

**COMMUNITY PARTICIPATION AND SERVICE DELIVERY IN LOCAL
GOVERNMENT: A CASE STUDY OF KYAZANGA SUB COUNTY
LWENGO DISTRICT**

BY

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BPA/42695/141/DU

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES AND
SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF BACHELOR OF PUBLIC ADMINISTRATION
OF KAMPALA INTERNATIONAL UNIVERSITY**

MAY, 2017

DECLARATION


I **Ssemanda Robert** declare that this is my original work and has never been presented to any other academic institution for any award

Signature  date 17th / 03 / 2017

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APPROVAL

This research report was done under my supervision as the university supervisor

Signature..........Date.....17/03/2017.....

MISS AHEEBWA SANURA

DEDICATION

This piece of work is dedicated to my dear parents Mr. Kayitana Vincent (my father) and MS Mukakalera Patricia (my mother)

ACKNOWLEDGEMENT

The success of this study resides with the Almighty God without whose help, guidance and grace, I would not have fulfilled this academic ambition.

Special thanks go to my parents Mr. Kayitana Vincent (my father), MS Mukakalera Patricia (my mother) and the Late Andrew Felix Kaweesi.

I thank my supervisor Ms. Aheebwa Sanuuru who despite her busy schedule guided me to the end. It is a privilege and an honor to have accorded me her time and guidance and I am fortunate to have associated with you in this regard.

I would also like to thank the members of my lecturers Mr. Muhwezi Ivan, Ms. Sauda, Mr. Achoda Denis, and Dr. Tom Mulegi. I would like to thank my course mates more especially Ngobi Swaibu for their cooperation and time during the course of study.

LIST OF ACRONYMS

CAO	Chief Administrative Officer
CFO	Chief Financial Officer
DEO	District Education Officer
LCs	Local Councils
LGDP	Local Government Development Program
MFPED	Ministry of Finance Planning and Economic Development
MOLG	Ministry Of Local Government
NGOs	Non-Governmental Organizations
NRM	National Resistance Movement
RCs	Resistance Councils
UNDP	United Nations Development Program
AES	Agricultural Extension Services

ABSTRACT

The research study was on community participation and service delivery in Kyazanga Sub-county Lwengo district. The major objective of the study was to examine how community participation impacts community service delivery in the local government. The specific objectives were to examine how community participation leads to proper service delivery in local government, to establish the challenges faced by local governments in service delivery in local government and to establish possible solutions to the challenges of service delivery in local government. The study used qualitative research design data collection methods in which questionnaires and observation were used to collect data from respondents. In the findings it was established that community decision making plays an important role in community empowerment to choose their own local leaders. In addition community groups help them to increase their bargaining power and also enhance their efficiency and innovativeness. Some argued that teaching communities empowers them to be creative by acquiring new ideas, knowledge and skills on development programs in the country. Local governments in Uganda are faced by Corruption in local governments, Low funding from the central government, lack of financial autonomy, low participation from the community which affects service delivery in Kyazanga sub county Lwengo district. Community participation in decision making is described as the core of the antipoverty effort, good governance and economic participation. These would help overcome the limitations of Decentralisation in service delivery in Kyazanga Sub County and the entire Uganda.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF ACRONYMS	v
ABSTRACT	vi
CHAPTER ONE	1
1.0. Introduction	1
1.1. Background of the study	1
1.2. Statement of the problem	7
1.3. Purpose of the study	7
1.4. Objectives of the study	7
1.5. Research questions	8
1.6. Scope of the study	8
1.7. Significance of the study	8
1.8. Conceptual frame work	9
CHAPTER TWO: LITERATURE REVIEW.....	11
2.0 Introduction	11
2.1. Community participation and service delivery Community service delivery.....	11
2.2. Challenges of service delivery in local government	20
CHAPTER THREE: METHODOLOGY	27
3.0. Introduction	27
3.1 Research Design.....	27
3.2 Study Population	27
3.3 Sample Size	27
3.4 Sampling Procedures.....	27
3.5 methods of data collection	28
3.6. Validity and reliability of research instrument.	28

3.7. Data Analysis	28
3.8. Ethical Consideration	28
3.9. Limitations of the Study	29
CHAPTER FOUR	30
DATA PRESENTATION ANALYSIS AND INTERPRETATION OF FINDINGS	30
4.1 Introduction.	30
4.1.1 Background information of the respondents.	30
4.1.2 Age of the respondents	30
4.1.3 Gender of the respondents	30
4.1.4 Marital Status of the respondents	31
4.1.4 Educational status of the respondents	31
4.2. Community participation and service delivery in Kyazanga sub county Lwengo district .	32
4.3. Challenges faced by local governments in service delivery in Kyazanga Sub County	34
4.4. Solutions to the challenges faced by local governments in service delivery in Kyazanga Subcounty	34
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	36
5.0 Introduction	36
5.1 Summary of findings	36
5.1.1. Community participation and service delivery in local government	36
5.1.2. Challenges faced by local governments in service delivery in Kyazanga sub county Lwengo district	37
5.1.3 Solutions to the challenges faced by local governments in service delivery in Kyazanga sub county Lwengo district	37
5.2. Conclusions	37
5.3 Recommendations	37
5.4 Areas for future research	38
REFERENCES	39
APPENDIX I: QUESTIONNAIRE ADDRESSED TO RESPONDENTS	41

CHAPTER ONE

1.0. Introduction

This chapter consists of Background of the study, Statement of the problem, Research objective of the study, research questions, Significance the research study and conceptual frame work.

1.1. Background of the study

Historical background

Countries in Asia and the Pacific have made significant improvements in delivering public services. The region, for example, can boast of significant drops in the number of out-of-school children as well as the under-5 mortality rates, and of expanding access to sanitation facilities and clean water. The region, for example, can boast of significant drops in the number of out-of-school children as well as the under-5 mortality rates, while access to sanitation facilities and clean water has been expanding. However, challenges like inequitable access, poor quality of public services, and weak governance remain unresolved.

The benefits of public services tend to accrue disproportionately to the non-poor, while the amounts spent by governments on services the poor need most are limited. Poor quality of public services has resulted in a flight of consumers, even the poor, to the private sector. Lack of transparency and weak governance encourage corruption, rent seeking by public providers and misappropriation of public funds. How can empowered people resolve these issues?

The concept of empowerment in this report is motivated by Amartya Sen's rights, entitlements, and capability approach. Empowerment enables deprived people to be effective agents of their own human development. The report outlines three mechanisms through which the citizens' power to demand quality services and hold governments accountable is exercised: (i) rights-based entitlements; (ii) participatory performance monitoring; and (iii) community participation and community-driven development. These social accountability mechanisms expose corruption, increase awareness of entitlements, empower people to claim their rights, and facilitate citizen engagement in the service delivery process.

Governments can improve the poor's access to and the quality of public services by partnering with the private sector and nongovernment organizations (NGOs). Information and Communications Technology (ICT) is also seen as an important tool for empowerment and public service delivery improvement.

Policy Priorities for Developing Asia

Citizen and community empowerment can improve public services, but only if there are complementary governance reforms. Reforming the bureaucracy, the political process, the judiciary, and frontline service providers is a prerequisite to effective empowerment.

