

**IMPLEMENTATION OF ADMINISTRATIVE DECENTRALIZATION,
ENHANCEMENT OF HUMAN CAPACITY AND SERVICES
DELIVERY OF SELECTED LOCAL GOVERNMENTS
IN BUSOGA REGION**

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DECLARATION A

"This dissertation is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".

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Name and Signature of Candidate

4th November/2012

Date

DECLARATION B

"We confirm that the work reported in this dissertation was carried
t by the candidate under our supervision"

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Date

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Date

DEDICATION

This is work dedicated to the researcher's grandmother; the late Habibah Naigwe and late Khalidah Nakiyemba of Bukoyo village in Iganga district for nurturing him to lay the foundation in his education.

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LIST OF ACRONYMS/ABBREVIATIONS

LGDP II	:	Second Local Government Development Program
LGs	:	Local Governments
LDG	:	Local Development Grant
NRM	:	National Resistance Movement
LC	:	Local Council.
HRM	:	Human Resource Management
OECD	:	Organization for Economic Cooperation and Development
PERs	:	Public expenditure reviews
FY	:	Financial Year
ADB	:	African Development Fund
FPE	:	Free Basic Education
CIDA	:	Canadian International Development Agency
ESSP	:	Education Sector Support Project
OPRAS	:	Open Performance Review and Appraisal System
CBOs	:	Community-Based Organizations
ESP	:	Education Sector Plan
DEPs	:	District education plans
WHO	:	World Health Organization
UDHR	:	Universal Declaration of Human Rights
MDG	:	Millennium Development Goals
MOEST	:	Ministry of Education and Sports
SIDA	:	Swedish International Development Cooperation Agency

ABSTRACT

This study correlated between implementation of administrative decentralization and enhancement of human capacity on services delivery in selected local governments in Busoga region. The specific objectives of the study were in these variables : (1) socio-demographic characteristics of the respondents in terms of gender, age, tribe, religion, educational qualification, present position, number of years work experience in present position , district and department ; (2) the extent of implementation of administrative decentralization in terms of delegation , fiscal decentralization , devolution , deconcentration and privatization; (3) level of enhancement of human capacity in the local governments in the following dimensions : training and development , payment , leadership and communication, (4) level of services delivery in terms of water and sanitation services , education services , health services and political representation , (5) significant differences in the extent of administrative decentralization levels of enhancement of human capacity and services delivery between local governments under study ; (6) significant relationship between the extent of administrative decentralization and the level of services delivery in the selected local governments ; between the level of enhancement of human capacity and the level of services delivery .This study employed the ex post facto/retrospective-prospective and descriptive survey designs . The target population was 378 and the sample size calculated using sloven's formula was 332. The research tools utilized in this study included :1) face sheet to the gathered data on respondents socio-demographic characteristics ; 2) non standardized questionnaires on administrative decentralization , enhancement of human capacity and service delivery , patterned after related literature and tested validity and reliability . The statistical parameters used in the analysis were the frequency and percentage distribution, the mean, one way ANOVA for the significant differences, the Pearson Product Correlation Coefficient for the significant differences and relationships between the independent variables and dependent variable and regression analysis for the influence of the dependent variable on the independent variables. The findings were as follows: majority were male (52%); 20-39 years of age (57.8%) ; certificate holders (40.7%); Soga tribe (58.6%) . Most of the respondents (39.6%) had work experience of 1-3 years; Bugiri district had the most number of respondents (31.5%) and its health department with staff of (59.5%). Administrative decentralization was implemented (mean =2.59), enhancement of human capacity was satisfactory (mean=2.61) and service delivery was rated fair (mean=2.49). The study concludes that the null hypothesis of no significant differences and correlation between the extent of administrative decentralization and enhancement of human capacity on the level of services delivery were rejected. The findings of the study disproved particularly the theory of Manor(1999) and Binswager (1999) which stated that for significant promise or successes to occur in service delivery of local governments , the three forms of administrative decentralization namely : fiscal decentralization , evolution and deconcentration must be implemented .The focus of the theoretical framework was based on , administrative decentralization only , enhancement of human capacity was not in the framework , therefore , calling for modification of the theory . The recommendations were on: gender equality, fiscal decentralization especially on accountability of funds on the payments of workers, there is needed to build more sources of water and transport means should be improved.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background to the Study

In contemporary times, decentralization is an area of attraction the world over. Although it is a current area of concern, decentralization is of ancient vintage, tracing its originality on the long ago kingdoms. Decentralization as a way of human organization has pre-occupied society from the ancient great civilizations such as Egyptian, Mesopotamian, Roman, Chinese, to the present times. There is hardly any part of the world that has not witnessed one form of decentralization or the other. In the Cold War, decentralization had certain ideological connotations: it was assumed that centralized systems which were commonly found in developing countries, Eastern Europe, and the then Soviet Union were inefficient (Regan, 1995).

After the collapse of the U.S.S.R.. decentralization took centre stage in Eastern Europe; it was part of political transformation from centralized government where few participated in decision-making to a decentralized system where many could participate in the decision-making process. In some developing countries such Sri Lanka and South Africa it was a response to ethnic and regional conflicts. After the fall of the Soviet Union and her allies in Eastern Europe, decentralization became a key reform tool. Many scholars have argued that decentralization provides an institutional mechanism for bringing divided groups into a formal, rule-bound bargaining process Treismann, (1998). Decentralization thus serves as a path to national unity.

African states became interested to 'socialist system' in the post-colonial era associated with a central planning bureaucracy (Hyden, 1983).

After independence, African leaders/governments were in favor of socialism, because capitalism was associated with the colonial powers and their economic system which was imposed on African countries Hyden (1983). During the 1980s, there were some attempts to minimize the state's influence on the economy and depoliticize other sectors (Hyden, 1983). However, central planning and decision-making up to until recent introduction of decentralization policies.

Decentralization programmes in Africa followed the recommendations of the World Bank for developing countries to devolve political and administrative powers to local and autonomous levels. The reason for this focus is that most of the social services such as health, education, water and sanitation that are a responsibility of government are systematically failing (World Bank, 2003).

In countries like Chile and Cote D'Ivoire, it was carried out essentially for improving service delivery while Uganda embraced decentralization in order to solve political factors to some extent federal demands Shah and Theresa (2004).

Decentralization is the transfer of administrative and political powers from central to regional or sub-national governments to the local authorities. Decentralization is a longtime practice in Africa. However, it became more pronounced in the 1980s and 1990s when it featured as one of the World Bank's structural criteria.

At independence in October 1962, the country inherited a dual system of local government. The country was divided into 13 administrative units: four kingdoms (Buganda, Ankore, Toro and Bunyoro) which had federal status and nine districts. The kingdoms had council of ministers who with their areas of jurisdictions with considerable

autonomy. The districts had district councils with central government exercising considerable control over them through district commissioners. Notwithstanding the dual systems, the district commissioners, the district and kingdoms had local authorities which were and by large directly elected and accountable to the people. In addition, they enjoyed corporal status; they locally raised substantial revenue in addition to central government grants and employed their own staff (Lubanga, 1996)

Decentralization in Uganda follow a long period in which the institutional links between the center and locality had weakened to such an extent that neither could control the other nor ensure access for the other to its resources. Thus, the failure of the government to provide social goods and services, in the 1970s and 1980s, has largely been attributed to the limited and often fragmented nature of local involvement (Langseth, 1996).

Local governments had no major functions, little financial resources and practically no political autonomy. The trend towards devolution of power from central government to local authorities which started in the 1980s is aimed at increasing the extent of local participation in the policy-making process, strengthening local capacity for resource mobilization and power sharing in the provision of social goods and services

Uganda's system of decentralization is one of the most ambitious efforts in Sub-Saharan Africa (S.S.A.) that aims at devolving significant power and resources to local levels of government. The Local Councils Statute of 1993 and the Provisions for Local Government in the 1995 Constitution put into motion the process of decentralization. The 1997 Local Governments Act firmly established the legal basis for strong local government. It is in this context that Uganda started getting local support

for activities to increase local government service delivery capacity at lower levels.

The 1995 Constitution of the Republic of Uganda and the Local Governments Act 1997 transferred the responsibility for service delivery from the Central Government to Local Governments through decentralization. In support of the above, the second Local Government Development Program (LGDP II) was designed as a successor program to LGDP I which was implemented from October 2000 to June 2003. Under LGDP II, the Government of Uganda receives funds from the World Bank and Bilateral Donors which are accessed by the Local Governments (LGs) in form of the Local Development Grant (LDG) and Capacity Building Grant (C.B.G.)

For the local government units to succeed in ensuring enhanced service delivery it has to consider its inputs which then in its processes which ultimately determine the output.

Decentralization in Uganda was supported by the policy makers with the rationality of improved service delivery and it was argued out that the ills of centralized government include corruption, clientelism and political alienation and that these can be cured by decentralization of power from central government to sub-national governments (Faguet, 2000). The motivation for decentralization varies from country to country and from region to region. In Uganda, the Local Government Act (1997), a central part of the decentralization policy, stipulates that most central government powers and responsibilities for public services planning and delivery should be devolved to local governments.

The implementation of the decentralization policy in Uganda was intensive and largely successful at the beginning of the reforms since

1992 because of high level political commitment starting from the President, the Minister of Local government and Parliament; committed and competent technocrats pivoting around the Decentralization Secretariat; and the timing of introducing decentralization that coincided with the Constitutional review process which facilitated the detailed integration of the decentralization in the policy of the constitution.

Government and public documents, academic analysis and findings of other research about decentralization and service delivery in Uganda are considered were bent on one side administrative decentralization not considering the capacity building . In this respect, the extent to which decentralization increased efficiency, participation, accountability and effectiveness in the service sector in Uganda.

When NRM took power in Uganda in 1986, it instituted a five-layer hierarchy of council and committees from village to district levels, which later in 1995 renamed as the Local Council (LC). The installation of the Council system was a response influenced by their guerrilla war experience to topple the previous regime. The installation of this novel Council System was possible, because the state that the NRM inherited was virtually void of any institutional structures due to the long lasted civil war.

Faguet (2000) observed that since the late 1980s, the LC system has been functioning as a forum where local authorities interface with ordinary people at various administrative levels. Uganda today probably has the clearest legal framework for decentralization in the African continent, and the government was deeply committed to decentralization.

In most countries where decentralization has been tried, it is seen as a way of improving the efficiency of planning, management and service

delivery in the public sector. The potential benefits of decentralization had be reduced or even disappear if effective systems of Human Resource Management (HRM) are not in place especially in the management of entry and stay of personnel in the Civil Service. This study explored the challenges of human capacity ranging from training of staff, leadership style, fair payments and communication in the local government Service under the decentralization programme in Uganda.

By empowering local communities to take charge of their affairs through local institutions of self governance and resource mobilization, the decentralization program in Uganda was expected to build democratic government structures that are responsive and accountable to the public, and promote capacity building at the local level. As a controllary, administrative charges under decentralization are intended to promote capacity building at the local level, bringing decision making closer to the people. The introduction of local choice into the delivery of social services promises to enhance sustainability of development projects by fostering a sense of local ownership. It is assumed that progressively, decentralization will create conditions that are conducive for local decision making rooted in local opinions and local circumstances (Langseth, 1996).

The main objective of administrative decentralization was to promote good governance through strengthening of local institutions and improvement of service delivery. Further, decentralization as an approach to service delivery is limited by the failure of politicians to cede political power to the local governments.

(Golola, 2003) maintains that politicians at the centre have little wish to cede power to the local governments. They propose reforms including decentralization when they expect to benefit themselves. This failure to

cede power by politicians at the centre limits democracy and autonomous decision-making at the local level, hence affect service delivery.

Statement of the Problem

Delivery of public services is essential in meeting the Millennium Development Goals (M.D.G.) under which people get the basic necessities of life to improve on the standard of living. Most importantly , improved health , widespread access to clean water, quality education and other basic public services are required to improve on fundamental preconditions of people , (OECD, 2004) .

Service delivery remains a pressing issue throughout the entire African continent. Recently, the focus of government policies on meeting the M.D.G. has increased attention on better provision of services. At present, however, services in Africa lag significantly behind those of other developing countries and are considerably more expensive than elsewhere (Foster & Briceno, 2010), further the national delivery survey report (2008), did not favor the districts of Iganga, Bugiri, Mayuge and Namutumba districts. There is much clarity that service delivery is still wanting in terms of health, education, water supplies and the political representation which allocates resources.

Public expenditure reviews (PERs) in education (FY08) and health (FY09) have revealed high inefficiencies and wastage of public finances, particularly through high teacher and health care worker absenteeism rates and weak drug procurement and supply management. Low actual spending of budget allocations suggests challenges in complying with public financial management regulations, and there are frequent reports of misuse of public funds. The National delivery survey report (2008) pointed out that basic social services are delivered by local governments

however weaknesses in decentralization affect service delivery.

Clearly, there are several issues and problems that decentralization presents towards service delivery which cannot be addressed without fulfilling human resource practices. This study, however, considered the importance of enhancement of human capacity under the decentralization policy in local governments.

There is general agreement that the problem of inadequate capacity in Uganda's local government to deliver service continues to exist. The problems highlighted by De Muro, Salvatici and Conforti (1998) as affecting many African countries also exist in Uganda. These problems include shortages of qualified and experienced staff to deliver public services and a lack of training opportunities among others to develop professional and technical expertise. The previous studies of researchers ; Heifetz (1994),on leadership and Islam (1997) on administrative decentralization and many others have neglected the idea that administrative decentralization and enhancement of human capacity are intertwined , yet literature suggests that these two independent variables are key vehicles to success of service delivery in local governments , hence the need for this study .

Purposes of the Study

The reasons for this study were as follows: (1) to test the null hypothesis of no significant differences and no significant relationship between the independent variables (extent of implementation of administrative decentralization) and enhancement of human capacity on dependent variable (level of services delivery); (2) to generate new information from the findings of this study in view of the existing information on implementation of administrative decentralization,

enhancement of human capacity and service delivery in local governments in Eastern Uganda; (3) to validate the theory to which this study was based; (4) to bridge the gaps identified in the previous literature and past empirical studies

Research Objectives

General: To correlate between implementation of administrative decentralization and enhancement of human capacity on services delivery in selected local governments in Busoga Region.

Specific sought further in this study were as follows:

1. socio-demographic characteristics of the respondents in terms of

- 1.1 Gender
- 1.2 Age
- 1.3 Educational qualification
- 1.4 Tribe
- 1.5 Religion
- 1.6 Present position
- 1.7 Number of years experience in present position
- 1.8 District
- 1.9 Department

2. extent of implementation of administrative decentralization in the selected local governments under study in these aspects

- 2.1 Delegation
- 2.2 Fiscal decentralization
- 2.3 Devolution
- 2.4 Deconcentration
- 2.5 Privatization

3. level of enhancement of human capacity in the local governments in the following dimensions:

- 3.1 Training and development
- 3.2 Payment
- 3.3 Leadership
- 3.4 Communication

4. level of services delivery by the local government in

- 4.1 Water and sanitation services
- 4.2 Education services
- 4.3 Health services
- 4.4 Political representation

5. compare the extent of administrative decentralization, levels of enhancement of human capacity and services delivery between local governments under study

6. establish if there was a significant relationship

6.1 Between the extent of administrative decentralization and the level of services delivery in the selected local governments

6.2 Between the level of enhancement of human capacity and the level of services delivery in the selected local governments

Research Questions

This study sought to answer the following research questions:

1. What were the socio-demographic characteristics of the respondents as to:

- 1.1 Gender?
- 1.2 Age?
- 1.3 Educational qualification?
- 1.4 Tribe?

- 1.5 Religion?
 - 1.6 Present position?
 - 1.7 number of years experience in present position?
 - 1.8 District?
 - 1.9 Department?
2. What was the extent of implementation administrative decentralization of in the selected local governments under study in these aspects.
 - 2.1 Delegation?
 - 2.2 Fiscal decentralization?
 - 2.3 Devolution?
 - 2.4 Deconcentration?
 - 2.5 Privatization?
3. What was the level of enhancement of human capacity in the following constructs:
 - 3.1 Training and development?
 - 3.2 Payment?
 - 3.3 Leadership?
 - 3.4 Communication?
4. What was the level of services delivery rendered by the selected local governments included in the study in terms of these dimensions:
 - 4.1 Water and sanitation services?
 - 4.2 Educational services?
 - 4.3 Health services?
 - 4.4 Political representation?
5. Where there significant differences in the extent of implementation of administrative decentralization, levels of enhancement of human capacity and services delivery between the selected local governments in Busoga

Region?

6 Was there a significant relationship

6.1 Between the extent of implementation of administrative decentralization and level of services delivery?

6.2 Between the level of enhancement of human capacity and level of services delivery of selected local governments in Busoga Region?

Null Hypotheses (Ho)

Ho #1: There is no significant difference in the extent of implementation of administrative decentralization, levels of enhancement of human capacity and services delivery among selected local governments in Busoga Region.

Ho #2: There is no significant relationship

2.1 between the extent of implementation of administrative decentralization and level of services delivery

2.2 between the level of enhancement of human capacity and level of services delivery

Scope

Geographical Scope

The study was conducted in selected local governments of Iganga, Bugiri Mayuge, Luuka and Namutumba. The study was on three service delivering departments especially education, health and the district local council.

Content Scope

The variables included in this study were as follows: implementation of administrative decentralization (independent variable); enhancement of human capacity (independent variable); services delivery

(dependent variable) and socio-demographic characteristics of the respondents. The various constructs in each main variable included these aspects: delegation, fiscal decentralization, devolution, deconcentration and privatization for implementation of decentralization; training and development, payment, leadership and communication under enhancement of human capacity; water and sanitation services, education services, health services and political representation under services delivery. While the socio- demographic characteristics of the respondents are in terms of gender, age, tribe, religion, educational qualification, present position, number of years work experience in present position, district and department , establish if there was a significant relationship between the extent of administrative decentralization and the level of services delivery in the selected local governments, between the level of enhancement of human capacity and the level of services delivery in the selected local governments

Theoretical Scope

The study was based on the theory framework of Manor (1999) and Binswager,(1999) on decentralization implementation and services delivery in local governments which argues that for significant success , decentralization should entail a mixture of three forms ; democratic (devolution) ,fiscal and deconcentration . The framework clearly states that the three must be implemented together for service delivery to be realized properly in local governments, (Binswager, 1999). However Manor, (1999) argued against the World Bank that the tripartite mixtures are reasonably common in local governments. Manor, (1999) also suggested the importance of actors of decentralization which include; appointed officials, representatives, corporate bodies, powerful individuals

and committees. The framework states that decentralization can increase efficiency by helping internalize costs and reduce costs (World Bank, 1988). The spending and revenue activities in local governments under decentralization bring services more closely to people.

