

DECENTRALIZATION ON SOCIAL SERVICE DELIVERY IN UGANDA.

A CASE STUDY OF MUBENDE TOWN COUNCIL

BY

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**A RESEARCH REPORT SUBMITTED TO COLLEGE OF HUMANITIES AND
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DECLARATION

To the best of my knowledge, the work presented here is original and has never been presented anywhere either partially or in total for any social work administration of Kampala University.

Signature..........

Ssenkumba John Bosco.

APPROVAL

This is to certify that the research of Ssenkumba John Bosco under the topic of the decentralization policy on social service delivery in Mubende Town Council has been under my supervision and is now ready for submission to the College of Humanities and management science of Kampala International University.

Supervisor

Signature.....

DR.ABUGA MOKONO ISAAC

Date
.....

DEDICATION

This work is dedicated to my parents, colleagues, my brother, sister plus relatives who dearly missed the affection and I me they rightful deserved while I was undertaking my course at the university.

ACKNOWLEDGEMENT

It is with utmost appreciation that I thank all those who contributed their time and resources towards my education.

I would like to thank my supervisor DR. Abuga Mokono Isaac whose insight and wisdom has guided me to the completion of this research thesis.

I would like to thank the KIU students' community, course mates and respondents without whose help, this study would not be success and all those who wished me their dedication prayers.

Lastly, I am grateful to almighty God who gave good health, faith, courage and the determination throughout the course of study.

ABSTRACT

The research was carried out in Mubende Town Council in Central Uganda to find out the decentralization on social, service delivery and to find out the origin of decentralization, objectives, challenges and the strategies to reduce challenges of the decentralization. The researcher used questionnaires format for the policy beneficiaries, and observation method to find out the information. Stratified sampling and purposive sampling were used and the researcher used descriptive design and exploratory to get the findings. The effects are poverty, resource inequalities, change donor fundings and many others. These promotes education, infrastructure development. The challenges are elitecapture, incomplete information, patronage politics and corruption. In conclusion, decentralization needs combined efforts of central government, community participation to improve its performance towards the service delivery in District.

LIST OF ABBROVIATIONS

LG	Local Government.
LGDP	Local Government Development Program.
NGOs	Non-Governmental Organizations.
UNICEF	United Nations International Children Education Fund.
LC	Local Councils.
GNP	Gross Domestic Product.
LGFC	Local Government Financial Commission.
PHC	Primary Health Care.
UPE	Universal Primary Education.
C.A.O	Chief Administrative Officer.
UNEP	United Nations Environment Program.
PNFP	Private Not For Profit.
MOLG	Ministry Of Local Government.
DRC	Democratic Republic of Congo.
ADRA	Adventist Development Relief Agency

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

The area of study was carried out in Mubende Town Council in Uganda as a case study focusing on the decentralization on social service delivery. This chapter contains the back ground of the study, statement of the problem, hypothesis, and objectives of the study, scope of the study and the significance of the study.

1.1 Back ground of the study

Decentralization has been implemented over the last ten years (10years) guided by the local Government statute 1993, the 1995 constitution and 1997 local government Act. There are five tiers of local government in Uganda. Most executive decisions are taken at the LC5(district) or LC.3(sub county)level, although the LC1(village) level has important responsibilities for instance in administering the LC courts, MOLOG cover sees the decentralization process and recommendation on revenue and fiscal mechanisms are made by LGFC

Local authorities have the responsibility to deliver most of the basic services that government provides. For this purpose, they are allocated conditional grants by central government in addition to the unconditional and equalization transfers that are made. Most conditional grants are assigned to specific services, but the grants under the PMA and the LGDP can be allocated by LC3 to a variety of activities at the LCs' discretion, the graduated tax, which is raised from individuals in four band structure between 3000 and 100000 and market due whose collection is often contracted out to the private sector.

While improvements in fiscal mechanisms and the publication of fiscal transfers have led to dramatic improvement in the passage of funds to their

intended destination, local autonomy in fiscal allocation has been slower to develop. Unconditional transfers and revenues are small, relative to conditional grants and they are often used mainly to pay administrative costs, including councilor's allowance, rather than to achieve services tailored to local needs.

1.2 Statement of the problem.

Like any other country Decentralization in Uganda especially Mubende Town Council, has increased toward achieving social services in the Town Council. Decentralization has increased through providing like health services, Education, water and sanitation which has helped Mubende Town Council on increasing their standard of living. Decentralization in the Town Council is measured on the rate of Employment, health level, Education, sanitation and water supply, community development like developing of small scale industries, setting up community based organization. However these services have been implemented by USAID, DANIDA, Government and other agencies. Therefore in Mubende Town Council service delivery has been achieved through community and integration of people in the area which has reduced inequality among the people in the Town Council which has improved the of living. Therefore, this study was focused on Decentralization on social service in Mubende Town Council.

1.3 Objectives of the study

1.3.1 The main objective

To assess the decentralization of social services delivery to the people of the Mubende Town Council since this policy started.

1.3.2 Specific objectives

- i. To find out the on decentralization
- ii. To find out the problems or challenges falling decentralization.

- iii. To find out strategies to curb down the challenges falling decentralization above.

1.4 Hypothesis

Decentralization is a contributing factor in fostering the delivery of service of the local communities in the district. The study was intended to highlight the effects of decentralization on delivery of social services.

1.5 Scope of the study

Geographical study

The study was conducted in Kiyunni county Mubende Town Council and this made up a generalized conclusion about the whole district. It also covers the population of people in Mubende such as the workers from the local government, the beneficiaries from the county and local leaders inclusively.

