

**AN EVALUATION OF THE IMPACT OF DECENTRALIZATION ON THE
PERFORMANCE OF LOCAL GOVERNMENT PERSONNEL IN NAKAWA DIVISION
– KAMPALA UGANDA**

**BY
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DECLARATION

I Malinga Patrick do declare that the dissertation titled, “An Evaluation of the Impact of Decentralization On the Performance of Local Government Personnel in Nakawa Division – Kampala Uganda” is my own and original work and has not been submitted or presented to any other institution of higher learning for any academic award of a degree neither has it been published anywhere else.

Signed.....



Date.....

19/04/2016

APPROVAL

This dissertation has been under my supervision and is now ready for submission to the Department of Political and Administrative Studies for examination as part of the requirements for the award of a degree of Bachelor of Arts in Public Administration of Kampala International University.

Signed. 

Date. 19/04/2016

Supervisor: Mr. Muhwezi Ivan

DEDICATION

This dissertation is dedicated to my family, that is, my wife Mrs. Alupo Rebecca and my children Enock, Aaron, Morgan, Mercy, Irene, Bonny and Jimmy. They are an inspiration to me and they are the reason that I live.

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My gratitude goes to the Director of CID Ms. Akullo Grace for allowing me to pursue my studies at Kampala International University. I wish to also thank my supervisor Mr. Obwona Joseph for guiding me through my field attachment during internship. Much as I have paid the University tuition myself, without my parents' support in form of love, care, and moral upbringing, I could not have reached this far in my academic pursuance. I therefore, with all humility wish to appreciate and recognise their sacrifice for me. To my father Mr. Akol Hanningtone and my mother Mrs. Akol Idere Edida Loy (Calabash) I say thank you.

In similar manner, I also extend my gratitude to my niece Ms. Among Anita for her good guidance and political support. I also take this opportunity to recognise my sisters, Ruth Omusolo and Joyce Ajilong. I also thank all my well-wishers and friends that have in particular assisted me in my studies that are being concluded by writing this dissertation.

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ACRONYMS/ABBREVIATIONS

| | | |
|------|---|---------------------------------------|
| GD | - | Focus Group Discussion |
| LGDP | - | Local Government Development Program |
| NGO | - | NON-Governmental Organization |
| PSC | - | Public Service Commission |
| DSC | - | District Service Commission |
| CAO | - | Chief Administration Officer |
| KI | - | Key Informant |
| DPTC | - | District planning Technical Committee |
| MoLG | - | Ministry Of Local Government |
| RDC | - | Resident District Commissioner |

TABLE OF CONTENTS

| | |
|--|----------|
| DECLARATION..... | ii |
| APPROVAL..... | iii |
| DEDICATION..... | iv |
| ACKNOWLEDGEMENT..... | v |
| ACRONYMS/ABBREVIATIONS | vi |
| TABLE OF CONTENTS | vii |
| LIST OF FIGURES | x |
| LIST OF TABLES..... | xi |
| ABSTRACT | xii |
| CHAPTER ONE: INTRODUCTION..... | 1 |
| 1.0 Introduction..... | 1 |
| 1.1 Background for the study..... | 1 |
| 1.2 Statement of the problem..... | 3 |
| 1.3 Research objectives | 3 |
| 1.3.1 General objective..... | 3 |
| 1.3.2 Specific objectives of the study | 3 |
| 1.4 Research questions..... | 3 |
| 1.5 Scope of the study..... | 4 |
| 1.5.1 Geographical scope..... | 4 |
| 1.5.2 Time scope..... | 4 |
| 1.5.3 Content scope..... | 4 |
| 1.6 Significance of the study. | 4 |
| CHAPTER TWO: LITERATURE REVIEW..... | 6 |
| 2.1 Introduction..... | 6 |

| | |
|---|-----------|
| 2.2 Conceptual Framework..... | 6 |
| 2.3 Decentralization..... | 7 |
| 2.4 Performance of personnel..... | 8 |
| 2.5 District Service Commissions (DSCs) and their capacity to handle personnel..... | 9 |
| 2.6 District personnel and national reforms..... | 9 |
| CHAPTER THREE: METHODOLOGY | 10 |
| 3.1 Introduction..... | 10 |
| 3.2 Study design..... | 10 |
| 3.3 Area of study..... | 10 |
| 3.4 The study population. | 10 |
| 3.5 Sample size | 10 |
| 3.6 Sampling procedure | 11 |
| 3.7 Data collection | 11 |
| 3.7.1 Primary source | 11 |
| 3.7.2 Secondary source. | 11 |
| 3.8 Data analysis..... | 11 |
| 3.8.1 Qualitative data analysis..... | 11 |
| 3.8.2 Quantitative data analysis. | 12 |
| CHAPTER FOUR: PRESENTATION, ANALYSIS & DISCUSSION OF FINDINGS | 13 |
| 4.0 Introduction..... | 13 |
| 4.1 Socio-demographic Characteristics. | 13 |
| 4.1.1 Age of the respondents | 13 |
| 4.1.2 Marital Status of the respondents | 13 |
| 4.1.3 Gender of the respondents | 14 |
| 4.1.4 Educational status of the respondents..... | 14 |

