

**DECENTRALIZATION AND CITIZEN PARTICIPATION, A CASE STUDY OF
MUBENDE DISTRICT LOCAL GOVERNMENT**

BY

NAMUTEBI ALLEN

1153-06404-02497

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES
AND SOCIAL SCIENCES AS A PARTIAL FULFILLMENT FOR THE
AWARD OF BACHELORS' DEGREE IN PUBLIC
ADMINISTRATION OF KAMPALA
INTERNATIONAL
UNIVERSITY**

SEPTEMBER, 2018

DECLARATION

I, hereby declare that this is my original work and has never been presented for any academic award to any University.


Signed.....NARS..... Date 24th/09/2018.....

NAMUTEBI ALLEN

1153-06404-02497

APPROVAL

This is to certify that this Research report entitled “Decentralization and citizen participation; a case study of Mubende District Local Government” has been written under my guidance as a supervisor.

Signature... .....

Date... 24th 09. 2018......

Mrs. Birungi Sylvia

Supervisor

DEDICATION

This research report is dedicated to the Almighty God for the source of Wisdom, Knowledge and Strength. Special thanks go to my beloved parents Mrs. Kayuki Margret and Mr. and Mrs. Tomusange Stephen, my brothers; Fred, Peter, Jothan, Derrick and Martin for their financial and moral support as well as their commitment, advice throughout my education career.

ACKNOWLEDGEMENT

I wish to acknowledge the contribution of all those who in one way or the other assisted me in the progress of my work. The list is too long to be individually thanked. However, I cannot refrain from mentioning a few individuals without whose support and input this report would never be accomplished; Parents; Mrs. Kayuki Margret and Mr. and Mrs. Tomusange Stephen, my brothers; Fred, Peter, Jothan, Derrick, Martin, uncles Brayan, Saul, Kibaneka and Aunts Ronny, Nannono.

Sincere thanks go to my supervisor Mrs. Birungi Sylvia who always spared her precious time to give me constructive criticism and guidance that has been invaluable in finalizing this study report.

I also extend my gratitude to my friends; Noeline, Gilbert, Anold, Martin, Duncan, Allan among others for the support throughout the process of writing this report.

LIST OF ACRONYMS

- ADB** : African Development Banks
- MOLG** : Ministry of Local Government
- FD** : Fiscal Decentralization
- SNG** : Sub national Government
- SDGs** : Sustainable Development Goals

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
LIST OF ACRONYMS	v
TABLE OF CONTENTS	vi
LIST OF FIGURE	ix
LIST OF TABLE.....	x
ABSTRACT	xi
 CHAPTER ONE	 1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Statement of the Problem	4
1.3 General Objectives	4
1.4 Research Questions.....	5
1.5.1 Content scope	5
1.5.2 Geographical scope.....	5
1.6 Significance of the study	5
1.7 Conceptual Framework.....	6
1.8 Definition of Keys terms	7
 CHAPTER TWO	 8
LITERATURE REVIEW	8
2.0 INTRODUCTION	8
2.1 Theory of the concept decentralization	8
2.2 The role of decentralization in promoting citizen participation	22
2.3 The challenges of decentralization in promoting citizen participation.....	23
2.4 The solutions to the challenges of decentralization in promoting citizen participation.	27

CHAPTER THREE.....	31
RESEARCH METHODOLOGY	31
3.0 Introduction	31
3.1 Research Design	31
3.2 Study population.....	31
3.3 Sample size	31
3.5 Data Collection Sources	32
3.5.1 Primary Data.....	32
3.5.2 Secondary Data.....	32
3.6 Data Collection Methods.....	33
3.7 Ethical consideration	35
3.8 Validity and Reliability	35
3.8.1 Validity	35
3.8.2 Reliability	35
3.9 Data Analysis.....	36
3.10 Limitations to the study	36
 CHAPTER FOUR	 37
DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.....	37
4.0 Introduction.	37
4.1 Socio Demographic characteristics of respondents	37
4.1.1 Distribution of respondents according to Age in Mubende district.....	37
4.1.2 Distribution of Respondents according to marital status.....	38
4.1.4 Distribution of respondents according to education level	39
4.2 The role of decentralization in promoting citizen participation in Mubende district.....	39
4.2.1 Decentralization provides opportunities to marginalized sectors a role in citizen participation	40
4.2.2 Decentralization increases effectiveness in service delivery.....	40
4.2.3 Decentralization encourages communities to find solutions to their needs.....	41
4.2.4 Decentralization makes development of projects more sustainable.	42
4.3 Challenges of decentralization in promoting citizen participation in Mubende district.....	42
4.3.1 Limited empirical evidence to support decentralization.....	43
4.3.2 The level of centralized revenue in Uganda	44
4.3.3 Responsibility is complex concerning the decentralization.	44

4.3.4 Mayors have a difficulty to manage the communes.	45
4.4 Solutions to the challenges of decentralization in Mubende district.	46
4.4.1 Effective sensitization and participation of the public in politics	46
4.4.2 Training of the local elected members	47
4.4.3 Institutionalization of the communes' agent states.....	47
4.4.4 Implementation of incentive measures allowing the development of local economic activities susceptible to improve the potential of taxes.	48
CHAPTER FIVE	49
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	49
5.0 Introduction	49
5.1 Summary of Findings	49
5.1.1 Summary of findings on roles of decentralization in Mubende district.	49
5.1.2 Summary of findings on challenges facing decentralization in Mubende district.	49
5.1.3 Summary of findings on solutions to the challenges of decentralization in Mubende district.	50
5.2 Conclusions	50
5.3 Recommendations	51
5.4 Suggested Further Research	52
REFERENCES	53
APPENDIX A: Questionnaire for respondents	56
WORK PLAN.....	61
BUDGET ESTIMATES	62

LIST OF FIGURE

Figure 2.1 conceptual framework.....	6
--------------------------------------	---

LIST OF TABLE

Table 1: Table for determining simple size from a given population	32
Table 2: Represents gender characteristics of respondents	37
Table 3: Represents the characteristics of the respondents according to age	37
Table 4: Represents marital status of respondents.....	38
Table 5: Represents Level of education of respondents	39
Table 6; Represents opportunities to marginalized sector in promoting citizen participation	40
Table 7; Represents decentralization increases effectiveness in service delivery.....	40
Table 8: Represents decentralization encourages communities to find solutions to their needs...	41
Table 9: Represents decentralization makes development projects more sustainable.	42
Table 10: Represents limited empirical evidence to support decentralization.	43
Table 11: Represents the level of centralized revenue in Uganda is much higher.	44
Table12: Represents the responsibility complexity concerning the decentralization.....	44
Table 13: Represents mayors have a difficulty to manage the communes.....	45
Table 14; Represents effective sensitization and participation of public in politics	46
Table 15; Represents the training of the local elected members.	47
Table 16: Represents institutionalization of the communes' agent states.	47

ABSTRACT

The study assessed the impact of decentralization and citizen participation in Mubende District Local Government. The study answered three objectives; to examine the role of decentralization in promoting citizen participation, establish challenges of decentralization in promoting citizen participation and solutions to the challenges of decentralization in promoting citizen participation in Mubende District Local Government. The study used cross sectional research design; questionnaires were used to collect data from 45 respondents who participated in the study.

Concepts of decentralization have been applied to group dynamics and management science in private businesses and organizations, political science, law and public administration, economics and technology. The word "centralization" came into use in France in 1794 as the post-French Revolution French Directory leadership created a new government structure. The word "decentralization" came into usage in the 1820s. "Centralization" entered written English in the first third of the 1800s; mentions of decentralization also first appear during those years. In the mid-1800s Tocqueville would write that the French Revolution began with "a push towards decentralization [but became,] in the end, an extension of centralization." In 1863 retired French bureaucrat Maurice Block wrote an article called "Decentralization" for a French journal which reviewed the dynamics of government and bureaucratic centralization and recent French efforts at decentralization of government functions.

Based on the empirical findings of the research, role of decentralization in promoting citizen participation involves; provision of opportunities to marginalized sectors, increase effectiveness in service delivery, encourage communities to find solutions to their needs and make development of projects more sustainable and challenges faced involved; limited empirical evidence to support decentralization, level of centralized revenue in Uganda, responsibilities is complex concerning decentralization and mayors have a difficult to manage the communes and solutions are; effective sensitization and participation of the public in politics, training of local elected members, institutionalization of communes agent states and implementation of incentive measures allowing the development of local economic activities susceptible to improve the potential of taxes the following recommendations have to happen; there is need to share responsibility by all Ugandans to implement decentralization, and Strengthen implementation effectiveness and efficiency in service delivery.

CHAPTER ONE

1.0 Introduction

This chapter introduced the first section presenting the background and rationale for the research, statement of the research problem, the significance of the study, objectives of the study, the research questions and limitation of the study.

1.1 Background of the study

The concept citizen participation emerged as a development agenda by World Bank twenty years ago. The 1989 World Bank study, "Sub-Saharan Africa – from Crisis to Sustainable Growth" (1), indicated good governance as a public service that is efficient, a judicial system that is reliable, and an administration that is accountable to the public. In its 1992 report entitled "Governance and Development" (2), the Bank defined good governance as "the manner in which power is exercised in the management of a country's economic and social resources for development" (Azmat and Coghill, 2013)

Citizen participation is buzzword in this era and has swept public attention for the last decade. It has also become a significant pillar in the consideration of a state's ability to confirm to universally acceptable democratic standards. In Bangladesh the present condition of public participation is not satisfactory. There are many problems stimulate as barriers for citizen participation. To ensure sound local development action should be taken to work towards achieving good governance (Ara and Rahman, 2006). Since the end of the 1980s the issue of citizen participation is dominating the international discussion about development and international assistance to developing countries (Wohlmuth, 1999). Citizen participation is an essential precondition for development. Various countries those are quite similar in terms of their natural resources and social structures have shown strikingly different performance in improving the welfare of their people. Much of this is attributable to standards of governance. Poor governance stifles and impedes development. In those countries where there are corruptions, poor control of public funds, lack of accountability, abuses of human rights and excessive military influence development inevitably suffers (The Australian Government's Overseas Aid Program, 2000).

It has become a common term that is repeatedly used in development and political literature since the end of the 1980s. Since then it has gained significant attention in the world, especially among international organizations as well as scholars in academic world. This term however, was given much importance during the Cold War. What was rather

given priority was the Structural Adjustment Program. The introduction and implementation of the Structural Adjustment Programs since the 1980s has never changed the lives of the people in developing countries especially in Africa despite the optimism of international financial institutions and leaders of the developing countries who adopted it as a tool to end poverty and misery. Both development practitioners and scholars of various academic institutions alike accept the significance of citizen participation for poverty reduction and sustainable development. Therefore, most developing countries build up and promote it as a tool to escape from poverty and achieve prosperity. The same reality holds true for countries in Africa (Wohlmuth cited in Uddin, 2010:6).

The concept of citizen participation has received increasing attention in Africa at the end of the 1980s; the time coincided with the end of the cold war. Consequently, regional institutions as well as the respective countries have acknowledged its significance. The increasing relevance of the concept for overall development policies, for strategies to speed up development processes for measures to change development institutions and for quality enhancement at sectoral development intervention is accredited. In Africa, where there has been a historical record of bad governance, improving the governance environment of has been given a central place in the NEPAD – an initiative that represents the latest attempt by

African leaders to take the African continent on the path of sustainable development encompassing good governance and prosperity with a consolidation of peace, security, stability (African Development Bank, 1994). NEPAD has listed a number of prerequisite for African countries to move forward in their quest for development. Key among these is the proper adherence to good political, economic and corporate governance (Hope, 2003).