Area of Study

The study was conducted in Mubende Town Council located 160kms North - West of Kampala Port portal High way. Mubende Town Council is found in Buwckula in the North Western side and the District. The council boarder with Begeza Sub-county in the West, South and East while in the North it is by Nakayima.

Mubende Town Council covers an area of approximately 45sqkm from 6sqkm 1995 which is a sign of rapid growth compared to its status by 1986. The Town Council is made up of 6 Parishes, twenty seven (27) LCs and the special area which is Mubende Rehabilitation Centre.

Time Scope

The study was covered over a period of three (3) months.

1.6 Significance of the study

- i. The study was to help the researcher in finding out the detailed information about decentralization.
- ii. The study was to be substantial on showing the benefits of decentralization on service delivery.
- iii. The researcher was to help the policy makers to come up with appropriate policies of solving the challenges faced by decentralization.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This Chapter deals with the relevant literature on decentralization on the delivery of social services of Mubende Town Council. The relevant of the study was focused in explaining the two variables that is to say, the effect of decentralization policy as an independent variable and delivery of service as a dependent variable.

2.2 Decentralization

Decentralization is about the transfer of authority from the central government to the lower governments. This involves the transfer of functions and responsibilities to empower local governments to execute their duties and enhance service delivery. Decentralization is measured in four aspect of such transfer namely privatization, delegation, devaluation and de-concentration Privatization ensures and streamline the procedure of maximum share of authority from the central to independent entities are ,L given, although essential aspects of accountability are maintained Delegation shifts the power of central authorities to mandate the needs of institutions or regional, local authorities appointed by the former for essential aspects of management while the later remains responsible to the central authority. Devolution gives away central authority to lower levels within minimum control of management but monitors the results and conformity of general rules and regulations.

De-concentration tries to limit and reduces the powers of the central authority and gives the local governments full powers to carry out their operations.

The current decentralization system in Uganda was first introduced in 1993, but was operationalized in 1997 by the Local Government Act (1997). The type of decentralization being pursued in the type of devolution of powers, through which local governments have acquired political, legislative and executive powers. Decentralization is often regarded as a key component for the

management structure of service delivery in Africa. Before decentralization, government administration in Uganda was characterized by a highly centralized bureaucracy in which local administration existed as relays for transmission of central government policies, enforcing government laws and decisions and delivering government services to the people.

According to Davey, (1994), observed that property taxes have many advantages including the fact that immovable properties are clearly located in specific jurisdiction so that there can be no argument about what which local authority should get the money. He adds that unlike most taxable assets, land and building cannot be hidden from assessor view, though ownership might not be easy to identify.

Also according to Grauwe, (2004), countries as diverse as Mali or Mexico, Senegal, central authorities are giving more responsibilities to regional or district offices, to municipalities or to schools. Discussions about decentralization have gained in complexity in recent years, because of the realization that local government's service delivery.

UNESCO, (2004), states that decentralization is regarded as a major component for the management of structure of services delivery in Africa, without a full appreciation of differences between countries in terms of political structure, existing administrative systems and social cultural contexts. The recommendations are made in regard to the implementation of decentralization policies which are fundamental. This is because local governments are fully responsible for effective and competent revenue management system.

According to Nsibambi, (1998), argues that Uganda's decentralization policy was designed among other things to bring under control (political, managerial and administration powers) the delivery of services to the people to improve effectiveness and accountability and to promote a sense of people ownership of local government programs. The overall objective of public service reform and decentralized service delivery was to reduce costs, improve the quality of

service and increase private sector participation. The functions of the central ministries remained largely confined to policy formulation, co-ordination, setting national standards and regulations, inspection and monitoring and the provision of technical advice and support to the districts. The ministry of local government provides political leadership and policy guidelines for local authorities owing to the policy of fiscal decentralization. The process remains incomplete although the core tax policy revenue generation, mobilization and administration functions remain a domain of the central government.

Sigsibert, (2000), cites Spaim and Ray, (1995), in arguing that there is a broad agreement among economists as well as social scientists that many public services should be provided at the lowest level of government in order to increase responsiveness to voters. Preference and demand for collective services. They further argue on the principle of "subsidiary" which means that public functions should be exercised at the must ties of government unless these are positively provided more effectively shows that public goods were never effectively disbursed at the central government level through comprehensive evaluation is yet done on how effective and efficiently devolution of functions and responsibilities to lower tier of the government has influenced social service delivery.

For administrative purpose, Uganda is currently divided into 75 confirmed districts and there are more in the offering. The decentralization policy adopted in 1991 forms the main governance frame work. The Local Government Act, (1997), recognizes districts as autonomous local authorities exercising relative independence on planning and decision making. This management has enabled transfer of resources and responsibilities t levels which are close to the people. In many respects, it has empowered people to actively participate in decision making regarding their well being including natural resource management. The creation of more districts has been part of the ongoing government policy of decentralization while more districts will mean greater development of central

government including that of environment and natural resource management, it will increase the cost of public administration.

2.3 Service delivery

Delius, (2007), the district service sectors were a sorry state before the advent of the Decentralization Program in 1993. However, accruing from its strengths and utilizing the opportunities opened by decentralization, the district has scored notable achievements in all sectors. The district budget has moved from shs. 19.5 in 1998/ 1999 to shs. 28.8 billion in 2003/2004. This growth in the resources envelope has enabled funding of key interventions that have improved the welfare of people. A few highlights are cited from the wealth and education sector.

2.4 Decentralization in health service delivery

Before the advent of decentralization, physical and effective accessibility to health services in the district were poor. however, decentralization has reversed this situation through the sub-district concept in which the district is zoned into smaller units called health sub-districts each headed by a medical officer.

