

DECENTRALIZED AND SERVICE DELIVERY IN MUYUGE DISTRICT

BY

BALYEDUSA FALUKUU

**A DISSERTATION SUBMITTED TO THE FACULTY OF HUMANITIES IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR
DEGREE IN PUBLIC ADMINISTRATION AND MANAGEMENT
OF KAMPALA INTERNATIONAL UNIVERSITY**

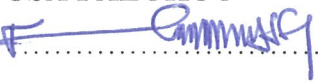
AUGUST 2016

DECLARATION

I **BALYEDUSA FALUKUU**, declare that this research project is my original work and has not been presented for a degree or any other academic award, in any university or institution of higher learning.

BALYEDUSA FALUKUU

Signature:



Date:

7/09/2016

APPROVAL

This research report has been submitted for examination with my approval as a university supervisor.

Supervisor:

TUMWEIJUKYE RUTH

Signed:.....

Date:.....

APPROVAL

This is to certify that this dissertation has been submitted to the university under my approval as
the university supervisor

Signature of Supervisor: Imde..... Date: 13.09.2016.....

DEDICATION

I dedicate this work my family especially to my beloved Father Sanyu Bumali and my Mother Nakoba Salima thanking them for their un ending love and support.

ACKNOWLEDGEMENT

My gratitude first goes to GOD who has given me the strength to undertake this research. I would like to express my sincere thanks to my husband for the financial support and care, accorded to me throughout this success in which without him I wouldn't be what I am. I also owe a lot of appreciation to my parents and all those who assisted me in carrying out this research project.

I am grateful to my supervisor who helped me through giving me the right guidance, advice and assistance concerning the best way of doing and completing my research project.

Thanks also go to all my friends who supported me, and also lecturers and management staff of the University especially Business and management studies department.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL.....	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	viii
LIST OF FIGURES	viii
ABSTRACT.....	x
 CHAPTER ONE	 1
INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background to the problem	1
1.2 Statement of the problem	3
1.3 Purpose of the study	3
1.4 Specific objectives	3
1.5 Research Questions	4
1.6 Scope of the study	4
1.7 Significance of the research	4
1.8 Conceptual frame work	5
 CHAPTER TWO	 6
LITERATURE REVIEW	6
2.0 Introduction	6
2.1 The concept of decentralization	6
2.1.2 The concept of service delivery	8
2.2 The roles that decentralized governance plays in service delivery	9
2.2.1 Achievements of decentralization	13
2.3The challenges facing decentralized governance in promoting community development.....	15
 CHAPTER THREE	 20

RESEARCH METHODOLOGY	20
3.0 Introduction	20
3.1 Research design.....	20
3.2 Area of study	20
3.3 Study population	20
3.4 Sample selection and size.....	21
3.5 Data collection methods	21
3.6 Data relevancy and reliability	22
3.7 Data analysis	22
3.8 Ethical considerations	23
3.9 Limitations of the study	23
 CHAPTER FOUR	 25
THE PRESENTATION, DISCUSSION, INTERPRETATION AND ANALYSIS OF FINDINGS	25
4.0 Introduction	25
4.1 Background information of respondents.....	25
4.2 The roles that decentralized governance plays in the development of the communities	29
4.2.1 Findings from the interview guide on the Role of decentralized governance	30
4.3 The achievements of decentralized governance.....	31
4.3.2 Personal opinion on the achievements of decentralised governance.....	32
4.4 The challenges faced by decentralized governance	32
4.4.1 Personal opinions on the challenges associated with decentralized governance	33
 CHAPTER FIVE	 35
SUMMARY, CONCLUSIONS AND AREA FOR FURTHER RESEARCH	35
5.0 Introduction	35
5.1 Summary of findings.....	35
5.1.1 The roles that decentralized governance plays in the development of the communities	35
5.1.2 The achievements of decentralized governance	35
5.1.3 The challenges faced by decentralized governance	36
5.2 Conclusions.....	36
5.3 Recommendations	37
5.4 Areas for further research.....	37

REFERENCES.....	38
APPENDIX I.....	39
RESEARCH INSTRUMENTS.....	39
APPENDIX II	42
INTERVIEW GUIDE	42
APPENDIX IV.....	45
TIME TABLE FOR THE RESEARCH.....	45

LIST OF TABLES

Table 1: Sampling, data collection methods and types of samples.....	21
Table 4.1.1 Gender of Respondents	25
Table 4.1.2 Age Bracket of Respondents	26
Table 4.1.3 Level of Education of Respondents	27
Table 4.1.4 Marital status of respondents	28
Table 4.2 The roles that decentralized governance plays in the development of the communities	29
Table 4.4 The Challenges faced by decentralized governance.....	33
Table 4.3 The achievements of decentralized governance.....	31

LIST OF FIGURES

Figure 4.1.1 Bar graph showing the gender of respondents	26
Figure 4.1.2 Bar graph showing the Age bracket of respondents.....	27
Figure 4.1.3 Bar graph showing the level of education of respondents	28
Figure 4.1.4 Bar graph showing the marital status of respondents.....	29
Fig 4.2 Bar graph showing the specific roles that decentralized governments play in the development of the communities	30
Figure 4.3 The achievements of decentralized governance.....	32
Figure 4.4 Bar graph showing the Challenges faced by decentralized governance	34

ABSTRACT

The study examined the relationship between decentralization and service delivery. It was guided by three objectives that is; to identify the different aspects of service delivery in Mayuge District, to find out the achievements of decentralizations towards community service delivery in Mayuge District and To establish the challenges facing decentralized in service delivery in Mayuge District.

The research employed both qualitative and quantitative study designs since it was a social-oriented research. The research was carried out from Mayuge District were a sample of 120 respondents was involved and provided their responses in questionnaires and interviews.

The study revealed that decentralized governance plays a great role in the development of communities is research based policy making that benefits the community at the grass root level, helping central government decisions balance with the needs of local governments/population. Research showed that the majority of the respondents were of the opinion that the most immediate achievement of decentralization has been institutional strengthening, a number of the respondents were of the opinion that empowerment and participatory development has been an enormous achievement of decentralization in Mayuge district . it was found out that there is lack of f transparency in the allocation of resources weak budgetary procedures was the major challenge to decentralized governance, some of the respondents were of the view that due to the fact local governments largely depend on central government financial transfers, decentralized governance has met tremendous challenges in accessing the funds.

It was recommended that there should be encouragement of decentralization as a way of effectively implementing the development strategy of communities in Uganda. The government increases financial support to Mayuge district as a way of finance decentralization so that there can be improvement on infrastructure, education and health care as well as community development.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

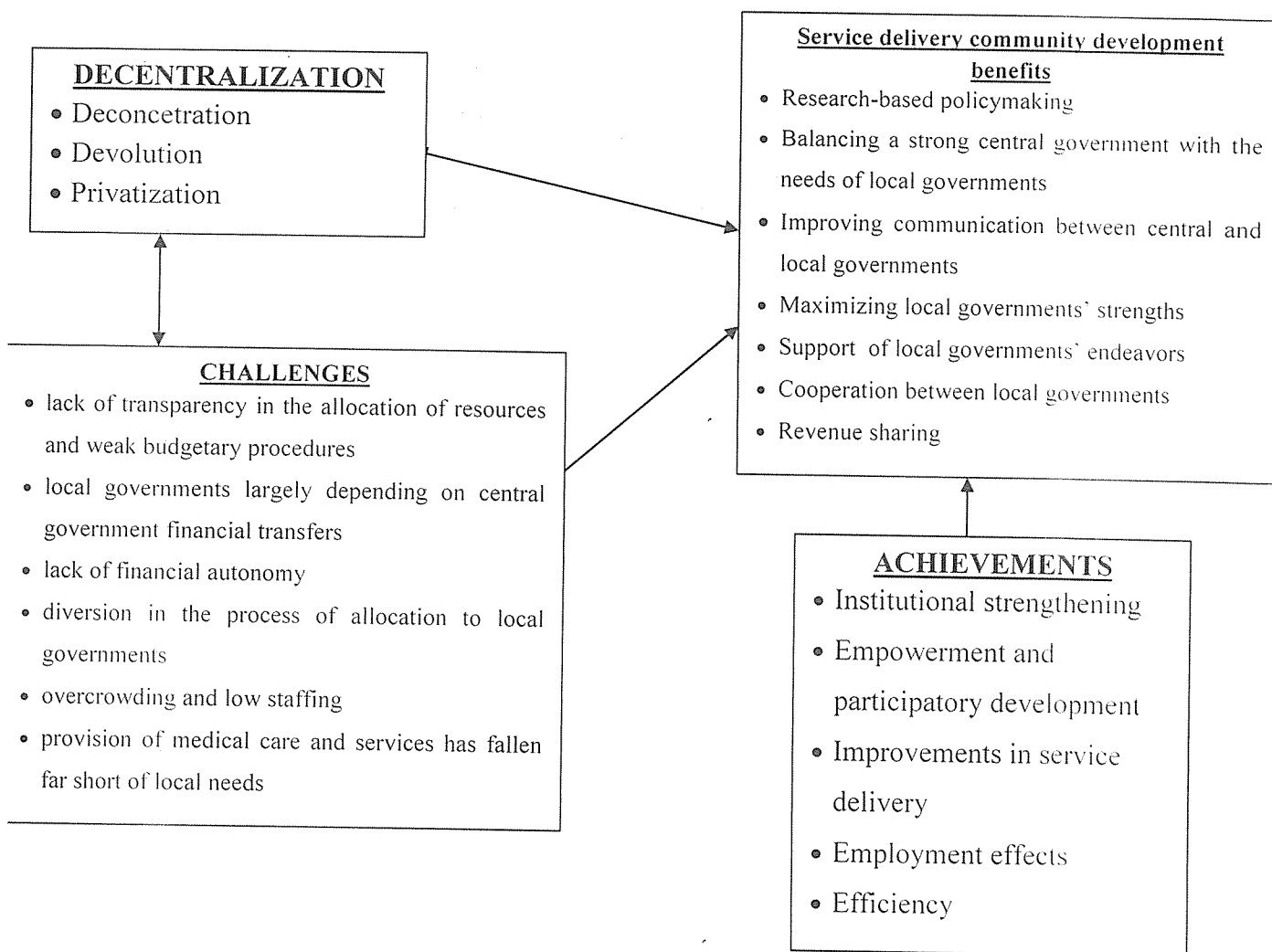
A key argument supporting decentralization reform is that it can improve public service provision by better matching finances with local needs. This study evaluates the effects of decentralization on access to and intermediate outputs of two essential services that are typically transferred to sub-national governments¹ as a part of the decentralization process: health and water provision. To do so, this study provides an analytical framework to examine the relationships between decentralization and service delivery of health and water, and then provides a cross-country empirical analysis testing these relationships. Chapter one introduces the study by giving the background to the research under proposal; the statement of the problem was also clarified in this chapter; the purpose of the study; the specific objectives; the research questions; the scope of study; the hypothesis to be tested; the significance of the study as well as the definition of key terms.