The historical condition of citizen participation in Kenya is not an exception to what was prevalent in other African countries even though Kenya is a relatively stable country than its neighbors. But the question here is whether Kenyans use the available opportunities to strengthen democratic institutions in order to promote good governance? Kenya has witnessed the widest and longest form of dictatorship equal to African leadership voracity.

In Kenya, bad governance has, over the decades, been manifested, among other things, in inequitable distribution of national wealth, corruption, lack of constitutionalism and rule of law (Kwaka and Mumbo, 2011:57).

Uganda's lack of transparency and accountability of financial resources, weak institutional government, and civil society capacity pose significant challenges to good governance. USAID works to build the capacity of Uganda's multi-party Parliament and local governments, strengthening their ability to provide public services and respond to citizen needs. USAID activities have enabled Parliament members to interact directly with local government and civil society leaders on critical legal and policy issues (Olowu 2009). The program contributes to advancing and protecting socio-economic development through support to national-level and grass-roots structures that uphold respect for human rights and rule of law in Uganda. As regards legal structures, the program works with the judiciary to contribute to judicial independence and partners with civil society to strengthen human rights advocacy and uphold media freedoms in Uganda. The main goal is to cultivate a more legitimate rule of law framework and safeguard human rights by infusing approaches that allow for meaningful participation and inclusion of women, youth, persons with disabilities and other marginalized groups and strengthening of local institutions contributing to local ownership and local solutions, (kabeba, 2003)

USAID's programs also help local governments carry out community initiatives by fostering participatory development planning and improving the operations of multiparty local councils. As a result, citizens are participating more actively in local government planning and budgeting processes, leading to more open and transparent approval and execution of district budgets. USAID training has helped local governments assess their progress and identify development priorities in line with those at the national level.(Olowu 2009)

Uganda's multi-party Parliament and local governments provide opportunities for citizens to participate in the formulation of policies and laws and development and implementation of activities. However, both governmental and nongovernmental actors often lack the knowledge, experience and resources to participate effectively and improve laws, policies and service delivery. (Muriisa,2007).USAID activities enhance the capacity of Uganda's civil society organizations to more effectively inform citizens of issues that touch their daily lives, gather information from citizens on the quality of service delivery and advocate for changes that will lead to more effective functioning of government and improved service delivery. With USAID support, these organizations made key contributions to national and local government institutions; provided crucial input to policies and bills; and facilitated activities that improved parliamentary oversight, local planning and budgeting processes and the

delivery of public services. For example, in the northern town of Arua, civil society advocacy made a new food security and nutrition ordinance official, (Minis, 2000)

1.2 Statement of the Problem

The mere fact of opting for citizen participation shall not by itself ensured that the population effectively participates in its development which is the ultimate goal of good policy of decentralization and good governance. It is important to set up mechanisms reassuring the participation of the population' Uganda today faces a major transition challenge from a centralized state to one that has adopted the concept of decentralization,(Ernest,1998)

Despite the efforts by governments, non- government organizations, inter- government institutions, civil society organizations to enforce the aspects of political decentralization at different lower-government levels of sub countries and districts in rural areas, city councils, municipal councils/town councils and city divisions in urban centers. (For the case of Uganda) so as to ensure efficient and effective service delivery, need for political accountability, speed up the development process, significant obstacles exist that inhabits and discourages the progress of political decentralization in local governments like limited resources to implement and monitor the programmes. In the case of Uganda the ministry of local government is mandated to inspect local governments on service delivery. However, with the limited funding, the ministry of local government (MOLG) has been unable to monitor service delivery, staffing in local government still remains a challenge.

1.3 General Objectives

- i. To examine the role of decentralization in promoting citizen participation in Mubende district
- ii. To establish challenges of decentralization in promoting citizen participation in Mubende District
- iii. To establish the solutions to the challenges of decentralization in promoting citizen participation in Mubende District

1.4 Research Questions

- (i.) What is the role of decentralization in promoting citizen participation in Mubende district?
- (ii.) What are challenges of decentralization in promoting citizen participation in Mubende District?
- (iii.) What are the solutions to the challenges of decentralization in promoting citizen participation in Mubende District?

1.5 Scope of the study

1.5.1 Content scope

The study focused at decentralization and citizen participation a case study of Mubende district and it aimed at examining the role of decentralization in promoting citizen participation, assessing challenges of decentralization in promoting citizen participation and to establish the solutions to the challenges of decentralization in promoting citizen participation in Mubende District

1.5.2 Geographical scope

The study was carried out in Mubende district headquarter in Mubende which is approximately 100 kilometers, found in central region. The district has eighteen sub-counties and one town council borders the districts of Kiboga and Luwero in the North and North East, Kibaale in the North West, Kyenjojo in the West and Ssembabule and Mpigi in the South

1.5.3 Time scope

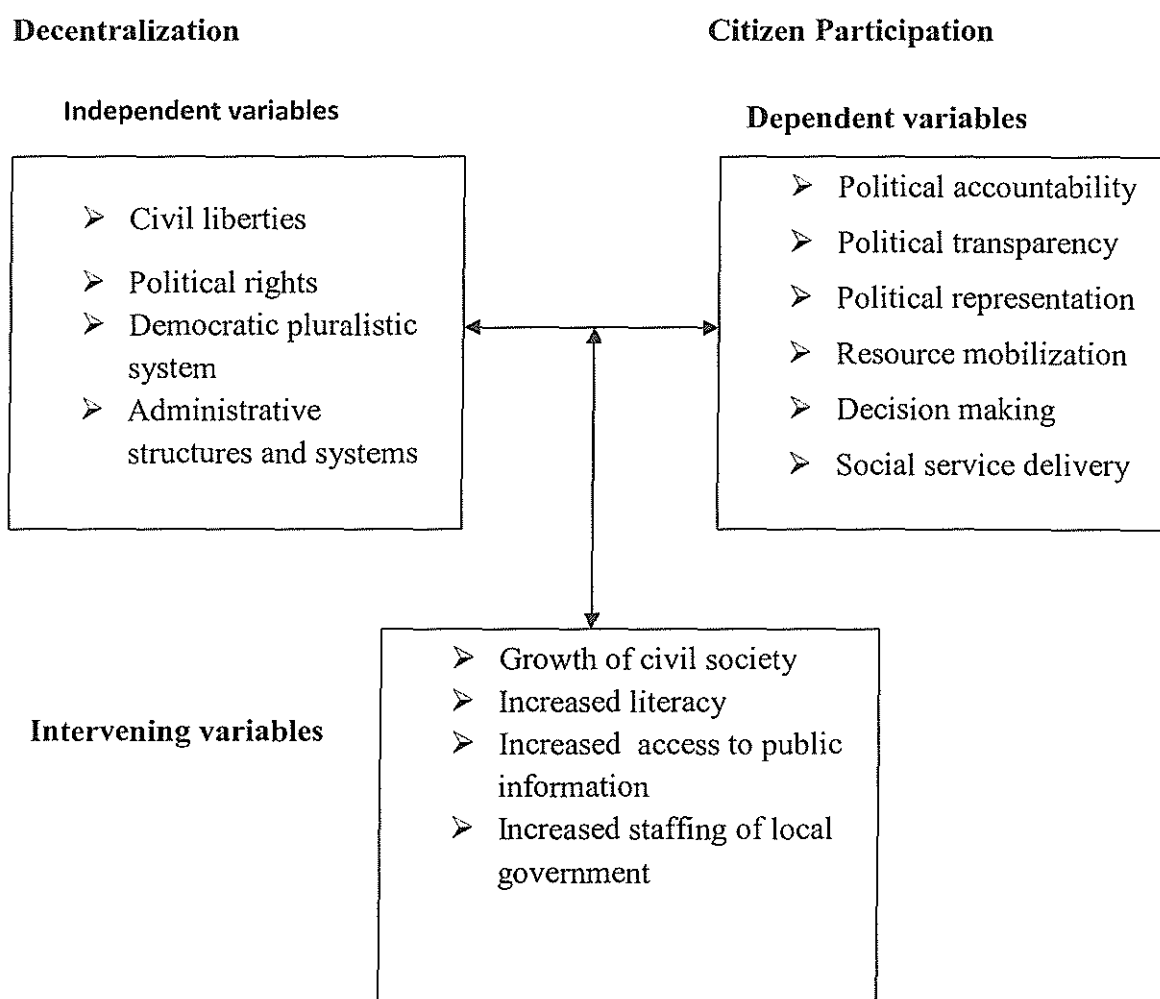
The research study used materials ranging from 1980 -2018 to compile the report.

1.6 Significance of the study

- i. To the researcher; the study will avail the researcher with relevant information on the role of decentralization in promoting citizen participation, the challenges of decentralization in promoting citizen participation, and then the possible solutions to the challenges.

- ii. To other researchers; the study will be important to other researcher since it will lay down the impact and obstacles of decentralization in promoting citizen participation therefore this will enable future researchers to come up with counter measure to mitigate the challenges.
- iii. To the district; the study will be of great importance to the local government of Mubende district since it will down possible challenges of decentralization in promoting citizen participation with possible solution to the problem and further recommendations on how to curb down the problem in Mubende district.

1.7 Conceptual Framework



Source primary source

Figure 2.1 conceptual framework

The figure above explained clearly relationships between independent variable which is decentralization and dependent variable which is citizen participation, which include;

Political accountability, Political transparency, Political representation, Resource mobilization Decision making, Social service delivery. It explained how Civil liberties Political rights Democratic pluralistic system Administrative structures and systems promote Political accountability, Political transparency, Political representation, Resource mobilization Decision-making, and Social service delivery.

1.8 Definition of Keys terms

Government; is group of people with authority to govern a country or a state or is a system or group of people governing an organized community, often a state.

Decentralization is the transfer of authority from central government to local government or is transfer of decision making power and assignment of accountability and responsibilities for better results.

Citizen participation is a means to ensure that citizens have a direct voice in public decisions. This is usually considered a valuable form of democracy

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter explained the concepts of decentralization and citizen participation and their relationship to project planning and implementation. A review of relevant literature on decentralization and citizen participation in the world

2.1 Theory of the concept decentralization

Decentralization is the process by which the activities of an organization, particularly those regarding planning and decision-making are distributed or delegated away from a central, authoritative location or group. Concepts of decentralization have been applied to group dynamics and management science in private businesses and organizations, political science, law and public administration, economics and technology.

The word "centralization" came into use in France in 1794 as the post-French Revolution French Directory leadership created a new government structure. The word "decentralization" came into usage in the 1820s. "Centralization" entered written English in the first third of the 1800s; mentions of decentralization also first appear during those years. In the mid-1800s Tocqueville would write that the French Revolution began with "a push towards decentralization [but became,] in the end, an extension of centralization." In 1863 retired French bureaucrat Maurice Block wrote an article called "Decentralization" for a French journal which reviewed the dynamics of government and bureaucratic centralization and recent French efforts at decentralization of government functions.

Ideas of liberty and decentralization were carried to their logical conclusions during the 19th and 20th centuries by anti-state political activists calling themselves "anarchists", "libertarians," and even decentralists. Tocqueville was an advocate, writing: "Decentralization has, not only an administrative value, but also a civic dimension, since it increases the opportunities for citizens to take interest in public affairs; it makes them get accustomed to using freedom. And from the accumulation of these local, active, persnickety freedoms, is born the most efficient counterweight against the claims of the central government, even if it were supported by an impersonal, collective will." Pierre-Joseph Proudhon (1809–1865), influential anarchist theorist wrote: "All my economic ideas as

developed over twenty-five years can be summed up in the words: agricultural-industrial federation. All my political ideas boil down to a similar formula: political federation or decentralization."

In early twentieth century America a response to the centralization of economic wealth and political power was a decentralist movement. It blamed large-scale industrial production for destroying middle class shop keepers and small manufacturers and promoted increased property ownership and a return to small scale living. The decentralist movement attracted Southern Agrarians like Robert Penn Warren, as well as journalist Herbert Agar. New Left and libertarian individuals who identified with social, economic, and often political decentralism through the ensuing years included Ralph Borsodi, Wendell Berry, Paul Goodman, Carl Oglesby, Karl Hess, Donald Livingston.

