

**DECENTRALIZATION POLICY AND GOOD GOVERNANCE
IN KANUNGU TOWN COUNCIL, KANUNGU DISTRICT
UGANDA.**

**BY
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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES
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DECLARATION

I JOVINE J JOEL declare that this is my personal work which to the best of my knowledge and has been submitted to the department of political and administrative studies of Kampala International University or to any other Institutions or University for any academic award.

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APPROVAL

This dissertation is submitted to the college of humanities and social sciences of Kampala international university with my approval as the supervisor.

Signed 

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DEDICATION

This piece of work is dedicated to my dear parents; Mr. Jonex Joel Kinyonyi and Mrs. Hellen John Kinyonyi

ACKNOWLEDGEMENT

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

This piece of work is dedicated to my dear parents; Mr. Jonex Joel Kinyonyi and Mrs. Hellen John Kinyonyi

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

LIST OF ACRONYMS

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

ABSTRACT

Decentralization has been touted as being central to the promotion and realization of good governance in Uganda. The major objective of the study was to examine the role of decentralization in the promotion of good governance in Kanungu town council. The study used both qualitative and quantitative data collection methods in which questionnaires and observation were used to collect data from respondents. Research question one sought to find out the relationship between decentralization and good governance. Research question two sought to establish the challenge of decentralization policy in Kanungu town council. While research question three sought establish the solutions to the problems of decentralization policy. Conclusions and recommendations will then be made after presenting and interpreting the data.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Disappointing progress in meeting national goals through centralized processes has induced many countries, especially in the developing world, to think beyond top-down development more seriously than in the past (Ronald & Henry, 2000). Rapid political, economic, demographic, and technological changes have fueled the trend to rely more heavily on lower levels of government for public sector activities (Giorgio, 2000). Joseph Siegel, 2002)

With Devolution of power and authority to sub-national governments (generally referred to as decentralization) is increasingly adopted and applied in many African countries as one of the tenets of good governance (Saito, 2000). This is based on the premise that decentralized governance provides a structural arrangement and a level playing field for stakeholders and players to promote peace, democracy, and development. Many countries are promoting decentralized governance as a measure for democratization, people empowerment, and poverty reduction.

In the last decade, decentralization and good governance have gained increased attention among scholars, practitioners and development stakeholders. This has contributed to their increasingly and universally recognized role and status as agents of the development process in the developing countries. On the other hand, there is the current view that the world has universally raised the importance of good governance practices for enhancing participatory practices, alleviating chronic poverty and injustice. Simultaneously world has increasingly turned towards the practice of decentralization to the democratic governance for human development.

The role of decentralization in the promotion of good governance cannot be over emphasized.

We also have heard a lot recently about the need to decentralize government and to draw more on participatory organizations in the political arena. The world has found unworkable and has rejected the process of centralized decision-making in centrally planned economies. But the very same process governs the relations between management and labour within both capitalist and public sector firms. We know that under regimentation people do not give their best. Democracy

and participation should be introduced not only in politics but also in the private sector; and not only in government and in profit-seeking firms, but also in private voluntary societies and non-governmental organizations such as trade unions and churches; even in some families there is a need for greater participation, or at least better access to those in power, particularly by women and in some areas by children. This might be called vertical participation: to make the membership of these agencies more responsive to the needs of all its members through a higher degree of participation and access to power. By horizontal participation I mean the inclusion in the international organizations of some representatives of the civil society.

Decentralization

Generally, the term decentralization can be described as the transfer of authority from central government to the periphery to make decisions or manage functions from the national level to any organization or agency at the sub-national level. It is therefore a gradual process: evolves within an appropriate legal framework, Mills, (1990:89).

Defining decentralization, Rondinelli and Cheema, (1983), referred to it as the transfer of power, decision making, authority, planning, financing and management from the central government to other subordinate units of government, Non-government organizations with the semi-independent bodies or parastatals and cooperate entities called Local Government. The United in Development Programme (UNDP) (1993:66) also defines Decentralization as the programme for dispersing power among government jettisons at the same level (horizontal decentralization) as well as state power un: spread to lower levels of government (vertical decentralization).

Makara, 1996:33), also asserts that decentralization may be used to mean the transfer of legal, administrative and political authority to make decisions and manage public functions from the Central Government to Primary organizations of those agencies, subordinate units of government, semi-autonomous public corporations, area-wide development authorities, functional authorities, autonomous Local Governments, or non-governmental organizations.

Decentralization has been defined as the transfer of powers from the centre to Local. The powers transferred to Local Governments include among other;

Planning-developing plans

- Financial-revenue collection, budgeting, accounting and reporting
- Administrative-recruitment and management of staff
- Legislative-making by laws and ordinances
- Judicial-local administration of justice through Local Council Courts

Historical Context of decentralization

Decentralization is not a new concept. It attracted attention in the 1950's and the 1960's during the struggle for independence and self-government when the British and French colonial administrators prepared colonies for independence by evolving responsibilities for certain programs to local authorities. However in the 1970's the quest for decentralization arose out of the dissatisfaction with the centralized systems of national planning and administration which had minimal response to local needs and which were considered by-products of former colonial systems. In the last decade however, decentralization and good governance have gained increased attention among scholars, practitioners and envelopment stakeholders. This has been attributed not only to their increasingly and universally reorganized role and contribution as agents of development process in the developing countries, but also as a response to the global demand for equity, accountability and efficient service delivery. Globalization played a major role in the decentralization movement, Golola, (2003:256). The context of Africa and other developing countries, decentralization became more pronounced in the 1980's and 1990's when it featured as one of the World Bank's structural criteria. In the 1990s the World Bank regarded decentralization a necessary part of structural reform to promote efficient use of resources and to address local needs of developing countries. Decentralization programmes in Africa followed the recommendations of the World Bank for developing countries to devolve political and administrative powers to local and autonomous levels. The recommendation was made on the basis that Centralization would quicken decision-making processes and increase participation by local people. Braun and Grote, (2000).

Decentralization in the Ugandan Context

The post-independence constitution of 1962 had established a highly decentralized system, combining federalism and semi-federal status in different areas but this was abolished in 1966, with the abrogation of the constitution.

Executive powers were vested in the presidency. Subsequent regimes did little to restore local governments in the country.

The present decentralization policy in Uganda was conceived in the late 1980s and implemented in the early 1990s as an administrative-political reform strategy considered the most suitable mode of governance through which poverty reduction interventions could be implemented and realized.

According to the Local Government Act (1997), the objectives of Uganda's decentralization included transferring real power to the districts (including functions, powers, responsibilities, and services) and reducing the workload of government officials working in central government; to ensure democratic participation in, and control of, decision-making by the people concerned; to improve service delivery; to improve financial accountability by establishing a clear link between payment of taxes and provision of services and to provide for the election of local councils (and to improve the ability of local councils to plan, finance and manage the delivery of services to their constituents).

The policy aims at devolving substantive political, administrative, and fiscal powers and responsibilities to improve service delivery; to promote governance (transparency and accountability); democratize society; and alleviate poverty through collaborative efforts with NGOs, civic organizations and the private sector.