1.1 Background to the problem

Decentralization is the system of governance where power is put in the hands of the people to champion their own noble cause of self-governance and more notably service delivery and the practice of democracy (Nsibambi, 1998). Nsibambi stresses that in the decentralized type of governance the locals elect their own leaders and representatives at every level of administration right from the village or zonal level. The decentralized form of government is formally seen to have a very short history in many of the developing nations Uganda inclusive. According to Ssempanji (1991), much as there are traces of decentralization even as early as the times of the colonialists which was 'bolted' in kingdoms, and regions among other smaller governances, decentralization had a manifestations around the late 1970s and early 1980s during the Obote II regime when it manifested in what was locally dubbed as '*mayumba Kuumi*'

However, the most formal and working decentralization is regarded to have started with the International Monetary Fund (IMF) and World Bank (WB) change of approach and influenced programs that were code named the Structural Adjustment Programs (SAPs) that were introduced around 1986 but came into actual implementation in Uganda after 1986 when the National Resistance Army/ Movement (NRA/M) government headed by President

1.8 Conceptual frame work



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter of the study brought to the fore what was known about the research subject (s) from what was unknown. Numerous studies and ideas written down by other researchers on the exact variables of interest to this researcher among other related ones were critiqued as gaps that need to be filled and were identified.

2.1 The concept of decentralization

Decentralization is the transfer of authority and responsibility for public functions from the central government to subordinate or quasi-independent government organizations and the private sector is a complex and multifaceted concept. It embraces a variety of concepts. Different types of decentralization show different characteristics, policy implications, and conditions for success. (Pollitt, 2005)

Decentralization is considered as the weakest form of decentralization and is used most frequently in unitary states redistributes decision making authority and financial and management responsibilities among different levels of the national government. It can merely shift responsibilities from central government officials in the capital city to those working in regions, provinces or districts, or it can create strong field administration or local administrative capacity under the supervision of central government ministries. (Nsimambi, 1998)

Delegation is a more extensive form of decentralization. Through delegation central governments transfer responsibility for decision-making and administration of public functions to semi-autonomous organizations not wholly controlled by the central government, but ultimately accountable to it. Governments delegate responsibilities when they create public enterprises or corporations, housing authorities, transportation authorities, special service districts, semi-autonomous school districts, regional development corporations, or special project implementation units. Usually these organizations have a great deal of discretion in decision-making. They may be exempted from constraints on regular civil service personnel and may be able to charge users directly for services. (Nsimambi, 1998).

Devolution is an administrative type of decentralization. When governments devolve functions, they transfer authority for decision-making, finance, and management to quasi-autonomous units of local government with corporate status. Devolution usually transfers responsibilities for services to local governments that elect their own elected functionaries and councils, raise their own revenues, and have independent authority to make investment decisions. In a devolved system, local governments have clear and legally recognized geographical boundaries over which they exercise authority and within which they perform public functions. Administrative decentralization always underlies most cases of political decentralization. (Ebel, R. D. and Serdar Y, 2002).

Typologies of decentralization have flourished (Dubois & Fattore 2009). For example, political, administrative, fiscal, and market decentralization are the types of decentralization. Drawing distinctions between these various concepts is useful for highlighting the many dimensions of successful decentralization and the need for coordination among them. Nevertheless, there is clearly overlap in defining these terms and the precise definitions are not as important as the need for a comprehensive approach (Sharma, 2006). Political, administrative, fiscal and market decentralization can also appear in different forms and combinations across countries, within countries and even within sectors.

Akai, N. and Masayo S. (2002), note that political decentralization aims to give citizens or their elected representatives more power in public decision-making. It is often associated with pluralistic politics and representative government, but it can also support democratization by giving citizens, or their representatives, more influence in the formulation and implementation of policies. Advocates of political decentralization assume that decisions made with greater participation will be better informed and more relevant to diverse interests in society than those made only by national political authorities. The concept implies that the selection of representatives from local electoral constituency allows citizens to know better their political representatives and allows elected officials to know better the needs and desires of their constituents. Political decentralization often requires constitutional or statutory reforms, creation of local political units, and the encouragement of effective public interest groups.

2.1.2 The concept of service delivery

Community development is about putting people at the centre of development. This means a commitment that development processes need to benefit people, particularly but not only the poor, but also a recognition that people, and the way they interact in groups and society, and the norms that facilitates such interaction, shape development processes. Akai, N. and Masayo S. (2002). While the role of formal institutions and policies has become central to the development debate, the role of informal community institutions has received less attention. Debates on growth and poverty reduction have paid relatively little attention to the impact of, for example, norms of cooperation in villages and neighborhoods, community oversight in the management of projects, or non-discrimination against women and minorities in education and health.

Participation in local organisations, demonstrations, petitions, and elections are examples of such behaviours. Norms and conventions, often unwritten, govern human interaction, and are the lived relations between people. Norms of non-discrimination against groups based on ethnicity, language, or gender are examples of community institutions, as are norms of criminal behaviour and about civic activism. Community development thus implies the change in community institutions. Progress toward an inclusive society, for example, implies that individuals treat each other fairly in their daily lives, whether in the family, workplace, or in public office. Community cohesion is enhanced when peaceful and safe environment within neighborhoods and communities are created. Community accountability exists to the extent that citizens' voices are expressed, and heard by the authorities. Akai, N. and Masayo S. (2002).

The Indices of Community Development focus on measuring the informal community institutions, how they compare across countries, and how these changes over time. It does this by using existing databases, around the world, and combining these to find the best possible match with our definition of community development. Akai, N. and Masayo S. (2002) Through an on-going process of expert discussion, and review of existing databases, we have organized the Indices of Community Development into five groupings: Civic activism refers to the community norms, organizations, and practices which facilitate greater citizen involvement in public policies and decisions. These include use of media, access to civic associations, and involvement in activities such as nonviolent demonstration or petition.

Clubs and associations use data on levels of engagement in local community groups, time spent communityising in voluntary associations, and membership of developmental organisations, to identify the extent to which people are part of community networks and potentially supported by community ties. Inter-group cohesion refers to relations of cooperation and respect between groups in a society; where this cooperation breaks down, there is the potential for conflict and acts of terror and riots. Interpersonal safety and trust measures the level of trust and confidence between individuals that do not know each other personally, specifically with regard to the likelihood of criminal violence and other forms of trust violation, and combines this with measures of rates of violence. Gender equality estimates the extent of discrimination against women, whether in the labour market, education, healthcare, or in the home.

2.2 The roles that decentralized governance plays in service delivery

A crisis can serve as an excuse for governments to cut investments needed for long-term growth, such as infrastructure. Crises can also lead to de-urbanization increasing pressure on the budgets of local governments to provide social safety nets for newly unemployed populations. For both of these reasons it is important that countries' on-going investment in local governments and long-term development be supported through the crisis if long-term falls in growth are to be minimized.

