

**DECENTRALISATION AND SERVICE DELIVERY IN KITGUM MUNICIPALITY  
A CASE OF CENTRAL DIVISION**

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**RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES  
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INTERNATIONAL UNIVERSITY**

**SEPTEMBER, 2019**

**DECLARATION**

I, **ACHAN BRENDA** hereby declare that, this research report entitled “Decentralization and Service Delivery in Kitgum Municipality, a case of Central Division” is my personal original work and has never been produced and submitted to any other academic institutions for an award.

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Date.....*10/9/2019*.....

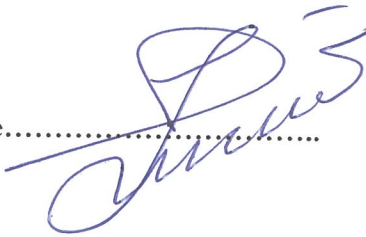
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**APPROVAL**

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Supervisor’s Signature.....



Date. 11-09-2019.....

Mr. Monsour Arbab

## **DEDICATION**

This work is dedicated to Almighty God who enabled me to go through the course and my father, Mr. , mother who contributed sacrificially and selflessly to my education. They continue to be a source of great support, demonstrated great encouragement, insight and understanding throughout my life. I feel fortunate to have you all in my life

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## DEFINITION OF KEY TERMS

**Decentralized policy management:** Refers to the transfer of authority and responsibility from one level of government to another while maintaining the same hierarchical level of accountability from the localized units to the central government ministry or agency which has been decentralized.

**Delegation:** Refers to the transfer of decision-making, management authority and responsibilities from the central government to specialized organizations with some degree of autonomy.

**Administrative decentralization:** Refers to transferring decision-making authority, resources and responsibilities from the central government to other levels of government, agencies and field offices of central government line agencies.

**Decentralized planning:** Refers to planning at the bottom

**Decentralized implementation:** Refers to shifting authority for implementation of rules, but not for replicating them into the lower level of management since broader policy making powers such as planning, coordination, supervision and oversight are reserved for the top level of government.

**Decentralized monitoring:** Is the transfer of the responsibility of monitoring of public projects and programmes to the lower levels of government and information-gathering are decentralized at the regional offices or lower local governments

**Deconcentration:** Refers to the transfer of authority and responsibility from one level of central government to another while maintaining the same hierarchical level of accountability from the localized units to the central government ministry or agency whose operations have been decentralized.

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## LIST OF ABBREVIATION/ACRONYMS

ACAO	Assistant Chief Administrative Office
ATC	Assistant Town Clerk
CAO	Chief Administrative Officer
CAO	Chief Administrative Officer
CBO	Community Based Organization
CSO	Civil Society Organization
DEO	District Education Officer
DHO	District Health Official
DSC	District Service Commission
DSC	District Service Commission
FGD	Focus Group Discussion
KI	Key Informant
LG	Local Government
LGDP	Local Government Development Programmed
LLG	Lower Local Government
NGO	Non-governmental Organization
PSC	Public Service Commission

## ABSTRACT

The research was carried out in Central Division, Kitgum Municipality; the purpose of the study was to analyze the impact of decentralization policy on service delivery in Kitgum Municipality. The specific objectives were: to examine the contributions of decentralization policy on service delivery in Central Division, Kitgum Municipality, to identify the factors affecting the implementation of decentralization policy on service delivery in Central Division and to examine the possible remedies to improve on the implementation of decentralization policy on service delivery Central Division. The research used non-random/ purposive sampling and simple random sampling methods to select a sample of respondents. Focus group discussion and interviews were conducted with respondents while questionnaires were administered to respondents and others were given to respondents because they were busy. After one week, questionnaires were collected and data was analyzed using Microsoft office excel computer program. The results indicated that the contributions of decentralization policy on service delivery included; the institutional strengthening, Good accountability, Citizen's empowerment, Development of channels of communication, Improvements in service delivery and Employment effects. While the factors affecting the implementation of decentralization policy on service delivery included; Structural conflict, Capacity differentials, Lack of accountability and imbalance between upward and downward accountability and Political interest inefficiency and corruption. Possible remedies to address the factors affecting the implementation of decentralization policy on service delivery included; Information, Participation, and Monitoring, Clarity about the functions of sub-national government and associated expenditure responsibilities. In addition, the majority of respondents reached strongly agreed that Clarity about the functions of sub-national government, ideally, sub-national governments should first be given clarity about their functions and associated expenditure responsibilities and based on these, the proper assignment and design of tax instruments and transfer systems should be done compared to other factors like Improving local funding source, High level of accountability. From the findings, and according to the above results, the researcher having no any competing interest in the study concluded that Decentralisation policy is contributing in service delivery positively.

## CHAPTER ONE

### INTRODUCTION

#### **1.0 Introduction**

This chapter presents a summary of background to the study, problem statement, the purpose of the study, the objectives of study, research questions, scope of the study and significant of the study.

#### **1.1 Back ground to the study**

Decentralization policy is as old as mankind in the field of natural science and is one of the government structures whose aim is to ensure quality and affordable public service delivery to users is timely, efficient and reliable (Ewan, 2010). It is also an effective way of ensuring these institutions are properly accountable to the general public, as described in the NDP 1 (2010). Governments are responsible for the provision of public services such as water, education, health, sanitation, road infrastructure among others. In the early 1990s, governments of the developing countries were failing in their public-service-delivery responsibilities at various levels. This failure took various forms such as extremely poor quality service delivery, corruption and absenteeism from workplaces by policy implementers.

The problem proved bothersome to not only most of these governments but donor communities as well. To deal with it, various reforms were instituted which included the introduction of decentralized policy management in most developing countries. Poor service delivery pushed public administrators and managers in development countries to undergo reforms despite being driven more by external pressures that took place in form of structural adjustment programme (Larbi, 1999). Decentralized policy management in Uganda was unique in comparison to other African countries as it was government-led (and not donor driven) which enabled it to attract the attention of both the political and public administrators. The researcher concurs with the scholars because the reform introduced a new business style of management that encourages contracts management, private sector involvement and emphasis on customer orientation as opposed to the traditional style which was previously in place (Mugabi 2004). Policies to decentralize services are often motivated by a desire to regulate a system of management that is already decentralized such as education, health,



agriculture, transport, and trade products (Poteete 2000). In addition, features of many tasks/activities in the water and sanitation sector (WSS) offer great opportunities for decentralized policy management, including the shifting of power, competencies, responsibilities and resources from the central government to the local government and not forgetting other regional offices. And since there is no blueprint for decentralization, its implementation style varies from country to country depending on the systems of governance, balance of functions and division of responsibilities, funding and staff management and capacity

Rural water supply is frequently devolved to the local governments while urban water supply is generally characterized by larger investments and is often under a separate kind of delegated management systems that involves assigning local government lesser roles and more often than involves frequent use of project. The latter style often run the risk of undermining division of labor due to its confusing links of accountability, discrepancies between the stated decentralization objectives and practices, legal framework, lack of funding, human resource gaps and disagreements amongst stakeholders on their roles and responsibilities. Without a clear attention to the right service delivery dimensions in the decentralization process, the whole policy may fail to make the desired impact. This study, therefore, assessed decentralization policy and service delivery in Kitgum Municipality (Stephenson, 2010).

### **1.1.1 Conceptual Background**

decentralized policy as a governance concept involving the dispersion of some responsibilities to not only regional branch offices but also local governments that implement particular projects at the local level. Decentralization means bringing services closer to the local people to empower them through local bodies. Over 80% of all the countries have experienced decentralization in form and they are found in Europe, Asia (China and India) as well as most African countries such as Uganda, Kenya, Senegal, Malawi among others.

The five pillars of effective decentralized policy management that included; assignment of functions; financing decentralized services; human resource management within decentralized systems; local accountability structures that take into account how decentralized services

can be locally responsive and; the role of central government in carrying out its oversight role and coordinating its function.