Stephen Cummings wrote that decentralization became a "revolutionary megatrend" in the 1980s. In 1983 Diana Conyers asked if decentralization was the "latest fashion" in development administration. Cornell University's project on Restructuring Local Government states that decentralization refers to the "global trend" of devolving responsibilities to regional or local governments. Robert J. Bennett's *Decentralization, Intergovernmental Relations and Markets: Towards a Post-Welfare Agenda* describes how after World War II governments pursued a centralized "welfarist" policy of entitlements which now has become a "post-welfare" policy of intergovernmental and market-based decentralization.

In 1983, "Decentralization" was identified as one of the "Ten Key Values" of the Green Movement in the United States.

According to a 1999 United Nations Development Programme report: "large number of developing and transitional countries have embarked on some form of decentralization programmes. This trend is coupled with a growing interest in the role of civil society and the private sector as partners to governments in seeking new ways of service delivery...Decentralization of governance and the strengthening of local governing capacity is in part also a function of broader societal trends. These include, for example, the growing distrust of government generally, the spectacular demise of some of the most centralized regimes in the world (especially the Soviet Union) and the emerging separatist demands that seem to routinely pop up in one or another part of the world. The movement toward local accountability and greater control over one's destiny is, however, not solely the result of the

negative attitude towards central government. Rather, these developments, as we have already noted, are principally being driven by a strong desire for greater participation of citizens and private sector organizations in governance.”

Those studying the goals and processes of implementing decentralization often use a systems theory approach. The United Nations Development Programme report applies to the topic of decentralization "a whole systems perspective, including levels, spheres, sectors and functions and seeing the community level as the entry point at which holistic definitions of development goals are most likely to emerge from the people themselves and where it is most practical to support them. It involves seeing multi-level frameworks and continuous, synergistic processes of interaction and iteration of cycles as critical for achieving wholeness in a decentralized system and for sustaining its development.”

However, has been seen as part of a systems approach. Norman Johnson of Los Alamos National Laboratory wrote in a 1999 paper: "A decentralized system is where some decisions by the agents are made without centralized control or processing. An important property of agent systems is the degree of connectivity or connectedness between the agents, a measure global flow of information or influence. If each agent is connected (exchange states or influence) to all other agents, then the system is highly connected."

University of California, Irvine's Institute for Software Research's "PACE" project is creating an "architectural style for trust management in decentralized applications." It adopted Rohit Khare's definition of decentralization: "A decentralized system is one which requires multiple parties to make their own independent decisions" and applies it to Peer-to-peer software creation, writing:

In such a decentralized system, there is no single centralized authority that makes decisions on behalf of all the parties. Instead each party, also called a peer, makes local autonomous decisions towards its individual goals which may possibly conflict with those of other peers. Peers directly interact with each other and share information or provide service to other peers. An open decentralized system is one in which the entry of peers is not regulated. Any peer can enter or leave the system at any time.

Goals

Decentralization in any area is a response to the problems of centralized systems. Decentralization in government, the topic most studied, has been seen as a solution to problems like economic decline, government inability to fund services and their general decline in performance of overloaded services, the demands of minorities for a greater say in local governance, the general weakening legitimacy of the public sector and global and international pressure on countries with inefficient, undemocratic, overly centralized systems.^[31] The following four goals or objectives are frequently stated in various analyses of decentralization.

Participation

In decentralization the principle of subsidiarity is often invoked. It holds that the lowest or least centralized authority which is capable of addressing an issue effectively should do so. According to one definition: "Decentralization, or decentralizing governance, refers to the restructuring or reorganization of authority so that there is a system of co-responsibility between institutions of governance at the central, regional and local levels according to the principle of subsidiarity, thus increasing the overall quality and effectiveness of the system of governance, while increasing the authority and capacities of sub-national levels."

Decentralization is often linked to concepts of participation in decision-making, democracy, equality and liberty from higher authority. Decentralization enhances the democratic voice. Theorists believe that local representative authorities with actual discretionary powers are the basis of decentralization that can lead to local efficiency, equity and development." Columbia University's Earth Institute identified one of three major trends relating to decentralization as: "increased involvement of local jurisdictions and civil society in the management of their affairs, with new forms of participation, consultation, and partnerships."

Decentralization has been described as a "counterpoint to globalization" which removes decisions from the local and national stage to the global sphere of multi-national or non-national interests. Decentralization brings decision-making back to the sub-national levels. Decentralization strategies must account for the interrelations of global, regional, national, sub-national, and local levels.

Diversity

Norman L. Johnson writes that diversity plays an important role in decentralized systems like ecosystems, social groups, large organizations, political systems. "Diversity is defined to be unique properties of entities, agents, or individuals that are not shared by the larger group, population, structure. Decentralized is defined as a property of a system where the agents have some ability to operate "locally." Both decentralization and diversity are necessary attributes to achieve the self-organizing properties of interest."

Advocates of political decentralization hold that greater participation by better informed diverse interests in society will lead to more relevant decisions than those made only by authorities on the national level. Decentralization has been described as a response to demands for diversity.

Efficiency

In business, decentralization leads to a management by results philosophy which focuses on definite objectives to be achieved by unit results. Decentralization of government programs is said to increase efficiency – and effectiveness – due to reduction of congestion in communications, quicker reaction to unanticipated problems, improved ability to deliver services, improved information about local conditions, and more support from beneficiaries of programs.

Firms may prefer decentralization because it ensures efficiency by making sure that managers closest to the local information make decisions and in a more timely fashion; that their taking responsibility frees upper management for long term strategics rather than day-to-day decision-making; that managers have hands on training to prepare them to move up the management hierarchy; that managers are motivated by having the freedom to exercise their own initiative and creativity; that managers and divisions are encouraged to prove that they are profitable, instead of allowing their failures to be masked by the overall profitability of the company.

The same principles can be applied to government. Decentralization promises to enhance efficiency through both inter-governmental competitions with market features and fiscal discipline which assigns tax and expenditure authority to the lowest level of government possible. It works best where members of subnational government have strong traditions of democracy, accountability and professionalism.

Conflict resolution

Economic and/or political decentralization can help prevent or reduce conflict because they reduce actual or perceived inequities between various regions or between a region and the central government. Dawn Brancati finds that political decentralization reduces intrastate conflict unless politicians create political parties that mobilize minority and even extremist groups to demand more resources and power within national governments. However, the likelihood this will be done depends on factors like how democratic transitions happen and features like a regional party's proportion of legislative seats, a country's number of regional legislatures, elector procedures, and the order in which national and regional elections occur. Brancati holds that decentralization can promote peace if it encourages statewide parties to incorporate regional demands and limit the power of regional parties.

Processes

The process of decentralization redefines structures, procedures and practices of governance to be closer to the citizenry and to make them more aware of the costs and benefits; it is not merely a movement of power from the central to the local government. According to the United Nations Development Programme, it is "more than a process, it is a way of life and a state of mind." The report provides a chart-formatted framework for defining the application of the concept 'decentralization' describing and elaborating on the "who, what, when, where, why and how" factors in any process of decentralization.

Initiation

The processes by which entities move from a more to a less centralized state vary. They can be initiated from the centers of authority ("top-down") or from individuals, localities or regions ("bottom-up"), or from a "mutually desired" combination of authorities and localities working together. Bottom-up decentralization usually stresses political values like local responsiveness and increased participation and tends to increase political stability. Top-down decentralization may be motivated by the desire to "shift deficits downwards" and find more resources to pay for services or pay off government debt. Some hold that decentralization should not be imposed, but done in a respectful manner.

The concept of decentralization (quite often referred to as Fiscal Decentralization (FD)) has been part of a worldwide „reform” agenda since the last part of the 20th century. The inclusion of the FD concept in the reform agenda was supported by the World Bank, USAID, the Asian Development Bank, and many others; and it has become an integral part of economic development and governance strategies in developing and transitional economies (e.g. Bahl, 1999; Arzaghi & Henderson, 2005).

Any discussion of decentralization first requires a formal definition. Given the complex nature of the concept, it is appropriate to define fiscal decentralization as *the transfer by the central government to subnational governments (SNG) (states, regions, municipalities) of specific functions with the administrative authority and revenue to perform those functions.*

This definition captures the multitude and complexity of the concept under discussion through a combination of elements from (1) political science (relationships between different levels of government), (2) public administration (management of public institutions), and (3) economics (public revenues and expenditures management). The review of the literature is not intended to be extensive and exhaustive¹⁰. The major purpose of the literature review is to identify major descriptors of the decentralization process from points of view of political science, public administration, and economics.

However, the simple presence of elections is a rather limiting choice for evaluation of political aspect of decentralization because it does not address the quality aspect of decentralization. Therefore, it is imperative to address both the presence of democratic arrangements and the quality of these arrangements. This is why the use of quality of governance indicators by Kaufmann et.al. (1999, 2003, 2008, 2013) is justified for accurate evaluation of the political aspect of decentralization.

Determinants of decentralization

The academic literature frequently mentions the following factors as determinants of decentralization:

- "The number of major ethnic groups"
- "The degree of territorial concentration of those groups"
- "The existence of ethnic networks and communities across the border of the state"
- "The country's dependence on natural resources and the degree to which those resources are concentrated in the region's territory"

- "The country's per capita income relative to that in other regions"
- The presence of self-determination movements

Government decentralization

Historians have described the history of governments and empires in terms of centralization and decentralization. In his 1910 *The History of Nations* Henry Cabot Lodge wrote that Persian king Darius I (550-486 BC) was a master of organization and "for the first time in history centralization becomes a political fact." He also noted that this contrasted with the decentralization of Ancient Greece. Since the 1980s a number of scholars have written about cycles of centralization and decentralizations. Stephen K. Sanderson wrote that over the last 4000 years chiefdoms and actual states have gone through sequences of centralization and decentralization of economic, political and social power. Yildiz Atasoy writes this process has been going on "since the Stone Age" through not just chiefdoms and states, but empires and today's "hegemonic core states". Christopher K. Chase-Dunn and Thomas D. Hall review other works that detail these cycles, including works which analyze the concept of core elites which compete with state accumulation of wealth and how their "intra-ruling-class competition accounts for the rise and fall of states" and of their phases of centralization and decentralization.

Rising government expenditures, poor economic performance and the rise of free market-influenced ideas have convinced governments to decentralize their operations, to induce competition within their services, to contract out to private firms operating in the market, and to privatize some functions and services entirely.

Government decentralization has both political and administrative aspects. Its decentralization may be territorial, moving power from a central city to other localities, and it may be functional, moving decision-making from the top administrator of any branch of government to lower level officials, or divesting of the function entirely through privatization. It has been called the "new public management" which has been described as decentralization, management by objectives, contracting out, competition within government and consumer orientation.

Political

Political decentralization signifies a reduction in the authority of national governments over policymaking by endowing its citizens or their elected representatives with more power. It may be associated with pluralistic politics and representative government, but it also means giving citizens, or their representatives, more influence in the formulation and implementation of laws and policies. This process is accomplished by the institution of reforms that either delegate a certain degree of meaningful decision-making autonomy to subnational tiers of government, or grant citizens the right to elect lower-level officials, like local or regional representatives. Depending on the country, this may require constitutional or statutory reforms, the development of new political parties, increased power for legislatures, the creation of local political units, and encouragement of advocacy groups.

A national government may decide to decentralize its authority and responsibilities for a variety of reasons. Decentralization reforms may occur for administrative reasons, when government officials decide that certain responsibilities and decisions would be handled best at the regional or local level. In democracies, traditionally conservative parties include political decentralization as a directive in their platforms because rightist parties tend to advocate for a decrease in the role of central government. There is also strong evidence to support the idea that government stability increases the probability of political decentralization, since instability brought on by gridlock between opposing parties in legislatures often impedes a government's overall ability to enact sweeping reforms.

