

**THE ROLE OF LOCAL LEADERS IN THE IMPLEMENTATION OF
GOVERNMENT PROGRAMS: CASE STUDY OF
RUBAGA DIVISION, KAMPALA DISTRICT**

BY

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DECLARATION

I **NANSUBUGA SHAMIM** do hereby declare that this research report is my original work and has never been presented to any university or any organization for the purpose it serves in Kampala International University, where other people's work has been included a strong citation has been made.

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Sign 

Date..... 6th / Nov / 2012

APPROVAL

This research report is presented for examination, with my approval as university supervisor to the candidate.

MR. MWESIGYE WILLIAM

(Supervisor)

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Date.....

DEDICATION

This work is dedicated with profound joy and loves to My Father Mr. Nsubuga Saaka and my dear Mother Nakitto Hanifah my relatives who put in much effort to see me through to this level most especially the entire Family of Kabuye Steven.

ACKNOWLEDGEMENT

I thank the almighty for enabling me accomplish this piece of work. Special appreciations to life and wisdom he has granted me.

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ABSTRACT

The study was centered on the role of local leaders in the implementation of Governments programmes in Rubaga Division, Kampala District. It was guided by the following objectives: To examine the ways in which local leaders implement government programs in Rubaga division, to evaluate the methods of community mobilization by the local leaders in implementing government programs in Rubaga division, to assess the challenges faced by the local leaders implementing government programs in Rubaga division.

The study was conducted using mainly a qualitative approach with descriptive case study design. Data was collected using questionnaires from 40 respondents who included the Local Council, community leaders, community members and others and analysed using descriptive statistics and percentages presented in the tables.

The study found out that local leaders played a big role in the implementation of government programmes in Rubaga Division though a lot is still missing. The study found out that through the local leaders there has been improvement of service delivery in the division.

The researcher recommends that the government of Uganda needs to re-allocate more resources to local leaders for more effective and efficient service delivery. The researcher also recommend that there should be more frequent inspection of books of accounts from independent auditing firms and private auditing firms appointed by the latter.

CHAPTER ONE

BACKGROUND STUDY

1.1 Introduction

The area of study will be Rubaga division Kampala district. The study is focusing on the local leadership on the implementation of government programs of Rubaga division. This chapter will contain the back grand to the study, statement of the problems, and objectives of the study, scope, and research questions and significant of the study.

1.2 Back ground of study

Rubaga division is located in Kampala district. It is one of the divisions that surround the Kampala city within one of the four divisions that generate income to the kamala district. The revenue of Rubaga division by the division mayor, Rubaga division contributes towards to the revenue of Kampala. Decentralizations program has helped the division staff to carry out their activities that has led to the development of the division. Decentralization is the transfer of the powers from central government to the local government. The population of Rubaga division is estimated around 800-1500 people according to the census of 2001 which was conducted by the minister. Rubaga is one of the divisions in Kampala that generates revenue of Kampala district. It's headed by the local council chairman iii and its councilors from each parish of the divisions. Rubaga is division is in the northern part of Kampala district. It borders with Makindye division. Rubaga is near to the palace of Buganda kingdom. Its leaders are usually too committed to the development issues of the division.

Countries which would wish to improve service delivery and attain citizen empowerment, democracy and citizen involvement in development need to embrace good governance through practices like decentralization. The transfer of powers from the central ministries to the local units enhances rapid transformation in the rural areas (Rondinelli and Cheema 1983; Rondinelli 1992; Parry 1997) .This includes delinking political and administrative burden on the ministries to the local government, however the success of these are determined by the leadership potentials in political and civil service.

The role of the local leaders in development is so much attributed to the decentralization , in this study ,the two concepts local leadership and decentralization are understood as; centralized and unitary states and the process by which powers ,political decisions, financial and managerial powers belong to and are entrusted (Rondinelli and Cheema 1983).

Results of study by the ministry of finance (2003,December,pp 11-45) indicates that the poor define their status in terms of lack of basic needs and services such as food ,clothing ,bedding ,shelter ,basic health care and education, powerlessness ,social exclusion ,poor governance and lack of awareness. This study indicated that over 60% of Ugandan population is engulfed in the above challenges of development thus it recommended consolidation of decentralization through sound leadership.