Decentralized planning refers to planning at the bottom, local authorities are fully empowered to formulate, adopt, plan and implement without interference from the center. Decentralized policy management, top executives delegate much of their decision making powers to the lower tier and that under such structures, managers express confidence in the ability of employees to perform at a higher level which increases innovation, faster decision making process, greater job satisfaction and commitment as well as optimizing talents of the employees within the organization. For instance, the Permanent Secretary of Ministry of Water and Environment of Uganda delegated procurement and accounting function to the Branch Managers as sub-accounting officers. These facilities formulate, adopt and implement their work plans with minimal interference from the center and have full-fledged accounts and procurement committees to make payments and undertake procurements of up to 2.5 billion thresholds with minimal supervision from mother ministry as per the Water and Sanitation Development Facility (WSDF) Manual (2014:141). Decentralized implementation is when execution of tasks are conducted at the lower level of management and only broad powers of policy making, planning, coordination, supervision and oversight are reserved for the top level of government.

Decentralized implementation as a shifting authority for implementation of rules, but not for making them. In the case of water and sanitation sector in Uganda, Ministry of Water and Environment has decentralized policy structures “known as deconcentrated structures” across the country to fully implement water and sanitation mandate and that includes 8 regional Technical Support Units (TSU) in charge of rural water services, Four (4) regional Water and Sanitation Development Facilities in charge of development of piped water supply system in urban areas.

Four (4) regional Water Resources Management Zones to plan, implement, manage and monitor the implementation of activities and the four 4 regional Umbrella organizations in charge of operations and maintenance of water supply systems. Under decentralized implementation, front-line employees are always empowered to make on the spot decisions to meet customer needs. Decentralized monitoring as the transfer of monitoring responsibility of public projects and programmes to the lower levels of government with minimal disturbance from the central

government to empower project managers and stakeholders of the progress attained, goals achieved and the utilization of funds.

Decentralization monitoring provides for checks and balances at the project level where locals continuously inspect and assess the performance of the decentralized projects thus enabling public servants to be more efficient and responsive to the citizens and is more effective if operated concurrently with the central government and requires protection against its own enthusiasts from the free-market advocates and from the anarcho-Communitarians who ignore community failures that may be as serious as the market failures.

### **1.1.2 Theoretical background**

This study was anchored Oates theorem of decentralization, the Oates theorem of decentralization of 1997 states that “in the presence of diverse preferences and needs, provision of services from a decentralized government will lead to increased citizen welfare” with the assumptions of information asymmetry, tastes are heterogeneous and no interregional spillovers, decentralized policy management is best preferred. Citizens of each region will have control over information obtained locally and will directly implements their plans. Decentralized policy management is seen to increase in efficiency where central state authorities lack time and place of knowledge to implement policies and programme that reflect people’s needs and preferences.

And the organizational theory as contributed by Max Weber, Taylor and Abraham Maslow on the importance of planning, organizing, staffing, controlling, training of human resource and human relations to organization performance will inform the study. The researcher will appreciate the organizational theory behind the success of people with the aim of achieving set goals as a collective unit that they cannot individually. This kind of relationship is what is described in management as organizational structure which in turn leads to management systems that exist in the modern world today.

### **1.1.3 Historical perspective**

Decentralized policy in Uganda started way back with the signing of the African Native Authority Ordinance of 1919 when chiefs who were appointed at the village, sub-county and county levels came to an agreement. Their finding was corroborated by the constitution of Uganda at independence in 1962 introduced a decentralized policy system as hybrid of

federalism, semi-federalism and unitary systems that granted federal status to the kingdoms of Buganda, Ankole, Bunyoro, Toro, Busoga and provided for Councils to be established in the districts of Acholi, Bugisu, Bukedi, Karamoja, Kigezi, Lango, Madi, Sebei, Teso and West Nile. In 1986, the importance of decentralization policy was overemphasized and this led to the formation of resistance councils that are known today as the Local Council (LCs) that provide platforms on which local authorities interface with ordinary people at various administrative levels. In 1992, administrative officers at the rank of Under Secretary were posted to districts as District Executive Secretaries (today known as Chief Administrative Officer).

This was reinforced in the 1995 Constitution of the Republic of Uganda and the Local Governments Act of July 1997, in which it was stated that “decentralization shall be a principle applied from higher to lower levels of local governments to ensure peoples’ participation and democratic control in decision making is enshrined and that the government functions and powers of the people at appropriate level shall be decentralized so as to ensure that they are equipped to manage and direct their own affairs.”

In 1997, a decentralization policy was introduced in Uganda and provided for under the 1995 Constitution of the Republic of Uganda and it states “Decentralization shall be a principle applying to all levels of local government from higher to lower local governments to ensure peoples’ participation and democratic control in decision making and that the government functions and powers of the people at appropriate level shall be decentralized so that they can best manage and direct their own”. The enactment of the Local Governments Act which was in July 1997 was followed up in June 2001 and November 2003 with emphasis placed on strengthening decentralization policy by ensuring there were constitutional provisions for its smooth implementation.

#### **1.1.4 Contextual background**

In many African countries (Uganda inclusive) decentralization became part of reform agenda. In the case of Uganda, the introduction of Comprehensive National Development Planning Framework (CNDPF) in 2007 resulted into a shift in development planning mechanism from a needs-based to a proactive vision-based planning that resulted into Uganda Vision 2040 and National Development Plan.

The emergence of Local Economic Development (LED) as one of the pillars of decentralization; the emerging emphasis of Public Private Partnerships in planning and the need to provide for adequate participation of non-state actors in the planning and budgeting processes which introduced a new planning paradigm; strike a balance between bottom-up and top-down and re-orient Local Governments from being mere Service delivery units to wealth creating entities that will facilitate socio-economic transformation and ensure effective participation of Civil Society as per the local government development planning guidelines. To increase efficiency and effectiveness in service provision, the government of Uganda merged Water and Sanitation Sector Working Group (WSSWG) with the Environment and Natural resources working group (ENRWG) to form the Ministry Of Water and Environment Sector Working Group.

The Ministry adopted the decentralized policy management in the implementation of water and sanitation services country wide which led to the establishment of Water and Sanitation Development Facilities (WSDFs) as decentralized management systems whose service delivery and funding mechanism focuses on provision of water supply and sanitation to small towns and rural growth centers in North and West Nile (WSDF-North), North East and Eastern (WSDF-East), Mid-Western and Central (WSDF-Central) and South Western and Western (WSDF-SW). This decentralized approach was piloted in the Southern parts of the country and its successful implementation approaches were upscale countrywide WSDF Operations Manual.

The WSDF has been developed as a funding instrument for water and sanitation infrastructure. “Effective funding mechanism for small towns’ investments”, WSDF Operations Manual 2014 to contribute towards two Joint Sector Performance and Urban Water Sewerage Services Department objectives (JPF-UWSSD) themes namely: (i) To increase water supply service coverage for STs/RGC in a pro-poor sensitive, and (ii) To improve urban sanitation and hygiene services in STs/RGCs through (a) Constructing Piped water supply systems and Sanitation facilities in STs/RGCs; (b) Carrying-out promotional campaigns aimed at improving latrine coverage, personal hygiene like hand washing after latrine-use, and catchment protection (c) Building capacities of local authorities and communities to sustainably operate and manage the investments and (d) Sensitizing communities on water and sanitation

through Radio programmes, traditional methods and print media (Uganda Water and Sanitation Sector Strategic Plan).

## **1.2 Statement of the Problem**

Gordon (2008:1-10) eluded to the fact that Uganda has one the clearest legal framework for decentralization policy on the African continent. However, although citizens continue to demand for quality and affordable services at the local level, they are not yet empowered to effectively engage in demanding for participation in planning, decision making and implementation of government projects and programmes as outlined in the NDP 1(2010: 352).

