation and regression analysis tools. The study revealed a positive correlation and regression relationship between Management of State Resources and Public Order in selected public institutions. The researcher recommends that the government should advance her commitment in provision and rehabilitation of public commodities like police, education service to the public. This can be done by developing managers of state resources through thorough training of staff; improve upon her monitoring strategies towards provision of enhanced services. The state should involve Public/citizens towards extending public commodities. The ruling government may create conducive environment for opposition so that the friction from opposition can push it forward, government should systematically endeavor to severely punish whoever poorly manages state resources; Equity and transparency in provision and distribution of state resources should be improved upon by state. The study findings disagree with Ashpoint model developed by Waddington and colleagues in the late 1980s, that there is inequalities of power, resources and access to life opportunities between various groups in particular society which can lead the way for public disorder.

CHAPTER ONE

PROBLEM AND IT'S SCOPE

Background of the Study

Management of state resources and public order are tangled. Resource management is one of the backbones of peace and order within communities (Chan & Snape, 2004). globally, politics and public order are viewed as involving management of state functioning and various activities that may disrupt public peace either overtly or with covert actions, level of perception, and also from the results of some studies and concluded that in management of some resources has drastically increased, the street safety has decreased, and the severity of events and accidents is alarming (Chan & Snape, 2004). Police officers are now better supplied with modern equipment. The institutions that have responsibilities in the order area have increased, yet they are not able to handle the crime phenomenon well enough. For all these reasons, but also for many others, public satisfaction with the quality of officials in the public order and safety system is at a very low rate.

In Africa, open government data has become a dominant trend in a number of countries in recent years (Donoran, 1986). The trend aims to co-create public value by governments together with businesses, civil society and citizens. This political paradigm is based on the principles of transparency, participation, and collaboration. Successful development depends in large, on the efficiency, integrity, and effectiveness with which the state raises, manages, and expends its resources. Therefore, improving the formal and informal rules and institutions that govern these activities, and strengthening the related human and technological capacities, should be a major component of any development approach for better resource management (Hansen, 2002).

Whereas, both internal and external forces are reinforcing the push for the public sector in Uganda to perform more effectively, exhibit better management practices and focus on and to deliver results with emphasis on the centrality of the

citizen, accountability remains a prerequisite. A section of Ugandans claim that Uganda's public sector is characterized by weak performance and inefficiency with corrupt tendencies. There is a duplication of functions and procedures and organizational compartmentalization. Such acts are a source of conflicting ideas that generate to public disorder. On the human resource side the public service is recognized to suffer from a skills gap, weak management and a shortage of high-level managers and skilled professionals. There is continuous criticism of government failure to fight corruption, mismanagement of public funds, lack of transparency and accountability among public officers, and unequal allocation of resources to different sectors. All this is happening in a midst by government effort to fight all sorts of abuses in both public and private organizations in order to maintain public order. According to Inspector General of Government report 2010, mismanagement and misappropriation of public resources is on the increase accounting for 19.9%), abuse of office (15.6%), nonpayment of salary (12.6%) and service delivery delay (6.3%) among others. There has been a persistent discontentment across a section of Ugandans that has resulted into public disorder ranging from abuse of office, corruption, misuse of public funds.

The concept public order came to be used during the Second World War when peoples' rights were grossly violated (Ake, 1995). World war two was a global military conflict that, in terms of lives lost and material destruction was the most devastating war in human history. It began in 1939 as a European conflict between Germany and an Anglo-French coalition but eventually widened to include most of the nations of the world until 1945 when it ended leaving a new world order dominated by the United States and the USSR. Almost all public disorders world over are as a result of uneven share of available limited resources. Such disorders may include political demonstrations, protests, riots, intergroup violence, various types of crimes and terrorism (Ake, 1995). The result of proper management of state resources is public order. Political disorders are in most cases as a result of greed or dissatisfaction in management of state resources by either individual persons, groups

of people or leaders of the state.

In Uganda it all started with some leaders of political parties other than the party in power expressing their dissatisfaction over the management of state (Ramon, 2001). Their reactions changed the peaceful environment that existed to a more chaotic one every time they would attempt to show the world their political dissatisfactions. For the sake of this research therefore, Kampala will be my case study and will consider the period 2006 and beyond.

Uganda has witnessed a lot of unrest in the city of Kampala involving walk-to-work demonstrations by key opposition political leaders, and some members of the ruling government getting involved in public rallies, hot debates in FM radio stations and protesting government's failure to meet citizens' expectations. These have been escalated by increased fuel and food prices, increased corruption with less political commitment to deal with it (Apiyo, 2012, in the Observer, Thursday, 12th August 2012).

Public order is being governed under the Penal Code Act. But now, the Public Order Management Bill has been proposed by government to regulate political and other public demonstrations basing on principle of facilitating rather than hindering such demonstrations (Lawton, 2009). The objective of the Bill is to provide for the regulation of public meetings, the duties and responsibilities of the police, the organizers and participants in relation to public meetings; to prescribe measures for safeguarding public order without compromising the principles of democracy, freedom of association and freedom of speech.

The reactions of opposition politicians in expressing their dissatisfaction towards the ruling government is currently changing trend to take the direction of the "Arab spring" (a revolutionary wave of demonstrations and protests occurring in the Arab world). These politicians are seen to have a belief in changing the management of the state through demonstrations (Judy 2008). In contrary, the state is against such actions and will endeavor to stop them because they believe that they might lead to state downfall as it happened to Egypt, Libya and other Arab countries.

These conflicting reactions are therefore the cause for this research.

In Kampala is a center of all kinds of businesses undertaken by people from different corners of the country including foreigners. Just like the state, every citizen has his or her own interest (Lawton, 2009). The differing interests of the state leaders form a common cause and are geared towards achieving a common goal. However, it becomes different for individuals who see the actions of the politicians as negatively impacting on their rights. In retaliation to such actions, and depending on the magnitude of other forces especially those relating to mismanagement of state resources, public order is disrupted. Therefore, for the sake of state security and keeping public order, the Government must involve its legal systems and security institutions when political dialogues become stale.

Statement of the Problem

In this system, the most serious problems, frequently reported by customers / citizens were those related to the quality of its component individuals, being a direct observation and also the result of previous research that motivated the own study which we believe provided us useful information (Opiyo, 2012). Helpful and effective because is normal to want a community satisfied with its police, a force with suitable people, with profile schools whose students enjoy what they do and passionate teachers that have the opportunity to prepare committed students. Demonstrations, riots and violent protests are not new phenomena but acts that relate back to pre-colonial era for the case of third world countries, and struggle for industrial resources for developed countries (Rosenbloom, 1998). Although public disorders could be of socio-cultural and economical in nature, the political ones take the lead. Political freedom and disruption of peace continued to expand in its scope with the creation of Arab Spring and other violent conflicts that continue to mushroom in different parts of the world. Such disorders have continued to spread to individual countries specially in Africa. In this scenario, this study is intended to investigate the correlation between management of state resources and public order in selected

public institutions in includes, how the revenues collected are being used to meet people's needs and expectations, the kind of people in key positions of public service, levels of accountability, how it is being spent, management of natural resources like wetlands, recruitment and deployment of competent and qualified human resources in public offices on merit, public servants being accountable to the public, provision of equal opportunities for all, and equal treatment for all in the face of the law.