| | |
|--|-----------|
| 4.1.5 Working experience of respondents | 15 |
| 4.1.6 The influence of decentralization on the performance of performance of local government personnel..... | 15 |
| 4.2 The challenges of decentralization on the performance of local government personnel of Nakawa Division. | 17 |
| 4.2.1 The Solutions to the challenges of decentralization on the performance of local government personnel..... | 18 |
| 4.3.0 Discussion and Analysis of Findings..... | 21 |
| 4.3.1 Demographic profile of respondents | 19 |
| 4.3.2 The impact of decentralization on the performance of local government personnel of Makindye Division. | 19 |
| 4.3.3. Challenges of decentralization on the performance of local government personnel of Nakawa Division. | 20 |
| 4.3.4 Solutions to the challenges of decentralization on the..... | 22 |
| CHAPTER FIVE: CONCLUSIONS & RECOMMENDATIONS | 27 |
| 5.1Introduction..... | 27 |
| 5.2 Conclusion | 24 |
| 5.3 Recommendations..... | 24 |
| REFERENCES | 26 |

LIST OF FIGURES

Page

Figure 1: Conceptual Frame work7

LIST OF TABLES

| | Page |
|--|------|
| Table 1: Age distribution of respondents. | 14 |
| Table 2: Marital status of the respondents..... | 15 |
| Table 3: Gender of the Respondents..... | 15 |
| Table 4: Educational level of the respondents..... | 16 |
| Table 5: Working experience of respondents..... | 17 |
| Table 6: Shows whether performance of local there is influence of decentralization on the government personnel. | 18 |
| Table 7: Showing whether there are challenges of decentralization on the performance of local government personnel of Nakawa Division..... | 19 |
| Table 8: shows whether there is Solutions to the challenges of decentralization on the performance of local government personnel..... | 21 |

ABSTRACT

The study set out to investigate the relationship between decentralization and the performance of local Government personnel. The study had three objectives: To examine the impact of decentralization on the performance of local government personnel in Nakawa Division, to find out challenges of decentralization and the performance of local government personnel in Nakawa Division and to find out solutions to the challenges of decentralization on performance of personnel and strategies put forward. The study used a case study strategy and an explanatory research design. To achieve the set objectives, the study used stratified random sampling in sample selection. The findings revealed that the public should be sensitized about the decentralization policy such that they are aware of the governance system and their obligations and those of the local government are.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

Why is it that some local governments perform better than others in Uganda? The main aim of this study is to find out the impact of decentralization system of governance on the performance of personnel of Nakawa Division. Performance is seen as one of the measures of the gains of decentralization, and a lot of decentralization literature on performance of local government personnel is split along political, administrative and fiscal lines. In this paper I will consider the ways in which decentralization promotes better performance of personnel, challenges of decentralization system in local governments in Uganda (specifically Nakawa Division) and the solutions to such challenges.

1.1 Background to the study

Decentralization in Uganda aims at improving performance through District Council set plans and objectives getting implemented by a developmental, professional and motivated human resource (Republic of Uganda, 1999, p.1). Decentralization has been advanced as a process that promises the transfer of legal, political, administrative and financial authority to plan, make decisions and manage public functions and performance. The transfer is normally from the central government and its agencies to lower levels of administration or organizations (Nsibambi 1998, p.6). Uganda's current decentralization policy is embedded in Chapter eleven of the 1995 Constitution of the Republic of Uganda (hereinafter called the 1995 Constitution) and the Local Governments Act, 1997. The above 1997 Act has the following in its introduction of the Decentralization/Local Government Law defining it as "An Act to amend, consolidate and streamline the existing law on Local Governments in line with the Constitution to give effect to the decentralization and devolution of functions, powers and performance; and to provide for decentralization at all levels of Local Governments to ensure good governance and democratic participation in, and control of, decision- making by the people; and to provide for revenue and the political and administrative set up of Local Governments; and to provide for election of Local Councils and any other matters connected to the above".

The policy is undertaken with the aim of improving activities involved in the delivery of performance (governmental, non-governmental and private) for better citizens' welfare. The

policy's administrative component transferred in Uganda, has involved the decentralization of personnel matters from the Public Service Commission (PSC) to the District Service Commissions (DSCs) of all districts that form the top administrative authority centers of Uganda's decentralization/Local Governments

Uganda's decentralized personnel management aims at enhancing district personnel motivation to perform. Performance in this case refers to the personnel's achievement of the goals of effective and efficient delivery of performance to the citizens. This is supported by Lubanga's (1998, p.70 presentation that "personnel decentralization enhances good governance from a management accountability point of view in that it overcomes some of the omissions and commissions engendered by centralized systems - Further, Article 176 section 2 g of the 1995 Constitution also states that "the local governments shall oversee the performance of persons employed by Government to provide performance in their areas and to monitor the provision of Government performance or the implementation of projects in their areas".

Personnel performance as noted by Cascio (1986, p.1-23) is broadly determined by three key factors:

- (i) Performance definition (describing what is expected of employees, plus the continuous orientation of employees toward effective job performance);
- (ii) Performance facilitation (eliminating roadblocks to performance, providing adequate resources, and careful personnel selection); and
- (iii) Performance encouragement (providing a sufficient amount of highly valued rewards in a fair, timely manner). Therefore, any policy geared towards addressing personnel performance, must attend to the above key factors in theory and practice.

