

**THE IMPACT OF DECENTRALISATION POLICIES ON SERVICE DELIVERY IN
NAKASEKE TOWN COUNCIL, UGANDA**

BY

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**A DISSERTATION SUBMITTED TO THE COLLEGE OF HUMANITIES AND SOCIAL
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DECLARATION

I Mutesasira Emmanuel declare to the best of my knowledge that this dissertation is a result of my own effort and has never been submitted for any academic award to any university or any other institution of higher learning.

Signature:..... Date.....

Mutesasira Emmanuel

APPROVAL

This dissertation has been under my supervision and is now ready for submission to the Department of Political and Administrative Studies, School of Social Sciences, College of Humanities and Social Sciences; Kampala International University for examination.

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Signed.....

Date.....

Dedication

I wish to dedicate this dissertation to my sister; Nabulya Jesca and my mother Imelda Kwagala Kityo. I thank you very much because without you I would not have made it this far in my academic struggle.

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LIST OF ACRONYMS

CAO	Chief Administrative Officer
Dr	Doctor
EPRC	Economic Policy Research Centre
NAADS	National Agricultural Advisory Services
NGO	Non Governmental Organization
PGDP	Provincial Growth and Development plan
VOL	Volume
NRM	National Resistance Movement
UPE	Universal Primary Education
CBOs	Community Based Organizations
LC	Local Councils
LC IV	Local Council Four
T.C	Town Council

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ABSTRACT

The study aimed at establishing the impact of decentralization policies on service delivery in Uganda. It was carried out in Nakaseke Town Council, Nakaseke District, which is located in the Central region of Uganda. It was meant to establish how decentralization policies have or have failed to foster service delivery in Uganda. A cross-sectional research taking the exploratory and descriptive approach was used, that is, both qualitative and quantitative methods were applied. The mentioned sample size coupled with other methodological considerations like interviews and descriptive research design elicited a multiplicity of findings as regards decentralization policies and service delivery. Respondents were selected using both random and purposive sampling. It was found that people are aware of what good governance entails and what local governments should do to ensure its applicability. The findings established that decentralization policies if well implemented, they would promote service delivery in Nakaseke Town council in particular and Uganda in general. It was found out that local government officials do not observe the principles of good governance that include among others; accountability, justice, transparency, participation in decision making and free and fair elections. The findings hence propelled the researcher to recommend for further research in the same area. The researcher also recommended for central government's commitment to decentralization objectives.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter dealt with the background to the study, problem statement and scope of the study, purpose and objectives of the study, research questions and its significance.

1.1 Background of the study

Decentralized public management continues to invite controversy and debate. Proponents of decentralization consider it a panacea for reforming public sector in developing countries (Shah, 1998) whereas opponents consider it as a road to wrecks and ruins (Tanzi, 1995). These disagreements primarily arise from perspectives on the potential impact of such policies in the institutional environment of developing countries. Regrettably, the literature provides little guidance to inform this debate. This note is intended to fill a critical gap in this literature by providing a synthesis of the empirical literature on the impact of decentralization. The paper reviews the empirical literature on the impact of decentralizations and provides a summary of the conclusions on its impacts on socio-economic development.

The process of decentralization in Uganda traces back to the establishment of the Resistance Council System in 1986 on-wards. In October 1992, the President launched the decentralization programme. Since then, the policy of decentralization has been included in the new Ugandan Constitution and in 1997; a Local Government Act was enacted. These two legal instruments have dramatically changed the central government framework within which its local governments operate. It is expected that districts, under decentralization will have more power, resources, more responsibilities and more decision-making autonomy (Kullenberg; 2002). Also, their performance will thus be increasingly important for growth, poverty eradication and long-term rural development prospects. The term decentralization is commonly used to describe various arrangements and there is a dispute amongst scholars as to whether it should be used to mean deconcentration or devolution. Devolution refers to a form of political decentralization where a local government has an established local assembly with usually elected members.

Deconcentration, on the other hand, refers to administrative decentralization where officials appointed by the center are posted to the field (district) to act as central government representatives. “These officials vary in the extent to which they freely exercise discretion in the performance of their duties” In reality, decentralization may turn out to be more about the exercise of central control than the granting of autonomy to local institutions or administrators (Ofwono, 2002).