Uganda's decentralization policy is based on the devolution of powers, functions and responsibilities to popularly elected local governments (Local Government Act, 1997). The local governments have powers to make and implement their own development plans; to make, approve and execute their own budgets; to mobilize and expend resources according to their local priorities; to appoint statutory committees, boards and commissions; to make ordinances and by-laws that are consistent with the Constitution and other existing laws; to hire, manage and fire personnel and to implement a broad range of decentralized services previously handled by the centre (Uganda, 2005). This extensive devolution of powers is intended to improve service delivery. The post-independence constitution of 1962 had established a highly decentralized system, combining federalism and semi-federal status in different areas

The present decentralization policy in Uganda was conceived in the late 1980s and implemented in the early 1990s as an administrative-political reform strategy considered the most suitable mode of governance through which poverty reduction interventions could be implemented and realized. By shifting responsibility for policy implementation to the local beneficiaries themselves; to promote good governance by placing emphasis on transparency and accountability in public sector management; to develop, broaden, and deepen political and administrative competence in the management of public affairs; to democratize society by promoting inclusive, representative and gender-sensitive decision-making; and to alleviate poverty through collaborative efforts between central and local governments, donors, non-government organizations (NGOs), community based organizations (CBOs), the private sector and other stakeholders.

There are five levels of government (village-LC 1, Parish-LC 2, Sub-county-LC 3, County-LC-4 and District-LC 5), but political authority and significant resources are only with LC 3 and LC 5 (units of decentralization).

The local government to which power is transferred is given a corporate status, autonomy and functions. Decentralization in Uganda has meant conferring authority on local councils, converting them from appointed to popularly elected bodies and mobilizing the resources necessary for public services and administration of the council. Districts and sub-counties have been made local governments that are body corporate under the local. The centre no longer approves by-laws of these local governments, except for harmonizing them with the constitution or any other law made by the legislature. The revocation of a mandate of a councilor is constitutionally vested in the electorate, who can initiate the removal of any councilor (Munyonyo 1999).

The central government opted to create districts as the highest level of local government in an attempt to satisfy regional and tribal demands for political power (Makara, 1998).

Decentralization and good governance

Decentralization is sometimes regarded as an alternative to centralization, yet, when viewed from the policy angle, decentralization is a complement and not an alternative to centralization. Both

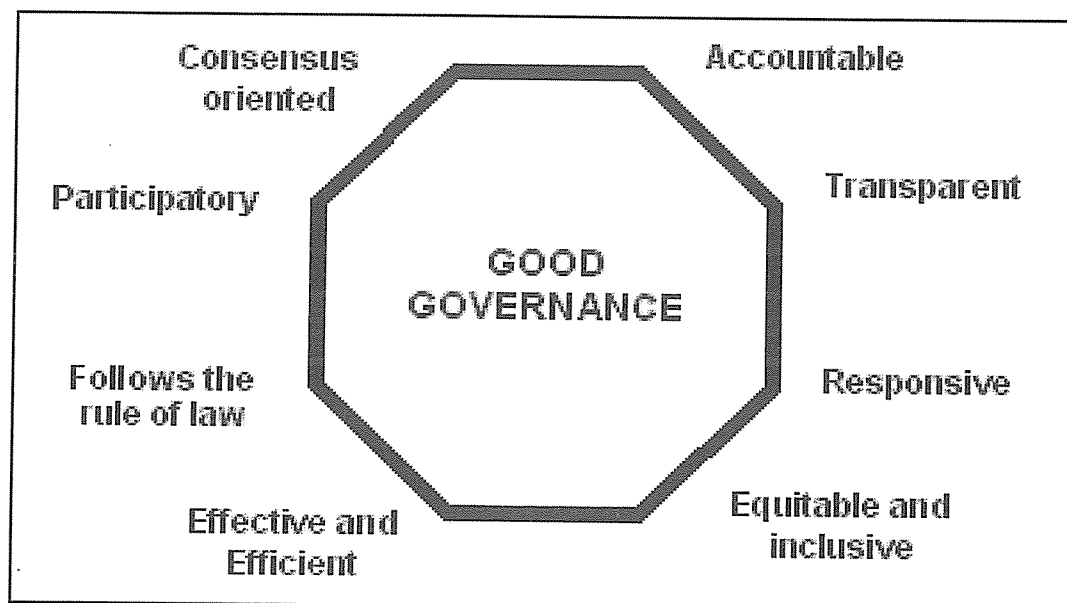
local and central elements are needed in every political system. Sometimes decentralization is considered as falling exclusively within public sector reform, yet it is much more than public sector, civil service, or administrative reform. It involves the relationship of all societal actors, whether governmental, private sector, or civil society.

The concept of “governance” has been applied to the processes through which public decisions are made (Ronald & Henry, 2000). Landell-Mills & Serageldin (1991) have defined governance as the use of political authority and exercise of control over a society and the management of resources for social and economic development. This definition emphasizes the political nature and the management aspect of governance. However, it does not define the nature of the relationship between the authorities (the governors) and the public (the governed). Charlick (1992) looked at governance as the effective management of public affairs through the generation of a regime (set of rules) accepted as legitimate, for the purpose of promoting and enhancing societal values sought by individuals and groups.

The fundamental principles of good governance include respect for the rule of law and human rights, political openness, participation and inclusiveness, equality and non-discrimination, effective and efficient processes and institutions, transparency, and accountability. According to Ronald & Henry (2000), decentralization offers a key element of the enabling environment for good governance through which responsibilities are transferred from the central government to the local level, where citizens can more readily participate in decisions that affect them. Decentralization offers partnerships between local government institutions, civil society

The Principles of good governance

These represent the values and main beliefs of good governance and thus include: Participation, Rule of law, Transparency, Responsiveness, consensus, oriented, Equity and inclusiveness, Effectiveness and efficiency and accountability.



Source: Adapted from UNESCAP's Concept of Good Governance

1.2. Statement of the Problem

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

1.3. Purpose of the Study

The purpose of the study is to examine decentralization and good governance in Kanungu Town Council, Kanungu District Uganda.

1.4. Objectives of the Study

General Objective of the Study

To examine the relationship between decentralization and good governance in Kanungu town council

Specific Objectives of the Study

1. To examine the role of Decentralization in promotion of good governance in Kanungu Town Council, Kanungu District.
2. To establish the challenge of decentralization in Kanungu town council
3. To establish the solutions to the problems of decentralization policy in Kanungu town council

1.5. Research Questions

1. What is the role of decentralization policy in promoting good governance in Kanungu town council?
2. What are the challenges of decentralization policy in promoting good governance in Kanungu town council?
3. What are the solutions to the challenges of decentralization policy in promoting good governance in Kanungu town council?

1.6 Scope of the Study

The study will focus on Decentralization policy and Promotion of Good Governance in Kanungu Town Council, Kanungu District Uganda.

The Geographical area of the study

Kanungu district is located in south western Uganda along Kampala Congo high way via Ibarara municipality. Kanungu District is bordered by Rukungiri District in the north and east, Kabale District in the south east, Kisoro District in the southwest and the Democratic Republic of the Congo in the west. The district headquarters of Kanungu are located in Kanungu town along Kabale road.