Purpose of the Study

1. This study was to identify the strengths and weaknesses of the study
2. To relate the theory that management of state resources is linked to public order.
3. To test the hypothesis that there is no significant relationship between management of state resources and public order.
4. Identify the gaps in the literature relating to the statement of management of state resources and public order.

Research Objectives

General Objective

This study was to determine the correlation between management of state resources and public order in selected public institutions.

Specific Objectives :To be sought in this study were as follows:

1. To determine the profile of respondents in terms of their gender, age, and education
2. To establish the extent of management state resources in selected public institutions
3. To examine the extent to which public order in selected public institutions
4. To establish the significant relationship between management of state resources and public order in selected public institutions.

Research Questions

1. What is the profile of respondents in terms of their gender, age, and education?
2. What is the extent of management state resources in selected public institutions
3. What is the extent to which public order in selected public institutions?
4. What is the significant relationship between management of state resources and public order in selected public institutions?

Null Hypothesis

1. There is no significant relationship between management of state resources and public order in selected public institutions.

Scope

Geographical Scope

The study was carried out in Kampala covering all the five divisions of Kampala Central, Kawempe, Nakawa, Lubaga and Makindye.

Content Scope

The study focused on management (independent variable) of state resources and public order (dependent variable), the significant relationship between the management of state resources and public order.

Theoretical Scope

The study was based on flashpoint model developed by David Waddington and colleagues in the late 1980s, has been utilized to examine various public order occurrences, ranging from urban riots, industrial unrest and animal rights protests of the 1990s. Flashpoint theory is built on six integrated levels of analysis which are the structural, political, cultural, contextual, situational and interactional levels.

Time Scope

The research took time between 2006 and 2012 and intends to take one month of finishing the whole study upon the approval of the thesis.

Significance of the study

The contents of this research are going to make the **readers** understand the link between management of state resources and public order.

This research is to benefit the **Government** because it covers key issues relating resource management and public order through the utilization of the contents.

It may also benefit the **public** who will have access to it through utilization of the researched on issues about state management of their resources.

Academicians may utilize the usefulness of this research through its researched on contents to advance on their knowledge on the management of state resources and the public order.

This research may also benefit the **politicians** in understanding their position in the resource management because they among key leaders who are accountable and usually face a number of challenges as far as resources and public order are concerned.

This kind of information would be the basis for **further research** by the relevant institutions because the world today is focusing on proper utilization of state resources and public order in order to forge the way forward a peaceful environment

Operational Definitions of Key Terms

Public: The people constituting a community, state, or nation.

Resource: Defined as a commodity, service, or other asset used to produce goods and services that meet human needs and wants.

Management: The act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively.

Resources Management: The process of using public resources in the most efficient way possible.

Public Order: This is functioning or acting in a manner that is non-offensive to the public.

Resource Utilization: To put to use, or to find a profitable or practical use for public resources.

Governance: The way power is exercised through a country's economic, political, and social institutions.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/ Experts

Management

Lawton, (2009) defines "management" as organization and coordination of the activities of a business in order to achieve defined objectives. Management is often included as a factor of production along with machines, materials, and money.

Lawton, (2009) defines "management" as how directors and managers use power and responsibility to make decisions and oversee an enterprise. The size of management can range from one person in a small organization to hundreds or thousands of managers in multinational companies. In large organizations, the board of directors defines the policy which is then carried out by the chief executive officer, or CEO. Some people agree that in order to evaluate a company's current and future worth, the most important factors are the quality and experience of the managers.

Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively (Ramon, 2001). Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources and natural resources.

Management further means organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives (Rothman et al, 2001). Management is often included as a factor of production along with machines, materials and money. According to the management guru Peter Drucker (2005), the basic task of a management is twofold: marketing and innovation.

Directors and managers have the power and responsibility to make decisions to manage an enterprise when given the authority by the shareholders (Ruin, 2001). As a discipline, management comprises the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing the firm's resources to achieve the policy's objectives. The size of management can range from one person in a small firm to hundreds or thousands of managers in multinational companies. In large firms the board of directors formulates the policy which is implemented by the chief executive officer.

Public Order

Parker, (1996) defines "public order" as functioning or acting in a manner that is non offensive to the public.

Public order is defined by Siegel (2004) as order which involves acts that interfere with the operations of society and the ability of people to function "efficiently", i.e. it is behavior that has been labeled criminal because it is contrary to shared norms, social values, and customs. Robertson (1989:123) maintains that a crime is nothing more than "...an act that contravenes a law." Generally speaking, deviancy is criminalized when it is too disruptive and has proved uncontrollable through informal sanctions.

Public order should be distinguished from political crime. In the former, although the identity of the "victim" may be indirect and sometimes diffuse, it is cumulatively the community that suffers, whereas in a political crime, the state perceives itself to be the victim and criminalizes the behavior it considers threatening (Ruin, 2001). Thus, public order crime includes consensual crime, victimless vice, and victimless crime. It asserts the need to use the law to maintain order both in the legal and moral sense. Public order is now the preferred term by proponents as against the use of the word "victimless" based on the idea that there are secondary victims (family, friends, acquaintances, and society at large) that can be identified.

For example, in cases where a criminal act subverts or undermines the commercial effectiveness of normative business practices, the negative consequences extend beyond those at whom the specific immediate harm was intended. Similarly, in environmental law, there are offences that do not have a direct, immediate and tangible victim, so crimes go largely unreported and unprosecuted because of the problem of lack of victim awareness. In short, there are no clear, unequivocal definitions of 'consensus', 'harm', 'injury', 'offender', and 'victim'. Such judgments are always informed by contestable, epistemological, moral, and political assumptions (Haan, 1990: 154).

Theoretical Perspectives

The flashpoint model developed by David Waddington and colleagues in the late 1980s, has been utilized to examine various public order occurrences, ranging from urban riots, industrial unrest and animal rights protests of the 1990s. Flashpoint theory is built on six integrated levels of analysis which are the structural, political, cultural, contextual, situational and interactional levels.