The rise of regional ethnic parties in the national politics of parliamentary democracies is also heavily associated with the implementation of decentralization reforms. Ethnic parties may endeavor to transfer more autonomy to their respective regions, and as a partisan strategy, ruling parties within the central government may cooperate by establishing regional assemblies in order to curb the rise of ethnic parties in national elections. This phenomenon famously occurred in 1999, when the United Kingdom's Labour Party appealed to Scottish constituents by creating a semi-autonomous Scottish Parliament in order to neutralize the threat from the increasingly popular Scottish National Party at the national level.

In addition to increasing the administrative efficacy of government and endowing citizens with more power, there are many projected advantages to political decentralization. Individuals who take advantage of their right to elect local and regional authorities have been

shown to have more positive attitudes toward politics, and increased opportunities for civic decision-making through participatory democracy mechanisms like public consultations and participatory budgeting are believed to help legitimize government institutions in the eyes of marginalized groups. Moreover, political decentralization is perceived as a valid means of protecting marginalized communities at a local level from the detrimental aspects of development and globalization driven by the state, like the degradation of local customs, codes, and beliefs. In his 2013 book, *Democracy and Political Ignorance*, George Mason University law professor Ilya Somin argued that political decentralization in a federal democracy confronts the widespread issue of political ignorance by allowing citizens to engage in foot voting, or moving to other jurisdictions with more favorable laws. He cites the mass migration of over one million southern-born African Americans to the North or the West to evade discriminatory Jim Crow laws in the late 19th century and early 20th century.

The European Union follows the principle of subsidiarity, which holds that decision-making should be made by the most local competent authority. The EU should decide only on enumerated issues that a local or member state authority cannot address themselves. Furthermore, enforcement is exclusively the domain of member states. In Finland, the Centre Party explicitly supports decentralization. For example, government departments have been moved from the capital Helsinki to the provinces. The Centre supports substantial subsidies that limit potential economic and political centralization to Helsinki.

Political decentralization does not come without its drawbacks. A study by Fan concludes that there is an increase in corruption and rent-seeking when there are more vertical tiers in the government, as well as when there are higher levels of subnational government employment. Other studies warn of high-level politicians that may intentionally deprive regional and local authorities of power and resources when conflicts arise. In order to combat these negative forces, experts believe that political decentralization should be supplemented with other conflict management mechanisms like power-sharing, particularly in regions with ethnic tensions.

Administrative

Four major forms of administrative decentralization have been described.

- Deconcentration, the weakest form of decentralization, shifts responsibility for decision-making, finance and implementation of certain public functions from officials of central governments to those in existing districts or, if necessary, new ones under direct control of the central government.
- Delegation passes down responsibility for decision-making, finance and implementation of certain public functions to semi-autonomous organizations not wholly controlled by the central government, but ultimately accountable to it. It involves the creation of public-private enterprises or corporations, or of "authorities", special projects or service districts. All of them will have a great deal of decision-making discretion and they may be exempt from civil service requirements and may be permitted to charge users for services.
- Devolution transfers responsibility for decision-making, finance and implementation of certain public functions to the sub-national level, such as a regional, local, or state government.
- Divestment, also called privatization, may mean merely contracting out services to private companies. Or it may mean relinquishing totally all responsibility for decision-making, finance and implementation of certain public functions. Facilities will be sold off, workers transferred or fired and private companies or non-for-profit organizations allowed to provide the services. Many of these functions originally were done by private individuals, companies, or associations and later taken over by the government, either directly, or by regulating out of business entities which competed with newly created government programs.

Fiscal

Fiscal decentralization means decentralizing revenue raising and/or expenditure of moneys to a lower level of government while maintaining financial responsibility. While this process usually is called fiscal federalism it may be relevant to unitary, federal and confederal governments. Fiscal federalism also concerns the "vertical imbalances" where the central government gives too much or too little money to the lower levels. It actually can be a way of increasing central government control of lower levels of government, if it is not linked to other kinds of responsibilities and authority.

Fiscal decentralization can be achieved through user fees, user participation through monetary or labor contributions, expansion of local property or sales taxes, intergovernmental

transfers of central government tax monies to local governments through transfer payments or grants, and authorization of municipal borrowing with national government loan guarantees. Transfers of money may be given conditionally with instructions or unconditionally without them.

Economic or market

Economic decentralization can be done through privatization of public owned functions and businesses, as described briefly above. But it also is done through deregulation, the abolition of restrictions on businesses competing with government services, for example, postal services, schools, garbage collection. Even as private companies and corporations have worked to have such services contracted out to or privatized by them, others have worked to have these turned over to non-profit organizations or associations. Since the 1970s there has been deregulation of some industries, like banking, trucking, airlines and telecommunications which resulted generally in more competition and lower prices. According to Cato Institute, an American libertarian think-tank, some industries deregulation of aspects of an industry were offset by more ambitious regulations elsewhere that hurt consumers, the electricity industry being a prime example. For example, in banking, Cato Institute believes some deregulation allowed banks to compete across state lines, increasing consumer choice, while an actual increase in regulators and regulations forced banks to do business the way central government regulators commanded, including making loans to individuals incapable of repaying them, leading eventually to the financial crisis of 2007–2008.

One example of economic decentralization, which is based on a libertarian socialist model, is decentralized economic planning. Decentralized planning is a type of economic system in which decision-making is distributed amongst various economic agents or localized within production agents. An example of this method in practice is in Kerala, India which started in 1996 as, The People's Planning in Kerala.

Some argue that government standardisation in areas from commodity market, inspection and testing procurement bidding, Building codes, professional and vocational education, trade certification, safety, etc. are necessary. Emmanuelle Auriol and Michel Benaim write about the "comparative benefits" of decentralization versus government regulation in the setting of standards. They find that while there may be a need for public regulation if public safety is at stake, private creation of standards usually is better because "regulators or 'experts' might

misrepresent consumers' tastes and needs." As long as companies are averse to incompatible standards, standards will be created that satisfy needs of a modern economy

Pierre Joseph Proudhon, anarchist theorist who advocated for a decentralist non-state system which he called "federalism"

Libertarian socialism is a group of political philosophies that promote a non-hierarchical, non-bureaucratic society without private property in the means of production. Libertarian socialists believe in converting present-day private productive property into common or public goods.^[99] Libertarian socialism is opposed to coercive forms of social organization. It promotes free association in place of government and opposes the social relations of capitalism, such as wage labor. The term *libertarian socialism* is used by some socialists to differentiate their philosophy from state socialism and by some as a synonym for left anarchism.

Accordingly, libertarian socialists believe that "the exercise of power in any institutionalized form – whether economic, political, religious, or sexual – brutalizes both the wielder of power and the one over whom it is exercised". Libertarian socialists generally place their hopes in decentralized means of direct democracy such as libertarian municipalism, citizens' assemblies, or workers' councils. Libertarian socialists are strongly critical of coercive institutions, which often leads them to reject the legitimacy of the state in favor of anarchism. Adherents propose achieving this through decentralization of political and economic power, usually involving the socialization of most large-scale private property and enterprise (while retaining respect for personal property). Libertarian socialism tends to deny the legitimacy of most forms of economically significant private property, viewing capitalist property relations as forms of domination that are antagonistic to individual freedom

Political philosophies commonly described as libertarian socialist include most varieties of anarchism (especially anarchist communism, anarchist collectivism, anarcho-syndicalism, and mutualism) as well as autonomism, communalism, participism, libertarian Marxist philosophies such as council communism and Luxemburgism, and some versions of "utopian socialism" and individualist anarchism. For Murray Bookchin "In the modern world, anarchism first appeared as a movement of the peasantry and yeomanry against declining feudal institutions. In Germany its foremost spokesman during the Peasant Wars was Thomas Muenzer; in England, Gerrard Winstanley, a leading participant in the Digger movement. The concepts held by Muenzer and Winstanley were superbly attuned to the needs of their time –

a historical period when the majority of the population lived in the countryside and when the most militant revolutionary forces came from an agrarian world. It would be painfully academic to argue whether Muenzer and Winstanley could have achieved their ideals. What is of real importance is that they spoke to their time; their anarchist concepts followed naturally from the rural society that furnished the bands of the peasant armies in Germany and the New Model in England." The term "anarchist" first entered the English language in 1642, during the English Civil War, as a term of abuse, used by Royalists against their Roundhead opponents. By the time of the French Revolution some, such as the *Enragés*, began to use the term positively,^[120] in opposition to Jacobin centralisation of power, seeing "revolutionary government" as oxymoronic. By the turn of the 19th century, the English word "anarchism" had lost its initial negative connotation.

Free market decentralization

Free market ideas popular in the 19th century, such as those of Adam Smith returned to prominence in the 1970s and 1980s. Nobel Prize-winning economist Friedrich von Hayek emphasized that free markets themselves are decentralized systems where outcomes are produced without explicit agreement or coordination by individuals who use prices as their guide. As Eleanor Doyle writes: "Economic decision-making in free markets is decentralized across all the individuals dispersed in each market and is synchronized or coordinated by the price system." The individual right to property is part of this decentralized system. Analyzing the problems of central government control, Hayek wrote in *The Road to Serfdom*:

There would be no difficulty about efficient control or planning were conditions so simple that a single person or board could effectively survey all the relevant facts. It is only as the factors which have to be taken into account become so numerous that it is impossible to gain a synoptic view of them that decentralization becomes imperative.

According to Bruce M. Owen, this does not mean that all firms themselves have to be equally decentralized. He writes: "markets allocate resources through arms-length transactions among decentralized actors. Much of the time, markets work very efficiently, but there is a variety of conditions under which firms do better. Hence, goods and services are produced and sold by firms with various degrees of horizontal and vertical integration." Additionally, he writes that the "economic incentive to expand horizontally or vertically is usually, but not always,

compatible with the social interest in maximizing long-run consumer welfare." When it does not, he writes regulation may be necessary.

2.2 The role of decentralization in promoting citizen participation

Decentralization and citizen participation are increasingly recognized as basic components of democratic governance, since they provide an enabling environment in which decision making and service delivery can be brought closer to the people, especially to the poor (O'Mahony ,2002). Decentralization is instrumental in the overall issue of re-inventing government and is essential to achieving the internationally set Sustainable Development Goals (SDGs). Under the combined pressure of accelerating globalization and persistent demands for deeper and expanded democratization, central governments are seeing their traditional roles continuously challenged. Re-inventing government would then require revisiting the nature and role of the state itself and the sharing of political power and administrative responsibilities. (Crook R. 2003).

If we recall the key elements of good and democratic governance, and we consider them both for economic growth and as a means of achieving the SDGs, especially that relating to poverty reduction, decentralization increases popular participation in decision making because it brings government closer to people, making it more accessible and knowledgeable about local conditions and more responsive to peoples' demands (Ernest, 1998),

Central governments located far away and preoccupied mostly with national and regional issues, fall short of adequately and efficiently providing services essentially local in nature. The case for decentralization can, in fact, be made on a number of grounds such as the following:

- i. Local authorities tend to act more in line with local preferences and conditions, and their response to local needs is more expeditious. Decentralization provides opportunities to marginalized sectors of the community, like women in some countries, minorities etc., to participate at the local level, enabling a more sensitive approach to policy formulation and implementation.
- ii. Because decentralization tends to enhance transparency and accountability, the amount of money wrongfully diverted away from development often declines. The Human Development Report (2003) underlines that in 55 countries, political decentralization of government spending was closely associated with lower corruption among bureaucrats

and reduced rent seeking by private parties - leaving more money to spend on basic services for poor people.