Research-based policymaking: Policy making should match the nature of the crisis (Revengea 2009), implying the need for grounded research on the impacts of the crisis in a country's central and local governments (Willem teVelde 2008). It is further important to ensure that policy making is pro-poor to avoid elite capture (WHO 2009). The Global Financial Crisis poses a risk of intergovernmental fiscal transfers from budget cuts as governments use the crisis as an excuse for political cuts. Stakeholders need to address this through evidence-based advocacy to ensure the maintenance of government investments for long term growth.

The general argument for decentralizing health care is that greater local participation in health policy and local accountability can lead to improved quantity (including coverage) and quality of service. Yet, exactly how these benefits can be realized and the impact of different kinds of reforms is not well understood (Litvack and Seddon 1999). The highly differentiated levels of health provision (i.e., primary, secondary, and tertiary) and several additional aspects of health care, such as family planning, information campaigns, and the training and supervision of

personnel, make the effects of decentralization on this service more difficult to understand, particularly when looking at final outcomes.

Moreover, DeMello (2004) stated that decentralization in the health sector tends to be more complex than in other sectors because diseconomies of scale. He argues that these diseconomies of scale tend to discourage sub-national governments in the provision of costly curative treatments and immunization. At the same time, he argues, spillover effects tend to discourage the sub-national provision of preventive health care, particularly immunization and epidemiological controls.

Balancing a strong central government with the needs of local governments: Reviewing the experiences of Indonesia during the 1997 crisis, Aswicahyono et al (2008) argue that crisis resolution requires a strong credible government and that decentralization measures introduced in the wake of crises can undermine this (2008:267). On the other hand, relying too heavily on the central government might waste valuable knowledge available at the local level. In the case of the Philippines, the central government has historically taken the responsibility for addressing economic crises under the assumption that shocks are most likely to affect urban areas. However, processes of de-urbanization, as noted above, the greater global integration of local economies, has increase the pressure on rural areas, which local governments might be better able to deal with (PDF 2009).

Improving communication between central and local governments: Improved communication between central and local governments can prevent the principal-agent problem highlighted in the previous section (Rodriguez-Pose and Gill 2005). Streamlined communication will: 1) allow both central and local governments to set priorities more accurately; 2) permit early identification of local consequences from the GFC; 3) support joint programming of countercyclical spending (NALAS 2009); 4) gain local support for strategies to address the crisis. Maximizing local governments' strengths: The Philippine Working Group on Decentralization and Local Government (PDF) has noted that in the GFC local governments might be better positioned to 1) design and implement counter-cyclical measures to stimulate the local economy; 2) promote local productivity to ensure the country's competitiveness in trade once the global crisis is overcome (PDF 2009).

Support local governments' endeavors: In order to maximize local governments' strengths, these need to be assisted in 1) understanding the impact of the crisis through thorough research; 2) designing safety nets for newly impoverished and displaced workers; 3) implementing programmes that are consistent with the national agenda; 4) capacity building to undertake strategic expenditures (PDF 2009). PDF argues that access to financing for Local Government Units (LGU) should be expedited to permit their investment on long-term wealth generating projects like infrastructure. Cooperation between local governments: LGUs need to improve their competitiveness to attract investment (NALAS 2008). In seeking competitiveness, LGUs should share best practices (NALAS 2008) to promote efficiency and avoid wasteful rent-seeking behaviour between regions.

Revenue sharing: Government decentralization does not exclude social welfare. According to the Korea Ministry of Government Administration and Home Affairs (2006), the government decided upon a 'Government Grant Improvement Plan' and created a "Decentralization Revenue Sharing System" which transfers financial resources to local businesses. The decentralization of social welfare is divided into two separate opinions. One is from those who wish to increase social welfare. They insist that people who have political power have responsibility regarding welfare policy and they must effectively understand the needs of residents. The other view is a reduction of social welfare. In the case of decentralization, local governments have priority concerning economic growth for financial security reasons. Also, "Decentralization Revenue Sharing System" is unable to meet the needs of residents because of lower expenditures and has difficulties in promoting new social welfare services. The "Decentralization Revenue Sharing System" is a block grant, in contrast with a categorical grant, it can cause welfare differentials between local governments due to different administrators control of their governments' financial conditions.

Fiscal decentralization and fiscal federalism: The concept of fiscal federalism is not to be associated with fiscal decentralization in officially declared federations only; it is applicable even to non-federal states (having no formal federal constitutional arrangement) in the sense that they encompass different levels of government which have defacto decision making authority (Sharma, 2005a: 44). This however does not mean that all forms of governments are 'fiscally' federal; it only means that 'fiscal federalism' is a set of principles, that can be applied to all countries attempting 'fiscal decentralization'. In fact, fiscal federalism is a general normative

framework for assignment of functions to the different levels of government and appropriate fiscal instruments for carrying out these functions (Oates, 1999: 1120-1). These questions arise: (a) How federal and non-federal countries are different with respect to 'fiscal federalism' or 'fiscal decentralization' and (b): How fiscal federalism and fiscal decentralization are related (similar or different)? Chanchal Kumar Sharma (2005a, 2005b) clarifies: While fiscal federalism constitutes a set of guiding principles, a guiding concept, that helps in designing financial relations between the national and subnational levels of the government, fiscal decentralization on the other hand is a process of applying such principles (Sharma, 2005). Federal and non-federal countries differ in the manner in which such principles are applied.

Economic decentralization: Privatization and deregulation shift responsibility for functions from the public to the private sector and is another type of decentralization. Privatization and deregulation are usually, but not always, accompanied by economic liberalization and market development policies. They allow functions that had been primarily or exclusively the responsibility of government to be carried out by businesses, community groups, cooperatives, private voluntary associations, and other non-government organizations. Democratization however involves either state or private enterprises being transferred to employee-ownership and democratic control in the form of worker self-management, usually in the form of cooperatives and mutual businesses.

Privatization: Privatization can range in scope from leaving the provision of goods and services entirely to the free operation of the market to "public-private partnerships" in which government and the private sector cooperate to provide services or infrastructure. Privatization can include: allowing private enterprises to perform functions that had previously been monopolized by government; contracting out the provision or management of public services or facilities to commercial enterprises indeed, there is a wide range of possible ways in which function can be organized and many examples of within public sector and public-private institutional forms, particularly in infrastructure; financing public sector programs through the capital market (with adequate regulation or measures to prevent situations where the central government bears the risk for this borrowing) and allowing private organizations to participate; and transferring responsibility for providing services from the public to the private sector through the divestiture of state-owned enterprises.

2.2.1 Achievements of decentralization

Decentralisation, which began in Uganda in 1993, has increased opportunities for citizens to democratically determine how they should be governed and to make choices regarding the type and quality of public services they want. Citizens are now empowered to elect on a periodic basis persons whom they think can serve their interests on local councils. These changes have caused a major realignment in central–local relations. Some of the most important reforms have been led by the District Development Programme and the Local Government Development Programme. Since the process began, numerous achievements have been realised in terms of improving governance and service delivery through democratic participation and community involvement. Though, at some point in time, one would say that despite these achievements, Uganda still faces a number of major challenges in deepening and institutionalising decentralisation. These challenges include, among others, technical capacity deficiencies in local governments and tensions among key stakeholders competing to maximise their role in decentralisation.

However, to mark the achievements as has been the case with economic reforms, Uganda is considered a forerunner in Africa with respect to decentralization. After successful stabilization of the macroeconomic environment by the early 1990s, the country embarked on a poverty eradication program that was designed to be delivered through a decentralized system of governance. Although the relationship between decentralization and economic growth remains mixed and controversial (Martinez-Vazquez and McNab, 2003), decentralization has positive impacts on efficient allocation of resources, democratic governance, and enhanced accountability (Martinez-Vazquez and McNab, 2003). To illustrate these relationships, we summarize some of the key achievements of Uganda's decentralization but with greater illumination of the employment effects, particularly in the sectors where outstanding service delivery improvements have occurred.

Institutionally, Uganda has made significant progress in the implementation of decentralization (MoLG, 2006). First, the legal framework is well defined in the constitution and detailed in the Local Government Act of 1997. Second, the structure of political decentralization is well entrenched and fully operational as evidenced in the several local elections that have been successfully conducted. Third, a functional administrative system at the local level has been established, with 75% of the public service workforce comprised of Local Government employees. Fourth, substantial progress has been made to implement fiscal

decentralization, with 38% of the national budget being spent through the Local Government system. The LC system was originally proposed, in the early days of NRM in power, as a “democratic organs of the people” in order to establish “effective, viable and representative Local Authorities.” Since then a number of important steps have been taken. In 1993 a first thirteen districts were decentralized, and they were given the authority to retain a proportion of locally generated revenue. A new Constitution of the country adopted in 1995 clearly stipulates the principles and structures of the LC system. Following this new Constitution, the Local Government Act 1997 was enacted.