1.7 Significance of the Study

To this extent therefore, the study is significant in that it will contribute to a better understanding of the role of decentralization in promotion of good governance in Uganda. It will also help policy makers to appreciate the role of decentralization in promotion of good governance. The study will help the community to increase their knowledge on the role of decentralization in promotion of good governance thus enhance their participation in the enhancement of their community and that it will also help future researchers.

1.8 The conceptual framework

The conceptual framework indicates the relationship between the independent variable (Decentralization policy) and the dependent variable (Good governance). Both, conceptual ideas and available empirical studies will be taken into consideration for developing the conceptual model. The framework will consider context, Good governance indicators, existing structures and processes and strategies which directly and indirectly influence the contribution of decentralization policy in promotion of good governance.

1.8.1 Illustrative conceptual frame work

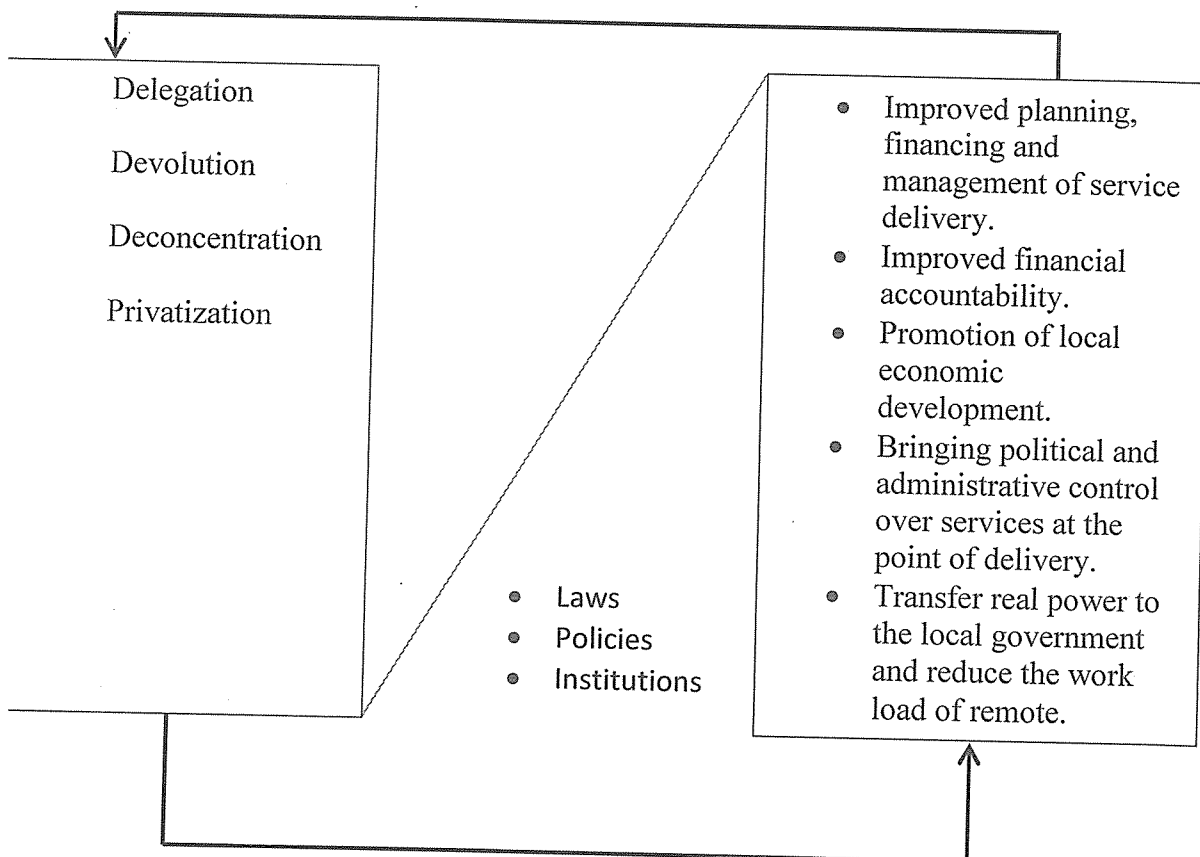
Independent variables

DECENTRALIZATION.

(Transfer of power and authority).

Dependent variables

GOOD GOVERNANCE.



Adopted from Decentralization and Civil Society in Uganda. Fountain Publishers, Kampala. 2000).

1.8.2. Narrative of the conceptual framework.

The above conceptual framework lays out the key factors, constructs or variables and the presumed relationships among them. It further indicates the graphic design of main variables connected by directional arrows specifying inter-variable relationships to make the framework very clear as illustrated above.

1.9 Definition of key concepts.

Forms of decentralization

The three broad types of decentralization: political, administrative and fiscal and four major forms of decentralization: devolution, delegation, Decentralization and divestment, Rondinelli et al., (1993).

1.9.2 Political Decentralization

Normally this refers to situations where political power and authority has been transferred to sub-national levels of government. The aim is to give citizens and their elected representatives more power in public decision making. This form is often associated with pluralistic politics and support to democratization, Mills, ((1990:89).

1.9.3 Administrative Decentralization

Refers to the transfer of responsibility for planning, financing and managing certain functions from the central government and its agencies to Primary units or government agencies (e.g. provincial or district line agencies). It aims at transferring decision-making authority, resources and responsibilities for the delivery very of select number of public services from the central government to other levels of government, agencies, and Primary offices of central government ine agencies. Mills, (1990:89).

1.9.4 De concentration

It aims at the transfer of authority and responsibility from one level of the central government to another while maintaining the same hierarchical level of accountability from the local units to the central government ministry or agency, which has been decentralized. Decentralization Secretariat, (1994: 8).

1.9.5 Delegation

The central government transfers decision making responsibilities to semi-autonomous organizations not wholly controlled by the central government, but irately accountable to it. It aims at redistributing authority and responsibility to local units of government or agencies that are not always necessarily branches or local offices of the delegating authority, Wunsch, (1991: 7), Awhood, (1983: 91); Mathur, (1983: 75).

1.9.6 Devolution

Refers to the full transfer of responsibility, decision-making, resources and revenue generation to a local level public authority that is autonomous and fully dependent of the devolving authority. Ghai & Regan, (1992: 227).

1.9.7 Fiscal decentralization

This refers to the most comprehensive and possibly traceable degree of decentralization since it is directly linked to budgetary practices. Fiscal decentralization refers to the resource reallocation to sub-national levels of government. Rondinelli and Cheema, (1983).

1.9.8 Privatization

Is the giving up by government of certain functions and services to various sections of the private sector namely business, community groups, cooperatives non-governmental organizations primarily for reasons of efficiency, Apthorpe and Conyers, (1982: 34), Cheema and Rondinelli, (1983: 8) Smith, (1985: 299).

1.9.9 Good governance

Good governance refers to the competent management of a country's resources and affairs in a manner that is open, transparent, accountable, equitable and inclusive to people's needs. It has several characteristics; it is participatory, consensus oriented, accountable, transparent, responsive, effective, efficient, equitable, and inclusive and follows the rule of law. At a minimum, good governance requires fair legal frameworks that are enforced impartially by an independent judiciary and its decisions and enforcement are transparent or carried out in a manner that follows established rules and regulations, Laura Claire Marshall, and Michael Bassett, (2006).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter will deal with the review of literature relevant to the study. The art of literature will relate to the general and specific goals and objectives of the study and will be reviewed in with the aim of examining the role of decentralization in promotion of good governance. The sources of literature arrayed include research reports, books, journals, electronic material, and workshop presentations, among others.