With funding from the central government, the district has constructed and equipped some health centers, renovated and upgraded others and constructed surgical, there has been a significant increase in capitulation grants to the private not for profit units (PNFP) in the district from shs 105 million in financial year 1991, 2000 to shs S43million in financial year 2003/2004 (Tunushabe 2004) as a consequence of all these measures, utilization of health service by patient had increases for example Out Patient Departments(OPD) attendances has shot up from 213,205 in 2002 to and 8375.220 in 2003 while deliveries at health units has gone from 60 to 81% in the same period.

According to Nasibambi, (1998), financially decentralization in the health sector has helped in Mubende. The health sector can implement programs and all inputs including incentive available for staff. This has been achieved through

facilitation from different avenues UNICEF, UNEP, and NGOs such as plan international.PHC has imposed in the areas of immunization and latrine coverage to which ADRA contributed. Health unit services have improved. People have more confidence in the service. Decentralization accomplishments in the sector especially in major hospitals are due to the fact that the sector handles its own funds, water provision has changed much since decentralization. The water sector has received much focus in terms of resources allocation. This was confirmed by all districts informants in Before decentralization there was only 11% safe water in district but now 48 springs and 38 well has been protected and the proportion of safe water coverage has risen to 40% thanks to the significant role played by decentralization.

2.5 Education services

There has been a great stride in education under decentralization. The Universal Primary Education Program (UPE) started in 1997, with the objective of mobilizing all children of school going age attend school. By 2002/2003 total enrolment in primary schools increased and the number of primary schools also increased in order to cater for the large number of children, the district local government, through funding from the central government constructed class room, teachers, offices, stores, toilet facilities.

There are some encouraging signs of progress in improving social service delivery under decentralization for example; decentralized primary school class room construction has demonstrated substantially reduced units and faster construction rates than previous centralized programs. The economic evaluation of the LGDP quotes research by UNICEF, DANIDA and others showing social returns on investments ranging from 12% to over 80% which compare well with returns on central government investment.

In the further implementation of decentralization, governments objectives is to increase local autonomy while strengthening upward and down wards accountability, so that the autonomy is used to meet the needs of the population.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

In this chapter, the researcher examined the design of the study, the population, data collection tools, data analysis and sampling procedures. This provides the background against which the findings of the study was assessed.

3.1 Research design

The study was designed to investigate the effects of decentralization on delivery social services to the people of district as a case study. The study was across sectional involving both male and females and descriptive in nature aiming at giving detailed account of views, impression, attitude and interpretation of issues on social welfare of the people.

3.2 Data type and source

Both primary and secondary data was used to collect the data. Primary data will be collected through interviewing and answering of question asked by the researcher while secondary data was collected through reviewing related literature on topic of study which involved extensive reading of text books of different authors, journals, new paper and the internet.

3.3 Area of study

The study was carried out in Mubende Town Council especially. It is divided in into two countries which include Kyanyinna and Katoma. The study was targeted the beneficiaries of decentralization both women and men, the staff members of local government and local activities in the area.

3.4 Sample frame work

The sample frame work helped the researcher to show the category of the respondents and the number of those who helped the research to collect necessary data concerning

3.4.1 Sample size

This comprised of eighty (80) respondents, selected from the ratio of 10 staff members, 64 respondents from the community members (beneficiaries) and 6 local leads respectively. These provide substantial information about the research topic.

3.4.2 Sample technique

While in the field the researcher employ simple random techniques. They were in line with the view that it gives respondent an equal chance of being included. The researcher also use simple purposive technique together information about the researcher question.

3.4.3 Sample procedure

The researcher used both purposive and systematic random sampling where by the researcher also included individuals who have experience and the knowledge about the research study. The advantage with this sample procedure is that, it saves time and the respondents who gave first hand information. Under systematic random sampling, the researcher found out the population size divided into low and large population size by sampling the size which gave a sampling interval.

3.5 Data collection methods and instruments

The researcher used interviews, questionnaires, (primary service and related literature source) as the main tools for collecting data, under which different targeted group and respondents are studied in order to attain relevant data.

3.5.1. Questionnaires

Both structured and unstructured questionnaires were developed to find data. Structured questionnaires were developed so as to avoid the repetition of questions and also helped to provide guidelines to the objective. Questionnaires were made to avoid ubiquity vagueness and leading questions.

3.5.2 Observation

The researcher observed what is presently seen on grounds thus takes respond of such as increased delivery of services.

3.5.3 Documentary reviews

This was one of the methods to be used while collecting data. This involved reviews of some literature from several magazines, news papers, and journal books among others. Those sources were easily accessed in place like local leaders offices, libraries, about the topic of study. This method provides one of the accurate information because it was based on existing literature hence the type of data was qualitative in nature.

3.5.4 Focus group discussion

This helped in collecting data from women and men and even local government staff members.

3.5.5 Interviews

Interviews were employed by the researcher in collection of data because they give and allow the flow of information symmetrically due to the order of the question both in depth and face interviews will be used to the local government staff members and the beneficiaries.

3.6 Data processing

The processing was done after collection of data so as to verify the information gathered in order to ensure completeness and uniformity. It called upon the need to editing that definitely involved checking the information. Researchers

since she/he was able to delete and eliminate all that could have one way to influence the result. The process of editing definitely involve checking researchers to ensure that all questions have been answered.

3.7 Data analysis

While at this stage, the researcher explained, describe and eventually present the study finding, this was done and followed by aspects of specific objectives of the data study and research questions. Data analysis was done by making quick impressionistic summaries of findings such that observations and conclusions are made during the process of collecting data. The data was done by analyzing both quantitative and qualitative.

3.8 Ethical Consideration

Before going to the field for data collection, the researcher was to get a letter of introduction from the office of the head of department commissioning him to carry out the study with purpose. In addition, the researcher was introduced himself to the respondents before administering the questionnaire and have interviews with respondents.