The first level is the structural level, this explains the inequalities of power, resources and access to life opportunities between various groups in particular society which can lead the way for conflict. Waddington et al 1992 highlights that objective deprivation is unable on its own to create social discontent, for deprivation to be able to create disorder it must be firstly recognized by the particular group. Usually this involves some form of shared consensus that the group is being denied access to some form of commodity or opportunity that they rightly or wrongly believe that society owes them.

The second level which is the political level, in this level the relationship between the group and how key political or social institutions mobilize towards the groups' activities is explained. Typically a group will try to transmit its problems with the social agencies through the conventional channels i.e. through democratic talks. However the chances of the group succeeding in this will depend partly on the

groups' original political power and on whether or not the group is seen by the state as legitimate. These ideas also affect how the group is policed. "Look at police behaviour towards the suffragettes early feminists, the police mirrored the tensions, took the predominant view and attacked the women. In the early phase they even beat up bourgeois women- women beyond their own status. More recently, adopting the homophobic stance, they beat up people in the gay liberation movement and they beat them up for no reason other than that the localistic and parochialistic pressures said homosexuals were illegitimate. (Kilson,1987:57-8)

The third level is known as the cultural level, this level deals with the thoughts and the day to day rules which the particular group develops on the basis of shared material conditions and their location in the social structure. Different regions, ethnic, and youth groups will have their own unique definitions of themselves and other social groups. Each group developed their own unique rules governing their members in a particular situation, if the political, social institutions involved such as the police have different and potential incompatible ideas of what the group's behaviour should be in a particular situation, and then the possibility for conflict is increased greatly. However this in its self does not mean that conflict between the group and the social institutions is inevitable, much will depend on how much the group and the social institutions are willing to compromise on how each behaves in the given situation.

The fourth which is referred to as the contextual level, it is here where the context in which a particular incident becomes heated or acquires greater significance than it would normally deserve. Many factors are needed to be taken into account when looking at this level, these factors can include a potential negative history between the particular group and the police. This is also a situational level which happens to be the fifth out of the six levels, it is in this level that social factors of disorder which are relevant to the immediate setting are highlighted. Potential disorder is highly likely to occur at popular locations where many people are likely to be present.

Finally the last level is known as the interactive level, it is in this level that the quality of interactions between the police and other groups are looked at. It is at this very level the flashpoint occurs.

Waddington et al highlighted that disorder can potentially arise from the police arresting a member of the group or the police forcibly attempting to move a crowd, or on the other hand it could arise from when crowds throw bricks and missiles at an awaiting police line. Again even at this late stage the creation of disorder is still no means inevitable at much will depend on the nature of the actions.

Related studies

Management and Public Order

Uganda was made a protectorate of the British Empire in 1894. The colonial administration was headed by a governor, and the protectorate's affairs were carried out by public officers appointed by the Colonial Office in London. Only after 1940 did the British actively exploit the resources of Uganda, but by the 1950s, their regime had become a lame duck, as Uganda accelerated towards independence. In 1949 there were Riots in Buganda challenging the by passing of government price controls on the exports sales of cotton; urging the removal of the Asian monopoly over cotton ginning and the right to have own representatives in local government to replace chiefs appointed by the British.

The British lost effective power because their colonial state failed to serve as a factor of cohesion, despite its administrative, judicial and coercive power (Thompson, 2003). While colonial rule bequeathed to Uganda the essential apparatus needed to define a modern nation-state, it failed to reconcile the competing expectations of the different feudal and tribal societies that made up the territory of Uganda.

The people of the central region, Buganda, were viewed as collaborators in the colonization of Uganda. They made tremendous strides in developing their infrastructure, educational and other social services. Other groups have both envied

and denigrated Buganda as a basis for their own political advancement. Buganda's demands for a special position in the post independence period were seen as manifestations of a bogus superiority, which had to be subdued by the so-called republicans. To this day it has been difficult to sustain effective civilian administration in Uganda because of the problems in reconciling the interests of different regions and peoples. Even rational political demands such as creating a federation of autonomous regions were viewed as suspect because they were spearheaded by Buganda. The Ugandan state remains fragile, with tensions simmering just below the surface.

This therefore means the issues surrounding public and public disorder in Uganda are not new, as they are traced from pre independence era.

Like in the past, Uganda has witnessed a lot of unrest in the city of Kampala involving walk to work demonstrations by key opposition leaders, and some members of the ruling government getting involved in public rallies, hot debates in FM radios, protesting government's failure to meet citizens' expectations. These have been escalated by increased fuel and food prices, increased corruption with less political commitment to deal with it (Apiyo, 2012, in the Observer, Thursday 12th, August, 2012). Government in response has engaged those involved through the different arms of government and passing of laws that may have criticised that they undermine enjoyment of rights and an increase in proposals for draconian legislation that would not only undermine the enjoyment of rights but also limit the citizen's role in governance and holding the state accountable.

The Public Order Management Bill, 2009 is one of such proposals. Presently the bill is before Parliament's Committee on Legal and Parliamentary Affairs, which is receiving views on the Bill. If passed into law, the bill, some analysts say, will negatively affect the enjoyment of human rights not only for the general public but also for media practitioners in Uganda.

Proposers of the Bill have argued that the bill is necessary to protect public order in Uganda. This is against a background of increased demonstrations that many times have resulted in destruction of property and inconvenience to those not taking part in the demonstrations.

Indeed, protection of public order is a duty of the state and the state can restrict or suspend the enjoyment of human rights where such enjoyment of rights will lead to violation of public order, in this case the freedom of assembly and expression. However, article 43 of the Ugandan Constitution and the international human rights law limit such restrictions to what is demonstrably justifiable in a free and democratic society.

Those analysts against the bill argue, the bill in its current form prohibits rather than regulates public meetings and demonstrations. This defeats the purpose for which such laws are made.

The Bill also focuses on the content of the public meetings. It is for this reason that those against it argue it prohibits public meetings that are aimed at discussing government policies and affairs of management.

Under clause 6(a) the Bill seeks to regulate and penalize Ugandans who will be discussing the failures of government. This not only undermines public participation in decision making but also is contrary to article 29 on freedom of expression, assembly and conscienceless.

Media practitioners, argue that limitations in clause 6(a) will limit their role of speaking, receiving and imparting information, which is an important aspect of freedom of expression

Good governance means capable management of a country's resources and affairs in a manner that is accountable and responsive to citizens' needs and interests. The

rule of law, effectiveness of public sector management and an active civil society are all essential components of good governance.

Governance is about people, institutions and financing development: how people, through institutions, decide how to obtain, produce, use and distribute resources. Broadly, governance is the rules and processes determining how decisions are made and implemented. Good governance requires the rules and processes to be legitimate, fair, decent, accountable, transparent, efficient and enable collective action to solve problems for the public good. This includes effective government, including sound public financial and public sector management. Experience tells us that approach to governance should be context specific. Many developing countries, including fragile ones, do not have effective institutions and organizations, and have limited capacity. Public and civic institutions are often politicized in developing countries, meaning that development is rarely a straightforward or purely technical process.