Despite the government's effort in introducing decentralization policy, public services delivery continues to decline rapidly as a result of government's declining ability to provide necessary funds, poor management, misuse of funds, lack of political will and commitment, conflict, limited knowledge and experience as well as unpredictable growth in demand caused by rapid population growth, urbanization and highly centralized red tape service delivery yet the consumers of services like water are at the local level (Robinson 2007:2). Nelisson (2011:85) asserted that Uganda water service provision was as low as 18% in 1986 but increased only to 42% in 1991 and access to safe water has remained stagnant at 65% and sanitation levels have worsened to 32% as cited in the Ministry of Water and Environment Sector Performance Report (2014:22) despite government's efforts to decentralize its services to the grassroots. According the F/Y 2016/2017 Ministry of Water and Environment Sector Performance Report, environment sector sites that there has been an increase of water to 71% for the urban people. This study, therefore, assessed decentralization policy and service delivery in Kitgum Municipality.

## **1.3 Purpose of the study**

The purpose of the study is to analyze the impact of decentralization policy on service delivery in Kitgum Municipality.

## **1.4 Objectives of the Study**

Includes both general and specific objectives

#### **1.4.1 General Objective**

To analyzed the impact of decentralization policy on service delivery in Kitgum Municipality

#### **1.4.2 Specific objectives**

- i. To examined the contributions of decentralization policy on service delivery in Central Division, Kitgum Municipality.
- ii. To identify the factors affecting the implementation of decentralization policy on service delivery in Central Division.
- iii. To examined the possible remedies to improve on the implementation of decentralization policy on service delivery Central Division.

#### **1.5 Research Question**

- i. What are the contributions of decentralization policy on service delivery in Central Division, Kitgum municipality?
- ii. What are the factors that affect the implementation of decentralization policy on service delivery in Central Division, Kitgum municipality?
- iii. What are the possible remedies that can be used to overcome factors that affect the implementation of decentralization policy on service delivery?

#### **1.6 The Scope of Study**

The scope of the study was broken down in to three distinctive sub themes; content, geographical and time scope as presented below.

##### **1.6.1 Content Scope**

The study was on the impact of decentralization policy on service delivery

##### **1.6.2 Geographical Scope**

The study was conducted in Central Division located in Kitgum Municipality along Kitgum-Gulu high way.

### **1.6.3 Time Scope**

The study focused on current available literatures within last eight years that is from 2011-2019 for the interest of this study investigation.

### **1.7 Significance of Study**

- i. The findings from the study is hoped to generate information that can be used by the local government and other stakeholders to design appropriate intervention aimed at promoting the effectiveness and efficiency service delivery in Kitgum District.
- ii. The study is hoped to help an improvement on service delivery by frequent support supervision and monitoring of services and supplies.
- iii. It is also hoped that, the study findings will help central Government in designing appropriate policies on service delivery in the district.
- iv. It's hoped that the stakeholders in decision making and policy formulation would promote participation of the community in decentralization policy.
- v. The research will provide an array of literature that is necessary on measuring the extent and degree of impact of decentralization policy and service delivery. The researchers will get a stepping stone towards further studies of the problem by identifying the existing gap investigated in this study.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter reviews available literatures on the contributions of decentralization policy on service delivery, the factors affecting the implementation of decentralization policy on service delivery and the possible remedies to improve on the implementation of decentralization policy on service delivery. This chapter shall review various pieces of information on Universal Primary Education, Youth Livelihood programs, Infrastructures, Health as discussed and presented by various scholars in books, journals, articles research reports and internet.

#### **2.1 The contributions of decentralization policy on service delivery**

##### **2.1.1 The institutional strengthening**

Institutional strengthening in Uganda has significant progress as a result of implementation of decentralization. firstly, the legal framework is quiet well defined in the constitution and detailed in the local government act 19997, local government units in Uganda are implementing well the delivery of many planned activities especially, livelihood programs for example in 2009 alone, there were 22 groups in 3 sub counties of Lamogi in Amuru district that successfully implemented livelihoods activities in form of income generation and food security. This has been far better than what central government used to do before (MoLG, 2006)

##### **2.1.2 Good accountability**

There has been a progress to implement fiscal decentralization with 38% of the national budget being spent through the local government system. Money transferred by the central government to its districts has been better used for the local community through the help of the district local councils compared to the previously centralized system. This is evidenced by the numerous auditing, accountability demands by the local people for better use of their taxes for example grants from the central government inform of conditional, unconditional, equalization grants given to weak districts (Uganda Local Governments Act, 2005).

### **2.1.3 Citizen's empowerment**

Decentralization policy has empowered the citizens of Uganda to participate in development and also heightened their awareness of the different custodians of responsibilities. delivered coordinated services closer to the people, promoted creative local resource mobilization and increased the responsiveness of public investment to local popular demands through this local contracts have benefited local people in the area, hence leading to fair distribution of resources to those who live in the area (emorut,2006)

### **2.1.4 Development of channels of communication**

The administrative hierarchy in the decentralized system of governance has promoted the development of channels of communication between the population on the one hand and local and central government leaders on the other. Through the local councils system local level political powers have enabled citizens to elect local leaders who have come under increasing demands for performance and accountability from the electorates. This is largely attributed to local residents' participation in planning and other decision making processes. In several cases community project committees have played valuable supervisory roles. The system of contracting provides firms to implement local government development programs have enhanced the growth of local area private sections(Mwanzia et al, 2014)

### **2.1.5 Improvements in service delivery**

The focus of local government grants for example on primary healthcare, primary education, and water and market infrastructure was aimed at promoting service delivery both as a means and end to central government control. As a result, service delivery greatly improved under the decentralization system, particularly with respect to access to primary education, healthcare and sanitation services (Braun, Von Joachim and Grote, Ulrike, 2000)

### **2.1.6 Employment effects**

The creation of new district and implementation of the local government political and administrative structures provided several employment opportunities. Numerous jobs were also created in the construction and furnishing of facilities and staff quarters in the health and education sectors for examples in pajule (pader), health centre, besides, community road and construction and maintenance proved important local areas job opportunities. The public –private

community partnership in the implementation of decentralized governance generated rapid growth in local and nongovernmental organizations and private sector companies which in turn created additional jobs for local residents(Golola, L. M., 2003).

## **2.2 The factors affecting the implementation of decentralization policy on service delivery**

### **2.2.1 Structural conflict**

As far as structural conflict is concerned, donor assistance to Uganda has taken the form of general budget support and project aid. General budget support is earmarked by donors to finance specific sectoral programs where development finance is delivered as project aid; it has been channeled directly to local government or directly to local communities bypassing the local government system. This has in many cases fragmented local development structures resulting in the exacerbation of the problem of coordinating and hence causes failure to conform to the set objectives (Romeo, 2003).