Public-private-NGO partnerships are essential for widening the spread of e-delivery of public services. In leveraging the private sector, it is essential to match the non-state providers with the type of public service being contracted, design a compensation scheme sufficient for them, and adopt regulation policies to ensure accountability of non-state provision.

To foster economic development in Africa, countries of different regions on the continent need to integrate their systems of local government in order to provide improved public services to their respective communities. Bearing this in mind, the article proceeds to do a comparative study in order to examine some of the best practices on the continent in terms of local governance. Therefore, the focus is on two countries that represent two different regions: Great Lakes (Uganda) and Southern region (South Africa) which are becoming exemplary in terms of local governance. The analysis of the two cases will assist in coming up with a standardized model that might be useful on the continent, in particular in the context of the Southern African Development Community (SADC). There is no intention of affirming that these two countries have arrived, but the approach they have taken might be useful to SADC countries. For instance, the public service in Uganda relies significantly on the delivery of public services at the municipal level, primarily the district councils. In this context, local government becomes a key element in the search for new ways of governance in the country. The rationale of this approach is that the prevailing setback is the issue of poverty and that the most effective way of tackling it is about empowering the people to provide the services that they judge necessary, and to decide their own local priorities in the allocation of resources. South Africa strives to establish a developmental local government that endeavors working together with local communities to find

a sustainable way to meet their needs and provide improved public services. Despite these two cases, public service delivery at the local level remains a challenge in many countries on the continent. The article insists on the synergy that needs to be created between public service leadership and local governance which are essential in improving service delivery in individual countries in Africa.

Service delivery in east Africa

According to IMF Global Financial Statistics (2010), Global Financial Statistical Yearbook (2008), Municipal Development Agency of Senegal (2008, 2010), Guide des ratios Financiers.

Sub-Saharan Africa is currently the fastest urbanizing region of the world; by 2030, a majority of Africans will be living in urban areas. As a result, providing adequate services in urban areas — such as sanitation, potable water, sustainable housing and electricity — is an increasingly important priority for African governments. Yet, due to the embracing of decentralization policies in Africa, a trend that has been enthusiastically supported by the international donor community, responsibility for providing these services has often been transferred to sub-national authorities. Where a situation of vertically divided government prevails — meaning that an opposition party is in control at the sub-national level — fulfilling these responsibilities can become more complex.

Today, vertically divided authority is a growing trend within the region, and a number of important African cities, ranging from Cape Town to Lagos to Nairobi, currently are in the hands of the opposition.

What is the impact of vertically divided authority?

JNU-WIDER's Decentralization and Urban Service Delivery in African Cities project examines the impact of politics on decentralization and urban service delivery by focusing on four countries: Kenya, Senegal, South Africa and Uganda. In all four countries, recent fieldwork was conducted with local government officials, decentralization ministries, civil society organizations and the donor community.

These four countries were chosen for a number of reasons. First, as can be seen in the table below, they all share a context of vertically divided authority in key cities (e.g., Nairobi, Dakar, Cape Town and Kampala). Second, major decentralization reforms were implemented in each country during the mid-1990s, and all four are considered to be among Africa's most decentralized countries.

Third, there are key differences among them that can be leveraged to uncover when and why vertically divided authority is most problematic for service delivery. For instance, South Africa is a quasi-federal country with its decentralization laws clearly enshrined in its constitution. Moreover, inter-governmental transfers play a much larger role in Uganda and Kenya, while urban areas rely much more on their own tax revenues in Senegal and South Africa. Finally, while Senegal and Uganda have highly personalistic party regimes, South Africa possesses the most institutionalized party system, with Kenya occupying an interim position.

Comparisons of country case studies

Country	Kenya	Senegal	South Africa	Uganda
Opposition party in control (major city)	Orange Democratic Movement (Nairobi)	Socialist Party (Dakar)	Democratic Alliance (Cape Town)	Democratic Party (Kampala)
Decentralization legislation	Piecemeal since 1960s with key changes in 1990s and 2000s	Loi de la décentralisation, 1996	National Constitution, 1996	Constitution (1995) and Local Government Act (1997)
Vertical imbalance (intergovernmental transfers as share of local expenditures)	40.1%	17.2%	34.1%	97.6%
Expenditure of subnational governments as share of central government expenditure	3.9%	3.1%	19.4%	27.5%

Our findings show that vertically divided authority augments the trade-offs between autonomy and accountability that are inherent in the decentralization process, with attendant impacts on service provision. Under circumstances of vertically divided authority, service delivery performance may provide one party an advantage, or disadvantage, among voters in subsequent elections.

As such, both central and local government actors will opt for a decentralization process that maximizes their autonomy, but they will prefer to be held accountable only when service delivery outcomes are favorable. The central government will, therefore, have a preference for employing “strategies of subversion”, or tactics to purposely reduce the autonomy of local government under conditions where the latter may be held accountable for good service delivery and increase autonomy when local government can be targeted for poor performance.

These tactics include removing elected officials within opposition-controlled municipalities and replacing them with government appointees, reducing inter-governmental transfers and local tax-raising authority, and increasing administrative ambiguity over who is responsible for delivering which services. Our research found that such tactics can negatively impact, for example, garbage collection in Dakar and housing in Nairobi.

Such strategies are easiest in contexts of low education, opaque information and complex institutional environments because citizens often may not understand whether local or national politicians are primarily accountable for the quality of service delivery. They are also more likely in personalized regimes where power is centralized in one major urban area, where fiscal decentralization is low, and where decentralization policies are *ad-hoc* rather than enshrined within key legal instruments. Consequently, we find that “strategies of subversion” are most explicit in the Ugandan case and least apparent in the South African one.

Service delivery in Uganda

According to the local government policy study report dissemination (23rd Sept, 2013)

A new report on local governments has cited lack of academic qualifications for councillors, poor financing and poor accountability procedures as some of the hindrances to service delivery at the local government levels. The Local Government Policy Study was carried out in August 2013 in 25 districts of Uganda with support from the USAID/GAPP project with the aim of enhancing of participation, financing, and accountability and service delivery in the local governments. The findings of the study were disseminated during a workshop for Members of Parliament, leading district representatives, experts and diplomats on Monday 23rd September 2013 at Protea Hotel in Kampala. The Report in its findings notes that most councillors in local governments have no academic qualifications and recommended that completion of the Ordinary Level Certificate of education should be a requirement for the councillors. It goes on to recommend that the technical staff at sub-county level should be university graduates. The Study report also notes that the local governments should be involved in the review of the financing that is allocated in each financial year. The report also notes that the grants to the districts are computed using the 2002 population census statistics which are out-dated and not taking into account the increasing costs of inflation. It highlights that the funding to each child enrolled in a UPE school has stagnated at shs 7,000 for the last decade. The report recommends an improved grant system to achieve efficiency.

On issues of accountability, the report notes that accountability and lack thereof is not only about financial resources but also attitude to work, behaviour and mis-reporting. The report further notes that lack of accountability is due to low remuneration, lack of health insurance, expensive education and lack of pension for the local leaders. It also cites high dependency, a poor punitive environment and lifestyles that reward mischief as factors contributing to accountability challenges.