Causes of Public Disorder

It was Ake (1995) who painted a gloomy picture of the African continent saying: "Most of Africa is not developing." This apt description of the decline in nearly all African countries underscores the depth of underdevelopment ravaging the people in the midst of abundant natural resources. While most of these countries gained independence in the 1960s, the struggle to ensure national development and political stability proved negative. According to Ake (1995). "Decades of efforts have yielded largely stagnation, regression or worse. The tragic consequences of this are increasingly clear: a rising tide of poverty, decaying public utilities and infrastructures, social tensions and political turmoil, and now, premonition of inevitable drive into conflict and violence".

Several factors have been identified for this dysfunctional state of the African state and the third world. Kesselman et al. (1996), blamed this on three principal factors- scarce resources, weak legitimacy and patron-client, or what is called in Uganda "

those who went to the bush". Scarce resources engender poverty, inequality and a weak position in the international economic system. State control of the limited resources provide the leeway for officers, political and bureaucratic, to manipulate government spending to advance their personal fortunes. This leads to weak legitimacy, as the citizens lack faith in their political leaders, and, by extension, the political system.

Participation in government is low because the citizens perceive it as irrelevant to their lives. In the absence of the support of the civil society, the effective power of government is eroded. Patron-client relationships take the primacy over the formal aspects of politics such as the rule of law, well-functioning political parties, and a credible electoral system. Ake (1995) locates the genesis of this problem in the inclement political and social conditions in the developing countries. This manifests in poor planning and implementation, lack of entrepreneurial abilities, the stifling of market forces, falling commodity prices and unfavorable terms of trade, poverty of ideas, the dependency syndrome, corruption and indiscipline.

Ake specifically identifies two major governance issues that proved to be more debilitating impediments to development performance (Ake, 1995). One is the lack of participation and consensus - building, which Mayer et al. (1996) and Kessleman et al. (1996) called the lack of a sense of national community. Meaningful development and political stability require the collective identity of the citizenry. Where this is lacking, "well-meaning development projects are regarded with suspicion, indifference or even hostility and at best, as an exploitative resource, something to be taken advantage of rather than something to be committed to (Ake, 1995)".

Secondly and closely related to this, is the lack of accountability and transparency. This has a grave effect on development, as corruption and inefficiency are concealed; as observed with the spate of abandoned projects. The African State,

according to Ayittey (2006), "has evolved into a predatory monster or a gangster state that uses a convoluted system of regulations and controls to pillage and rob the productive class the peasantry. It is common knowledge that heads of state, ministers, and highly placed African government officials raid the African treasury, misuse their positions in government to extort commissions on foreign loan contracts, skim foreign aid, inflate contracts to cronies for kickbacks and deposit the loot in overseas banks. The very people who are supposed to defend and protect the peasants' interests are themselves engaged in institutionalized looting". These governance issues have produced a baneful structure in an environment that engenders instability in the political system as the people yearn for the elusive dividends of good governance.

Good governance and Management of Public Resources

Effective and efficient management of public sector organizations is an issue of concern in many countries. Melese et al. (2004) argue that public sector organizations are increasingly being held more accountable for their performance and are therefore expected to operate efficiently and effectively. This means that public servants have to search for ways to improve on their activities. Notable approaches include the use of performance contracts and practicing good public management principles of accountability, transparency, integrity, and value for money. Similarly, activity based management practices can increase transparency and efficiency when conducting government activities thereby assisting public sector organizations to achieve their objectives (Baird, 2007; Melese et al., 2004).

Some public sector enterprises were formed to create employment for large numbers of people. However, in recent years, public sector management has become increasingly results and customer-focused (Jarrar & Schiuma, 2007). This can be partly attributed to a growing unwillingness among many communities and governments to accept the continuation of historic commitments simply because they are historic. Some countries have also noticed diminishing differences between the

private and public sectors. For instance, private sector organizations are now expected to take more social responsibility measures while the public sector is witnessing the need to focus meeting citizens' expectations to justify their existence. The contemporary business environment pays great attention to target, measurement, accountability, productivity gains and the continued relevance and value of specific activities or programs. The proper management of public resources is therefore an issue of concern in developed and developing countries.

It has been noted that the concept of governance has existed for centuries. However, many African economies began to pay particular attention to the ideals of good governance in the beginning of the 1980s. According to Qudrat-I Elahi (2009), the term good governance was first mentioned in a 1989 World Bank report on Sub-Saharan Africa but since 1990s, many donor agencies have sought the pursuit of good governance. Currently, corporate governance is a buzzword in the business world.

Good governance systems have evolved in a number of developing African countries (Solomon & Solomon, 2004).

However, Rwegasira (2000) argues that the concept of good governance is not always a reality developing economies. This is because a number of developing countries face numerous problems that include unstable political regimes, low per capita incomes and diseases. Such problems require more elaborate solutions than simply adopting good governance practices. Moreover, there is a general lack of research in good governance practices in developing countries, especially countries in the African continent (Okeahalam, 2004; Shleifer & Vishny, 1997).

This lack of research can be attributed to the fact that, for a long time, the issue of good governance did not receive adequate attention in the developing world. Yakasai (2001) observes that historically the ability of managers to run organizations was never questioned. Consequently, there was little concern for good governance or information disclosure and transparency. That situation has changed and the concept

of good governance is currently acknowledged to play an important role in the management of public resources in developing economies.

Tsamenyi, Enninful-Adu and Onumah (2007) argue that developing countries are often faced with a multitude of problems that include uncertain economies, whose situation is caused by unchecked corruption, weak legal controls, protection of investors and frequent government intervention. These problems make it even more necessary for developing countries to adopt effective good governance principles and structures. The pressures of an increasingly globalized world economy, democratization, IMF/World Bank's economic reforms and the recent financial scandals in the West have forced a number of developing countries to adopt the good governance ideals (Ahunwan, 2002; Gugler, Mueller & Burcin, 2003; Reed, 2002). It has also been suggested that improved good governance systems can serve as an incentive for attracting foreign investment (Ahunwan, 2002).

In fact, it is poor economic performance and high international debt levels in emerging markets that forced the World Bank, IMF, and the IFC to intervene in an effort to improve the good governance systems of these markets (Reed 2002).

A number of developing countries have embraced the corporate governance ideals. However, developing countries practice good governance models that are different from the models adopted by developed countries (Rabelo & Vasconcelos, 2002). This is partly due to the unique economic and political systems found in developing countries.

Mensah (2002) argues that developing countries are poorly equipped to implement the type of good governance found in the developed market economies because developing countries are characterized by unequal distribution of public resources, interlocking relationships between government agents and financial sectors, weak legal and judiciary systems and limited human resource capabilities.