For instance in December 1963 district councils lost power to appoint and remove political heads and the appointment boards lost their independence (Wilba, 2003). There were reforms on centralization of power and disguised decentralization till 1986 when National Resistance Movement (NRM) introduced protractedly effective decentralization (Lubanga F, 1997).

1.3 Statement of the problem

The existing literature in the world is represented to create image that political offices or authorities facilitated the implementation of the of government programs. However there are some special cases in which political authorities sometimes fail to implement the government programs. The question asked would be, in what ways can or do local leaders improve or implement government programs in their respective unities of jurisdiction?

In number of occasions, governments in low developed countries have attempted to improve government programs in order to boost their efficiency in governance. These include political oriented programs like decentralization, federation, centralization for formerly decentralized countries and regional integration. The objective of those governance policies are to improve on service delivery , political empowerment of the citizens, promotion of democracy, observation of fundamental human rights , promote economic growth and development.

For the case of Uganda, local governments were created under decentralization as early as 1997, and local political unities were created with the inception of national resistance movement with intend to expand democracy.

The case with the Rubaga division is that after every five years of political transition, different political attainments in terms of the implementation of government program as contained. Therefore, the purpose of this study is access the contribution of local leaders in the implementation of government programs in Rubaga division.

1.4.1 General Objective

The study intends to assess the contribution of the local leaders in the implementation of government programs in Rubaga division in Kampala district.

1.4.2 Specific Objectives

- (i) To examine the ways in which local leaders implement government programs in Rubaga division.
- (ii) To evaluate the methods of community mobilization by the local leaders in implementing government programs in Rubaga division.
- (iii) To assess the challenges faced by the local leaders implement government programs in Rubaga division.

1.5 Research Questions.

- (i) In what ways do local leaders implement government programs in Rubaga division?
- (ii) What community mobilization methods do local leaders employ in Rubaga division?
- (iii) What challenges do local leaders face in implementation of government programs?

1.6 Scope of the Study

The study is an examined how government meets citizen demands; therefore it will concentrate on the roles of political authorities in promotion of implementation of government programs in Rubaga. It examined the key roles of social arrangement to create order in the local leaders in the implementation of government programs in ranged accordance by the local leaders. Rubaga division starts from division mayors and up to local council chairman in village levels.

1.6.1 Geographical scope.

The geographical location of Rubaga division is within the region of central. Rubaga has been in the existence from colonial rule (during the British rule).

1.6.2 Content scope.

The study looks at the way in which local leaders implement government programs, community mobilization by the local leaders and the challenges faced by the local leaders in the implementing programs.

1.6.3 Time scope.

This study focused on the period between 2008 and 2011.

1.7 Significance of the Study

The study will help to identify the weakness of the local leaders in Rubaga division.

It will also help identify the role played y local leaders of Rubaga.

The study will also help to high light the roles of local leaders of Rubaga division in the economic development process and also indicate the challenges faced by the leader's action in the development of the division.

The recommendations will be adopted by the local government of Rubaga division in Kampala district.

The study is relevant for the purpose of feature reference since it lays scientific methodologies.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter consists of the literature related to the main component of the study such as leadership in local governments, monitoring, democratization, community mobilization, participation and challenges faced by local governments.

2.1 Leadership in the Local Governments

In the study, leadership is understood as someone who directs or commands certain activities in the society regardless of the size, race, group or religion (Kousize J, 2010). In a specific approach to the subject matter, Rubaga division is a smaller development constituency under a leadership of mayor in the local government structures of Uganda, the local government act 1997 and the constitution of Uganda 1995.

Leadership in the local governments is divided in to two , that is, upper local governments and the lower local governments under which Rubaga falls, it has wards and cells answerable to them as upper unity in the leadership hierarchy , local government act (1997).the council constitutes of an; elected chair person , councilors representing wards , youths, people with disabilities , women . This therefore means leadership in the local government units plays fundamental role in development.

