DECISION MAKING AND SERVICE DELIVERY IN LOCAL GOVERNMENT.

A CASE STUDY OF BUVUMA DISTRICT
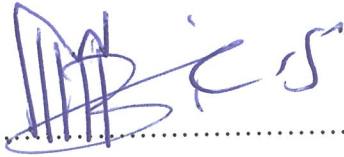
BY

GWAAKA BRIAN

BPA/463ö3/151/DU

A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES AND SOCIAL
SCIENCE IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF
A BACHELORS DEGREE IN PUBLI ADMINISTRATION OF KAMPALA
INTERNATIONAL UNIVERSITY

OCTOE R, 2018

DECLARATION A

I,Gwaaka Brian the undersigned, declare that this is my original work and has never been submitted for any award of degree or any other qualification in any university. Any material which is not my original work, the authors have been acknowledged.

Signed: .... Date: 22nd - 10 - 2018

GWAAKA BRIAN

DECLARATION B

I, Katunguka Aaron the undersigned, declare that this is work carried out by Gwaaka Brian and is ready to be submitted for award of degree in Kampala International University.

Signature:................................   Date...22/10/2018.

MR. KATUNGUKA AARON

APPROVAL

This is to certify that this research Report has been submitted to the University Board of examiners with my approval as the candidate's University Supervisor.

Signature:.. Date........22/10/2018.

MR. KATUNGUKA AARON

(University Supervisor)

DEDICATION

I dedicate this dissertation to my parents; my mother Nampiina Miily, Nakaziba Proscoviaand my father Batuli Christopherfor enhancing discipline and up bringing me all through my academics. With all the pleasure I dedicate this dissertation to my Sister Nagaabwe Annet and Buuza Cissy for their support and in term of physical financial and moral support as well. I also dedicate this dissertation to my brother in- lawKisame Shafique for the love and support he showed me towards the accomplishment of my academics.

ACKNOWLEDGEMENT

ABSTRACT

The study examined decision making and service delivery in local government (Buvuma DistrictIt has also been observed that rural people continue to live under appalling conditions characterized by poor road networks, unhygienic water supply and poor or lack of electricity and other challenges. The study therefore was guided by the following objectives; to examine the relationship between decision making on social services delivery,to assess the impact of government effectiveness on social service delivery, to find the government structure on overall social service delivery in Buvuma local government, Uganda.

Methodology:The study adopted a case study and descriptive design. The design was chosen because it allowed comparison/probing of several variable/questions at the same time. a sample size of 127 in the analysis of the Morgan's table.

Findings:The employees are encouraged to th k independently in the course of carrying out their duties with a mean of 3.52; decision is empowered to offer services to the best of their ability given a mean of 3.39. The entire local government pulls towards a common goal encouraged by its decision making and mission (4.07); there is greater accountability for end results within the Buvuma (M =4.02)

Conclusion and Recommendation: Government should recruit employee staff in all departments so as to improve the standards and reduce on the corruption rates and improve service delivery.

7

TABLE OF CONTENTS

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 Introduction

The study examined the decision making and service delivery in local government (Buvuma District).The chapter presented the introduction, background of the study, the problem statement which is an overview on decision making on service delivery in local government with a case study of Buvuma; it also presented the objectives of the study, justification of the study, general objectives of the study and a conceptual frame illustrating the relationship between variables.

1.1 Background of the study

1.1.1 Historical perspective

In 1994, with the approval of a new reform tool for the health sector, decentralization was once again used as a strategic line for the reform, proposing the consolidation of the process in states that were already decentralized, and extending it to non-decentralized states. In this second phase of the health system's restructuring process, new changes in financing policies were set forth, directed towards exploring financing mechanisms to generate new financing alternatives with local resources for the production of health services. In other words, the second phase of decentralization constituted one of the fundamental strategies of the 2001-2006 National Development Plan. So, as in most Latin American countries, a proposal was made to generate new social participation mechanisms, as well as political and financial management strategies that would allow for a greater independence at state and municipal levels in the production as well as the financing of services.

Global governance failures and incongruence has significant contributed to the onset of the Great Recession, insufficient delivery of social services eventually leading to decline in the overall welfare (Ahmed &Eje, 2015). In Buvuma, the abduction of the Buvuma girls is viewed by policy analysts as a sign of governance failure which also resulted into an Inability of Rescue.

A number of countries like Kenya, Nigeria adopting and promoting policies for service delivery began to increase especially during the 1990s. By shifting the point of service provision from the central government to local governments, it causes significant changes in the budget allocations as well as service provision (Morgan, 2004).

In Uganda the management practices that bureaucrats operate under tell how much the quantity and quality of services that will be delivered in a country. It also suggests a series of shifts of emphasis in the way in which the public sector should be organized and managed to meet the new challenges of service delivery (Ejumudo, 2010). However, the state of social services is poor since elements of improper governance like corruption pose a significant threat to the development of form for public services like hospitals and schools through their relentless threats (Heise et.al, 2002).That could be properly addressed by developing a strong and proper governments that would also minimize other government deficiencies like corruption eventually ensuring a novel flow of the services.Leadership refers to the action of leading a group of people or an organization in an effective way so as to bring about political stability in the country (Dunning, 2005). Political Stability and Absence of violence/terrorism entails perceptions of the likelihood of political instability brought about by poor leadership.

1.1.2 Theoretical perspectives

This study will be guided by Social exchange theory by George Homans(1958) andDynamic Theory of service Management adopted by (Parasuraman, Zeithamel, 1985), proposed a causal loop theory to capture the major characteristics of service management. He explains that the structure and the behavior of the participants can cause the "service jungle". Each of the hypothesized causal links has evidence from case studies and from the literature. The model integrates the attributes of services like intangibility and inseparability. The theory is significant in the way the theory provides some light regarding the unexpected terrorism attacks, it never explains why these activities are often inconsistent.

1.1.3 Conceptual perspective

The study took on two variables that is decision making as independent variable and services delivery as dependent variable. Social service Delivery refers to the provision of social Benefits

and facilities such as education, food subsidies, health care, and subsidized housing by a government to improve the life and living conditions of the children, disabled, the elderly, and the poor in the national (Folsom etal., 2003). Globally and in Africa, governments often provide social services since the private sector would be inefficient at providing them due to profit motive (Gupta, 2005). However, the role of the Buvuma local has been curtailed by years of poor governance due to insurgencies by the Boko Haram Militants. These challenges could be addressed by bilateral agreements and regulatory reform (Boyle et al., 2011). In contrary to the above statements decision making influences through Accountability, Transparency, Equity, Resource efficiency, Performance, management and Communication with stake holders which all significance affects the service delivery in terms of Education, Health, Transportation, Electricity power and Water supply to the community and society of Buvuma local government.

1.1.4 Contextual perspective

In 1990s Buvuma had only one local government that sensitize on service delivery. However, service delivery in Buvumalocal government achieved is of less to the community. This reveals the level of health services delivery under decision making strategy (Buvumalocal government Development Framework, 2011). Whereas decision making was implemented in Buvuma to bring about better service delivery, Buvuma Framework (2011) revealed that there was very poor and deplorable service delivery in Buvuma. In rural areas, many people are reported not to have sufficient health care.Government effectiveness refers to different perceptions of quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies subsequently resulting into poor SSD (Harms, 2002).

1.2 Statement of the problem

Local Government in modern day life is responsible for delivering basic services to its local communities in faster, easier and more efficient manner.As mentioned above, service delivery failures resulted from the break-down of the relationship between citizens, policy makers and service providers. Thus, continuous protest reports raised questions about the level of community

participation in decision-making on issues affecting service delivery and their general understanding of responsibilities of various spheres of government.

In Uganda, the impact has been felt in a similar manner especially in Buvuma local government Eastern region, following the immense atrocities, crimes, grave government incompetency. The nationwide service delivery protest marches and demonstrations, at times marked by violence and destruction of property, have had a negative impact on service delivery, and infrastructural and economic development. It has also been observed that rural people continue to live under appalling conditions characterized by poor road networks, unhygienic water supply and poor or lack of electricity and other challenges. The gap in previously done studies on the subject is that they often present the role of public governance on SSD at an aggregate level making it hard to investigate the effects of other silent factors like financial management on overall service delivery.