2.1 The role of decentralisation policy in promoting good governance

It is indicated that decentralization contributes to the realization of good governance in Uganda. This contribution is largely in the form of the transfer of power and authority from the central government to the local governments for purposes of planning, decision making, administration, financial and political administration and management.

Decentralization also through the transfer of power and authority from the central government to the local governments, seeks to promote popular Participation, empower local people to make own decisions and enhance accountability and responsibility. It also aims at introducing efficiency and effectiveness in the generation and management of resources, and in the delivery of services. In the end the local populations through their elected representatives make the development process responsive to the needs of the local people.

Through the devolution of power, decentralization contributes to the realization of good governance. Under devolution, power will be devolved from the Centre to local governments and local governments will have the freedom to make decisions and allocate resources based on local priorities. Power will also be devolved from the higher to lower local governments to allow decisions to be made in the best interest of the people to reduce poverty and improve livelihoods.

The decentralization policy has been implemented within the framework of good governance. Focus will be placed on efficiency, effectiveness, equitable, value for-money and accountable use of power and resources.

Decentralization is based on democratic principles which empower and encourage the active participation of all people at all levels where they will best manage and direct their own affairs. People have been sensitized on their obligations to pay taxes for service delivery and their rights to demand improved services, ownership and downward accountability.

Subsidiary Principle-Local governments will have powers to make their own plans and execute their own budgets without reference to higher authorities, provided such plans and budgets do not imply recurrent costs for higher local authorities. When they do, the plans, budgets and other decisions will be subject to negotiation. Development issues will be addressed at the point where they are most felt at the various local government levels.

Good governance has been realized in Uganda. This view is based on the increase in the level of participation by the citizens in the public affairs of their country in terms of decision making and monitoring of development programmes, increase in the level of accountability to the population by both the Politicians and public servants, increase in the level of responsiveness to the demands and concerns of the population, increase in the level of openness and transparency in the conduct of public affairs, increase in the level of efficiency and effectiveness in the allocation and use of resources, increase in respect for the rule of law also represents a positive extent to which good governance has been realized, and increase in the level of equality and inclusiveness in the conduct of public affairs.

.2 The challenges of decentralization policy in promoting good governance

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. Yet this near-doubling in school enrolment was not matched by staff recruitment owing to lack of adequate finance from central government and local sources. Most financial allocations to local governments are either put to non-education expenditures or do not reach their final destination: (UNDP report 2004).

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

It should be noted that for decentralization to achieve its targets, there has to be high level of public accountability. A number of problems with regard to accountability have been registered. There was lack of transparency in the allocation of resources and weak budgetary procedures with regard to record-keeping and auditing. In education, for example, there was disproportionate distribution of finance to the schools, with the poor schools receiving less or nothing of the capitation grants. Parents and students had little or no information regarding the amount of the capitation grant entitled to them. (Akim, Hutchinson and Strumpf)

Kayizzi-Mugerwa (1999:42) argues that the success of decentralization will depend on the capacity of districts and urban governments to raise their own revenue and use it efficiently in the provision of services. However, the generation of local revenues is limited, with local governments largely depending on central government financial transfers. In the 1990s, on average, only 13.2 per cent of revenue in Uganda could be generated locally (Saito 2006. With

the introduction of decentralization, many districts started to charge education, environment and sanitation, and health taxes along with graduated tax. These additional charges specifically targeting certain service sectors substantially contributed to the service delivery in these sectors. Graduated tax, however, was removed in 2006, leaving these districts financially paralyzed.

The abolition of the Graduated Personal Tax (GPT) meant that the local and urban governments had limited financial sources to finance public services, as is the case with education and health cited above. As a result, there has been an increase in the reliance by local governments on central government. This lack of financial autonomy affects the implementation of development plans and consequently limited service delivery since most of funds are diverted before they reach their final destination.

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

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

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 percent. In most cases, AE staffs are deployed only up to sub-county level and have limited direct contact with farmers. Whereas extension workers had motorcycles to use to visit farmers, they only have a monthly allocation of 25 liters of fuel for extension work. Only 1 per cent of farmers receive extension services.

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

According to Saito (1999), on the one hand, the public service officials perceive that decentralization improves control and the mobilization of resources, and on the other, the service receivers perceive that services have not improved in recent years. Further, decentralization as an approach to service delivery is limited by the failure of politicians to cede political power to the local governments. Golola (2003) maintains that politicians at the centre have little wish to cede power to the local governments.

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

Largely, conflicts emerge from the demand for accountability by the civil servants from the politicians. In several districts, there have been conflicts between the Local

Council Five (LCV) chairman and the Residence District Commissioner, for example, Ntungamo and Kiruhura districts. In the Daily Monitor for 20 August 2007, it was reported that the Ntungamo RDC claimed to be under threat from the LCV chairman because he demanded accountability and had exposed the LCV chairman's corruption practices. In Kiruhura, the acting RDC reportedly resigned, citing corruption and intimidation from elected representatives.

Another limitation of the decentralization policy comes from the response to externally determined programmes that differ from local needs. In one district, residents argued that funds to implement decentralization were usually obtained from donors who fund specific projects even when these may not be priorities of the local area. In the district, members cited an example of a road recently constructed in the area, but pointed out that if they were given a choice, they would have preferred equipping the health centers with medicine.

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

Most people have heard of decentralization. However, except for those who are in the active leadership positions, people at the grassroots generally do not have clear understanding of it. A group of women said that "we have heard of it, but do not know what it means clearly. But the C is familiar to us." This succinctly summarizes the current situation, and this appears to be quite common in a number of villages in Uganda. Even if Rakai and Mukono districts, which are the districts, considered to be more advanced in the degree of decentralization than other districts, the situation is still the same.

Consequently most of the people at the grassroots level do not know what their roles are vis-à-vis their Councilors and administrators. (Nick Devas: The Challenges of Decentralization: May 2005).

Different Views of Stakeholders

Decentralization involved various stakeholders, and they do not necessarily have agreed views on decentralization: *inter alia* politicians, civil servants, international donors, international and national NGOs. Their view can vary according to the level at which they are active: at a national level or at a local level. For instance, national politicians may not necessarily support decentralization because it would reduce their influence on policy making at the benefit of local politicians. Likewise, national and local civil servants may not have agreed views on decentralization. Civil service staffs in the centre tend to be ambiguous. As long as decentralization does not curtail their influence on decision making, they do not oppose it. They are already at the centre, and they do not have to be sent to take up local posts. On the other hand, some may lose their jobs since the central government is undergoing the civil service reform which reduces the number of bureaucrats. The civil servants at the local level also have mixed views on decentralization. It, on the one hand, enhances their autonomy, which is liked by all.

2.3 The solutions to the challenges of decentralization policy in promoting good governance

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

The local governance and its Local Council (LC) structure will bear important functions and responsibilities in order to make the current decentralization successful both politically and developmentally. Decentralization in the past tended to be a zero-sum game: what one stakeholder gains is a loss for others.