The report recommends that sector investments should be lumped under one accountability mechanism and not broken as is the case with Northern Uganda Social Action Fund (NUSAF), Peace Recovery and Development Plan (PRDP), Teso, Bunyoro, Northern Uganda and Karamoja State Ministries.

The Local Government Study that the Office of the Inspector General of Government be decentralised and link it strongly to the regional local government public accounts committees. The report recommends that audits must also be accompanied by actual visits especially for physical structures like roads, staff houses and water points among others. The report concluded that service delivery needs to focus on quality and not mere quantities.

1.2. Statement of the problem

According to (Makara, 1998), Uganda decided to adopt decentralization and local government system in 1992, as a tool for good governance and service delivery. The designers of the decentralization policy in Uganda hoped that when implemented properly, it would contribute to democratization, more effective rural development service delivery, community participation and service delivery. Despite these well intentioned goals, decentralization in Uganda has not necessarily led to community participation which has affected service delivery. According to the UNDP report (2004) despite a few identified examples of successful service delivery in Uganda resulting from decentralization, there still remains a gap between service provision and local needs for example health, education, clean water, good shelter, good road network and many others. It is therefore against this background that this study seeks to examine decentralization policy and good governance in Kyazanga Sub-county Lwengo District.

1.3. Purpose of the study

To examine community participation and service delivery in Kyazanga Sub county Lwengo district

1.4. Objectives of the study

General objective

To establish the relationship between community participation and service delivery in local government

Specific objectives

- a. To examine how community participation leads to proper service delivery in local government
- b. To establish the challenges faced by local governments in service delivery in local government
- c. To establish possible solutions to the challenges of service delivery in local government

1.5. Research questions

- a. How does community participation affect service delivery in the local government?
- b. What are the challenges faced by the local government in service delivery?
- c. What are the likely solutions to the challenges of service delivery in the local government?

1.6. Scope of the study

Content scope

The research topic was on community participation and service delivery in local government. The objectives of the study include ;To examine how community participation has led to proper service delivery in local government, To establish the challenges faced by local governments in service delivery in local government, To establish possible solutions to the challenges of service delivery in local government

Geographical scope

Lwengo district is located in central Uganda 45 kilometers (25 miles) by road west of Masaka district the nearest big municipal town, it is bordered by Sembabule district to the north, Bukomansimbi district, north east, Masaka district in the east, Rakai to the south and Lyantonde district to the west. Lwengo district has got five sub counties, 38 parishes and 448 villages. The sub counties in Lwengo are Kiseka, Malongo, Kyazanga, Ndagwe and Lwengo sub counties. For the purpose of the study the research was conducted in Kyazanga Subcounty.

Time scope

The study covered the time between 1990 and 2015

1.7. Significance of the study

The findings of the study will be useful or important in many different ways and to different groups of people.

The study will equip the researcher with the additional knowledge on how community participation leads to good service delivery

The study will suggest the reasons for attention of organizations management and the

government on the question of the role of local government on service delivery

The study will enhance other researchers to evaluate the findings and make further research on the same and related topics. Hence the local governments will be able to adopt the knowledge in the research findings and apply them to the daily experiences

1.8. Conceptual frame work

Independent Variables

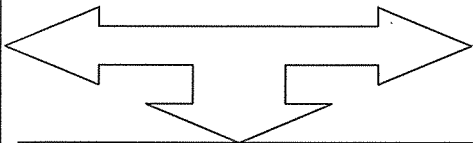
Community participation

- Elections
- Sending children to school
- Community groups
- Participation through choosing their local leaders

Dependent Variables

**Service delivery in local
Government**

- Health care
- Education
- Good roads
- Civic education



- Government policies
- Local government laws
- Central government funding
- NGO's funds
- Good governance

Source: primary, data 2017

The conceptual frame work consists of the independent variable which shows community participation like elections, Sending children to school, Community groups, Participation through choosing their local leaders. The dependent variable shows service delivery by the local government in form of health care, good roads, education and civic education.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of existing literature relevant to community participation and service delivery in local government. It will base on the assessment of various scholars, writers and researchers who will study this problem before and analyze the accuracy and their appropriateness of their findings as well as assessing the applicability of their conclusions and recommendations.

2.1. Community participation and service delivery Community service delivery

The main duty of a government to its people is to provide essential basic services such as health, education, water and sanitation. Effective service delivery will improve the wellbeing of the South African communities; the current situation is that the local governments fail to provide effective services to its people. In addressing the failure of services, one key point is that the failure of services is not just technical; it is the result of the lack of accountability of public institutions and the outcomes of passive citizenry in different communities. South Africa is a democratic state, participation is one of key principle of democracy and it is important to strengthen democracy in any state. A democratic government must govern around people's expectations and wishes. Public participation is necessary for good governance and social development (Kabemba: 2003:2).

Community participation and democracy

Community and participation are complex terms and can be interpreted differently according to the setting and the rationale for using them. Public participation is the process by which public concerns, needs and values are incorporated into governmental and cooperative decision making (Creighton: 2005: 7). The principle of community participation and accountability was for the first time at the very heart of South African system of local government after 1994. Community participation in local governments have always been set out in the Municipal Structures Act 117 of 1998 through the establishment of ward committees furthermore municipalities are required to develop mechanisms, processes and procedures for community participation (Van Donk:

2008:511) local government is the closest to the people and have move capacity to enable community participation through the wards.

Community participation enables the government to run the country according to people's wishes. The key aim to advance South Africa democracy is to strengthen public participation; South Africa has developed its commitment to improve democracy through increasing participation of interest groups in various processes as well as the establishment of numerous consultative bodies and other mechanisms for public participation at all levels of the political structure. These include mechanisms for public participation for example, through integrated development planning processes, petitions, public hearings, policy-making discussion conferences, green and whitepaper processes and consultative forums such as the National Economic Development and Labour Council (NEDLAC) (Houston:2001:1). The community that is composed of interest groups and individual have a role to play in democratic governance at all levels of the political system. A healthy democracy is one in which the citizens participate regularly.

The importance of community participation

In a democratic society like South Africa people have a right and a duty to participate in government and in civil society. Public participation includes standing for elections, voting in elections, becoming informed, holding and attending community meetings, joining civil and/or political organisations, paying taxes, protesting and petitioning. The primary aim for community participation in democratic societies is to improve, maintain and control the standard of principles of public servants as set out in the RSA constitution Act no 108 section 195. The principles of operation as of the constitution are to promote a high standard of professional ethics, efficiency and economic effectiveness in use of resources, have a development-oriented public sector, provide services impartially, fairly, equitably and without bias, respond to people's needs, encourage public participate in policy-making, be accountable, transparent and have good human-resource management and career-development practices, to maximize human potential. Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation. The introduction of a new democracy in 1994 marked a shift both in the type of policies emerging from the new

government and policy-making process itself. In the first place there was an urgent need to redress the inequalities of the apartheid era, resulting in a reorientation of goals of government action. Policy making shifted from being secretive to be inclusive in the new democracy after the 1994 elections because of the commitment of participation through the government of the National African Congress (Houghton: 2001: 9). The ANC influenced policy through active involvement of trade unions and other mass organisations in democratic public policy making. Policy making is important as a tool to improve service delivery; in essence community participation is important so as to:

Benefits of public participation

Public service operate in the heart of peoples basic human needs, this stand to reason that in the planning for improvement and expansion of public service, the collective should be consulted.