Decentralization has empowered the citizens, heightened their awareness of the different custodians of responsibilities, delivered coordinated services closer to the people, promoted creative local resource mobilization, and increased the responsiveness of public investment to local popular demands (Emurut, 2006). The administrative hierarchy in the decentralized system of governance has promoted the development of channels of communication between the population on the one hand and local and central government leaders on the other. Through the local council system local-level political participation and accountability have been enhanced. In particular, the devolved political powers have enabled citizens to elect local leaders who have come under increasing demands for performance and accountability from the electorates. This is largely attributed to local residents’ participation in planning and other decision making processes. In several cases community project committees have played valuable supervisory roles. The system of contracting private firms to implement local government development programs has enhanced the growth of local-area private sector.

The focus of local government development grant on primary healthcare, primary education, water and sanitation, feeder and access roads, agricultural extension, street lighting, and market infrastructure was aimed at promoting service delivery both as a means and an end to decentralization. As a result, service delivery greatly improved under the decentralization system, particularly with respect to access to primary education, healthcare, and water and sanitation services.

In the LGDP resource allocation for 2003/2004, the bulk of the development grant financed roads and drainage (37%), education (24%), health (15%), and water and

sanitation (12%). The resource allocations correspond to the findings of an assessment survey that the Ministry of Local Government conducted in 2005/2006, which show that 66% of the sampled households were within 2 kilometers from a health facility, 54% were within 2 kilometers from a primary school, and 51% were within half a kilometer from a water source (MoLG, 2006). Under the universal primary education program school enrollment increased from 5.6 million in 1998 to 7.6 million in 2003, and gender differential in schooling has been wiped out although rural-urban enrolment gaps have persisted. Rural water coverage increased from 55 to 60 percent of the population between 2003 and 2004 alone. Access to health services increased when new health centers were constructed and old ones rehabilitated at both the parish and sub-county levels.

The creation of new districts and implementation of the local government political and administrative structures provided several employment opportunities. Numerous jobs were also created in the construction and furnishing of facilities and staff quarters in the health and education sectors, besides, community road construction and maintenance provided important local area job opportunities. The public-private-community partnership in the implementation of decentralized governance generated rapid growth in local non- For more detailed statistics on access and quality see World Bank (2005). Lawson (2003) also discusses evidence of poor quality of services, especially in government facilities such as health centers. Governmental organizations and private sector companies, which, in turn, created additional. According to Lawson (2003) of decentralization, it promotes efficient allocation of resources. Efficiency measures the extent to which output is maximized using minimum resource inputs. Two types of efficiency may be considered: locative efficiency, which considers a match between public service and local needs, and productive efficiency, which considers a match between provision of the public service and its costs, improved accountability and reduced levels of red tape.

2.3The challenges facing decentralized governance in promoting community development

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.

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 1999). A national graduated tax had been operational for many years until 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 (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.

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) programme 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 programme 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 (UNDP 2004). 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.

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 (Akin, Hutchinson and Strumpf 2001).

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 Tororo district, AE staffs were deployed only up to sub-county level and had limited direct contact with farmers. In Bushenyi, Muriisa (2001) found that whereas extension workers had motorcycles to use to visit farmers, they only had a monthly allocation of 25 liters of fuel for extension work. Only 1 per cent of farmers were receiving extension services. The same problems of shortfalls in funding and personnel were 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 Strumpf 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).

Another challenge of decentralization to improved service delivery is the perception gap between service receivers and providers about the benefits of the policy. 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).

Further, implementation of the decentralization programme is marred by the conflicts between the politicians and the civil servants. 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.

Governance aspects such as corruption and citizen participation in decision making have been evaluated as the cause of a variety of socio economic outcomes including significant variance in service delivery outcomes. However, these variables seem to be ignored in most of the literature that evaluates the impact of decentralization on service delivery. Only a few studies like Khaleghian (2003), which has a variable for political rights in the local governments, consider this type of constraining factors.

Corruption: Administrative corruption can be profoundly damaging to the quantity and quality of service delivery across these key sectors. Corruption is often deeply rooted in public administration and leads providers of services to have unethical behaviors. The health sector, for instance, is characterized by a deep interdependence of providers and clients (Pritchett 1996). In this relationship there are factors like asymmetric information, divergence between public and private interests and incentives, and other characteristics that provide fertile ground for corruption (Lewis 1999). Patients, especially the poor, are in a distinctively weak position to counter these difficulties (WDR 2004).

Kaufman et al. (1999) argue that governance factors such as corruption and infant mortality rates have a strong negative correlation. Gupta, Verhoeven, and Tiongson (1999) also find that countries with higher levels of corruption tend to have higher child and infant mortality rates than countries with lower indexes of corruption

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three illustrates the details of the methodology that were used during the process of research and research report making. The chapter gives details of the research design to be used, the area of study or research; the population of study; sampling methods used and the sample size; the methods of data collection; methods of data analysis and presentation; ethical considerations as well as the met study limitations.

3.1 Research design

The research used both qualitative and quantitative study designs since it was a social-oriented research. In that regard a triangulation of designs such as the survey design, the exploratory design, and the explanatory design was employed. Surveys were used in social researches where the magnitude of the problem under study was quite big which was the case with this research. Whereas exploratory designs were used when the research needed to find out there by asking questions why, how, when, among others. It was then that the explanatory design could be adopted to avail deeper and logical explanations. Commonly, exploratory and explanatory were used in complements.

3.2 Area of study

The research was carried out from Mayuge District a district neighbored by Jinja and Lake Victoria. The district has got 5 sub counties with a total of 24 official villages under local council. The community has largely been challenged with the service delivery have poor health facilities, education, transport are still facing challenges. This explains why the study is focusing on this area as it has also got aspects of decentralized government operations.

3.3 Study population

According to the National Buruea of Staticits, Muyege District has got a population of over 461,200 (census 2012). However the study focused on 500 people to be the population representing the rest of the people. This was the population that was used to estimate the right sample size to be used in the study The district is very big having a bi population but for this study will cover 120 respondents 20 of which were key informants predetermined before the

field. The rest of the respondents were the local people living and working in this district.

3.4 Sample selection and size

The researcher used both random and non-random sampling methods. Among the random methods, the researcher used simple random sampling, accidental sampling, stratified sampling, and cluster sampling. While for non-random sampling, purposive sampling was important especially as far as specified information was concerned. The researcher opted to use both sampling methods owing to the nature of the research designs which was basically qualitative in orientation. The sample size was expected to be drawn using the chi-square formula.

Table 1: Sampling, data collection methods and types of samples

Approaches	Sample size	Type of sample size	Data collection	Data analysis
Quantitative	Systematic sampling	50 local government civil servants (men) 50 local government civil servants (women) 10 local government administrators and policy implementers 10 Area residents Total = 120 Respondents	Structured interviews	Involved Editing, Coding And Tabulation
Qualitative	Purposive sampling	12 groups of 10 discussants Total = 120 Discussants	Focus group discussion	Finalizing the CF analysis during data collection

3.5 Data collection methods

Data collection was done in a manner where by the ideas and line of research have to be conceptualized first, then the target respondents were aligned to the required information. It is after that that the researcher drew and design the most appropriate research tools to fit the target respondents and to be relevant to the primary purpose of the research. At this point the researcher sought a letter of introduction form the university and as well make contact with the respondents for appointments. The researcher then set out to the field to collect raw data which he analyzed

after wards and upon which he made the final research report.

Interviewing

This was one of the most recommended methods of data collection especially for social research. This method involves an interaction between the interviewer and the interviewee. The interaction was either face to face or over the phone. For this research, in particular, this method was used on almost all planned respondents including key respondents and the locals or beneficiaries of decentralization. The interview guide or schedule was used as the tool for this method.

Questionnaire Administration

This method involves the researcher using pre-set list of questions to draw responses or opinions from the respondents. Questionnaires were used as a tool for this method and these were normally categorized as self-administered, and mailed questionnaires. They were open ended especially where opinions targeted, or closed ended where a particular emphasis was required. This method was important for this research since some of the targeted respondents were comfortable with it. Otherwise, this method only limit to people who could read and write.

3.6 Data relevancy and reliability

Relevancy and reliability was secured by measuring the research instruments before setting out to the field to ascertain whether they actually provided answers to the research variables and questions.

Secondly, the researcher had to do double checking both in the field and out of the field in order to do away with omissions and errors. Reliability was also be achieved by using a representative sample size for final findings drawing.

3.7 Data analysis

Qualitative data analysis

To ensure coherence, comprehensiveness, legibility and completeness, editing was used in qualitative data analysis to eliminate any error and omissions, coding were done to create data categories for classifying the data to be analyzed. i.e. code categories, themes and classifications. All this were involved in the qualitative analysis of data. Data analysis was done by explaining and comparing of the extensive variations, quotation of data sources and discussion of research data so that it were easily comprehended by the third party.