1.3 Purpose of the study

This research examineddecision making on service delivery in local government with a case study of Buvuma.

1.4 Specific Objectives

i. To examine how leadership affects social services delivery in Buvuma local government, Uganda.
ii. To assess how government effectiveness affects social service delivery in Buvuma local government, Uganda.
iii. To determine how government structure affect social service delivery in Buvuma local government, Uganda.

1.5 Research Questions

i. How does leadership affect social services delivery in Buvuma local government, Uganda?

ii. How government effectiveness does affects social service delivery in Buvuma local government, Uganda?

iii. How does government structure affectssocial service delivery in Buvuma local government, Uganda?

1.6 Scope of the Study

1.6.1 Geographical Scope

The study was covered from Buvuma District a district in the Central Region of Uganda. The district is coterminous with the Buvuma Islands archipelago in Lake Victoria and does not have territory on mainland. Buvuma District is bordered by Jinja District to the north, Mayuge District to the east, Tanzania to the south, and Buikwe District to the west and northwest. Buvuma District is made up of 52 scattered islands in the northern part of Lake Victoria. The largest island is called Buvuma, the name adopted by the new district, which was created by Act of Parliament on 1 July 2010. Before that, it was part of Mukono District. Administratively, the district is subdivided into nine administrative units.The population of Buvuma District was estimated at 42,500. In the 2014 National Population and Housing Census, the population stood at 89,890

1.6.2 Theoretical scope

The study adoptedtwo theories Social exchange theory by George Homans(1958): Dynamic Theory of service Management adopted by (Parasuraman, Zeithamel, 1985), proposed a causal loop theory to capture the major characteristics of service management. He explains that the structure and the behaviour of the participants can cause the "service jungle".

1.6.3 Content scope

The observed two variables that is decision making as independent variable and services delivery as dependent variable. In this content the study examined the extent to which decision making enhances service delivery in Buvuma District.

1.6.4 Time scope

The study looked at decision making on service delivery in local government with a case study of Buvumain Eastern regionUganda taking the period of 2010 to 2015. The reason being that in this period the levels of corruption and mismanagement of funds have greatly affected the overall functioning of the local government limiting the provision of social service delivery. The study will take a duration of April 2018to May 2018 which will be enough to generate findings for meaning conclusions.

1.7 Significance of the Study

i. To policy makers; the study will be significant in developing representative governments that are subject to checks and balances for equitability, accountancy and elimination of corruption in governance.

ii. To community, it will be significant in way that it will enhance knowledge and recommendations for self-awareness and enlightenment on the rights of the citizens. This study will create awareness in the community regarding incongruence in the level of governance in the state which could also be inference for the entire state and country.

iii. To academic the work will provide comprehensive baseline data relevant for decision making, it will also generate new theories related to the relationship between governance and SSD that can also be applied in further studies.

1.8 Operational Definitions

Social service Delivery refers to the provision of social Benefits and facilities such as education, food subsidies, health care, and subsidized housing by a government to improve the life and living conditions of the children, disabled, the elderly, and the poor in the national (Folsom etal., 2003).

Decision-making: this involves the selection of a course of action from among two or more possible alternatives in order to arrive at a solution for a given problem.

Public officials: is anyone in a position of official authority that is conferred by a state, i.e. someone who holds a legislative, administrative, or judicial position of any kind, whether appointed or elected.

Delivery: Delivery is defined by the World Book Dictionary (1996: 551) as an act of carrying and giving out something or giving up; handover. In this study delivery is understood to be the manner in which services can be taken to the people or users. It refers to service provision and or service availability

Service: This refers to a system supplying a public need such as roads, transport, communications, refuse collection, etc. or utilities such as, electricity and water.

Financial management refers to the efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the government. Financial mismanagement is the abuse of entrusted funds for private gain culminating into corruption. Control of corruption captures perceptions of the extent to which public power and will ensure provision of SSDs (Heaton, J.B., 2002).

Government effectiveness refers to different perceptions of quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies subsequently resulting into poor SSD (Harms, 2002).

Structure refers to the typical hierarchical arrangement of lines of authority, communications, rights and duties of an organization (MacDonald, 2008). Organizational structure determines how the roles and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management to ensure a novel provision of SSDs.

1.9 Conceptual Frame Work

Figure 1.9: Showing the relationship between decision making and service delivery

```
┌─────────────────────────────┐
│  INDEPENDENT                │
└─────────────────────────────┘
┌─────────────────────────┐
│  DECISION MAKING        │
└─────────────────────────┘
┌──────────────────────────┐
│       Leadership         │
│  ◦ Accountability        │
│  ◦ Transparency          │
│  ◦ Equity                │
└──────────────────────────┘          ┌─────────────────────────┐
                                       │   DEPENDENT             │
┌──────────────────────────┐          └─────────────────────────┘
│  Government              │          ┌──────────────────────────────┐
│  Effectiveness          │          │   SOCIAL SERVICE DELIVERY    │
│  ◦ Infrastructure        │          │                              │
│  ◦ Resource efficiency   │  ──────► │   ◦ Education                │
│  ◦ Performance           │          │   ◦ Health                   │
└──────────────────────────┘          │   ◦ Transportation           │
                                       │   ◦ Electricity power        │
┌──────────────────────────┐          │   ◦ Water                    │
│      Structure           │          └──────────────────────────────┘
│  ◦ Financial             │
│    management.           │
│  ◦ Communication         │
│    with stake holders    │
│  ◦ Roles and             │
│    responsibilities.     │
└──────────────────────────┘
                    ┌─────────────────────────┐
                    │  INTERVENING            │
                    └─────────────────────────┘
                    ┌──────────────────────────┐
                    │   ◦ Corruption           │
                    │   ◦ Psychological        │
                    │     manipulation         │
                    │   ◦ Violence             │
                    │   ◦ Threats              │
                    └──────────────────────────┘
```

The conceptual Framework illustrates the independent and dependent variables whereby public governance includes attributes like leadership, government effectiveness and structure reflecting the independent variables. Social service delivery dependent variable all including provision schools, hospitals, roads, market, electricity power and provision of water source.All the three elements of decision making are believed to have a relationship between decision making and service delivery. In addition the frame work shows that there are interveningvariables such as corruption, Psychological;these may compete in explaining the relationshipbetween independent variables and dependent variables.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review section reviewed available information and documents related to public sector governance and social service delivery in previously done studies. The literature review details any possible gaps that may be apparent in such studies so that this study generates better information regarding the topic.

2.1 Theoretical Review

2.1.1 Social Exchange Theory

Social exchange theory was developed in 1958 by the sociologist George Homans with the publication of his work Social Behavior as Exchange. He defined social exchange as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons (Cook, 2013).

Social exchange theory explains the social change and stability as a process of negotiated exchanges between parties. Social exchange theory posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. The theory has roots in economics, psychology and sociology. Social exchange theory features many of the main assumptions found in rational choice theory and structuralism (Cook, 2013).

The improper governance in most parts of Uganda including Buvuma is an impediment to the provision of social services as it alters the equilibrium of social delivery within the society.

2.1.2 Dynamic Theory of service Management

Dynamic Theory of service Management adopted by (Parasuraman, Zeithamel, 1985), proposed a causal loop theory to capture the major characteristics of service management. He explains

thatthe structure and the behavior of the participants can cause the "service jungle". Each of the hypothesized causal links has evidence from case studies and from the literature.

2.2 Related Literature

2.2.1 Decision Making

Decision-making is an integral part of modern management. Essentially, Rational or sound decision making is taken as primary function of management. Every manager takes hundreds and hundreds of decisions subconsciously or consciously making it as the key component in the role of a manager. Decisions play important roles as they determine both organizational and managerial activities (Berry et.al, 2003). A decision can be defined as a course of action purposely chosen from a set of alternatives to achieve organizational or managerial objectives or goals. Decision making process is continuous and indispensable component of managing any organization or business activities. Decisions are made to sustain the activities of all business activities and organizational functioning.