; however, the current decentralization is not a positive sum solution for stakeholders, the LC system will not sustain the support by the people who really wish to grow out of poverty. The

stakeholders for making positive sum include, *inter alia*, local politicians (Councilors), civil servants, and the people themselves. Dimensions of gender and ethnicity are also particularly relevant, since the socially disadvantaged including women and ethnic minorities need to be appropriately participated in the governance structure.

Kayizzi-Mugerwa (1999:42) 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. Another important achievement on the improvement of financial resources by local government is the way in which donor funds are channeled. Previously all donor assistance needed to be based on an agreement between foreign donor(s) and the central government of the Republic of Uganda which is not the case today. The Rakai Project assisted by the DANIDA is very illustrative of a new experiment. In this project the DANIDA, while maintaining the agreement with the central government, also negotiated a parallel agreement with the district authority in Rakai. (Lumbugu, Rakai 25 August 1999)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The main objective of this chapter was to outline the various research methods and techniques employed in order to carry out the study. The chapter covers the search design, study population, sample size, methods of selection, data: collection.

3.1. Research Design

This is a case study research design to study the role of decentralization in the promotion of good governance in Uganda, a case study of Kanungu Town Council, Kanungu District. The study will applied qualitative research approach making use of descriptive survey.

3.2. Study Population

Uganda's population at the time of this study, based on the Uganda National Bureau of Statistics and the 2002 Population Census Report, is approximately thirty five million (35M). This study covered one district of Kanungu with a population: about two hundred thirty nine thousand eight hundred (239,800) with Kanungu Town Council having fifteen thousand and six hundred people (15,600) respectively. Therefore, a population of fifteen thousand and six hundred (15,600) constituted the total study population. The representative views in the town council of Kanungu will be men and women ages between 15-65 years who are involve in various activities for ousehold livelihoods.

3.3. Sample Size

he researcher will use Solven's formula to select a sample from the entire population as indicated below.

olven's formula will be used to calculate the sample size (n) given the population size (N)and a argin of error (e) which is normally given as 0.05.

$$n = \frac{N}{1+Ne^2}$$

$$n = \frac{15600}{1 + 15600(0.05^2)}$$

$$n = \frac{15600}{1 + 15600(2.5)}$$

$$n = \frac{15600}{1 + 39}$$

$$n = \frac{15600}{40}$$

$$n = 401$$

3.4. Sample Selection

The researcher will use purposive sampling technique to select the respondents from the entire population of Kanungu Town Council because the respondents are mainly professionals with expert knowledge the nature of research under study. This entailed obtaining information from specific target groups and respondents who can decide the desired information. It involved choosing individuals who were most advantageously placed or in the best position to provide the information required.

3.5. Research Instruments

Questionnaire

A structured interview schedule will be prepared containing open and closed questions. The open questions will allow respondents to give answers using the official language that is English. The questions in this schedule will be formulated in a simple and unambiguous way and will be arranged in a logical order to make it more attractive and comprehensive. The instruments will be developed in English. The questionnaire approach will be used in order to avail more information and enable the respondents to express their views. This will help in transparency.

Secondary data sources

Books, journals, reports and internet documents will be used as secondary sources of data supporting or supplementing the empirical findings of the study.

3.6. Validity and reliability of research instrument.

This is the reliability and validity of the instruments used for collecting data. The researcher will ensure that the instruments that will be used for collecting data yield valid results through the use of experts including the supervisor and other researchers in the same area. These will help the researcher in various fields to look at the research questions and ensure that the research instruments yield measures that will be consistent each time they will be administered to some individuals. The researcher will construct the instruments with the help of the supervisor who will be able to make it qualify for the study.

3.7. Data analysis

Data analysis is an on-going part of data collection. All collected data will be carefully entered in Access and then exported to Microsoft Excel. Exported data will be checked randomly against original completed interview schedule. Errors will be detected and necessary corrections will be made accordingly after exporting. Further consultation with research assistants and in some cases with the community people will be required. Finally, data will be exported from the program Microsoft Excel to SPSS/windows version 7.0, which offers statistical tools applied to social sciences. In addition, Microsoft Stat graphics will be used. Qualitative data will be converted into quantitative numbers, if required, after processing, scaling and indexing of the necessary and relevant variables to perform subsequent statistical analysis for drawing inferences.

3.8. Ethical consideration

The researcher will maintain maximum confidentiality of the findings from the research. The researcher will follow all the legal procedures to reach the respondents such as getting a letter of introduction from Kampala International University and presenting it to the local government office of Kanungu town council.

The researcher will conduct the research in person, not getting another individual to conduct the interview or analyze data on his behalf.

The researcher being explanatory on social issues namely the relationship between decentralization policy and good governance in Kanungu, it will call for ethical standards for instance, the researcher will be bound not to disclose the respondents' names in order to protect their privacy and allow them to live in harmony. Each respondent's permission will be sought prior to answering questions.

3.9. Limitations of the study

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

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents data, analysis and interpretation of the data collected in relation to the topic and objectives of the study objectives.

4.1. Socio- demographic representation of respondents

This section presents the demographic characteristics of the respondents that include; sex, age and educational level.

4.1.1. The respondents were asked to state their gender and below are the responses in the pie chat

Figure 1 below presents the distribution of respondents according to gender

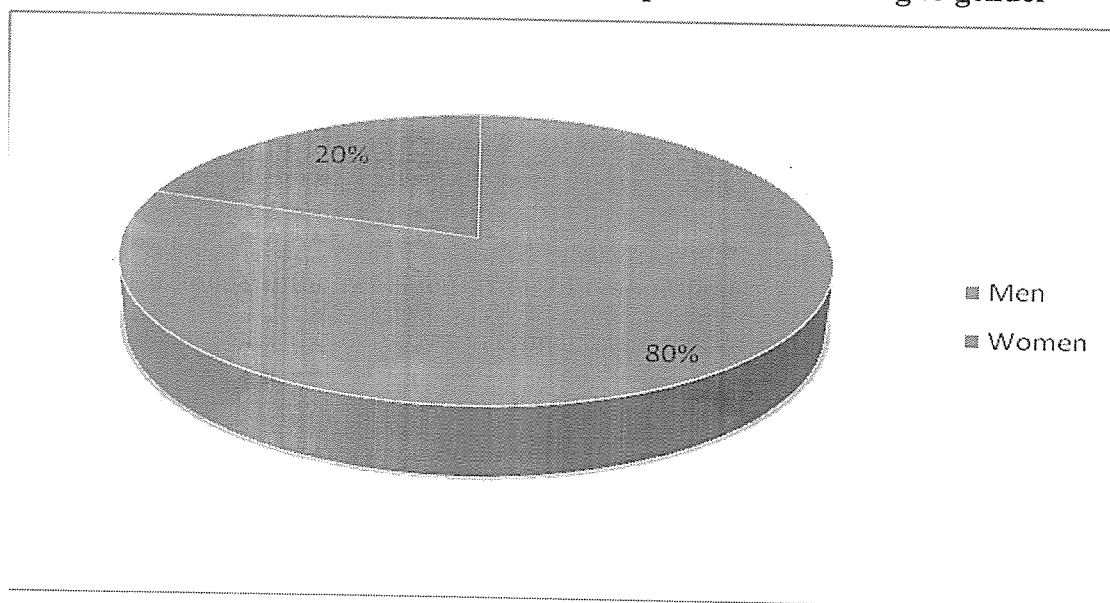


Figure 1: Distribution of respondents according to gender (n=401)

1 Table 1 and Fig.1, it is clear from the findings that the majority 80% were male while 20% were female. The disparity in the percentage of men and women was attributed to the fact that the employment force consists of a few women.