At independence in 1962, the Uganda Government started off with separate personnel system where Local Governments in Uganda had statutory obligations to provide performance such as primary education, feeder roads and pre-hospital medical and health performance to their constituents. As a result of the 1966 crisis when the center-local relations came under stress, the 1967 new Constitution was introduced which centralized power and severely limited the powers

of Local Governments in human resources development and management thereby affecting the personnel.

1.2 Statement of the problem

Personnel decentralization as part of the decentralization process in Uganda was designed with the general objective of transforming the human resource system into more responsive public machinery for better performance of local governments. A lot of legal, political, administrative and economic changes have taken place as a result of personnel decentralization to try to improve the personnel capacities. However, the resultant quantity, quality, output timing, accessibility and consumer's satisfaction of the performance of local government personnel have not measured up to the local demand. It is therefore for this very reason that the student decided to carry out research to find what could be the problem.

1.3 Research objectives

1.3.1 General objective

The study sought to establish the relationship between decentralization and performance of local government personnel in Nakawa Division in Kampala district.

1.3.2 Specific objectives of the study

- i. To find out the impact of decentralization on the performance of local government personnel.
- ii. To find out the challenges of decentralization on performance of local government personnel.
- iii. To establish possible solutions to the challenges of decentralization on the performance of local government personnel.

1.4 Research questions

- i. What are the challenges of decentralization on performance of local government personnel in Nakawa Division?

- ii. How does decentralization impact on the performance of local government personnel in Nakawa Division?
- iii. What are the solutions to challenges of decentralization on the performance of local government personnel in Nakawa Division?

1.5 Scope of the study

1.5.1 Geographical scope

Nakawa Division is in the southeastern corner of the city, bordering Wakiso District to the south and east. The eastern boundary of the division is Murchison Bay, a part of Lake Victoria. Nakawa Division lies to the southeast of Makindye Division. Kampala Central Division lies to the west and Kawempe Division lies to the northwest. The coordinates of Nakawa Division are: 0°17'00.0"N, 32°35'00.0"E (Latitude: 0.283334; Longitude: 32.583334 Nakawa, where the divisional headquarters are located, sits approximately 6 kilometers (3.7 mi), by road, east of Kampala's central business district.

1.5.2 Time scope

The research covered between a period of three months, that is, from January to April 2016 mainly.

1.5.3 Content scope

The research looked at the ways or impact of decentralization on the performance of personnel in Nakawa Division local government. It was intended to find out how decentralization improves personnel performance in local governments.

1.6 Significance of the study.

The research findings may be of great importance to various groups of people like to the current researcher, policy makers, future researchers and the management of Nakawa Division.

The research was of great significance to me as a researcher because I acquired research skills which I can apply to conduct research in other institutions other than the University. Skills like developing questionnaires, interacting with new people and get the necessary information and analyzing data.

The research findings may also be relied upon to discover the challenges of decentralization on the performances of local government personnel. This would help local governments to come up with better decentralization mechanism which will result into improved performance of local government personnel.

The research findings may also benefit the future researchers who will carry out research about the same topic of decentralization and performance of local government by acting as literature.

The study findings may also be used by policy makers like the Executive, Parliament and the Ministry of local Government and other government organizations to come up with effective and realistic policies of combating associated challenges of decentralization and performance of local governments in Uganda.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the study theoretical and conceptual frameworks and reviews literature on Uganda’s Decentralization policy, personnel performance and training of personnel. It also reviews literature on district personnel and national reforms, personnel facilitation and motivation and DSCs and their capacity to handle personnel.