### **2.2.2 Capacity differentials**

The capacity to implement decentralized system is severely limited in the majority of local government such as abim district and kabong, amuria and dokolo district. This has perpetuated the problems of coordination between the central authority and local governments. In additions, capacity differentials, especially in the initials stages of decentralization has caused and perpetuated inequality in levels of development between the districts in Uganda. The capacity problem is further exacerbated by lack of essential statistical databases for planning and monitoring and evaluation at the local levels. Hence these have caused some deviations leading to poor service delivery to the community. ( ouedraogo, 200)

### **2.2.3 Lack of accountability and imbalance between upward and downward accountability**

Uganda's decentralization has also been characterized by lack of accountability and imbalance between upward and downward accountability. Emphasis has been given to upward accountability with the objective of ensuring that resources released from the centre are properly accounted for, but not necessarily deployed properly. In this prioritization context, a strict mechanism for upward accountability was established and has been implemented at the expense of efficiency in the resource utilization. Compounded by the fact that local residents in some areas are not clear on how to hold leaders accountable (Bardhan and Mookherjee, 2006)

#### **2.2.4 Political interest inefficiency and corruption**

In a state or incomplete political development, the structure and process of decentralization in Uganda is sometimes vulnerable to undue political influence for short term gains. In the early 2000, as the political leadership that came to power in 1986 was preparing the country for multiparty competitive politics, the decentralization system gradually drifted from being a vehicle for local democracy and efficient service delivery to an instrument for advancing central level political motives. Therefore it caused decentralization to deviate from set objectives (Iimi, 2005)

### **2.3 The possible remedies to improve on the implementation of decentralization policy on service delivery**

#### **2.3.1 Information, Participation, and Monitoring**

Voters may be better informed about the quality and availability of local public goods because of greater physical proximity, or more focused on using this information in voting decisions because of the narrower range of responsibilities for which to hold their representatives responsible. There are two ideas here, one that information is easier to come by at local levels and that participation and monitoring by voters is less costly. The other is that if voters care about multiple issues a sub-set of which is decentralized to local levels, then they will be better able to hold each tier of government accountable for their respective responsibilities. For example, if voters care deeply about both education and national defense, national government decision makers can more easily remain in office by doing well on the latter and under-performing on the former. Decentralizing responsibility for education to a lower level government allows voters to hold one set of officials strictly accountable for education and the upper tier strictly accountable for defense (D. Rutherford. 2000)

#### **2.3.2 Clarity about the functions of sub-national government and associated expenditure responsibilities**

Ideally, sub-national governments should first be given clarity about their functions and associated expenditure responsibilities and based on these, the proper assignment and design of tax instruments and transfer systems should be done. The rule that finance follows function appropriately defines this sequencing. In addition, to ensure service delivery and the exercise of devolved powers in general, administrative decentralization should be implemented along with

expenditure and fiscal arrangements. So function, finance, and functionaries all need to be sequenced properly (World Bank 2005)

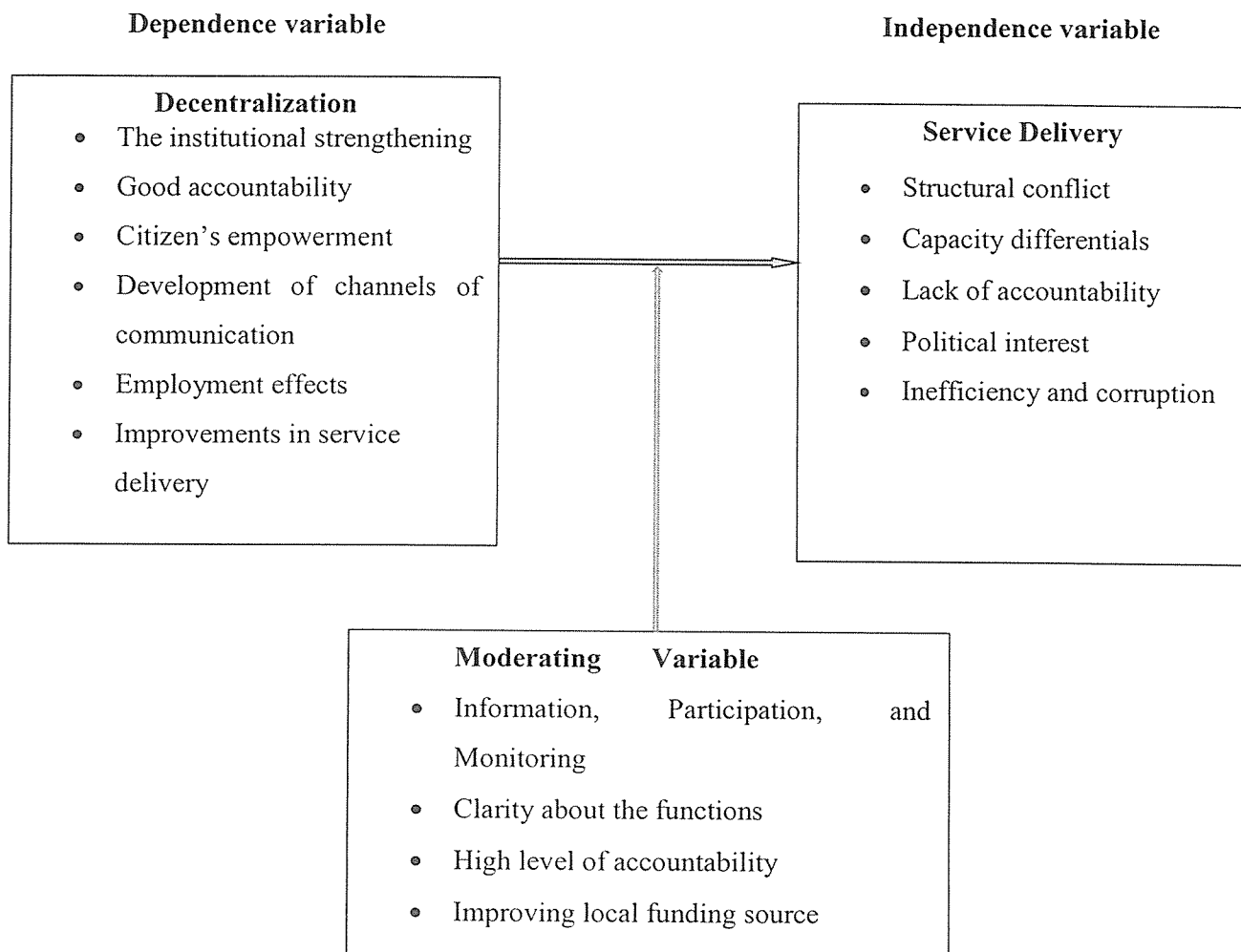
### **2.3.3 High level of accountability**

It should be noted that for decentralization to achieve its targets, there has to be high level of public accountability. A number of problems with regard to accountability have been registered. There was lack of transparency in the allocation of resources and weak budgetary procedures with regard to record-keeping and auditing in education; for example, there was disproportionate distribution of finance to the schools, with the poor schools receiving less or nothing of the capitation grants. Parents and students had little or no information regarding the amount of the capitation grant entitled to them (Kayizzi-Mugerwa 1999:42)

### **2.3.4 Improving local funding source**

Improving local funding sources and creating mechanisms through which public officials could be held more accountable would lead to improved service delivery. Attaining financial capacity would lead to effective implementation of decentralization and efficient service delivery. The success of decentralization will depend on the capacity of districts and urban governments to raise their own revenue and use it efficiently in the provision of services. With the introduction of decentralization, many districts started to charge education, environment and sanitation, and health taxes along with graduated tax. These additional charges specifically targeting certain service sectors substantially contributed to the service delivery in these sectors (Saito1999).

## 2.4 Conceptual frame work



Source: (Researcher's Contribution 2019)

The conceptual frame work depicts both independent variable i.e. Decentralization (characterized by devolution, de-concentration, delegation, and privatization. which is believed to have influence over the dependent variable i.e. Service Delivery (characterized by Structural conflict, Capacity differentials, Lack of accountability, Political interest, inefficiency and corruption). It is also believed that, other factors of moderating variables variable such as Information, Participation, and Monitoring, Clarity about the functions, High level of accountability and improving local funding source

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter covers the research designs, study area, study population, sample techniques, purposive sampling, simple random sampling, sample size procedure, sources of data, data collection procedures, data analysis, data presentation, data quality control and ethical consideration that shall be used in carrying out the research study.

#### **3.1 Research Design**

The research design in this study uses longitudinal and a case study in which both qualitative and quantitative data were collected and analyzed.

#### **3.2 Study area**

The study was carried out in Central Division, Kitgum Municipality. The researcher intends to use Central Division, Kitgum Municipality as a case study because no major study has been carried out in the area as regards to decentralization policy and service delivery.