Decisions are made at every level of management to ensure organizational or business goals are achieved. Further, the decisions make up one of core functional values that every organization adopts and implements to ensure optimum growth and drivability in terms of services and or products offered.

Leadership: The delivery of basic services is a central task of poverty reduction. Historically, strategies to improve service delivery have typically emphasized the central role of the state and leadership in financing, providing, and regulating services (Berry et.al, 2003). The state bears the legal responsibility to ensure that the fundamental human rights to security, education, and healthcare are realized. However, improper governance in Buvuma has curtailed access to adequate medical and mental health services to victims of abduction and other violence (Danis and Lockhart, 2003).

Debates on the role of poor leadership and governance on SSD highlight that it inhibits the development of proper services since the leaders do not possess the incentives to fulfill their roles as leaders (Muscati, 2014). The problems associated with poor leadership have for instance

11

insecurity have inhibited the rights to education and health yet these are enshrined in both the International Covenant on Economic, Social and Cultural Rights, CRC and Convention on the Rights of Persons with Disabilities (Muscati, 2014).However, the high level of corruption could also be sited a possible cause of poor services since state money if often directed to other unintended activities by unscrupulous individuals.

The major challenge to provision of these services is that the public tends to perceive all leaders as corrupt and thus do not demand these social services because they believe that it will be useless asking from corrupt leaders. Seeking help can be a difficult process since the public has to approach or wait for other agencies to help in providing the required services an activity that may be longer than usual. Services should be easily accessible and widely known. It is the task of society to offer help to the survivors and not the survivor's task to search for or sometimes even struggle to find help (Russo and Pirlott, 2006).The gap in the previously done research is that is no clear identification of all the inadequacies or glitches in leadership and its overall influence on overall SSD. Most of these studies mainly consider corruption and funds misappropriation as the main deficiency of the government yet it is not the only factor. The impact is that the other forms of poor leadership like dictatorship and nepotism are either not or less documented in most of the similar studies. The study will thus investigate the extent to which those undocumented forms of improper leadership can have an effect on social service delivery.

Northouse (2004) concluded that "there are almost as many different definitions of leadership as there are people who have tried to define it". Leadership is defined as "a process by which an individual influences a group of individuals to achieve common goals". The term followers will be used to describe those whom the leader is attempting to influence. The term subordinates is often used in organizational settings, but the term followers suggests that leaders can be in any role or position, and a bureaucratic hierarchy is not necessarily implied.

According to Gill (2006), shared leadership is characterized by the quality of interactions rather than hierarchical level; team problem solving; "conversation rather than instructions, shared values, and beliefs"; and "honesty and a desire for the common good".

Leadership can be observed at several levels: groups, teams, programs, agencies, communities, societies/countries, and even worldwide (e.g., international affairs). The focus here will be on program/agency leadership: organizational leadership for organizational performance.

Another important aspect of the leadership context in the human services is the growing emphasis on evidence-based practice (McNeece&Thyer, 2004). This plays out in two ways in a discussion of leadership. First, in its traditional usage, evidence-based methods should be used by leaders in the design and implementation of the programs of their agencies. Second, evidence-based practice principles can be used in assessing the theories, models, and practice guidelines for leadership. The newly emerging field of evidence-based management is an example of this application (Pfeffer& Sutton, 2006; Rousseau, 2006).When leadership models and principles are discussed below, the relevant empirical literature will be cited wherever possible.

Effective leadership is likely to be even more essential in the future to facilitate the growth and adaptation of human services organizations in the constant challenge to improve performance. This will require not only individual leadership development, but also greater attention to teaching leadership in schools of social work and to others preparing human services managers. Finally, as was noted above, there is not extensive coverage of leadership in the human services lit- erature.

2.2.2 Government effectiveness and Social service delivery

In order to re-focus public service efforts for delivery of quality outputs there is need to reduce wastage, laxity, and limited responsiveness. Furthermore, the government holds Accounting Officers, including Chief Administrative Officers personally responsible for the delivery of performance targets, once funding has been made available to them (West, 2004). Additionally, the government Implements performance contracts for top civil servants up to the level of Heads of Departments to strengthen performance management and enhance transparency and accountability (Osborne, 1993). All this is achieved through putting in place the right infrastructure to support social service delivery and the state level an in Buvuma.

Debates claim although ineffectiveness in government, poor performance of government organs could be the cause of poor governance, is the main cause of poor development of the SSDs in

this area, the inability of the government to bring about good and effective governance for its citizens (Chun et al., 2010). They argue that collaboration with the ministries of Public Service, Works and Transport and the Public Procurement and Disposal of Assets (PPDA) Authority to improve service delivery in the country, state and Buvuma. However, effectiveness in government delivery and SSD has not often been misinterpreted as overall related to SSD yet their other elements and constructs in that variable that are directly related to SSD.

UNDP (2006:78), stated that lack of services and insufficient operating environment have a direct influence on people's demands for much needed services and amenities. For instance, the more the distance to access services the less the demand for such services. In other words, poor service provision and lack of necessary infrastructures have negative implications on the people's way of life at grassroots level. Poor rural communities might find it not easy to access medical facilities, send their children to schools, and even to buy the necessary foodstuff.

Katorobo (2007:257), posited that understanding the scope and context of the term service delivery allows public institutions to focus on "what the sub-national government intends or plans to provide, and what the citizens expect to get in terms of the quantity and quality of services rendered". Moreover, Katorobo (2007:257), suggested that a good approach in the provision of services increases the capacity of public sectors to deliver services as per demands and needs of people. In this regard, the effect of services being provided should be measured to important and well-designed measuring methods to improve the delivery process. Measuring methods includes citizen surveys and polls. In fact, this points to the purpose of this study which is to determine the nature and the extent to which governance practices in Namibia impact service delivery especially at sub-national levels.

In this study, it is argued that service deliver particularly at sub-national levels in Namibia requires public officials to pay special attention to deliverance of essential services. The provision of potable water, health, education, electricity and ensuring food security especially at grassroots level are critical. In essence, this advances social and economic development, and eventually increases Namibia's chances of achieving the 2030 dream. In respect of public service delivery in Namibia, Government of Republic of Namibia (2012:40) indicates that the

following strategies and actions were pursued to promote service delivery and accordingly realize the Fourth National Development Plan (NDP4). For instance, the government:

To put it simply, the Government of Namibia (2012:40) makes it clear that the objective of this public sector organization is to provide "effective, efficient and economically sound service delivery to the citizens of a country". It promotes the welfare of the society in general, and more importantly, it builds capacity and competences of those entrusted with public authority to effectively and prudently utilize public resources in sustainable manner.

Local government is tasked with the responsibility of providing infrastructure and services that are an essential component of social and economic development. These services include water, sanitation, roads, storm-water drainage, refuse collection and electricity. They form the basis for everything and are important for human survival and rural development. Levels of service provision may vary in different locations based on sustainability and affordability of service to be provided (The White Paper on Local Government, 1998).

These services have a direct and immediate effect on the quality of the lives of the people in the community. Poor quality of water provided and irregular refuse collection will result in unhealthy and unsafe living conditions. It also makes it difficult to attract businesses and thus limits job creation opportunities in the area. At the launch of the Comprehensive Rural Development Program in August 17, 2009, the President of the Republic of South Africa emphasized that being born in the rural areas or the countryside should not condemn people to a life of poverty and underdevelopment and that rural people also have a right to basic necessities (Architect Africa, 2009).

The reform of municipal government places organs of local government in a central role in integrating program to achieve synergistic rural development. Although many municipalities need assistance and guidance to develop capacity, their roles are clearly established. They are required to clearly identify local development needs and opportunities and to plan to respond to these. They must align their budgets to achieve their planned objectives (Government Communications and Information System (GCIS), 2000). They should satisfy the core lesson learnt from international experiences as decentralized and accountable entities managing

participatory planning and implementation processes. The study therefore intends unpacking forms of services that has provided for the people, particularly rural communities, finding out what is in the pipeline, and also finding out about which future plans are known to the community.