- iii. Decentralization increases effectiveness in service delivery, like reducing absenteeism among government employees, for example, in local schools and health clinics because elected officials receive complaints from their constituents and can improve discipline.
- iv. Decentralization provides bureaucrats with early warnings of potential disasters, enabling quick remedial action.
- v. Decentralization makes development projects more sustainable and cost effective because local people are more likely to be involved in their design, execution, and monitoring.
- vi. Decentralization encourages communities to find solutions to their everyday problems, yielding innovative ideas, which are more attuned to local conditions.
- vii. Decentralization provides opportunities for more people, including the under-represented groups (like women in some countries, the poor, minorities etc.) to participate in decisions that affect their lives.

To summarize, because of a greater degree of accountability, responsiveness and participation, effective decentralization can make a big difference by making the provision of local (social and economic) services more efficient, equitable, sustainable and cost-effective. Through community participation in decision making, planning, implementation and monitoring and backed by appropriate institutions and resources, it can go a long way in improving the quality of life, particularly of the poorer and marginalized sectors of the population, thereby alleviating poverty.

2.3 The challenges of decentralization in promoting citizen participation

Uganda encounters many obstacles and has many challenges facing decentralization in promoting citizen participation. The first problem is the political environment, which is always unstable, as it is shown before that the decentralization in Uganda changed at each succeeding republic. The changes under the first constitution of the third republic had the aim of introducing effective decentralization. In fact, implementing this effective decentralization

did not work for various reasons mainly linked to the lack of a coherent legislative framework. (Dele, 2002)

Most of these basic ideas about decentralization are fairly well accepted, but knowledge about key aspects of decentralization and how they work together remains more limited than policy makers would like. Much of the international decentralization literature focuses primarily on normative design. Empirical work is predominantly country specific and often focuses on problematic performance. Positive reports tend to be based on anecdotal instances of success or enthusiastic rhetoric about expected benefits. Even much of the “best practice” literature does not provide generalizable guidance or lessons (Henry P. Minis, 2000)

The limited empirical evidence to support decentralization and clarify how to reap its potential benefits results from a number of factors. One is that there is often a lack of clarity about what decentralization is intended to mean in practice. For example, the distinction between decentralization (delegation of powers to sub-national arms of national agencies) and devolution (the handing down of powers to autonomous sub-national entities), is often blurred in decentralization debates and policies, and they are sometimes treated as mutually exclusive, whereas most countries have and need elements of each. Decentralization is also sometimes treated as a unidirectional phenomenon that severely limits the role of the central government. In reality the role of the centre often remains significant, but it is altered from one of control to one of monitoring and support. (Martin, 2003)

Perhaps the greatest challenges in analyzing political decentralization derive from its almost invariable complexity and a resulting need to tailor it to particular contexts, which requires both information and time. It is quite simply a difficult type of reform to design, to implement and to evaluate. Despite, or perhaps due to, this complexity, analysts tend to compartmentalize political decentralization and deal with particular elements. Economists focus on fiscal and economic development issues, political scientists focus on intergovernmental relations, local elections and accountability mechanisms, and public administration experts work on institutional structures, processes and procedures. In reality, these various dimensions, as noted above, are integrated and must be considered together by policy analysts for effective political decentralization. Specialists within broad disciplines also create confusion by focusing on single and inconsistent messages that in fact represent different sides of tradeoffs that must be balanced in any political decentralization initiative. For example, macro-economists preoccupied with maintaining public sector fiscal discipline

highlight the potentially dangerous impact of fiscally irresponsible behavior by unduly autonomous and empowered sub national governments, while pro-decentralization economists promote potential improvements and greater inclusivity in local-level resource allocation. Similarly, some grassroots-oriented social scientists focus narrowly on the potential political empowerment benefits of political decentralization, while others emphasize the common problems that result from giving free rein to (in some cases corrupt) local elites who may dominate autonomous local government decisions. This type of fragmented analysis often loses site of the broader range of issues that must be considered and balanced to make political decentralization work in a particular case. (Blore, 2009)

Another consequence of the complexity of decentralization means that it is a difficult concept to measure empirically, both for conceptual reasons and because required data are often lacking, unreliable or inconsistent within and across countries. For example, a commonly used measure is the percentage of total public expenditures or revenues undertaken by sub-national governments. This, definition, however, does not capture the level of autonomy or the degree of accountability with which lower levels of government function, and these are the very features that most critically determine whether political decentralization can achieve its intended benefits. (Olowu, 2009)

Finally, there is the issue of political support for decentralization and how this affects the way, it is defined and implemented. Various stakeholders in any country who are likely to benefit or suffer under political decentralization understandably push their own views on its desirability. Local government officials who stand to gain from enhanced powers and resources support political decentralization, while national government agencies that stand to lose their often-considerable powers and resources wish to prevent or slow down reform. Similarly, community organizations that might benefit from a close association with newly empowered local governments will view political decentralization favorably, while those that see resources being diverted from community-oriented support programmes to intergovernmental transfer systems that benefit sub-national governments will resist political decentralization. (Schneider, 1999)

Defining responsibility among levels of government

This definition of responsibility is complex concerning the decentralization in Uganda. In the constitution, the role of regions and communes are well defined, its organization, its

structure and also the role of each administrator such as chief of the region, mayors, councilor are clearly defined. Yet the issue is that these persons do not follow the text. In Uganda the local authority and political decentralization both exists but the power is still centralized. The Local leaders in the regions and communes in Uganda are usually associated with a political party (Balore, 2009)

The level of centralized revenue is much higher

The level of centralized revenue in Uganda is much higher. In Uganda, the central government collects more of the total revenue. This centralization of revenue leads to a structural imbalance in the composition of revenue, which could only be redressed by a progressive increase in the mid- to long term revenue for local level authorities. We should notify that, revenue in each communes are different because taxes collected are different.(Burlington,1992)

Lack of capacity or skills (Mayors)

In Uganda, most of the mayors have a difficulty to manage the communes. Most of the officials

who have not received training on their executive role to manage projects have a difficulty to improve their capacity or skills. But, generally, Mayors have access to a mayor's guide and to the manual of budgetary procedure. However, some officials often have limited knowledge concerning these manuals because most of them are written in English.(Balore, 2009)

Thus, both within developing countries considering public sector reform and among international institutions and experts that support or study it, political decentralization has often been considered in selective and sometimes biased ways that fail to provide a solid basis for making informed judgments about either its design or implementation. Policymakers are thus faced with the daunting task of making sense of this maze of conflicting views and information in their quest to understand how to structure decentralization to maximize potential benefits and minimize potential problems in a particular case.

2.4 The solutions to the challenges of decentralization in promoting citizen participation.

If the decentralization, through the division of the national territory in local and autonomous entities was accepted since the independence, this was not the case about the administrative and budgetary. (Earnest, 1998)

There are more than 1500 communes in Uganda and while most of spending is still controlled by the Central Administration, this asymmetry engenders regional disparities, in particular in terms of access to basic social services, which fosters social and economic frustrations. In order to facilitate decentralization for the development of the country, the following solutions are needed (Muriisa, 2007)

Effective sensitization and participation of the public:

First of all, it is necessary to inform all citizens of the terms of the decentralization program. An understanding and awareness of the stakes involved will improve chances for program success. The strategies of application must also be communicated to the citizens for their support and individual or collective participation (Martin 2003).

Training of the local elected members:

Training constitutes a priority for the success of the decentralization program. Elected members should be more conscious of their responsibilities in local development and be capable of assuming the required roles to achieve it. Training financed by the State and the associations of regions with a measure of autonomy as well as by the partners in the development can contribute to the improvement of the performances of the local elected members. It is not only to master the local management but also and especially for being attentive to the national and international environment, with its opportunities and its evolutions. (Joachim, 2012)

The effective realization of the transfer of the competence and accompanying measures:

It is urgent to apply all laws and texts about the transfer of competence by the administrations with a measure of autonomy. It passes inevitably by the application of the laws on the question, the signature of all the decrees of application and the additional ministerial decrees and their actual applications.

However, one solution taken by the commune to increase efficiency is budgetary allowance from the central government and the collection of appropriate resources in application of the law on the land, fiscal and state owned regime of these communes. (Brote, 2004)

Institutionalization of the communes' agents' status

The quality, continuity and efficiency of the local public service orders the implementation of an appropriate local public service. It will be a question ensuring the legal and social security of permanent agents, beneficiaries of an adequate training to lead the local development. It is necessary to shield the agents of communes from the pressures, the threats and the political uncertainties. (Braun, 2006)

For that purpose several projects of decrees concerning the status of commune staff of communes should be adopted by the government and applied by communes. Beside the elected representatives, certainly under their authority but in respect for their right, the agents must achieve their missions with professionalism. The local public service must be insured, to the advantage of all the populations and the users, based on neutrality, impartiality and equality. Sectors or training centers can be thus created for the agents intended to work in the decentralized communes. (Von, 2003)

The promotion of the cooperation between communes and encouragement of outside partnerships:

Monitoring from central government can be also established to allow communes to be better endowed and to accompany those who are disinherited in their development. For that purpose, the methods of the cooperation between Communes will have to be the object of an associating study, the supervision and the communes through the local elected representatives and the local elites as well as partners in development. Beyond inter-commune cooperation, political decentralization also facilitates the direct relations with the international environment. Thus, actions of partnership can be undertaken to open

opportunities of local development projects. It is the duty of the State to create favorable conditions for this partnership through national stability and the maintenance of bonds of friendship, solidarity and confidence with the outside world. Decentralization constitutes an irreversible process in the administrative organization of the State today. It requires populations to participate in the management of the local business. It is really a question of transferring responsibilities and means, not just problems. (Braun, 2006)

Reclassifying the commune; it is needed to update the classification of communes in the country due to several aspects such as population and economic growth.

Concerning the financial management, it is important for local territories as communes, with a measure of autonomy, to improve the mobilization of their internal resources if they want to maintain their existence, gain credibility and develop. The viability of the communes, and especially the credibility of the commune's officials, are generally measured through their capacity, even their ingenuity, namely to mobilize the resources for their communes and to implement local development plans. (Martin, 2003)

A system of effective communication capable of improving the knowledge of the operators economic and populations on the importance of the local tax system in the improvement of the standard of living of the citizens; (Braun, 2006)

The implementation of follow-up mechanisms whereby the commune executives can guarantee the transparency of the management of the funds mobilized. It is also practical to establish open sessions where the commune executive can discuss with the population and report on its management plans and progress; (Braun, 2006)

The implementation by the local power - supported by the central government - of a convenient environment to stimulate citizens to settle their fiscal obligations. Indeed, the system of taxation must be based on the real capacities to pay and the classification of the taxpayers of the private sector has to take into account their real turnover; (Braun, 2006)

The implementation of incentive measures allowing the development of local economic activities susceptible to improve the potential of taxes. (Ulrike, 2000)

Creating an institution to monitor the financial management of all communes; in that case, all information about financial field will be available. This institution will also help government or partnership for subsidies to the commune by fixing the amount for example.

At the end of the process, we may notice an increase in the resources of the commune which it is necessary to use for the improvement of the services offered to the population. The implementation of a good system of financial management and the allocation of resources to the satisfaction of the priorities of the population are essential factors for sustainable success. However, it is important to establish long-lasting public-spirited reflexes. Indeed, the transparency, which is imperative, is well beyond the commune level. (Blore, 2009)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research methodology described the population of the study and the various instruments of data collection that was employed in conducting the research. The main sources of data that the researcher was used to gather information are the primary and secondary sources of data.

3.1 Research Design

The study employed across sectional survey design and descriptive correlation research design. The study adopted a survey research design because data is collected from respondents at a particular time. This survey research design according to Amin (2005) it was helpful to the researcher to attain systematic data from a sample. Correlation is necessary to explain relationship between variables. Purposive sampling was used to ensure that the respondents have equal chances of being selected to participate in this study. Quantitative and qualitative approaches will be used because it helps to ensure that data collected is quantitatively analyzed and descriptively interpreted.