Good governance structures in developing countries are weak and subject to abuse by a section of public servants who are well connected to the regime in power.

Consequently, several measures have been suggested on how to improve such structures:

Summary

From the literature reviewed, it is revealed that more than a quarter of a century of experience with public enterprise reform, suggests that, for a variety of reasons, many governments in developing have become ineffective instruments of economic and social development. Some economies may be well governed, efficiently managed, and well endowed with natural resources have become either loss-makers or delivered public services ineffectively.

Governments seeking to achieve the Millennium Development Goals or other indicators of economic and social progress must carefully reassess the performance of public enterprises in achieving development. The performance of some economies in the hands of public servants can be improved through extensive governance and management reforms that give them a clearer and more focused development mission; strengthen the governance body; ensure the recruitment and retention of professional, competent, and well-trained senior managers and of highly skilled employees; require internationally recognized audit, accounting and financial reporting procedures; develop and implement clear and appropriate performance targets; and impose hard budget constraints.

In Uganda, few studies have linked public disorder with the way the government is managing its public resources, many analysts argue, its linked to political interests citing examples of post pre and post independence riots which were witnessed then even when the economy was not doing well and in the hands of the Asians. Thus this study through its finds will explore more in this relationship.

CHAPTER THREE METHODOLOGY

Research design

This study employed the descriptive survey design specifically the descriptive correlational strategies. Descriptive studies are non-experimental researches that describe the characteristics of a particular individual, or of a group. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity.

Research Population

The target population included a total of 172 managers of state resources in selected public institutions of Kampala District.

Sample Size

The Slovin's formula is used to determine the minimum sample size.

$$n = \frac{N}{1 + N \alpha^2}$$

n = sample size

N = target population

α = level of significance = 0.05

**Table 1:
Population and sample size distribution**

respondents' location	Target population	Sample size
wempe	34	22
baga	34	22
ikindye	34	22
kawa	34	22
mpala central	36	32
total	172	120

Sampling procedures

Both random and non random sampling techniques were applied to select the study respondents with consideration to the computed minimum sample size.

Research Instruments

The research tools that were used in this study include the following: (1) *face sheet* to gather data on the respondents' profile (gender, age, and educational levels); (2) *researcher devised questionnaires* to determine the extent of management of state resources and public order. The response modes and scoring are as follows: *for management of state resources and public order* – 1); strongly disagree (2); disagree (3); agree (4); strongly agree

Validity and Reliability of the Instruments

Content validity of the instruments was ensured through use of valid concepts and / or words which measure the study variables. The instruments were given to content experts to evaluate the relevance, wording and clarity of questions or items in the instrument, after which a content validity index will be computed. A content validity index of 0.83 was greater than 0.7 which is the minimum CVI used to declare an instrument content validity, as per Amin (2005). The Cronbach alpha coefficient was used to ensure reliability of the instrument, using SPSS. A Cronbach Alpha stated by Amin (2005) of 0.8 was got, which is greater than 0.75, and so the instrument was declared reliable.

Data Gathering Procedures

Before the administration of the questionnaires

1. An introduction letter was obtained from the College of Higher Degrees and Research for the researcher to solicit approval to conduct the study from respective public institutions.
2. When approved, the researcher secured a list of the qualified respondents from the selected public institutions' authorities in charge and select through systematic random sampling from this list to arrive at the minimum sample size.
3. The respondents were explained about the study and were requested to sign the Informed Consent Form (Appendix 3).
4. Reproduced more than enough questionnaires for distribution.
5. Selected research assistants who assisted in the data collection; brief and orient them in order to be consistent in administering the questionnaires.

During the administration of the questionnaires

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher and assistants were emphasized getting back of the questionnaires within five (05) days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all are answered.

After the administration of the questionnaires

The data gathered was collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

Data Analysis

The frequency and percentage distribution were used to determine the profile of the respondents.

The means and interpretations were applied for the extent of management of state resources and public order.

The mean range was used to arrive at the mean of the individual indicators and interpretation:

4. For the extent of management of state resources and public order

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	strongly disagree	Very low

To determine whether there is a significant relationship between management of state resources and public order, Pearson linear correlation coefficient (PLCC) was used to compute the influence of the independent variable to dependent variable.

Also the regression analysis R^2 (coefficient of determination) computed to determine the influence of the independent variable on the dependent variable.

ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

- .. Sought permission to adopt the standardized questionnaire on management and public order through a written communication to the author.

2. The respondents were coded instead of reflecting the names.
3. Solicited permission through a written request to the concerned officials of the selected public institutions included in the study.
4. Requested the respondents to sign in the *Informed Consent Form* (Appendix 3)
5. Acknowledged the authors quoted in this study and the author of the standardized instrument through citations and referencing.
5. Presented the findings in a generalized manner.

Limitations of the Study

In view of the following threats to validity, the researcher claimed an allowable 5% margin of error at 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

Extraneous variables which were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter is a presentation, interpretation and discussion of the field results. The frequency and percentage distributions were used to determine some of the necessary demographic characteristics of the respondents that have relevance for collection and analysis of the data. This chapter also entails testing of the null hypothesis and discussion of meaning and implication of the findings. The objectives were (1) profile of respondents in terms of their gender, age, and education (2) extent of management state resources in selected public institutions (3) the extent to which public order in selected public institutions (4) the significant relationship between management of state resources and public order in selected public institutions.

Demographic characteristics of respondents

Table 1 presents profile of respondents in terms of age, gender, highest educational qualifications and number of years in service. The tools used were frequencies and percentages.

Table 2:
Profile of respondents

Age Category	Frequency	Percent
Below 20 years	0	0
20-25	2	1.67
26-30	15	12.5
31-35	20	16.7
36-40	31	25.8
41 and above	52	43.3
Total	120	100
Gender category	Frequency	Percent
Females	45	37.5
Males	75	62.5
Total	120	100
Highest educational Qualifications	Frequency	Percent
Illiterate	00	0
Primary education	00	0
High school	01	0.83
Diploma	38	31.7
Degree	65	54.2
Masters degree	12	10
Any other above masters	04	3.33
Total	Frequency	100

Source: primary data 2012

Age of the respondents

According to study findings in table 1, out of 120 respondents, 0(0%) were below 20 years, 2 respondents(1.67%) were aged 20-25 years, 15(12.5%) were aged 26-30 years, 20(16.7%) were aged 31-35 years, 31(25.8%) were aged 36-40 years, 52 respondents(43.3%) were aged 41 years and above.

Gender of respondents

Out of a total of 120 respondents, 45(37.5%) were females whereas 75(62.5%) of the respondents were males.