Public participation is a powerful tool in empowering citizens and communities through which it informs and educates citizens and therefore enhances the democratisation process in South Africa. Participation is a way of receiving information about issues, needs and attitudes and provides affected communities the opportunity to express their views before policy decisions are taken. It promotes equality, fairness and reasonableness in the allocation and distribution of public resources (Van Der Waladt: 2004:17).

The underlying objectives of community participation are to trigger intervention from the government that is more sustainable and appropriate. Community participation is seen as a means to a more fundamental end to strengthen civil society and democracy as well as directly improve efficiency. Community participation lobbies the government to provide services and increase government accountability and transparency. When people participate they learn of their basic rights and new skills, the nurturing of such skills and development of new skills can be a widespread and a long term impact on poverty and on the relationship of the community and the government. Community participation may also lead to poverty alleviation through the development of income generating initiatives, as the participation can provide new opportunities for employment and income benefits (Plummer:2000:127)

Educating and informing the public

One of the benefits of community participation is a better educated public. Participants not only learn about the subject matter, but they also learn how decisions are made by their governments and why. Community participation trains future leaders as well, as citizens become involved in community participation programs; they learn how to influence others and how to build coalitions. Public participation is training because today individuals may represent only groups or interests, tomorrow they form a pool from regional and national leadership can be drawn. Through community participation, future leaders learn the skills of pulling together to solve problems (Creighton: 2005:19).

Community participation has a direct influence and impact on the public policy creation and implementation. The community is an important part of the governance process significantly the community affects the decisions of the government aimed at the community; this influence informs the public administrators of their role toward the community. Community participation affirms the government on area of focus and gives guidance to how the government is supposed to operate. The influence of community participation improves the standard of service delivery in local communities. It continually puts the government in to check on how they should handle communal affairs (Plummer: 2000)

Incorporating public values into decisions

Communities are responsible to define the needs, set priorities of how the government is supposed to operate; this is a mandatory role in local government where the public is allowed to contribute to the municipal integrated development plan (IDP). Democratic renewal, particularly through restructuring political management in local authorities, so that local political decision-making is more transparent to local communities and furthermore gives the community a chance to air their views to the local authorities that will enable the local authorities to give best value to their services, which places upon local authorities the duty of continuous improvement of their services in relation to the achievement of economy, efficiency and effectiveness. Community participation enables the improvement of substantive quality of decisions by local authorities through which they will be informed of communal needs enabling them to undertake a much wider range of economic, social and environmental improvement initiatives than before, as long as their local communities agree (Creighton:2005:19).

Building trust in institutions

Involving citizens in the process of decision making allows for better implementation of the policies and programs. People are a high capability to support programs that they feel they have a contribution to. Participation opens a proactive buy in to the developmental proposals from the government; the investment of societies in to government proposals improves the quality of service and makes the decisions to be more realistic (Creighton: 1992). The way to achieve and maintain legitimacy, particularly when controversial decisions must be made, is to follow a decision making process that is visible and credible with the public and involves the public.

Public participation programs will also leave the public more informed of the reasons behind decisions. Community participation acts as a control measure for ethics and conducts in the public sector, standards of conduct of local politicians and officials are kept at a public by community participation which leads to limitations of corruption in different public institutions (Creighton:2005:19). Community participation further more helps in consensus building. Public programs involve a wide range of people with different traits; these programs build a solid, long term agreement commitment between these diverse people. This build understanding between the parties reduces political controversies and gives legitimacy to government decisions (Creighton: 2005:19). This improves service delivery because when there is consensus there is elimination of conflicts and controversies that hinder development and progress in the government making decisions.

Poverty takes many forms, and demands a corresponding breadth of responses. Making services accessible to the poor is integral to the effort to achieve the MDGs. Basic government services allow people to be productive members of society; therefore, the provision of fundamentals like agricultural support and irrigation, roads, health, and primary education are essential for accelerating attainment of the MDGs.

For citizens that face adversity, the provision of social protection is particularly important. Government services in the fields of economic development and culture, for instance, are also deemed to be ‘public goods’ that bring benefits to individuals and communities. Substantial improvements in the provision of public services are key to achieving most of the MDGs. For example, most child deaths in developing countries could be prevented through the

implementation of effective and low-cost public health interventions, such as the provision of free vaccinations. As such, attaining the MDGs will require financial resources, although the solution is not just about allocating more money.

Effective delivery is situation-specific and requires tailored delivery arrangements that fuse the efforts of state and non-state actors. Each of these actors also needs to better assess their challenges and determine suitable and sustainable service delivery responses. Additionally, effective delivery requires good governance and performance management, so that funds are directed quickly to the most urgent needs, and incentives enable service providers to make good use of available resources. What are the main factors involved in public service delivery? The national government is not the sole actor in public service delivery. The private sector, communities and civil society should all play important roles in shaping demand, developing state policies, and delivering services. The relationship amongst these actors' shifts as the state consolidates or weakens, democracy finds roots, and citizens become more assertive. In recent decades, national governments have increasingly shared the responsibility for service provision with the local governments, in a variety of intergovernmental public arrangements that aim to increase the accountability and responsiveness of service delivery. In a developing country context, governments have experimented with different forms of decentralization to bring service delivery closer to the people. They have been assisted by a variety of development partners, including the main multilateral and bilateral agencies. Some decentralization reforms include approaches that increase the supply and quality of local government services, while others stimulate the demand for—and community oversight of—local government services. Several of these reforms are proving promising.

Pursuing the MDGs through local government

How can local governments contribute to effective public service delivery? Around the world, developing and developed countries alike have observed that decentralized service delivery can result in quicker gains than with centralized systems. It is important to note that the national governments have several options in this regard. In many countries, central government ministries responsible for service delivery have created field offices and delegated more decisions and resources to their local staff—a process referred to as deconcentration.

In principle, a well-deconcentrated government system is able to increase the total amount of resources available for pro-poor public services and can allocate these resources across the national stage in accordance with where local needs are greatest. Yet while deconcentrated units are potentially able to adopt more efficient management practices and link more closely with local stakeholders, they are unable to achieve the same degree of responsiveness and downward accountability that is possible in a public sector where public services are delivered by elected local governments. The strongest form of decentralization is achieved by employing devolution, in which elected local governments are empowered, either by the acknowledgement of general competences in certain policy areas, or by the transfer of specific service delivery functions. The global trend has been toward the development of elected forms of local government that have, in addition to their vertical accountability, a strong public service delivery role and direct accountability to its citizens. Where devolution is the chosen mode, central authorities typically retain some involvement over the functions assigned to the local level (for instance, by setting national service delivery standards, supervising and providing support), but still grant the local governments the main responsibility of providing the public service.