2.2 Conceptual Framework

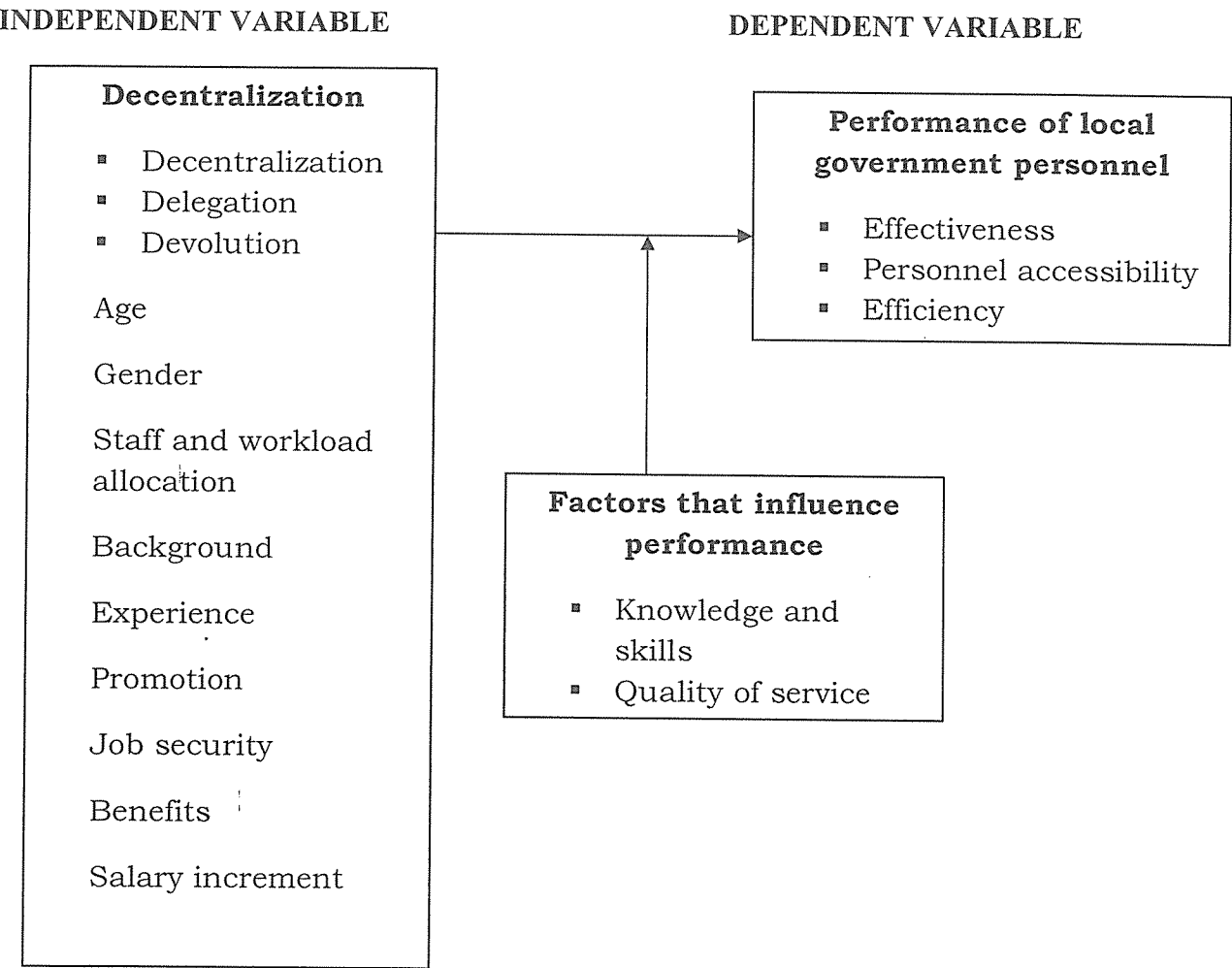


Figure 1: Conceptual Frame work

The conceptual framework above presents the key study themes and summarizes how key elements of Uganda's decentralization (legal, political, financial and administrative powers) affect the factors that influence personnel performance, which is later explained in personnel quality, quantity, accessibility, effectiveness and client satisfaction. The status of the legal, political, financial and administrative powers decentralized to the district has a positive or negative effect on the sub- themes under the factors influencing personnel performance. This effect consequently dictates the effect of decentralization on the personnel performance in terms of personnel quality, quantity, accessibility, their effectiveness and finally the client satisfaction of the delivered performance.

2.3 Decentralization

Is the process of redistributing or dispersing functions, powers, people or things away from a central location or authority. While decentralization, especially in the governmental sphere, is widely studied and practiced, there is no common definition or understanding of decentralization. The meaning of decentralization may vary in part because of the different ways it is applied. Concepts of decentralization have been applied to group dynamics and management science in private businesses and organizations, political science, law and public administration, economics.

Decentralization also refers to the Transfer of decision making power and assignment of accountability and responsibility for results. It is accompanied by delegation of commensurate authority to individuals or units at all levels of an organization even those far removed from headquarters or other centers of power.

Decentralization is also often adopted by national level elites as a strategy for mobilizing and maintaining regional power bases (Crook, 2003).

According to Braun and Grote (2002), the increased opportunities for citizen participation and ownership under decentralized systems are also claimed to contribute to social and political stability.

Decentralization has emerged as a highly popular strategy for improving public sector efficiency, responsiveness and accountability in the developing world. As part of the efforts to structure governments to promote good governance and effective public administration with participation of the people in the decision making processes as well as in development activities, decentralization is increasingly adopted and applied in many African countries.

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 sectors and special project implementation units.

Effectiveness refers to the capability of producing a desired result. And it explains how employees perform their work accurately.

Quality refers to accuracy, appearance, usefulness or effectiveness. Objective quality measures can include error rates (such as the number or percentage of errors allowable per unit of work) and customer satisfaction.

2.4 Performance of personnel

The Uganda Parliamentary Seccession Committee on Public Service and Local Government report on the national budget for the financial year 2002/03 echoes the need to monitor the effect of decentralization on performance. The report recommended: “the Local Government Finance Commission should design the Local Governments Data Base reflecting the levels of service performance for each of them” (Parliament of Uganda 2002).

Concerning district personnel matters, the Central Government establishes terms and conditions of service; seconds staff requested by District or Urban Councils; the Public Service Commission (PSC) approves, guides and coordinates members of DSC. The PSC also hears and determines grievances from persons appointed by DSCs and its ruling on appeals is final.