1.2 Statement of the problem

The view that decentralization leads to development is not true since it rests on the premise that local governments can be held accountable, in that they have the obligation to answer public questions regarding their decision-making processes and actions. In regards to development, decentralization should reflect the interests of citizens and respond to their needs and concerns. However, due to government unresponsiveness which occurs regularly in Uganda, there is a mismanagement of public funds, corrupt allocations of public contracts. Because of a multi-ethnic and post-conflict nature of the region, governments’ accountability should be one of the priorities in designing and implementation of decentralization reforms (Dougnon, 2008). Thus, the potential for improving developmental activities throughout decentralization depends, among other factors, on accountability. Without a strong system of local accountability, devolving authorities and financial resources to local governments can lead to waste of misuse of public funds, and the potential for political capture at the local level can distort the benefits of decentralization (Woodhouse, 2008).

1.3 Objectives of the study

1.3.1 General objective

(i) To find out the effectiveness of decentralization policy towards Service Delivery

1.3.2 Specific objectives

- (i) To assess the different forms of development brought about by decentralization in Nakaseke Town Council.
- (ii) To analyze the challenges to decentralization as one of the ways to achieve development in Uganda more specifically Nakaseke Town Council.
- (iii) To establish the role played by decentralization towards development in Uganda.

1.4 Research questions

- i. What are the different forms of development brought about by decentralization policies in Nakaseke Town Council?
- ii. What are the challenges to decentralization as one of the ways to achieve development in Uganda more specifically Nakaseke Town Council.
- iii. What is the role played by decentralization towards development in Uganda?
- iv. What is the role played by government in Promoting decentralization in Uganda?

1.5 Significance of the study

The results from the study will fill in the knowledge gap for individuals who do not know the importance of decentralization in Uganda.

This research will help to establish the need for government to empower decentralization through more financial support. The research will be useful for the community of Nakaseke Town Council since they will be in position to identify their rights as citizens towards decentralization.

1.6 Scope of the study

1.6.1 Geographical scope

The study was carried out in Nakaseke Town Council. The area was selected due to its accessibility to the researcher. The total population of respondents will be 120 that is to say 30 members from the ruling committee of Nakaseke Town Council, 40 residents from the Entire community of Nakaseke Town Council, and 30 from the surrounding area of Nakaseke Town Council . For easier and practical study, all these groups were randomly divided into four groups, so as to represent every body in the Municipality and surrounding areas.

1.6.2 Content scope

Content scope dealt with the effectiveness of decentralization towards Service Delivery. The study also included some indicative measures of the importance of decentralization towards development to Nakaseke Town Council as a whole and some possible ways of how it can be implemented to effectively develop local communities in Uganda.

1.6.3 Time scope

This study was done in a period of 3 months that is from May to July 2015 and the literature to be considered covered a period of ten years, that is, from 2000-2010.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of literature relating to the dependent and independent variables under investigation; it presented the objectives in a theoretical view thus called the literature review cited to suit the effectiveness of decentralization towards social and economic development in Nakaseke Town Council and Uganda as a whole.

2.1 Decentralization Act

The 1997 Local Governments Act was made to give full effect to the decentralization policy. The objective of decentralization is to ensure good governance and democratic participation in the decision making process. The system of Local Government is based on the district as a unit with lower Local Governments and Administrative Units. The Councils which are the seat of Local Governments are mainly at the District, City Divisions, Town Councils and Municipal Divisions in addition to administrative units. Article 180 (1) of the Constitution says “A Local Government shall be based on a Council which shall be the highest political authority within its area of jurisdiction and which shall have legislative and executive powers to be exercised in accordance with this Constitution”. The same is in the Local Government Act 10 (1) of 1997 and 1995 Constitution of Uganda.

2.2 History of Decentralization system in Uganda

After the launching of decentralization in October 1992, 13 pilot districts became decentralized. Their performance led to the enactment of the Decentralization Statute of 1993. To harmonize the provisions of the Constitution of 1995 with decentralization, the Local Governments Act was passed in 1997. The Local Government Act of 1997 gives effect to the implementation of decentralization. The emphasis of the Act is to devolve powers to the district and the lower levels of local governments and the democratization of decision-making. Under the Act the district and the have been made local governments that are body corporate, capable of suing and being sued. They are no longer required to forward their budgets to the minister for approval. The councils, themselves, have complete responsibility for their budgets. The center no longer approves bye-laws of these local governments. Except if such bye-laws are not consistent with the constitution or any other law made by the legislature, the minister responsible for local governments has no powers to terminate the mandate of a councilor (Makus, 2004).

The revocation of a mandate of a councilor is constitutionally vested in the electorate who can initiate the removal of any councilor through petitioning the Electoral Commission. Neither does the minister have powers to dissolve councils-until their statutory term of office expires. This can only happen when it is clear that a council is unable to exercise its duties. When such a situation arises, the President with the approval of two thirds of all members of parliament assumes the executive powers of any district (Filmer, 2002).