Significance of the Study

There are many studies that focus specifically on services delivery at local district levels determined in Busoga Region in 2012. It is also unique in its approach of providing both specific and integrated provisions of services by not only the district but also the central government. It, therefore, contributes towards an understanding of the theoretical and conceptual framework surrounding services delivery.

The study also will provide a better understanding of a link between service delivery policies and legislation of the country thus enhancing the sense of responsibility and ownership of the mandate to both the **government** and **recipients** of services. The significance of this link lies in the fact that it enhances public accountability, for the **public** can hold the municipality accountable and they have legal recourse should they feel that they were treated unfairly.

The findings will provide a better sense of the implementation and evaluation of services delivery programmes by the **central government** in general and **local governments** in particular.

These recommendations of this study can also be incorporated in the curricula of various **institutions** that deal with the **field of public management and human resource**.

The findings can also be used by the **government institutions** that are responsible for building capacity in Uganda for instance education department. The study will enable the **future researchers** to derive into

similar studies for further empirical contribution to the field of public management.

Operational Definitions of Key Terms

For the purpose of this study, the following terms are defined as they are used in the study:

Implementation of administrative decentralization refers to an appraisal of the transfer of authority for planning, administration and financial management to the local governments. In this study the following constructs are studied: delegation, fiscal decentralization, devolution, deconcentration and privatization.

Enhancement of human capacity is the individual ability to empower workers and improve on the available competencies ranging from human skill, technical skill, conceptual skill and design skill in services delivery to the community. In this study the dimensions delved into are : training and development, payment, leadership and communication.

Local governments are the decentralized, representative districts with general and specific powers devolved to it by a higher tier of government (central or provincial Ugandan government) within Busoga Region.

Services delivery refers to the flow of human requirements delivered by the local governments. In this study, services delivery is in terms of water and sanitation services, education services, health services and political representation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/ Experts

Implementation of Administrative Decentralization

Decentralization is a phenomenon that has gained enormous popularity over the last few decades. Since 1980s, many developing and transitional Eastern and Central European countries have been engaged in decentralization of one kind or another (Manor, 1995). Besides that Manor (1999) observed that countries practicing decentralization consider it as a solution to many different kinds of problems in the field of administration especially the burden with central government making all decisions. Decentralization is generally believed to help stimulate economic growth, reduce rural poverty, strengthen civil society, deepen democracy and reduce the burden of fiscal responsibilities on central governments

There is no common definition or understanding of decentralization. It can have different meanings to different people depending on the context in which the term "decentralization" is being used. It has been defined in different ways. According to Rondinelli (1981) administrative decentralization involves the transfer of specific administrative responsibilities to lower levels within the central government ministries and agencies. Acode (2008/2009) said that, it is the duty of the top officials' especially medical superintendents, administrators, resident district officers, chief executive education officers and district chairpersons to monitor service delivery in local government.

Implementation is defined by the World Book Dictionary (1996), as

the process of carrying out a particular thing or programme into effect. A programme can only be implemented if it is acceptable, legitimate and negotiated by all stakeholders. McLaughlin (1987) asserts that implementation is not about automatic transmission, but is a process of bargaining and negotiation between various local and national actors. Where programmes are viewed as acceptable, illegitimate and have not been negotiated by all stakeholders but are forced into practice, they are then adopted rather than implemented. This research uses implementation as a way of putting service delivery programmes into place.

Administrative decentralization involves the transfer of authority for planning, administration and financial management from central to local governments through decentralization process. The central government retained responsibility for security, national planning, immigration, foreign affairs and national projects. All other activities became the responsibility of the local government councils. Basically, the central government line ministries are responsible for issuing regulations, policies and advice, benchmarking standards, and providing supervisory and inspectorate services to local governments. Rondinelli (1983, 1992) identifies five forms to decentralization, namely: deconcentration, fiscal, delegation, devolution and privatization.

Delegation is a more extensive form of decentralization, according to Daft (1994) and Souza (2001) refer to ability of managers to transfer authority and responsibility to individuals in positions below them in this hierarchy. It is one of the most important management skills assumed to have a positive effect on organizational success (Acronym, 2008). Through delegation central governments transfer responsibility for

decision-making and administration of public functions to semi-autonomous organizations not wholly controlled by the central government, but ultimately accountable to it. Governments delegate responsibilities when they create public enterprises or corporations, housing authorities, transportation authorities, special service districts, semi-autonomous school, districts, regional development corporations, or special project implementation units and duties assigned to individuals running the offices and their deputies.

Authority and responsibility redistributed to local units of government or agencies that are not always necessarily branches or local offices of the delegating authority create challenges inform of poor service delivery. Smoke (1993) argued for the need of the degree of local autonomy in several developing countries, and the relationship of such autonomy in the management of finances. While some transfer of accountability to the sub-national units to which power is being delegated takes place, the bulk of accountability is still vertical and to the delegating central unit. Usually these organizations have a great deal of discretion in decision-making. Delegation is often legally recognized United Nations development program, UNDP (2004)

Fiscal decentralization comes in as a result of inability of central government to meet increasing demand for local services underpins moves towards decentralization in developing countries. Decentralization of fiscal responsibilities is envisaged to increase efficiency in service delivery and reduce information and transaction costs associated with the provision of public services, De Mello (2000). Some level of resource reallocation is made to allow local government to function properly and make arrangements for resource allocation are usually negotiated

between local and central authorities and they are dependent on several factors including concerns for interregional equity, availability of central and local resources and local fiscal management capacity.

All organizations that spend public money, either in commissioning services or providing them directly have a duty to strive for economy, efficiency and effectiveness in their work. Citizens and taxpayers have an important and legitimate interest in the value for money provided by organizations that use public money.

Accordingly, De Mello,(2000) summarizes the arguments for fiscal decentralization as follows: Fiscal decentralization enables sub-national governments to take account of local differences in culture, environment, endowment of natural resources, and economic and social institutions . Information on local preferences and needs can be extracted more cheaply and accurately by local governments, which are closer to the people and hence more identified with local causes. Bringing expenditure assignments closer to revenue sources can enhance accountability and transparency in government actions. Fiscal decentralization can help promote streamlining public sector activities and the development of local democratic traditions and by promoting allocate efficiency. Fiscal decentralization can influence macroeconomic governance, promote local growth and poverty alleviation directly as well as through spillovers. The degree of fiscal decentralization be assessed in terms of a number of indicators such as the percentage of total government expenditure executed by sub-national governments given the size and nature of transfers, the level of revenue autonomy and the borrowing capacity of sub-national governments.

Devolution or democratic decentralization is the transfer of powers

and resources from the center to authorities at the lower levels which are representatives of as well as accountable to the local populations (Manor 1999; Crook & Manor 1998; Agrawal & Ribot 1999 cited in Ribot 2001). The authorities at the lower levels are largely or wholly independent of the central government and democratic in some way and to some degree (Manor 1997). The local units of government are autonomous and independent bodies have a legal status and are separate or distinct from the central government. Central government has only indirect, supervisory control over such units. These units normally exist in the form of local governments Rondinelli, (1981). Democratic decentralization can take different forms. Candidates are elected by secret ballots. Election can be both direct and indirect. In case of direct elections, candidates are elected by the people. In case of indirect elections, the directly elected representatives elect members at the higher levels. The persons being elected either directly or indirectly , become members or heads of their respective councils (Manor, 1997).

According to (Rondinelli, 1981), deconcentration or administrative decentralization involves the transfer of specific administrative responsibilities to lower levels within the central government ministries and agencies. Manor (1997) describes it as the dispersal of agents of higher levels of government into lower-level arenas and emphasizes that deconcentration and democratization should occur simultaneously. Authority and responsibility is transferred from one level of the central government to another while maintaining the same hierarchical level of accountability from the local units to the same umbrella central government ministry or agency which has been decentralized. Deconcentration can be seen as a first step in newly decentralizing

governments to improve service delivery when deconcentration occurs in isolation, agents of the higher levels of government will remain accountable only to the authorities at the higher level. As a result there will be no change in the influence of organized interests at the lower level. Without democratization, deconcentration further strengthens the central power. Deconcentration is in practice mostly in less developed countries.

Mawhood (1993) attributed these factors following as being responsible for excluding people from the affairs of the government in less developed countries include higher levels of illiteracy, livelihood patterns and poor communication systems. Under such circumstances the deconcentrated field offices enjoy the power to take all kinds of decisions. They are not subject to local pressures. Despite entering into voluntary consultations with the local notables, central government's demands are always prioritized.

Privatization occurs when responsibility for public functions are being transferred either to voluntary organizations or private enterprises (Agrawal & Ostrom 1999). For the public sector the implication is that globalization has limited the capacity of nation States to sustain social spending because of the fear that it could impede national competitiveness and limit investment. Privatization is done in favor of non-public entities where planning and administrative responsibility or other public functions are transferred from government to voluntary, private, or non-governmental institutions with clear benefits to and involvement of the public. This often involves contracting out partial service provision or administration functions, deregulation or full privatization." This process has forced governments to pursue neo-liberal policies that aim to reduce the size and scope of the public sector. Even if this "strong" version of

globalization exaggerates the extent to which countries are forced to pursue restrictive macroeconomic policies, many governments use the language of globalization to reduce expectations about what is possible in terms of social expenditure

Enhancement of Human Capacity in Local Government

Enhancement of human capacity involves as Turner and Hulme (1997) point out, before management reforms can be initiated, there needs to be an examination of 'whether human resources and organizational capacities within a developing country are sufficiently developed. This literally means the application of all skills ranging from: human, technical, and conceptual and design. The type of questions raised by the HRM debate indicates the extent to which it has disturbed many formally accepted concepts in the employment relationship. For some, it has become a model for action and application, for others it is no more than a map which indicates how the management of employees might be worked out in more and specific ways than HRM can adequately deal with Beardwell (1992).

Whatever the perspective taken on HRM, there is a large body of prescription, policy and analysis, which is directed at the notion of HRM as a perspective that is central to the employment relationship. Whether HRM is driven by ideological, strategic, operational, market or other goals, its language, practice and adoption suggest that it is perhaps the most significant perspective on the employment relationship to emerge in the last forty years Armstrong (1996).

Langlands et al, (2004) asserted that public service organizations need people with the right skills to direct and control them effectively. Governing bodies should consider the skills that they need for their

particular situation. To increase their chances of finding these governing bodies need to recruit governors from different parts of society. Public trust and confidence in governance will increase if governance is not only done well, but is done by a diverse group of people who reflect the community. Governance is also likely to be more effective and dynamic if new people with new ideas are appointed regularly, but this needs to be balanced with the need for stability to provide continuity of knowledge and relationships. In relation to the above, administrative decentralization to run smoothly there must be human capacity institutionalization through: training, fair payment of staff, leadership style and communication within the organization

Training is the process of imparting knowledge and skills to the trainees. This training is rooted in the learning process which Mamoria and Ganker (2001), affirms learning as the human process by which knowledge, skills, habit and attitude are acquired and utilized in such a way that behavior is modified. This behavior can be modified to result into motivation, commitment and hence improved performance.

Rao (2001) reflected Dale by defining training as the recognized procedure by which people learn knowledge and skills for a defined purpose. This therefore means that training improves, changes, and moulds the employee's knowledge, skills, behavior, aptitude and attitude towards the requirements of the job and the organization.

Political enforcement and managerial commitment alone will not make any change if civil servants lack the capacity to implement performance budgeting, public management and offer service delivery. Most of the work of developing and maintaining a performance budgeting system is done by the budget staffs in the executive and legislative branches. In the

absence of adequate training, managers and staff members are unlikely to be able to understand the potential value of a results-oriented approach or be able to provide for effective implementation and use (Perrin, 2002).

On the other hand payment of staff at local councils in terms of monthly salary and could have a greater impact on service delivery, according to Kochhar (2000) the salary of workers should be raised to attract competent men to the profession and the salary of head teachers should be high

Payment was seen as the compensation of the employees with wages for their time worked as well as more indirect or direct benefits received as part of their relationship with the organization well as Kathryn, Bartol and Martin (1998). Payments improve the relationship of the employees with the organization, in the same magnitude the employee's attitudes, behavior, love for the organization and moulds. However, with the complexities in the organizations particularly large ones, it is difficult to implement compensations and payments in the right line and order. In another view, Maicibi (2003) looked at promptness and appropriate salary as key issues in promoting job satisfaction. This is so because the workers have responsibilities at home therefore the timing and the amount of salary to be paid matters a lot. But when it comes to the amount of salary it is important to note that at times the employees pay much attention to leisure activities than work assigned to them.

In addition, leadership style as a capacity tool of enhancing human capacity in local governments and devolvement of responsibility are also seen as very much part of the strategy as it facilitates communication, involvement and commitment of middle management and other employees deeper within the organization leadership style is seen as a

factor that helps to enhance human capacity:

Ryan (2008) says that Leaders with democratic style build commitment by participation and by valuing people input. They believe that everyone has a view and that it should be heard. They have high empathy and do not judge ideas too quickly. This style is useful when there is a need to create consensus among widely differing views. Democratic leaders are skilled at healing rifts in groups and at resolving conflict. This style is of high importance with many mergers and acquisitions when people are coming from very different starting points. Again, this style works well with visionary leadership, because, when people have a shared goal, they find it easier to agree with parties belonging to different departments. This style is similar to partnerships in professional services and also small niche consultancies where people are working together with strong, shared beliefs and values. Characteristics of these knowledge-based companies include a lot of time spent on discussion and listening to different views. The disadvantage can be the amount of time it takes to get decisions made but there will be great buy in once the decision is made. This is obviously important in structures where all parties have an equal voice or ownership of the company.

Laissez-faire leadership is not ideal in situations where group members lack the knowledge or experience they need to complete tasks and make decisions. Some people are not good at setting their own deadlines, managing their own projects and solving problems on their own. In such situations, projects can go off-track and deadlines can be missed when team members do not get enough guidance or feedback from leaders.

Authoritarian leaders, also known as autocratic leaders, provide

clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group.

Communication as a construct of enhancement of human capacity is the process whereby speech, signs or actions transmit information from one person to another. Communication is defined by Windahl (1992) as the exchange and sharing of information, attitudes, ideas and emotions. This emphasizes that communication is not confined to written or oral exchange of simple messages only. It also embraces the collective activity of sharing of experiences at a variety of verbal and non-verbal level. Batho Pele emphasizes the fact that communication should be transformed. This is meant to ensure that the communication system includes those who were previously disadvantaged.

Good quality information to be communicated clear, objective advice can significantly reduce the risk of taking decisions that fail to achieve their objectives or have serious unintended consequences. Governors need to receive rigorous analyses of comprehensive background information and evidence, and of the options for action. As governance decisions are complex and can have significant consequences, governors also need professional advice. This includes advice on, for example, legal and financial matters and governance procedures. Such professional advice is also needed at other levels in the organization where decisions are taken.

However, this definition is concise and definitive but does not include all the aspects of communication. There are other definitions which state that communication involves transmitting information from a

party to another. This broader definition does not require that the receiving party obtain a full understanding of the message. Of course, communication is better when both parties understand but can still exist even without that component.

Stephen and David (2004) referred to communication as the transfer of meaning. If no information or ideas have been conveyed, communication has not taken place. The speaker who is not heard or the writer who is not read does not communicate.

Maicibi and Nkata (2005) defined communication as the transfer of information, feelings and data from a sender to a receiver with correct information being received by the receiver.

Cheryl and Cordell (1987) conceptualized communication as the process of people sharing thoughts, ideas and feelings with each other in commonly understandable ways

The researcher agree that for communication to be communication it must be effective and it involves both the giving out of information by one or more people and the receiving and understanding that message by another person or others.

To choose the best training methods, management has to consider a number of factors like number of people to be trained, the cost of training and the objectives of the training, Chuck (2003) argues that if the objective of the training is to impart information or knowledge to trainees, then one should use films and videos, lectures and planned reading, if the analytical and problem solving skills is the objective then use case studies, couching, monitoring and group decision. If the objectives is practicing learning and changing job behaviors then use on the job training, role playing, stimulation and game . Management has to take this in

consideration when offering training therefore training needs assessment becomes important.

Service Delivery in Local Governments

Service delivery is defined in this White Paper on Transforming Public Service Delivery (1997) defined service delivery as: "the ability of a public institution to deliver services to the communities in an efficient and effective manner. While improving the delivery of public services means , redressing the imbalances of the past and, while maintaining continuity of service to all levels of society that have been previously disadvantaged in terms of service delivery" The study considered: water and sanitation, education, health and political representation at the district level by the councilors.

Water and sanitation stabilities in local governments according to Drakeford (1998) questions the constitutionality of cut-offs as a cost recovery mechanism. He further states that service cut-offs and household evictions are very possibly unconstitutional. Although the Bill of Rights does not provide for equity based on income, it does provide the right to a "healthy" and safe environment as well as "access to adequate housing," under which access to basic municipal and town services would seem to apply.

Drakeford (1998) pointed out that one international indication of the potential for this constitutional or legislative change is found in the United Kingdom. Where by water cut-offs to residential homes, schools and other essential public buildings have been outlawed since 1999 when a series of cut-offs took place following privatization of water services. It has also been ruled that self imposed cut-offs through the use of prepaid meters is illegal, and that it is the responsibility of the water supplier to

ensure water provision even if the household is unable to pay for prepaid consumption. In South Africa it is ironic that water cut-offs occur in poor communities who should be empowered and protected by the constitution (Drakeford, 1998).

Government support involves its effectiveness in delivering education financial services, little actually known systematically about government effectiveness in delivering universal basic education such as books, infrastructures and internet services.

The government responded to the problem of inadequate learning materials by decentralizing the procurement process, which is expected to reduce the cost of transporting materials, as well as free up funds for more materials. One hundred and six new schools were constructed in 2002 (International Monetary Fund 2004). The Ministry of Education has estimated that an addition of 3,000 to 4,000 teachers a year will need to be hired to cover attrition, based on a 64:1 target for student to teacher ratio (Global Campaign for Education 2004).

Government and donor support for FPE reached more than US\$130 million between 2003 and 2005 (African Development Fund 2003). The principal external partners for the FPE were the World Bank, DFID, the Canadian International Development Agency (CIDA), and the Swedish International Development Cooperation Agency (SIDA).The World Bank's Free Primary Education Support Project, begun in 2003 and implemented over three years, sought to support the government's efforts to provide free primary education and attain the MDG of universal primary education by 2015.