The weight of public service responsibilities and the degree of autonomy acquired by local government varies greatly from country to country. There is widespread acknowledgment that local governments are well-situated, but need to be more empowered to make a contribution to the achievement of the MDGs. Local governments that are large, urban, well-established and have a productive economic base are in the forefront of this effort. Conversely, new, small and poorly supported local governments struggle to take on meaningful service functions. Why haven't local governments realized their potential to enhance public service delivery? In some cases, national governments find it difficult to develop and implement a coherent approach to decentralizing the delivery of public services. The ministry championing local government reform may be able to guide decentralization initiatives through legislative hurdles, but it is not unusual for sectoral ministries to resist or reject the reforms. The result is conflicting legislation and inconsistent implementation across sectors.

The lag in the implementation of sound sectoral decentralization reforms often contributes to service outcomes that are far from what is expected. Even when the national level government is

consistent and supportive, the introduction of a sound local governance system meets with other daunting challenges. Elected officials or the executive officers of local governments may lack experience, or they may be tied to certain groups and interests, and therefore fail to act in the public interest. The advantage of proximity to the people may be neutralized by the absence of mechanisms for involving citizens, communities and community-based organizations. Typically, local governments also struggle to have their challenges placed on the national agenda. In many countries, meager resources are provided to the local governments, and there are wide variations of resources and capacities among the local communities. These elements present considerable obstacles to the effective analysis of common challenges, and make it difficult to mount effective communication and advocacy initiatives for the national policy and programming changes that could serve to strengthen local governments in their service provision roles.

Decentralization has not proven to be an easy route to the improvement of public services. This is a consequence of the partial steps taken, but also speaks of the complex factors that influence the quality and reach of services. Despite this reality, some notable successes indicate that progress can be made, particularly when the supply and demand sides are addressed simultaneously. Nationally-driven schemes have included performance-based granting to local governments, which have spurred improvements in governance processes (particularly in public financial management) with an expectation of more effective service delivery.

Another more direct, but more centralized, way of ensuring service improvement at the local level is based on reimbursing verified “results” (so, for instance, a local government would be reimbursed for the cost of developing a clean water system seen as effective). Locally driven efforts have included the re-engineering of business processes for services, particularly those relating to business or construction permits, which sometimes radically reduces the waiting periods for documentation. Some local governments have invited civil society organizations to the service delivery policy-making discussion table, and in cases have established genuine co-management arrangements. Local governments have supported, or accepted, other initiatives that ensure greater local accountability. Tools such as Participatory Budgeting and Expenditure Tracking (PBET), Public Expenditure Tracking Surveys (PETS), and Citizen Report Cards (CRC) have increased citizen scrutiny of local operations. Local governments have worked with

citizens to prepare charters that specify the service expectations of users and of the community in general.

These documents are social contracts that enable local officials to publicly commit to locally agreed-upon standards, the provision of information, grievance redress, performance indicators, courtesy and value for money.

Pursuing the MDGs through local government

How can the potential of local government in enhancing service delivery be unlocked? When properly positioned, local governments are often more successful in gaining the people's trust than national governments. The legitimacy that comes from operating in a more visible, accessible and accountable way is an important form of social capital. It is crucial then that local governments share their successes widely, to inspire other local governments—and national policy makers—that are as yet unsure of where the local level fits in the range of service improvement options available.

As circumstances and challenges evolve, local governments need to be empowered in ways that enable them to adapt and continue to innovate, even as they remain responsive to the public in the range and quality of services, and in the way citizens are engaged in service-related decisions.

There is evidence that national frameworks are important in fostering dynamism at the local level; national involvement, if poorly handled, can also stifle local potential. Donors and supporters must keep in mind that capacity for decentralized service delivery needs to be directed at both national and local levels. Increasingly, local governments need to be given mandates that recognize their diversity and maximize the possibilities of self-government.

Carefully combining local responsibilities and obligations with local discretion (for instance, through gradually more permissive legislative frameworks) will allow local officials to be flexible and responsive. When local governments are given the freedom to increase local taxes (at least, at the margin), this not only allows them to fund local services, but it also promotes the empowerment of people over the public sector, since it enhances citizen scrutiny over (local)

public spending. Matching local service delivery competencies with adequate funding, through a combination of intergovernmental fiscal transfers and local taxing powers, will ensure that public service provision is adequately funded while it adheres to budget constraints and shows fiscal discipline.

2.2. Challenges of service delivery in local government

Despite the few identified examples of successful service delivery in Uganda resulting from decentralization, there still remains a gap between service provision and local needs. This gap is created by lack of adequate funding at the local level, and is largely reflected in the education and health sectors. In the education sector, since the inception of the Universal Primary Education (UPE) program in 1997, there has been a growing number of enrolled children in schools. This increase, however, has not been met by corresponding increase in both infrastructure and staffing. As a result, overcrowding and low staffing remain major challenges that hinder proper implementation of the program in some districts.

With the introduction of universal primary education in 1996, school enrolment rose from 3.6 million students to 6.9 million between 1996 and 2001. Yet this near-doubling in school enrolment was not matched by staff recruitment owing to lack of adequate finance from central government and local sources. Most financial allocations to local governments are either put to non-education expenditures or do not reach their final destination: (UNDP report 2004).

In health, provision of medical care and services has fallen far short of local needs through lack of finances. A survey of health services conducted in 1996 found that the most common problem facing the health sector was that no drugs were being provided to patients. This was because most of the grants transferred to districts for health had been used for salaries (Nsibambi 1998:58). In addition, the lower tiers of government lacked the ability to manage public finances and maintain proper accounting procedures. Spending on primary healthcare halved, from 33 per cent to 16 per cent, during decentralization.

It should be noted that for decentralization to achieve its targets, there has to be high level of public accountability. A number of problems with regard to accountability have been registered.

There was lack of transparency in the allocation of resources and weak budgetary procedures with regard to record-keeping and auditing. In education, for example, there was disproportionate distribution of finance to the schools, with the poor schools receiving less or nothing of the capitation grants. Parents and students had little or no information regarding the amount of the capitation grant entitled to them. (Akim, Hutchinson and Strumpf)

Kayizzi-Mugerwa (1999:42) argues that the success of decentralization will depend on the capacity of districts and urban governments to raise their own revenue and use it efficiently in the provision of services. However, the generation of local revenues is limited, with local governments largely depending on central government financial transfers. In the 1990s, on average, only 13.2 per cent of revenue in Uganda could be generated locally (Saito 2006). With the introduction of decentralization, many districts started to charge education, environment and sanitation, and health taxes along with graduated tax. These additional charges specifically targeting certain service sectors substantially contributed to the service delivery in these sectors. Graduated tax, however, was removed in 2006, leaving these districts financially paralyzed.

The abolition of the Graduated Personal Tax (GPT) meant that the local and urban governments had limited financial sources to finance public services, as is the case with education and health cited above. As a result, there has been an increase in the reliance by local governments on central government.

This lack of financial autonomy affects the implementation of development plans and consequently limited service delivery since most of funds are diverted before they reach their final destination.