1.2. The distribution of respondents according to age

he respondents were asked to state their age because it was necessary to examine whether the spondents were the rightful ones and eligible to give appropriate information and bellow are eir responses in the table

Table 1: Represents the distribution of respondents according to age bracket

Age range	Frequency	Percentages (%)
20-29	50	12.4
30-39	156	39
40-49	117	29.1
50-59	78	19.4
Total	401	100%

Source: Primary data, 2017

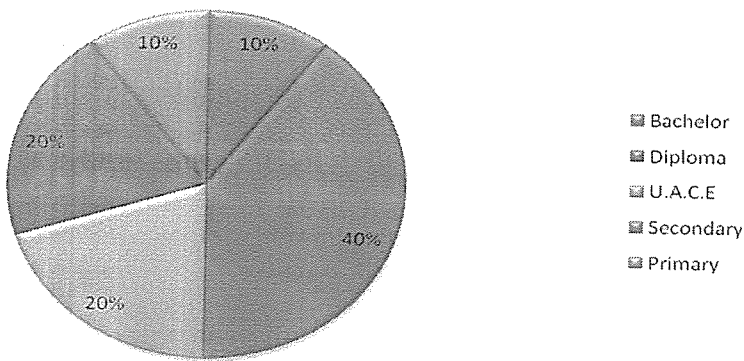
In the table above it is indicated that, majority 39% were in the age range of 30-39 years. 29.1% were between 40 – 49 years, 19.4% were between50-59 years, and 12.4%were between 20-29 years. These characteristics were very important in the study because it is necessary to examine whether the respondents were eligible to give appropriate information.

4.1.3. The distribution of respondents according to academic background

This was also requested to be answered by the respondents because the tool of data collection required respondents who can read English and understand it for better interpretation of the questions. The responses are represented in the table below.

Figure 2: Represents the distribution of the respondents according to Academic Background.

Fig.2:Distribution of the respondents according to academic background



ource primary data 2017

According to the research findings on table above, the study covered respondents from all educational levels. The findings from the study reveal that the Diploma holders represent the majority of the respondents constituting 40%. Furthermore, the study also reveals that those with primary level education accounted 10%. Those with bachelor degree constituted 10%. The certificate level education holders accounted for 10% and finally those with secondary level education constituted 10%. Thus the data collected from the respondents was appropriate because majority of them had acquired skills up to different levels of education.

4.2. The role of decentralization policy on good governance in Kanungu town council

Kanungu district

The first research question was to determine how decentralization has led to good governance in Kanungu town council. To determine the role of decentralization policy on good governance, the respondents were asked the following question and the responses are indicated in the tables below.

4.2.1. With decentralization policy the roads in rural areas have improved and people can move without difficulty

The responses from the respondents are tabulated in the table below

Table 2: Decentralization and road construction in rural communities in Kanungu town council

Frequency	Agree	%	Strongly agree	%	Disagree	%	Strongly disagree.	%	Total %	Total
Male	08	2	52	13	255	63	02	0.4	78.4	317
Female	21	5.2	03	0.7	35	8.7	25	7.5	22	84
Total	29	7	55	13	290	72	05	08	100	401

Source: Primary data, 2017

The findings in table above indicate that, majority 80% of the respondents do not agree with the statement while 20% agree with the statement that decentralization has improved on road construction network. Therefore, this implies that the policy has not yet brought good service

delivery into the area in terms of road network.

4.2.2. The local government informs the community population on the decisions taken to serve them better

The results are tabulated in the table below

Table 3: The local government informs the community population on the decisions taken to serve them better

Frequency	Agree	%	Strongly agree	%	Disagree	%	Strongly disagree	%	Total %	Total
Male	56	13.9	15	3.7	172	42.8	80	19.9	80	323
Female	12	2.9	03	0.7	45	11.2	18	4.4	20	78
Total	68	16.8	53	4.4	217	54	98	24.3	100%	401

Source: Primary data, 2017

From the table above majority 78.3% do not agree that the local government is transparent to the community in decision making whereas agreed with the statement whereas 21.2% disagree with the statement. The implication here is that since the majority of the respondents disagreed with the statement, it means that there is equitability and inclusiveness in decision making is nonexistence in the district and this is contradictory to the frame work with in which decentralization policy was intended to operate in. Decentralization is meant to bring services closer to the people and to promote partnership between the local government and the grass root people. There is need for government to look into this matter.

4.2.3. There are enough health services in like hospitals and health centers in Kanungu town council

The respondents were asked to state whether there are enough health services in the area such as hospitals and health centers. The response rate from them is indicated in the table below

Table 4. There are enough health services in like hospitals and health centers in the town council

Frequency	Agree	%	Strongly agree	%	Disagree	%	Strongly disagree.	%	Total %	Total
Male	150	37			173	43			80	323
Female	40	10			30	8	08	2	20	78
Total	98	47			103	51	07	2	100%	401

Source: Primary data, 2017

From the research findings indicated in the above table majority 53% of the respondents did not agree with the statement that the health services available are enough to cater for the growing population. 43% of the respondents agreed with the statement that the health services provided by the government are enough to cater for the population in the area. Therefore, this means that the health services provided by the government in the area through decentralization policy are not enough and thus the government has got to put in more resources to emphasize on proper and adequate health services in order to have a healthy community.

1.2.4. There are enough public schools and in Kanungu town council both primary and secondary schools to serve the community better.

The respondents were required to show whether there are enough public schools in the sub county. Their responses are indicated in the table below

Table 5: Represents whether the available public schools are enough to serve the community better

Frequency	Agree	%	Strongly agree	%	Disagree	%	Strongly disagree.	%	Total %	Total
Male	162	40			161	40			80	323
Female	30	08	05	1.2	40	10	03	0.8	20	78
Total	192	48	05	1.2	201	50		0.8	100%	401

Source: Primary data, 2017

It is indicated in the table below that 49% of the respondents agree that there is enough education services in the area while the majority 51% do not agree with the statement. This indicates that the local government under decentralization policy has tried to provide education services to a less extent and thus there is still much to be done because the majority of the respondents indicated that the services put in place are not enough.

1.3. The challenges of the decentralization policy on good governance

The second research question was to state the challenges of decentralization policy good governance in Kanungu town council. To be able to get answers to the question the following questions were asked.