3.2 Study population

The study population was comprised of 50 participants included; administrators (15), community development officers (10), human resource (10), procurement (5) and general public (20) purposively selected from the management and community members of Mubende district in Uganda.

3.3 Sample size

The sample size of the study was determined according to Slovene's formula of sample determination. Under this, a target population of 50 but it is zeroed down to a sample size of 45 respondents respectively as stated by Slovene's (1978). The Slovenes formula was used to determine the minimum sample size.

$$n = \frac{N}{1 + N(0.05)^2} = \frac{50}{1 + 50(0.05)^2} = 45 \text{ Respondents.}$$

$$n = 45$$

With n =number of sample

N =total population

e =level of significance 0.05

Using the formula above, the following sample was got as indicated below

Table 1: Table for determining simple size from a given population

Respondents	Population size	Sample size	Technique
General public	20	17	Simple random
Staff members of district	30	28	Purposive Sampling
Total	50	45	

Source; Researcher 2018

3.4 Sampling Techniques and Procedures

The participants in the study were selected using purposive sampling method and simple random. Simple random sampling method for respondents among them managers to have an equal chance of being selected to be part of the study. Simple random sampling was best because it is easy to collect data from members who are similar to one another on important variable. Purposive sampling is best because it involved selecting participants that posse the required characteristics and qualities as defined by the researcher (Gay, 2006).

3.5 Data Collection Sources

The researcher used both primary and secondary data sources.

3.5.1 Primary Data

Primary data is source of data generated from respondents using questionnaires and interview guide to get opinions, views and suggestions of the respondents at Mubende district.

3.5.2 Secondary Data

Secondary data sources is kind of information that the research study will use which is already published in regard to the study topic. It included all written, audio and visual information that was readily available on the study. This included information from text books, internet, newspapers, reports, brochures and news prints are used in the study.

3.6 Data Collection Methods

The researcher used questionnaires, interviews as the major data collection methods used to get first hand information.

Questionnaire

This was the main data collection tool. It consisted of questions that are set in relation to the research objectives so as to get the real answers to the set research questions. These were administered to the Management and community members of Mubende district. The questionnaires were used because they are easy and convenient to use in collection of data from busy respondents.

Questionnaires may be used to collect regular or infrequent routine data, and data for specialized studies. While the information in this section applies to questionnaires for all these uses, examples will concern only routine data, whether regular or infrequent. Some of the data often obtained through questionnaires include demographic characteristics, opinions of stakeholders, management, general information on fishers and household food budgets.

A questionnaire requires respondents to fill out the form themselves, and so requires a high level of literacy. Where multiple languages are common, questionnaires should be prepared using the major languages of the target group. Special care needs to be taken in these cases to ensure accurate translations.

Interviews

In interviews information is obtained through inquiry and recorded by enumerators. Structured interviews are performed by using survey forms, whereas open interviews are notes taken while talking with respondents. The notes are subsequently structured (interpreted) for further analysis. Open-ended interviews, which need to be interpreted and analyzed even during the interview, have to be carried out by well-trained observers and/or enumerators.

For the purposes of obtaining deep-rooted and concise data, the researcher used interviews. These were conducted in a period of 30 minutes per selected respondent. The researcher based on an interview guide.

Open-ended interviews cover a variety of data-gathering activities, including a number of social science research methods.

Focus groups are small (5-15 individuals) and composed of representative members of a group whose beliefs, practices or opinions are sought. By asking initial questions and structuring the subsequent discussion, the facilitator/interviewer can obtain, for example, information on common gear use practices, responses to management regulations or opinions about decentralization and citizen participation.

Direct observations

Observers; Observers can make direct measurements on the citizen participation, or in markets. The variables that enumerators can collect include catch (landing and discards), effort, vessel/gears, operations, environmental variables (e.g. sea state, temperature), biological variables (e.g. length, weight, age), the values and quantities of landings and sales.

In practice, observers do not only make direct measurements (observations), but also conduct interviews and surveys using questionnaires. They might also be involved in data processing and analysis. The tasks of an observer are difficult and adequate training and supervision is therefore essential.

Clear decisions need to be made on the nature and extent of data collected during any one trip. Often, the amount of data and frequency of collection can be established analytically with preliminary data.

Recording

It is important to assess the degree of precision required for the measurement of each variable. This will affect the method of collection, the design of the recording form and later analyses. For example, age, education level, challenges and others can be recorded. Total estimated catch can be disaggregated into species by relative proportions or each species mass can be estimated separately. Fishers' age can be recorded by year categories or locally derived groups such as "apprentice", "active" or "semi-retired". However, there is little point in requesting a captain to report and record the catch from a haul to the nearest kilogram, when his estimates are only accurate to the nearest tonne. If more precise measurements are required, the catch will have to be weighed on landing.

Research assistant; is a technique whereby the researcher spends an extended period of time (from weeks to months, depending on the objective and the context) requiring from experts in research both observing their behaviour and participating in their practices. During this time,

the researcher will be conducting formal and informal open-ended interviewing on a variety of topics. This is a good method for learning about the actual processes of decision-making, as opposed to the formal procedures. Cultural and institutional rules are rarely followed to the letter, and there are usually informal standards for an acceptable leeway.

3.7 Ethical consideration

The researcher was given introduction letter from Department of Public Administration Kampala international University and which she presented to the management of Mubende district. To approval by the authorities at the sector, the researcher was given acceptance letter then start administering the research tools in their organization and community. The researcher fast conducted interviews and then distributed questionnaires to respondents. After 2 days she then collected, filled questionnaires.

3.8 Validity and Reliability

3.8.1 Validity

Validity is the ability of the research instrument to measure what it aims or is supposed to measure. According to Amin (2005), the research instrument must be appropriate for the study objectives to be achieved. The researcher consulted and discussed validity of instrument with colleagues and supervisor to limit errors as much as possible.

Out of the total number of items of the questionnaire, the questions that were considered are very relevant and quite relevant are rated. The content validity indexes for the questionnaire indicated 0.7 to confirm them valid since it is 0.74790 it meant that the instrument was valid.

3.8.2 Reliability

Reliability of an instrument is the dependability or the trustworthiness of an instrument. According to Amin (2005), it is the degree to which the instrument consistently measures what it was supposed to measure. This method was picked on a single pre-test group and shows the degree to which the items in the questionnaire are inter-correlated. That is, a respondent who would have completed the questionnaire were politely asked to complete another fresh questionnaire (retest) after two weeks to prove the answers earlier filled for consistence or how close they relate (Amin (2005). Internal consistence of the items in the questionnaire was established using Cornbach's formulae to computer the alpha co-efficiency of reliability. To get the reliability, the data were entered in the computer and analyzed using

the statistical package for social scientists (SPSS), which are useful for providing a Cronbach Co-efficient Alpha test for testing reliability.

3.9 Data Analysis

Data collected was edited and coded. It was summarized and analyzed so as to make sense of the data to ensure completeness and consistence.

Quantitative data was analyzed in form of percentages and frequencies. Qualitative data was analyzed through sketchy and generalized summary of the findings from observation and conclusion in the process of data collection. Quantitative data were presented in form of descriptive statistics using frequency tables graphs and pie charts. Qualitative data were sorted and grouped into themes. The researcher thereafter evaluated and analyzed the adequacy of information in answering the research questions through coding of data, identifying categories and parameters that emerges in the responses to the variables of the study.

3.10 Limitations to the study

It was proposed that questionnaires may not all be filled and other may not be returned back

Some of the respondents did not have time to respond to questions and so this has limited the process of data collection

Researcher did not have enough funds required to fund the entire research in terms of printing and others required to finish all research in time.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction.

This chapter presents data analysis and interpretation of findings in accordance with the objectives of the study.

4.1 Socio Demographic characteristics of respondents

The respondents were asked to state their gender and below in the table are their responses.

Table 2: Represents gender characteristics of respondents

Gender	Frequency	Percentage
Male	30	67
Female	15	33
Total	45	100

Source: Field data 2018

From the table above 67% of respondents were males and 33% were females. This shows that the male respondents formed the majority of population that participated in the study. Because they are the largest number employed in Mubende district

4.1.1 Distribution of respondents according to Age in Mubende district

The respondents were asked to state their age and below in the table are their responses.

Table 3: Represents the characteristics of the respondents according to age

Age	Frequency	Percentage
20-29	3	7
30 – 39	20	44
40 – 49	12	27
Above 50 years	10	22
Total	45	100

Source: Field data 2018

From the above table, 7% of the respondents were between the age of 20-29, 44% of the respondents were between the age of 30 – 39, 27% of the respondents were between the age of 40-49 and 22% of the respondents were between the age above 50 years. This implies that the majority of the respondents were between the ages brackets of the 30–39; this meant that the respondents had relative information on the objectives of the study. Because they were old and had experience

4.1.2 Distribution of Respondents according to marital status

The respondents were asked to state their marital status and below in the table are their responses.

Table 4: Represents marital status of respondents

Marital status	Frequency	Percentage
Married	20	44
Single	15	33
Separated	02	04
Widow	03	07
Total	45	100

Source: Field data 2018

From the table above 44% of respondents were married 33% were single 7% were widow and 4% were separated. This shows that the married respondents formed the majority and separated formed the minority of population. This implied that respondents were mostly married people. Therefore they are most active people in decentralization.

4.1.4 Distribution of respondents according to education level

The respondents were asked to state their education level and below in the table are their responses.

Table 5: Represents Level of education of respondents

Level of education	Frequency	Percentage
Primary	05	11.5
Secondary	05	11.5
Vocational training institute	15	33
Degree graduate	20	44
Total	45	100

Source: Field data 2018

From the table above, it can be observed that 44% of the respondents were degree graduate, 33% had vocational training institute and 11.5% had secondary, while 11.5% belonged to primary. It can therefore be observed that the majority of the respondents were degree graduate. This implies that they are the most people who are active and have time to participate in decentralization.

4.2 The role of decentralization in promoting citizen participation in Mubende district

The first research question was to examine the roles of decentralization in promoting citizen participation in Mubende district and to get to the above research question the following questions were asked and response from the respondents are recorded in tables below.

4.2.1 Decentralization provides opportunities to marginalized sectors a role in citizen participation

The respondents were asked to state whether decentralization promotes citizen participation and their responses are stated below;

Table 6; Represents opportunities to marginalized sector in promoting citizen participation

Response	Frequency	Percent (%)
Strongly agree	30	67
Agree	07	15
Disagree	03	07
Strongly disagree	05	11
Total	45	100.0

Source: Primary data 2018

From the above table, 67% strongly agreed, 15% agreed with the statement that decentralization provides opportunities to marginalized groups, while 07% disagree and 11%strongly disagreed with the statement. Therefore the implication is that decentralization promotes citizen participation in Mubende district. According to (O'Mahony, 2002).Decentralization is instrumental in the overall issue of re-inventing government and is essential to achieving the internationally set Sustainable Development Goals (SDGs).

4.2.2 Decentralization increases effectiveness in service delivery

The respondents were asked to state whether decentralization increases effectiveness in service delivery in Mubende district below are their responses.

Table 7; Represents decentralization increases effectiveness in service delivery.

Response	Frequency	Percent (%)
Strongly agree	20	44
Agree	10	22
Disagree	8	18
Strongly disagree	7	16
Total	45	100.0

Source: Primary data 2018

Table indicates that the highest percentage that is 44%strongly agreed, 22% agreed, 18% disagreed and 16% strongly disagreed with statements that decentralization increases effectiveness in service delivery, while 34% of the respondents disagreed that

decentralization does not increase effectiveness in service delivery. Therefore the implication is that decentralization promotes citizen participation. Decentralization tends to enhance transparency and accountability, the amount of money wrongfully diverted away from development often declines. The Human Development Report (2003) underlines that decentralization of government spending was closely associated with lower corruption among bureaucrats and reduced rent seeking by private parties - leaving more money to spend on basic services for poor people.