2.2 Ways in which Local Leaders in Implement Government Programs

2.2.1 Monitoring

According to the local government act (1997), the local leadership monitors the performance of persons employed by the government a higher local government to provide services in its area of jurisdiction and monitor the provision of services or the implementation of projects in the area. This function defines relationship between the leaders and development Maddick K (1963) it captures the meaning of development as effective service delivery and implementation of the related projects.

2.2.2 Democratization

This is typically a political function, since development is comprehensive that is, it encompasses both political and economic development, and the local leaders therefore protect the constitution and other laws of the republic of Uganda and shall promote democratic governance of the local areas under their jurisdiction.

2.2.3 Co-Ordination

The local leaders co-ordinate government initiatives and policies as they apply to local government leaders, the local government act 1997 article 97, this is for the purpose of ensuring effective implementation of national policies and adherence to performance standards on the part of local governments.

2.2.4 Assistance in the Provision of Technical Assistance

Policy documents provide division of labor between ministries and the directories, the demarcation of responsibilities has led to recognition of structures in order to enhance effective discharge of services, for instance information and specific guidance on certain issues.

2.2.5 Participation

The participation of citizens in the election process and the competition for political offices has in many occasions encouraged responsible, more transparent, accountable and innovative leadership. The local people now accept the decisions since they are represented in these processes.

2.2.6 Mobilization

It is important to note that the local leaders play one pronounced role of mobilizing communities to support and participate in development programs. Rubaga being in an urban local government such mobilization includes; participation in universal primary education (UPE) project, water and sanitation and income generation projects. The argument in favor of this point is that the local people respect and obey their leaders more than imposed leadership.

2.3.0 Methods of Community Mobilization and Implementation of Government Programs.

2.3.1 Community Awareness

The growing awareness among all the stakeholders that the present ad hoc links between the institutions need to be further institutionalized and consolidated. The purpose is to improve co-operation with the community to improve effective services, for instance in the health sector things like immunization require community awareness.

2.3.2 Training of the Local Leadership

One precise role the local leaders have played is the continuous process of recruiting and training of further local leaders. This process takes place through nomination and election of the local council member, secession planning process in the division etc, however, this is a latent process in many local governments though it plays a fundamental role in development.

2.3.3 Education

Local governments are the only institutions that provide free and responsible information to the local people or even the central government, and the directories. This is entirely the duty of the local leaders who are entrusted by the community to withhold data /information about them.

2.3.4 Power/Authority

The local leaders under the provision of the local government act , teaches, expends, and uses the risk of power objectively to foster political understanding C.H Wilson (1963), this involves initiation of debates and discussions on the allocation of resource and jurisdictions of why these resources should be established or located in the identified communities.

2.3.5 Local Knowledge

This is prerequisite of for responsiveness and flexibility in the local government to determine the community priorities; the local leaders other than any other form do this, through acquisition and utilization of the indigenous intelligence. The advantage of the local leaders 'involvement here is that they have wider opportunities of information from the government and the local people, Thus easier mobilization of the people towards creative development.

2.3.6 Interpretation and Communication

Many times development programs have been misunderstood by the local people, sometimes the programs are politicized along partisan politics, for instance universal primary education (UPE) program has suffered rejection among urban areas because it is associated with national resistance movement (NRM), health, and agriculture sector s have suffered the consequences, thus it has been the duty of the local leadership to make proper interpretation of the government development programs.

2.4.0 The Challenges Faced By the Local Leaders in Implementation of Government Program

24.1 Public Goods

The local leaders play role in the demand side to meet the demands of their people, for instance initiation of public utilities like markets, schools, and health and sanitation facilities. The voters lobby for them by using their voters power during the general elections.

2.4.2 Expansion of Taxes Base

Through local government development program fund (LGDPF) the local leaders receive development grants which they use to establish development projects such as; landing sites, markets, feeder roads or loan schemes, this creates wider investment environment, these activities are taxed such as expanding the tax base.