Quantitative data analysis

Editing was done to ensure coherence, comprehensiveness, legibility and completeness. editing was used in qualitative data analysis to eliminate any error and omissions. Coding was done to create data categories for classifying the data to be analyzed. i.e. code categories, themes and classifications. All this was involved in the quantitative analysis of data. Data analysis was done by manual tabulation of data, generating rates, quantities, percentages, frequencies, and the use of bar graphs (histograms). Pie charts, line graph etc. this involved depicting and analyzing quantitative data presented.

3.8 Ethical considerations

While collecting data the researcher had to seek consent from the respondent and observe confidentiality of research/information that was collected.

From the commencement of the study, the researcher made it clear to the respondents that the research was for academic purposes and the information got was not to be revealed to anybody else but be kept confidentially.

An attempt was made to handle the information given by the respondents strictly, confidentially and guarding the privacy which was one of the primary responsibilities of the research.

The study did not ask for the identity of the respondents and also endeavor to ask permission from respondents before answering the questionnaires. The researcher avoided deception in the process of research and were honest and trustworthy about aims and or goals and procedures of the study.

3.9 Limitations of the study

In conducting the research the researcher may be faced with a number of methodological and practical challenges as highlighted below;

Securing appointment say interviews was rather hard because some respondents like local government administrators and policy implementers may be busy on their work duties which meant calling back; the researcher thus, looked for alternative respondents and also became more aggressive in that regard.

Respondents were willing to avail the researcher with the required information due to negative attitudes, suspiciousness and speculations. In this case the researcher was to highlight the

importance of the study and also create awareness with the help of local government administrators.

Communication inefficiency as a result of language barrier was a major obstacle for some respondents to read and interpret the questions such as the local leaders of lower levels like LC I. The researcher therefore, where necessary used a research assistant who understood vernacular.

CHAPTER FOUR

THE PRESENTATION, DISCUSSION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

The chapter was about presentation and analysis of the data related to the study of assessing the role of decentralized governments in community development. Chapter four is in correspondence with the research objectives relating to the case study in point which is Mayuge district.

4.1 Background information of respondents

From the questionnaires given to the respondents, information about their backgrounds was studied and further tabulated as seen in figure 4.1.1. That is their age, gender, marital status and educational level. Responses to their personal information were tabulated as seen below:

Table 4.1.1 Gender of Respondents

Gender	Frequency	Percentage %
Male	70	58.3%
Female	50	41.7%
Total	120	100%

Source; Primary data

From table 4.1.1 it was found out that the researcher interviewed 70 respondents (58.3%) who were male and 50 were female respondents (41.7%). Therefore the researcher interviewed more male respondents than female. The information in table 4.1.1 was further put presented in a bar graph as shown in figure 4.1.1 below.

Figure 4.1.1 Bar graph showing the gender of respondents

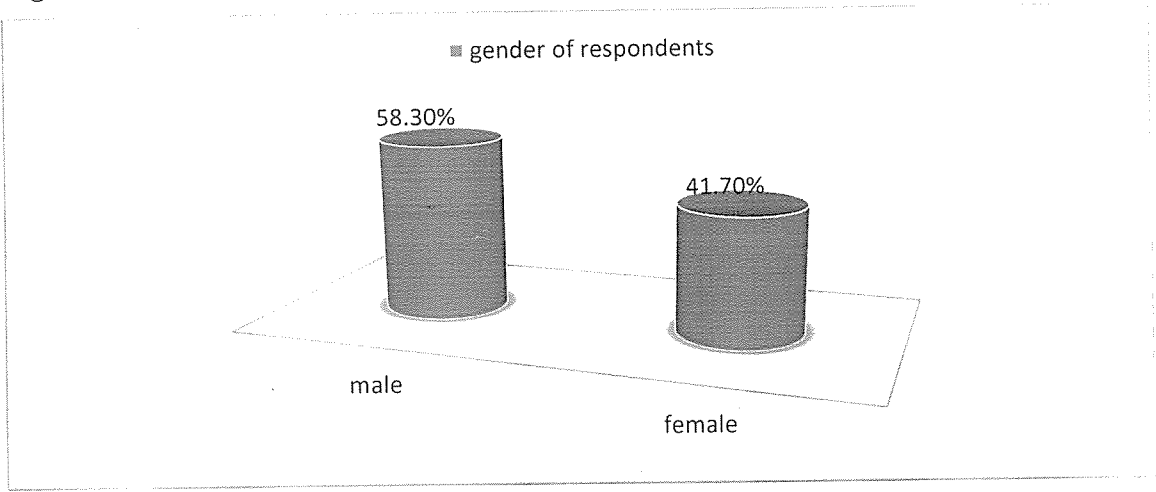


Table 4.1.2 Age Bracket of Respondents

Age	Frequency	Percentage %
18-30	20	16.7%
31-40	40	33.3%
41-50	50	41.7%
51-60	10	8.3%
Total	120	100

Source; Primary Data

Table 4.1.2 shows that 16.7% of the respondents were between the ages of 18-30 years. 33.3% were aged between 31-40 years, the majority of the respondents, 41.7% were aged between 41-50 and the minority 8.3% were between the ages of 51-60 years. The researcher therefore found out that the majority of the respondents interviewed were aged between 41-45 years and 31-40 years whereas the minority were aged 51-60. The information in table 4.1.2 was also presented in a bar graph as seen in figure 4.1.2.

Figure 4.1.2 Bar graph showing the Age bracket of respondents

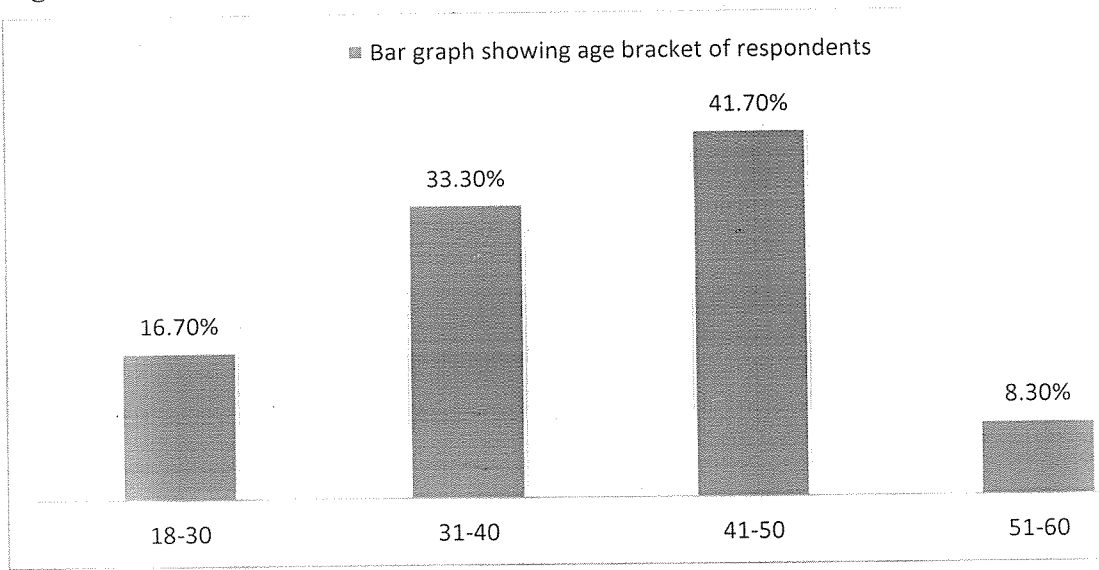


Table 4.1.3 Level of Education of Respondents

Level of Education	Frequency (f)	Percentage (%)
Primary	5	4.2%
Secondary	15	12.6%
Certificate	20	16%
Diploma	25	21%
Degree	30	25.2%
Master’s degree	25	21%
Total	120	100%

Source; Primary Data

Table 4.1.3 shows that the majority respondents (25.2%) were Degree holders, seconded by 21% who were Master’s Degree holders, followed by Diploma holders who scored 21% as well. 16% of the respondents were Certificate holders, 12.6% of the respondents were secondary level leavers whereas the minority of the respondents (4.2%) were primary school drop outs. The data was further presented in a bar graph as shown in figure 4.1.3.