Roles played by the District/ Municipal/Town Council for personnel management includes: determining the structure, establish or abolish offices in the District Public Service; pay salaries of established staff; responsible for Human Resource Management and Development including staff training:

The Council through the DSC recruits all persons in the service of Local Governments including Health, Education and the Traditional Civil Service

Regarding on the performance, the Central Government sets national standards, national policy and issues guidelines; handles arms and defence; the judiciary, foreign relations and external trade; taxation and taxation policy; banks and banking; referral hospitals; national elections, epidemics and disasters, and demonstration/pilot projects, among others.

2.5 District Service Commissions (DSCs) and their capacity to handle personnel

There is evidence to suggest that the DSCs' hands are tied in so far as taking effective disciplinary measures are concerned. In Arua and Rakai the interdiction of Town Clerks has ended up in courts of law with direct costs to the districts amounting to millions of shillings. The interdictions have been found to be more common than dismissals. This was partly because of the controversies arising between DSCs and the politicians, donors and weaknesses in the Local Governments Act 1997.

2.6 District personnel and national reforms

Asiimwe et al (2000, p.22) pointed out that personnel performance has been implemented alongside other national reforms. Notable among these reforms are privatization (private sector development), civil service reform, Universal Primary Education (UPE) and Agricultural Modernization. They note that the decentralized personnel capacity has not proportionately matched the above changing in terms of government reform policies.

CHAPTER THREE: METHODOLOGY

3.1 Introduction.

This chapter describes the methods used in the collection, presentation and interpretation of data. The chapter covered the following sub-topics: study design, area of study, study population, and sample selection, methods of data collection, processing and analysis of data.

3.2 Study design.

This research used a descriptive case study design. This design describes in-depth the characteristics of one or a limited number of cases (Varkevisser, Pathmanathan & Brownlee, 1991, p.121). This design was therefore, selected to enable the in-depth description of the impact of decentralization on personnel performance in Uganda with focus on decentralization and performance of local government personnel of Makindye Division using qualitative and quantitative techniques.

3.3 Area of study.

The study was carried out in Nakawa Division local government. Nakawa Division was chosen because it belongs Kampala district one of the first twenty-seven districts to be decentralized by 1994, thereby presenting longer exposure to the decentralization policy.

3.4 The study population.

The population that was targeted for this study included: personnel and politicians at the Division, and parish levels. It also targeted NGOs and the private sector, and the local people. And this study population included personnel from Division headquarters in various departments, policy makers and private sector.

3.5 Sample size

The sample composed of 10 key informants including a politician at the Division and Parish level, 3 from the top administrators of the Directorate of Health and representatives of women, NGO health unit and the private sector, and 3 from Health Management Committees at the Division and parish.

Focus Group Discussions (FGDs) were carried out targeting female and male youth, adult men and women and Local Council leaders. Each group comprised of 10 homogeneous groups of

women, youth, men and community leaders. A total of 10 FGDs were held with the community groups identified above to represent consumers of health performance.

As for the quantitative data, for purposes of minimizing the error and taking into account the limitation of resources in terms of time, personnel and finances, a sample of 150 district health staff out of about 660 from all health units were used for the administration of the survey questionnaire. The Kish and Leslie's formula (1965) was used allowing for an error of 8%.

Exit interviews was administered to 30 patients or their caretakers in government and 30 in non - governmental health units within the Division (10 from each of Health centre, that is, health center II, III and IV) from sampled health units.

3.6 Sampling procedure

The qualitative part of the study required purposive sampling targeting the various key informants with experience of the performance of Nakawa Division personnel. With the Quantitative sample, the 150 district Health staff and 60 patients/caretakers were selected by proportionate representation using the stratified random sampling method to ensure that all health facilities (at district, sub-county and parish levels) were represented.

3.7 Data collection

The researcher used both primary and secondary data sources.

3.7.1 Primary source

Primary data was collected from respondents through issue of questionnaires. Some of the respondents who were able to interpret and follow the questions in the questionnaires were guided by the researcher and delivered the required information.

3.7.2 Secondary source.

Secondary data was got from journals, reports, and internet which was in line which the study objectives and this method was considered to be cheap and time saving.

3.8 Data analysis.

3.8.1 Qualitative data analysis.

Analysis of the qualitative data from key informant interviews and FGDs was transcribed from field recordings, then data was entered into computer and coded (identifying the relevant themes)

using Ask Sam version 3.0 for Windows computer package. The coding categories were the sub-items (indicated under each of the main themes in the conceptual framework).

3.8.2 Quantitative data analysis.

The administered questionnaires were edited to ensure that all the required information was properly recorded. A coding frame was developed to capture all structured and semi-structured questionnaire responses; the primary unit of analysis was the Local Government staff who included unit in charges and at least one staff from each health unit randomly selected. The data was entered in the computer using Epi-Info 6.04 and analyzed using SPSS (Statistical Package for Social Sciences) 10.0 for Windows. For quality assurance, double data entry was used and validation done to ensure accuracy.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the study and their subsequent interpretations. The data was collected using both quantitative and qualitative methods, which was, then analyzed and processed to make it useful and understandable. Data was collected, tabulated and then analyzed

4.1 Socio-demographic Characteristics.

4.1.1 Age of the respondents

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

Table 1: Age distribution of respondents

| Age | Frequency | Percentage |
|--------------|-----------|------------|
| Below 25 | 15 | 19 |
| 25-29 | 20 | 25 |
| 30-39 | 10 | 13 |
| 40-49 | 25 | 31 |
| 50-above | 10 | 12 |
| Total | 80 | 100 |

Source: Primary

Table 1 above shows that 19% of the respondents were below 25 years, 25% were between 25-29 years of age, 13% were between 30-39 years of age, 31% were between 40-49 years and 12% were above 50 years of age. This means that majority of the respondents are between 39-39 years of age followed by those of the age of 25-29.