These administrative changes are supposed to enhance local autonomy and bring decision-making at the place where people affected want it, including the decisions in district human-power development. Every district establishes its own District Service Commission to appoint, promote, discipline and remove any officer serving the district. However, they are supposed to follow Public Service guidelines when recruiting persons qualified in specialized disciplines. They may even co-opt persons qualified in such disciplines on the commission. If the commission aggrieves a district officer, he or she has the right to appeal to the Public Service and the latter's decision is final (Galian, 2002).

The local governments have been enabled to perform their functions by decentralizing the finances. Counties are entitled to retain 65% of the tax revenue they collect on behalf of the government for local development, in accordance with local formulated policies (community participation). In every district a tender board is established which must conform to the standards established by the Central Tender Board for procurement of goods, services, and works. It acts only on the request by the Local Council seeking these goods, services, and works. It is required to give a quarterly summary of all tenders awarded, a copy of which is supplied to all relevant councils in a district, the Minister of Local Government, the Inspector General of Government and the Central Tender Board Kullenberg; (2008).

2.3 Effectiveness of decentralization towards social-economic development in Nakaseke

Town Council

The notion that decentralization leads to development rests on the premise that local governments can be held accountable, in that they have the obligation to answer public questions regarding their decision-making processes and actions. In regards to development, decentralization should reflect the interests of citizens and respond to their needs and concerns. However, due to government unresponsiveness which occurs regularly in Nakaseke Town

Council, there is a mismanagement of public funds, corrupt allocations of public contracts. Because of a multi-ethnic and post-conflict nature of the region, governments' accountability should be one of the priorities in designing and implementation of decentralization reforms (Eskeland, 2002).

The potential for improving developmental activities through decentralization policies in Nakaseke Town Council depends, among other factors on accountability. Without a strong system of local accountability, devolving authorities and financial resources to local governments can lead to waste. (Vetdisco, 2004).

On the other hand, where corruption is systemic at the central level, devolution may enhance service delivery. Accountability can be promoted through the establishment of particular institutions and mechanisms to control governments' abuses and increase their responsibility (one of the possible ways is through application of sanctions). In improving the accountability in the both the model of horizontal accountability and vertical accountability should be introduced and implemented. State institutions that monitor and control abuses by other public agencies must be strengthened by fostering their autonomous position and the same applies to the state and their links to other public institutions. Also, the demands of the civil society organizations including the media and the private sector which compose the main structure of the vertical model should be more articulated (Barungi, 2002).

The efficiency of these accountability models largely depends on the capacities of civil society organizations and watchdog institutions to strengthen accountability and its mechanisms. Civil society organizations formed at local level are easy to observe and facilitate widespread participation through running for office, advocacy with local government officials or directly participating in leadership selection. If civil society monitoring mechanisms are strong, the downward accountability of local staff will tend to encourage a closer connection between public services and citizen demands. Community empowerment is one of the important challenges in transition countries (Woodhouse, 2000).

The activities of civil society, particularly NGO's and independent media are critical and the government should create environment that are supportive to civil society growth. In only few countries the level of activities of civil societies and the media is more advanced than in the

others. However, in most of the countries the process of community empowerment is very slow. There are many reasons for such situation including lack of adequate mechanisms and instruments for better local community participation in the decision-making and insufficient grants funds to support community initiatives. Rising awareness about the role of local government's institutions, citizen's right and goals of the decentralization reform are extremely important as well. In the post-conflict multiethnic societies, raising awareness is crucial as people are skeptical to the reforms and their real effects (Schargrotsky, 2002).

2.4 Forms of socio-economic development by decentralization in Nakaseke Town Council

In Nakaseke Town Council since the mid 1980s many developments have emerged due to decentralization and among those is the enhancement of political accountability because it allows community participation. Experience at the local level is showing that competition for Political office has, in many cases, opened doors to responsible, more transparent, more accountable and more innovative leadership. The local district leaders and councilors at various levels have been popularly elected. The citizens' participation has been enhanced to the extent that they can now question the performance of their leaders and even recall them. However, there are cases where the citizens are not yet empowered sufficiently to demand accountability on the activities taking place within these local governments (Nabeeta, 2009).

Decentralization has, like other government policies since 1986, provided the opportunity for women in Nakaseke Town Council to establish new identities and a basis for unity for collective action, having patriarchy and more specifically men as the enemy. On the other hand, these policies continually challenge the concept of women's shared oppression and exploitation as it differentiates Ugandan women into social groups and classes that are, in reality, antagonistic and therefore, difficult to organize for collective action. The social groups and classes we are talking about are those women who have joined politics like the current Speaker of parliament Rebecca Kadaga (Kampala district report, 2011).