The major challenge facing thwarting government effectiveness and SSD is that the Chief Administrative Officers personally responsible for the delivery of performance targets, once funding has been made available to them. Contracts are awarded to top civil servants up to the level of Heads of Departments to strengthen performance management and enhance transparency and accountability. Governments often enforce government procurement, against which mis-procurement will occur if reserve prices are not met (Nutley, Davies and Smith, 2000). The gap is that the overly government involvement in the overall service delivery often wrongly portrays the government as largely ineffective since everything is concentrated in the hands of the leaders. The impact is that it portrays the government as largely ineffective in providing too much needed social services to the populace (Barrett and Fudge, 1981).

2.2.3 Structure and Social service delivery

The overall government structure has got a long debilitating and interesting relationship with the overall level of SSD delivery in any given country since it determines the overall service delivery, financial management of public funds and all the roles and responsibilities of the government arms. The other basic services such as Water, Electricity, Fire and Emergency, Police and even housing are not the responsibility of the Local Authority and therefore not under its control Governments have all along struggled to develop well elaborated structures that would also enable them communicate effectively with their stakeholders that they normally pattern with to ensure effective service delivery (Benton, 2002). In Buvuma, the effectiveness in the government structures to ensure proper service delivery often due to years of conflict or high expectations from the public has significantly influenced the overall level of service delivery in the country (Maglio et al., 2006).

Debates argue that the relationship between government structure and SSD exists but not very strong to influence overall service delivery but a discussion of effects like corruption in overall

service paints the picture of the role in poor governance the delivery of service. The citizens understand Local Government to have particular responsibilities, which they further use to measure the performance of that particular Local Authority. The focus of people is mainly on the visual services that the Local Authority has to provide (Williams, 1980). These include the construction and maintenance of roads, waste collection and disposal, bush clearing, provision of streetlights. However such arguments are often cut short by the fact that ineffective government structure like bureaucracy but not the structures themselves have got an effect on the overall service delivery but not the structures themselve (Brown et al., 2008).

The challenge facing structure and SSD is that the country is also faced by the lack of information for effective service delivery. For example there is no clear data on the number of children in each urban area (Alter, 1990). This would help the Local Authorities take decisions on the provision of recreational facilities. At the moment these facilities are provided on an ad-hoc basis with no clear guidelines. The gap is that most studies mainly concentrate on the inadequacies of funds allocation as a flaw in other components like roles and responsibilities which is the main concern of this study. The impact of such mis information is that the concerned authorities are sometimes indifferent of confused about the most touching.

Effectiveness is central to addressing societal needs and aspirations. It is argued that government institutions can only deliver inclusive services if they are effective in their approach. The resources appropriated to public institutions should be utilised to maximum in order to ensure that all citizens benefit from government-led services. Mandl, Dierx and Ilzkovitz (2008:3) explain that, "effectiveness relates the input or the output to the final objectives to be achieved, that is, the outcome". They further argued that effectiveness in achieving specific objectives is determined by the resources utilised to attain such goals. The outcome referred to above is associated with, and linked to multiple environmental factors. In this regard, this study acknowledged that the term effectiveness might not be easy to assess in terms of governance and service delivery because the final outcomes are influenced by political choice

2.3 Relationship between decision making and services delivery

Decision making is related to leadership where by the importance of personal values as a component of leadership is part of several of the models of leadership discussed here. While values represent concepts or principles that are considered to be valuable or important, ethics include behavioral guidelines for operationalizing values. The leader's role in developing and encouraging the use of shared values in the organization is worth special emphasis. According to Gill (2006), "creating a sense of shared core values that support the organization's vision, mission and strategies requires their integration into every policy, procedure and process concerning employees: recruitment and selection, performance and management appraisal, training and development, promotion and rewards". A homeless shelter used a process to develop shared organizational values (Packard, 2001), which were built into organizational processes, as Gill suggested. Organizational culture, discussed above, is a useful medium through which to share and disseminate organizational values.

2.4 Research Gap

The gap in the previously done research is that is no clear identification of all the inadequacies or glitches in leadership and its overall influence on overall SSD. Most of these studies mainly consider corruption and funds misappropriation as the main deficiency of the government yet it is not the only factor.

Government effectiveness faces a challenge that the Chief Administrative Officers tend to be personally responsible for the delivery of performance targets, once funding has been made available to them. Thus the overly government involvement in the overall service delivery often wrongly portrays the government as largely ineffective since everything is concentrated in the hands of the leaders. The gap is that the overly government involvement in the overall service delivery often wrongly portrays the government as largely ineffective since everything is concentrated in the hands of the leaders.

Structure on SSD tends to be hindered by a perpetual lack of information to be utilized for proper and effective service delivery. This information would have helped the Local Authorities take decisions regarding provision of recreational facilities. For example there is no clear data on the

number of children in each urban area (Alter, 1990).The existing Community Committees and Youth Associations would be of great help in this regard. The gap is that most studies mainly concentrate on the inadequacies of funds allocation as a flaw in other components like roles and responsibilities which is the main concern of this study.

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methodology used in undertaking the study on decision making on service delivery in local government with a case study of Buvuma. The methodology covers the Research design, study population, sample size and sampling designs, sources of data, data collection methods, data analysis techniques and limitations in the study process.

3.1 Research Design

The study adopted a descriptive design using a sample selected from Buvuma. A case study design is one of the methods of research where the researcher concentrates on a given area/sampling area whose results are inference the entire population (Baxter & Jack, 2008). The design was chosen because it allowed comparison/probing of several variable/questions at the same time. It was carried out in different factors of governance and service delivery with matters regarding the topic of the research. The descriptive design is for observation of attitudes and behavior of respondents without influencing it in any way.

The research approach was mainly a qualitative method for investigating the relationship between the variables in study. The qualitative approach was used to describe analysis and interpretation of attitudes and opinions from close ended questions. The qualitative method enables an in-depth information on the public sector governance and social service delivery in Uganda (Mugenda, 2003).

3.2 Population of the study

The sample size for the study was determined by the morgan's table for the analysis (see Appendix VII). The formula takes into account the amount of error that can be tolerated by the study; the aim is to maintain sufficient scientific rigor, reduce sampling errors and increase the possibility of drawing generalizations from the findings as stated below.

Category	Frequency
Respondents	97
Key informants	15
Focused group discussion	15
Total	**127**

Source: Buvuma Local government_ Eastern Region

Therefore, a total of 127 in the analysis of the Morgan's table were from 190 as a number of respondents to be surveyed, interviewed and be involved in focused discussion groups (FGDs). This was arrived at after conducting a pilot study at the district headquarters to0 establish the sampling frames that were up to date. This list was got from the office of the chief administrative officer.

3.4 Sampling technique

Different sampling strategies were employed. Specifically,simple random sampling was used and it refers to any sampling method that has the following properties. The population consists of N objects. The sample consists of n objects. If all possible samples of n objects are equally likely to occur, the sampling method is called simple random sampling. The method is important because it offers equal chance to every unit in the population. That also minimized any possible instances of bias that would arise if the non-probability sampling methods are applied (Mugenda, 2003). Purposive sampling is a non-probability sampling method that is characterized by a deliberate effort to gain representative samples by including groups or typical areas in a sample. (Amin, 2005) The main advantage of purposive samp ing is that the researcher can reach a targeted sample quickly.

3.5 Source ofData

The data source refers to the different avenues that are used to collect data from in any given data collection of research process. They include both the primary and secondary data sources.

3.5.1 Primary Data Sources

Primary data refers to the data collected directly from the field. The primary data was collected from respondents of the local leaders, ministry of local government of Buvuma using interview guides to obtain perceptions of the respondents. It was important because it provided firsthand information regarding the scenario at hand (Baxter & Jack, 2008).