2.4.3 Allocation and Collective Functions

The local leaders determine efficiency of resource use through determining their location; this sometimes reduces costs of establishment and increase revenue collection from the public utilities. The local governments have powers to tender out processes or management of public utilities; this gradually leads to employment and further income generation (Sharpe, 1984).

2.4.4 Urban local Governments

One of the development priorities of the urban local government is to improve hygiene, garbage management and sanitation, the divisions like Rubaga should have its leadership engaged in promotion of public health through effective management of hygiene, garbage and sanitation. This however does not ignore the fundamental role of development planning.

2.4.5 Location Choice

According to (Jackson ,1975) some communities may be disadvantaged to access public services such as schools, health etc, by the fact that they are located are distance from the station of such services, however, it is fundamental role of the local leaders to provide alternative source or reduce the distance by improvising mobility to these services.

CHAPTER THREE METHODOLOGY

3.0 Introduction

This chapter includes research design, sampling techniques, sample size, study population, reliability and viability of the research instruments and methods of data analysis.

3.1 Research Design.

The researcher employed both quantities and qualitative approached, quantities analysis will involve collection of data with numerical characteristic in order to predict, explain and control the area of study based on statistical means.

The study also applied quantitative methods based on the description of information or conditions which are difficult to quantity, the data surrounding quantitative approaches included information obtained through; discussion, narrations and observation.

3.2Sampling Techniques

The researcher intends to use random sampling technique, the researcher identified the specific groups who participated in the study, and random selection of the identified respondents were chosen to give the required information either through interviews or answering the questionnaires.

Table 1: The Summary of the Sample Size.

Council members at the division	09
Council members at the ward	09
Council members at the cells(each cell 05x5)	25
Civil society organizations	06
Non-government organizations	10
Elders	11

Source: Primary Data

3.3 Sample Size

The research intends to involve up to seventy respondents in the study, they included; local council member of the division, wards and cells of Rubaga division, elders, civil society organization or non-government organization (NGOs).

3.4 Data Collection Methods

3.4.1 Observation

In application of this method the researcher employed vision as it may mean data that can only be seen is recorded, it involves the process in which one or more examining what is happening in real life situation and classify and record pertinent facilities like sanitation, garbage management as success of the local leaders in implementation of government development programs.

3.4.2 Interviews

Interview questions were designed according to the research questions, and then the researcher will identify the interviewees later on open interaction was initiated, their revelations will be recorded and computed. The purpose of using this method is to uncover information that is unable to be discovered through of other tools used in this study.

3.4.3 Questionnaire

Both open ended and close ended short questions were designed and then administered to the respondents to fill, the questions involved pre-answers in which situations of effective implementation of the government programs are stated and alternative answer in two kind scale of yes or no is provided.

3.5 viability and reliability of research instrument

The researcher took sample of respondents and tests the tools; this was done before the main process of data collection occurs. If the information obtained is relevant and effective to answer the research questions then, the methods will be considered.

3.6 methods of data analysis

The researcher used special package for social sciences (SPSS) this was after the data collected is sorted, edited, entered in excel.

Then simple descriptive statistic was used to analyze data basing on, frequency, and percentages.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Ways in which Local Leaders in Implement Government Programs

Data was collected through use of research instruments enlisted as observation, interviews, and questionnaires were also administered to the different category of the respondents. Key informants in this case were the; local council chair persons, councilors, civil servants in the division and the citizens of Rubaga.

Data was edited and entered to software for analysis; however where there were cases in which there was repetition, such a data was thrown out to avoid duplication and overlap in the presentations.

4.1.1 Leadership in the Local Governments

In the interviews conducted with the council members on (28/06/2012) of the division, most reported that as division the demarcations have given them authority over resources and development, however their challenge was that the city council takes control of the big share of resources mobilized therefore the political autonomy seem to have limited effect on implementation of government programs.

The above narrations are evidenced with meaning of the leadership in the local governments which are divided in to two, that is, upper local governments and the lower local governments under which Rubaga falls, it has wards and cells answerable to them as upper unity in the leadership hierarchy, local government act (1997).the council constitutes of an; elected chair person, councilors representing wards, youths,

people with disabilities, women. This therefore means leadership in the local government units plays fundamental role in development.