According to the Kampala district report (2011), Dr. Specioza Wandera Kazibwe gave four achievements of the decentralization system.

The first achievement is that it fosters community feeling by having the members of the same locality coming together on issues affecting their locality. Secondly, the Local Councils are

becoming critical sources of information due to the fact that it is easier to get accurate information from local councils than from chiefs with regard to the number of residents.

2.5 Role played by government in implementing decentralization towards socio-economic development of Uganda

Uganda is considered a forerunner in Africa with respect to decentralization. On the whole, the system of decentralization has been fairly well established and has delivered improvements in service delivery and accountability. Numerous jobs were created in the process. However, it is highly conceivable that the achievements could have been much more pronounced, both in terms of quantity and quality, had the process been sequenced, with capacity building leading the way. Decentralization has contributed to improved service delivery, fostered participatory planning and heightened a sense of local ownership and improved accountability. Decentralization has empowered citizens and increased responsiveness of public investment to local popular demands via better development of channels of communication. The focus of local government development grants has meant service delivery has greatly improved, particularly with respect to primary education, healthcare and water and sanitation services (Guloba, 2007).

Fiscal decisions in response to local development demands maximize the welfare of local residents but may not maximize economic growth for sustainable rural development and linkages to global opportunities. Project aid which bypasses local government systems has fragmented local development structures, undermined institutional growth and weakened community-local government linkages. Uganda's decentralization has given emphasis to upward accountability with the objective of ensuring that resources released from the centre are properly accounted for, but not necessarily deployed properly. Uganda may have exhausted the main dividends of decentralization under the prevailing political and economic conditions. It might well be that the remaining constraints to Uganda's economic development are beyond the merits and demerits of either centralization or decentralization (Okidi, 2007).

Decentralization is viewed as synonymous with autonomy but it can embroil local governments into a wider system of inter-governmental relations. Uganda runs the risk of excessive decentralization, which could contribute to lowering local level economic growth because it has created so many political districts. Increased political freedom and power at the local level have also affected the revenue base of local governments through inefficiency and corruption.

Participation in global development processes may be beyond the reach of local actors. Caution must be exercised when deciding to decentralize or when flexing decentralized political powers to make economic choices. Capacity problems have persisted in Uganda, partially due to the fact that decentralized governance has promoted excessive emphasis on employing the indigenous residents of local government jurisdictions. Decentralization should proceed gradually. Countries should focus on other approaches of tackling the priority binding constraints to performance instead of seeing them as problems that decentralization must resolve (Okidi, 2007).

One of the most significance of the central government over decentralization has been the introduction of the Local Council (LC) system of local government, ranging from Local Council 1(LCI) to the district (LCV) levels. The introduction of LC system has attracted a wide range of praise from both within and without Uganda, not the least for the re-introduction of local elections. However, one of the most important aspects of the LC system has drawn little attention namely the creation of new districts. Since the early 1990s Uganda has seen a veritable explosion in the number of its districts, going from 34 in 1991 to 97 and counting in 2007. The country recently surpassed Thailand to hold the spot of fourth on the list of the world's largest number of national administrative divisions per state (Nellis, 2006).

The standard reason for creating new national units in developing countries is to improve service delivery and developmental outcomes, as seen in the rhetoric from Nigeria and Vietnam, among others. In Uganda Article 179 of the 1995 constitution allows for the creation of new districts based on 'effective administration and the need to bring services closer to the people.' Indeed, local councilors have often praised the creation of new districts as effective in promoting service delivery, even among those districts that have only recently created (Akinyele, 1996).

Arguments for decentralization and the creation of new national units are often based on the management of ethno-linguistic conflict as seen for instance in India. In Uganda, the Permanent Secretary in the Ministry of Local Government, Vincent Ssekono, similarly claims that the creation of new districts has enabled ethnic minorities who were formerly marginalized to obtain their own district. As an example Ssekono gave the Aringa ethnic group of northwest Uganda who formerly shared Arua district with their Lugbara neighbors. This resulting 'problem of communication' was alleviated by the creation of Yumbe district in 2000, which allowed the

Aringa to speak their own language at council meetings and articulate their specific development priorities (Opondo, 2007).

There is, however, little concrete evidence that the creation of new districts has benefited citizens. One source of evidence comes from the Ministry of Local Government (MOLG)'s annual assessments of district government performance, which monitor local governments according to the guidelines set forth in the 1997 Local Government Act. Specifically, if a district does not meet a certain minimum set of requirements in such areas as accounting, auditing, capacity building, monitoring and gender mainstreaming, it will fail to procure various types of grants (Markus, 2007).