#### **3.3 Study population**

The population under study comprised of all the youth and elder person and the authorities in different levels who are currently residing in Central Division, Kitgum Municipality.

#### **3.4 Sample Techniques**

Purposive and Simple Random sampling techniques were used to arrive to the sample size

##### **3.4.1 Purposive Sampling**

This type of sampling technique selected only knowledgeable respondents who gave authority information related to the subject matters under Investigation; the respondents were identified and selected for the study based on their knowledge on problems affecting the implementation of decentralization policy on service delivery.

### 3.4.2 Simple Random Sampling

Then simple random sampling method was used to select respondents from the first strata randomly to avoid any biased feeling of opinions.

### 3.5 Sample Size

The study drew a total of respondents from Central Division and the breakdowns were as seen here below ;( 04) Parish Chiefs, (25) Local Community, (06) Political Leaders, (1) Community Development Officer (CDO), (10) Non-Government Organization (NGO) Workers, (01) Senior Assistant Town Clerks and (03) Health Management Committees from different cells in Central Division.

**Table 3.1 showing sample size of respondents**

S/No	Categories	Frequency	Percentage (%)
1.	Parish Chief	4	8
2.	Local Community	25	50
3.	Political leaders	06	12
4.	Community development officer	01	2
5.	NGO Workers	10	20
6.	Senior Assistant Town Clerks	01	2
7.	Health Management Committees	03	6
	<b>Total</b>	<b>50</b>	<b>100</b>

(Source: primary data 2019)

### 3.6 Sources of Data

Both primary and secondary data were used for the collection of data for the study.

#### 3.6.1 Primary data

Primary Data were collected directly from the respondents as first-hand experience information



### **3.6.2 Secondary data**

The researcher gathered information by visiting internet websites, reading text books and other library information for example journals, newspapers and many others in order to get the background and find out information from other studies related to this topic.

### **3.7 Data Collection methods**

According to (Lokesh1997) research methods of data collection are the procedures used to obtain, analyze and interpret data. The researcher used wide ranges of methods such as questionnaire, interview and Focus Group Discussion to collect in-depth primary data on the impact of impact of decentralization policy on service delivery in Central Division, Kitgum Municipality. While secondary data were gathered from the available literature such as reports, publications and books.

#### **3.7.1 Interview**

Interview were administered to the key selected people members, interview were used because majority of the respondents are educated who can read and write.

#### **3.7.2 Focus Group Discussion**

Focus group discussion was facilitated by the researcher and Research Assistant. Questions were asked by the researcher and research assistant took notes

### **3.8 Data Collection tools**

The researcher employed the following data collection tools

#### **3.8.1 Interview guide**

During the course of the study, face to face interview methods were used in collecting data and the respondents gave their views through conversing with the interviewer and this allowed probing and gathering more information depending on the knowledge, ability and experience of the interviewee. An interview guide was an instrument which was used in this method of data collection.

### **3.8.2 Focus group discussion guide**

During the discussion, focus group discussion guide was used to put the interviewer and interviewee on track. Respondents were purposively selected in order to capture information based on respondent's independent opinion and perceptions regarding the subject matter during Focus Group Discussions. This helped the researcher to verify and collaborate the responses given by other respondents in the study.

### **3.8.3 Questionnaires**

Small and large, semi-structured questionnaire were administered to targeted respondents who were able to fill those questionnaires especially for the literate who can read and write. For those who cannot read and write effort were made to translate it in to the local language "Lou" and questionnaire were filled by the researchers directly

### **3.9 Interview Guidelines**

Research instruments relied on self-administered questionnaires, qualitative and quantitative questionnaires were used to gathers information and data from the respondents from various areas. Questionnaires were ideal for survey study and were widely used in Local Government to obtain information about current conditions and practices and to make enquiries about attitudes and opinions quickly and in precise form.

The information for this study was gathered by use of questionnaires and these instruments have both closed and open ended questions and were divided into sections. The questionnaires were administered to Local Government staff and the community

### **3.10 Reliability of the Instruments**

Amin (2005) Defines Reliability of an instrument as dependability of an instrument under a similar circumstance to produce similar results. Therefore in the interests of the study all the research instruments were reviewed by the supervisor so as to adjust and improve on data collection tools

### **3.11 Data Analysis and Interpretation**

The data collected in this study were coded and tested for completeness and then analyzed using descriptive and inferential statistics and presented using tables.

These types of inferential statistics are easy to compute and interpret and they also helped in making conclusions. Descriptive statistical techniques (frequencies and percentages) were employed to analyze field data from questionnaires to assist in the interpretation of data.

### **3.12 Procedure of Data Collection**

The researcher obtained a letter of introduction to the case study area from the research coordinator of Kampala International University. The letter was used to seek permission from the concerned authorities in the area of study.

Having been given permission, the researcher went to the relevant offices for introductory purposes. Some of those in positions of authority within Central Division, Kitgum Municipality were among the key respondents to be interviewed in addition to some of the local population members.

### **3.13 Data Quality Control**

The researcher ensured quality control of data through objective sampling and pre- testing. This minimized bias as well as providing room for consistency and accuracy of data.

### **3.14 Ethical Considerations**

In this study, ethical guidelines for conducting the research were embraced to ensure that ethical values are not violated.

Before going to the field to collect data, the researcher obtained permission from Kampala International University College of Humanities and Social Sciences. The researcher, upon being granted research permit, reported to Central Division Town Clerk and municipal Town Clerk for further permission to conduct research in their areas of jurisdiction.

Further, the participants were assured that the study is purely for academic purposes only. The research was conducted on condition of the enormity/size as the study does not insist on the identities of the respondents as a pre-condition to take part in research. The questionnaires carried this disclaimer. Finally, the researcher remained objective and ensures that findings, conclusion and recommendations were based only on the data.

### **3.15 Limitations and Delimitations of the Study**

The main limitation of this study was transportation problems due to poor road network system and long distance from one school to another in the locality of study. Therefore, the researcher relied on funds from friends this is to reduce the cost of accessing hard to reach areas.

Limited time to carry out research as the researcher was at the work station and carry out research. The research project was top most priority of the researcher.

Another limitation for this study is difficulty in separating objective responses from subjective ones especially on the sensitive issue touching on decentralization policy. The researcher overcame this limitation by assuring parents that the information given would only be used for academic purpose and also ensured.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION AND PRESENTATION

#### 4.0 Introduction

In this chapter, data was particularly analyzed according to the research objectives and research questions. Data was generated from questionnaires, interview guide and focus group discussion and it was tabulated through use of relevant tables to summarize the findings.

#### 4.1 Demographic characteristics of the Respondents.

This section presents the distribution of respondents by categories such as: Age, Sex, Qualification, Marital status and Employment level

**Table 4.1: Description of Respondents' background**

Theme	Category	Frequency	Percentage (%)
Sex of Respondents	Male	30	60
	Female	20	40
	<b>Total</b>	<b>50</b>	<b>100</b>
Age of Respondents	14-18	4	8
	19-35	36	72
	36-45	6	12
	46& above	04	8
	<b>Total</b>	<b>50</b>	<b>100</b>
Education Level	Primary	24	48
	Secondary	9	18
	Tertiary	11	22
	University	03	6
	None	03	6
	<b>Total</b>	<b>50</b>	<b>100</b>
Occupations level	A Farmer	32	64

	Political leader	02	4
	Business Person	8	16
	Civil Servant	5	10
	House wife	03	6
	<b>Total</b>	<b>50</b>	<b>100</b>
<b>Marital status</b>	Single	15	30
	Married	20	40
	Divorced	6	12
	Separated	9	18
	<b>Total</b>	<b>50</b>	<b>100</b>

*Source: primary data*

#### **4.1.1 Gender of the respondents**

The respondents for this study comprised of male and female. The majority of the respondents interviewed were male making total number of 30 respondents with 60%, while female making total number of 20 respondents with 40%. This implies that that there was fair representation of both sexes in the study.