4.1.2 Marital Status of the respondents

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

Table 2: Marital status of the respondents

| Married status | Frequency | Percentage |
|----------------|-----------|------------|
| Married | 35 | 44 |
| Single | 20 | 25 |
| Widow | 15 | 19 |
| Widower | 10 | 12 |
| Total | 80 | 100 |

Source: Primary

Table 2 above shows that 44% of the respondents were married, 25% were single, 19% were widows and 12% were widowers. This means that majority of the respondents were married people followed by single.

4.1.3 Gender of the respondents

Gender was also another factor which was considered during the study. This is because the researcher was interested in finding out the number of females and males in the whole of the population, and compares the percentage composition of the two.

Table 3: Gender of the Respondents

| Gender | Frequency | Percentage |
|--------------|-----------|------------|
| Female | 50 | 62 |
| Male | 30 | 3 |
| Total | 80 | 100 |

Source: Primary

Table 3 above shows the gender of the respondents and it was found that 38% of the respondents were males and 62% were females. This therefore means that the majority of the respondents are female and the female dominate the enterprises with over 62%.

4.1.4 Educational status of the respondents.

Respondents were asked questions related to their educational status and their responses are shown in the table below;

Table 4: Educational level of the respondents

| Education | Frequency | Percentage |
|--------------|-----------|------------|
| Uneducated | 20 | 25 |
| Primary | 25 | 31 |
| Secondary | 25 | 31 |
| Tertiary | 10 | 13 |
| Total | 80 | 100 |

Source: Primary

From the above table, 13% of the respondents reached tertiary institution, 31% primary, 31% secondary and 25% were uneducated. This means that there was equal distribution of respondents who reached both primary and secondary level.

4.1.5 Working experience of respondents

Work experience was also another factor which was considered during the study. This is because the researcher was interested in finding out the number of years worked by the respondents a in the whole of the population, and compares the percentage composition.

Table 5: Working experience of respondents

| Response | Frequency | Percentage |
|--------------|-----------|------------|
| 0-5 years | 30 | 37 |
| 6-10 years | 20 | 25 |
| 11-16 | 15 | 19 |
| 17-25 | 10 | 13 |
| 26+ | 5 | 6 |
| Total | 80 | 100 |

Source: Primary

Table 5 above shows that 37% of the respondents had a working experience of 0-5years, 25%were between 6-10 years, 19% had worked between 17- 25 years and 6% were above 26 years. This means that majority of the respondents had a working experience between 0-5yrs.

4.1.6 The influence of decentralization on the performance of performance of local government personnel.

Table 6: Shows whether performance of local there is influence of decentralization on the government personnel

| Response | NGO officials | Local people | Health staff | Frequency | Percentage |
|--------------|---------------|--------------|--------------|-----------|------------|
| Personnel | 11 | 20 | 2 | 33 | 41 |
| Local people | 5 | 8 | 5 | 18 | 23 |
| Sub-county | 8 | 5 | 1 | 14 | 18 |
| Politicians | 6 | 7 | 2 | 15 | 18 |
| Total | 30 | 40 | 10 | 80 | 100 |

Source: Primary

From the table above, checks and balances seems to the leading role played by decentralization. This implies that there is a considerable oversight exerted by the centre on local governments. Even after decentralization, the Ugandan government has retained a unitary structure, whereby local initiatives occur within an institutional structure defined and monitored by the centre.

Furthermore, 23% of the respondents suggested subsidiary and responsibility. It was reported that because of their location-specific nature, there is a danger of assuming that all functions and performance related to rural development should be delegated to the local level.

According to respondents, it was reported by 18% that decentralization play an important role in provision of agricultural support performance. The discussion of the appropriate levels of subsidiary raises the question of what types of agricultural infrastructure, goods and performance might be delivered by different levels of local government. At the national level, the various circumstances justifying public sector provision or intervention in the agricultural sector have been well-rehearsed and investigated in recent years.

18% of the reported that Accountability and Transparency under Decentralization, with the overbearing presence of the centre in matters of local government, channels of vertical accountability, though complex, are in place and are gradually improving.

4.2 The challenges of decentralization on the performance of local government personnel of Nakawa Division

Table 7: Showing whether there are challenges of decentralization on the performance of local government personnel of Nakawa Division

| Response | NGO officials | Local people | Health staff | Frequency | Percentage |
|--------------|---------------|--------------|--------------|-----------|------------|
| Local people | 15 | 15 | 2 | 32 | 40 |
| Sub-county | 7 | 10 | 1 | 18 | 23 |
| Politicians | 65 | 9 | 5 | 19 | 24 |
| Personnel | 3 | 6 | 2 | 11 | 13 |
| Total | 30 | 40 | 10 | 80 | 100 |

Source: Primary

Table 7 above indicates that 40% of the respondents reported increased access to health performance as the leading challenges of decentralization on the performance. According to the study, decentralization of primary healthcare performance to locally elected health committees in rural areas and to local government in Uganda has increased access to affordable health performance and this has contributed to improvements in immunization rates and infant mortality.