Table 2: Respondent’s knowledge about monitoring

No. of Respondents	percentage
Agree	70%
Disagree	20%
Not informed	10%
Total	100%

Source: Field data, 2012

4.1.2 Monitoring

Monitoring was identified as method of implementing local government programs in the division, 70% of the respondents agreed that they are involved in the activities such as promotion of farming, micro –finance activities, and that there are specialized councilors who work with the departments. 20% of the respondents had a feeling that they were not actively involved in the supervision of the department activities and 10% did not have any idea.

In the existing literature according to the local government act (1997), the local leadership monitors the performance of persons employed by the government a higher local government to provide services in its area of jurisdiction and monitor the provision of services or the implementation of projects in the area. This function defines relationship between the leaders and development Maddick K (1963) it captures the meaning of development as effective service delivery and implementation of the related projects.

4.1.3 Democratization

Community members involved in the study cited activities in which they participate as purely civil or political, for instance in the interviews, majority said they have powers to vote the incapable leaders, non performing councilors never come back for their fourth coming terms. Others say they are also given contracts in implementation of certain projects while voter sensitization is also done by the non-governmental organizations (NGOs) through the media.

This is typically a political function, since development is comprehensive that is, it encompasses both political and economic development, and the local leaders therefore protect the constitution and other laws of the republic of Uganda and shall promote democratic governance of the local areas under their jurisdiction. They also protect the properties of the council.

Table 3: Respondents' knowledge about co-ordination

No. of Respondents	percentage
Agree	78%
Disagree	16%
Not informed	6%
Total	100%

Source: Field data, 2012

4.1.4 Co-ordination

78% respondents referred to the process of coordination as assigning councilors to the departments, for instance councilor for health hygiene and environment. There is also councilor for finance, social services .6%

did not have an idea of what co-ordination was while 16% said there was political isolation based on party politics.

The local leaders co-ordinate government initiatives and policies as they apply to local government leaders, the local government act 1997 article 97, this is for the purpose of ensuring effective implementation of national policies and adherence to performance standards on the part of local governments.

4.1.5 Assistance in the Provision of Technical Assistance

50% of the political leaders did not believe that they have powers to outsource for technical persons in the division; they believed it is the city council which employs the technical persons in the division, 30% did not act on the question, while in the interviews the civil servants in the division said they were employed on technical qualification and merit.

Policy documents provide division of labor between ministries and the directories, the demarcation of responsibilities has led to recognition of structures in order to enhance effective discharge of services, for instance information and specific guidance on certain issues.

Table 4: Respondents' knowledge about assistance

No. of Respondents	percentage
Agree	50%
Disagree	30%
Not informed	20%
Total	100%

Source: Field data, 2012

4.1.6 Participation

In the interview with the councilors they reported that, the division leadership involves them in the decision process, the researcher upon visit of the division for this twice got meetings organized by the division with the local communities. The locals say in activities like security, school meetings, agricultural promotions the division administration actively involves them evidence that they actively participate in promotion of government programs.

The participation of citizens in the election process and the competition for political offices has in many occasions encouraged responsible, more transparent, accountable and innovative leadership. The local people now accept the decisions since they are represented in these processes.

Table 5: Respondent's knowledge on mobilization

No. of Respondents	percentage
Agree	64%
Disagree	27%
Not informed	9%
Total	100%

Source: Field Data, 2012

4.1.7 Mobilization

One of the questions in the questionnaire was how do people get informed about government programs in the division, 64% agreed that announcements are made, 27% said councilor for information moves around while 9% said sometimes they are not informed on government activities.

The implication is that the council uses the existing methods to inform the citizens about government programs. It is important to note that the local leaders play one pronounced role of mobilizing communities to support and participate in development programs. Rubaga being in an urban local government such mobilization includes; participation in universal primary education (UPE) project, water and sanitation and income generation projects. The argument in favor of this point is that the local people respect and obey their leaders more than imposed leadership.