#### **4.1.2 Age group of respondents**

The respondents interviewed in this study were of different age groups. The age characteristics of the respondents were broken down and categorized as summarized in **Table 4.1**. The findings revealed that, Majority of the respondents interviewed were adult of age group of 19 to 35 years with 72% followed by 36 to 45 with 12% , 14 years to 18 years with 8%,46 and above with 8% respectively as shown in table above. This therefore implied that the information was reliable since the majority of the respondents were matured people who understand the impact of decentralization policy on health service delivery

#### **4.1.3 Level of education of the respondents**

People with different academic qualifications had the opportunity to participate in the study.

The majority of the respondents had stopped in primary and this was represented by 48%, 18% in secondary, tertiary institution 22%, university 6% and no formal education 6% respectively. Their education were interrupted by the insecurity, poverty in the region since most of them do not have parents to pay for their education and even those who have parents they cannot do much hence stopping at the above level.

#### **4.1.4 Occupations of the respondents**

During this study, the respondents were asked to state their main occupation. The field results (Table 4.1) reveal that majority 64% of the respondents were Peasants Farmers followed by 16% Business person and then by 6% House wife, 10% Civil servants and 4% Political Leaders. This means that Peasant Farmers are the majority of the population in the Central Division.

#### **4.1.5 Marital Status of the respondents**

The findings showed that, there were slight differences in the proportion of single and married respondents, as 40% of the respondents were married and 30% were single. The findings also show that about 12% of the respondents were divorced and 18% were widowed. This implies that the social order is steady.

#### **4.2 Reliability Test**

Reliability means knowing what to expect. For an instrument to be reliable, it means that it is able to generate the same result time and again when used. The researcher also presented all research instruments to the supervisor and necessary corrections were done.

#### **4.3 Summary of respondents' views on decentralization policy and service delivery**

In this study, a five point Likert scale of: Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD) were used to present the views of the respondents on different research questions.

**Table 4.2: Summary of respondents' views on contributions of decentralization policy on service delivery, factors affecting the implementation of decentralization policy on service delivery**

SA=Strongly Agree (5), A=Agree (4), NS=Not Sure (3), D= Disagree (2), SD=Strongly Disagree (1)

SN	QUESTIONS	SA		A		NS		D		SD		TOTAL	
		F	%	F	%	F	%	F	%	F	%		
	<b>The contributions of decentralization policy on service delivery.</b>												
1	Institutional strengthening in Uganda has significant progress as a result of implementation of decentralization.	20	40	10	20	01	2	09	18	10	20	50	100
2	Money transferred by the central government to its districts has been better used for the local community through the help of the district local councils compared to the previously centralized system.	18	36	11	22	4	8	7	14	10	20	50	100
3	Decentralization policy has empowered the citizens of Uganda to participate in	20	40	15	30	5	10	6	12	4	8	50	100



	development and also heightened their awareness of the different custodians of responsibilities.												
4	The administrative hierarchy in the decentralized system of governance has promoted the development of channels of communication between the population on the one hand and local and central government leaders on the other.	17	34	12	24	1	2	8	16	12	24	50	100
5	Service delivery greatly improved under the decentralization system, particularly with respect to access to primary education, healthcare, Water and sanitation services.	15	30	20	40	3	6	2	4	10	20	50	100
6	The creation of new district and implementation of the local government	28	56	10	20	4	8	4	8	4	8	50	100

	political and administrative structures provided several employment opportunities.												
	Factors affecting the implementation of decentralization policy on service delivery												
7	Structural conflicts fragmented local development structures resulting in the exacerbation of the problem of coordinating and hence causes failure to conform to the set objectives	32	64	14	28	1	2	2	4	1	2	50	100
8	The capacity problem is further exacerbated by lack of essential statistical databases for planning and monitoring and evaluation at the local levels.	17	34	13	26	00	00	6	12	14	28	50	100
9	Uganda's decentralization has	30	60	10	20	2	4	5	10	3	6	50	100

	also been characterized by lack of accountability and imbalance between upward and downward accountability.												
10	In a state or incomplete political development, the structure and process of decentralization in Uganda is sometimes vulnerable to undue political influence for short term gains.	21	42	9	18	8	16	4	8	8	16	50	100

(Source: primary data 2019)

#### 4.3.1 The contributions of decentralization policy on service delivery.

According to the inferential and descriptive statistic above the research finding revealed that, 40% of the respondents strongly agreed that Institutional strengthening in Uganda has significant progress as a result of implementation of decentralization, 20% agreed, 2% where not sure, 18% disagreed and 20% of the respondents strongly disagreed. This is in line with (MoLG, 2006).which states that, local government units in Uganda are implementing well the delivery of many planned activities especially, livelihood programs for example in 2009 alone, there were 22 groups in 3 sub counties of Lamogi in Amuru district that successfully implemented livelihoods activities in form of income generation and food security, which will result in Institutional strengthening in Uganda.

In the same line, 36% of the respondents were able to strongly agree that Money transferred by the central government to its districts has been better used for the local community through the help of the district local councils compared to the previously centralized system, 22%, Agreed, 8% were not sure, 14%Disagreed while20% strongly disagreed. This is in reference to (Uganda

Local Governments Act, 2005). Who asserted that this is evidenced by the numerous auditing, accountability demands by the local people for better use of their taxes for example grants from the central government inform of conditional, unconditional, equalization grants given to weak districts.

The finding also stated that, 40% of the respondents strongly agreed that decentralization policy has empowered the citizens of Uganda to participate in development and also heightened their awareness of the different custodians of responsibilities, 30% agreed, 10% were not sure, 12% disagreed and 8% strongly disagreed. This is in responds to the (emorut, 2006). Who states that delivered coordinated services closer to the people, promoted creative local resource mobilization and increased the responsiveness of public investment to local popular demands through this local contracts have benefited local people in the area, hence leading to fair distribution of resources to those who live in the area.

On the basis of the research study carried out, it was found that 34% of the respondents strongly agreed that The administrative hierarchy in the decentralized system of governance has promoted the development of channels of communication between the population on the one hand and local and central government leaders on the other, 24% agreed, 2% were not sure, 16% disagreed and 24% strongly disagreed. It ought to be well-known that the above study findings complement the academic publication made According to (Mwanzia et al, 2014). Claiming that through the local council's system local level political powers have enabled citizens to elect local leaders who have come under increasing demands for performance and accountability from the electorates. This is largely attributed to local residents' participation in planning and other decision making processes

The finding revealed that 30% of the respondents strongly agreed that Service delivery greatly improved under the decentralization system, particularly with respect to access to primary education, healthcare, Water and sanitation services, 40% agreed, 6% were not sure 4% disagreed and 20% strongly disagreed. These study findings have been found to be in line with the publication made by (Braun, Von Joachim and Grote, Ulrike, 2000). Who stated that, the focus of local government grants for example on primary healthcare, primary education, and water and market infrastructure was aimed at promoting service delivery both as a means and end to central government control.

According to the study findings it was established that 56% of the respondents strongly agreed the creation of new district and implementation of the local government political and administrative structures provided several employment opportunities, 20% agreed, 8% were not sure, 85% disagreed and 8% strongly disagreed. This is witness in an agreement with (Golola, L. M., 2003). Who asserted that, numerous jobs were also created in the construction and furnishing of facilities and staff quarters in the health and education sectors for examples in pajule (pader), health centre, besides, community road and construction and maintenance proved important local areas job opportunities.