3.9. Limitations of the study

The researcher encountered by the problems during the study. During the study, there was much suspicion by respondents especially on answering questions concerning their financial standards though the research was explaining the purpose of the study. There was also a problem of funds for printing, transport which delays the researcher to accomplish his research in time.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter comprises of the findings that were gathered by the researcher from the respondents of Mubende Town Council. The decentralization on social service delivery in Uganda.

The data is presented and interpreted in view of the objectives mentioned in chapter one of this research. The interpretation also seeks to answer the research questions that were raised in chapter one.

Presentation and interpretation of data in this chapter has been done with the aid of quantitative and qualitative methods for example the use of tables, graphs, percentages and personal analysis and interpretation presented in easy form.

Questionnaires were provided to 50 respondents who filled them to the best of their knowledge.

4.1 demographic characteristics

Table (i) Showing Gender respondents in Mubende Town Council.

Gender	Frequency	Percentage
Male	35	64
Female	15	36
Total	50	100

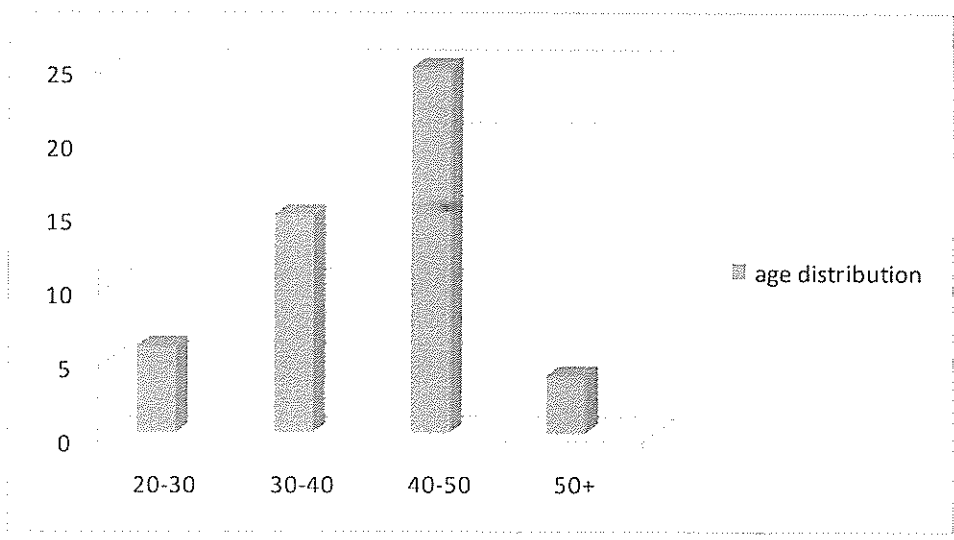
Source: Primary data

From the table (I), it can be seen that the majority of respondents are male that is 35 respondents representing 64% of the total of respondents and 15 respondents are female representing 36% of the respondents.

This indicated that the research can be relied upon for on gender grounds the fact that there is representation of gender.

Age distribution of respondents

Figure 1: The Bar graph showing the age distribution of respondents.



Source: primary data

From the figure 4.1.2, the researcher found out that the majority of the respondents were between 40-50 years representing 50% followed by 30-40 years representing 30%, 20 -30 represented by 12% and above 50+ represented by 80% from the above analysis, it can be construed at the majority of the respondents were mature and hence the information obtained from them can be trusted and looked at as true and good representation of the information the researcher was looking for pertaining the effects of decentralization on social service delivery.

4.1.1.2 Time of stay by respondents in Mubende Town Council.

Table ii showing the time spent by respondents in Mubende Town Council.

Time	Frequency	percentage
1-10 years	6	12
11-20years	4	8
The entire life	40	80
Total	50	100

From the table 4.1.2 it is shown that 6 respondents representing 12% of the total population had stayed in Mubende for 1-10 years, 4 respondents representing 8% had stayed there for 11-20 years and those of entire life represented by 80% of the total respondents. From the interpretation, it is logical to argue that most respondents have in Mubende Town Council for the rest of their life hence information acquired can be relied upon for decision making.

4.1.3 Academic qualification of respondents

Table iii) showing academic qualifications of the respondents in Mubende Town Council.

Academic qualification	frequency	Percentage
primary	10	20
secondary	15	30
certificate	16	32
diploma	4	8
degree	6	12
total	50	100

Source: primary data.

From the above table (iii) it is seen that the majority of the respondents are certificate holders with 32% by secondary level with 15 respondents representing 30% of the total respondents, followed by primary level with 10 respondents representing 20% of the total respondents, degree with 6 respondents representing 12 % of the total number of respondents and finally diploma with 4 respondents representing 8%.

4.2.1 The decentralization in Mubende Town Council.

Effects	Strongly agree		agree		Not sure		Disagree		Strongly disagree		Total	
	f	%	f	%	f	%	f	%	F	%	f	%
poverty	30	60	10	20	4	8	5	10	1	2	50	100
Power and responsibilities to the local government	40	80	4	8	4	8	0	0	2	4	50	100
Costliness decision making	32	60	9	18	2	4	4	8	3	6	50	100
Poor coordination among autonomous cadres and managers	25	50	14	28	5	10	4	4	8	2	50	100
Change donor funding	30	60	5	10	2	10	3	6	10	20	50	100
resource inequalities	23	46	7	14	10	20	6	12	4	8	50	100
corruption	29	58	14	28	2	4	3	15	5	10	50	100

Source: primary data

The data collected above shows that:

Poverty as the relationship between the effects of decentralization had 60% of the respondents who strongly agreed, 20%, 8% disagreed, 10% respondents were not sure 2% strongly disagreed.