4.2.0 Methods of Community Mobilization and Implementation of Government Programs.

4.2.1 Community Awareness

In the interviews carried the respondents said civil society organizations organized sensitization programs on key programs, non-government organizations (NGOs) also organize training for the local communities, more especially there targeted groups for certain projects.

The growing awareness among all the stakeholders that the present ad hoc links between the institutions need to be further institutionalized and consolidated. The purpose is to improve co-operation with the community to improve effective services, for instance in the health sector thing like immunization require community awareness.

Table 6: Respondents' knowledge about training of local leadership

No. of Respondents	percentage
Agree	70%
Disagree	25%
Not informed	15%
Total	100%

Source: Field data, 2012

4.2.2 Training of the Local Leadership

70% of respondents accept that special capacity building workshops are organized for them, most them in the interviews mentioned German based NGO (GTZ), in specific projects leadership training is also organized by the council, concerned ministries also undertake leadership training in the division, and this has helped the citizens to be involved in the development programs.

One precise role of the local leaders have played is the continuous process of recruiting and training of further local leaders. This process takes place through nomination and election of the local council member, secession planning process in the division etc, however, this is a latent process in many local governments though it plays a fundamental role in development.

Table 7: Respondent's knowledge on Education

No. of Respondents	percentage
Agree	80%
Disagree	17%
Not informed	3%
Total	100%

Source: Field data, 2012

4.2.3 Education

Schools have been used to promote some local programs and national programs in the division, universal primary education has been part of this, and 80% of respondent expressed their support, 17% of the respondents had low opinion about education as means of promoting government programs, 3% of respondents had not idea about the use of education as means to promote implementation of government programs.

Local governments are the only institutions that provide free and responsible information to the local people or even the central government, and the directories; this is entirely the duty of the local leaders who are entrusted by the community to withhold data /information about them.

4.2.4 Power/Authority

The council members did agreed that they have been empowered to make decisions on behalf of their local people, this has enhanced them offer services to people without challenges, and one councilor said they now make more appropriate decision than the way it used to be imposed by the central ministries.

The local leaders under the provision of the local government act, teach, expend, and use the risk of power objectively to foster political understanding. (Wilson, 1963), this involves initiation of debates and discussions on the allocation of resource and jurisdictions of why these resources should be established or located in the identified communities.

4.2.5 Local Knowledge

This is prerequisite of for responsiveness and flexibility in the local government to determine the community priorities; the local leaders other than any other form do this, through acquisition and utilization of the indigenous intelligence. The advantage of the local leaders' involvement here is that they have wider opportunities of information from the government and the local people. Thus easier mobilization of the people towards creative development

4.2.6 Interpretation and Communication

At both the division and the wards there is always interpretation and dissemination of policies and programs, in the interviews most respondents agreed they had no problem with the way message is passed to them, however the councilors complained that they need sufficient funds to do this.

Many times development programs have been misunderstood by the local people, sometimes the programs are politicized along partizan politics, for instance universal primary education (UPE) program has suffered rejection among urban areas because it is associated with national resistance movement (NRM), health, and agriculture sector s have suffered the consequences, thus it has been the duty of the local leadership to make proper interpretation of the government development programs.

4.3.0 The Challenge Faced By the Local Leaders in Implementation of Government Program

Table 8: Respondents Knowledge on Public goods

No. of Respondents	percentage
Agree	45%
Disagree	50%
Not informed	5%
Total	100%

Source: Field data, 2012

4.3.1 Public Goods

45% of the respondents who were non-politicians and civil servants believed that it was weakness at the council while 50% both politicians and civil servants blame the government for insufficient funds. They complain of government not meeting their budget proposals.

The local leaders play role in the demand side to meet the demands of their people, for instance initiation of public utilities like markets,

schools, and health and sanitation facilities. The voters lobby for them by using their voters power during the general elections.

4.3.2 Expansion of Taxes Base

The authorities in the division complain of limited tax base and failure of the central government to remit its commitments to the division for development purposes. The income for the local government has reduced as such limited fund to monitor and supervisor.