4.2.3 Decentralization encourages communities to find solutions to their needs

The respondents were asked to state whether decentralization encourages communities to find solutions to their needs in Mubende district below are their responses.

Table 8: Represents decentralization encourages communities to find solutions to their needs

Response	Frequency	Percent (%)
Strongly agree	02	04
Agree	08	18
Disagree	22	49
Strongly disagree	13	29
Total	45	100.0

Source: Primary data 2018

From the table above, 04% strongly agreed, 18% agreed with statement that decentralization encourages communities to find solutions to their needs, while 49% disagreed and 29% strongly disagreed with statement. Therefore decentralization does not encourage communities to find solutions to their needs so other means must be adopted to promote citizen participation in Mubende district. (Human development report, 2003) decentralization encourages communities to find solutions to their everyday problems, yielding innovative ideas, which are more attuned to local conditions.

4.2.4 Decentralization makes development of projects more sustainable.

The respondents were asked to state whether decentralization makes development of projects more sustainable in Mubende district below are their responses.

Table 9: Represents decentralization makes development projects more sustainable.

Response	Frequency	Percent (%)
Strongly agree	02	04
Agree	03	07
Disagree	12	27
Strongly disagree	28	62
Total	45	100.0

Source: Primary data 2018

Table above indicates that 4% strongly agreed, 7% agreed, 27% disagreed and 62% strongly disagree with the statement that decentralization makes development projects more sustainable. Therefore this cannot help to promote decentralization in Mubende district. According to (O'Mahony, 2002) Decentralization is instrumental in the overall issue of re-inventing government and is essential to achieving the internationally set Sustainable Development Goals (SDGs).

4.3 Challenges of decentralization in promoting citizen participation in Mubende district

The second research question was to identify the challenges facing decentralization in promoting citizen participation district and to get to the above research question the following questions were asked and response from the respondents are recorded in tables below.

4.3.1 Limited empirical evidence to support decentralization

The respondents were asked to state whether limited empirical evidence to support decentralization affects citizen participation in Mubende district below are their responses.

Table 10: Represents limited empirical evidence to support decentralization.

Response	Frequency	Percent (%)
Strongly agree	20	44
Agree	15	33
Disagree	05	11
Strongly disagree	05	11
Total	45	100.0

Source: Primary data 2018

Table above shows that 44% of the respondents strongly agreed, 33% agreed with the statement that limited empirical evidence to support decentralization is one of challenges affecting decentralization to promote citizen participation, while 11% of the respondents disagreed, 11% strongly disagreed with the statement that limited empirical evidence to support decentralization and clarify how to reap its potential benefits results from a number of factors in Mubende district as one of the challenge affecting political decentralization in promoting citizen participation. Therefore decentralization cannot achieve good governance. Empirical work is predominantly country specific and often focuses on problematic performance. Positive reports tend to be based on anecdotal instances of success or enthusiastic rhetoric about expected benefits. Even much of the “best practice” literature does not provide generalizable guidance or lessons. (Henry P. Minis, 2000).

4.3.2 The level of centralized revenue in Uganda

The respondents were asked to state whether level of centralized revenue in Uganda is one of challenge of decentralization in promoting citizen participation and tables below shows their responses.

Table 11: Represents the level of centralized revenue in Uganda is much higher.

Response	Frequency	Percent (%)
Strongly agree	30	67
Agree	10	22
Disagree	02	04
Strongly disagree	03	07
Total	45	100.0

Source: Primary data 2018

From the table above, 67% of respondents strongly agreed and 22% agreed with the statement that the level of centralized revenue in Uganda affects decentralization to promote citizen participation, while 4% of respondents disagreed and 7% strongly disagreed with the statement. Therefore this implies that level of centralized revenue affects and hinders citizen participation in Mubende district. A commonly used measure is the percentage of total public expenditures or revenues undertaken by sub-national governments. This, definition, however, does not capture the level of autonomy or the degree of accountability with which lower levels of government function, and these are the very features that most critically determine whether decentralization can achieve its intended benefits. (Olowu, 2009)

4.3.3 Responsibility is complex concerning the decentralization.

The respondents were asked to state whether responsibility complexity concerning the decentralization and their responses were indicated below.

Table12: Represents the responsibility complexity concerning the decentralization.

Response	Frequency	Percent (%)
Strongly agree	24	53
Agree	14	31
Disagree	02	04
Strongly disagree	05	11
Total	45	100.0

Source: Primary data 2018

From the table above, 53% of the respondents strongly agreed and 31% agreed with the statement that the responsibility complexity concerning decentralization affects the performance of decentralization, while 4% of the respondents disagreed and 11% strongly

disagreed with the statement. Therefore a lot of responses showed that ability is yet to be performed by decentralization to promote citizen participation in Mubende district. In the constitution, the role of regions and communes are well defined, its organization, its structure and also the role of each administrator such as chief of the region, mayors, councilor are clearly defined. The Local leaders in the regions and communes in Uganda are usually associated with a political party (Balore, 2009)

4.3.4 Mayors have a difficulty to manage the communes.

The respondents were asked to state whether mayors have a difficulty to manage the communes and their responses were stated below.

Table 13: Represents mayors have a difficulty to manage the communes.

Response	Frequency	Percent (%)
Strongly agree	03	07
Agree	02	04
Disagree	12	27
Strongly disagree	28	62
Total	45	100.0

Source: Primary data 2018

From the table above, 7% of the respondents strongly agreed and 4% agreed with the statement that mayors have difficulty to manage the communes, while 27% of respondents disagree and 62% strongly disagreed with it. Therefore mayors have difficulty to manage the communes and so this is a challenge of decentralization in promoting citizen participation in Mubende district.(Balore, 2009) However, some officials often have limited knowledge concerning these manuals because most of them are written in English.

From the findings researcher found out that there are challenges facing decentralization in promoting citizen participation. This implies that there is need for solutions to address these challenges so as to have citizen participation in Mubende district.

4.4 Solutions to the challenges of decentralization in Mubende district.

The third research question was to find out the solutions to the challenges facing decentralization in Mubende district and to get answers to the above research question, the following questions were asked and responses from the respondents are recorded in tables below.

4.4.1 Effective sensitization and participation of the public in politics

The respondents were asked to state whether effective sensitization and participation of public in politics is a solution to the decentralization and their responses are below.

Table 14; Represents effective sensitization and participation of public in politics

Response	Frequency	Percent (%)
Strongly agree	40	89
Agree	05	11
Disagree	0	0.0
Strongly disagree	0	0.0
Total	45	100.0

Source: Primary data 2018

As per the above table, 89% of the respondents strongly agreed, 11% agreed and none of the respondents disagreed or strongly disagreed with the statement that effective sensitization and participation of the public in politics is a solution to decentralization and promotes citizen participation in Mubende district. This is in relation with Lengseth et al, (2011) also found out that sensitization and participation of the public improves the performance of entity.

4.4.2 Training of the local elected members

The respondents were asked to state whether training of local elected members is solution to the decentralization and their responses were below.

Table 15; Represents the training of the local elected members.

Response	Frequency	Percent (%)
Strongly agree	20	44
Agree	12	27
Disagree	4	09
Strongly disagree	9	20
Total	45	100.0

Source: Primary data 2018

From the table above 44% of the respondents strongly agreed and 27% agreed with the statement that training of elected members promotes citizen participation, while 9% of respondents disagreed and 20% strongly disagreed with it. Therefore it implies that training local members helps to equip them to promote citizen participation in Mubende district. Training by the partners in the development can contribute to the improvement of the performances of the local elected members. It is not only to master the local management but also and especially for being attentive to the national and international environment, with its opportunities and its evolutions. (Joachim, 2012)

4.4.3 Institutionalization of the communes' agent states.

The respondents were asked to state whether institutionalization of the communes' agent states promotes citizen participation and their responses were indicated below.

Table 16: Represents institutionalization of the communes' agent states.

Response	Frequency	Percent (%)
Strongly agree	7	16
Agree	8	18
Disagree	10	22
Strongly disagree	20	44
Total	45	100.0

Source: Primary data 2018

From the table above, 16% of respondents strongly agreed and 18% agreed with the statement that institutionalization of the communes' agent states, while 22% of respondents disagreed and 44% strongly disagreed with the statement. Therefore this implies institutionalization of the commune's agent states is not the solution to decentralization and so cannot promote citizen participation in Mubende district. It is necessary to shield the

agents of communes from the pressures, the threats and the political uncertainties. (Braun, 2006)

4.4.4 Implementation of incentive measures allowing the development of local economic activities susceptible to improve the potential of taxes.

The respondents were asked to state whether implementation of incentive measures allowing the development of local economic activities susceptible to improve the potential of taxes promotes good governance and their responses were below.

Table 17: Represents implementation of incentive measures allowing the development of local economic activities susceptible to improve the potential of taxes.

Response	Frequency	Percent (%)
Strongly agree	05	11
Agree	08	18
Disagree	12	27
Strongly disagree	20	44
Total	45	100.0

Source: Primary data 2018

From the table above, 11% of the respondents strongly agreed and 18% agreed that implementation of incentive measures allowing the development of local economic activities susceptible to improve the potential of taxes, while 27% disagreed and 44% strongly disagreed with the statement. This implies that majority of respondents' support that it cannot be the solution to problem of decentralization. Therefore other better measures are needed to promote citizen participation in Mubende district. The implementation of incentive measures allowing the development of local economic activities susceptible to improve the potential of taxes.(Ulrike,2000)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the study's conclusions and recommendations revealed about the decentralization and citizen participation in Mubende district and also those recommendations and conclusions observed by the researcher in line with the rest of the chapters studied in this research.

5.1 Summary of Findings

5.1.1 Summary of findings on roles of decentralization in Mubende district.

From the findings on the roles of decentralization in promoting citizen participation, the researcher observed that; decentralization provides opportunities to marginalized sectors of the community, like the disabled was the most identified, followed by decentralization increase effectiveness in service delivery. decentralization encourages communities to find solutions to their everyday problems, yielding innovative ideas, decentralization makes development projects more sustainable and cost effective because local people are more likely to be involved in their design, execution, and monitoring. This implies that decentralization helps to promote citizen participation in Mubende district.

5.1.2 Summary of findings on challenges facing decentralization in Mubende district.

From the findings, the researcher found out that there are challenges facing decentralization in promoting citizen participation as; limited empirical evidence to support decentralization, most mayors have difficulty to manage the communes, and the level of the centralized revenue in the country is much higher. This implies that there is need for solutions to address these challenges so as to have citizen participation in Mubende district

5.1.3 Summary of findings on solutions to the challenges of decentralization in Mubende district.

The researcher found out that some solutions were implemented such as; supported training of the local elected members as means of promoting good governance, effective sensitization and participation of the public in politics, with institutionalization of the communes agent states and effective communication with communities in Mubende district are some of the strategies being used to promote citizen participation.

5.2 Conclusions

Based on the empirical findings of the research, nature and the magnitude of decentralization in the Mubende district include: Decentralization provides opportunities to marginalized sectors of the community, like women in some countries, minorities, decentralization increases effectiveness in service delivery, decentralization provides bureaucrats with early warnings of potential disasters, enabling quick remedial action, decentralization makes development projects more sustainable and cost effective because local people are more likely to be involved in their design, execution, and monitoring and decentralization tends to enhance transparency and accountability.