3.5.2 Secondary Data Sources

Secondary data refers to that data collected from trusted sources other than the field for instance government records or published journals (Amin, 2005). This is because the type of data sources was original and collected specifically for the study. Secondary data was collected using sources like magazines, newsletters, Journals and the internet.

3.6 Data Collection Instruments

Two instruments were used for data collection i.e. the questionnaire and interview guide. Questionnaire were used to collect data form all respondents while interviews were used as supplements. The anonymous nature of the questionnaire allowed respondents to fill free to express their inner beliefs and perceptions. The questions on the two variable, decision making and service delivery were standardized.

3.6.1 Interviews

An interview is a formal meeting in which one or more persons question, consult, or evaluate another person. The interview helped in understanding the meaning of what the interviewees say. The interview method was used to collect key information about key personnel involved in issues to do with Buvuma Local leaders and ministry of local government. The respondents were asked questions to illicit opinions on the subject matter. The study collected data from face to face interactions with the respondents that are selected in the study. The processes of capturing the data involved writing notes while the interviewee is talking. The interviews were designed from the variables. They are 14 questions for the interview.

3.7 Validity and reliability of research instruments

3.7.1 Validity

Validity refers to how well a test measures what it is purported to measure. Validity. In its purest sense, this refers to how well a scientific test o piece of research actually measures what it sets out to, or how well it reflects the reality it claims to represent. Validity is the approximate truth about inferences regarding cause-effect or causal relationships. The validity of the questionnaire will be studied using the content validity ratio formula given by:

$$CVI = \frac{Relevent\ items\ by\ all\ judges\ as\ suitable}{Total\ number\ of\ items\ judged}$$

For valid results, the CVI has to be greater than 0.7 (Amin, 2005)

3.7.2 Reliability

Reliability refers to the degree to which an asse ment tool produces stable and consistent results (Amin, 2005).To ensure this the researcher ensured that the inter-rater reliability (IRR) was used to measure the consistency of the research instruments through the use of two experts to gauge the extent to which each instrument was measured what it is meant to measure.

3.8 Data Processing and Analysis

3.8.1 Qualitative Style of Data Analysis

Qualitative Data Analysis is the range of processes and procedures where one moves from the qualitative data that have been collected into some form of explanation, understanding or interpretation of the people and situations that the researcher is investigating. Qualitative data from interviews is reviewed thorough sorting and editing in order to foster analysis using the computer. The data collected from the data collection exercise was analyzed using NVIVO data analysis software. Nvivowas used predominantly by researcher's it has been designed for qualitative research working with rich based information and it also helps in accuracy of data.

3.8.2 Research Procedures

Upon approval of the proposal, the researcher will use the special focus group interviews with approved questions for conducting the data collecting exercise. These will be asked questions initially designed, tested and approved by the supervisor to achieve the research objectives stated in the study. The main instruments to use in this research are the interview questions that will be self-administered to each respondent selected for inclusion in the study (Amin, 2005).

3.8.3 Research Ethics

Research ethics involved the application of fundamental ethical principles to a variety of topics involving research, including scientific research (Diener and Crandall, 1978). The researcher took responsibility to ensure that the respondents were told about the value of the study being investigated. The study enabled respondents to positively appreciate their contribution as participants in the study (Mugenda, 2003).

The researcher ensured that the permission of the respondents sought first in order to carry out any other any study activities such as the use of photographic material where needed and use of audio recorders where needed (Amin, 2005).

The researcher observed the research norms and above all the researcher maintained absolute honesty and objectivity in the application of the data collection methods to arrive at the desired results (Amin, 2005).

The researcher did not seek to offer anything in order to solicit for information or data, responses were in the interest of the respondents themselves. The researcher ensured that transparency and honest values are put at the forefront to easily conduct the research.

3.9 Limitation of the study

Some respondents may not be knowledgeable about the about the issues of public governance in the area eventually giving erroneous answers. This solved by probing in some instances to elicit the right responses.

The respondents may not be willing to provide information because of fear or bleaching confidentiality. The respondents were assured that the information provided by was to be published as an aggregate with no reference to the source.

Language barrier was also raise a substantial challenge because most of the questions are set in English. This was eliminated by using translators during the research process.

CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

The study was concerned with a case study of *decision making on service delivery in local government*. It included the analysis of the responders including head teachers, community, causal workers, ministers, district officials and all other government and non-government officials. It was analyzed in relation to the resea ɔh objectives that is the to examine the influence of decision can impact on social services delivery in Buvuma local government, Uganda.To examine the impact of government effectiveness on social service delivery,to examine the government structure on overall service delivery.They gave their opinion to particular questions using the following pre-defined responses/ answers: Strongly agree (SA); Agree (A); Uncertain (U); Disagree (D) and strongly disagree (SD). The chapter also presents background information of respondents who participated in study and results are presented below.

4.1 Demographic characteristics of respondents

The demographic characteristics of respondents was established to ascertain the nature of respondents that participated in the study in rela ion to their gender, category, age group, level of education, period with the institution and marital status.

4.1.1 Gender of the Respondents

It was further useful for the success of this study to investigate the relevance of gender towards decision making on service delivery in local government. Results obtained were as shown below;

Table 4.1: Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	77	60
Female	50	39
Total	127	100

Source: *Field survey, 2018*

Figure 4.1: Gender of the Respondents
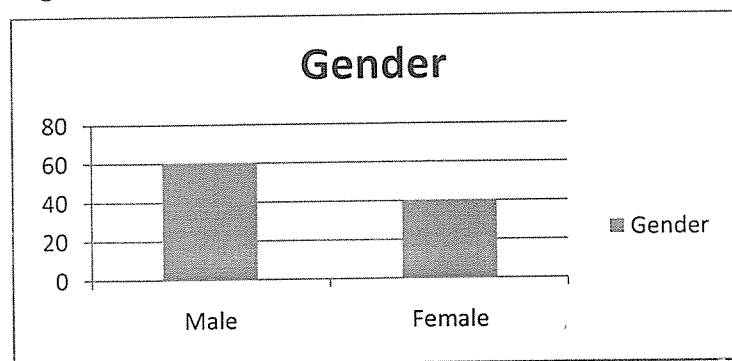
Source: *Field survey, 2018*

Results according to Illustrated 4.2 indicated that majority of the respondents 77(60%) were male. Few respondents were female 50(39%). This implies that more male are involved in much activities of the for the better performance. Thus, it predict the role of male being more than female in Buvuma Local Government

4.1.2 Sex of respondents

Table 4.2: Age Group of the Respondents

Age	Frequency	Percentage (%)
30 and below	21	16.53
31-40	43	33.85
41-50	53	41.73
51+	10	7.8
Total	127	100

Source: *Field survey, 2018*

Figure 4.2: Age Group of the Respondents
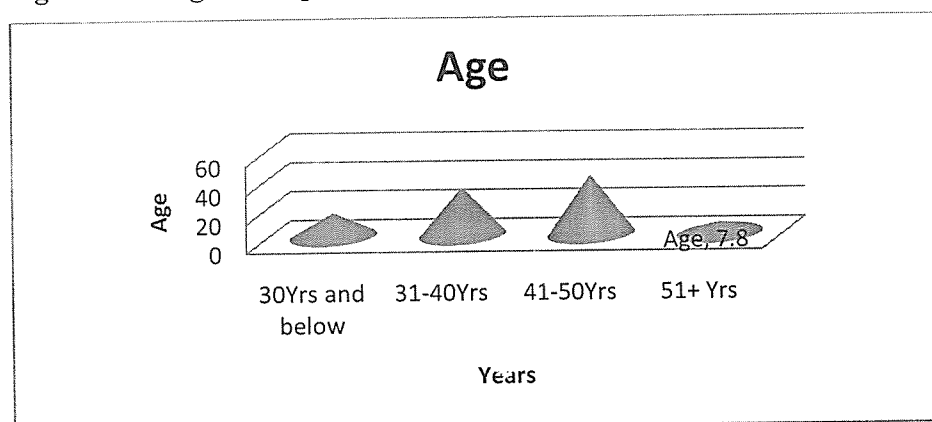
It was revealed according to the findings in figure that majority of the respondents 21(16%) were between the age range of 30yrs and below. Next were those within the age range of 31-40 and these were statistically represented by 43(33%). Next were those within the age range of 41-50 and these were statistically represented by 53(41%). Least of the respondents were between the age range of 51+ and these were statistically presented by 10(7.8%). This implies that mature people of between 26–35 and between 36-45 who are involved the services as powered by the decision making on service delivery.