Through local government development program fund (LGDPF) the local leaders receive development grants which they use to establish development projects such as; landing sites, markets, feeder roads or loan schemes, this creates wider investment environment, these activities are taxed such as expanding the tax base.

4.3.3 Allocation and Collective Functions

Since one of the sharp challenges of promotion of government programs in the interviews the respondents said they create investments activities to prolong their position in the public office also expand tax base, however most agreed the activities are politicized by the central government more especially the mayor is not from the ruling party.

The local leaders determine efficiency of resource use through determining their location; this sometimes reduces costs of establishment and increase revenue collection from the public utilities. The local governments have powers to tender out processes or management of public utilities; this gradually leads to employment and further income generation (Sharpe 1984).

4.3.4 Urban local Governments

The respondents interviewed agreed that there is increasing management and steady improvement in public hygiene in the division, the impression created was that the division was doing well in terms of public health.

The above findings are in line with the argument that; one of the development priorities of the urban local government is to improve hygiene, garbage management and sanitation; the divisions like Rubaga should have its leadership engaged in promotion of public health through effective management of hygiene, garbage and sanitation. This however does not ignore the fundamental role of development planning.

2.3.5 Location Choice

Respondents raised the challenge of location, most believed that there are adequate services rendered by the division to them simply because they think they are far from the center, the authorities complain of limited guidance and supervision in terms of government policy implementation.

In the previous study by Jackson (1975), he argued that; some communities may be disadvantaged to access public services such as schools, health etc, by the fact that they are located at a distance from the station of such services, however, it is a fundamental role of the local leaders to provide alternative source or reduce the distance by improvising mobility to these services.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter was about the summary of all the findings that the researcher came up with during the study.

The study discovered that the local leaders use multiple means ensure implementation of government programs, the common methods employed included, community meetings, sensitizations workshops, distribution of templates, public announcements and volunteer community work. The activities involved include; modernization of agriculture, universal primary education, public health i.e. water and sanitation.

Community meetings are effective because it gives the community members to make inquiries about policy issues and generally the programs, sensitizations workshops enhances teaching of the community members with basic skill like investment, entrepreneur ,recording keeping ,use of farm implements which helps them to appreciate the programs. Distribution of templates help those who are able to ready but because of tied time schedule may not have time to attend the community meetings to be informed of the programs.

Therefore public announcements and volunteer community work are the methods of community mobilization by the local leaders help a lot in implementing government programs in Rubaga division.

There are many challenges faced by the leaders in implementation of government programs in the division, the most pronounced challenges included; political division, inadequate financial resources, human resource is not adequate, low level of commitment among who are already employed at the division, poor transport and traffic jams.

Since the communities are poor, sometimes they expect a lot from the government as such they prefer being involved in the program which yield immediate income to them, therefore long term programs such universal primary education meet alto resistance from the citizens.

5.1 conclusions

Local leaders implement government programs in Rubaga division through; community meetings, sensitizations workshops, distribution of templates, public announcements and volunteer community work. This works well because it provides political forum for the local politicians yet it also helps the civil servants in the division to do their work effectively.

Meetings are effective because it gives the community members to make inquiries about policy issues and generally the programs, sensitizations workshops enhances teaching of the community members with basic skill like investment, entrepreneur, recording keeping ,use of farm implements which helps them to appreciate the programs.

Therefore, methods of community mobilization by the local leaders in implementing government programs in Rubaga division, has helped to improve welfare of the citizens in the division.

The challenges faced by the leaders in implementation of government programs in the division, the most pronounced challenges included;

Political division, inadequate financial resources, human resource is not adequate, low level of commitment among who are already employed at the division, poor transport and traffic jams

These challenges grossly affect quicker implementation of government programs in the division; therefore the programs have long gestation to improve quality of life among the local community in Rubaga division.

5.3 Recommendations

From the findings of the study, the following recommendations should be given consideration by the government through the Ministry of Education and Sports and other development partners such as Non Governmental Organization (NGOs and CSOs).