Highest level of educational Qualification

Out of 120 respondents, 00(0.00%) were illiterate, 00(0.00%) had primary education as highest education level, 01(0.83) reached high school, 38(31.7%) reached diploma level, 65(54.2%) attained degrees in different disciplines, 2(10.00%) attained masters degree where as 04(3.33) managed to attain other qualifications beyond degree.

The level of management of state resources in selected public institutions

Table 2 below reports findings on the extent of management of state resources. The statistical tool used here was the means and percentage counts. Interpretation of means and respective ranks per item were identified.

Table 3**Level of management of state resources.****(Sample size n=120)**

Item	Mean	Interpretation	Rank
The government is committed in provision and rehabilitation of public commodities like police, education etc to the public.	3.33	Very Good	1
The public sector usually seeks state services from other organizations other than the government.	3.33	Very Good	1
Public institutions get enough funding by government.	3.33	Very Good	1
State thoroughly monitors activities on which she spends money.	3.32	Very Good	4
Government endeavors to severely punish whoever poorly manages state resources	3.32	Very Good	4
Public institutions lobby for external resources from other potential funders so as to help them operate smoothly.	3.30	Very Good	6
Public institutions receive periodic funding from different funders.	3.30	Very Good	6
The government monitors and supervises effectively those involved in control and dissemination of public resources to public.	3.20	Good	8
Public institutions' budgets are usually approved without resistances from the funders	3.2	Good	8
State asks for periodic accountability and reports from managers of public resources.	3.2	Good	8
Resources provided by state meet public expectation and promote welfare of citizens remarkably.	2.99	Good	11
The government usually budgets for the public institutions like the police.	2.89	Good	12
Public sector bodies operate income generating activities to ensure efficiency and effectiveness on resources provision to public.	2.89	Good	12
Management of state resources is economical	2.89	Good	12
Grand mean	3.18	Good	

Source: primary data 2012

From table 2 above on level of management of state resources, respondents rated with the highest (mean =3.33) interpreted as very good, on the following three items; the government is committed in provision and rehabilitation of public commodities like police, education etc to the public; the public sector usually seeks state services from other organizations other than the government, and; Public institutions get enough funding by government.

The items; state thoroughly monitors activities on which she spends money, and Government endeavors to severely punish whoever poorly manages state resources- were ranked second with a high (mean=3.32)

Two items, Public institutions lobby for external resources from other potential funders so as to help them operate smoothly. And Public institutions receive periodic funding from different funders were ranked number three with (mean=3.30)

Three questions including ; the government monitors and supervises effectively those involved in control and dissemination of public resources to public; Public institutions' budgets are usually approved without resistances from the funders and state asks for periodic accountability and reports from managers of public resources- were rated with mean of 3.32-interpretad as very good;

The item ; resources provided by state meet public expectation and promote welfare of citizens remarkably rated good (mean=2.99)

Three items; the government usually budgets for the public institutions like the police, Public sector bodies operate income generating activities to ensure efficiency and effectiveness on resources provision to public and Management of state resources is economical rated lowest (mean =2.89)

The extent of public order in selected public institution

Findings on public order were presented in table the that follows. The statistical tool was means. Interpretation and ranks were given for the fourteen items.

Table 4
Extent of public order
(Sample size n=120)

Item	Mean	Interpretation	Rank
Public institutions mainly the police usually ensure that there is calm and order in the society.	3.5	Very Good	1
Public institutions like police and the army are always informed about any public activities like gatherings in so as to maintain order.	3.5	Very Good	1
In many cases, public institutions endeavour to bring about law and order since they are fully funded	3.45	Very Good	3
There is always effective utilization of financial resources to foster law and order in the society.	3.32	Very Good	4
Public institutions work with the public to bring about public order.	3.31	Very Good	5
Public intuitions implement legislations on public order in the society.	3.30	Very Good	6
With effective funding, public institutions are able to perform their duties ate restore peace and orders	3.20	Good	7
Enough surveillance is done by the public institutions since they are properly funded.	3.20	Good	7
Public institutions are mainly concerned with peace and stability in the society.	3.20	Good	7
Public institutions like the police work to ensure that order prevails among in public.	3.20	Good	7
The public institutions like the police usually intervene in case of public disorder to restore peace.	3.20	Good	7
Public institutions are mandated to ensure law and order exist and they ensure that their mandate if fulfilled	3.20	Good	7
There are reduced cases of public disorder because of the work of public institutions like police.	3.00	Good	13
There are always sensitizations made by public institutions on public order.	2.89	Good	14
Grand mean	3.25	Very Good	

Source primary data 2012

Public institutions mainly the police usually ensure that there is calm and order in the society.

Two Items; Public institutions like police and the army are always informed about any public activities like gatherings in so as to maintain order; and Public institutions work with the public to bring about public order were ranked first and rated highest with (mean =3.5). The item that 'there is always effective utilization of financial resources to foster law and order in the society' was ranked second with a very high mean of 3.45. The item entitled, In many cases, public institutions endeavour to bring about law and order since they are fully funded was rated with mean=3.32. There is always effective utilization of financial resources to foster law and order in the society was rated with mean=3.31. Public institutions work with the public to bring about public order was rated with mean=3.30. six items ; Public intuitions implement legislations on public order in the society, Enough surveillance is done by the public institutions since they are properly funded; With effective funding, public institutions are able to perform their duties ate restore peace and orders, Enough surveillance is done by the public institutions since they are properly funded, Public institutions are mainly concerned with peace and stability in the society;and Public institutions like the police work to ensure that order prevails among in public, The public institutions like the police usually intervene in case of public disorder to restore peace and ,Public institutions are mandated to ensure law and order exist and they ensure that their mandate if fulfilled rated with mean=3.2 interpreted as good

The item that there are reduced cases of public disorder because of the work of public institutions like police rated with a good mean=3.00. Lastly, the item that- There is always sensitization made by public institutions on public order was rated with lowest mean of 2.89. Note that the means are good too.

Relationship between level of management of state resources and extent of public order.

Pearson correlation coefficient (PLCC) was used here to establish magnitude and direction of the relationship. Linear regression analysis carried out to establish whether there is a significant relationship between the two variables studied. The null hypothesis (Ho) of the study was that, 'there is no significant relationship between the level of state management of resources and the extent of public order.' To test the postulate, Pearson correlation and regression analysis was made and results summarized as follows:

Table 5

Pearson Correlation analysis results between level of management of state resources and extent of public order.