Figure 4.1.3 Bar graph showing the level of education of respondents

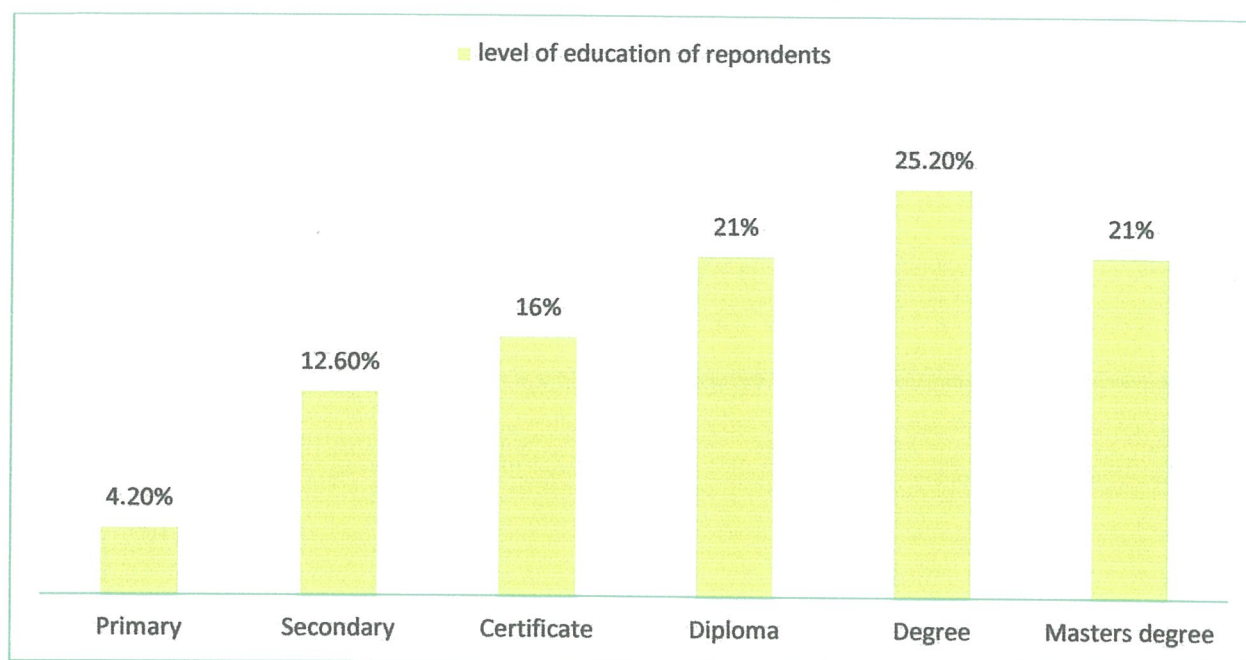


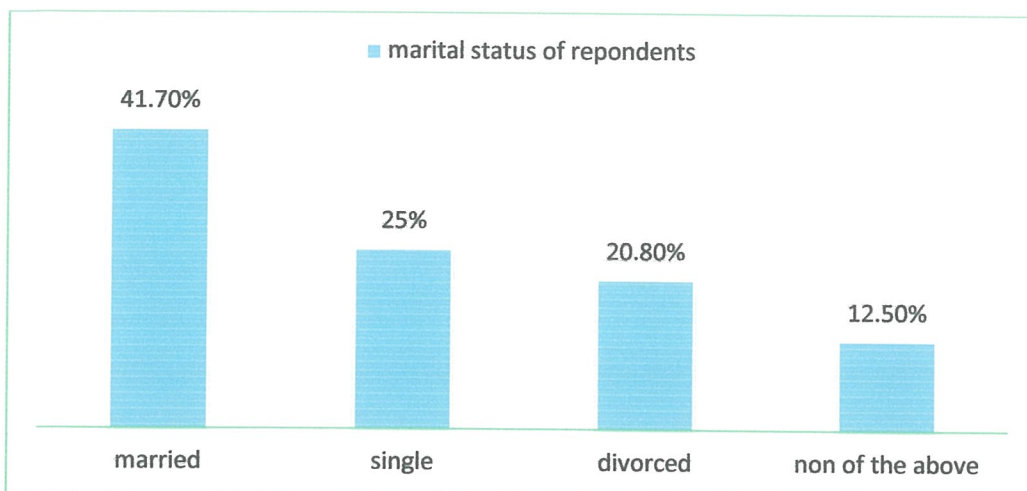
Table 4.1.4 Marital status of respondents

Marital status	Frequency (f)	Percentage (%)
Married	50	41.7%
Single	30	25%
Divorced	25	20.8%
Non- of the above	15	12.5%
Total	120	100%

Source; Primary data

Table 4.1.4 shows that 41.7% of the respondents were married and thus were the majority, 25% were single, 20.8% were divorced while 12.5% of the respondents did not disclose their marital status. The researcher therefore found out that the majority of the respondents were married, a considerable number of respondents were single while according to table 4.1.4 the very few were divorced despite some of them not disclosing their marital status. This data was further expressed in form of a bar graph as seen below;

Figure 4.1.4 Bar graph showing the marital status of respondents



4.2 The roles that decentralized governance plays in the development of the communities

The first objective of the study was to identify the specific roles that decentralized governments play in the development of the communities. To achieve this objective, the respondents were asked to give their opinion on the roles played by decentralized governments in the development of communities and their responses were tabulated as shown in table 4.2.

Table 4.2 The roles that decentralized governance plays in the development of the communities

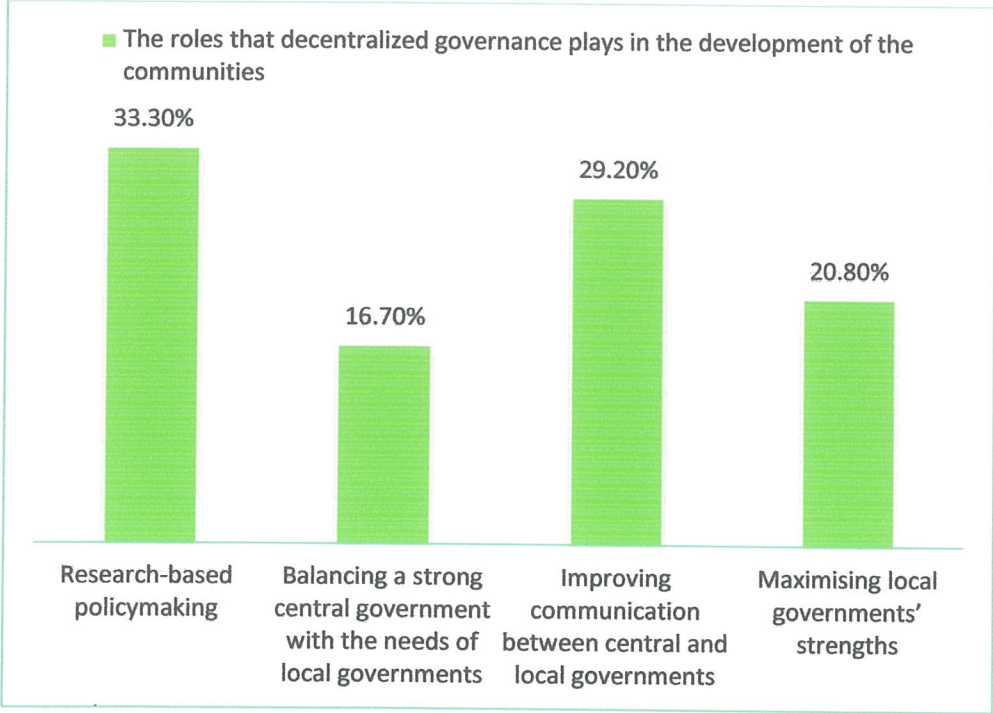
The roles that decentralized governance plays in the development of the communities	Frequency	Percentage
Research-based policymaking	40	33.3%
Balancing a strong central government with the needs of local governments	20	16.7%
Improving communication between central and local governments	35	29.2%
Maximizing local governments' strengths	25	20.8%
Total	120	100%

Source; primary data

Table 4.2 revealed that the majority (33.3%) of the respondents expressed thought that the major role decentralized governance plays in the development of communities is research based policy

making that benefits the community at the grass root level, 16.7% of the respondents were of the view that balancing a strong central government with the needs of local governments was a result of the decentralization of government policies towards the communities, 29.2% attributed the decentralization of governments to the improvement of communication between central and local governments whereas 20.8% of the respondents commented that maximizing local governments' strengths were as a result of the role played by the decentralization of government policy. Other answers centered around; support of local governments' endeavors, cooperation between local governments and revenue sharing among others. Their responses were further represented in a bar graph as seen from fig.4.2 below;

Fig 4.2 Bar graph showing the specific roles that decentralized governments play in the development of the communities



4.2.1 Findings from the interview guide on the Role of decentralized governance

In relation to the first research objective, administrators were asked to give their opinions s regarding the role of decentralized governance and the gave the following responses.

- ✓ *Decentralization empowers district leaders through allowing them make decisions for their development.*
- ✓ *It enhances quick decision making*

- ✓ *There is quick access to services by the community citizens*
- ✓ *Proper resource allocation and management*
- ✓ *Balancing a strong central government with the needs of local governments*
- ✓ *Improving communication between central and local governments*

4.3 The achievements of decentralized governance

The second research objective of the study was to establish the achievements of decentralized governance. To achieve this objective, the respondents were asked to give their opinion on what they thought were the major aims set out by decentralization of governance in their area and their answers were treated to a table as expressed in table 4.3.