In its evaluations the Ministry of Local Government has repeatedly shown that older districts invariably outperform newer ones in meeting its minimum conditions of governance. For instance, in 2004, compared to a Ugandan average of 58.9%, only 50% (8/16) of districts created since 1997 passed these minimum standards, with an even lower score of 45.5% (5/11) for those created since 2000 (Oguttu, 2008).

Despite an overall improvement, in 2007, 81.5% (38/44) of older district governments were able to meet minimum conditions while only 66.7% (22/33) of the districts created since 2000 were able to do the same. Indeed, when pressed upon this issue, district leaders often admit that the creation of new districts creates as many logistical and administrative problems as it solves. In following the principle that district headquarters are to be located in the geographical middle of a district, district offices are often located far away from any sizeable town or village, thus making district officials commute long distances over unpaved roads to their offices and thereby spend less time in their actual offices (Barungi, 2001).

Summary of related literature

In summary, the literature review shows that decentralization is aimed at addressing local needs that are not being addressed by the centralized framework, the different academic and empirical works done in Uganda since decentralization policy was started and it premises that for proper evaluation of the extent to which decentralization has led to development. There is need for serious evaluation of all its policies at the local level for example evaluating its challenges and

how local leaders as well as the central government have struggled to cope up with such challenges to achieve development.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter presented the type of research design which was followed, the description of the population, the sample and sampling procedures, data quality control measurements and data analysis procedures.

3.1 Research design

The research was carried out using a Case study design where information was be obtained systematically using questionnaires. A Case study was used since it can help the researcher to equally justify the effectiveness of decentralization towards development in Kampala District through the information acquired from questionnaires.

3.2 Sample and sampling procedure

In order to get the sample from a population of 100 respondents, that is 30 members from the Councilors of Nakaseke Town Council, 40 residents from Nakaseke Town Council, from the ruling committee in Nakaseke Town Council and 30 members from other regional committee. All these groups to ease the effectiveness of the research will be divided into four categories. This is because members from same region tend to come up with similar views from their similar attitudes and characteristics.

3.3 Data collection procedure

With the letter received from the Head of Department of Public Administration, the researcher will go to the field to carry out research. Questionnaires which included open ended and close ended were distributed to adults and youth of Nakaseke Town Council personally.

3.4 Data quality control

Information obtained through questionnaires was crosschecked by observing whether the behavior patterns of people in Nakaseke Town Council match with what the respondents filled in the questionnaires.

3.5 Data analysis procedures

The collected information was put together, tabulated and summarized using frequency tables and percentages. Then information was interpreted accordingly to justify' the effectiveness of decentralization towards development in Nakaseke Town Council.

3.6 Limitations of the study

- a) Language barrier arose especially to respondents who did not know English very well.
- b) Fear by respondents to give researcher facts because of the increased insecurity in the country.
- c) There was the problem or limitation of funds since the student was sponsoring himself at the University.
- d) As a working student, it was always cumbersome to get permission from the work place to go and conduct research.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.0 Introduction

This chapter contains the analysis, interpretation and presentations of findings using descriptive statistical tools of the frequency distribution table representing percentage distribution of the findings. Out of the 100 questionnaire distributed, 80 of the respondents returned the questionnaire representing 87% of the total respondents and this was distributed as follows 20 (7%) technical staffs, 20 (7%) politicians and 40 (73%) the peasant population

4.1 Socio- Demographic

4.1.1 Age

Table 1: Age of the respondents

Category	Frequency	Percentage
Below 25	10	15
25-34	35	40
35-44	25	30
45-60	10	15
	80	100

Source: Primary data

Analyzing the data obtained from the questionnaire, table above reveals that 10 respondents below 25 years representing 15%, 35 respondents aged between 25-35years representing 40%, 25 respondents between 35-44 years representing 30% and lastly to respondents aged between 45-60 years representing 15% respectively. This was because, majority of the population in Nakaseke Town Council are aged between 25-34 years of age.

4.1.2 Sex

Table 2: Sex of the respondents

S/No	Particulars	Frequency	Percentage
1	Male	50	62.5%
2	Female	30	37.5%
	Total	80	100%

Source: Primary data

Out of the 100 respondent 50 are Male representing 62.5% and 30 are female representing 37.5 %. The figure shows that the male respondents formed majority of the target population with a total of 50 representing 62.5%, while 30 respondents representing 37.5% were females due to the fact that male respondents are more educated than female.