(Level of significance=0.05)

Variables correlated	r-value	Sig.	Interpretation	Decision on Ho
Level of management of state resources Vs public order	0.565	0.035	Positive significant correlation	Rejected

Source: primary data 2012

Table 3 suggests that management of state resources and public order have a positive significant correlation with $r=0.565(56.5\%)$, sig-value =0.035 which is less than standard sig= 0.05, leading to rejection of the null hypothesis (Ho) that there is no significant relationship between the level of state management of resources and the extent of public order in Uganda. This implies that in Uganda, state management of resources is good and thus leads to remarkable public order. The findings are in conformity with Melese et al. (2004) argument that public sector organizations are increasingly being held more accountable for their performance and are therefore expected to operate efficiently and effectively; and that public servants search for ways to improve on their activities the use of performance contracts and practicing

good public management principles of accountability, transparency, integrity, and value for money.

Table 6

**Regression analysis on level of management of state resources and public order
(Level of significance=0.05)**

Variable regressed	Adjusted R ²	F-value	Sig.	Interpretation	Decision on Ho
Level of management of state resources Vs public order	0.263	5.637	0.035	Positive significant effect	Rejected
Coefficients	Beta (β)	t-value	Sig.	Interpretation	Decision on Ho
(Constant)	99.757	2.199	0.048	Positive Significant effect	Rejected
Level Management of state resources	1.223	2.374	0.035	Positive significant effect	Rejected

Source: primary data 2012.

Regression analysis was made at a bivariate level. Results on table 4 suggest that management of state resources is a good determinant (explanatory variable) for public order; F=5.637, sig=0.035 which is less than 0.05; adjusted R²=0.263 accounting for 26.3% of variation in public order. Beta (β) coefficients for constant β=99.757 implying that when management of state resources is zero, public order =99.757. The coefficient of level of management of state resources is β=1.223 implying that increase in management of state resources by one unit leads to increase in public order by 1.223. The sig value(0.035) for management of state

resources is less than $\text{sig}=0.05$ implying a positive significant effect of management of public resources on public order.

CHAPTER FIVE

FINDINGS , CONCLUSION, RECOMMENDATIONS

This chapter presents a summary of major findings obtained from each of stated research objectives, conclusions drawn, and recommendations given based on the conclusions.

FINDINGS

Profile of respondents

Majority of respondents that 52 (43.3%) were late adults aged 41 years and above.

Male respondents 75(62.5) were the majority.

-highest educational qualification was a degree with 65 (54.2%) respondents.

Level of management of state resources

Findings revealed a high level of management of state of resources in Uganda (mean=3.18).

Extent of public order

The findings too revealed high level of public order in Uganda (mean =3.25)

Relationship between level of management of state resources and extent of public order.

This was the fourth objective. The research question was; is there a relationship between level of management of state resources and extent of public order in Uganda? The null hypothesis (Ho) was; there is no significant relationship between level of management of state resources and extent of public order. Findings on correlation revealed that the relationship is positive and significant ($r=0.565$, sig value=0.035) between the two level of management of state resources and extent of public order.

CONCLUSIONS

From the findings and the corresponding discussions, the study drew the following conclusions.

Management of state resources and public orderliness is dominated by males. Too, management of resources of state is subjugated by late adults aged 41 years and above. Most of employees in state management have degree as their highest level of educational qualification. There is a high level of management of state of resources in Uganda. There is high level of public order in Uganda. The null hypothesis (H_0) thus, there is no significant relationship between level of management of state resources and extent of public order was rejected at 0.05 level of significance. Thus, there is a significant relationship between state management of resources and Findings on correlation revealed that the relationship is positive and significant ($r=0.565$, sig value=0.035) between the two level of management of state resources and extent of public order.

The study findings disagree with flashpoint model developed by Waddington and colleagues in the late 1980s, that there is inequalities of power, resources and access to life opportunities between various groups in particular society which can lead the way for public disorder.

RECOMMENDATIONS

The researcher suggested the following recommendations.

The government should advance her commitment in provision and rehabilitation of public commodities like police, education service to the public. This can be done by developing managers of state resources through thorough training of staff.

The state should improve upon her monitoring strategies towards provision of enhanced services. This can be done by introducing external supervisors who can not be manipulated easily.

The state should involve Public/citizens towards extending public commodities. The ruling government may create conducive environment for opposition so that the friction from opposition can push it forward.

Government should systematically endeavor to severely punish whoever poorly manages state resources.

Equity and transparency in provision and distribution of state resources should be improved upon by state.

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APPENDICES

Appendix IA: Transmittal



Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256-41-266813 / +256-41-267634
Fax: +256-41-501974
E-mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

Date July 24, 2012

RE: REQUEST FOR ASIMWE ASAPHI TEMPLE MCR/33452/11/DU
TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Arts in Conflict Resolution and Peace Building.

He is currently conducting a research entitled "Management of State Resources and Public Order in Selected Public Institutions Kampala, Uganda."

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

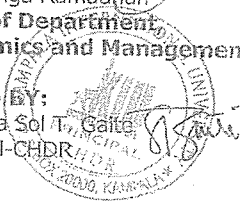
Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,


Mr. Malinga Ramadhan
Head of Department
Economics and Management Sciences, (CHDR)

NOTED BY:
Dr. Sofia Sol T. Gaita
Principal-CHDR



Received by
ACP Byamugisha B.
16th Aug 2012

Appendix IB: Transmittal

TELEGRAMS: "GENPOL"
 TELEPHONE: 0414-233814, 0414-250613
 FAX NO. (0414)255630



UGANDA POLICE FORCE
 POLICE HEADQUARTERS
 P.O. BOX 7055
 Kampala
 Uganda

DIRECTORATE OF RESEARCH, PLANNING AND DEVELOPMENT

Our Ref:

Research Form

1. Particulars of Researcher

- a) Name: ASHIMUNE ASAPH TEMALE Gender: MALE
- b) Address: P.O. Box 20000, Kampala Tel: 0712577777
- c) Age: 49 email: temaleashimune@gmail.com
- d) Designation: Kampala
- e) Nationality: Ugandan

2. Subject Particulars

- a) Name of Organization carrying out the research: Kampala Int University
- b) Subject of the study: Research
- c) Introductory Authority: Principal
- d) Name and Address/Contact of Supervisor: 071 5019774

3. Details of Information/Data required/Location of Research Centre e.g. Police Station and/or Dept

Police Station

4. Benefits of the Research to Uganda Police Force

Knowledge

5. Undertaking

I promise to provide a copy of my research report to the resource centre of the Uganda Police. Failure to do so, the Uganda Police Force should liaise with my supervisor and should render my paper null and void

Name and Signature: [Signature] Date: 29 Sept 12

6. For Official Use

Remarks: Regional Community Liaison Officer (CLO) KMPA. Please accord the bearer of this form the necessary assistance. This Research is authorized.

Authorizing Officer: ACP Byamugisha Benedick

Signature: [Signature] Date: 27-09-2012

Note: Information obtained for the research should be used exclusively for the intended purpose.