Furthermore, 24% of the respondents urged that decentralization has increased Participation in local governance and only play a meaningful role if local authorities have decision-making power. This according to the study, early decentralization experiences in Africa consisted of a mere decentralization of planning and administrative capacities, with no real power transfer and hence limited impact. Additionally, if given financial powers, local authorities would only be able to exert such powers if financial resources are available, either through sources of tax revenue, user fees or transfers from central government. Tax revenue is rarely a significant source of revenue for local governments as the tax base of predominantly rural and poor areas is low and both central and local governments have no incentives to increase taxation for political reasons.

Introduction of new accountability relationship was reported by 24% of the respondents. It was reported that accountability relationships between actors in the on the performance chain for public performance. Decentralization introduces a new accountability relationship while altering existing relationships.

It was further reported by 13% of the respondents that decentralization has resulted into the fastest urbanizing African countries in the world

4.2.1 The Solutions to the challenges of decentralization on the performance of local government personnel.

Table 8: shows whether there is Solutions to the challenges of decentralization on the performance of local government personnel.

| Response | NGO officials | Local people | Health staff | Frequency | Percentage |
|--------------|---------------|--------------|--------------|-----------|------------|
| Local people | 10 | 5 | 4 | 19 | 23.7 |
| Sub-county | 5 | 10 | 3 | 18 | 22.5 |
| Politicians | 5 | 15 | 2 | 22 | 27.5 |
| Personnel | 10 | 10 | 1 | 21 | 26.5 |
| Total | 30 | 40 | 10 | 80 | 100 |

Source: Primary

Table 8 above shows that 23% of the respondents agreed to their statement that there are solutions to challenges decentralization on the performance of local government personnel, 22.5% of the respondents said that that there are solutions to challenges decentralization on the performance of local government personnel, 27.5% of the respondents said that there are solutions to challenges decentralization on the performance of local government personnel, 26.5% of the respondents said that there are solutions to challenges decentralization on the performance of local government personnel.

4.3.0 Discussion and Analysis of Findings

4.3.1 Demographic profile of respondents

The findings show that 25% of the respondents were between 25-29 years of age, 13% of the respondents were between 30-39 years of age, 31% of the respondents were between 40-49 years and 12% of the respondents were above 50 years of age. This means that majority of the respondents are between 39-39 years of age followed by those of the age of 25-29.

44% of the respondents were married, 25% were single, 19% of the respondents were widows and 12% of the respondents were widowers. This means that majority of the respondents were married people followed by single.

13% of the respondents reached tertiary institution, 31% of the respondents had reached primary, 31% of the respondents had reached secondary and 25% of the respondents were uneducated. This means that there was equal distribution of respondents who reached both primary and secondary level.

4.3.2 The impact of decentralization on the performance of local government personnel of Nakawa Division.

The discussion of the appropriate levels of subsidiary raises the question of what types of agricultural infrastructure, goods and performance might be delivered by different levels of local government. At the national level, the various circumstances justifying public sector provision or intervention in the agricultural sector have been well-rehearsed and investigated in recent years.

On the other hand, as the size of community decreases, it also becomes easier to identify who, within the community, will gain most (and who might be disadvantaged) by the provision of certain types of 'collective' goods. For example, viewed from a national government level the provision, subsidization, or supervision of cattle dips to control tick-borne diseases may appear justified because of the externalities to other cattle owners. However, within a local community it may be only the wealthy households that own cattle and they may also control local government.

Checks and Balances under Decentralization: The 1997 Local Government Act stipulated two major checks on the government. Lower-level enactments must be forwarded for constitutional review to higher levels of government, and lower-level governments are entrusted with monitoring higher-level public officials working in their areas, and implementing projects which

are assigned by higher levels of governments. There is also considerable oversight exerted by the center on local governments. Even after decentralization, the Ugandan government has retained a unitary structure, whereby local initiatives occur within an institutional structure defined and monitored by the center.

However, in practice, hierarchical checks are ad hoc in nature. The perception is widespread that the center does not back its policies with sanctions. Accountability and Transparency under Decentralization: As stated above, with the overbearing presence of the center in matters of local government, channels of vertical accountability, though complex, are in place and are gradually improving.

This has made governance transparent and strengthened upward accountability. However, there is hardly any channel for downward accountability. Local communities can rarely demand accountability from local authorities directly, and local councils are passive and ineffective at holding their administrations responsible for their Performance. This bottom-up system of planning and participation, however, fails to deliver in reality. The system hardly articulates between levels. The priorities of lower- level governments rarely reach higher levels and, if they do, they are rarely incorporated in sub-county plans.

4.3.3. Challenges of decentralization on the performance of local government personnel of Nakawa Division.

The few cases documenting a positive link between decentralization and on the performance in Africa come from the health and roads maintenance sectors. Decentralization of primary healthcare performance to locally elected health committees in Benin, Guinea and Mali, and to local government in Mozambique, has increased access to affordable health performance and this has contributed to improvements in immunization rates and infant mortality.