The Ministry of Finance, Planning and Economic Development survey on health and agricultural service delivery in Uganda (1998) found that there was deficiency in the percolation of funds allocated to these sectors. Despite the bid for financial autonomy implied by decentralization, the central government still provided funding for major services at local government level. However, provision of funding suffered diversion in the process of allocation to local governments. MFPED and MAFAI Report (1998) thus reported a shortage of incentives and facilitation for

districts. This resulted in the inability to deliver Agricultural Extension Services (AES) to grassroots farmers.

Analysis of most district budget estimates for the 1997/1998 financial year showed that only 1 per cent of the total expenditure was allocated to AES. It should be pointed out that the most daunting challenge facing decentralization as a framework for service delivery is a lack of capacity and personnel at sub-national government level to exercise responsibility for service delivery. The lower-level governments lacked the ability to manage public finances and maintain proper accounting procedures. As a result, lower levels of funding reached the local level. (MFPED and AES1998)

The lack of funding at the local level paralyzed the personnel sector. In the first instance, decentralization led to staff retrenchment through civil service reform. In the agricultural sector the Agricultural Extension officer– farmer ratio was 1:1000–3000 in 1998. The wider area covered by each extension officer meant that few farmers had access to these services. On average, the proportion of farmers contacting Agricultural Extension Officer was only 10 per cent. In most cases, AE staffs are deployed only up to sub-county level and have limited direct contact with farmers. Whereas extension workers had motorcycles to use to visit farmers, they only have a monthly allocation of 25 liters of fuel for extension work. Only 1 per cent of farmers receive extension services.

The same problems of shortfalls in funding and personnel are observed in health, with limited medical personnel and medicine, and in education with limited teaching staff. Spending on public health, as earlier mentioned, fell from 33 per cent to 16 per cent during decentralization (Akin, Hutchinson, and Stump 2001), while, as also noted, increased enrolment of primary school children during UPE resulted in overcrowding and low staff capacity to handle large classes. The increase in school enrolment was not matched by increased recruitment of new staff (UNDP 2004).

According to Saito (1999), on the one hand, the public service officials perceive that decentralization improves control and the mobilization of resources, and on the other, the service

receivers perceive that services have not improved in recent years. Further, decentralization as an approach to service delivery is limited by the failure of politicians to cede political power to the local governments.

Golola (2003) maintains that politicians at the center have little wish to cede power to the local governments. They propose reforms including decentralization when they expect benefit for themselves. This failure to cede power by politicians at the center limits democracy and autonomous decision-making at the local level.

One of the objectives of decentralization is to transfer real power to the district and thus reduce the load on the 'remote' and under-resourced central government officials. These officers are often remote in terms of geographical distance and frequently unknown to the local people in terms of language, culture, interests and values (Murembe, Mokhawa and Sebudubudu 2005).

Largely, conflicts emerge from the demand for accountability by the civil servants from the politicians. In several districts, there have been conflicts between the Local Council Five (LCV) chairman and the Residence District Commissioner, for example, Ntungamo and Kiruhura districts.

In the *Daily Monitor* for 20 August 2007, it was reported that the Ntungamo RDC claimed to be under threat from the LCV chairman because he demanded accountability and had exposed the LCV chairman's corruption practices. In Kiruhura, the acting RDC reportedly resigned, citing corruption and intimidation from elected representatives. Another limitation of the decentralization policy comes from the response to externally determined programmes that differ from local needs. In one district, residents argued that funds to implement decentralization were usually obtained from donors who fund specific projects even when these may not be priorities of the local area. In the district, members cited an example of a road recently constructed in the area, but pointed out that if they were given a choice, they would have preferred equipping the health centers with medicine.

in terms of accountability, the lack of financial autonomy and insufficient funds to facilitate local government officials means that many of the local government officials including councilors have remained voluntary, without compensation. Such people are difficult to hold accountable to the local communities (Golola 2003). There is increased corruption by these officials who try to compensate themselves by misappropriating funds and by extortion from the citizens. In the decentralized framework, I can rightly assert that there is decentralization of corruption. This is a big challenge to service delivery because much of the available financial resources end up enriching individuals employed in the public sector, particularly local governments. While decentralization has brought these improvements, it still faces serious shortcomings as well.

Most people have heard of decentralization. However, except for those who are in the active leadership positions, people at the grassroots generally do not have clear understanding of it. A group of women said that “we have heard of it, but do not know what it means clearly. But the LC is familiar to us.” This succinctly summarizes the current situation, and this appears to be quite common in a number of villages in Uganda. Even if Rakai and Mukono districts, which are the districts, considered to be more advanced in the degree of decentralization than other districts, the situation is still the same. Consequently, most of the people at the grassroots level do not know what their roles are vis-à-vis their Councilors and administrators. (Nick Devas: The Challenges of Decentralization: May 2005)

Different Views of Stakeholders

Decentralization involved various stakeholders, and they do not necessarily have agreed views on decentralization: *inter alia* politicians, civil servants, international donors, international and national NGOs. Their view can vary according to the level at which they are active: at a national level or at a local level. For instance, national politicians may not necessarily support decentralization because it would reduce their influence on policy making at the benefit of local politicians. Likewise, national and local civil servants may not have agreed views on decentralization.

Civil service staffs in the center tend to be ambiguous. As long as decentralization does not curtail their influence on decision making, they do not oppose it. They are already at the center,

and they do not have to be sent to take up local posts. On the other hand, some may lose their jobs since the central government is undergoing the civil service reform which reduces the number of bureaucrats. The civil servants at the local level also have mixed views on decentralization. It, on the one hand, enhances their autonomy, which is liked by all.

2.3. Solutions to the challenges of service delivery in local government

Although the current system has various serious deficiencies, there are significant possibilities, which can be harnessed by essential stakeholders including the state and the people. The possibilities can form a critical basis for making decentralization as a positive-sum solution for Uganda rather than a zero-sum one as was the case before.

The local governance and its Local Council (LC) structure will bear important functions and responsibilities in order to make the current decentralization successful both politically and developmentally. Decentralization in the past tended to be a zero-sum game: what one stakeholder gains is a loss for others. If, however, the current decentralization is not a positive sum solution for stakeholders, the LC system will not sustain the support by the people who really wish to grow out of poverty. The stakeholders for making positive sum include, *inter alia*, local politicians (Councilors), civil servants, and the people themselves.

Dimensions of gender and ethnicity are also particularly relevant, since the socially disadvantaged including women and ethnic minorities need to be appropriately participated in the governance structure.

Kayizzi-Mugerwa (1999) argues that the success of decentralization will depend on the capacity of districts and urban governments to raise their own revenue and use it efficiently in the provision of services.

Another important achievement on the improvement of financial resources by local government is the way in which donor funds are channeled. Previously all donor assistance needed to be based on an agreement between foreign donor(s) and the central government of the Republic of Uganda which is not the case today. The Rakai Project assisted by the DANIDA is very

illustrative of a new experiment. In this project the DANIDA, while maintaining the agreement with the central government, also negotiated a parallel agreement with the district authority in Rakai. (Lumbugu, Rakai 1999)

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This section presents the research design, areas of study, study population, study sample, data collection, data processing and analysis, and limitations to the study. The methodology brings out the overall plan of executing the study. It looks at the area and population of study. It also describes the various methods that were used in the collection and analysis of data. It also highlights the problems encountered during the study.