1.3.1. Decentralization policy is faced with inadequate funding in Kanungu town council.

The responses are indicated in the table below

Table 6. Inadequate funding at the local level is one of the challenges to the decentralization policy

Frequency	Agree	%	Strongly agree	%	Disagree	%	Strongly disagree.	%	Total %	Total
Male	90	22.4	200	49.8	33	8.2			80	323
Female	30	7.4	41	10.2	7	1.7			20	78
Total	120	29.8	241	60	40	9.9			100%	401

Source: Primary data, 2017

From the table above, the study findings revealed that 90% which is the majority of the respondents agree with the statement that Inadequate funding at the local level is one of the challenges to the decentralization policy while the remaining 9.9% disagree which implies that the statement is true. This implies that given enough funds to the local areas will automatically eradicate challenges affecting implementation of decentralization policy.

4.3.2. Lack of financial autonomy affects the implementation of development plans in Kanungu town council

The response rate of the respondents is indicated below in the table

Table7. Lack of financial autonomy affects the implementation of development plans and consequently limited service delivery.

Freq	Agree	%	Strongly agree	%	Disagree	%	Strong disagree	%	Total %	Total
male	187	46.6	120	29.9	16	3.9			80	323
Female	60	14.9	15	3.7	3	0.7			20	78
Total	247	61.5	135	33.6	19	4.6			100%	401

Source: Primary data, 2017

According to the findings of the study, 95.1% of the respondents agreed with the statement that lack of financial autonomy affects the implementation of development plans and consequently limited service delivery in Kanungu town council whereas only 4.6% of the respondents disagree with the statement that Lack of financial autonomy affects the implementation of development plans and consequently limited service delivery in Kanungu town council. Implying that, the decentralization policy in Kanungu town council has been hindered by the fact that the local government lacks financial autonomy which affects the implementation of development plans and stable service delivery. So given enough funds, there will be proper service delivery in Kanungu town council

4.3.3. Lack of ability to manage properly public funds and to maintain proper accounting procedures has hindered better service delivery in the area

The response rate of the respondents is indicated in the table below

Table 8. Decentralization policy has been faced with the problem of lack of the ability to manage public finances and maintain proper accounting procedures.

Freq	Agree	%	Strong agree	%	Disagree	%	Strong disagree	%	Total %	Total
Male	80	19.9	130	32.4	56	13.9	57	14.2	80	323
Female	26	6.4	30	7.4	8	1.9	14	3.4	20	78
Total	106	26.3	160	39.8	64	15.9	60	17.6	100 %	401

Source: Primary data, 2017

According to research findings in the table above, 66.1% of the respondents agree that Decentralization policy has been faced with the problem of lack of the ability to manage public finances and maintain proper accounting procedures whereas the other 33.5% of the respondents disagreed with the statement. This implies that however much the fact that the inability to manage public finances and maintain proper accounting procedures hinders the decentralization policy achievement in Kanungu town council however this alone is not a key factor other than Insufficient funds, lack of cooperation among stake holders and lack of financial autonomy among others.

4.3.4. Decentralization policy involves stakeholders and do not agree on a common view

Below in the table are the responses from respondents

Table 9. Decentralization involves various stakeholders, and they do not necessarily have agreed views on decentralization

req	Agree	%	Strong Agree	%	Disagree	%	Strong disagree	%	Total %	Total
ale	112	27.9	90	22.4	89	22.1	32	7.9	80	323
mal	38	9.4	20	4.9	15	3.7	5	1.2	20	78
otal	150	37.3	110	27.3	104	25.8	26	9.1	100	401

Source: Primary data, 2017

The study findings in the above table revealed that decentralization policy in Kanungu town council involves various stake holders who do not necessarily have agreed views on decentralization where 64.6% of the respondents and the majority agreed with the statement although the rest of the respondents consisting 34.9% disagreed with the same statement. This implies that there is need for conflicting stake holders to resolve their differences in order to boost decentralization policy in relation to decision making.

4.3. Solutions to the challenges of the decentralization policy on good governance in

Kanungu town council

The third research question was to examine the solutions to the challenges faced by decentralization policy in promoting good governance. Several questions were asked to get answers to the question and the responses are indicated in tables below

4.3.1. The success of decentralization depends on the capacity local governments to raise their own revenue and use it efficiently.

The responses from the respondents are indicated below in the table

Table 10: The success of decentralization depends on the capacity local governments to raise their own revenue and use it efficiently.

req	agree	%	Strongly agree	%	Disagree	%	Strong disagree	%	Total %	Total
Male	193	48.1	86	21.4	44	10.9			80	323
Female	50	12.4			28	6.9			20	78
Total	243	60.5		21.4		17.8			100%	401

Source: Primary data, 2017

The findings in the table above indicate that 81.9% of the respondents agree with the statement while the remaining 17.8% do not agree that the success of decentralization depends on allowing the local governments to raise own revenue through their own sources and utilizing the revenue efficiently. This therefore implies that unless the local governments are able to raise their own revenue, decentralization cannot be achieved because they have to depend majorly on funds from the central government which cannot satisfy their budgets.

4.3.2. For decentralization to achieve its targets there has to be high level of public accountability in Kanungu town council

This was also a question which was asked by the researcher to the respondents and their views are indicated in the table below

Table 11: For decentralization to achieve its targets there has to be high level of public accountability.

req	Agree	%	Strongly agree	%	Disagree	%	Strongly disagree	%	Total %	Total
Male	97	24.1	111	27.6	83	20.6	32	7.9	80	323
Female	35	8.7	30	7.4	13	3.2			20	78
Total	132	32.7	141	35	96	23.8	32	7.9	100%	401

Source: Primary data, 2017

The findings of the study further revealed that for decentralization to achieve its targets there has to be high level of public accountability. According to the findings, 67.7% of the respondents agreed with the statement whereas 30% of the respondents disagreed with the statement. As per findings, it implies that there is need to improve on public accountability so as decentralization to achieve its targets. Decentralization requires to be participative and inclusive where by all stake holders need to know what is going on which is not the case in Lwengo district where the people are at the receiving end and not consulted

Table 12: Improving local funding source such as markets, government projects helps the local government to achieve its objectives.

Freq	agree	%	Strongly agree	%	Disagree	%	Strongly disagree.	%	Total %	Total
Male	183	45.6	92	22.9	48	11.9			80	323
Female	40	9.9	20	4.9	18	4.4			20	78
Total	223	55.5	112	27.8	66	16.3			100%	401

Source: Primary data, 2017

From the above table, findings of the study reveal that 83.3% of the respondents agree with the statement that Improving local funding source such as markets, government projects helps the local government to achieve its objectives although 16.3% Of the respondents disagree with the statement. The implication here is that if sources of funding such as markets among others are put in place, decentralization policy will be achieved since the local government is in position of funding its programs to achieve the specified goals and objectives.

Table 13. Decentralization policy can be successful through including empowering women and ethnic minorities to participate in governance structure such as administration and politics.