4.1.4 Educational background

Table 3: Educational background of the respondents

Category	Frequency	Percentage
Masters	2	2.5
Degree	8	10
Diploma	15	18.7
Certificate	25	31.3
Others	30	37.5
Total	80	100

Source: Primary data

It was also necessary for the study to determine the educational levels of the respondents as that could determine whether decentralization policy has led to improved service delivery. Table above presents the data of educational background of respondents where by Masters holders was 2.5%, degree holder was 10%, diploma holder was 18.7%, certificate was 31.3% and respondents with other qualification was 37.7% according to the findings in the table above. This was because the results got were from these respondents who had time to fill the questionnaires as was requested.

4.2 Challenges to the implementation of decentralization policy

Table 5: Challenges facing successful implementation of decentralization policy in Nakaseke Town Council

Category	Frequency	Percentage
Limited finance and funds	25	31.3
Inadequate technical human resource	15	18.7
Corruption	25	31.3
Poor relationship between politicians and technocrats	15	18.7
Total	80	100

Source: Primary data

From the review of the literature of different scholars the challenges facing decentralization policy in Uganda includes, insufficient finance of about 31.3%, inadequate human resource capacity of 18.7%, corruption of about 31.7% and poor relationship between the politicians and the technocrats

18.7% and other. The reason is that the activities and requirements to implement decentralization policies are more and requires enough finances where decentralized governments may fail to raise. Since there was variation in the results as there was slight difference between the results, it indicated that these challenges affect equally the implementation of decentralization policy in the region.

4.3 Finding on effects of Decentralization on service delivery in Nakaseke Town Council

Basing on the literature review of different scholars, decentralization has led to a great improvement in service delivery in Uganda, however the research findings on the impact of decentralization in service delivery in Nakaseke Town Council has been summarized in the table below

Table 6: Summary of findings on the effects of decentralization on service delivery in Nakaseke Town Council

Category	Frequency	Percentage
Education	30	37.5
Health	25	31.25
Agriculture	25	31.25
Total	80	100

Source: Primary data

From the table and figure 6, it can be concluded that the decentralization has led to a large extent improvement in service delivery especially in education sector of about 37.7%, health sector of 31.25% and Agricultural extension of 31.25% where the respondents agreed that there has been improvement in service delivery service especially increasing access to Schools and Health centers where the community are the ones to plan for where to locate this services according to need, however the community members observed the quality of services offered still remains. Findings also revealed there has been improvement in service delivery in agricultural sector as a result of increase in agricultural extension services and community involvement, continuous monitoring, sensitization and training of farmers on the modern methods of farming under NAADS.

4.4 Relationship between decentralization and service delivery in Nakaseke Town Council

Table 7: Findings on relationship between decentralization and service delivery in Nakaseke Town Council

Category	Frequency	Percentage
Yes	50	62.5
No	30	37.5
Total	80	100

Source: Primary data

According to the findings in the table above, there are more respondents, saying that there is relationship between decentralization and service delivery. The percentage was up to

62.5% compared to 3.7.5% for those respondents who said that there is no relationship between decentralization and service delivery. The respondents gave their suggestions on the common contribution of decentralization policies which as well determines the extensive development in all sectors. That without decentralization policies these sectors will develop less.

CHAPTER FIVE:

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter involves a summary, conclusions and recommendations to the key actors in this drive as well as the future strategies. Never the les much effort needs to be put into action if were to see that decentralization policy is to be implemented.

5.1 Summary

5.1.1 Return percentage of questionnaires

Out of the total number of questionnaires distributed 80 were returned representing 87% of the total respondents and they were categorized as follows 20 (7%) technical staffs, 20 (7%) politicians and 40 (73%) the peasant population

5.1.2 Demographic characteristics

Finding on the demographic characteristics of the respondents, it was revealed that majority of the respondents were from age group 25-34 because, majority of the population in Nakaseke Town Council are aged between 25-34 years of age. Out of the 100 respondent 50 were male and 30 are female representing due to the fact that male respondents were more educated than female. It was also necessary for the study to determine the educational levels of the respondents as that could determine whether decentralization policy has led to improved service delivery. Here majority of the respondents had different qualifications from different sectors these took a percentage of 37.7% out of the total number of respondents’.

5.1.3 Challenges facing successful implementation of decentralization policy in Nakaseke Town Council

From the review of the literature of different scholars the challenges facing decentralization policy in Uganda includes, insufficient finance of about 3 1.3%, inadequate human resource capacity of 18.7%, corruption of about 31.7% and poor relationship between the politicians and the technocrats 18.7% and other. The reason is that the activities and requirements to implement decentralization policies are more and requires enough finances where decentralized

governments may fail to raise. Since there was variation in the results as there was slight difference between the results, it indicated that these challenges affect equally the implementation of decentralization policy in the region.