3.1 Research Design

The study was conducted using a descriptive case study research design in order to examine the relationship between community participation and service delivery Kyazanga Subcounty Lwengo district. The researcher used a qualitative approach and employed a case study design which enabled the use of simple data collection methods and tools in the shortest possible time implying that the research was not strictly conducted under controlled Laboratory conditions but rather the results were obtained due to direct interactions with respondents.

3.2 Study Population

The study covered the people of Kakoma parish, Kyazanga Sub County from which the sample of 60 people was selected.

3.3 Sample Size

The researcher used 60 respondents from Kakoma parish Kyazanga Sub County. All parish workers and local council leaders from the villages were selected to represent the entire population of Kyazanga Sub County.

3.4 Sampling Procedures

The Researcher used simple random techniques in selection of respondents meaning that each and every respondent had a chance of being selected as long as he/she's part of the study. In this procedures therefore, the respondents were identified according to their willingness and availability to take part in the study.

3.5 methods of data collection

Questionnaire

A close-ended questionnaire was developed, a close ended questionnaire is the type of questionnaire where variables are chosen from given alternative of variables based on Likert four-point scale model. The respondents are given a minimum of two weeks to fill the questionnaires. The main advantage is that the respondents have ample time to answer without fear or favor of the researcher. According to Amin (2005), a questionnaire is a self-report instrument used for gathering information about variables of interest in an investigation. It is after a one-time data-gathering device on the variables of interest to the researcher.

3.6. Validity and reliability of research instrument.

The researcher ensured that the instruments that were used for collecting data yield valid results through the use of experts including the supervisor and other researchers in the same area. This helped the researcher in various fields to look at the research questions and ensure that the research instruments yield measures that will be consistent each time they will be administered to the same individuals.

3.7. Data Analysis

The Quantitative data generated was summarized using descriptive figures, tables and measures of central tendency such as the mean, median and standard deviation. Relationships were analysed through regression analysis measures of association to get the contribution and effect of the independent variables to the dependent variables

3.8. Ethical Consideration

The researcher asked the informed consent from the respondents to willingly participate and provide information. The researcher observed the right of the respondents to privacy and confidentiality of the information they provided. In ensuring research principles, the researcher ensured confidentiality on personal identities of the respondents and those associated with the information they provided

3.9. Limitations of the Study

The study faced both practical and methodological limitations. The practical limitations included limited knowledge; computerized statistical analysis packages, not all respondents gave all required information, apathy of some respondents, failure of interpretation of the questionnaires and some withheld for confidential reasons.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction.

This chapter presents the data analysis and the interpretation of the findings of the study on community participation and service delivery in Kyazanga Sub County Lwengo district

4.1.1 Background information of the respondents.

In order to get the background information of the respondents, questions one to six were used to obtain age, sex, marital status, education level of the respondents and their occupation. These variables were used in order to get the characteristics of the respondents and the findings are presented below.

4.1.2 Age of the respondents

Respondents were asked to state their age and the results are shown in the table below:

Table1: Distribution of Respondents according to age bracket

Age group	Frequency	Percentage
Below 25	6	10%
25 – 29	12	20%
30 – 39	11	18%
40 – 49	18	30%
50 – above	13	22%
Total	60	100

Source: primary data 2017

Table 1 above shows that 10% of the respondents were below 25 years, 20% were between 25-29 years of age, 18% were between 30-39 years of age, 30% were between 40-49 years and 22% were above 50 years of age. This means that majority of the respondents are between 40-49 years of age followed by those above the age of 50.

4.1.3 Gender of the respondents

The respondents were asked to state their gender and below are their responses

Table 2: Gender of the respondents

Sex	Frequency	Percentage
Female	24	40%
Male	36	60%
Total	60	100%

Source: primary data 2017

Table 2 above shows the sex of the respondents and it was found that 40% of the respondents were females and 60% were males. This therefore means that the majority of the respondents are male and the male dominate the enterprises with over 60%.

4.1.4 Marital Status of the respondents

Another variable which was important in respect to the situation of the people in the area was marital status. Information regarding marital status of the respondents was obtained by asking them whether they were married, single, widowed or widowers.

Table 3: Marital status of the respondents

Marital Status	Frequency	Percentage
Married	30	50
Single	18	30
Divorced	9	15
Widower	3	5
Total	60	100

Source: primary data 2017

Table 3 above shows that 50% of the respondents were married, 30% were single, 15%were divorced and 5% were widowers. This means that majority of the respondents were married people followed by singles.

4.1.4 Educational status of the respondents

Respondents were asked questions related to their educational status and their responses are

shown in the table below;

Table 4: Educational Level of the Respondents

Education Levels	Frequency	Percentage
Uneducated	12	20
Secondary	27	45
University	3	5
Primary	18	30
Total	60	100

Source: primary data 2017

From the above table, 20% of the respondents were uneducated, 45% secondary, 5% university and 30% primary. This means that there was equal distribution of respondents who reached both primary secondary and university while the majority of the respondents reached primary level.

4.2. Community participation and service delivery in Kyazanga sub county Lwengo district

Table 5: Showing the role of community participation on service delivery in Kyazanga sub county Lwengo district

Role	No of respondents	Percentage
Decision making	12	20
Formation of community groups	6	10
Participation in politics	24	40
Teaching the community by the gov't	6	10
Incorporating community values in decision making	5	08
Participating in gov't & community projects	7	12
Total	60	100

Source: primary data 2017

From the 5 above, 20% of the respondents reported that community decision making plays an important role in community empowerment to choose their own local leaders. In addition, 10% of the

respondents argued that formation of community groups helps them to increase their bargaining power and also enhances their efficiency and innovativeness. 40% argued that teaching communities empowers them to be creative by acquiring new ideas, knowledge and skills on development programs in the country. 08% believed that it is important to incorporate community values in decision making by the local governments that local political decision-making is more transparent to local communities and furthermore gives the community a chance to air their views to the local authorities that will enable the local authorities to give best value to their services, which places upon local authorities the duty of continuous improvement of their services in relation to the achievement of economy, efficiency and effectiveness. 12% of the respondents suggested that participating in government and community projects Institutes participatory service delivery and community development processes that give a voice in decision-making too poor to marginalized populations. Partnering with communities, community-based organizations (CBOs), and non-governmental organizations (NGOs), including advocacy groups, on community-based initiatives, providing access to land (including regularization)

According to Foster (1995) local authorities play an important role in direct involvement in health care, education, vocational training, and other social services depends on the degree of decentralized delivery of these services in each country, and the devolution of functions to the local level. It also reflects the critical role of local governments in reaching and extending services to vulnerable groups. In the same line, the biggest percentage of respondents taking 40% reported that local governments involve in the better delivery of health services, education and social services such as setting up health centers and vocational training to help people create jobs that can help them earn a living.

It was reported by 10% of the respondents that both private National programs can be structured to channel funds to communities through local governments or through NGOs and (BOs. Both approaches have led to successful results when the focus was the institutionalization of organizational and financial frameworks to support action at the local level.