The project components include increased funding for instructional materials; capacity building efforts such as school-based teacher

development and support; improving school accounting systems; development of an education management information system; financing education system design and program preparation; and monitoring and evaluation. Ninety-three (93) percent of the US\$50 million grant was spent on the instructional materials component such as library and modern e-books (World Bank 2003). The World Bank's Education Sector Support Project (ESSP) provide support to the government to implement the Kenya Education Sector Support Project (KESSP), which aims to provide basic education to all children, as well as improve quality, by 2010 through training staff and provide stationary.

The program objectives were: ensure equitable access to basic education, improve quality and learning outcomes, provide opportunities for education and training teachers on internet services beyond the basic level, and strengthen the education sector management. The World Bank US\$50 million loan complemented substantial government (US\$ 6411.1 million) and other external agency spending (US\$239.1 million) on the KESSP from 2005 to 2009 (World Bank 2005).

As for healthy services delivery, the stakeholders' analysis of local governments in Tanzania adopted the interactive model of policy implementation (Thomas & Griddle, 1991). In the interactive model stakeholders (actors) can't be separated from the process of policy flow that is problem identification, policy formulation, implementation and evaluation. At each of these stages the stakeholders could influence the non-start, reversal or continuation of the process in the provision of services ranging from hospital equipments, qualified staff, operating centers, provision of medicines and transport facilities . From available information, the immediate stakeholders at district (level of

decentralization) were District Executive Director and councilors as district council leadership. There were also council health management Teams, health providers and the community.

The district was a level of policy implementation and therefore the influence of stakeholders at that level would have the highest impact at the implementation phase of policy process. (Thomas & Griddle, 1991) said that, process through which the stakeholders would influence implementation could be through the quality of interaction. The stakeholders' quality of interaction would impact on roles played by active stakeholders. This in turn would affect the quality of services for instance process quality and perceived quality. It can eventually lead to reduction in the utilization of the health services.

Political representation by councilors to the district, the work of councilors is guided by the framework set out in the White Paper on Local Government (1998) that proposes a developmental of local government. Developmental local government espouses the philosophy of sustainable ways to meet the socio-economic needs of residents and improve the quality of life, particularly targeting the most marginalized and poorest members of society by delivering services to them. Councilors therefore serve as the interface between the citizens they represent and the government officials who design and implement development polices. The Councilors endorse the long and short term developmental plans proposed by their respective administrative units. They are responsible for the approval of the annual budgetary proposals of their units as well. The Councilors have authority to constitute a number of committees for monitoring, justice and public safety matters. The councilor's job is not just to serve as the voice of the people, for the expression of their

community needs, but also to act as a watchdog and ensure the local governments implements policies to address the needs of citizens. Councilors also serve as members of committees within Council of the district.

The governing body of such an entity is elected or otherwise locally selected (Alderfer, 1964). It is meant to give services to the masses with a capable human resource which gains confidence through training especially on how to manage computers, good leadership styles, fair payments and communication.

These committees are usually charged with the development of new policies. Committees include the Executive Committee, which decides what policies and proposals are put before Council to be discussed and subsequently enacted as local government policy. Section 33 of the local government Structures Act provides that local governments would establish committees detailing the specific powers of such committees and the need for delegation and commitment of resources to such committees and therefore elected council bodies are the highest decision-making organizations in local governments in every country in the region. Members are elected in general democratic elections. Representatives perform tasks through various forms, though mainly within the framework of committees to which the deliberative body often delegates power.

Alderfer (1964) said that managing human resources is one of the key elements in the co-ordination and management of work organizations. The personnel function contributes to the creativity of added value by ensuring that people with the required competences and levels of motivation are available and help to create a culture and environment that stimulates quality performance. Whatever means are used to ensure the

creation and delivery of services and goods in local governments of management to effectively deploy such a resource are vital to the interests of both the employees and organization alike.

To a large extent this fundamental issue has been at the heart of a great deal of the analysis of how organizations are run and it is as important an issue facing organizations as those of markets, finance and strategy. For these reasons the question of how to manage employees has remained as a constant element in organization and managerial thought and prescription throughout this century.

Researchers found that decision-making was less creative under authoritarian leadership. Levin also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling, bossy, and dictatorial. Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

Manor (1997) describes it as the dispersal of agents of higher levels of government into lower-level arenas and emphasizes that deconcentration and democratization should occur simultaneously. When deconcentration occurs in isolation, agents of the higher levels of government will remain accountable only to the authorities at the higher level. As a result there will be no change in the influence of organized interests at the lower level. Without democratization, deconcentration further strengthens the central power. Deconcentration is in practice mostly in less developed countries

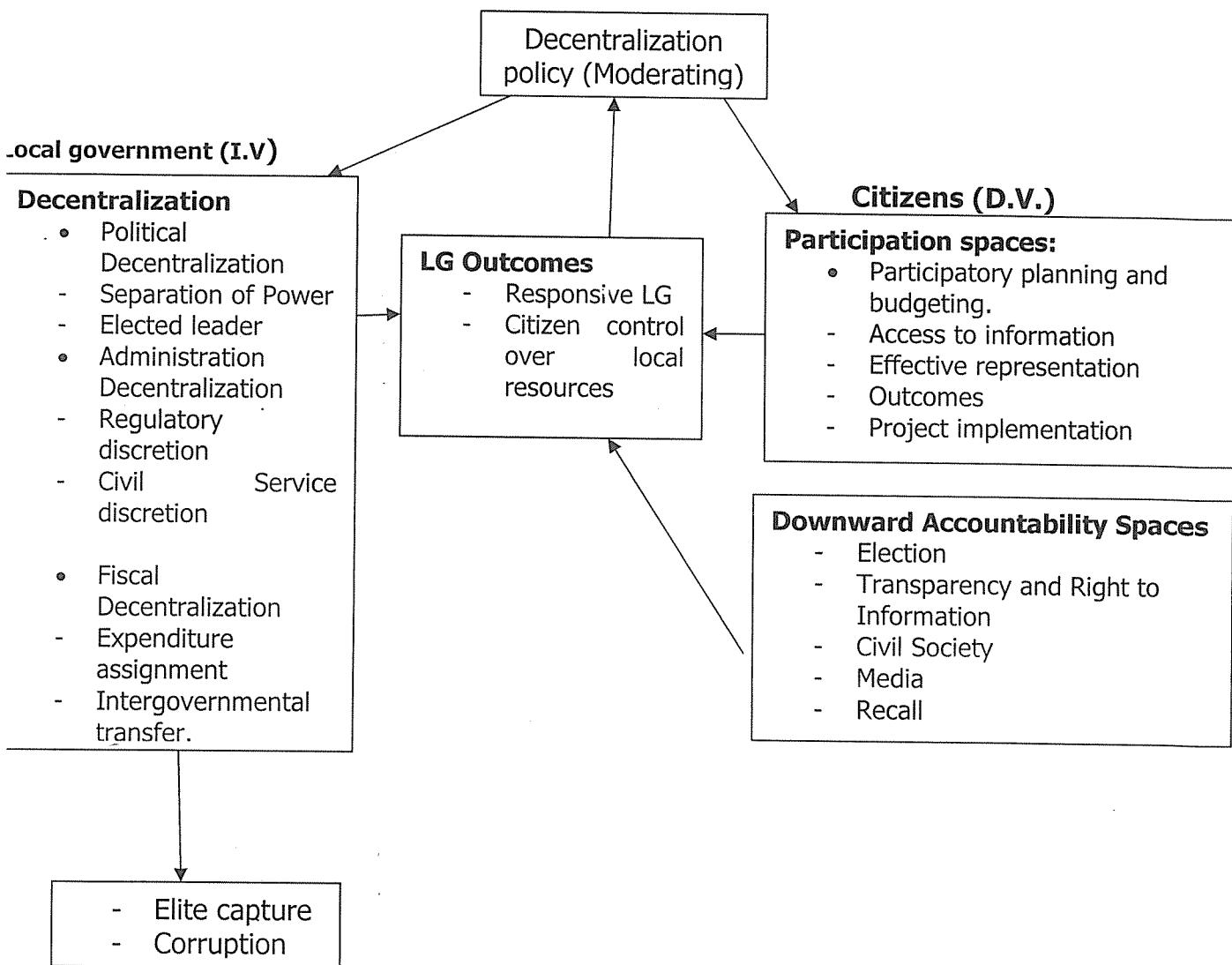
One of the major promises of decentralization is to enhance citizens' participation both in politics as well as the delivery of services.

Participation was defined in a number of ways and used in a number of contexts. In the discussion to follow, the term 'participation' will be used in two major contexts. The first relates to politics and the second to the delivery of services. This section intends to assess the impacts of the recent devolution process on citizens' participation both in politics as well as the delivery of services. It is important to point out that different criteria will be used to assess the devolution's impacts on participation in both the contexts. Political participation will be evaluated on the basis of any change in citizens' interest in local politics, the degree of their involvement in the local government elections and the turn out in local elections.

Manor (1997) further said that participation in the delivery of services will be assessed on basis of whether or not, how mechanisms for participation and to what extent, citizens are involved in the decisions regarding the delivery of different services. Participation in the delivery of services community level development projects by ordinary people would thus mean that their voices are being heard and taken into account in decisions regarding the choosing, planning, and implementation, managing, monitoring and controlling of the community development projects in the locality.

In a case study research on the performance of councilors in the Northern Cape and Free State of South Africa, a number of issues that negatively impact on the performance of councilors were identified. These include high councilor turnover on the one hand and work-overload on the other, as councilors attempt to meet the requirements of their positions as specified in the Systems Act (2000)

Theoretical model of Administrative Decentralization and Service Delivery by manor and Binswager (1999).



Source: Manor and Binswager (1999)

The theoretical framework above was propounded by Manor, (1999) and Binswager,(1999) , of the theory which argues that for significant promise , decentralization should entail a mixture of three types

; democratic ,fiscal and administrative decentralization . The framework clearly states that the three must be implemented together for service delivery to be realized properly in local governments, (Binswager,1999). Democratic decentralization under which separation of powers and entrust the elected leader. Administrative decentralization involves regulating power to the lower levels from central government and service discretion. Then fiscal decentralization inform of incomes and expenditures. The dependent variable, service delivery on the other side was about; budgeting participation, access to information, effective representation, transparency, decision making and feedback oriented leadership.

Related Studies

Related studies relevant in this research are divided into sections namely: administrative decentralization and service delivery in local governments, then enhancement of human capacity and service delivery in local governments.

Administrative Decentralization and Service Delivery in Local Governments

This involves delegation, fiscal decentralization, devolution and privatization on service delivery. Drage's (2001) comparative studies in Asia Pacific countries indicated that women were less represented in local governments ranging from 3%- 33%, the main cause of that incredible change include: cultural changes, affirmative action and training for service delivery. These findings were in line with the auditor general's report (2008) which maintained that the despite the youth need much more mentoring , they were the majority and have contributed much to service delivery in local governments .

Delegation and service delivery for instance the Jordanian case

involved successful service provision by the Ministry of Education in the Local Governments of Ma'n and Irbid in Jordan. Education in Jordan, however, is much more decentralized than other services, and the research results indicate that residents of Ma'n and Irbid perceived education to be more effectively delivered than other services. The relative success of education was attributed to the delegation of authority and responsibilities by the Ministry of Education (World Bank, 1999)

The fundamental key issue regarding fiscal decentralization has to do with finding the right balance between central and sub-national government responsibilities that ensures efficient service delivery. Fiscal decentralization is effective only when it enhances service delivery. As discussed earlier, fiscal decentralization is crucial for all forms of decentralization.

The findings of Ford (1999) showed a successful decentralization not only involved the devolution of powers and the assigning of tasks to the decentralized authorities but demanded for the transfer of sufficient financial resources in order to accomplish those tasks.

According to Ford (1999), the legal and regulatory framework should enable local governments to borrow money from the higher levels of government. All the South African data employed in the paper come from one source: the Department of Statistics of the National government of South Africa. The data are obtained for the nine provinces as well as the national government. All the data are available for the period 1996-2005 except provincial GDP data, which goes only up to 2004. As for Unlike the case in many developing countries, such as Brazil and India, sub-national governments in South Africa are not allowed to levy value added tax (VAT) or income tax. Thus they have very limited tax powers

compared to developing countries in general. According to Shah and Thompson (2004) tax systems in these countries have a number of common characteristics that explain some of the constraints to fiscal decentralization in developing countries.

Nsibambi (1998) pointed out that in Bushenyi district, the District Three Year Development Plan, 2001–2004 indicated that district service coverage of immunization was 80 per cent. This programme succeeded largely because of the involvement and participation of local leaders in mobilizing local people. The local council officials, especially the local council secretary for women and health, were instrumental in mobilizing people to take children for immunization.

Gibson and Hanson (1996) who urges in line of devolution confirmed that involvement of local elections in decentralization might be useful for integrating local governments with representative structures at the higher levels. It might also be useful in settling conflicts between central government and the local bodies. According to some authors such as Regulska (1996) and Grochowski (1997) the local reform and democratization process in Poland reached stagnation in the mid-1990s (though some local experiments with new models continued), breeding disillusionment.

Regardless of the various bottlenecks the current devolution process possesses, it is interesting to point out that the current local government system has got enormous recognition among majority of the people. Contrary to the past when people rarely had any local representation was not advocated for. Faguet (2000) showed that in Papua New Guinea devolution increased popular participation in government and improved the planning, management 88 *Africa*

Development, Vol. XXXIII, No. 4, 2008 and coordination capacity of provincial administrators. In Senegal and New Zealand, it attempted to bring services nearer to people.

According to the studies carried out by Mawhood (1993) the various factors responsible for excluding people from the affairs of the government in less developed countries include higher levels of illiteracy, livelihood patterns and poor communication systems. Under such circumstances the deconcentrated field offices enjoy the power to take all kinds of decisions. They are not subject to local pressures. Despite entering into voluntary consultations with the local notables, central government's demands are always prioritized.

Privatization, in the United Kingdom private sector contractors by the mid-1990s had become disenchanted with the policy of compulsory competitive tendering. The costs of preparing tenders were high and their success rates were relatively low. Even if a contract was gained, managing the service proved difficult in authorities which were opposed to the policy and there was little prospect that the contract would be renewed. This experience has encouraged several multinationals to exit the market for smaller, low price contracts (Teicher et al. 1999 cited in Young 2000: 98).

Since its election victory in 1997 the Labor Government has replaced the legal compulsion to seek tenders for specific services and proposed that all municipal services should be subject to periodic review to ensure "best value"; that is, performance targets, based on private and public service comparisons, should be set and monitored. market testing in local government include the Victorian government in Australia that prescribed minimum levels of market testing of total budgeted expenditure of 20 per cent in 1994- 1995 rising to 50 per cent in 1996-1997 (Teicher , 1999

cited in Young 2000).

Enhancement of Human Capacity and Service Delivery in Local Governments

Braverman (1974) in his view said that the application of modern management, in combination with mechanization and automation, secures the real subordination of labor and ore especially the-skilling of work in the office as well as all through. Of which the latter applies largely in the administration of local governments. Capacity building is seen in four dimensions namely: training and development, payment, leadership and communication.

Zinyemba (1994), noted that according to the logot study found in the Municipal Report 1992 of Zimbabwe , training was important because it helped to solve the problems in the local government especially pertaining equitable and satisfactory service delivery for instance ; water and sanitation , education , health and councilor representation which is essential for meeting societal needs and finally development . Training takes places like seminars, workshops and short certificate courses to enhance human capacity and also provide answers to the dynamics of the changing world.

Payment in local governments is based on that logic any sensible government needs to give priority to the issue of pay for the services rendered. There is, however, a counter proposition that monetary rewards to public servants, in and of itself, cannot act as a motivator for enticing public servants to maintain and improve their performance. Mutahaba (2005) found out that low pay is the most significant cause of corruption among public officials of Tanzania. A more important element is the accountability mechanisms that are in place and how these are

administered. One such mechanism that has been recently installed as part of public service reform is the Open Performance Review and Appraisal System (OPRAS). This requires all public service employees to agree with their supervisor's performance objectives for the year; undertake continuous review of implementation progress of agreed objectives; and carry out final review of achievements at the end of the reporting period. As this system takes hold in the entire public service, it should be able to address performance problems, including the issue of corruption.

Waldman, Ramirez, House, and Puranam (2001) distinguished among leadership styles in managing of people in different settings especially organizations. In their view, transactional leaders are more likely to use authority because their goal is to maintain the status quo, whereas charismatic leaders are more adept at advancing a new vision. A charismatic leader inspires and motivates others and use authority to set high expectations and encourage good performance. However, the appropriate leadership style comes with situations but not constant. Leaders evolve and adapt to changing conditions and the multiplicity of tasks and participants involved. Accordingly, contingency theories of leadership behavior (Fiedler, 1967; Gibbons, 1992) advance the idea that effective leaders are adaptive, drawing on, and even inventing, different leadership behaviors to suit particular environments or goals (Heifetz, 1994).

Faguet (2004) noted that communication in administrative decentralization in Bolivia had improved the responsiveness of public investment to local needs. Alderman (2002) says that local officials in Albania manage anti-poverty programs more accurately and cost-

effectively than a central government agency since they were better informed. Bardhan and Mookherjee (2005) or Galasso and Ravallion (2005) had also shown that decentralization of delivery system promoted cost-effectiveness and improves intra-regional targeting. As well as the decentralization theorem from Oates (1972) established that decentralization improves the preference matching by offering a greater diversity of public services to a heterogenous population. Moreover, by reducing some informational asymmetries between those in power and governed, decentralization should induce a higher accountability of governments and in a better efficiency in public spending.

Yukl, Guinan, and Sottolano (1995) contend that different ways of communicating represent different influence strategies with respect to subordinates, peers, and superiors in European countries. These include (a) rational persuasion based on facts, (b) inspirational appeals to values or ideals, (c) consultation in the form of two-way communication seeking participation from a target audience, (d) coalition tactics or the use of other participants to influence the target audience, (e) legitimating tactics where the leader claims authority or a right to make a particular request, (f) personal appeals to loyalty toward the leader, (g) exchange in the form of promised shared benefit, (h) ingratiation, and (i) pressure in the form of demands, threats, or frequent monitoring.

In terms of influencing commitment to work tasks, new behaviors, and new ideas, Yukl, Kim, and Falbe (1996) found that consultation, inspirational appeals, or strong rational persuasion were most effective. Least effective were pressure, coalition, and legitimating tactics.

Debate was continuous concerning the appropriate number of levels for the territorial administrative and local government systems.