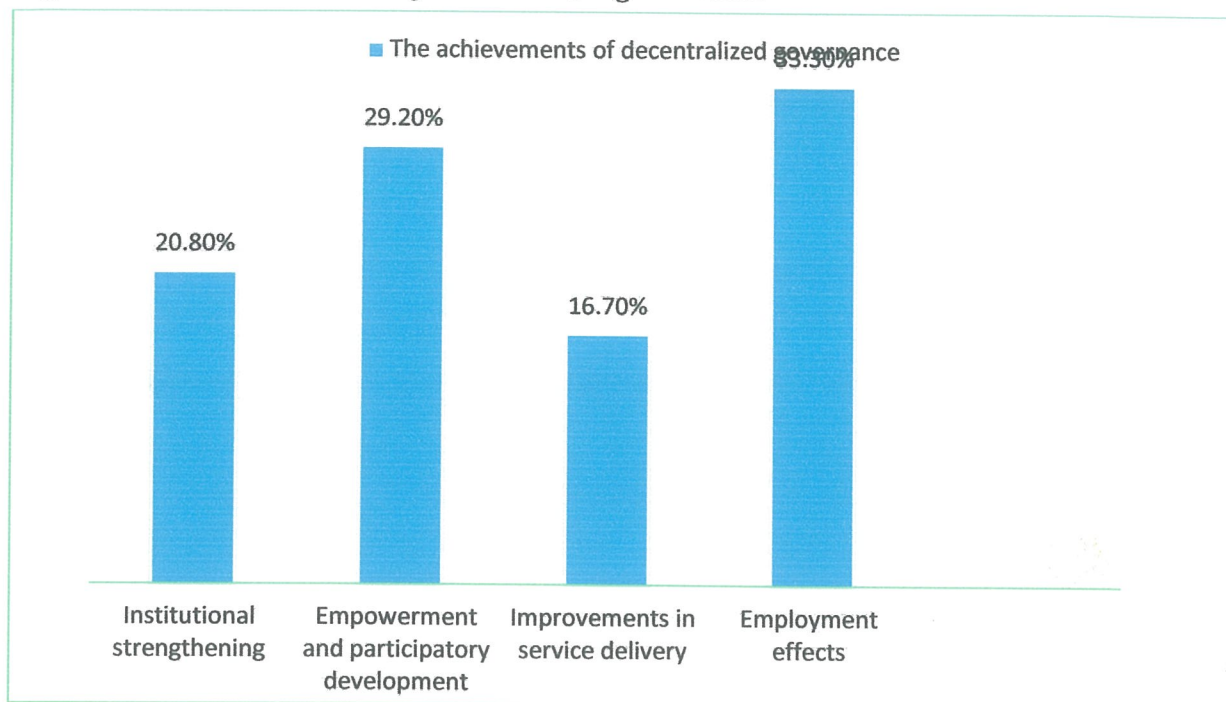
Table 4.3 The achievements of decentralized governance

The achievements of decentralized governance	Frequency (f)	Percentage (%)
Institutional strengthening	25	20.8%
Empowerment and participatory development	35	29.2%
Improvements in service delivery	20	16.7
Employment effects	40	33.3%
Total	120	100%

Source; Primary data

Table 4.3 shows that the majority of the respondents 20.8% were of the opinion that the most immediate achievement of decentralization has been institutional strengthening, 29.2% of the respondents were of the opinion that empowerment and participatory development has been an enormous achievement of decentralization in Mayuge district . 16.7% were of the opinion that improvements in service delivery was yet another achievement attained by the decentralization of Mayuge district , whereas the majority 33.3% were of the belief that employment effects were a result of decentralization of Mayuge district and thus an achievement of decentralization. The information in table 4.3 was further presented in figure 4.3.

Figure 4.3 *The achievements of decentralized governance*



Source primary data 2016

4.3.2 Personal opinion on the achievements of decentralised governance

One of the local council chairman in Mayuge reported that a lot of improvement in Education have been achieved due to the increased ease of access to financial services from the district headquarters. He later reported that there is quick decision making on matters that concern the district reducing delays that would appear with centralized governance.

Infrastructure development, new roads development, water sources have been developed, health facilities have been improved and there is quick problem solving since conflicts in the district are handled at the district giving area leaders to exercise their potential and skills.

4.4 The challenges faced by decentralized governance

The third and last research objective of the study was to establish how challenges faced by decentralized governance. To achieve this objective, the respondents were asked to give their opinion on what they thought were the major hindrances to decentralization of governance in their area and their answers were treated to a table as expressed in table 4.3.

Table 4.4 The Challenges faced by decentralized governance

The Challenges faced by decentralized governance	Frequency	Percentage
lack of transparency in the allocation of resources weak budgetary procedures	40	33.3%
local governments largely depend on central government financial transfers	30	25%
diversion in the process of financial allocation to local governments	20	16.7%
provision of medical care and social services has fallen far short of local needs	30	25%
Total	120	100%

Source; Primary data

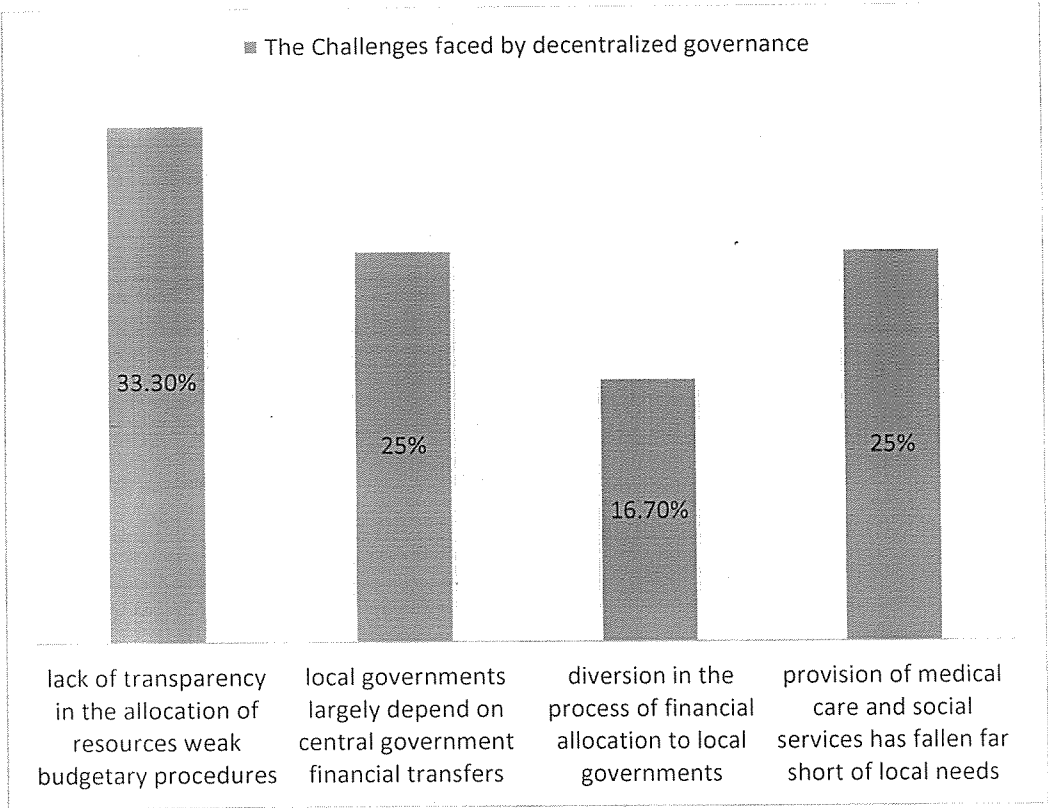
Table 4.4 shows that majority of the respondents 33.3% were of the opinion that lack of transparency in the allocation of resources weak budgetary procedures was the major challenge to decentralized governance, 25% of the respondents were of the view that due to the fact local governments largely depend on central government financial transfers, decentralized governance has met tremendous challenges, 16.7% who were the minority cited the diversion in the process of financial allocation to local governments as another hindrance whereas 25% of the respondents were of the suggestion that provision of medical care and social services has fallen far short of local needs was yet another grave challenge to the implementation of decentralized governance. Other challenges cited were overcrowding and low staffing as well as the lack of financial autonomy. The data was further presented in a bar graph as shown in figure 4.4.

4.4.1 Personal opinions on the challenges associated with decentralized governance

The RDC of the community reported that decentralized governance has got a challenge of miss resource allocation and poor use and handling of the rules and regulations. According to him many cases have been reported to have been handled with self-interest (corruption and fraud) because decisions are taken at decision level.