4.1.3 Marital Status of the Respondents

In this section, the researcher wanted to investigate how marital status influences the service delivery. Results were as shown below;

Table 4.3: Marital Status of the Respondents

Marital status	Frequency	Percentage (%)
Married	91	71.6
Single	36	28.34
Total	127	100

Source: *Field survey, 2018*

Figure 4.3: Marital Status of the Respondents
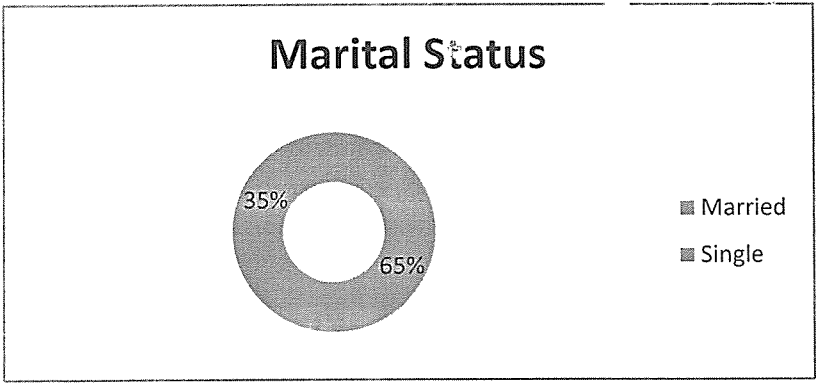
Source: *Field survey, 2018*

Results according to Illustration 4.3 indicated that majority of the respondents 91(51%) were married and few respondents were single 36(28%). This means that married people are mainly involive themeselves in the organisation.

4.1.4 Education Level of the Respondents

The nature of decision making requires one to be aware of the information related to it therefore edcuation levels matters while inttervieing the respondents, the research wsent ahead to find out the demographic charaterisitic of education from the respondents. Results were as shown below;-

Table 4.4: Education Level of the Respondents

Education levels	Frequenc	Percentage (%)
Primary level	83	65.35
Diploma	7	5.51
Degree	24	18.89
Any other	13	10.23
Total	127	100

Source: *Field survey, 2018*

Figure 4.4: Education Level of the Respondents
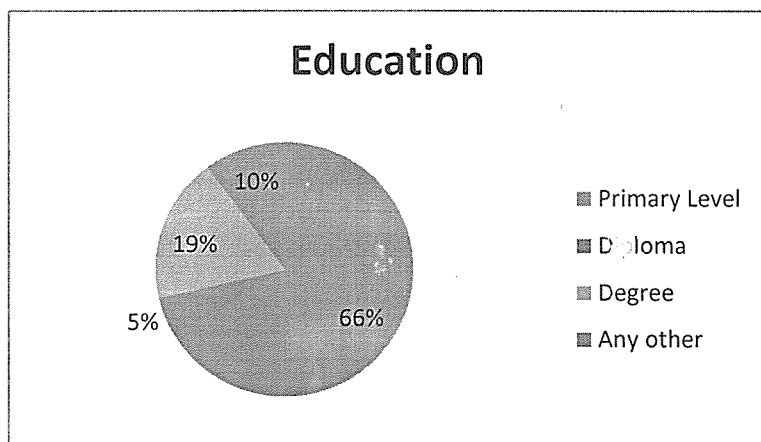
Source: *Field survey, 2018*

Results according to illustration 4.4 indicated that, majority of the respondents were primary level of education 65(66%). Next were those with a graduate level of education with a

representation of 24(19%). Next were those with a representation of 7(5.5%). Least of the respondents 13(10%) were of any other level of education.

4.1.5 Religious Affiliation of the Respondents

It was important to investigate individual religion of the respondents, this is because they give different opinion about the service delivery. Results were as shown below;

Table 4.5: Religious Affiliation of the Respondents

Religion	Frequency	Percentage (%)
Christian	67	52.7
Muslim	41	32.1
Others	19	14.9
Total	127	100

Source: *Field survey, 2018*

Figure 4.5: Religious Affiliation of the Respondents
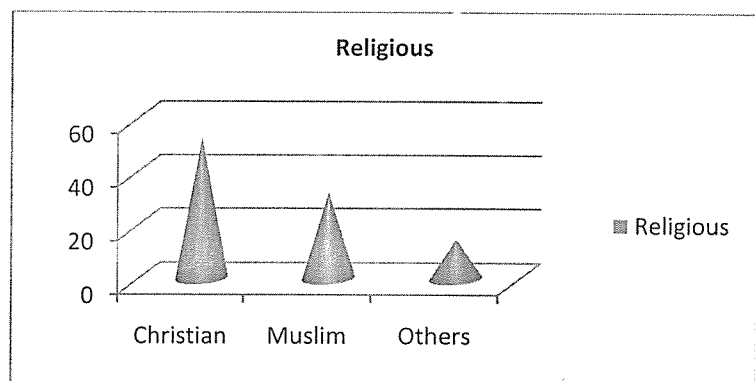
Source: *Field survey, 2018*

Results according to Illustration 4.5, majority o the respondents were Christian with a statistical representation of 67(52.7%). Next were Muslims with a statistical representation of 41(32.1%). Least of the respondents were others with a representation of 19(14.9%).

4.2 The influence of decision can impact on social services delivery in Buvuma local government

Table 1: Showing the influence of decision ca impact on social services delivery in Buvuma local government.

	Mean	STDEV
I have the final decision making authority within my department	3.37	1.054
I do not have time to consider suggestions of my staff	3.39	0.858
When staff makes mistakes, I tell them not do it again	3.56	1.037
I always tell my staff how to do things that have to be done	3.52	0.996
Employee must be threatened with punishment in orders to get them to achieve	3.50	1.62

Source: *Primary Data 2018*

The employees were probed with questions seeking to determine whether BLG creates work environment that fosters innovation, independence and creativity. 5-Likert scale was used for this purpose. Results presented in the table show that: BLGdecision influenceon service delivery given a weighted mean of 3.56; the employees are encouraged to think independently in the course of carrying out their duties with a mean of 3.52; decision are empowered to offer services to the best of their ability given a mean of 3.39; and, employees being encouraged to be innovative within their role had a mean of 3.37. This depicts that BLG fosters entrepreneurial culture in which employees are encouraged to think,, outside the box□, be innovative, work independently and produce the best result they could.

Findings reveal that 37.5% of the total respondents yes implying there involved in the decision making process and 50% replied disagree meaning the approach is not people centre as it involve the people decisions that affect them.5% of the total respondent were not sure of what takes place.

4.3 The impact of government effectiveness on social service delivery

Table 2: Showing the impact of government effectiveness on social service delivery

	Statement	SD		D		NS		A		SA	
		No	%	No	%	No	%	No	%	No	%
1.	I give some members authority to act.	4	5	7	8.75	9	11.2	27	33.75	33	41.25
2.	I ask members to follow standard rules	10	12.5	12	15	21	26.25	17	21.25	20	25
3.	I ask employees for their ideas on upcoming plans and projects	5	6.25	3	3.75	15	18.75	25	31.25	30	37.5
4.	When things go wrong I call a meeting to get employee's advice.	0	0	3	3.75	12	15	24	30	41	51.25
	Average (%)		5.93		7.81		17.8		29.06		38.7

Source: *Primary Data 2018*

From table below, it was noted that most respondents thought that under government effectiveness involved the stated components yet about 15 % of the respondents disputed this stand. The implication of the responses below was that many people had a positive stand to the statements cited in the table.