Territorial division before the last crucial change in 1999 instigated further discussion among political factions, and as a consequence, the draft version of the reform program was amended, altering the number of tiers and their governing rights. Thus, crucial political administrative changes occurred while the transformation was in process.

Another area of study resulting in a subsequently altered phenomenon for transition is found in Lithuania. Crucial reform revisions were initiated in 1995, replacing the formerly conceptualized two-tiered system of local government with a single tier. Additionally, strong criticism emerged concerning the comprehensiveness of change. According to Gazaryan (1995), the development of local government in the first five years resulted in neither the improvement of public services nor the involvement of the populace in decision making.

The principles of local government reform in Latvia are based on the demands of the European Charter of Local Self-government, which was accepted by the Saeima (parliament) on 22 February 1996, and legislation of the Republic of Latvia. Latvia has accepted twenty-six of the thirty paragraphs of the charter. Those not adopted include paragraph 2 of article 6, stipulating the conditions of service, training, remuneration and career development for local government employees

Faguet (2004), in his study on decentralization in Bolivia found that there had been an increase in public investment in education, water and sanitation, water management, agriculture and urban development after the 1994 decentralization reform. Increased in investment in these sectors took place especially in regions where there was greater demand for these services. For example, 250 smallest and poorest municipalities invested the devolved public funds in projects that were of higher priority to them.

The local government system is based on the district as a unit under which there are lower local governments and administrative units. Local government councils in a district are: District or City Council, Municipal Council, the City Division Council, Municipal Division Council and Sub-County Council, Town Council Administrative unit councils in a district are: County Council, Parish or Ward Council and Village Council.

Faguet (2004) stressed the distinction differences between local government councils and administrative unit councils. A local government council is a body corporate with perpetual succession and a common seal. Each local government council has a directly elected chairperson, directly elected Councilors representing demarcated electoral areas, two councilors (one male, one female) representing the youth, two councilors (one male, one female) representing persons with disabilities and women councilors forming one third of the council.

In addition, every lower local government council has two elderly persons (one male, one female) above the age of fifty five years nominated by the respective executive committee for approval by the respective council. A speaker, elected from among the members presides at council meetings. Every local government council is obliged to appoint an executive committee, which committee is chaired by the chairperson. It is the responsibility of the executive committee to initiate and formulate policy for approval by the council; monitor and oversee the implementation of policies and programmes; and recommend to the council persons to be appointed members of statutory commissions, boards and committees. Local government councils also have standing committees, which make detailed consideration of proposals and recommendations. An administrative unit council is not a corporate body.

Its functions are to resolve problems or disputes monitor the delivery of services and assist in the maintenance of law, order and security.

Faguet (2004) found out that administrative unit councils at the county level consist of all members of the sub-county executive committee in the county; at the parish level, all members of the village executive committees in the parish; and at the village, all persons of eighteen years of age or above residing in the village. In addition, administrative unit councils have ex-official members - at the county, all district councilors representing electoral areas in the county and at the parish, all sub-county councilors representing electoral areas in the parish. Meetings of an administrative unit council, unlike the meetings of a local government council, are presided over by the Chairperson. The village and parish administrative units are required to have an executive committee. A county council cannot, however, establish or appoint an executive Committee in its true meaning. Instead, the county council elects a Chairperson and Vice-Chairperson from among its members. Local government and administrative units are collectively known as local councils. Local councils are further classified as either rural or urban.

Delegation is a more extensive form of decentralization. It involves the transfer of responsibility for decision making and administration of public functions from the central government to semi-autonomous organizations that are not wholly controlled by the central government, but are ultimately accountable to it. These organizations usually have a great deal of discretion in decision making for example many developing countries utilizes this practice in the creation of boards, authorities, corporations or any other separate agencies for carrying out specific functions Islam (1997).

Although the term accountability is often used as if it referred only to the check of illegal or corrupt activity by public officials, it should also include the design and implementation of government programs within the general understanding of basic “public duties” for which public servants are responsible. For instance, according to Samuel (1992) accountability means holding individuals and organizations responsible for performance measured as objectively as possible. This means that in addition to the honest handling of public funds, bureaucrats should also be responsible both for the fulfillment of predetermined policy goals and for the responsiveness of policies to the specific needs of the public, and particularly to the needs of those who most depend on government services

Indeed, as authors like Fearon (1999) have argued, citizens themselves often consider their vote to be more about picking the best person for the job than about sanctioning or holding accountable past office holders. In this case, the accountability signal is diluted even further. Third, even if the accountability signal were somehow clearly discernible, the fact that most politicians are elected by only a small portion of the population often forces politicians to favor patronage, or corruption, over initiatives that would bring long-term benefit to the public as a whole Varshney (1999).

Devolution or democratic decentralization is the transfer of powers and resources from the center to authorities at the lower levels which are representatives of as well as accountable to the local populations (Manor 1999; Crook & Manor 1998; Agrawal & Ribot 1999 cited in Ribot 2001). The authorities at the lower levels are largely or wholly independent of the central government and democratic in some way and to some degree

(Manor 1997). The local units of government are autonomous and independent bodies have a legal status and are separate or distinct from the central government. Central government has only indirect, supervisory control over such units. These units normally exist in the form of local governments (Rondinelli ,1981). Democratic decentralization can take different forms. Candidates are elected by secret ballots. Election can be both direct and indirect. In case of direct elections, candidates are elected by the people. (Manor, 1997) said that financial decentralization is core component of decentralization. Financial decentralization is expected to facilitate access to resources by the local governments. The financial decentralization involves devolving budgetary and spending powers to the districts. Important expenditure responsibilities in the social sector were devolved to its sub-national governments (Nsibambi , 1998). The goal of political decentralization was to involve more people in the decision-making and planning processes to respond to local needs.

Fiscal decentralization transfers two things to local governments and private organizations: funds to deliver decentralized function; and revenue-generating power and authority, to decide on expenditures. According to the World Bank decentralization thematic lists five forms of fiscal decentralization: Self-financing or cost recovery through user charger, Co financing or co production arrangements through which the users participate in providing services and infrastructure through monetary or labor contributions; expansion of local revenues through property or sales taxes or indirect charges , authorization of municipal borrowing and the mobilization of either national or local government resources through loan guarantees; and Inter governmental transfers that shift general revenues from taxes collected by the government to local

governments for general or specific uses.

In many developing countries local governments or administrative units possess the legal authority to impose taxes, but the tax base is so weak and the dependence on central government subsidies so ingrained that no attempt is made to exercise that authority. Manor (1997) said that fiscal decentralization is perceived to be essential for all kinds of decentralization. For instance, if the lower levels in a system receives only decision-making powers but do not receive any powers to have control over budgets and financial resources at the same time, all the decisions regarding different activities like development works that would be in vein. At the same time, a mere transfer of funds without decentralizing the decision power would lead to a number of problems. For example, since it will not be clearly defined who has authority over the use of funds, the risk of misusing the funds might exist

However, Cheema (2005), pointed out that the extent of fiscal decentralization is limited because no new taxes have been devolved to the local governments. District governments continue to get the same level of revenues and are still dependent primarily on provincial and federal funds. Similarly, some of the district expenditures are fixed and under the control of the provincial government. For example, salaries of the public servants who are still the employees of provincial government.

According to Rondinelli (1981), deconcentration or administrative decentralization involves the transfer of specific administrative responsibilities to lower levels within the central government ministries and agencies. Manor (1997) describes it as the dispersal of agents of higher levels of government into lower-level arenas and emphasizes that deconcentration and democratization should occur simultaneously. When

deconcentration occurs in isolation, agents of the higher levels of government will remain accountable only to the authorities at the higher level. As a result there will be no change in the influence of organized interests at the lower level. Without democratization, deconcentration further strengthens the central power deconcentration is in practice mostly in less developed countries.

According to Mawhood (1993) the various factors responsible for excluding people from the affairs of the government in less developed countries include higher levels of illiteracy, livelihood patterns and poor communication systems. Under such circumstances the deconcentrated field offices enjoy the power to take all kinds of decisions. They are not subject to local pressures. Despite entering into voluntary consultations with the local notables, central government's demands are always prioritized.

The term 'privatization' means transfer of function form public to non-government institutions. In many countries the transfer of some of the planning and administrative responsibilities of public function from government to private or voluntary agencies facilitated the processes of decentralization Ahmed (1990).

According to World Bank (2004) , privatization can include: Allowing private enterprise to perform functions that had previously been monopolized by government ; Contracting out the provision or management of public services or facilities to commercial enterprise indeed there is a wide range of possible ways in which function can be organized and many examples of within public sector and public private institutional forms particularly in infrastructure , financing public sector programs through the capital market with adequate regulation or

measures to prevent situations where the central government bear the risk for this browning and allowing private organizations to participate; and transferring responsibility for providing services from the public to the private sector through the divestiture of state owned enterprise.

The 1995 Constitution of the Republic of Uganda and the Local Governments Act 1997 have transferred the responsibility for service delivery from the Central Government to Local Governments through decentralization. In support of the above, the Second Local Government Development Program (LGDP II) was designed as a successor program to LGDP I which was implemented from October 2000 to June 2003. Under LGDP II, the Government of Uganda received funds from the World Bank and Bilateral Donors which were accessed by the Local Governments (LGs) in form of the Local Development Grant (LDG) and Capacity Building Grant (CBG).

Water and sanitation service delivery the need to focus on accelerated service delivery was identified by 'the General Meeting of the Commonwealth Local Government Forum held in Tshwane (SA) on 7 March 2003. This meeting pledged itself to the implementation of the Millennium Development Goals by local government. One of the Millennium Development Goals was to ensure that local government provides effective service delivery. The meeting noted that local government had a direct responsibility for the implementation of many targets such as the provision of basic services like water and sanitation (Voice, April 2003). A portfolio committee report on provincial and local governments in South Africa (2003) stated that: "Significant progress has been made by the South African local governments in the delivery of free basic services, particularly water."

Water is a basic human need. For millennia, individuals were capable, able, and responsible for meeting their own needs. However, today public and private municipalities provide the vast majority of services for which people pay. These services require complex technologies to collect, treat, and distribute water and governments regulate service providers to ensure high levels of service. When people are unable to pay for services and/or governments are unable to regulate them, interventions are necessary. In the United States, Federal and State Governments have subsidized municipalities for the delivery of clean drinking water and adequate sanitation for decades. Many international development efforts assist countries with their services. These efforts have mandates rooted in social morals (people respond to others when in need) and economic logic (with clean drinking water, people are less likely to be sick and people less likely to be sick are more likely to work), but also in human rights documents. Beginning in the 1700's, The Enlightenment Era brought individual rights to the fore of Western culture that initiated movements for other rights such as political, economic, and human.

According to Gildenhuys (1997) the development of a satisfactory quality of life by each citizen will only be possible where: ample and equal opportunities exist for each individual to subsist, including opportunities to work, also business as producers, manufactures, contractors, traders and professionals. Sufficient and indispensable local government infrastructure services and amenities of optimum quality are supplied efficiently and effectively in a sustainable manner. The quality of the physical and natural environment within which the individual lives, works, does business and relaxes is satisfactory and not fraught with all sorts of dangers; and

people feel safe and secure to live without fear of social disruption and personal threats. All this is possible if the local government realized that it is indispensable in its role of providing essential goods and services and developing the local environment Nel (2001).

An implicit motivation for undertaking decentralization is to improve the delivery of services. Two reasons give rise to such motivation. First, the central government inability to provide basic services such as health, education, water and sanitation and secondly the fact that these services which are consumed locally were historically provided locally. It is generally conceived that problems associated with the delivery of services are due to the centralization of these services Ahmad (2005).

Various policies, frameworks and legislations have been put in place by the South African Government to enable effective service delivery to its people. The White Paper on the Transformation of Public Service WPTPS (1995) sets out eight transformation priorities, amongst which Transforming Service Delivery is the key. This is because a transformed South African public service will be judged by one criterion above all. This criterion is the effectiveness in delivering services that meet the basic needs of all South African citizens. Improving service delivery is, therefore, the ultimate goal of the public service transformation programme and has to be the main target for all government institutions. The purpose of this White Paper is to provide a policy framework and a practical implementation strategy for the transformation of public service delivery. It is primarily about how public services are provided and specifically about improving the efficiency and effectiveness of the way in which services are delivered.

Chapter 11 of the WPTPS (1995) requires government departments

to identify among other things: service standards, defined outputs and targets, and performance indicators, benchmarked against comparable international standards , monitoring and evaluation mechanisms and structures, designed to measure progress and introduce corrective action where appropriate , plans for staffing, human resource development and organizational capacity building, tailored to service delivery needs , redirection of human and other resources from administrative tasks to service provision, particularly for disadvantaged groups and areas , potential partnerships with the private sector, non-governmental organizations (NGOs) and Community-Based Organizations (CBOs) which will provide more effective forms of service delivery and development, or particularly through training, of a culture of customer care and of approaches to service delivery that are sensitive to issues of race, gender and disability. Improving the delivery of public services means redressing the imbalances of the past

Nsibambi (1998) points out the role of councilors in directing service delivery in Bushenyi district, the District Three Year Development Plan, 2001–2004 indicated that district service coverage of immunization was 80 per cent. This programme succeeded largely because of the involvement and participation of local leaders in mobilizing local people. The local council officials, especially the local council secretary for women and health, were instrumental in mobilizing people to take children for immunization.

One of the major promises of decentralization is to enhance citizens' participation both in politics as well as the delivery of services. In the discussion to follow, the term 'participation' will be used in two major contexts. The first relates to politics and the second to the delivery of

services , Nsibambi (1998) . This section intends to assess the impacts of the recent devolution process on citizens' participation both in politics as well as the delivery of services. It is important to point out that different criteria will be used to assess the devolution's impacts on participation in both the contexts. Political participation will be evaluated on the basis of any change in citizens' interest in local politics, the degree of their involvement in the local government elections and the turn out in local elections. On the other hand, participation in the delivery of services will be assessed on basis of whether or not, how (mechanisms for participation) and to what extent, citizens are involved in the decisions regarding the delivery of different services. Participation in the delivery of services (community level development projects) by ordinary people would thus mean that their voices are being heard and taken into account in decisions regarding the choosing, planning, implementation, managing, Monitoring and controlling of the community development projects in the locality. Participation ensures that ordinary people become part of the decision-making processes. It thus avoids the risk that decisions will be taken by few. When citizens become a part of or are being able to influence the decisions, the services provided would match their preferences. Similarly, when services provided will satisfy their preferences, it might create willingness among them to pay for them which in turn might be useful for improving the delivery of those services. It is, however, important to distinguish participation from community contribution.

A number of studies have highlighted key weaknesses and challenges facing public representatives at the local government level in South Africa. Some of the findings of these studies are highlighted below.

In case study research on the performance of councilors in the Northern Cape and Free State, a number of issues that negatively impact on the performance of councilors were identified. These include high councilor turnover on the one hand and work-overload on the other, as councilors attempt to meet the requirements of their positions as specified in the Systems Act (2000).

Bardhan and Mookherjee (1999) ,said that the education sector in Malawi has gone through several reforms since the return to multi-party democracy in 1993. The most pivotal of the reforms was the introduction of the free primary education (FPE) policy in 1994. As enrolments rose significantly, more resources were allocated for teaching and learning materials, teacher training and the construction of classrooms. This reform was introduced, however, without significant advance planning. As a result, these resources fell victim to political influence and corruption. Some of the initial planning failures were addressed in the Poverty Institutional Framework (PIF) (2000–2012) of June 2000 and the Malawi Growth and Development Strategy (MGDS) adopted for the fiscal years 2006/2007 to 2010/2011, which sees education as key to attaining prosperity and a catalyst for socio-economic development. In 2008, an Education Sector Plan (ESP) 2008 was also adopted. These new policies attempted to address the problems which too-rapid expansion had brought, through expanded training programmes, decentralization and improved financial management. District education plans (DEPs) were also introduced from 2006. Policy implementation has certainly improved the regulation and governance of the sector; but before implementing further policies, the MoEST needs to monitor and evaluate the success of policy implementation to date.

The main ESP and each DEP are developed through consultative processes involving all stakeholders in education. During consultations, stakeholders identify the problems and solutions to providing access to FPE (especially for the poorest and most vulnerable) as well as improving the quality of education. However, even though the MoEST does involve other stakeholders in the strategic planning process, these meetings are not regular and not all stakeholders get invited; most of the participants are usually government bureaucrats. To maximize participation and to obtain the widest spectrum of views, the MoEST should ensure that as many stakeholders in the education sector as possible get involved.

Health service delivery as part of decentralization package could also improve technical efficiency if it fosters innovation or allows the use of local production techniques that the central government essentially a monopoly provider of health care under centralized systems has little incentive to develop. Whether transferring responsibility for service provision from the central government to local governments will improve technical efficiency and be a function of the technical capacity at the local level the extent of local expertise and whether corruption, if it exists, is larger at the central level or at the local level , Bardhan and Mookherjee (1999).

In health, provision of medical care and services has fallen far short of local needs through lack of finances. A survey of health services conducted in 1996 found that the most common problem facing the health sector was that no drugs were being provided to patients. This was because most of the grants transferred to districts for health had been used for salaries according to Nsibambi (1998).

Decentralization, in its various forms, is now a common feature of

reform in both developed and developing countries. It is, however, rarely the only reform measure that a particular country is engaged in. Decentralization is often accompanied by profound changes in the way publicly funded services are resourced, and human, financial and material resources managed. The extent to which health leaders participate in designing and planning how and to whom responsibility and authority will be transferred varies, but experience at country level shows that technical health expertise has not been adequately utilized in these. This is particularly true of the many countries where the impetus to transfer power away from the center stems from political, as opposed to health sector, concerns. Reallocation of roles and responsibilities always affects the health workforce and the way it is managed. This is true irrespective of the extent to which health leaders are allowed to shape the decentralized structures and management systems. Concern has been mounting among health managers and workers about the impact that decentralization has had on human resources for health (HRH) and the way they are managed. Attention to this issue has, however, been lacking outside the health sector itself.

Human rights are protected by international standards that ensure the freedom and dignity of individuals and communities and concern relationships between individuals and the State (W.H.O., 2003).

Codified in 1948, Article 25 of the Universal Declaration of Human Rights (UDHR) states (UN 1948):

Everyone has the right to a standard of living adequate for the health and well-being of himself and his family, including food, clothing, housing, and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood,

old age or other lack of livelihood in circumstances beyond his control. Another issue is a virtual collapse of administration, with key appointments not being filled, making it impossible to continue with the daily functions of the system. This affects things like the implementation of development projects in the district. In addition, a range of problems between the Executive Structure (decision-making structure) in the administration and ordinary councilors could hinder decision making in meetings. These include poor channels of communication from the district administration, non-functional ward committees and the centralization of decision-making to the Executive Committee under the governance and the lack of a meaningful mechanism for councilors to influence decision-making, amongst others. A specific subset of problems that further affects the performance of councilors is the functionality of Committees in many municipalities. Committees are beset by a number of practical Infrastructural problems such as a lack of constituency offices from which to operate, as well as a lack of administrative support. Some Ward Committees also experience a spillover, so that members begin to take over some of the work that poorly-staffed local governments should otherwise be doing.