Developing, Coordination, Monitoring & Reviewing of Strategic Plans and Policies for effective Protection of Life and Property

Appendix IC: Transmittal



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: July 24, 2012

**RE: REQUEST FOR ASIMWE ASAPH TEMPLE MCR/33452/111/DU
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Arts in Conflict Resolution and Peace Building.

He is currently conducting a research entitled "Management of State Resources and Public Order in Selected Public Institutions Kampala, Uganda."

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

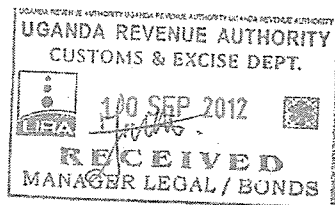
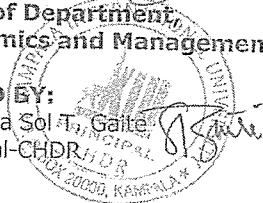
Any assistance rendered to him will be highly appreciated.

Yours truly,


Mr. Malinga Ramadhan
Head of Department,
Economics and Management Sciences, (CHDR)

NOTED BY:

Dr. Sofia Sol T. Gaito
Principal-CHDR



Appendix II: INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. ASIIMWE ASAPH TEMPLE that will focus on **management of state resources and public order in selected public institution**

I shall be assured of privacy, anonymity and my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

Appendix III: Research instrument

Survey on management of state resources and public order in selected public institutions

Dear Sir/Madam

I am ASIIMWE ASAPH TEMPLE of Kampala International University pursuing a Masters Degree in Conflict resolution and management as Part of my requirement is an empirical investigation. May I request you to be part of this study by answering my questionnaire. Your views will be treated confidentially and the information gathered will be for academic purposes only.

DIRECTION: Please respond to each item using the scoring guide below. Kindly write your best choice on the space before each item. Be honest about your option.

Rating	Response Mode	Description	Interpretation
4)	Strongly agree	you agree with no doubt at all	V.Good
3)	Agree	you agree with some doubt	Good
2)	Disagree	you disagree with some doubt	Fair
1)	Strongly disagree	you disagree with no doubt at all	Poor

PART A: RESPONDENT'S PROFILE

(Please Tick): Age: _____

Gender: _____

Highest Educational Qualifications _____

Number of years in service _____

PART B: THE LEVEL OF MANAGEMENT OF STATE RESOURCES

- ___1. The government is committed in provision and rehabilitation of public commodities like police, education etc to the public.
- ___2. The government monitors and supervises effectively those involved in control and dissemination of public resources to public.
- ___3The government usually budgets for the public institutions like the police.
- ___4. The public sector usually seeks state services from other organizations other than the government.
- ___5. State thoroughly monitors activities on which she spends money.
- ___6. Public sector bodies operate income generating activities to ensure efficiency and effectiveness on resources provision to public.
- ___7. Resources provided by state meet public expectation and promote welfare of citizens remarkably.
- ___8. Government endeavors to severely punish whoever poorly manages state resources
- ___9. Public institutions lobby for external resources from other potential funders so as to help them operate smoothly.
- ___10. Management of state resources is economical
- ___11. Public institutions receive periodic funding from different funders.
- ___12. Public institutions' budgets are usually approved without resistances from the funders
- ___13. Public institutions get enough funding by government.
- ___14. State asks for periodic accountability and reports from managers of public resources.

SECTION C: THE EXTENT OF PUBLIC ORDER

- ___1. Public institutions mainly the police usually ensure that there is calm and order in the society.
- ___2. With effective funding, public institutions are able to perform their duties and restore peace and order.
- ___3. Enough surveillance is done by the public institutions since they are properly funded.
- ___4. There are always sensitizations made by public institutions on public order.
- ___5. Public institutions are mainly concerned with peace and stability in the society.
- ___6. Public institutions implement legislations on public order in the society.
- ___7. Public institutions like the police work to ensure that order prevails among the public.
- ___8. Public institutions work with the public to bring about public order.
- ___9. The public institutions like the police usually intervene in case of public disorder to restore peace.
- ___10. Public institutions are mandated to ensure law and order exist and they ensure that their mandate is fulfilled.
- ___11. There are reduced cases of public disorder because of the work of public institutions like police.
- ___12. Public institutions like police and the army are always informed about any public activities like gatherings in so as to maintain order.
- ___13. There is always effective utilization of financial resources to foster law and order in the society.
- ___14. In many cases, public institutions endeavour to bring about law and order since they are fully funded.

Appendix IV: Budget for the Study

Item	Description	Unit Cost	Total
Stationery	Printing Cartridge (2)	170,000	340,000
	Paper (5 reams of paper)	9,000	45,000
	Pens (1 Box)	10,000	10,000
	Photocopying	300,000	300,000
	Note Books/Writing Pads (10)	2,000	20,000
	Sub-Total		715,000
Technology Equipment	Flush Disc, CD-ROMs	100,000	100,000
	Sub-Total		100,000
Research Assistance	Research Assistant (2) for 2 weeks	100,000	1,400,000
Data Analysis	Statistician	800,000	800,000
	Sub-Total		2,200,000
Travel	Transport during data collection 7 days	400,000	400,000
	Sub-Total		400,000
Communication	Airtime	200,000	200,000
	Sub-Total		200,000
	GRAND TOTAL		3,615,000

Appendix V: Work Plan for the Study

Time Frame Activity	Week 1	Week 2	Week 3	Week 4
Research Proposal				
Development of Research Instrument				
Data Collection				
Data Editing, Coding, and Analysis				
Drafting of the Final Dissertation				
Dissertation Submission				

NATIONAL MILITARY COURSES COMPLETED: (Year, time length, course title).

- 2005; 04 months, JUNIOR COMMAND AND STAFF COURSE
- 2009; 01 month (10 Nov 09 – 10 Dec 09) LEADERSHIP COURSE
- 1010; 12 months (02 Jan 2010 – 23 Dec 2010) SENIOR COMMAND & STAFF COURSE

FOREIGN MILITARY COURSES COMPLETED: (year time length, course title, place).

**1998; 04 months, COMPANY COMMANDERS COURSE;
MUNDULI - TANZANIA**

DEGREES AND/OR DIPLOMAS: (graduate and post-graduate).

BACHELOR DEGREE IN ARTS (Social Sciences; Political Science, Social Administration and Sociology)

LANGUAGES SPOKEN/WRITTEN: (indicate proficiency as intermediate, advanced very good)

ENGLISH **VERY GOOD**

PREVIOUS UNITED NATIONS SERVICE: (Start/end dates, appointment held)

- 01/11/2005 – 01/05/2007 UNITED NATIONS MISSION IN SUDAN;**
- 06/12/2005 – 16/04/2006 Personnel Officer in Sector Four,**
- 23/07/2006 – 23/04/2007 Sub Team Leader in Sector Two**