This was averagely assessed and the findings were,5.93% of the respondents strongly disagreed that government involvement possessed those attributes with 7.81% disagreeing, 17.8% showed signs of being unsure while 29.06% agreed to the statement and 38.7% strongly agreed.

Decisions were found to take into account the best interests of the employees as well as the business. Communication was again generally downward, but feedback to the management was encouraged to maintain morale. This style was highly advantageous when it engenders loyalty from the employees, which led to a lower labor turnover, thanks to the emphasis on social needs. On the other hand for an autocratic management style the lack of worker motivation can be typical if no loyal connection was established between the managers and the people who are managed. It shares disadvantages with an autocratic style, such as employees becoming dependent on the leader.

4.4 The government structure on overall service delivery

Table 3: Showing the government structure on overall service delivery

Statement	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	STDEV
I am highly involved in achieving the overall goals and objectives of Buvuma LG	0	21	51	55	3.86	0.844
The Local government is characterized by high performance, visibility and outreach in its catchment areas.	0	41	49	37	3.79	0.981
I am satisfied with my job at Buvuma LGand I intend to stay in to cater for the better social service delivery.	0	28	63	36	3.70	0.881
Buvuma LGhas tried and succeeded in creating value for each dollar/fund invested in the citizens service delivery.	0	32	75	20	3.92	0.939
Decision making in Buvuma LG has created stability in amid environmental turbulence.	0	7	49	79	4.22	0.732
Employees are motivated to meeting the challenges of the task assigned and finding a better way to do things.	0	11	65	51	3.76	0.806
The entire organization pulls towards a common goal encouraged by its culture and mission.	0	8	83	36	4.07	0.766
There is greater accountability for end results within the local government.	0	11	14	102	4.03	0.799

The study inquired about the decisionmaking is presented at Buvuma LG. This shows that: decision making in Buvuma LG has created stability in service delivery (M=4.22); the entire local government pulls towards a common goal encouraged by its decision making and mission (4.07); there is greater accountability for end results within the Buvuma (M =4.02); It has

5.2 Recommendations

5.2.1 Objective One

From the results the study observed that leaders have less decision making authority within their department with a mean of 3.34. The leaders should be trained and enhanced with more skills and to perform well in the management. Being skilled in both leadership and management in a balanced manner obviously should benefit public service delivery. However, public managers will have to guard against the danger of over-management and under-leading or vice versa.

Leaders should adapt to organizational change and to the official adoption of user involvement as 'trust businesses, collective organization among local government officials with the main aim of effecting their decision towards service delivery in Buvuma local government.

5.2.2 Objective Two

In references to development of ideas on upcoming plans and projects which represented with 3.75% shows that there is no emphasis to uphold it therefore, the government should ensure sufficient support for such groups to enable them to keep in contact with their members to ensure that they are able to reflect a wide range of user interests and prevent group leaders becoming burnt out because they are having to cover too much ground.

The local governments should carry out proper accountability in providing public goods and services to every group of people that live within their localities. This will be a greatest contribution provided by the local government in performing efficient and effective service delivery, predominantly to those who currently have little access or even no access to these services.

5.2.3 Objective Three

As for difficult environments present challenges to scaling up the delivery of services to the poor, but the analysis does suggest some promising approaches. Although the evidence base on impact is weak, there are some indications of how the government operations can increase its engagement in the support of service delivery in difficult environments in ways that both

improve human development outcomes and lay the seeds for change in the future. Any efforts to increase funding must be accompanied by a thorough analysis of the possible unintended consequences in Buvuma local government.

REFERENCES

Ahmed, Y. and Eje, M.B., 2015. A Discourse Analysis of Goodluck Jonathan's Response to the Kidnapping of the Buvuma Girls. Covenant Journal of Language Studies (CJLS), 3(2), p.39.

Alter, C., 1990. An exploratory study of conflict and coordination in inter-organizational service delivery system.*Academy of management journal*, *33*(3), pp.478-502.

Amin, M.E., 2005. *Social science research: Conception, methodology and analysis*. Makerere University.

Aronson, Samuel L, 2012. United States aid to Kenya: A study on regional security and Counter-terrorism assistance before and after 9/11.African Journal of Criminology and Justice Studies. 5, no.1

Barrett, S. and Fudge, C., 1981.Examining the policy-action relationship.*Policy and action: Essays on the implementation of public policy*, pp.3-32.

Benton, J.E., 2002. County service delivery: Does government structure matter?.*Public Administration Review*, *62*(4), pp.471-479.

Berry, C., Forder, A., Sultan, S. and Moreno-Torres, M., 2004.Approaches to improving the delivery of social services in difficult environments.Poverty Reduction in Difficult Environments (PRDE) Working Paper, 3.

Bevir, M., 2012.*Governance: A very short introduction* (Vol. 333). Oxford University Press.

Boutilier, C., Dean, T. and Hanks, S., 1999. Decision-theoretic planning: Structural assumptions and computational leverage. *Journal of Artificial Intelligence Research*, *11*(1), p.94.

Brown, T.L., Potoski, M. and Van Slyke, D.M. 2008.Changing modes of service delivery: how past choices structure future choices.*Environment and Planning C: Government and Policy*, *26*(1), pp.127-143.

Broz, J. Lawrence. "Political system transparency and monetary commitment regimes."*International Organization* 56, no. 04 (2002): 861-887.

Buchanan, J.M. and Tollison, R.D., 1984. *The Theory of public choice--II*.University of Michigan Press.

Chorley, M., 2015. Revealed: Number of people killed by terrorists worldwide soars by 80% in just a year. Daily Mail, 17 November.

Chun, S.A., Shulman, S., Sandoval, R. and Hovy, E., 2010. Government 2.0: Making connections between citizens, data and government. *Information Polity*, *15*(1), p.1.

Cook, K.S., Cheshire, C., Rice, E.R. and Nakagawa, S., 2013. Social exchange theory (pp. 61-88).Springer Netherlands.

Danis, F.S. and Lockhart, L., 2003. Guest editorial: Domestic violence and social work education: What do we know, what do we need to know?.Journal of Social Work Education, 39(2), pp.215-224.

Demurger, S., 2001. Infrastructure development and economic growth: an explanation for regional disparities in China?.*Journal of Comparative economics*, *29*(1), pp.95-117.

Diener, E. and Crandall, R., 1978. *Ethics in social and behavioral research*. U Chicago Press.

Dunning, T., 2005.Resource dependence, economic performance, and political stability.Journal of Conflict Resolution, 49(4), pp.451-48.

Fischer, F., 2003.*Reframing public policy: discursive politics and deliberative practices: discursive politics and deliberative practices*. OUP Oxford.

Freeman, R.E., 2010. *Strategic management: A stakeholder approach*. Cambridge University Press.

Gerwehr, S. and Hubbard, K., 2006. What is Terrorism?.Psychology of Terrorism, p.87.

Gupta, D.K., 2005. Exploring roots of terrorism, in: Root causes of terrorism: myths, reality and ways forward, New York: Routledge.

Harms, P., 2002.Political risk and equity investment in developing countries.*Applied Economics Letters*, *9*(6), pp.377-380.

Heaton, J.B., 2002. Managerial optimism and corporate finance.*Financial management*, pp.33-45.

Heise, L., Ellsberg, M. and Gottmoeller, M., 2002.A global overview of gender-based violence.International Journal of Gynecology & Obstetrics, 78, pp.S5-S14.

Hippel, K. , 2002. The Roots of Terrorism: Probing the Myths, in: The political quarterly (3), Oxford: Blackwell Publishing, 25-39.

Holcombe, R.G., 1989. The median voter model in public choice theory.*Public Choice*, *61*(2), pp.115-125.

Howarth, D. and Torfing, J. eds., 2016.*Discourse theory in European politics: identity, policy and governance*. Springer.

Howarth, D. and Torfing, J. eds., 2016.*Discourse theory in European politics: identity, policy and governance*. Springer.

Hufty, M., 2011. Investigating policy processes: the governance analytical framework (GAF). Research for sustainable development: foundations, experiences, and perspectives, pp.403-424.