Summary of Gaps Identified from the Related Literature and Past Studies Bridged by this Study

Despite the fact that administrative decentralization is in place, other districts are far behind compared to the rest as Williamson (2003) in his study discovered that Bushenyi was far beyond than Iganga district in administrative decentralization of which the latter which is the mother to Mayuge, Bugiri, Luuka and Namutumba . The national survey delivery report of 2008 has given low ratings of service delivery in the above

districts.

Implementation of administrative decentralization and enhancement of human capacity has not been fully investigated in African context

Administrative decentralization and enhancement of human capacity has not been intertwined with service delivery.

The constructs in the administrative decentralization and enhancement of human capacity were not interlinked in the previous studies.

The socio-demographic characteristics of respondents in studies on local governments had not been well emphasized in the past studies

CHAPTER THREE

METHODOLOGY

Research Design

This study employed the ex post facto/retrospective and descriptive survey designs (descriptive comparative and descriptive correlation). In this study, the respondents recapitulated information (ex post facto/retrospective) as asked in the questionnaires for implementation of administrative decentralization, enhancement of human capacity and services delivery. Further, the study described the characteristics of the respondents in terms of certain variables such as socio-demographic profile, significant differences (descriptive comparative), cause and effect relationship (descriptive correlation) between the independent variables (administrative decentralization, human capacity) and dependent variable (services delivery).

Research Population

Target Population

The target population included a total of 18 education staff at the district and 118 district councilors representing sub counties and 242 medical staff of health centers' of Iganga, Bugiri, Mayuge, Luuka and Namutumba districts.

Sample Size

Table 1 shows the respondents of the study with the following categories: district, target population and sample size. The Slovin's formula was used to determine the minimum sample size and computation

$n = \frac{N}{1 + N(e^2)}$, Where; n = the required sample size; N = the known population size; and e = the level of significance, which is = 0.05 when the population size was known to be 332.

Table 1
Respondents of the Study

District	Target Population			Sample Size		
	HS	ES	C	HS	ES	C
Iganga	90	4	30	74	4	28
Bugiri	101	3	24	81	3	23
Mayuge	15	3	28	13	3	26
Luuka	8	4	18	8	4	17
Namutumba	28	4	18	26	4	17
Total	378			332		

HS Health Staff

ES Education Staff

C Councilors'

Sampling Procedures

The purposive sampling was utilized to select the respondents based on these criteria: male or female district councilors of the selected local governments included in the study; medical doctors and nurses in the health centre's of the selected local governments understudy; staff officials of the education district of the selected local governments; full time staff and with 6 months to one year and above service experience in the current district he/she was working. When the request to conduct the study is approved, the researcher asked to be provided with a list of the staff where the qualified respondents based on the inclusion criteria were

selected (systematic sampling). Four hundred questionnaires were distributed to the respondents instead of 332 in anticipation to low retrieval rate expected when using questionnaires. Once the completed questionnaires were returned, the simple random sampling was employed to select 332 (minimum sample size) from the expected 400 questionnaires returned.

Research Instruments

The data collecting tools to measure the research variables included the following: (1) face sheet to gather data on the respondents' socio-demographic characteristics (gender, age, educational qualifications, religion, tribe, number of years work experience in present position, present position, district and department; (2) non standardized questionnaires to determine the extent of administrative decentralization implementation, enhancement of human capacity and services delivery were used .

The questionnaire on implementation of administrative decentralization consisted of options referring to delegation (items 1-4), fiscal (items 5-8), devolution (items 9-12), deconcentration (items 13-16) and privatization (items 17-25). The response modes and corresponding scoring are as follows: strongly agree (4); agree (3); disagree (2); strongly disagree (1).

While the questionnaire on enhancement of capacity had options in the following constructs and respective options: training and development (items 1-5); payment (items 6-10); leadership (items 11-15); communication (items 16-20). On the other hand, the questionnaire on services delivery has these dimensions and corresponding items: water and sanitation services (items 1-5); education services (items 6-10; health services (items 11-16); political representation (items 17-22). The

response modes of the questionnaires on human capacity and services delivery are indicated as: strongly agree (4); agree (3); disagree (2); strongly disagree (1).

Validity and Reliability of the Instruments

Construct validity and reliability testing (Cronbach's alpha) were done on the adapted questionnaires (implementation of administrative decentralization, enhancement of human capacity and levels of service delivery) for these reasons: (1) the original validity and reliability values were not specifically known (2) these questionnaires were administered within African context (Uganda).

The results of the validity and reliability testing were as follows:

Construct Validity Test for the Questionnaires on the Implementation of Administrative Decentralization

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.799(Good)
Bartlett's Test of Sphericity	Approx. Chi-Square	3159.630
	Df	300
	Sig.	.000

Construct Validity Test for the questionnaires on the Enhancement of Human Capacity Questionnaire

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.830 (great)
Bartlett's Test of Sphericity	Approx. Chi-Square	2790.831
	Df	190
	Sig.	.000

Construct Validity Test for Levels of Service Delivery
Questionnaire

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.800 (Great)
Bartlett's Test of Sphericity	Approx. Chi-Square	3392.919
	Df	276
	Sig.	.000

Degree of Accuracy (Construct Validity Test)

Mean Range	Interpretation
Below 0.50	Not Acceptable
0.50 to 0.699	Acceptable
0.70 to 0.799	Good
0.80 to 0.899	Great
Above 0.90	Superb

Source: Hucheson and Sofroniou, 1999

*Degree to which the research instrument measures; factor analysis ensures that the questions asked relate to the construct intended to be measured

Reliability Statistics

Construct	No. of items	Cronbach's Alpha
Administrative decentralization	25	.873 (Good)
Human capacity	20	.872 (Good)
Service delivery	24	.809 (Good)

Measure of Internal Consistency (Estimate of Reliability of Test Scores)

Mean Range	Interpretation
.900 and Above	Excellent
.800 - .899	Good
.700 - .799	Acceptable
.600 - .699	Questionable
.500 - .599	Poor
Below .500	Unacceptable

Source: George and Mallory (2003)

Data Gathering Procedures

Before the administration of the questionnaires

An introduction letter was obtained from the College of Higher Degrees and Research for the researcher to solicit approval to conduct the study from the respective heads of local government units. When approved, the researcher secured a list of the qualified respondents from the district departmental authorities in charge and select through systematic random sampling from this list to arrive at the minimum sample size. The respondents were explained about the study and were requested to sign the Informed Consent Form (Appendix 3). Four hundred questionnaires were reproduced for distribution. Research assistants were recruited who would assist in the data collection; were be briefed and oriented as to the nature of the questionnaires, sampling procedures and data collection in order to be consistent in administering the questionnaires.

During the administration of the questionnaires

The respondents were requested to answer without leaving any

portion of the questionnaires unanswered. The researcher and assistants were requested that the retrieval of the questionnaires within five days from the date of distribution. On retrieval, all returned questionnaires were checked if all are completely filled out.

After the administration of the questionnaires

The data gathered were organized and encoded into the computer and statistically processed using the Statistical Package for Social Sciences (SPSS).

Data Analysis

In congruence with the objectives of this study, the following statistical parameters were used; 1) the frequency and percentage distribution for the socio-demographic characteristics of the respondents; 2) the mean to compute for the extent of administrative decentralization, level of enhancement of human capacity and level of service delivery .

3) one way ANOVA for the significant differences on extent of administrative decentralization, level of enhancement of human capacity and level of service delivery among local governments. ; 4) the Pearson Product Correlation Coefficient for the significant relationship among the extent of administrative decentralization, level of enhancement of human capacity and level of service delivery . ; 5) Regression analysis (R^2) for coefficient of determination the influence of the dependent on the independent variables.

The following mean ranges were used for purposes of interpretation and ranking:

A. For the Extent of Implementation of Administrative Decentralization

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Fully implemented
2.51-3.25	Agree	Implemented
1.76-2.50	Disagree	Partially implemented
1.00-1.75	Strongly disagree	Not implemented

B. For the level of enhancement of human capacity

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fair
1.00-1.75	Strongly disagree	Poor

C. The level of services delivery

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fair
1.00-1.75	Strongly disagree	Poor

Ethical Considerations

The following activities were implemented by the researcher to ensure ethics was observed in this study:

1. The respondents and district departments were coded instead of reflecting the names.
2. Requested permission through a written communication addressed to the concerned officials of the districts included in the study.
3. Referenced and cited all authors quoted in this study

4. Generalized the presentation of the findings.

Limitations of the Study

The following threats to the validity of the findings were identified by the researcher, however inspite of the measures to resolve or minimize these threats, they still account for the 5% acceptable margin of error in this study.

Intervening variables such as the respondents' honesty and personal biases which were beyond the researcher's control, although during the data collection, the respondents were requested to be as honest as possible and avoid biases in answering the questionnaires

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter illustrates the empirical data collected as presented in the tables after statistical analysis. The interpretations are below tables under results, implications and discussion.

Socio-Demographic characteristics of Respondents

The first objective of this study was to determine the socio-demographic characteristics of the respondents in terms of gender, age, tribe, religion, educational qualification, present position, number of years work experience in present position, district and department as indicated in Table 2 A and 2B.

Table 2 A
Socio-Demographic Characteristics of Respondents
n=332

Category	Frequency	Percent (%)
Gender		
Male	172	52
Female	160	48
Total	333	100.0
Age group		
20 -39	189	57.8
40 – 59	126	38.2
60 and above	16	14.0
Total	332	100.0
Education level		
Certificate	135	40.7
Diploma	111	33.4
Bachelors	76	22.6
Masters	12	3.3
Total	332	100.0
Position		
Top	54	14.8
Middle	96	29.4
Lower	182	55.8
Total	332	100.0
Experience		
less than 1 year	78	23.6
1- 3 years	131	39.6
4 - 6 years	54	16.3
7 - 9 years	27	8.2
10 and above years	41	12.4
Total	332	100.0
Tribe		
Soga	195	58.6
Ganda	40	12.3
Adola	8	2.4
Gishu	21	6.3
Others (Nyankore)	68	20.4
Total	332	100.0
Religion		
Christianity	235	70.8
Islam	89	26.8
Others (African traditional religion)	8	2.4
Total	332	100.0

Source: Primary data 2012

Results, Implication and Discussions

Table 2 indicates that as regards to sex, majority of the respondents were male of 173(52%) while the female respondents were 160 (48%). There are still some African cultural institutional barriers which agitates for men to dominate all the spheres of job opportunities, yet women would help greatly in service delivery , however though women are more than men numerically , at least the women emancipation movements have done much to reduce the margin to only 4% .

Drage's (2001) comparative studies in Asia pacific countries indicated that women were less represented up to 33% yet women being mothers would help in service delivery. However the difference in gender disparity was not very being. This shows that the study had almost a balanced representation of respondents by gender participation. Illustrated in table 2 are the age group in three categories: 20-39 years (early adulthood), 40-59 years (middle adulthood) and 60 and above (late adulthood). Regarding age, findings revealed that majority of the respondents were under 20-39 years (early adulthood) at 57.8 % (early adulthood) .This is attributed to the fact that at this age bracket many most people are energetic and are fast in delivering services in local governments.

The second group of respondents were under the category of 40-59 years (middle adulthood) at (38.2 %), 60 and above the late adulthood at (4 %). The findings shows that the category of early childhood were more engaged in service delivery activities. These findings are in line with the auditor general's report (2008) which suggested that the despite the youth need much more mentoring , they are the majority and have contributed much to service delivery in local governments.

Educational Level of the Respondents

The educational level of respondents was categorized into five namely: certificate, diploma, bachelors and masters. Most of the respondents were holding certificates (40.7%), diploma holders (33.4%) and those with bachelor's degrees at (22.6%) and masters at (3.3%).

Findings indicate that the respondents with low qualifications were (74.1%) were involved in service delivery. This literally showed that the quality of service delivery is affected. Still in relation with Acode (2008/2009) who contended that majority of the respondents were less qualified implying that decision making and smooth running of technical issues were still a concern. The problems highlighted by De Muro, Salvatici, and Conforti (1998) as affecting many African countries also exist in Uganda. These problems include shortages of qualified staff to deliver public services and a lack of training opportunities among others to develop professional and technical expertise.

Position of the Respondents

As shown in table 2 the respondents belonging to the top positions were (14.7%), middle class at (29.4%) and lower positions at (55.8%). This implies that there is normal distribution of command from top with few managers and many subordinates at the lower levels. The hospital, education department and local councils are made of top, middle and lower workers. Acode (2008/2009) emphasizes that, the duty of the top officials; especially Medical Superintendents, Administrators, Education Officers and District Chairpersons to monitor service delivery in local government. Besides that, Manor (1999) asserted that powerful actors inform committees and individuals have a role to play more especially in giving a sense of direction.

Experience of the Respondents

Most of the respondents were between 1-3 years (39.6%), below one year (23.6 %), 4-6 years (16.3%), 10 and above years (12.4%) and 7-9 years were (8.2%). The findings showed that majority of the respondents at 63.2 % have experience of less than four years. This affects service delivery because the experience is low to handle the rapidly growing geo-political, healthy and education fundamental issues on service delivery. De Muro, Salvatici, and Conforti (1998) affirmed low experience affects proper service delivery of many African countries without isolating in Uganda. These problems include shortage of experienced staff to deliver public services.

Tribe of the Respondents: majority of the respondents were from Soga tribe (58.6%), others such as Itesos (20.4%), followed by the Ganda (12.3%), Gishu (6.3%) and Adhola at (2.4%). The natives of the five local governments were the majority which was in the interest of decentralization campaign to make the locals benefit, however cultural values of burial, restoration of kingship, cultural norms tend to affect such a composition in terms of service delivery. World Bank (2003) pointed out that decentralization programmes in Africa followed the recommendations of the World Bank for developing countries to devolve political and administrative powers to local and autonomous levels especially tribe. The reason for this focus is that most of the social services such as health, education, water and sanitation that are a responsibility of government were systematically failing.

Religion of the Respondents

The majority of the respondents were Christians (70.8%), Muslims (26.8%) and others such as African traditional believers (2.4%). Majority

of the respondents had the Christian background, like Islam which is the second largest believers are meant to work to meet the religious obligation and help others (service delivery). The findings indicate that Christians were the highest. As Langseth (1996) said that progressive decentralization created conditions that are conducive for local decision making rooted in local opinions based dominant on religion and culture of a given area.

Table 2B
Socio-Demographic Characteristics of Respondents of the (District)
n=332

	Frequency	Percent (%)
District		
Iganga	102	30.9
Bugiri	105	31.5
Mayuge	44	13.2
Namutumba	46	13.8
Luuka	35	10.5
Total	332	100.0
Department		
Education	26	7.8
Health	198	59.5
local council	109	32.7
Total	332	100.0

Source: Primary data 2012

Results, Implication and Discussions

District of the Respondents

Most respondents were from Bugiri (31.5%), Iganga with (30.9%), namutumba (13.8), mayuge (13.2%) and Luuka (10.5%). The study indicated that Bugiri district had many respondents especially health workers. This is because of the ability of the local people to lobby for resources and its emerging population and so is Iganga being one of the original districts in Busoga Region. Nsibambi (1998) said that the political wing for instance councilors and district appointed officials like the chief administrative officer are important in resource allocation in the health and education department.

Department of the respondents

The department with majority of the respondents was health (59.5%), local council (32.7%) and education department 26(7.8%). Most of the respondents were from the medical staff and so the local government was concerned about the health care status and therefore advocated for professionals to work on their health however they need to be well facilitated and monitored in order to offer better service delivery. The world bank report(2003) illustrated that health departments have many staffs , the local council came second with 109 , Nsibambi (1998) said that politicians are important in resource allocation and the education department with the lowest staff 26(7.8%) .

Extent of Implementation of Administrative Decentralization

Through computation of the mean, the items were analyzed, interpreted and ranked as depicted in table 3A

Table 3A
Extent of Implementation of Administrative Decentralization (Delegation, Fiscal Decentralization, Devolution, Deconcentration and Privatization)
n=332

Items	Mean	Interpretation	Rank	Rank
Delegation				
Delegation process limits conflicts	2.81	Implemented	1	3
Power is given by superior to the juniors properly	2.50	Partially implemented	2	15
The powers are given genuinely	2.47	Partially implemented	3	18
There is accountability of delegated powers	2.40	Partially implemented	4	21
Average Mean	2.54	Implemented		
Fiscal decentralization				
Concerned authorities collect taxes in the district	2.77	Partially implemented	1	5
Local units account for the expenditure properly	2.44	Partially implemented	2	20
Concerned authorities design the use of grants properly	2.42	Partially implemented	3	21
Local units allocate expenditures properly	2.33	Partially implemented	4	22
Average Mean	2.47	Partially implemented		
Devolution				
Candidates to the local councils are elected democratically	2.70	Implemented	1	7
The elected members are empowered as per the constitution	2.66	Implemented	2	8
There is full autonomy of the local governments from central governments	2.65	Implemented	3	12
The lower council is independent from the upper councils	2.50	Implemented	4	17
Average mean	2.63	Implemented		
Deconcentration				
The powers of local government units are strengthened by the central government	2.90	Implemented	1	1
The central government transfer specific responsibilities to your department	2.83	Implemented	2	2
The central government is held accountable the in public departments	2.79	Implemented	3	4
There are always voluntary consultations between local and central government	2.63	Implemented	4	12
Average Mean	2.79	Implemented		
Privatization				
Private firms work more efficiently and effectively	2.77	Implemented	1	5
private companies are contracted on merit	2.66	Implemented	2	8
the higher authorities at the district provide proper accountabilities on previous private contracts	2.66	Implemented	3	8
Same firms are re-contracted on merit	2.66	Implemented	4	8
Private enterprise work with local governments in terms of contracts	2.62	Implemented	5	14
payment of contracted private firms is done fairly	2.55	Implemented	6	15
Private firms are in local government structures	2.21	Partially implemented	7	23
Financing of public sector is through private means	2.07	Partially implemented	8	24
Planning and administration done by private firms	1.96	Partially implemented	9	25
Average Mean	2.46	Partially implemented		
Overall mean	2.59	Implemented		

Source: Primary data 2012

Legend

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Fully implemented
2.51-3.25	Agree	Implemented
1.76-2.50	Disagree	Partially implemented
1.00-1.75	Strongly disagree	Not implemented

Results, Implication and Discussions

Table 3A presents numerous facts on administrative decentralization which include: delegation, fiscal decentralization, devolution and privatization.