80% of the respondents strongly agreed with power and responsibilities to the local government, 8% agreed, 8% disagree, none of the respondents strongly disagreed and 4% were not sure, disagreed 8% of the respondents were not sure and 6% strongly disagree.

50% of the respondents strongly agreed with poor coordination among autonomous leaders and managers 28% agreed, 10% disagreed and 4% of the respondents strongly disagree and no respondent was not sure.

Change in donor fundings had 60% of the respondents who strongly agreed, 10% agreed, 4% disagreed, 6% of the respondents were not sure and 20% strongly disagreed.

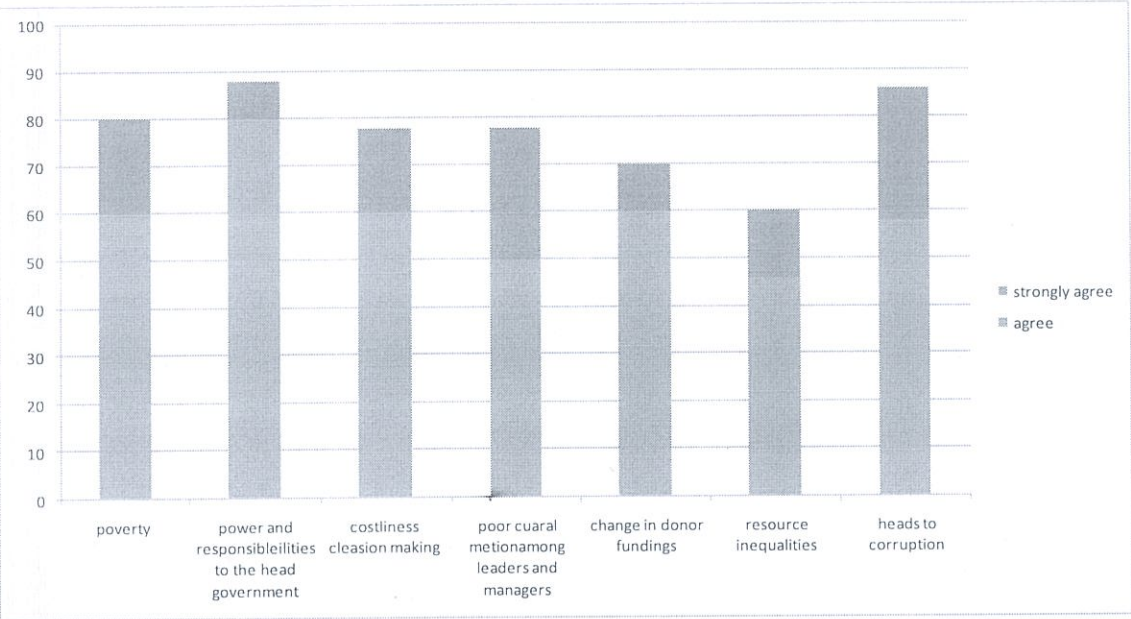
46% of the respondents strongly agreed with resources inequalities 14% agreed, 20% disagreed and 12% of the respondents were not sure and 8% of the respondents strongly disagreed.

Corruption had 58% of the respondents who strongly agreed, 28% agreed, 4% were not sure, 15% disagreed and 10% of the respondents strongly disagreed.

Figure 2:

Graph showing the decentralization social service in Mubende Town Council.

Showing those who strongly agree and agree in percentage



According to the response, power and responsibilities to the local government had the highest percentage of 88% followed by corruption with 86%, poverty by 80% followed by costliness decision making, and resource inequalities both by 78%, change in donor fundings had 70% of the respondents who agreed and strongly agreed and finally poor coordination among leaders and managers had 60%.

This implies that power and responsibilities to the local government had the strong effects on decentralization social service delivery compared to poor coordination among leaders and managers had the lowest percentage of 60%.

4.2.2 challenges following decentralization in Mubende Town Council.

Weight	Strongly agree		agree		Not sure		Disagree		Strongly disagree		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
Challenges												
Corruption	33	66	5	10	3	6	1	2	8	16	50	100
Patronage politics	30	60	8	16	5	19	10	20	2	4	50	100
Incomplete information	30	60	5	10	2	4	10	20	3	6	50	100
Poor representatives	25	50	5	10	3	6	7	14	10	20	50	100
Difficult in decision making	15	30	10	10	5	10	8	16	12	24	50	100
Elite capture	17	34	3	6	15	30	5	10	10	20	50	100
servants feel compromised	46	92	2	4	1	2	1	2	0	0	50	100

Source: primary data

From the table above, 66% of the respondents strongly agreed that there is a problem of corruption, 10% of the respondents agreed 6% were not sure, 2% disagree and 16% of the respondents strongly disagreed.

The issue of patronage politics had 60% of the respondents who strongly agreed and also 6% who agreed, 10% of the respondents strongly disagreed, 20% disagree and 4% were not sure.

Incomplete information had 60% of the respondents who strongly agreed, 10% agreed, 4% were not sure, 20% disagreed and 6% strongly disagreed.

50% of the respondents strongly agreed that poor representatives is also challenge, 10% of the respondents agreed, 6% were not sure, 7% disagreed and 10% of the respondents strongly disagreed.