Freq	Agree	%	Strongly agree	%	Disagree	%	Strongly disagree	%	Total %	Total
Male	94	23.4	166	41.3	63	15.7			80	323
Female	36	8.9	30	7.4	12	2.9			20	78
Total	130	32.3	196	48.7	75	18.6			100%	401

Source: Primary data, 2017

According to the findings of the study, 81% of the respondents agree with the statement that the decentralization policy can be successful through including empowering women and ethnic minorities to participate in governance structure such as administration and politics whereas 18.6% disagree with the statement. This implies that empowering women and ethnic minorities to participate in governance structure such as administration and politics is a key to successful decentralization policy and the contrary is true.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSIONS AND RECOMENDATIONS

This chapter presents summary, conclusions and recommendations from the research study. These follow the sequence of research questions as developed from the research objectives. An attempt is further made to highlight recommendations which the researcher deemed to benefit the Local Governments. The researcher thus presents a detailed discussion of the results, draws conclusions and makes recommendations from the study.

5.1. Summary of findings

The subsequent summary in this chapter is based on the results presented in chapter four of this report as given by the respondents. The main aim of this study was indicated in chapter one as to find out the relationship between decentralization and rural development.

Socio demographic characteristics of respondents

From the demographic characteristics of respondents; sex, age and education levels, majority of them 80% were males, aged between 20-59 years and most of them were educated-at diploma level by (40%). These characteristics were very important in the study because it gives a background where one can build to critically asses the phenomenon and suggest possible remedies/solutions.

Decentralization has improved governance in Kanungu own council Kanungu district

Reference to research question what is the role of decentralization on good governance in Kanungu town council? Decentralization and good governance are dependent on each other. Decentralization leads to or promotes the realization of good governance through many different ways.

It was established that the local government under decentralization policy has tried to provide health services to a less extent and thus there is still much to be done because the majority of the respondents indicated that the services put in place are not enough.

The health services provided by the government in the area through decentralization policy are not enough and thus the government has got to put in more resources to emphasize on proper and adequate health services in order to have a healthy community.

Equitability and inclusiveness in decision making is nonexistence in the district and this is contradictory to the frame work with in which decentralization policy was intended to operate in. Decentralization is meant to bring services closer to the people and to promote partnership between the local government and the grass root people. There is need for government to look into this matter. Also that the policy has not yet brought good service delivery to the area in terms of road network.

The challenges of decentralization in promoting good governance in Kanungu town council Kanungu district

Despite the few identified examples of rural development inform of schools, health centers and others in Kanungu town council 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. 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 solutions to the challenges of decentralization policy in promoting good governance in Kanungu town council Kanungu district

Although the current system has various serious deficiencies, there are significant possibilities, which can be harnessed by essential stakeholders including the state and the people. The possibilities can form a critical basis for making decentralization as a positive-sum solution for Uganda rather than a zero-sum one as was the case before. It is imperative for the Districts and Urban Governments to raise their own revenue and use it efficiently in the provision of services for effective decentralization system which leads to good governance. Donor funds; another important achievement on the improvement of financial resources by local government is the way in which donor funds are channeled. Previously all donor assistance needed to be based on an agreement between foreign donors and the central government of the Republic of Uganda

which is not the case today.

5.2. Conclusions

From the findings of the study, conclusions were made from the findings of the study. This is indicated as follows;

From the findings of the study, it can be concluded that there is no relationship between decentralization and good governance. This is because there is no evidence that decentralization has really improved good governance in Kanungu town council thus the two are not dependent on each other. The education services are not enough, health services likewise, there is no co partnership between the community and the local government id decision making and information flow is top bottom approach thus it is one way and limited.

Decentralization is hindered by funding which is inadequate, disagreements among stake holders and non-involvement of the beneficiaries in the activities that benefit them. On this note the local; governments need to be allowed to raise revenue to supplement on the funding of the central government. Community involvement in several development activities is very important if decentralization will bring better results in the area.

5.3. Recommendations

Government

It is recommended that every effort should be made to educate the citizens on the relationship between decentralization and good governance. It is only then that they will understand and appreciated the role of decentralization in promotion of good governance. This should involve efforts such as increased mobilization and sensitization of the population on the role of decentralization in promotion of good governance. Furthermore, the government should allocate funds to facilitate the operation of the decentralization policy.

NGOS

Non-Governmental Organizations/ Civil Society Organizations should ensure proper and relevant mobilization of the citizenry on issues concerning their roles and benefits in relation to

decentralization policy. They can as well mobilize funds from local and foreign funders and donors.

The community

In reducing the challenges affecting the effectiveness of decentralization, every citizen has a role to play such as keeping law and order, paying taxes and participating in policy making, making bi-laws, as well as overseeing the performance of local personnel.

Kanungu town council

Transparency and accountability among the employees should be encouraged so as to prevent cases of embezzlement of funds. This involves creating a condition which will allow transparency and the rule of law. Proper supervision of employees to ensure quality work should also be encouraged.

5.4. Areas for further Research study

The researcher would like to suggest the following areas for further research

The role of public community on good governance

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APPENDIX 1
RESEARCH QUESTIONNAIRE

**TOPIC OF STUDY: DECENTRALIZATION POLICY AND GOOD GOVERNANCE IN
KANUNGU TOWN COUNCIL, KANUNGU DISTRICT**

Respondent's Informed Consent

Dear respondent,

The researcher Mpirirwe Dorothy is a student of Kampala International University (KIU) conducting a research study on decentralization policy and good governance in Kanungu town council Kanungu district. The research study is a requirement for the award of a degree of Bachelor of Public Administration. It is purely academic and any information given will be treated confidentially and only for academic purposes.

Thank you.

Respondent's Personal Profile

SECTION A

SEX: Male ☐ Female ☐

AGE: 20- 29 ☐ 30-39 ☐ 30-39 ☐ 40-49 ☐ 50-59 ☐ 60+ ☐

LEVEL OF EDUCATION

No formal education ☐ Primary education ☐

Secondary education ☐ Diploma holder ☐

Degree holder ☐

SECTION B

The Role of decentralization policy and good governance in Kanungu town council

- 1) Decentralization policy has led to the transfer of power and authority from the central government to the local government.
 - a) agree ☐
 - b) Strongly agree ☐
 - c) disagree ☐
 - d) strongly disagree ☐
- 2) Decentralization contributes to the realization of good governance.
 - a) agree ☐
 - b) Strongly agree ☐
 - c) disagree ☐
 - d) strongly disagree ☐

SECTION C

The challenges of the decentralization policy on good governance in Kanungu town council.

- 1) Inadequate funding at the local level is one of the challenges to the decentralization policy
 - a) agree ☐
 - b) Strongly agree ☐
 - c) disagree ☐
 - d) strongly disagree ☐
- 2) Lack of financial autonomy affects the implementation of development plans and consequently limited service delivery.
 - a) agree ☐
 - b) Strongly agree ☐
 - c) disagree ☐
 - d) strongly disagree ☐

SECTION D

Solutions to the challenges of the decentralization policy in promoting good governance in Kanungu town council

- 1) The success of decentralization depends on the capacity local governments to raise their own revenue and use it efficiently.
 - a) agree ☐
 - b) Strongly agree ☐
 - c) disagree ☐
 - d) strongly disagree ☐

THANK YOU.

APPENDIX 2
BUDGET ESTIMATES

ITEMS	QUANTITY	(Ushs.) AMOUNT
stationary	1	15000
Flash disk	1	25000
Research assistant	1	100,000
Transport		100,000
Data analysis		50,000
Typing and Printing	3 copies	30,000
binding	3copies	40,000
GRAND TOTAL		360,000