#### **4.3.2 Factors affecting the implementation of decentralization policy on service delivery**

The study findings show that 64% of the respondents strongly agreed that Structural conflicts fragmented local development structures resulting in the exacerbation of the problem of coordinating and hence causes failure to conform to the set objectives, 28% Agreed, 2% were not sure 4%Disagreed and 2% of the respondents strongly disagreed. This was in reference to a report by (Romeo, 2003) As far as structural conflict is concerned; donor assistance to Uganda has taken the form of general budget support and project aid. General budget support is earmarked by donors to finance specific Sectoral programs where development finance is delivered as project aid.

The finding reflects that,34% of the respondents were in strongly agreement that The capacity problem is further exacerbated by lack of essential statistical databases for planning and monitoring and evaluation at the local levels, 26% agreed, none of the respondents were not sure, 12% disagreed and28% were in strongly disagreement. This was in line with (ouedraogo, 200), who reported that, the capacity to implement decentralized system is severely limited in the majority of local government such as Abim District and Kabong, Amuriaand Dokolo District. This has perpetuated the problems of coordination between the central authority and local governments.

The study findings indicate that 60% of the total respondents strongly agreed that Uganda's decentralization has also been characterized by lack of accountability and imbalance between upward and downward accountability, 20% agreed, 4% were not sure, 10% of the respondents disagreed and 16% of the respondents strongly disagreed. This was according to (Bardhan and Mookherjee, 2006), who lamented that in this prioritization context; a strict mechanism for

upward accountability was established and has been implemented at the expense of efficiency in the resource utilization. Compounded by the fact that local residents in some areas are not clear on how to hold leaders accountable

According to the study findings it was established that 42% of the respondents strongly agreed that In a state or incomplete political development, the structure and process of decentralization in Uganda is sometimes vulnerable to undue political influence for short term gains, 18% agreed, 16% were not sure, 8% disagreed and 16% strongly disagreed. This is witness in an agreement with (Iimi, 2005), who asserted that, In the early 2000, as the political leadership that came to power in 1986 was preparing the country for multiparty competitive politics, the decentralization system gradually drifted from being a vehicle for local democracy and efficient service delivery to an instrument for advancing central level political motives.

#### **4.3.3 The possible remedies to improve on the implementation of decentralization policy on service delivery**

The study indicated that, Voters may be better informed about the quality and availability of local public goods because of greater physical proximity, or more focused on using this information in voting decisions because of the narrower range of responsibilities for which to hold their representatives responsible. This is supported by the (D. Rutherford. 2000).Who state that, Decentralizing responsibility for education to a lower level government allows voters to hold one set of officials strictly accountable for education and the upper tier strictly accountable for defense.

According to the study finding it was found that, sub-national governments should first be given clarity about their functions and associated expenditure responsibilities and based on these, the proper assignment and design of tax instruments and transfer systems should be done.(World Bank 2005).Which reported that, to ensure service delivery and the exercise of devolved powers in general, administrative decentralization should be implemented along with expenditure and fiscal arrangements. So function, finance, and functionaries all need to be sequenced properly

On the basis of the research study carried out, it was found that it should be noted that for decentralization to achieve its targets, there has to be high level of public accountability. This is in reference to (Kayizzi-Mugerwa 1999:42). Which stated that, there has to be transparency in the allocation of resources and appropriate budgetary procedures with regard to record-keeping

and auditing in education; for example, there was fair distribution of finance to the schools, with the poor schools receiving more of the capitation grants

The finding also stated that, there is need for improving local funding sources and creating mechanisms through which public officials could be held more accountable would lead to improved service delivery. (Saito1999).Who reported that with the introduction of decentralization, many districts started to charge education, environment and sanitation, and health taxes along with graduated tax? These additional charges specifically targeting certain service sectors substantially contributed to the service delivery in these sectors

#### **4.3.4 Summary of views from Key Informants and Focus Group Discussion**

According to the focus group discussions held on 10 August 2019, at Central Division Headquarter in Kitgum Municipality, the study finding revealed that, Institutional strengthening in Uganda has significant progress as a result of implementation of decentralization.

According to the focus group discussions Money transferred by the central government to its districts has been better used for the local community through the help of the district local councils compared to the previously centralized system.

According to a 28 year's man of the focus group discussions, he reported that decentralization policy has empowered the citizens of Uganda to participate in development and also heightened their awareness of the different custodians of responsibilities.

In the same line, the administrative hierarchy in the decentralized system of governance has promoted the development of channels of communication between the population on the one hand and local and central government leaders on the other.

According to the Central Division Community Development Officer, the following were the factors affecting the implementation of decentralization policy on service delivery:-

Structural conflicts, Structural conflicts fragmented local development structures resulting in the exacerbation of the problem of coordinating and hence causes failure to conform to the set objectives.

Capacity differentials, the capacity problem are further exacerbated by lack of essential statistical databases for planning and monitoring and evaluation at the local levels.

Lack of accountability and imbalance between upward and downward accountability, Uganda's decentralization has also been characterized by lack of accountability and imbalance between upward and downward accountability.

Political interest inefficiency and corruption, in a state or incomplete political development, the structure and process of decentralization in Uganda is sometimes vulnerable to undue political influence for short term gains.

According to the Senior Assistant Town Clerk of Central Division, The possible remedies to improve on the implementation of decentralization policy on service delivery: Information, Participation, and Monitoring, Clarity about the functions of sub-national government and associated expenditure responsibilities, High level of accountability and improving local funding source



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the discussion of the findings, conclusions and recommendations that were drawn from the study conducted. It focused on examining the detailed Implications of the findings presented in chapter four.

#### 5.1 Summary of Discussion of the findings

This chapter is divided into three sections; the first section covers and discusses the results of the research study derived from both descriptive and inferential statistics. It also presents the variables of the selected areas of the research study in relation to the study problem and objectives.

The second section provides the conclusion, and the third section draws The Suggested the possible remedies to improve on the implementation of decentralization policy on service delivery.

The study was set to find out the contributions of decentralization policy on service delivery, to determine factors affecting the implementation of decentralization policy on service delivery and to examine the Suggested the possible remedies to improve on the implementation of decentralization policy on service delivery.

#### 5.2 Conclusion

Based on the above findings, the following conclusions were made:

Institutional strengthening in Uganda has significant progress as a result of implementation of decentralization.

Money transferred by the central government to its districts has been better used for the local community through the help of the district local councils compared to the previously centralized system.

The main factors affecting the implementation of decentralization policy on service delivery included: Structural conflict, Capacity differentials, Lack of accountability and imbalance between upward and downward accountability and Political interest inefficiency and corruption

The possible remedies to improve on the implementation of decentralization policy on service delivery included the following; Information, Participation, and Monitoring, Clarity about the functions of sub-national government and associated expenditure responsibilities, High level of accountability and Improving local funding source.

### **5.3 Recommendations**

In this study, a number of recommendations are provided at various levels of intervention and includes:-

There is need for accountability and transparency. Decentralization must be accompanied by checks and balances so that there is no abuse of power. This is one way of fighting corruption and clientelism.

Effective decentralized implementation needs adequate financial and staff resources. Sub-national governments must have the legal authority to raise revenue to support its expenditure requirements. Thus, the fiscal relationship between the Centre and lower-levels of government must be clearly worked out on the basis of equity, fairness and justice.

It is useful that both the Centre and lower levels of government engage in dialogue to reduce tension and areas of conflict; more importantly, dialogue is necessary in resolving new challenges. Dialogue is crucial in ensuring co-ordination and guarantees macroeconomic stability a necessary condition for the implementation of projects.

Decentralized planning should be linked to good governance which embodies the principles of transparency and accountability, respect for human rights and the rule of law

There is need for Communities to be actively involved in the projects deal with matters concerning their livelihoods. This requires an appropriate legislative framework that clearly defines responsibilities and powers of Stakeholders involved in Community development projects. Decentralized planning conducted at the regional level should also be supported to ensure bottom-up plans are generated to boost Performance.