A number of factors were found to be challenges affecting decentralization in promoting citizen participation in Mubende district and these included the following among other factors; Specialists within broad disciplines create confusion by focusing on single and inconsistent messages that in fact represent different sides of tradeoffs that must be balanced in any decentralization initiative, Knowledge about key aspects of decentralization and how they work together remains more limited than policy makers would like, limited empirical evidence to support decentralization and clarify how to reap its potential benefits results from a number of factors, the level of centralized revenue in Uganda is much higher, this definition of responsibility is complex concerning decentralization in Uganda, In Uganda, most of the mayors have a difficulty to manage the communes and political environment is always unstable.

The solutions to the challenges facing decentralization in Mubende district and have enhanced transparency, fair competition, accountability and these included; Effective sensitization and participation of the public, training of the local elected members, the effective realization of the transfer of the competence and accompanying measures, reclassifying the commune: it is needed to update the classification of communes in the

country due to several aspects such as population and economic growth and system of effective communication in Mubende district. Therefore it is concluded that Mubende has benefited a great deal of advantages from decentralization in promoting citizen participation.

5.3 Recommendations

The government should invest more in the will to expand the political capacity necessary to implement and enforce the very comprehensive decentralization programme and prepare a proper and comprehensive legal framework.

Government in its bid to develop Uganda should focus on fighting corruption in public entities which manifests itself in bribery, evaluation, facility payments, embezzlement, influence peddling, favoritism and conflict of interest.

It is also recommended that further training is required for Local government authorities to enhance clear understanding of the decentralization to its full potential. This will enable the accounting officers and senior management of Mubende district to implement and achieve their political ambitions as an advantage rather than a threat.

A consultative forum is recommended for the promoting good governance and the various agencies involved in management of public funds. All issues of common interest should be discussed at this forum and a well coordinated approach would be agreed. Decentralization is further recommended to strengthen its links with other agencies to improve funds management and the accountability framework of the government of Uganda.

Corruption should be reduced by enforcing of strict rules, giving penalties on those involved and also increasing of salaries of the civil servant can also reduce on corruption.

Concerning limited skilled personnel, the local government should train the recruited workers so as to equip them with the necessary skills, and also encourage them to go for further studies.

They should first provide projects which are highly demanded by the local people, this will not only help them to know that their views are considered but also will help to improve on public confidence in the local government.

5.4 Suggested Further Research

The study particularly focused on Mubende District and therefore further research should be carried out on the following;

Decentralization and service delivery

The Impact of leadership and good governance in public entities

Domestic violence and poverty reduction

REFERENCES

- Blore I, Devas N, Slater RP. 2009. *Municipalities and finance: a sourcebook for Capacity building*. Earthscan: London.
- Braun, Von Joachim and Grote, Ulrike, 2000, 'Does Decentralization Serve the Poor?' Paper read at IMF Conference on Fiscal Decentralization, Washington.
- DC.
- Charlick, Robert, The Concept of Governance and its Implications for AID's Development Assistance Program in Africa (Associates in Rural Development, Burlington, 1992.
- Crook R. 2003. Decentralization and poverty reduction in Africa: the politics of central-local relations. *Public Administration and Development*.
- Deininger K, Mpuga P. 2005. Does greater accountability improve the quality of public service delivery? evidence from Uganda. *World Development*.
- Devas N. 2004. *Urban governance, voice and poverty in the developing world*. Earthscan: London.
- Ernest Harsh (March 1998), "Making good governance a reality" Africa Recovery: Vol.11#4), page 14 (part of Special Feature on the 2-year review of UNSIA).
- Dehn J, Reinikka R, Svensson J. 2002. Survey Tools for Assessing Service Delivery. World Bank: Washington DC.
- Hansen, Bernt and Michael Twaddle "Uganda: The Advent of Non-party Democracy" in John A. Wiseman ed. *Democracy and Political Change* (Routledge, 1995)
- Fjeldstad O-H. 2001. Taxation, coercion and donors: Local government tax enforcement in Tanzania. *Journal of Modern African Studies*
- Fjeldstad O-H. 2004. *Decentralization and Corruption: A Review of the Literature*.Chr. Michelson Institute: Bergen
- Giorgio Brosio: *Decentralization in Africa* Conference on Local Government in Eastern and Southern Africa, Victoria Falls, Zimbabwe, September 1999.
- Goetz AM, Gaventa J. 2001. *Bringing Citizen Voice and Client Focus into Service Delivery*. Institute of Development Studies: Brighton.

- Golola, L. M., 2003, 'Decentralization, Local Bureaucracies and Service Delivery in Uganda', in *Reforming Africa's Institutions*, ed. Kayizzi-Mugerwa, S., New York: United Nations University Press.
- Joseph Siegle and Patrick O'Mahony (2002) **Assessing** the merits of Decentralization as a conflict mitigation Strategy.
- Kayizzi-Mugerwa, S., 1999, *Uganda at the End of the 1990s: A Medium-term Assessment*, Stockholm: Swedish International Development Agency (SIDA).
- Makara, S. (2000). 'Decentralisation for Good Governance and Development: Uganda's Experience.
- Makara, S, 1998, Political and Administrative relations in decentralization, in A. Nsibambi, (ed.) *Decentralisation and Civil Society in Uganda: The Quest for Good Governance*, Fountain Publishers, Kampala.
- Muduuli, 2006, "Uganda's Poverty Eradication Action Plan: National Sustainable Development Strategy Principles Tested" A presentation at international forum on national sustainable Development Strategies (NSDSs) (Accra, Ghana, 2001).
- Mugabi, E. (2006) 'Uganda's Decentralisation Policy, Legal Framework and Local Government Structure.' *Basic Principle of Decentralization*:
- Munyonyo (1999), "The Application and Significance of Democratic Decentralization in Uganda": The Study of Local Government Staff, Work Environment and Tax Payers' Decentralization Experience as Determinants for Rural Development: Nkozi, Umu Press (forthcoming).
- Nick Devas: The Challenges of Decentralization: 2005; International Development Department School of Public Policy: University of Birmingham: England.
- Olaa, Martin (2003): The challenges of implementing decentralization: Recent experiences in Uganda; Public Administration and Development
- Olowu, Dele (2002). Motivation and Dilemmas of Local Self Governance in Africa
- Olowu D, Wunsch JS. 2004. *Local governance in Africa: the challenges of democratic decentralization*. Lynne Rienner Publishers: Boulder, Colo.

- Pierre Landell-Mills and Ismael Serageldin, *Governance and the External Factor* (Washington, D.C., 1991) World Bank,
- Ronald W. Johnson & Henry P. Minis (2000) "Toward Democratic Decentralization: Approaches to Promoting Good Governance" Washington DC
- Roberts Kabeba Muriisa* Decentralisation in Uganda: Prospects for Improved Service Delivery: *Africa Development*, Vol. XXXIII, No. 4, 2008. The Local Government Act, 1997.
- UNDP, 2004, *World Development Report*, Washington, DC: United Nations. World Bank, 2001, Decentralization and Governance: Does Decentralization Improve Service Delivery? in *Prem Notes*.
- Olowu D, Wunsch JS. (2004) *Local governance in Africa: the challenges of democratic decentralization*. Lynne Rienner Publishers: Boulder, Colo
- Saito, F, 2006, "Decentralization in Uganda: Challenges for the 21st Century", Yuck University, Japan.
- Schneider, H. (1999) 'Participatory Governance: The Missing Link for Poverty Reduction'. *OECD Development Centre Policy Brief 17* . Paris: OECD.

APPENDICES

APPENDIX A: Questionnaire for respondents

I Namutebi Allen a finalist pursuing Bachelor's degree in public administration of Kampala International University carry out a study on title "Role of decentralization on citizen participation in local government a case study of Mubende district. Your feedback is very important as your inputs will be used for academic purposes only. I greatly appreciate if you could take a few minutes to provide me with information. Your response will be kept confidential and it will not be divulged to any person or institution outside this corporation.

Thank you in advance

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

a) Gender

a) Male ☐

b) Female ☐

b) Age

a) 20-29 years ☐

b) 30-39 years ☐

c) 40-49 years ☐

d) Above 50 years ☐

c) Education level

a) Primary ☐

b) Secondary ☐

c) Vocational training institute ☐

d) University graduate ☐

d) Marital status

a) Single ☐

b) Married ☐

c) widowed ☐

d) Separated ☐

SECTION B: The role of decentralization in promoting citizen participation district

Instructions: *Respond to the statement using the scale provided “Strongly agree (SA), Agree (A), Neutral (N), Disagree (D), strongly disagree (SD). Tick (✓) the boxes that most closely match your opinion.*

NO.	The role of decentralization in promoting citizen participation	SA	A	N	D	SD
1	Decentralization provides opportunities to marginalized sectors of the community, like women in some countries, minorities,					
2	Decentralization increases effectiveness in service delivery.					
3	Decentralization provides bureaucrats with early warnings of potential disasters, enabling quick remedial action.					
4	Decentralization makes development projects more sustainable and cost effective because local people are more likely to be involved in their design, execution, and monitoring					
5	Decentralization encourages communities to find solutions to their everyday problems, yielding innovative ideas, which are more attuned to local conditions.					
6	Decentralization provides opportunities for more people, including the under-represented groups.					
7	Decentralization tends to enhance transparency and accountability					

SECTION C: The challenges of decentralization in promoting citizen participation in Mubende district

Instructions: *Respond to the statement using the scale provided “Strongly agree (SA), Agree (A), Neutral (N), Disagree (D), strongly disagree (SD). Tick (✓) the boxes that most closely match your opinion.*

NO.	The challenges of decentralization in promoting citizen participation	SA	A	N	D	SD
8	limited empirical evidence to support political decentralization and clarify how to reap its potential benefits results from a number of factors					
9	The level of centralized revenue in Uganda is much higher					
10	In Uganda, most of the mayors have a difficulty to manage the communes					
11	This definition of responsibility is complex concerning the decentralization in Uganda.					
12	The political environment is always unstable.					
13	Knowledge about key aspects of decentralization and how they work together remains more limited than policy makers would like.					
14	Specialists within broad disciplines create confusion by focusing on single and inconsistent messages that in fact represent different sides of tradeoffs that must be balanced in any decentralization initiative					

SECTION D: The solutions to the challenges of decentralization in promoting citizen participation in Mubende district.

Instructions: *Respond to the statement using the scale provided “Strongly agree (SA), Agree (A), Neutral (N), Disagree (D), strongly disagree (SD). Tick (✓) the boxes that most closely match your opinion.*

NO.	The solutions to the challenges of decentralization in promoting citizen participation.	SA	A	N	D	SD
15	Effective sensitization and participation of the public:					
16	Training of the local elected members:					
17	The effective realization of the transfer of the competence and accompanying measures:					
18	Institutionalization of the communes' agents' status					
19	The promotion of the cooperation between communes and encouragement of outside partnerships:					
20	Reclassifying the commune: it is needed to update the classification of communes in the country due to several aspects such as population and economic growth.					
21	A system of effective communication					
22	The implementation by the local power - supported by the central government					
23	Creating an institution to monitor the financial management of all communes					
24	The implementation of incentive measures allowing the development of local economic activities susceptible to improve the potential of taxes					

SECTION E: in your own view, suggest other solutions that would be appropriate to curb the challenges that decentralization encounters in promoting citizen participation.

.....

.....

APPENDIX II

WORK PLAN

Activity	Period in months									
	April		May		June		July		August	
Formulating the statement of the problem										
Proposal writing										
Introductory letter and permission										
Questionnaire drafting										
Interviewing and group discussion										
Data collection										
Data processing										
Data analysis										
Review data analysis										
Final report										

APEPENDIX III
BUDGET ESTIMATES

NUMBER	ACTIVITY	COST (USHS)
1	Stationery	35,000
2	Typing and printing	70,000
3	Photocopying	25,000
4	Internet and airtime	50,000
5	Transport	30,000
6	Meals	35,000
7	Binding	25,000
8	Miscellaneous	30,000
TOTAL		300,000