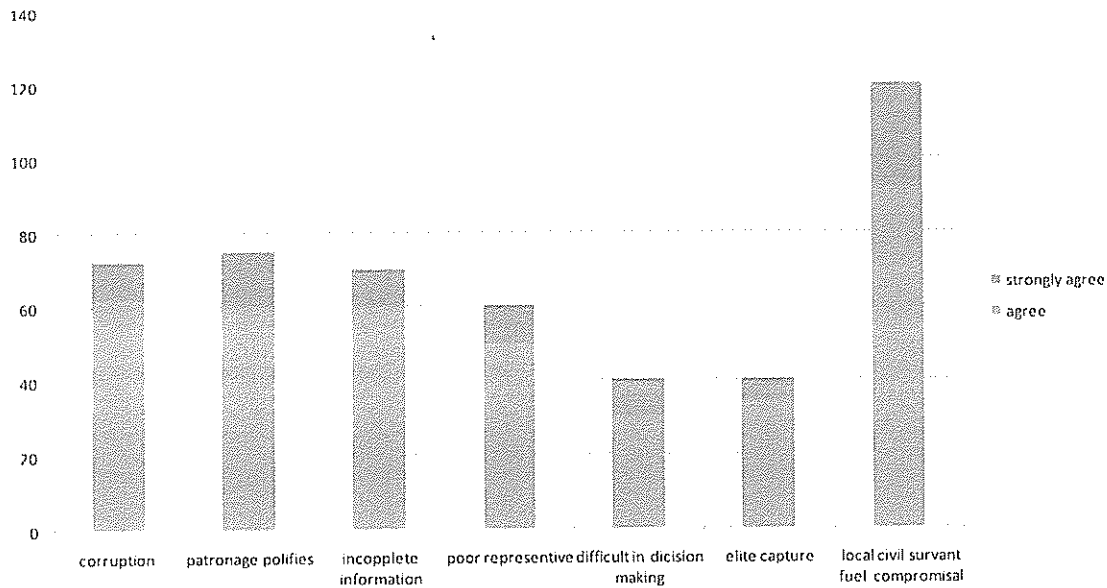
The issue of difficult in decision making has 30% of the respondents who strongly agreed and also 20% who agreed, 10% of the respondents were not sure, 16% disagreed and 24% strongly disagreed

Elite capture had 34% of the respondents who strongly agreed, 6% agreed, 30% were not sure, 10% disagreed and 20% strongly disagreed.

Servant feel compromised had 92% of the respondents who strongly agreed, 4% agreed, 2% who disagreed and 2% who strongly disagreed and none were was not sure.

Figure3

The bar graph below shows the number of respondents who respond on the challenge falling decentralization (those who strongly agreed and agreed in percentage)



As seen in the bar graph above, the challenges falling decentralization in Mubende Town Council according to the respondents, the key findings are more critical as seen by 96% of respondents who strongly agreed and agreed with local civil servant feel compromised, followed by patronage politics with 75%, followed by difficult in decision making with 60%

The varying level of percentages indicates that some challenges are more crucial than others. This can be evidenced by 96% who agreed and strongly agreed with local civil servant feel compromised by 96%. This highest percentage indicates that both these challenges of decentralization, lead civil servant feel compromised is fundamental challenge compared to difficult in decision making which had the lowest percentage of the respondents.

1.4.3 The strategies that can be adopted to curb the challenges of decentralization.

Table vii: showing strategies that can be adopted to curb challenges of decentralization in Mubende Town Council.

strategies	Strongly agree		agreed		Not sure		disagree		Strongly disagree		total	
	f	%	F	%	f	%	f	%	f	%	f	%
Reducing corruption and favoritism	27	54	10	20	5	10	8	16	0	0	50	100
Designing performance evaluation system	25	50	10	20	0	0	15	30	0	0	50	100
Complete information	15	30	20	40	0	0	15	30	0	0	50	100
Clear decision making	20	40	15	30	5	10	5	10	5	10	50	100
Having reorganized geographical boundaries	15	30	25	50	3	6	5	10	2	4	50	100
Strengthening-service delivery	25	50	2	4	8	16	5	10	5	5	50	100

Source: primary Data

In reference to the table above, 54% of the respondents strongly agreed with reducing corruption and favoritism curb decentralization as the strategy, 20% agreed 10% were not sure, 16% disagreed and none of the respondents strongly disagreed.

Designing performance evaluation system had 50% of the respondents who strongly disagreed, 20% agreed, none of the respondents was not sure 30% disagreed and no respondent strongly disagreed.

From the above, 30% and 40\5 of the respondents strongly agreed and agreed respectively with complete information and none of the respondents were not sure, and disagreed 30% strongly disagreed.

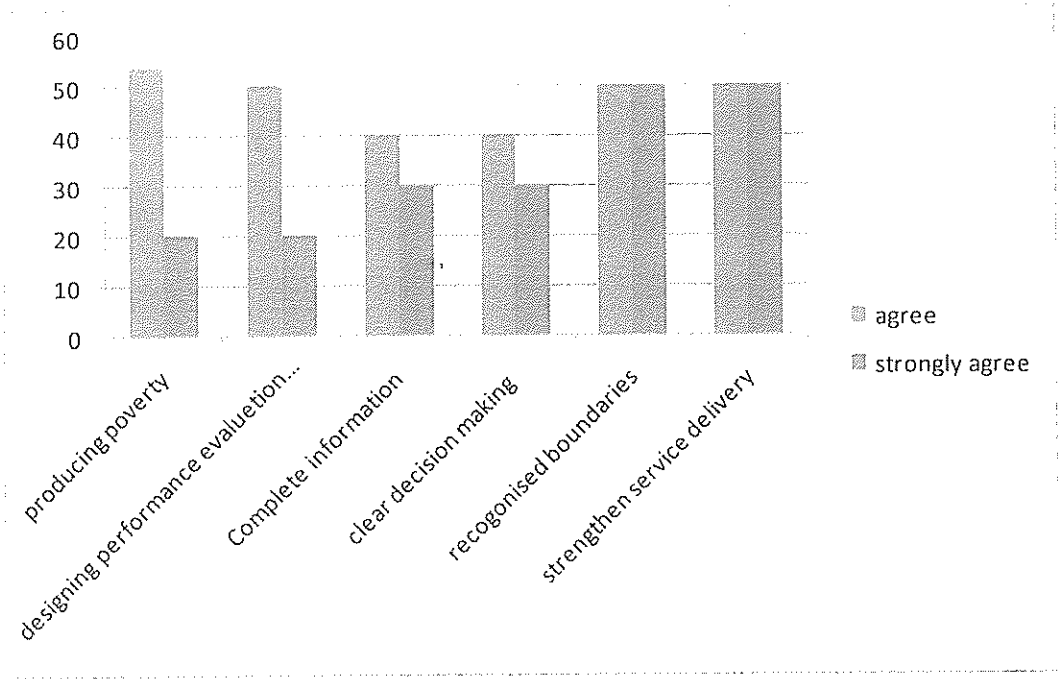
40% strongly agreed that having clear decision making is the way through which decentralization can be curbed with 30% agreeing as well, while 10% respondents were recorded for not being sure, 10% disagreed and 10% strongly in disagreecd.