- 1) Given the findings of the study, there is need to sensitize the stake holders at the grassroots about decentralization and the role played by local politicians in the development sector. Sanitization should be done among the community leaders (Local politicians) and development stakeholders. This will make service delivery better and faster.
- 2) There is need to evaluate the decentralization policies in relation to service delivery and development of the sub-county.
- 3) There is need to balance resources needed to further development through decentralization.
- 4) There is need for the government to reallocate more resources to the system of decentralization for it to be better and more effective.

Reallocation of human, finance and material resources is needed for the whole development process.

5.4 Areas for Further Research

Because of the limitations in time and financial constraints, the study was only focused on the impact of local leaders in the development of the rural sector and delivery of services in Rubaga division, Kampala district Uganda. It is suggested that further research be done on the following areas;

- 1) Factors hindering government efforts to implement the decentralization policy so as to enhance effective and efficient service delivery to the local population.
- 2) More research study should be done on the utilization of decentralized services to district, local government of Uganda.
- 3) Further research should be carried out on the effects of decentralization in service delivering.
- 4) Need for comparative study. More research should be carried out in other sub-counties of Rubaga division so as to compare with the results got from Rubaga division and have a better ground for recommendation.

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APPENDICES

Appendix one: Questionnaires

Dear Respondent,

I am NANSUBUGA SHAMIM a student of Kampala International University (KIU), carrying out Research on a topic a role of Local Politicians in a development of Rubaga division, Kampala district. "The information given in this study will be treated with utmost confidentiality. You have been selected randomly to participate in this study. This is to request you to participate in this study. You are requested to "tick" in the appropriate box.

Section A: Demographic characteristics of the respondents.

If you are willing to participate in this study, I will be grateful

1. Age of Respondent ☐
 - a. 50-above ☐
 - b. 45-50 years ☐
 - c. 20-30 years ☐
 - d. Others/ specify:
2. Level of Education
 - a. Post graduate ☐
 - b. Degree ☐
 - c. Certificate ☐
 - d. Others/ specify:

3. Sex of respondent

a. Female

☐

b. Male

☐

4. Position of the Respondent in the field of development

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Section B: Questions

1 What are the government programs that you frequently administer to the community?.....

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2 Narrate briefly the methods which you use to mobilize the locals.

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3 Are there effects after any of these methods have been applied?

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4 Are there challenges you faced from application of these methods?

.....

5 I kindly request you to mention them.

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Section C: Methods of mobilization to government programs

Tick where appropriate

- a. We have high level of community mobilizations mechanism
- b. We use meetings
- c. Templates
- d. Public volunteers
- e. Announcements
- f. Sanitization
- g. Workshops

Section D: An evaluation of the methods

- a. There is always high community turn up
- b. The communities participate in the decision making
- a. They are trained with skills
- b. They volunteer
- c. They contribute
- d. There are successes in the activities

Section E: The challenges faced by the leaders

- a. There are insufficient funds
- b. B-There is political interference
- c. There is party interference
- d. D-Inadequate knowledge
- e. E-there is lack of trust from the citizens
- f. F-Un clear government policies

4. If there are things which you think are appropriate for this, this study that I have not mentioned, please outline them in the below space

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THANK YOU

Appendix Two: Activity work Plan

Duration (Weeks)	Activity	Months											
		J	F	M	A	M	J	J	A	S	O	N	D
4	Proposal writing												
4	Designing of data collection instruments												
2	Pretesting of the instrument												
2	Processing Letters of introduction												
2	Data collection												
2	Data Analysis												
3	Report writing												

Appendix Three: Research Budget

Expenditure	No. Units	Unit Cost	Total Cost
a) Equipment			
- Camera	1	350,000/=	350,000/=
- Stationery		400,000/=	400,000/=
Sub total			750,000/=
b) Operating Expenses			
	60 days	7,500/=	450,000
- Transport	60 days	10,000/=	600,000
-Air Time		250,000/=	250,000
- Photocopying	2 months	30,000/=	60,000
- Accommodation	4	150,000/=	600,000
- Research Assistant		60,000/=	60,000
- Binding services			
Sub Total			2,020,000
Miscellaneous			277,000
Grand Total			3,047,000