5.1.4 Finding on effects of Decentralization on service delivery in Nakaseke Town Council

From the findings, it was concluded that the decentralization has led to a large extent improvement in service delivery especially in education sector of about 37.7%, health sector of 31.25% and Agricultural extension of 31.25% where the respondents agreed that there has been improvement in service delivery service especially increasing access to Schools and Health centers where the community are the ones to plan for where to locate this services according to need, however the community members observed the quality of services offered still remains. Findings also revealed there has been improvement in service delivery in agricultural sector as a result of increase in agricultural extension services and community involvement under NAADS,

5.1.5 Findings on relationship between decentralization and service delivery in Nakaseke Town Council

According to the findings in the table above, there are more respondents, saying that there is relationship between decentralization and service delivery. The percentage was up to 62.5% compared to 37.5% for those respondents who said that there is no relationship between decentralization and service delivery. The respondents gave their suggestions on the common contribution of decentralization policies which as well determines the extensive development in all sectors. That without decentralization policies these sectors will develop less.

5.2 Conclusions

Basing on the research findings as summarized in the previous section, the researcher reaches the conclusion that the concept of decentralization policy implementation still calls and demands for a great effort and support of all the concerned people but mostly the government. The effort needs to be shared by the key implementers of the programmes under decentralization policy should rise their action.

There is need for government to have wider budget allocation for the problem of decentralization policy through the ministry of local government. From the findings on challenges to the implementation of decentralization of about 38% represents limited finance and funds, the inadequate human resource represents 32%, furthermore corruption represents 18% and lastly the poor relationship between decentralization and technocrats represents 12% respectively and this was all due to insufficient funding by the government. Besides even the money meant for programmes under decentralization policy is always mishandled, however with the elimination of such obstacles, decentralization and service delivery would be successful.

Conclusively the researcher noted that with combination of these factors and strenuous effort from government, stakeholders and the local community would enhance the implementation of Programmes under decentralization policy in Nakaseke Town Council and Uganda in general.

5.3.0 Recommendations

Basing on the findings from the study, the researcher found the following recommendations that were centered to the government and the local community. The recommendations are aimed at curbing down the challenges to the implementations of decentralization policy.

5.3.1 To the Government

There is need for the government to increase its budget that is meant for Local Governments, the current budget need to be adjusted if we are to have policies like decentralization to be implemented. One hindrance has been the inadequate Finance which has limited its coverage, increasing the number of human resource would mean governmental expenditure.

The government needs to prioritize the budget for all sectors like in Education, Health, Agricultural procurements among others because these are great determinants for the performance and existence of the policies. Decentralization policy to large extent has been hindered by the limited Finance.

The government needs to train more human resource so as to have its programmes implemented. This is because the local beneficiaries-staffs ratio has been increasing in the past years hence playing a critical hindrance in decentralization policy.

The government should ensure that there is empowerment of decentralization project committees at both parish and village levels so that there is efficient monitoring of implementation of decentralization policy. Since there is inadequate human resource that contributed to poor follow up on the implementation of decentralization policy at lower levels and in order to allow for effective implementation of policies at all levels of government, civil society and all stakeholders should endeavor to raise awareness about the different policies that exist and how they should be implemented.

There is need for massive awareness rising about the roles and responsibilities of all stakeholders in the decentralization policy. This is because there is general lack of knowledge about decentralization policy and this will greatly change their attitudes. Many people still think that programmes under decentralization policy like UPE, NAADS among others are for NRM programmes. For NRM to continue in power, this will also help them to identify their roles which will make them part and partial of the programme.

5.3.2 To the local community

Basing on the findings from the study that was carried out by the researcher he found out of the following recommendations centered to the local community.

The local communities need to make the implementation of decentralization policy a first priority on their policy agenda because this will try to help improve on the literacy level so as to receive adequate attention from the government.

The local community should be involved in the contribution and soliciting of funds and building materials to support UPE programmes so as to become part and partial of the programmes hence the programme fully implemented.

Furthermore, CBO's in the society that are meant for the uplifting of programmers under decentralization policy should be formed. Perhaps these bodies would be able to identify all these challenges involved in the decentralization policy and work hand in hand at the lowest levels.

5.3.3 To the International community

There is need for the international community to increase its budgets that are directed towards implementation of decentralization policy.

There should be increased monitoring of finance that are donated to the third world countries like Uganda because most countries ended up misusing these finance hence hindering the success of decentralization policy in the country.

5.3.4 To Civil Society Organization

The CSO's should cooperate and work hand in hand with the grass root people through CBO's and the government so as to see the implementation of decentralization policy at local government levels.

CSO's should play a critical role towards helping in lobbying from donors in promoting decentralization policy in order to supplement on the finance because the local government has got inadequate finance for the effective and efficient running of decentralization policy.