Delegation

Based on item analysis in table 3A the following aspects were implemented were delegation, devolution and deconcentration while the aspects that were partially implemented were fiscal decentralization and privatization. It is implied then that the central government has tried to empower local authorities to execute their responsibilities when they create public enterprises or corporations, housing authorities, transportation authorities, special service districts, semi-autonomous school, districts, regional development corporations, or special project implementation units and duties assigned to individuals running the offices.

The custodians of administration in local governments include: the Inspector General of Government (I.G.G.), the Resident District Commissioner (R.D.C.) and chief administrative commissioner (C.A.O.) , have done little to make officials heading the local councils, hospital administrators and school managers to put into account of the public funds . On the same note, the relative success of education in Lebanon was attributed to the delegation of authority and responsibilities by the Ministry of Education, World Bank (1999) as opposed to the local governments in Busoga Region showing less effort in implementing service delivery.

Fiscal decentralization, had an item which was, concerned authorities collect taxes in the district with mean of 2.77 implying that

local government workers implemented management of the inflow of public funds, the item local units allocate expenditures properly with mean of 2.33 indicating that there was partial implementation. The average mean for fiscal decentralization was 2.47, implying that fiscal decentralization was partially implemented. This rating is still low for local governments can benefit from finances.

Devolution

This construct had an item of candidates to the local councils are elected democratically with mean of 2.70. Besides that, the item with the lowest mean was, the lower council is independent from the upper council's mean of 2.50 was also implemented. The margin is not big from the first item and devolution practiced well. This implies that devolution is implemented through the political right to vote and to be voted with the aspect of free and fair election. This is not similar with Faguet (2000) who showed that in Papua New Guinea devolution increased popular participation in government and improved the planning, management 88 *Africa Development journal*, Vol. XXXIII, No. 4, 2008 and coordination capacity of provincial administrators.

Deconcentration

This construct had the item, powers of local government units are strengthened by the central government with highest mean of 2.90 which was implementation. The item with lowest mean of 2.63 was: there are always voluntary consultations between local and central government. The average mean of deconcentration was 2.79. implying that, there was an implementation constitutional power given to local from central government. As opposed to Mawhood (1993) he confirmed that various factors responsible for excluding people from the affairs of the

government in less developed countries include higher levels of illiteracy, livelihood patterns and poor communication systems. Under such circumstances the deconcentrated field offices enjoy the power to take all kinds of decisions.

Privatization

The item with highest mean was private firm's work more efficiently and effectively 2.77 mean and planning and administration done by private firms, the lowest mean of 1.96 indicating that, there is partial implementation of privatization in local governments of selected local governments and more serious effort needed in order to implement privatization. Teicher et al. (1999) cited in Young (2000), asserted that in the United Kingdom contracting private firms is very low but the local governments in Busoga Region are relatively high.

Overall Mean on Implementation of Administrative Decentralization

The mean of 2.59 depicted that decentralization was implemented in local governments of Busoga Region however administrative decentralization was not in good practice. Manor (1999) said that countries practicing decentralization consider it as a solution to many different kinds of problems in the field of administration especially the burden with central government strongly applies to the local governments of Busoga Region.

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Table 4

Level of enhancement of human capacity Table 4A clearly shows the item analyzing on the level of human capacity in terms of means, interpretation and rank as depicted in table 4

Training	Mean	Interpretation	Rank	mean
training has improved the delivery systems of the district staff	2.77	Satisfactory	1	5
training has improved the skills for efficient service delivery	2.72	Satisfactory	2	7
there is commitment at work as a result of training	2.64	Satisfactory	3	10
you keep records of training of employees on service delivery	2.55	Satisfactory	4	13
you are involved in training and development programmes	2.53	Satisfactory	5	14
Average mean	2.64	Satisfactory		
Payment				
payments should be improved	2.93	Satisfactory	1	1
payments are paid promptly	2.57	Satisfactory	2	12
salary or allowances motivates you to finish assignments on time	2.48	Fair	3	15
salary or allowance earnings improved your attendance at work	2.45	Fair	4	16
payments motivated you to involve in community service delivery activities	2.38	Fair	5	18
Average mean	2.56	Satisfactory		
Leadership				
you recognize the problems related to your work	2.71	Satisfactory	1	8
you encourage, inspire, and guard the shared vision	2.53	Satisfactory	2	14
you communicate the strategic plan at all levels	2.39	Fair	3	17
you debate, clarify, and enunciate your values and beliefs	2.30	Fair	4	19
Average mean	2.48	Fair		
Communication				
you organize and maintain information	2.87	Satisfactory	1	2
you communicate as a good team player to contribute to group effort	2.83	Satisfactory	2	3
you portray interest and willingness to learn new skills	2.81	Satisfactory	3	4
you interpret and communicate information	2.74	Satisfactory	4	6
you support your department through the change process	2.65	Satisfactory	5	9
you use information technology to process information	2.64	Satisfactory	6	10
Average mean	2.76	Satisfactory		
Overall mean	2.61	Satisfactory		

Source : Primary Data 2012

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fair
1.00-1.75	Strongly disagree	Poor

Results, Implication and Discussion

Training and Development

The item with the highest mean was that training has improved the delivery systems of the district staff with mean of 2.77 , and the item with the lowest mean of 2.53 and you are involved in training and development programme. The construct had the average mean of 2.64 meaning that respondents were viewing some elements of training satisfactorily with training programmes on service delivery in specified and un specified periods. The results above indicated that it though there was some satisfaction, training has not done enough to impart the values of service delivery in these local governments.

Zinyemba (1994), noted out that according to the logot study found in the municipal report 1992 of Zimbabwe , training was an asset because it helped to solve the problems in the local government especially pertaining equitable and satisfactory service delivery for instance ; water and sanitation , education , health and councilor representation which is essential for meeting societal needs and finally development

Payment

The item with highest mean of 2.93, payments should be improved indicating satisfactory results from respondents and the one with the lowest mean being payments motivated you to involve in community service delivery activities (mean=2.38). The overall mean being 2.56,

hence a low rating. The results above indicate that local government workers need to be paid high in order to improve on service delivery. Mutahaba (2005) found out that low pay was the most significant cause of poor service delivery among public officials of Tanzania. The same story with the local governments in Busoga Region low pay affects service delivery.

Leadership

The item with the highest mean of 2.71 and rated satisfactory was you recognize the problems related to your work, and with lowest mean of 2.30 was ranked forth, you debate, clarify, and enunciate your values and beliefs registering a fair attitude. The overall mean for leadership was 2.48. The data depicted low freedom of expression among the local government workers in eastern part of Uganda. Eventually in such situation democracy is not enough, therefore affecting service delivery. Heifetz (1994) suggested out of his global studies that modern governments should even invent practice different leadership styles to suit particular environments or goals by allowing members bring out their ideals though debates to the top managers hold the veto power to decide.

Communication

This involves the flow of Packaged and un packaged information in the local government members freely and on time. The item with the highest mean of 2.87 was ranked first sixth, you organize and maintain information and lowest with mean of 2.64, you use information technology to process information. Communication had the overall mean of 2.76. The data indicated that, modern communication channels, including; internet, intranet and twitter commonly used in the world are

not practiced in the local governments of Busoga Region.

Yukl, Guinan, and Sottolano (1995) contend that different ways of communicating represent different influence strategies on service delivery with respect to subordinates, peers, and superiors in Europe.

Level of Services Delivery

Notable in table 5 are all the aspects investigated under levels which are water and sanitation, education, health and political representation.

Table 5
Level of Services Delivery

Water and sanitation	Mean	Satisfaction	Rank	Overall rank
there is medical intervention for disease control	2.96	Satisfactory	1	1
several places have been revisited to ensure operating water and sanitation services	2.63	Satisfactory	2	8
local residents are provided with educational programs on water and sanitation	2.62	Satisfactory	3	9
more sources of water are being built to support increasing population	2.58	Satisfactory	4	10
there is a great deal of people using contaminated water	2.52	Satisfactory	5	13
Average mean	2.66	Satisfactory		
Education				
well qualified staff are employed in the schools	2.79	Satisfactory	1	5
there is good supply of stationeries	2.20	Fair	2	16
resource centers are updated (free internet providers)	1.98	Fair	3	21
there is a well established district library	1.93	Fair	4	22
enough accommodation facilities in government schools	1.92	Fair	5	23
Average Mean	2.16	Fair	6	
Health				
there are qualified medical staff in major district healthy centre's	2.92	Satisfactory	1	3
medical workers pay maximum attention to patients	2.63	Satisfactory		8
there are modern healthy equipment in the hospital wards	2.44	Fair	2	14
there are adequate facilities in the operating theatres	2.43	Fair	3	15
there is enough and appropriate medicines	2.19	Fair	4	17
ambulances are actively offering services	2.18	Fair	5	18
there is enough supply of beds for patients	2.18	Fair	6	18
there is regular supply of hospital requirements on time	2.15	Fair	7	20
Average Mean	2.39	Fair		
Councilor representation				
the councilors participate in meetings on service delivery	2.96	Satisfactory	1	1
councilors participate in community projects	2.81	Satisfactory	2	4
councilors can easily contact the local communities on contentious issues about service delivery	2.71	Satisfactory	3	6
the councilors participate in committee meetings	2.71	Satisfactory	4	6
councilors monitor the services delivered	2.58		5	10
councilors are involved in information dissemination regarding delivery of services in the district	2.58	Satisfactory	6	10
Average Mean	2.72	Satisfactory		
Overall Mean	2.49	Fair		

Source: Primary Data 2012

Legend		
Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fair
1.00-1.75	Strongly disagree	Poor

Water and sanitation, the item with the highest mean of 2.96 was, there is medical intervention for disease control and the one with the lowest mean of 2.52 : there is a great deal of people using contaminated water . The average mean of 2.66, which indicated that Water and sanitation distribution and supply were satisfactorily.

People are still using contaminated water and they are vulnerable to epidemic diseases. This is so because the local government ministry has done little to address the issue of water and sanitation in selected local governments in Busoga Region. In the same magnitude, the portfolio committee report on provincial and local governments in South Africa (2003) stated that: ' "Significant progress has been made by the South African local governments in the delivery of free basic services, particularly water." This coincides with the mentality of treasuring water services as it was in South African local government.

Education Service Delivery

The item ranked first and with the highest mean of 2.79: was, well qualified staffs are employed in the schools and the one with the lowest mean of 1.92: enough accommodation facilities in government schools. The construct of education service had an average mean of 2.16 interpreted as fair. Implying that is that there was fair distribution of education services of staffing, library and offering of services in local

government need to be given attention. It is generally conceived that problems associated with the delivery of services are due to the centralization of education services in many developing world, Ahmad (2005).

Health Services Delivery

The item ranked first and with highest mean of 2.92 was: there are qualified medical staffs in major district healthy centers and the lowest mean of 2.15 interpreted as education service delivery has an average mean of 2.39 rated fair. Implying that service delivery is still low because was under the description fair yet health is the basic service that the world puts among the top. As opposed to the claim that most of the grants transferred to districts western Uganda including, Bushenyi for health had been used to solve some problems like buying equipments, training of staff and giving salaries to the medical staff in order to improve on service delivery, Nsibambi (1998).

Councilor Representation

The item ranked first and with highest mean of 2.96: intending to find out the councilors participate in meetings on service delivery and councilors are involved in information dissemination regarding delivery of services in the districts with the lowest mean of 2.58. The construct had an average mean of 2.72 rated satisfactorily. The political pressure from the electorates forces councilors to play their role of service delivery for fear of stigma, checks and balances to affect them to get the second term. Nsibambi (1998) pointed out the role of councilors in directing service delivery in Bushenyi district, the District Three Year Development Plan; 2001–2004 indicated that district service coverage of immunization was 80 per cent.

Service Delivery, had an overall mean of 2.49, indicated that service delivery of the four constructs: water, education, health and political representation in general need intensification and close monitoring (Thomas, (1992) and (Murombedzi,1997) they said that, there are of course success stories of decentralization and service delivery in Ciera and Porto Algre (Brazil), local governments in South America have registered serious success in fiscal decentralization. This was possible because of mature democratic ideals observed in South American states.

Table 6
Difference in the Extent of Administrative Decentralization among the Local Governments under Study

Constructs	District	Mean	F	Sig.	Interpretation	Decision on Ho
Delegation	Iganga	2.26	13.007	.000	Significant difference	Rejected
	Bugiri	2.58				
	Mayuge	2.53				
	Namutumba	3.21				
	Luuka	2.39				
Fiscal	Iganga	2.38	1.081	.366	No significant difference	Accepted
	Bugiri	2.51				
	Mayuge	2.58				
	Namutumba	2.62				
	Luuka	2.47				
Devolution	Iganga	2.53	2.760	.028	Significant difference	Rejected
	Bugiri	2.63				
	Mayuge	2.56				
	Namutumba	2.95				
	Luuka	2.58				
Deconcentration	Iganga	2.95	12.382	.000	Significant difference	Rejected
	Bugiri	2.63				
	Mayuge	2.52				
	Namutumba	3.28				
	Luuka	2.46				
Privatisation	Iganga	2.42	2.162	.073	No significant difference	Accepted
	Bugiri	2.43				
	Mayuge	2.62				
	Namutumba	2.58				
	Luuka	2.33				
Administrative decentralization	Iganga	2.52	5.941	.000	Significant difference	Rejected
	Bugiri	2.55				
	Mayuge	2.56				
	Namutumba	2.92				
	Luuka	2.44				

Source: Primary Data 2012

Legend

Legend: If the significant value is equal or less than 0.05 level of significance, the interpretation is **significant**. If the significant value is more than 0.05 level of significance, the interpretation is **not significant**.

Results, Implication and Discussion

The following were the results on significant differences. There were significant differences among the local governments under the study in terms of delegation, devolution and deconcentration; no fiscal decentralization and privatization.

Acronym (2008) argued in favor of responsible central governments to delegate limited powers of authority in terms of transport and housing to local governments and that is in line with Namutumba local government.

Then Iganga district had the lowest mean just because of failure to adhere to the rules of decentralization among which the need to transfer powers genuinely to the lower levels from the central government and interference from big political blocs in the districts .

Namutumba district treasure the values of popular democracy because it limits conflicts and promotes accountability among the appointed managers and elected leaders at the district that in most cases determine the allocation of resources.

The success of one local council is attributed to the local leader's ability to be accountable to the local populations (Manor, 1999). This is what the Namutumba has done to create a difference as compared to Iganga

The success and failure of deconcentration in Namutumba and Luuka respectively was attributed the magnitude technical dispersal of

agents of higher levels of government for instance the chief executive officer and district residence officers .

Leadership abilities into lower-level arenas is meant to be intertwined between deconcentration and democratization simultaneously Manor (1997).

This involves local councils to put respect to the administrative responsibilities given to them by the central government and decision is made basing on democratic values. This implies that Namutumba district put in account of public resources very well as compared to Iganga district. This is attributed to the fact that Iganga being the mother district and this gave Namutumba district to repair mistakes from the older district.

De Mello (2000) summarized the argument for fiscal decentralization as a form that enables sub-national governments to take account of local differences in culture, environment, and endowment of natural resources, finance discipline and social institutions.

Mayuge district is ahead of the rest in implementation of privatization and this attributed to the local council's ability to the new world order which emphasizes government give contracts to private individuals depending on competencies .

Privatization occurs when responsibility for public functions are being transferred either to voluntary organizations or private enterprises (Agrawal and Ostrom 1999). However to many respondents, privatization was a success some districts because individual companies have links with local governments.

Difference in the Levels of Enhancement of Human Capacity among the Local Governments under Study

Table 7 illustrates the variations in the differences based on. The level of enhancement of human capacity among the local governments .

Table 7
Difference in the Levels of Enhancement of Human Capacity

Constructs	Districts	Mean	F	Sig.	Interpretation	Decision on Ho
Training	Iganga	2.75	4.202	.002	Significant difference	Rejected
	Bugiri	2.51				
	Mayuge	2.48				
	Namutumba	2.92				
	Luuka	2.56				
Payment	Iganga	2.18	13.402	.000	Significant difference	Rejected
	Bugiri	2.59				
	Mayuge	2.74				
	Namutumba	3.17				
	Luuka	2.54				
Leadership	Iganga	2.48	.769	.546	No significant difference	Accepted
	Bugiri	2.56				
	Mayuge	2.39				
	Namutumba	2.33				
	Luuka	2.56				
Communication	Iganga	3.15	15.043	.000	Significant difference.	Rejected
	Bugiri	2.48				
	Mayuge	2.40				
	Namutumba	3.00				
	Luuka	2.60				
Levels of Enhancement of human capacity	Iganga	2.65	2.729	.029	Significant difference	Rejected
	Bugiri	2.54				
	Mayuge	2.50				
	Namutumba	2.86				
	Luuka	2.56				

Source: Primary Data, 2012

Legend

Legend: If the significant value is equal or less than 0.05 level of significance , the interpretation is **significant**. If the significant value is more than 0.05 level of significance, the interpretation is **not significant**.

Results, Implication and Discussions

Variations in differences in terms of level of enhancement of human capacity all shown in table 7 where there were significant differences in the aspects of training and development , payment , leadership and communication .

The training and developments activities inform of: workshops and seminars lead to success in Namutumba about service delivery as compared to other districts however Mayuge performed poorly simply not many training and development session are about service delivery.

Rao (2001) said that organizations where people learn knowledge and skills for a defined purpose would result into better services. This therefore means that training improves, changes, and moulds the employee's knowledge, skills, behavior, aptitude and attitude towards the requirements of the job and the organization.

Local government workers in Namutumba earn their salaries and allowances for service delivery as compared to the rest. Also it indicates that Iganga staffs are not satisfied and this affects service delivery.

Mutahaba (2005) found out that low pay was the most significant cause of corruption and poor service delivery in local government especially among public officials of Tanzania

The local government of Iganga use communication as a tool to meet the demands of service delivery. Though the margin is still low

however communication is still poor in other districts and worse in mayuge. Alderman (2002) says that local officials in Albania manage anti-poverty programs more accurately and cost-effectively than a central government agency since they are better informed. This was done through communication between the local government and the masses. Bugiri and Luuka have leaders with noble qualities of being visionary, intelligent, kind, courageous, educated and God fearing. Waldman, Ramirez, House, and Puranam (2001) distinguished among leadership styles in managing of societies. In their view, transactional leaders are more likely to use authority to improve the value of leadership because their major goal was to maintain the status quo through sharing views and values and advancing a new vision.