30% of the respondents agreed in respect with having reorganized gcographical boundaries, 5% agreed, 6% of the respondents were not sure, 10% disagreecd and 4% strongly disagreed.

Finally, 50% of the respondents strongly agreed, 4% were not sure, 16% disagreecd and 10% strongly disagreed and 10% agreed that strengthening service delivery and showing local project to authorities as a strategic to curb decentralization.

Figure 4.

A graph below represents the number of respondents who responded to the strategies that can be decentralized.



From the bar graph above, it's observed that the main solution to the challenges in decentralization in Mubende Town Council is producing poverty with the highest number of respondents who strongly agreed with 54%.

Basing on respondents views, decentralization can be effectively managed in Mubende Town Council by employing the above strategies since the average of 50% of the respondents strongly agreed and agreed.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSION, RECOMMENDATION AND SUGGESTIONS.

5.0 Introduction

The study was carried out with the view to assess the decentralization on social services delivery in Uganda case study of Mubende Town Council. The chapter is concerned with discussion, summary, conclusion, recommendations and suggestions about the findings that were gathered from the case study.

5.1 Discussion of findings

5.1.2 Challenges of decentralization in Mubende Town Council.

In view of the first objective which sought to find the challenges falling decentralization in Mubende Town Council, according to the respondents, the key findings are more critical as seen by 94% of the respondents who strongly agreed and agreed with local civil servant feel compromised, followed by patronage politics 75%, followed by difficult in decision making with 60%.

The key findings of local civil servant is in the line with (Mugisha 1998) who argues that Uganda's civil servants are growing at a high rate of 3.2% and is projected to shoot up to 39.3 million in the year and 54.9 million in 2025 (6.7) this relatively high level of civil servant led to increase poor representatives and it is also characterized by considerable regional diversity. This is major driver for decentralization across generations or ethnic groups as most of the decentralized areas are highly populated, a population policy might also be key element in averting an escalation of decentralization in Uganda.

The finds patronage politics is in line with (Wickham_Crowle 1991, Kriger 1992). Who contents that decentralization point to difficult in decision making of the government to the rules of the game that govern stewardship of Uganda's natural resources under the doctrine of trusteeship? However, either because of the colonial history where the state is a predatory and survived on plunder of natural resources, the government to date still finds it difficult to act in the interest of people and as a trustee for its people. It looks at natural resources as a source of income and wealth and therefore has been unable to fulfill its role as a trustee. This has increased decentralization between the people and the state. Leading to difficult in decision making.

5.1.3 Effects of decentralization

Considering the objective which was find out the effects of decentralization on social service delivery in Mubende Town Council. The key finding were seen to include, power and responsibilities to local government had the highest percentage of 88% followed by corruption with 86%, poverty by 80%, followed by costliness decision making and poor coordination, by 78%, changing donor findings had 70% of the respondents who agreed and strongly agreed and finally resource inequalities to social amenities had 60%. The key findings of corruption and decision making are a line with (Fred Mensah 1999). Who contents the increasing widespread of decentralization in Uganda is well documented in the literature. It is necessary to show that over and above the social problems and direct costs that may be caused by decentralization these decentralization productivity of organization and thus reduce the scope for future growth. This paper uses household-level data from Uganda to do so by exploring the economic effect decentralization, its incidence, and the extent to which recent legal measures have helped to bring about a reduction in corruption. The paper is structured as follows:

Section 2 provides a review of the literature, a discussion of the conceptual framework, the survey methodology and estimation strategy. Section 3, discussion descriptive statistics on the incidence and possible effects decentralization. Econometric evidence that accounts for the possibility of decentralization being endogenous is provided in section four. Section five, concludes.

5.1.4 Strategies that can be adopted to curb the challenges of decentralization

The third objective that was intended to establish the strategies to curb decentralization in Mubende Town Council. The researcher suggested points of effects were seen to include reducing corruption designing performance evaluation system, complete clear decision making, having reorganized geographical boundary information, and strengthen service delivery. The researcher found out that the respondents agreed with the suggested strategies with an average of 70% of the respondents who strongly agreed and agreed.

The strategies are in line with (Shultz 1999) who contents that having reorganized the geographical boundaries so that disputes are resolved in a timely and peaceful manner and access in provided equitably and transparently. Activities include raising awareness of both customary and formal decentralization rights and dispute resolution mechanisms, clarifying disparities between customary decentralization rights and formal decentralization coordinating customary and formal dispute resolution procedures, training relevant stakeholders in alternative dispute resolution methods, and strengthening legal services.