Participation in local governance can only play a meaningful role if local authorities have decision-making power. Early decentralization experiences in Africa consisted of a mere decentralization of planning and administrative capacities, with no real power transfer and hence limited impact. A frequent problem is that decision making powers are often not accompanied by

financial Management powers. Local institutions are given decision- making competences but not allowed control over resource allocation which compromises challenges over on the performance. If given financial powers, local authorities would only be able to exert such powers if financial resources are available, either through sources of tax revenue, user fees or transfers from central government. Tax revenue is rarely a significant source of revenue for local governments as the tax base of predominantly rural and poor areas is low and both central and local governments have no incentives to increase taxation for political reasons.

Evidence from Uganda suggests that central government is sometimes the main obstacle to increasing taxation: the government of Uganda abolished an important source of local revenue despite objections from local government; User fees are hardly associated with decentralization and have typically been introduced as part of structural adjustment programs run by central governments rather than decentralization reforms. Transfers from central government are typically the main source of revenue but these are often earmarked to specific activities and performance defined at the center and therefore do not guarantee that local needs and priorities will be addressed.

The on the performance incentives facing local governments are likely to improve if they raise their own revenue through local taxes, rather than relying on central transfers whereas over-dependence on central transfers can undermine the accountability of local governments to their electorate and hence the incentives for improving on the performance. Intergovernmental fiscal transfers, on the other hand, introduce incentives (through budgeting and evaluation that is, local to central government accountability) to ensuring efficient on the performance and value for money.

Another important process aspect stressed by Foster, et al (2001), is coordination between different actors involved in the decentralization process. Ministries of Local Government or Home Affairs are usually at the forefront of decentralization reforms but other agencies also play a central role. Ministries of Finance have responsibilities for decentralizing revenues and defining financial transfers to local levels. Sectoral ministries have a major role in the devolution of administrative responsibilities in their specific fields. Civil society organizations have an important role in mobilizing local constituencies to engage with decentralized governance. Yet, one of the greatest difficulties in most decentralization efforts in Africa has precisely been

coordination of all the actors involved and the failure to build linkages between the different components of decentralization.

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

It was revealed that decentralization leads to increased access to health performance as the leading challenges of decentralization on the performance. Decentralization of primary healthcare performance to locally elected health committees in rural areas and to local government in Uganda has increased access to affordable health performance and this has contributed to improvements in immunization rates and infant mortality.

4.3.4 Solutions to the challenges of decentralization on the performance of local government personnel of Nakawa Division

Twenty three percent of the respondents agreed to their statement that there are solutions to challenges decentralization on the performance of local government personnel, twenty two point five percent of the respondents said that there are solutions to challenges decentralization on the performance of local government personnel, twenty seven point seven of the respondents said that there are solutions to challenges decentralization on the performance of local government personnel, twenty six point six percent of the respondents said that there are solutions to challenges decentralization on the performance of local government personnel.

To strengthen the process of decentralization in Uganda through increasing local governments' autonomy, widening local participation in decision- making and streamlining fiscal transfer modalities to local governments in order to increase the efficiency and effectiveness of local governments to achieve PEAP goals within a transparent and accountable framework

To strengthen the decentralization process by improve local governments autonomy, widening local participation in decision- making and streamlining fiscal transfer modalities to local governments so that local governments' efficiency and effectiveness to achieve PEAP goals is increased within a transparent and accountable framework.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter looks at the conclusion summarizing the contents of the dissertation and it also gives the recommendations for future researchers interested in the same field.

5.2 Conclusion

This study entitled “The Impact of Decentralization on the Performance of Local Government Personnel in Nakawa Division – Kampala Uganda” in Nakawa Division. It considered the performance of personnel in a decentralized local government. It was recognized that there are at least three aspects of this decentralization process, namely political, administrative and fiscal decentralization and that frequently decentralization processes emphasize one or perhaps two of these to the exclusion of the other.

The researcher used different methods in collecting the data and these included questionnaires, interviews and focus group discussion. Primary and secondary sources of data were also used.

The findings revealed that decentralization system provides checks and balances for the local government personnel. This implies that there is a considerable oversight exerted by the center and local people on local governments. Decentralization plays an important role in ensuring performance of the local government personnel.

5.3 Recommendations

The researcher came up with the following recommendations based on the findings of the study.

The public should be sensitized about the decentralization policy such that the recruitment of the civil servants should not only be the local people and the electoral commission chairpersons should come out the district to avoid racism, tribalism and divisionism.

The decentralization policy should change their strategies of operation and planning such that the local people should always be active and busy

The civil servants should always be given a chance to use their skills or vision to implement the decentralization policy such that much of the interruptions coming from political leaders should be reduced such that civil servants could get freedom to practice or utilize their skills.

The decentralization policy has only been enjoyed by specific areas as a result satisfactory evaluation and survey should be done in order to allocate resources which can benefit every citizen who are not even represented in any political wings.

The training done based on the decentralization policy should benefit all the civil servants and politicians. Even the scholarship allocation is not equally given as a result; a better strategy should be designed for trainings and scholarships.

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

- The effect of decentralization policy on economic development of citizens.
- Decentralization policy in the relation to on the performance to the nationals.
- Implementation of administrative decentralization and enhancement of Human capacity on the performance of selected local government in the district.

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