Difference in the Level of Services Delivery Between Local Governments

The empirical data illustrates the comparison between local governments under study in terms of levels of service delivery

Table 8
Difference in the Levels of Services Delivery between Local Governments

	District	Mean	F	Sig.	Interpretation	Decision on Ho
Water and sanitation	Iganga	2.87	5.868	.000	Significant difference	Rejected
	Bugiri	2.47				
	Mayuge	2.40				
	Namutumba	2.84				
	Luuka	2.76				
Education	Iganga	1.99	5.069	.001	Significant difference	Rejected
	Bugiri	2.26				
	Mayuge	2.43				
	Namutumba	1.97				
	Luuka	2.28				
Health	Iganga	2.35	2.238	.065	No significant difference	Accepted
	Bugiri	2.40				
	Mayuge	2.62				
	Namutumba	2.27				
	Luuka	2.37				
Political representation	Iganga	2.79	1.240	.294	No significant difference	Accepted
	Bugiri	2.59				
	Mayuge	2.67				
	Namutumba	2.87				
	Luuka	2.83				
Service delivery	Iganga	2.49	.713	.584	No significant difference	Accepted
	Bugiri	2.43				
	Mayuge	2.53				
	Namutumba	2.50				
	Luuka	2.56				

Source: Primary Data, 2012

Legend: If the significant value is equal or less than 0.05 level of significance, the interpretation is **significant**. If the significant value is more than 0.05 level of significance, the interpretation is **not significant**.

Results, Implication and Discussion

As shown in table 8, there were significant differences between local governments in terms of water and sanitation and education while there were no significant differences in the aspects of health and political

representation. Worth noting that outstand with height men in terms of differences in the level of service delivery. Iganga for water and sanitation, Mayuge for education and health services, Namutumba in terms of political representation. However in terms of mean, Luuka had the highest. In South Africa it is ironic that water cut-offs occur in communities who should be empowered and protected by the constitution (Drakeford, 1998). Therefore water and services is a constitutional right that the district of Iganga took the lead to adopt.

Ninety-three (93) percent of the US\$50 million grant was spent on the instructional materials component such as library and modern e-books in Kenya, (World Bank 2003). The above incentives were not the case for such grants in Busoga Region

Nsibambi (1998) pointed out that in Bushenyi district, indicated that district service coverage of immunization was 80 per cent. This programme succeeded largely because of the involvement and participation of local leaders in mobilizing local people.

Significant Relationship between the Extents of Administrative Decentralization and Level of Services Delivery in Selected local governments

The Pearson's Linear Correlation Coefficient (PLCC) was used to compute for significant relationship.

Table 9
Significant Relationship between the Extents of Administrative Decentralization and Level of Services Delivery in Selected local governments

Variables Correlated	r-value	Sig.	Interpretation	Decision on Ho
EoAD Vs Water and sanitation	.358	.000	Significant correlation	Rejected
EoAD Vs Education	.064	.250	No significant correlation	Accepted
EoAD Vs Health	.393	.000	Significant correlation	Rejected
EoAD Vs political representation	.538	.000	Significant correlation	Rejected
EoAD Vs level of services delivery	.534	.000	Significant correlation	Rejected

Source: Primary Data 2012

Legend: If the significant value is equal or less than 0.05 level of significance , the interpretation is **significant**. If the significant value is more than 0.05 level of significance, the interpretation is **not significant**.

Results, Implication and Discussion

The results in table revealed that there was positive significant correlation between the extent of administrative decentralization in terms of water and sanitation, health and political representation while there was no significant with education service delivery. The interaction between the researchers indicates that education staff was influenced by the teacher's code of conduct but not necessarily administrative decentralization principles while determining service delivery. Teachers believe that they are small gods on earth 'miniature gods' and therefore, they are role models to other professionals. Therefore they are meant to serve satisfactorily, even during hard times.

(Thomas & Griddle, 1991) said that, district was a level of policy implementation and therefore the influence of stakeholders at that level would have the highest impact at the implementation phase of policy process. (Thomas & Griddle, 1991) said that, process through which the stakeholders would influence implementation could be through the quality of interaction.

Table 10

Significant Relationship between the Level of Enhancement of Human Capacity and the Level of Services Delivery in the Selected Local Governments

The Pearson's Linear Correlation Coefficient (PLCC) was used to compute for significant relationship.

Variables Correlated	r-value	Sig.	Interpretation	Decision on Ho
LoEoHC Vs Water provision	.530	.000	Significant correlation	Rejected
EoHC Vs Education	.142	.010	Significant correlation	Rejected
EoHC Vs Health	.353	.000	Significant correlation	Rejected
EoHC Vs Council	.353	.000	Significant correlation	Rejected
EoHC Vs level of services delivery	.652	.000	Significant correlation	Rejected

Source: primary Data, 2012

Legend: If the significant value is equal or less than 0.05 level of significance, the interpretation is **significant**. If the significant value is more than 0.05 level of significance, the interpretation is **not significant**.

Results, Implication and Discussion

The Pearson's Linear Correlation Coefficient (PLCC), results were statistically as in Table 10. Results in Table 10 revealed that there is a positive significant correlation between enhancement of human capacity and the level of services delivery in the selected local governments. Braverman (1974) in his view said that the application of modern management combination with productivity, secures the real subordination of labor and core especially the-skilling of work in the office as well as all through. Of which the latter applies largely in the administration of local governments. Capacity building is seen in four dimensions namely: payment, leadership and communication and Zinyemba (1994), emphasized training and development for proper service delivery, manor

(1999) and Binswager (1999) criticized themselves for having left out training in their theoretical framework on service delivery.

Regression Analysis

Tables 11A and 11B Show the regression analysis to determine the influence of dependent variable on independent variables.

**Table 11A
Regression Analysis Level of Service Delivery Vs. Extent of Administrative Decentralization.**

Variables Regressed	Adjusted R ²	F	Sig.	Interpretation	Decision on H ₀
Level of service delivery Vs extent of administrative decentralization	.326	32.045	.000	Significant influence	Rejected
Coefficients	Beta	T	Sig.		
(Constant)		9.709	.000	Significant influence	Rejected
Delegation	-.005	-.082	.935	No Significant influence	Accepted
Fiscal	.080	1.365	.173	No Significant influence	
Devolution	.151	2.558	.011	Significant influence	Rejected
Deconcentration	.158	2.855	.005	Significant influence	Rejected
Privatisation	.346	6.196	.000	Significant influence	Rejected

Source: Primary Data 2012

Legend: If the significant value is equal or less than 0.05 level of significance, the interpretation is **significant**. If the significant value is more than 0.05 level of significance, the interpretation is **not significant**.

Results, Implication and Discussion

As obviously seen from, above specific correlation s as shows: no significant influence level of service delivery on devolution, deconcentration and privatization

Table 11B
Regression Analysis for Level of Services Delivery Vs. the Level of Enhancement of Human Capacity

Variables Regressed	Adjusted R ²	F	Sig.	Interpretation	Decision on Ho
Level of service delivery Vs enhancement of human capacity	.430	61.67	.000	Significant influence	Rejected
Coefficients	Beta	T	Sig.		
(Constant)		12.18	.000	Significant influence	Rejected
Training	.310	5.96	.000	Significant influence	Rejected
Payment	.182	3.65	.000	Significant influence	Rejected
Leadership	.251	4.98	.000	Significant influence	Rejected
Communication	.119	2.34	.020	Significant influence	Rejected

Source: Primary Data 2012

Legend: If the significant value is equal or less than 0.05 level of significance, the interpretation is **significant**. If the significant value is more than 0.05 level of significance, the interpretation is **not significant**.

On the other hand, table 11B shown a similar significant influence between the levels of service delivery and enhancement of human capacity.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter presents a summary of the major findings, conclusions and recommendations.

Table 12
Summary of the Major Findings of the Study

Categories	Major Findings	
Socio-Demographic characteristics of the respondents		
1.1 Gender	Male (52%)	
1.2 Age	Age group (20-39 years) 57.8%	
1.3 Academic qualification	Certificate (40.7%)	
1.4 Tribe	Soga (58.6%)	
1.5 Religion	Christianity (70.8)	
1.6 Present position	Lower level (55.8%)	
1.7 Experience	1-3 years (39.6%)	
1.8 District	Bugiri (31.5%)	
1.9 Department	Health (59.5%)	
Extent of Administrative decentralization		
Delegation	Implemented	average mean (2.54)
Fiscal decentralization	Partially implemented	average mean(2.47)
Devolution	Implemented	average mean (2.63)
Deconcentration	Implemented	average mean (2.79)
Privatisation	Partially Implemented	average mean(2.46)
	Implemented	overall mean(2.59)
Level of Enhancement of human capacity		
Training and development	Satisfactory	average means (2.64)
Payment	Satisfactory	average means (2.54)
Leadership	Fair	average means (2.48)
Communication	Satisfactory	average means (2.76)
	Satisfactory	overall mean (2.61)
Level of Service delivery		
Water and sanitation	Satisfactory	average mean (2.66)
Education	Fair	average mean (2.16)
Health	Fair	average mean (2.39)
Political representation	Satisfactory	average mean (2.72)
	Fair	Overall mean (2.49)
Difference in extent of administrative administration among local governments		Significant difference
Difference in the level of enhancement of human capacity among local governments		Significant difference
Difference in the levels of service delivery among local governments		Significant difference
Significant relationship between the extent of administrative decentralization and level of services delivery.		Significant correlation
Significant relationship in enhancement of human capacity and level of service delivery.		Significant correlation
Regression analysis between level of services delivery and the extent of administrative decentralization.		Significant influence
Regression analysis between level of service delivery and level of enhancement of human capacity and		Significant influence

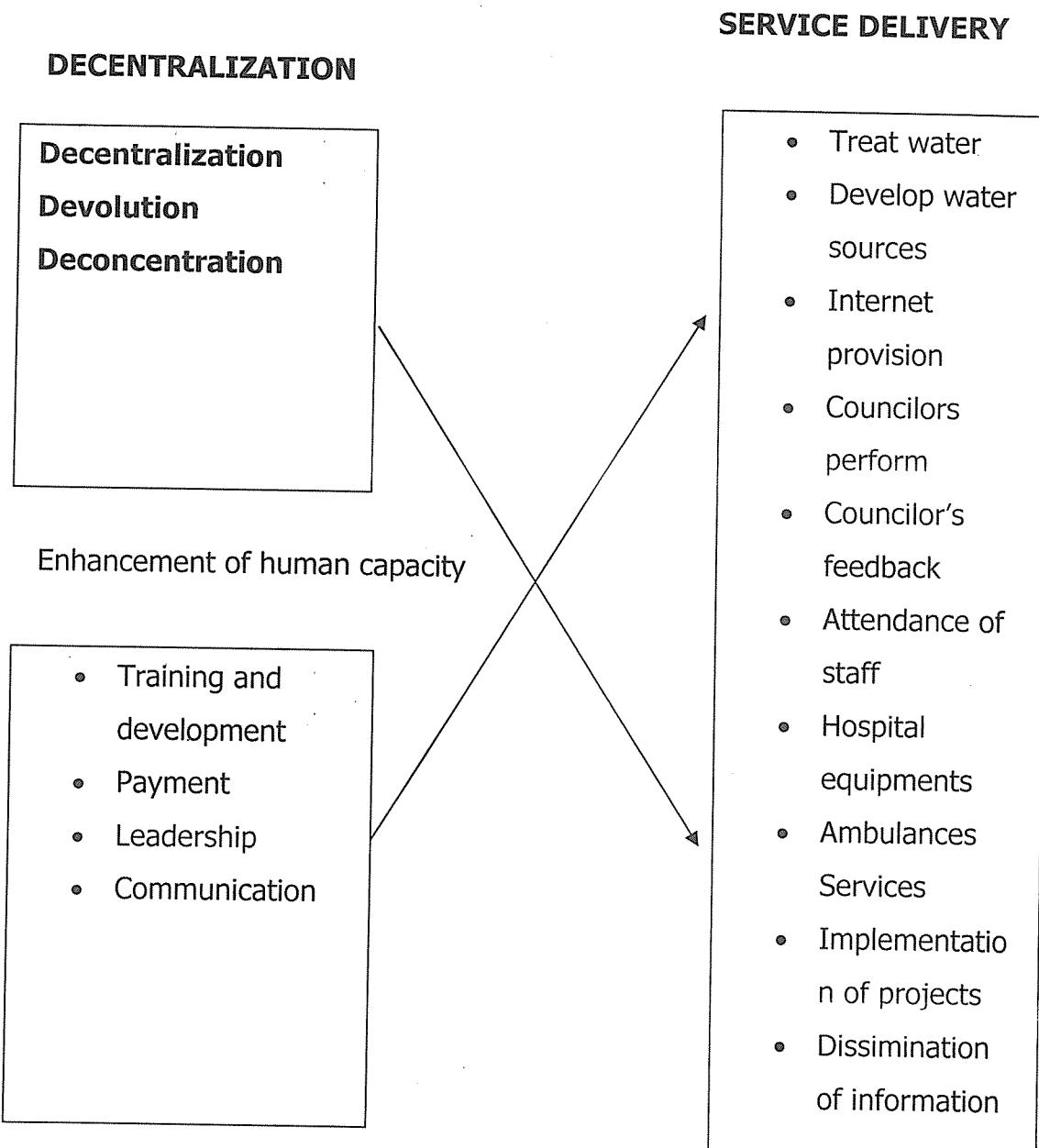
CONCLUSIONS

From the findings of the study, the researcher generated the following conclusions basing on the study objectives and pertinent hypotheses: The null hypothesis of no significance difference between the extent of implementation of administrative decentralization and enhancement of human capacity on service delivery was rejected. While the null hypothesis of no significant relationship between the extent of implementation of administrative decentralization and enhancement of human capacity on level of service delivery among selected local governments was rejected.

Authentication of the Theory to Which the Study Was Based

The theory of administrative decentralization and service delivery by Manor (1999) and Binswager (1999) in local governments was disapproved in view of the findings of this study. The administration decentralization theory was in congruence with the new findings on: devolution and deconcentration but disagreed on fiscal decentralization, suggesting the adoption of privatization appearing in agreement with the theory. However, enhancement of human capacity showed total congruence with the theory.

The Proposed Framework



Source: Primary Data 2012

The above theoretical frame work shows the independent variable , administrative decentralization which includes : deconcentration , devolution and privatization . The second independent variable on

enhancement of human capacity has training and development, payment, leadership and communication. The arrows "A" and "B" point towards service delivery in the form of : Treated water , develop more water sources , internet provision , councilors performance , councilor feedback , attendance of staff , ambulance services , implementation of projects and dissemination of information

New Information Generated from the Findings.

1. Male and female gender can equally deliver services at the local council in order to realize the objective of decentralization .
2. Regardless of tribe, local government staff was dedicated at duty.
3. Regardless of religion, local government staff is committed.
4. Experience is essential in service delivery.
5. Health services values remains crucial on the mind respondents.
6. Administrative decentralization and enhancement of human capacity influence service delivery in local governments.

RECOMMENDATIONS

The following findings of this study and the corresponding implications were the bases for the recommendations as discussed in terms of areas of concern, objectives and recommendations. The general dissemination techniques/strategies are also indicated for the findings to be known and appreciated and for the recommendations to be utilized by the respondents, the universities involved in the study and other beneficiaries.

A. Bases for the Recommendations

1. The ratio of male to female service providers who were the respondents of this study representing the target population in the five
2. Local governments under study was less by 4 % for 1 male to 1

female

3. The findings suggest of a multiplicity of respondents as to gender, age, tribe, religion and experience
4. There were limited powers given to the local government workers by superiors.
5. Salaries not motivating workers
6. There is no freedom of speech
7. Administrators should communicate vision to all cadres of the organization.
8. The experience of respondents still low.
9. Finances are poorly managed at local councils
10. Health facilities are in bad shape.
11. private firms are not in local structures

Recommendations

A. On administrative for local governments.

1. Superiors should give powers to the juniors properly at the local council in order to realize the objective decentralization
2. Powers should be given genuinely in order to promote smooth running of local councils.
3. There should be accountability of delegated powers such that trustworthy is promoted.
4. Concerned authorities should collect taxes in the district to increase the tax base.
5. Local units should account for the expenditure properly such that the objective of success of service delivery.
6. Concerned authorities should design the use of grants properly and guide the authorities on how to use funds

7. Local government units should allocate expenditures properly in order to benefit masses
8. Private firms should be put in local government structures because they do a lot in developing social amenities that benefit the masses
9. Financing of public sector projects should be through private means in order to reduce on corruption.
10. Planning and administration should be done by private firms because they always have vast experience in managing service delivery

B. Enhancement of human capacity.

1. Salary or allowances should motivate staff to finish assignments on time
2. Salary or allowance earnings should improve staff attendance at work in terms of meeting their basic needs .
3. Payments motivate staff to involve in community service delivery activities
4. Administrators should communicate the strategic plan at all levels in order to promote awareness.
5. Members should debate, clarify, and enunciate values and beliefs on how to promote service delivery.

C. Service delivery.

1. There should be proper supply of stationeries in schools for purposes of service delivery.
2. There should be provision of free internet to students to the district centres such that learners can acquire knowledge.
3. There should be a well established district library
4. There should be enough accommodation facilities in government

schools to support teachers and students.

5. There should be modern healthy equipment in the hospital wards in order to treat illness.
6. There should be adequate facilities in the operating theatres to carry out major operation activities .
7. There is should be enough and up to appropriate medicines to treat patients.
8. Ambulances should be actively offering services of carrying patients from small to major centers where drugs and experts are easily accessed.
9. There should be enough supply of beds for patients in hospitals .
10. There should be regular supply of hospital requirements on time because of increased patients.

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APPENDICES

APPENDIX 1 A

SAMPLE TRANSMITTAL LETTER FROM CHDR OFFICE OF THE DEPUTY VICE CHANCELLOR (DVC) COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

Dear Sir/Madam,

**RE: INTRODUCTION LETTER FOR Mr. Samanya Bulhan REG. NO.
08/PPM/038, TO CONDUCT RESEARCH IN YOUR INSTITUTION**

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Ph.D. in public Management

He is currently conducting a field research for his dissertation entitled, Implementation of Administrative Decentralization and Enhancement of Human Capacity on Service Delivery in Selected Local Governments of Busoga Region.

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

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality. Any assistance rendered to him will be highly appreciated.