IFEANYI, L., 2011. The Impact of Terrorism In Uganda: In view of the recent Attacks by Boko Haram. [Online] Available at: http://linusifeanyi.blogspot.ug/2011/09/impact-of-terrorism-in-Uganda-in-view.html [Accessed 22 May 2016].

IFEANYI, L., 2011. The Impact of Terrorism In Uganda: In view of the recent Attacks by Boko Haram. [Online] Available at: http://linusifeanyi.blogspot.ug/2011/09/impact-of-terrorism-in-Uganda-in-view.html [Accessed 22 May 2016].

MacDonald, L., 2008. The impact of government structure on local public expenditures.*Public Choice*, *136*(3-4), pp.457-473.

MacKenzie, D.A., Muniesa, F. and Siu, L., 2007.*Do economists make markets?: on the performativity of economics*. Princeton University Press.

Magalhães, P.C., 2014. Government effectiveness and support for democracy. *European Journal of Political Research*, *53*(1), pp.77-97.

Maglio, P.P., Srinivasan, S., Kreulen, J.T. and Spohrer, J., 2006. Service systems, service scientists, SSME, and innovation.*Communications of the ACM*, *49*(7), pp.81-85.

Maiangua, B., 2012. The Changing Dynamics oi Boko Haram Terrorism.Reports, 31 July.

Mehra, R. and Prescott, E.C., 2003. The equity premium in retrospect.*Handbook of the Economics of Finance*, *1*, pp.889-938.

Morgan, M.J., 2004.The Origins of the New Terrorism, in: Parameters (34), p. 29-43.

Muscati, S., 2014. Those Terrible Weeks in Their Camp:Boko Haram Violence against Women and Girls in Northeast Uganda. Human Rights Watch.

Mugenda, M. O. a., 2003. Research methodology: Qualitative and quantitative approach. Nairobi: ACTS Press.

Nutley, S.M., Davies, H.T. and Smith, P.C., ⁻000. *What works?: Evidence-based policy and practice in public services.* MIT Press.

OHCHR, 2016. Violence and insecurity: Early warning and protection of human rights in situations of conflict, violence and insecurity. s.l.:s.n.

Osborne, D., 1993. Reinventing government.*Public productivity & management Review*, pp.349-356.

Post, J.M., 2005. The social-cultural underpinnings of terrorist psychology: 'When hatred is bred in the bone', in: Root Causes of Terrorism: Myths, reality and ways forward, New York: Routledge, p. 54-69.

Russo, N.F. and Pirlott, A., 2006. Gender-based violence.Annals of the New York academy of sciences, 1087(1), pp.178-205.

Schandl, H. and West, J., 2010. Resource use and resource efficiency in the Asia–Pacific region.*Global Environmental Change*, *20*(4), pp.636-647.

Snyder Jr, J.M. and Strömberg, D., 2008. *Press coverage and political accountability* (No. w13878). National Bureau of Economic Research.

UN, 2013. *Pacific Settlements of Disputes (IV):Article 33 – Obligations of parties to a dispute.* Available at: http://www.un.org/en/sc/repertoire/settlements.shtml#rel1

USAID, 2016. Education and social services in Afghanistan: Results of USAID's Education and Social Services spending. [Online] Available at: https://results.usaid.gov/afghanistan/education-and-social-services#fy2015 [Accessed 22 May 2016].

West, D.M., 2004. E-government and the transformation of service delivery and citizen attitudes.*Public administration review*, *64*(1), pp.15-27.

Williams, W., 1980.*The implementation perspective: A guide for managing social service delivery programs*. Univ of California Press.

Northouse, P. (2004). Leadership: Theory and practice (3rd ed.). Thousand Oaks, CA: Sage.

Gill, R. (2006). Theory and practice of leadership.Thousand Oaks, CA: Sage.

McNeece, C., &Thyer, B. (2004). Evidence-based prac- tice and social work. Journal of Evidence-Based Practice, 1(1), 7–25.

Pfeffer, J., & Sutton, R. (2006). Hard facts, de gerous half-truths and total nonsense: Profiting from evidence-based management. Boston: Harvard Business School.

APPENDIX I

QUESTIONNAIRE FOR RESPONDENTS

I Gwaaka Brian am a student of Kampala International University Uganda, pursuing Bachelor Degree in Public Administration. I am conducting a research study on topic entitled '*decision making on service delivery in local government*' Therefore, you are among the respondents randomly selected to participate in this study. So please respond to the questions below by ticking in the boxes provided, or where necessary make a brief statement. Rest assured that the information that you provide will be kept with utmost confidentiality and will be used for academic purposes only.

SECTION A. DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

GENDER

Male ☐

Female ☐

AGE

30 and below

31-40 ☐

41-50 ☐

51+ ☐

MARITAL STATUS

Married ☐

Single ☐

EDUCATION LEVELS

Primary level ☐

Diploma ☐

Degree ☐

Any other ☐

RELIGION

Christian ☐

Muslim ☐

Others ☐

THE INFLUENCE OF DECISION CAN IMPACT ON SOCIAL SERVICES DELIVERY IN BUVUMA LOCAL GOVERNMENT

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
I have the final decision making authority within my department					
I do not have time to consider suggestions of my staff					
When staff makes mistakes, I tell them not do it again					
I always tell my staff how to do things that have to be done					
Employee must be threatened with punishment in orders to get them to achieve					

THE IMPACT OF GOVERNMENT EFFECTIVENESS ON SOCIAL SERVICE DELIVERY

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
I give some members authority to act.					
I ask members to follow standard rules					
I ask employees for their ideas on upcoming plans and projects					
When things go wrong I call a meeting to get employee's advice.					

THE GOVERNMENT STRUCTURE ON O' ERALL SERVICE DELIVERY

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
I am highly involved in achieving the overall goals and objectives of Buvuma LG					
The Local government is characterized by high performance, visibility and outreach in its catchment areas.					
I am satisfied with my job at Buvuma LG and I intend to stay in to cater for the better social service delivery.					
Buvuma LG has tried and succeeded in creating value for each dollar/fund invested in the citizens service delivery.					
Decision making in Buvuma LG has created stability in amid environmental turbulence.					
Employees are motivated to meeting the challenges of the task assigned and finding a better way to do things.					
The entire organization pulls towards a common goal encouraged by its culture and mission.					
There is greater accountability for end results within the local government.					

APPENDIX II

INTERVIEW GUIDE

I Gwaaka Brian am a student of Kampala International University Uganda, pursuing Bachelor Degree in Public Administration. I am conducting a research study on topic entitled '*decision making on service delivery in local government*' Therefore, you are among the respondents randomly selected to participate in this study. So please respond to the questions below by illustrating the insights on the question.

1. Explain the meaning of service delivery and how it is expressed in Buvuma Local government?
2. As a leader, are there stakeholders to implement service delivery in Buvuma local government?
3. Does the official s play their role in enhancing service delivery in schools?
1. How is government structure affecting social service delivery in Buvuma local government, Uganda?
4. How is the government revenue used in the community and society within Buvuma local government
5. How is the social service delivery offered in Buvuma local government
6. What are the beneficiaries of service delivery in Buvuma local government?
2. What are the effective measures in improving the service delivery in Buvuma Local government?
3. What are the effects of social services delivery in Buvuma local government, Uganda?
7. What is the aim of leadership sector rural areas in Buvuma local government
8. What is the role of Local government performance to education service delivery?

Office of the Head of Department

Date: 26th August, 2018

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR MR. GWAAKA BRIAN, REG. NO.BPA/46363/151/DU

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Bachelors Degree in Public Administration.

He is currently conducting a field research for his dissertation entitled, **DECISION MAKING AND SERVICE DELIVERY IN LOCAL GOVERNMENT, A CASE STUDY OF BUVUMA DISTRICT.**

Your organisation has been identified as a valuable source of information pertaining to him research project. The purpose of this letter then is to request you to accept and avail her 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,

Gerald Muzaare,

HOD-Administrative and political studies