1.3. Challenges faced by local governments in service delivery in Kyazanga Sub County

The second research question was to state the challenges of local governments in service delivery in Kyazanga Sub county Lwengo district. To be able to get answers to the question the following questions were asked. Below are the responses from the respondents

Table 6. Challenges faced by local governments in service delivery in Kyazanga Sub county

challenges	No of respondents	Percentage
Corruption in local governments	20	33
Low funding from the central government	13	22
lack of financial autonomy affects the implementation of development	24	40
low participation of the community	03	5
Total	60	100

Source: primary data 2017

From table 6 above, it is clearly indicated that lack of financial autonomy affects the implementation of development with 40%, followed by Corruption in local governments with 33%, Low funding from the central government with 22% and finally low community participation with 5%. The implication is that corruption, lack of financial autonomy and low funding are the major challenges that affect service delivery in the local government

1.4. Solutions to the challenges faced by local governments in service delivery in Kyazanga Sub county

The third research question was to examine the solutions to the challenges faced by local governments in poverty alleviation in Kampala district. Below in the table are their responses

Table 7. Solutions to the challenges faced by local governments in service delivery in Kyazanga Sub county

Suggested solutions	Number of respondents	Percentage
community participation in decision making	21	35
Good governance	12	20
Income generating projects	5	9
Economic participation	17	28
Donations	1	2
Enough funding from central government	4	6
Total	60	100

Source: primary data 2017

From table 7 above, the researcher found out that community participation in decision making at all levels can help in solving the problem of community service delivery (35%), followed by good governance (20%), Income generating projects (9%), Economic participation (6%) and Enough funding from central government (2%). This implies that community participation in decision making is described as the core of better service delivery.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter therefore presents the summary of the major findings, discussions and recommendations for community participation and service delivery

5.1 Summary of findings

From the study findings, 10% of the respondents were below 25 years, 20% were between 25-29 years of age, 18% were between 30-39 years of age, 30% were between 40-49 years and 22% were above 50 years of age. It was found that 40% of the respondents were females and 60% were males. 50% of the respondents were married, 30% were single, 15% were divorced and 5% were widowers. 20% of the respondents were uneducated, 25% secondary, 25% university and 30% primary.

5.1.1. Community participation and service delivery in local government

The respondents reported that community decision making plays an important role in community empowerment to choose their own local leaders. In addition it was established the respondents argued that formation of community groups helps them to increase their bargaining power and also enhances their efficiency and innovativeness. Some argued that teaching communities empowers them to be creative by acquiring new ideas, knowledge and skills on development programs in the country. It is believed that it is important to incorporate community values in decision making by the local government local political decision-making is more transparent to local communities and furthermore gives the community a chance to air their views to the local authorities that will enable the local authorities to give best value to their services, which places upon local authorities the duty of continuous improvement of their services in relation to the achievement of economy, efficiency and effectiveness. Respondents suggested that participating in government and community projects institutes participatory service delivery and community development processes that give a voice in decision-making too poor to marginalized populations. Partnering with communities, community-based organizations (CBOs), and non-governmental organizations (NGOs), including advocacy groups, on community-based

initiatives, and providing access to land (including regularization)

5.1.2. Challenges faced by local governments in service delivery in Kyazanga sub county

Lwengo district

Local governments in Uganda are faced by Corruption in local governments, Low funding from the central government, lack of financial autonomy, low participation from the community which affects service delivery in Kyazanga sub county Lwengo district

5.1.3 Solutions to the challenges faced by local governments in service delivery in Kyazanga sub county Lwengo district

Community participation in decision making is described as the core of the antipoverty effort, good governance and economic participation. These would help overcome the limitations of Decentralisation in service delivery in Kyazanga Sub County and the entire Uganda

5.2. Conclusions

This study entitled "community participation and service delivery in Kyazanga Sub County Lwengo district" was carried out on the background that community participation is critical for service delivery in the local government. Local governments have a natural advantage in knowing and understanding the needs and resources of their own territories and so they can provide better local public goods to meet the demands of their populations. However, while the debate on governance has focused on the institutions of the national state less attention has been given to involving the community to participate in the running and management of local governments and service delivery. The researcher used different methods in collecting the data and these included questionnaires, interviews and focus group discussion. Primary and secondary data were also used to compile this research report. These methods proved beyond reasonable doubt that the local governments have played a crucial role in poverty alleviation.

5.3 Recommendations

Basing on the findings and conclusion, the study came up with the following recommendations. Through enforcing accountability and transparency in the sub-county, there will be proper service delivery and so at the end of it all community service delivery may be made better.

The study also recommends that since low education was one of the major complaints among community participation constraints, a suitable program like functional adult literacy could help in equipping people with relevant skills and knowledge for income generating activities to supplement on the agricultural activities. Low education has made the people fail to acquire loans (failure to read and write) and, or failure to be innovative and participate in development programs and that's why they don't cooperate or even engage in development projects brought by the local government

The community resource persons should strongly raise, advocate and lobby for the right and importance of every person in society especially not only as farmers but also as those who handle other outside activities like economics. This would attract other service providers like nongovernmental organizations to train women and this would help them reduce on the poverty they are trapped in. There is also need for the government to re-think and develop more sustainable and developmental poverty reduction programs that suit the youth and women since they complained that the existing programs have not benefited them.

5.4 Areas for future research.

Depending on the findings of the study, the following areas have been suggested for future research

- Improving community participation
- Creation of Jobs for the rural population
- Improving the relationship between the community and the local government

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APPENDIX I: QUESTIONNAIRE ADDRESSED TO RESPONDENTS

Dear Respondent,

The researcher Ssemanda Robert is a student of Kampala International University pursuing a Bachelor's Degree in Public Administration. He is conducting research on "community participation and service delivery in Kyazanga Sub County which is part of the requirement for the award. You are kindly requested to fill this questionnaire and the information provided will be treated with maximum confidentiality.

Thank you.

Section A:

Bio Data

(1) Sex:

Male ☐

Female ☐

(2) Age:

Below 25 ☐

30 - 39 ☐

40 - 49 ☐

46 - 50 ☐

50 and above ☐

(3) Qualification

Uneducated ☐

Primary ☐

Secondary ☐

Tertiary ☐

(4) Work Experience

0 - 5yrs ☐

6 - 10 ☐

11 - 16 ☐

16 and above ☐

Section B: community participation on service delivery

Please indicate for the following statements the extent to which you agree or disagree by Ticking SA for strongly agree, A= Agree, U= Uncertain, D= Disagree and SD for strongly disagree.

No	Statement	SA	A	U	D	SD
1.	Decision making at community level					
2.	Incorporating community values in decision making					
3.	Formation of community groups					
4.	Participation in politics and government projects					
5.	Teaching the community by the government					

Section C: Challenges of service delivery by the local government

No	Statement	SA	A	U	D	SD
1.	Corruption in local governments					
2.	Low funding from the central government					
3.	Lack of financial autonomy affects the implementation of dev't					
4.	Low participation of the community					

Section D: Strategies to solve the challenges of service delivery by the local government

No.	Statement	SA	A	U	D	SD
1.	Gender equality					
2.	Economic participation					
3.	Mainstreaming gender					
4.	Good Governance					