There decisions that are made by the central government and meant to be implied country wide. Therefore it becomes a challenge to integrate such decisions in the system at the district.

Figure 4.4 Bar graph showing the Challenges faced by decentralized governance



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND AREA FOR FURTHER RESEARCH

5.0 Introduction

This chapter mainly deals with summary, conclusions and recommendations related to the study of assessing the role of decentralized governments in community development. The major focus was on three principles; to find out the specific roles that decentralized governments play in the development of the communities, to establish how decentralized governments influence community development, to find out the achievements of decentralization in Mayuge district .

5.1 Summary of findings

The summary of the findings were presented in accordance with the research objectives of the study.

5.1.1 The roles that decentralized governance plays in the development of the communities

The first objective of the study was to identify the roles played by decentralized governance play in the development of the communities. The study revealed that the majority of the respondents expressed thought that the major role decentralized governance plays in the development of communities is research based policy making that benefits the community at the grass root level. some of the respondents were of the view that balancing a strong central government with the needs of local governments was a result of the decentralization of government policies towards the communities, a number of respondents attributed the decentralization of governments to the improvement of communication between central and local governments whereas a few of the respondents commented that maximizing local governments' strengths were as a result of the role played by the decentralization of government policy. Other answers centered around: support of local governments' endeavors, cooperation between local governments and revenue sharing among others.

5.1.2 The achievements of decentralized governance

The second research objective of the study was to establish the achievements of decentralized governance. Research showed that the majority of the respondents were of the opinion that the most immediate achievement of decentralization has been institutional strengthening. a number of the respondents were of the opinion that empowerment and participatory development has

been an enormous achievement of decentralization in Mayuge district . Others were of the opinion that improvements in service delivery was yet another achievement attained by the decentralization of Mayuge district , whereas some were of the belief that employment effects were a result of decentralization of Mayuge district and thus an achievement of decentralization.

5.1.3 The challenges faced by decentralized governance

The third and last research objective of the study was to establish how challenges faced by decentralized governance. Findings revealed that majority of the respondents were of the opinion that lack of transparency in the allocation of resources weak budgetary procedures was the major challenge to decentralized governance, some of the respondents were of the view that due to the fact local governments largely depend on central government financial transfers, decentralized governance has met tremendous challenges, a number of respondents who were the minority cited the diversion in the process of financial allocation to local governments as another hindrance whereas some of the respondents were of the suggestion that provision of medical care and social services has fallen far short of local needs was yet another grave challenge to the implementation of decentralized governance. Other challenges cited were overcrowding and low staffing as well as the lack of financial autonomy.

5.2 Conclusions

The conclusions of the study were presented in accordance with the research questions.

The first research question of the study was, “what are the roles played by decentralized governance play in the development of the communities?” The study concluded that research based policy making that benefits the community at the grass root level, balancing a strong central government with the needs of local governments was a result of the decentralization of government policies towards the communities, improvement of communication between central and local governments and maximizing local governments’ strengths were some of the roles played by decentralized governance. Other role mentioned were; support of local governments’ endeavors, cooperation between local governments and revenue sharing among others.

The second research question of the study was, “what are the achievements of decentralized governance?” Research concluded that institutional strengthening, empowerment and participatory development, improvements in service delivery and employment effects some of

the many aims of decentralized governance.

The third and last research question of the study was, “what are some of the challenges faced by decentralized governance?” Research conclude that lack of transparency in the allocation of resources weak budgetary procedures, local governments largely depend on central government financial transfers, diversion in the process of financial allocation to local governments, provision of medical care and social services had fallen far short of local needs were the major challenges facing decentralized governance. Other challenges cited were overcrowding and low staffing as well as the lack of financial autonomy.

5.3 Recommendations

According to the findings and conclusions of the study, the researcher found it necessary that the recommendations below are of much importance;

It was recommended that there should be encouragement of decentralization as a way of effectively implementing the development strategy of communities in Uganda.

It is my recommendation that the government increases financial support to Mayuge district as a way of finance decentralization so that there can be improvement on infrastructure, education and health care as well as community development.

There should be more effort by the government to decentralize all aspects of community life in Uganda as such as finance, social, political and economic decentralization so as to achieve extensive community empowerment and involvement in the development of Uganda.

5.4 Areas for further research

Further research should be carried out to examine the challenges faced by the government authorities in implementing decentralization in Uganda. A case study of Mayuge district in Uganda.

REFERENCES

- Akai, N. and Masayo S. (2002), 'Fiscal Decentralization Contributes to Economic Growth: Evidence from State-Level Cross-Section Data for the United States', *Journal of Urban Economics*, Vol.52, No.1, pp.93-108.
- Breuss, F and Markus E. (2004), 'Fiscal Decentralization and Economic Growth: Is There Really a Link?', CESifo DICE Report, *Journal of Institutional Comparisons*, Vol.2, No.1, pp.3-9.
- Dubois, H.F.W. & Fattore, G. (2009), 'Definitions and typologies in public administration research: the case of decentralization', *International Journal of Public Administration*. 32(8): pp. 704-727.
- Frischmann, E. (2010), 'Decentralization and Corruption. A Cross-Country Analysis.' Grin Verlag, 978-3640710959.
- Kisakye, J. (1996): Political background to decentralization, in: Villadsen, Søren: Lubanga. Francis (eds.), *Democratic decentralization in Uganda: A new approach to local governance*. Kampala. Ministry of Local Government (2006) *Decentralization Policy Strategic Framework*. Kampala
- Nsibambi, A.R (ed.) (1998): *Decentralization and civil society in Uganda. The quest for good governance*. Kampala.
- Onyach-Olaa, Martin (2003), *The Challenges of implementing decentralization: Recent Experiences in Uganda*, Publication Administration and Development, Vol.3.
- Saito, Fumihiko (2002) "Decentralization for Participatory Development in Uganda: Limitations and Prospects," *Journal of Intercultural Studies*, Ryukoku University
- The Republic of Uganda, *The Local Government Act (1997)*, Cap 243
- The Republic of Uganda, *Constitution of the Republic of Uganda (1995)*

APPENDIX I
RESEARCH INSTRUMENTS

Interview Schedule for Key Respondents (Policy makers, Local council's chairpersons, division administrators, academicians)

Good morning/ good afternoon.....

I am student of Kampala International University. I am conducting an academic research on the role of decentralized governments in community development with emphasis on how the decentralized governments inspire, propel, and foster developments of all kinds in communities. You have been selected as a key respondent in this study basing on your expertise in this area and portfolio in your community. I otherwise thank you for your time.

BALYEDUSA FALUKUU

Section One: Socio-Economic Background of Respondents

1.Name:.....

2. Work place:.....

3.Portfolio:.....

4. Marital Status:

- Single ☐
- Married ☐
- Divorced ☐

5. Gender

- (i) Male ☐
- (ii) Female ☐

6. Education level:

(a) Primary ☐

(b) Secondary ☐

(c) Tertiary ☐

(d) Others:.....

7. Age:.....

A. Achievements of Decentralization

i). How do you understand by decentralization as a system of governance?

.....

ii). Has the system of decentralization achieved anything in your area?

Yes ☐ No ☐

iii). If Yes, what do you think are the achievements of decentralization?

.....
.....

iv). In your view, is the system of decentralization a better system of governance as compared to other forms of governance?

Yes ☐ No ☐

If yes, why?

If No, why?

B. Decentralization and service delivery

i). Is there any improvement in service delivery under the system of decentralization?

Yes ☐ No ☐

If Yes, how?

If No, why?

ii). Which service sectors have been catered for most under the decentralization system of

governance?

- a) Education
- b) Health
- c) Road infrastructure
- d) Environmental services
- e) Other, please specify.....

iii). How has decentralization as a system of governance negatively impacted on the delivery of services in Rubaga division?

.....

.....

.....

.....

iv). In your opinion, what do you think should be done in order to have an effective service delivery system in Rubaga Division?

.....

.....

.....

.....

Section Four: Achievements and Impact of Decentralization

5. By your own judgment and observation, how has decentralization helped the locals in this area? (Please tick as many as possible and give details as well)

- a) Construction of roads ☐
- b) Improvement in the health services and primary health care ☐
- c) Increased their involvement in decision making ☐
- d) Improved the education sector performance ☐
- e) Lead to the creation of jobs at all levels ☐
- f) Encouraged micro entrepreneurship thus leading to improved incomes for most families
- g) Other?

6. In your view, is the system of decentralization a better system of governance as compared to other forms of governance? (substantiate on your view)

- a) Yes ☐
 - b) No ☐
-

7. Do you think the decentralization system has loopholes? Take a critical look at how it has been implemented in your area.

- a) Yes ☐ (Why)
- b) No ☐ (No).....

8. In your opinion, what do you think should be done in order to have an effective service delivery system in Rubaga division?

- a)
.....
- b)
.....