Yours truly,

Novembrieta R. Sumil, Ph.D.

Deputy Vice Chancellor

APPENDIX 1B

SAMPLE TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a Ph.D. in public Management candidate of Kampala International University. Part of the requirements for the award is a dissertation. My study is entitled, Implementation of Administrative Decentralization and Enhancement of Human Capacity on Service Delivery of Selected Local Governments of Busoga Region. Within this context, may I request you to participate in this study by answering the questionnaires . Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May i retrieve the questionnaire within five days (5)?

Thank you very much in advance.

Yours faithfully,

Mr. Samanya Bulhan

APPENDIX II

SAMPLE CLEARANCE FROM ETHICS COMMITTEE

Date _____

Candidate's Data

Name _____

Reg.# _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

- Physical Safety of Human Subjects
- Psychological Safety
- Emotional Security
- Privacy
- Written Request for Author of Standardized Instrument
- Coding of Questionnaires/Anonymity/Confidentiality
- Permission to Conduct the Study
- Informed Consent
- Citations/Authors Recognized

Results of Ethical Review

- Approved
- Conditional (to provide the Ethics Committee with corrections)
- Disapproved/ Resubmit Report

Ethics Committee (Name and Signature)

Chairperson _____

Members _____

APPENDIX III

SAMPLE INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. Samanya Bulhan that will focus on administrative decentralization and human capacity.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

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

Initials: _____

Date_____

APPENDIX IV

RESEARCH INSTRUMENTS

PART 1 FACE SHEET: SOCIO-DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Gender (Please Tick):

(1) Male (2) Female

Age _____

Department and District _____

Educational Qualifications (please specify)

(1) Certificate _____

(2) Diploma _____

(3) Bachelors _____

(4) Masters _____

(5) Ph.D. _____

Present position _____

Number of Years in present position (Please tick):

(1) Less than/Below one year

(2) 1- 3 years

(3) 4--6yrs

(4) 7- 9yrs

(5) 10 years and above

Tribe _____

Religion _____

District _____

Department _____

PART 2: QUESTIONNAIRE TO DETERMINE IMPLEMENTATION OF ADMINISTRATIVE DECENTRALIZATION

Direction: Please write your rating on the space before each option which corresponds to your best choice in terms of administrative decentralization in your department. Kindly use the scoring system below:

Response Mode Rating

Description

Strongly Agree	(4)	You agree with no doubt at all
Agree	(3)	You agree with some doubt
Disagree	(2)	You disagree with some doubt
Strongly disagree	(1)	You disagree with no doubt at all

Administrative decentralization in our district is implemented because

- (1) Power is given by superior to the juniors properly
- (2) The powers are given genuinely
- (3) There is accountability of delegated powers
- (4) Delegation process limits conflicts
- (5) Concerned authorities collect taxes in the district
- (6) Concerned authorities design the use of grants properly
- (7) Local units allocate expenditures properly
- (8) Local units account for the expenditure properly
- (9) Candidates to the local councils are elected democratically
- (10) The elected members are empowered as per the constitution
- (11) There is full autonomy of the local governments from central governments
- (12) The lower council is independent from the upper councils
- (13) The central government transfer specific responsibilities to your department
- (14) The powers of local government units are strengthened by the central government
- (15) There are always voluntary consultations between local and central government
- (16) The central government is held accountable the in public departments
- (17) Private enterprise work with local governments in terms of contracts
- (18) Private firms are in local government structures
- (19) Financing of public sector is through private means
- (20) Planning and administration done by private firms
- (21) Private firms work more efficiently and effectively
- (22) payment of contracted private firms is done fairly
- (23) private companies are contracted on merit
- (24) Same firms are re-contracted on merit
- (25) the higher authorities at the district provide proper accountabilities on previous private contracts

PART 3: QUESTIONNAIRE TO DETERMINE THE LEVEL OF ENHANCEMENT OF HUMAN CAPACITY

Direction: Please write your rating on the space before each option which corresponds to your best choice in terms of enhancement of human capacity in your department. Kindly use the scoring system below:

Response Mode	Rating	Description	Interpretation
Strongly Agree	(4)	You agree with no doubt at all	Very satisfactory
Agree	(3)	You agree with some doubt	Satisfactory
Disagree	(2)	You disagree with some doubt	Fair
Strongly disagree	(1)	You disagree with no doubt at all	Poor

Enhancement of human capacity in your department has brought about the following:

- (1) you are involved in training and development programmes
- (2) you keep records of training of employees on service delivery
- (3) training has improved the delivery systems of the district staff
- (4) training has improved the required skills of the employees for efficient service delivery
- (5) there is commitment at work as a result of training
 - Results of enhancement of capacity on payment of members
- (6) salary or allowance earnings improved your attendance at work
- (7) payments motivated you to involve in community service delivery activities
- (8) salary or allowances motivates you to finish assignments on time
- (9) payments are paid promptly.
- (10) payments should be improved .

Enhancement of human capacity has brought about these changes in your leadership

- (11) you debate, clarify, and enunciate your values and beliefs
- (12) you encourage, inspire, and guard the shared vision
- (13) you communicate the strategic plan at all levels
- (14) you recognize the problems related to your work
- (15) you support your department through the change process

Enhancement of human capacity has brought changes in you in terms of communication

- (16) you organize and maintain information
- (17) you interpret and communicate information
- (18) you use information technology to process information
- (19) you communicate as a good team player to contribute to group effort
- (20) you portray interest and willingness to learn new skills

PART 4: QUESTIONNAIRE TO DETERMINE SERVICES DELIVERY

Direction: please write your rating on the space before each option which corresponds to your best choice in terms of services delivery in your department. Kindly use the scoring system below:

Response Mode	Rating	Description
Strongly Agree	(4)	You agree with no doubt at all
Agree	(3)	You agree with some doubt
Disagree	(2)	You disagree with some doubt
Strongly disagree	(1)	You disagree with no doubt at all

Water and Sanitation Services

- 1. local residents are provided with educational programs on water and sanitation
- 2. there is a great deal of user contamination by people
- 3. there is medical intervention for disease control
- 4. several places have been revisited to ensure operating water and sanitation services
- more sources of water are being built to support increasing population

Education Services

- (6) enough accommodation facilities in government schools
- (7) resource centers are updated (free internet providers)
- (8) there is a well established district library
- (9) there is good supply of stationeries
- (10) well qualified staff are employed in the schools

Health Services

- (11) there are modern healthy equipment in the hospital wards
- (12) there are qualified medical staff in major district healthy centres
- (13) there are adequate facilities in the operating theatres
- (14) there is enough and appropriate medicines
- (15) there is regular supply of hospital requirements on time
- (16) ambulances are actively offering services

Political representation (councilor roles)

- (17) the councilors participate in meetings on service delivery
- (18) the councilors participate in committee meetings
- (19) you can easily contact the local communities on contentious issues about service delivery
- (20) the councilors participate in community projects
- (21) the councilors monitor the services delivered
- (22) the councilors are involved in information dissemination regarding delivery of services in the district

APPENDIX VA

SAMPLE SIZE COMPUTATION

Sloven's formula was employed in the determination of the sample size and this is given as:

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

Where n = sample size

N= Population size

e = Confidence interval (0.05)

1 = Constant One

Respondents of the Study						
District	Target Population (N) and Sloven's formula			Sample Size (n)		
	n =	N	$\frac{1}{1 + Ne^2}$	HS	ES	C
Iganga	90	4	30	74	4	28
Bugiri	101	3	24	81	3	23
Mayuge	8	3	28	13	3	26
Luuka	8	4	18	8	4	17
Namutumba	28	4	18	26	4	17
Total	378			332		

VALIDITY INDEX
Construct validity for administrative decentralization questionnaire

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.409	25.636	25.636	6.409	25.636	25.636
2	2.929	11.714	37.350	2.929	11.714	37.350
3	1.841	7.366	44.716	1.841	7.366	44.716
4	1.276	5.104	49.820	1.276	5.104	49.820
5	1.235	4.938	54.758	1.235	4.938	54.758
6	1.168	4.673	59.430	1.168	4.673	59.430
7	1.008	4.031	63.462	1.008	4.031	63.462
8	.939	3.757	67.219			
9	.889	3.555	70.774			
10	.836	3.346	74.119			
11	.716	2.863	76.982			
12	.674	2.697	79.679			
13	.653	2.612	82.291			
14	.615	2.459	84.750			
15	.494	1.978	86.728			
16	.480	1.920	88.648			
17	.450	1.800	90.448			
18	.406	1.624	92.072			
19	.365	1.461	93.533			
20	.326	1.303	94.837			
21	.296	1.185	96.022			
22	.291	1.166	97.187			
23	.275	1.099	98.286			
24	.237	.948	99.234			
25	.191	.766	100.000			

Extraction Method: Principal Component Analysis.

RELIABILITY TEST FOR THE QUESTIONNAIRE ADMINISTRATIVE DECENTRALIZATION
Case Processing Summary

		N	%
Cases	Valid	361	100
	Excluded(a)	2	0.06
	Total	363	100.0

a List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.873	25

VALIDITY INDEX

Construct validity for enhancement of human capacity questionnaire

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.052	30.260	30.260	6.052	30.260	30.260
2	2.547	12.736	42.996	2.547	12.736	42.996
3	1.640	8.201	51.196	1.640	8.201	51.196
4	1.458	7.288	58.485	1.458	7.288	58.485
5	1.032	5.158	63.643	1.032	5.158	63.643
6	.905	4.523	68.166			
7	.860	4.299	72.465			
8	.757	3.786	76.251			
9	.674	3.368	79.619			
10	.580	2.899	82.518			
11	.539	2.695	85.212			
12	.441	2.206	87.418			
13	.429	2.143	89.561			
14	.372	1.860	91.421			
15	.351	1.757	93.178			
16	.333	1.663	94.841			
17	.300	1.498	96.339			
18	.277	1.386	97.725			
19	.247	1.234	98.959			
20	.208	1.041	100.000			

Extraction Method: Principal Component Analysis.

RELIABILITY TEST FOR THE QUESTIONNAIRE ENHANCEMENT OF HUMAN CAPACITY

Case Processing Summary

		N	%
Cases	Valid	361	99.4
	Excluded(a)	2	0.06
	Total	363	100.0

a List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.872	20

Component Matrix^a

	Component						
	1	2	3	4	5	6	7
Power is given by superior to the juniors properly	.579	-.196	.094	-.469	-.310	-.220	.109
The powers are given genuinely	.612	-.301	.007	-.432	-.265	-.206	.097
There is accountability of delegated powers	.619	-.273	-.217	-.247	-.164	-.086	-.111
Delegation process limits conflicts	.536	.166	-.225	-.305	.004	.168	-.373
Concerned authorities collect taxes in the district	.438	.392	.184	.007	.421	.086	-.381
Concerned authorities design the use of grants properly	.631	-.191	-.011	.150	.125	-.144	-.347
Local units allocate expenditures properly	.558	-.343	-.065	.319	.021	-.210	-.051
Local units account for the expenditure properly	.528	-.400	-.147	.344	.020	-.191	-.012
Candidates to the local councils are elected democratically	.654	-.109	-.049	.214	.142	.115	.245
The elected members are empowered as per the constitution	.606	-.248	-.060	.266	.011	.297	-.039
There is full autonomy of the local governments from central governments	.481	.154	-.011	.090	-.069	.510	.299
The lower council is independent from the upper councils	.514	-.211	-.063	.149	-.304	.394	.000
The central government transfer specific responsibilities to your department	.542	.190	-.333	-.156	-.056	.360	-.066
The powers of local government units are strengthened by the central government	.491	.463	-.285	-.189	.208	.092	.067
There are always voluntary consultations between local and central government	.600	.052	-.221	-.045	.335	-.287	.032
The central government is held accountable in the public departments	.464	.411	-.032	-.049	.323	-.239	.378
Private enterprise work with local governments in terms of contracts	.602	-.302	-.086	.041	.233	-.111	.261
Private firms are in local government structures	.310	-.379	.528	-.136	.205	.190	.257
Financing of public sector is through private means	.248	-.153	.708	-.139	.037	.119	-.102
Planning and administration done by private firms	.221	-.230	.660	-.051	.135	.028	-.062
Private firms work more efficiently and effectively	.455	.477	.181	-.185	.040	.029	-.140
payment of contracted private firms is done fairly	.508	-.137	.099	.276	-.336	-.131	-.208
private companies are contracted on merit	.378	.574	.304	.238	-.067	-.154	-.071
Same firms are re-contracted on merit	.345	.634	.221	.195	-.362	-.167	.055
the higher authorities at the district provide proper accountabilities on previous private contracts	.361	.613	.126	.120	-.318	-.078	.210

Extraction Method: Principal Component Analysis.
a. 7 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.052	30.260	30.260	6.052	30.260	30.260
2	2.547	12.736	42.996	2.547	12.736	42.996
3	1.640	8.201	51.196	1.640	8.201	51.196
4	1.458	7.288	58.485	1.458	7.288	58.485
5	1.032	5.158	63.643	1.032	5.158	63.643
6	.905	4.523	68.166			
7	.860	4.299	72.465			
8	.757	3.786	76.251			
9	.674	3.368	79.619			
10	.580	2.899	82.518			
11	.539	2.695	85.212			
12	.441	2.206	87.418			
13	.429	2.143	89.561			
14	.372	1.860	91.421			
15	.351	1.757	93.178			
16	.333	1.663	94.841			
17	.300	1.498	96.339			
18	.277	1.386	97.725			
19	.247	1.234	98.959			
20	.208	1.041	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component				
	1	2	3	4	5
you are involved in training and development programmes	.494	.427	.177	.086	-.469
you keep records of training of employees on service delivery	.423	-.171	-.016	-.532	-.353
training has improved the delivery systems of the district staff	.610	-.006	.469	-.303	-.170
training has improved the skills for efficient service delivery	.607	-.265	.377	-.326	.096
there is commitment at work as a result of training	.490	-.357	.215	-.330	.479
salary or allowance earnings	.436	.597	.182	.022	.379
improved your attendance at work					
payments motivated you to involve in community service delivery activities	.470	.621	.214	.104	.294
salary or allowances motivates you to finish assignments on time	.377	.472	.191	.177	.060
payments are paid promptly	.600	.312	.209	.094	-.163
payments should be improved	.627	-.096	.045	-.159	-.034
you debate, clarify, and enunciate your values and beliefs	.558	.330	-.507	.079	-.046
you encourage, inspire, and guard the shared vision	.573	.069	-.608	-.229	.178
you communicate the strategic plan at all levels	.537	.319	-.495	-.070	.041
you recognize the problems related to your work	.666	-.161	-.283	-.285	.070
you support your department through the change process	.703	.140	-.071	.092	-.290
you organize and maintain information	.554	-.403	.068	.216	-.120
you interpret and communicate information	.541	-.389	.015	.491	.022
you use information technology to process information	.442	-.502	-.252	.200	-.027
you communicate as a good team player to contribute to group effort	.597	-.442	.077	.226	.112
you portray interest and willingness to learn new skills	.569	-.215	.084	.502	.078

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.996	20.816	20.816	4.996	20.816	20.816
2	3.900	16.249	37.065	3.900	16.249	37.065
3	2.310	9.626	46.691	2.310	9.626	46.691
4	1.928	8.032	54.723	1.928	8.032	54.723
5	1.203	5.012	59.735	1.203	5.012	59.735
6	1.156	4.817	64.552	1.156	4.817	64.552
7	.974	4.057	68.610			
8	.882	3.675	72.284			
9	.722	3.009	75.293			
10	.685	2.856	78.149			
11	.587	2.444	80.593			
12	.533	2.221	82.814			
13	.516	2.149	84.963			
14	.488	2.033	86.996			
15	.458	1.906	88.902			
16	.433	1.804	90.707			
17	.376	1.568	92.275			
18	.373	1.555	93.831			
19	.339	1.411	95.242			
20	.286	1.193	96.435			
21	.251	1.046	97.481			
22	.233	.969	98.450			
23	.202	.840	99.291			
24	.170	.709	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component					
	1	2	3	4	5	6
local residents are provided with educational programs on water and sanitation	.463	-.520	.156	-.008	.193	-.092
there is a great deal of people using contaminated water	.361	-.183	.484	-.014	-.273	-.391
there is medical intervention for disease control	.560	-.371	.257	.332	.220	-.138
several places have been revisited to ensure operating water and sanitation services	.540	-.227	.163	.174	.477	-.188
more sources of water are being built to support increasing population	.503	-.363	.202	-.015	.387	-.058
enough accommodation facilities in government schools	.168	.584	.311	-.261	.243	-.015
resource centers are updated (free internet providers)	.205	.311	.661	-.352	-.026	-.014
there is a well established district library	.009	.559	.419	-.336	.039	.129
there is good supply of stationeries well qualified staff are employed in the schools	.233 .441	.259 -.366	.579 .340	-.320 .103	-.237 -.176	.236 .263
there are modern healthy equipment in the hospital wards	.196	.526	.029	.556	-.218	.104
there are qualified medical staff in major district healthy centres	.390	-.213	.233	.613	-.282	-.040
there are adequate facilities in the operating theatres	.318	.508	-.111	.424	-.113	-.144
there is enough and appropriate medicines	.350	.709	-.017	-.016	.064	-.307
there is regular supply of hospital requirements on time	.402	.694	.023	.107	.043	-.155
ambulances are actively offering services	.276	.581	.026	.356	.043	.028
there is enough supply of beds for patients	.343	.262	-.140	.106	.497	.499
medical workers pay maximum attention to patients	.229	-.277	.301	.254	-.141	.555
the councilors participate in meetings on service delivery	.425	-.182	-.060	-.256	-.182	-.071
the councilors participate in committee meetings	.713	-.112	-.330	-.225	-.168	-.164
councilors can easily contact the local communities on contentious issues about service delivery	.751	-.077	-.296	-.279	-.100	.040
councilors participate in community projects	.729	-.305	-.164	-.254	-.116	.059
councilors monitor the services delivered	.633	.348	-.459	-.110	-.049	.162
councilors are involved in information dissemination regarding delivery of services in the district	.683	.109	-.377	-.141	-.119	.150

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

HV438
526
2012



RELIABILITY INDEX

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.873	.872	25

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.872	.875	20

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.809	.814	24

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.799
Bartlett's Test of Sphericity	Approx. Chi-Square	3159.630
	Df	300
	Sig.	.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.830
Bartlett's Test of Sphericity	Approx. Chi-Square	2790.831
	Df	190
	Sig.	.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.800
Bartlett's Test of Sphericity	Approx. Chi-Square	3392.919
	Df	276
	Sig.	.000