More nonprofit making organization should come up so as to see the implementation of decentralization policy. The increased number of organizations that are result oriented would see the success for the implementation of decentralization policy.

They should mobilize the local masses about their roles towards the implementation of decentralization policy. This should greatly help to open their eyes of the masses about the decentralization policy at local government levels.

5.3.5 To the Local Government

There is need for local government to raise complaint about the increase local government budget meant for decentralization policy where the current budget needs to be adjusted if we are to have new programs like NAADS and UPE implemented.

The local government should ensure that there is empowerment in field of Education, Health, Agriculture and Natural Resource committees for all these sectors at parish levels so that there is efficient monitoring of the decentralization policy.

The local government needs to train more civil servants so as to have the decentralization policy implemented. This is because the beneficiary ratio has been increasing in the past years hence playing a critical hindrance in the decentralization policy.

There is need for massive awareness rising the role and responsibilities of all stakeholders in the decentralization policy. This is there is general lack of knowledge about decentralization programs and this will greatly change their attitudes. This will also help them identify their roles which makes them part and partial of the decentralization programs.

5.3.6 General Recommendations

There is need for all the above mentioned stakeholders like the government, local government, international community, local community and CSO's to work hand in hand with all the concerned authorities so as to see success in decentralization policy since its implementation still calls for and demands for a greater combined effort of all concerned authorities.

5.3.7 Areas for further researcher

There is need to carry out more situational analysis as far as the implementation of decentralization policy is concerned in the district. With this, need to find out the obstacles hindering the implementation of policy and find out the measures of how to curb down.

Most programmes like UPE, NAADS have to small extent failed out due to having not understood the failures of the programmes under decentralization policy.

There is need for the implementers and key actors of the programmes to set up wider budgets for all the programmes under decentralization policy so as to see that in the nearby future programmes under decentralization policy becomes a successful programme.

Never the less there is need for the government to educate the local communities about the in importance of the policy or else many would continue to fail due to lack of assurance of masses and sensitize the masses about the benefits of the policy to these in need.

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APPENDIX I: QUESTIONNAIRES

I am a student from Kampala international University pursuing a degree in Development studies. In our final year we are required to carry out research on a topic of your own choice; my topic is about the effectiveness of Decentralization towards Service Delivery in Kampala District of Kampala district. Here is therefore a designed questionnaire which will help to gather the data required for my topic. I solemnly request you to respond to the following questions appropriately thanks.

A Questionnaire .for the councilors

- 1) According your own understanding, how can you describe Decentralization?
.....
- 2) To what extent has it led to developments in Uganda since 1980s?
.....
- 3) Identify the key areas where decentralization has played an effective contribution towards development?
.....
- 4) In brief what can be the comparisons and differences between the central and local governments?
.....
- 5) As district leaders what have you done to facilitate development in Kampala District?
.....

A Questionnaire for residents in Kampala District

- 1) How can you comment on the future where decentralization is involved? Will there be effective achievement?
.....
- 2) If yes, why and how do you think this can lead to great achievement?
.....
- .
If no, why?

-
- 3) What advice would you give to the local communities on decentralization to be effective especially for people at the local level?
.....
 - 4) In your point of view, what would be the best means of reacting to corrupt officials who hinder development?
.....
 - 5) Which advice or comment you want to pass to the government concerning with such officials?
.....
 - 6) What is the contribution of decentralization towards the development of deferent sectors in Uganda?
.....
 - 7) Examinee the relationship between Decentralization policy and economic development in Uganda?
.....

Questionnaires for the political and community leaders in Kampala District

- 1) Do you support the decentralization system of governance?
.....
- 2) If yes how effective is it in soliciting development towards Kampala District?
.....
- 3) What would be your personal views towards decentralization?
.....
- 4) What is the contribution of your sector has contributed to the growth and development?
.....
- 5) Identify the factors that may contribute to the distribution of decentralization policy in your country and.

.....
6) How effective is decentralization in your region?

.....
7) What do you think would be the best means of communication for both local leaders and government the president to effectively develop Kampala district as one of the biggest industrial regions in Uganda?
.....

APPENDIX II: BUDGET ESTIMATES

Items	Quantity	Amount (Ug.shs)
Dozen of pens	12	7,000
Flash and compact disks	2	31,000
Typing and printing		50,000
Research assistant	1	100,000
Others		30,000
Total		218,000

APPENDIX III: THE WORK PLAN

ACTIVITY	PERIOD				
	May	May	June	June	July
Writing the topic					
Looking for resources of data					
Writing the proposal					
Submitting the proposal for the first time					
Submission of the proposal for the second time					
Submission of he dissertation					
Submission of final report					