Support sensitive business practice for the managers as means promoting peaceful private sector investment. Possible activities include facilitating stakeholder involvement in decentralization.

Use negotiations, advising private sector firms on positive community relations, raising awareness among community members about the positive benefits of private sector investment, and raising awareness among private sector actors about investment opportunities in eastern region.

5.2 Summary of the findings.

The key findings of the study include the following:

It's clearly indicated 100% agreed the effect of decentralization exist in Mubende Town Council. Therefore, from the respondents' views, it's clear effect of decentralization exists.

The problems of decentralization in Mubende Town Council, according to the respondents, the key findings are more critical as seen by 94% of the respondents who strongly agreed and agreed with local civil servant full compromised politics, followed by patronage politics with 75%, followed by difficult in decision making with 60%. Others include elite capture, corruption incomplete information, and poor representatives.

Decentralization on social service delivery in Mubende Town Council were seen to include, power and responsibilities to local government had the highest percentage of 88%, followed by corruption with 86%, poverty by 80% followed by decision making, poor coordination, change in donor fundings and resource inequalities.

The strategies to curb the challenges of decentralization were seen to include, reducing corruption, designing performance evaluation system, complete information, clear decision making, having reorganized geographical boundaries and strengthening service delivery.

5.3 Conclusion

The research was set to establish how far the decentralization on social service delivery in Mubende Town Council, the research was guided by the objectives which include establishing the effects of decentralization, challenges of decentralization, and strategies to curb decentralization. The findings were that decentralization are prevalent and key challenges included local civil servant feel compromised, incomplete information and difficult in decision making. The effects include poverty corruption, resources inequalities and among others. The strategies of decentralization includes reducing corruption, complete information clear decision making, and strengthening service delivery, these were agree upon by the respondents in strong terms hence the degree and magnitude of decentralization in Mubende Town Council hence the need for recommendation to curb decentralization.

5.4 Recommendations

- The fact that the effects of decentralization are prevalent. Government should adopt decentralization laws and operationalise them to ensure that right people own the decentralization in the district.
- Because of the patronage politics, government should clearly define the geographical boundaries amongst the politicians.
- And also government should try to curb local civil servants feel compromised in the area.

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APPENDIX A
RESEARCH TIME SCHEDULE

ACTIVITIES	PERIOD	OUTPUT
Proposal writing	March 2014	Proposal submitted for approval
Field familiarization	April 2014	Initial field data collection
Development research instrument	April 2014	Research instrument development
Data collection	May 2014	Data coded and entered
Data analysis	May 2014	Data analyzed
Preparation of report	May 2014	Ready dissertation
Submission report	May 2014	Submitted dissertation

**APPENDIX B
BUDGET**

Items	Cost Ug. Shs
Accommodation	40,000/=
Transport	60,000/=
Typing And Printing	70,000/=
Photocopying	45,000/=
Stationary	10,000/=
Binding	40,000/=
Pens	3,000/=
Total	268,000/=

My name is **Ssenkumba John Bosco** offering bachelor's in social work and social administration doing research on the topic "the decentralization on social services delivery in Uganda, Mubende Town Council". The purpose of the questionnaire is to gather more data on how decentralization has increased on the service delivery in the communities of Mubende Town Council. The response will be treated with confidentiality and strictly for education purpose.

BIO DATA

- 1. Sex
 - Male
 - Female

- 2. Age
 - Below 25

 - 25-34 years

 - 35-44 years

 - 45-60 years

- 3. Marital status
 - Married

 - Single

 - Separated

 - Widow

 - Widower

4. Religious

Catholic

Muslim

Protestant

Other specify

5. Educational background

Primary

Secondary

Tertiary

University

Certificate

Diploma

Degree

Masters

PHD

SECTION B, The decentralization in Mubende Town Council.

Please tick the appropriate box

1. Are there aspects of decentralization in your district?

Yes No. Not sure

If yes, the following are the effects of decentralization in Mubende Town Council.

(1-strongly agree, 2-agree, 3-not sure, 4-disagree, 5-strongly disagree) tick the appropriate box depending on your level of agreement.

Effects of decentralization	1	2	3	4	5
Poverty					
Power and responsibilities to the local government					
Costliness decision making					
Poor coordination among autonomous leaders and managers.					
Changes in donor fundings					
Resource inequalities					
Corruption					

If there are any other effects of decentralization in your district, please mention them.

.....

SECTION C. Challenges facing decentralization in Mubende Town Council.

2. From your own point of view, the following are the challenges following decentralization.

(1-strongly agree, 2-agree, 3-not sure, 4-disagree, 5-strongly disagree) tick the appropriate box depending on your level of agreement.

Challenges of decentralization	1	2	3	4	5
Corruption					
Patronage politics					
Incomplete information					
Difficult in decision making					
Constitution not able to hold representatives accountable					
Elite capture					
Local civil servants feel compromised					

If there are any other challenges, associated with decentralization, please mention them.

.....

SECTION D. Strategies to curb decentralization challenges in Mubende Town Council.

Strategies that can be adopted to curb decentralization. Please tick appropriately according to your level of agreement.

1-strongly agree, 2-agree, 3-not sure, 4-disagree, 5-strongly disagree) tick the appropriate box depending on your level of agreement.

Strategies of decentralization	1	2	3	4	5
Reducing corruption and favoritism					
Designing performance evaluation system					
Complete information					
Clear decision making					
Having recognized geographical boundaries					
Strengthening services delivery and showing local projects to authorities.					

If there are any other strategy, you can recommend as helpful towards curbing decentralization in your district, please specify.

THANK YOU FOR YOUR COOPERATION