#### **5.4. Suggestions for Further Research**

Therefore, the researcher recommends further research in the following areas: -

- Further research should be done to investigate other factors that could explain the contribution of decentralized policy management and performance of deconcentrated structures. Such factors may include decentralized financing, decentralized procurement, leadership style, management style among others.

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## APENDIX A

### Questionnaire Introduction

Dear Respondent,

I am ACHAN Brenda, a student of Kampala International University pursuing a Bachelor Degree in Public Administration. I am carrying an academic study on **“Decentralization and Service Delivery in Kitgum Municipality, a case of Central Division”**

You are requested to be honest and open as much as possible when providing information since all information provided will be treated with utmost confidentiality and so, it will be used for the purpose of this research only.

You are requested to indicate your response(s) to the questions /statements given below by ticking the appropriate response box or boxes.

*Thank you, God bless you*

**APPENDIX B**

**Biographic data**

1. Name

(Optional).....

(Tick in the box where applicable)

2. Gender

Male

Female

3. Age

14-18

19-35

36-45

45 & above

4. Level of education

Primary  secondary  Tertiary institution/University

None

Others (specify).....

5. Employment level of respondents

Directors  Management  Operational employees

Casual employees

6. Marital status

Single

Married

divorced

Separated

## APPENDIX C

### Questions for Community Members

Please, indicate the extent to which you agree with the statements below in relation to the contributions of decentralization policy on service delivery, factors affecting the implementation of decentralization policy on service delivery.

SA=Strongly Agree (5), A=Agree (4), NS=Not Sure (3), D= Disagree (2), SD=Strongly Disagree (1)

SN	QUESTIONS	SA	A	NS	D	SD
	<b>The contributions of decentralization policy on service delivery</b>					
1	Institutional strengthening in Uganda has significant progress as a result of implementation of decentralization.					
2	Money transferred by the central government to its districts has been better used for the local community through the help of the district local councils compared to the previously centralized system.					
3	Decentralization policy has empowered the citizens of Uganda to participate in development and also heightened their awareness of the different custodians of responsibilities.					
4	The administrative hierarchy in the decentralized system of governance has promoted the development of channels of communication between the population on the one hand and local and central government leaders on the other.					
5	Service delivery greatly improved under the decentralization system, particularly with respect to access to primary education, healthcare, Water and sanitation services.					
6	The creation of new district and implementation of the local government political and administrative structures provided several employment opportunities.					
	<b>Factors affecting the implementation of decentralization policy on service delivery</b>					



7	Structural conflicts fragmented local development structures resulting in the exacerbation of the problem of coordinating and hence causes failure to conform to the set objectives.					
8	The capacity problem is further exacerbated by lack of essential statistical databases for planning and monitoring and evaluation at the local levels.					
9	Uganda's decentralization has also been characterized by lack of accountability and imbalance between upward and downward accountability.					
10	In a state or incomplete political development, the structure and process of decentralization in Uganda is sometimes vulnerable to undue political influence for short term gains.					

11. In your opinion, what are the possible remedies that can be used to overcome factors that affect the implementation of decentralization policy on service delivery?

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## APPENDIX D

### Interview Guide for KII Informants

1. What are the contributions of decentralization policy on service delivery in Central Division, Kitgum municipality?
2. What are the factors that affect the implementation of decentralization policy on service delivery in Central Division, Kitgum municipality?
3. What are the possible remedies that can be used to overcome factors that affect the implementation of decentralization policy on service delivery?
4. To what extent lack of coordination between different tiers of the Government affects the service delivery in Central Division, Kitgum municipality?
5. In your opinion, what is your overall perception of service delivery reforms at the sub national level?
6. To what extent has decentralization been able to improve the community or user involvement in service provision?
7. What factors drive local decision-making processes and choices regarding resource allocation for pro-poor services? What tools or incentives are most likely to improve local government?
8. What are the effects of decentralization on health sector performance?
9. What social, environmental, and other factors drive the high rates of natural resource depletion, and how can these be mitigated in a decentralized framework?
10. What are the most efficient policy instruments for achieving sustainable rates of forest use and fishing?
11. What are the farmer level costs of soil erosion, and what incentive structures can enhance soil conservation, especially in soil erosion-prone environments?
12. What is the level of awareness and knowledge about climate change among farmers and local governments? How are farmers coping with the effects of climate change?

## APPENDIX E

### Guide for Focus Groups Discussion

1. To what extent local context is supportive in terms of political or bureaucratic support/lack of interference?
2. What is the level of citizen cooperation in service provision; the role of the private sector such as NGOs or CBOs?
3. Any other factor that you think is affecting service delivery outcome at the sub national level?
4. What is the change in accountability relationship; are there overlapping multiple accountability arrangement that affects your performance, any example?
5. Does your organization ensure transparent budgeting process; believe in internal auditing and compliance with the rules laid out in the policy guidelines?
6. What is your perception of central and provincial checks and balance over organizational spending?
7. Has decentralization system been able to make the system more transparent than before?

**APPENDIX F**  
**Letter of Introduction**



**KAMPALA  
INTERNATIONAL  
UNIVERSITY**

Ggaba Road, Kansanga\* PO BOX 20000 Kampala, Uganda  
Tel: +256 701 665 699 Fax: +256 (0) 41 - 501 974  
E-mail: admin@kiu.ac.ug \* Website: <http://www.kiu.ac.ug>

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**COLLEGE OF HUMANITIES AND SOCIAL SCIENCES**  
**DEPARTMENT OF POLITICAL AND ADMINISTRATIVE STUDIES**

July 23, 2019

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

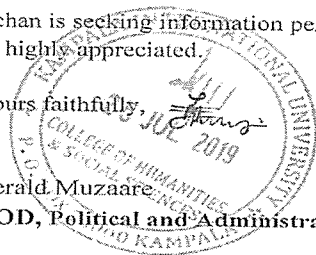
**RE: INTRODUCTION LETTER FOR ACHAN BRENDE**  
**REG: NO. 1163-06404-06472.**

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Public Administration. She is currently conducting a field research for her dissertation.

Achan is seeking information pertaining to her area of study. Any assistance rendered to her will be highly appreciated.

Yours faithfully,

Gerald Muzaare  
HOD, Political and Administrative Studies



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*"Exploring the Heights"*

**APPENDIX G**

**Work plan 2019**

S/NO	ACTIVITIES	TIME FRAME								RESPONSIBLE PERSON
		J	F	M	A	M	J	J	A	
01	Formation of research topic	■	■	■	■					Student and supervisor
02	Development of proposal					■				Student
03	Approval of proposal						■			Supervisor
04	Data collection							■		Student
05	Data analysis and interpretation							■		Data analyst
06	Presentation of draft report							■		Student
07	Approval of research report								■	Supervisor
08	Submission of dissertation								■	Student

## APPENDIX H

### Budget for the Study

S/NO	ITEM	QUANTITY	RATE	AMOUNT
01	Notes books	5	1200	6000
02	Pens	1 packet	3500	3500
03	Pencils	1 packet	1000	1000
04	Markers	10	1000	10000
05	Rubbers	4	500	2000
06	Reams of photocopying papers	3	17000	51000
	<b>Sub-total</b>			<b>73500=</b>
01	Photocopying	-	40000	40000=
02	Typing	-	500	17500=
03	Surfing	35 hours	Time	52000=
04	Printing	8 copies	15000	120000=
	<b>Sub- total</b>			<b>229,500=</b>
01	Binding proposal	4 copies	1500	6000=
02	Airtime for mobilization		50000	50000=
03	Transport		50000	50000=
04	Feeding		70000	70000=
05	Facilitation of research assistants		150000	150000=
06	Facilitation to data analyst		200000	200000=
07	Flash disk		1	40,000=
	<b>Grand total</b>			<b>1,000,000=</b>