

**LOCAL COUNCIL MANAGEMENT AND PERFORMANCE IN SOCIAL SERVICE
DELIVERY IN BWAMBARA SUB COUNTY**

BY

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**A RESEARCH REPORT PRESENTED TO THE COLLEGE OF HUMANITIES AND
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DECLARATION A

I declare that Local Council Management and Performance in Social Service delivery in Bwambara Sub County is my own work that it has not been submitted before for any Degree or examination in any university or Institution of learning. That the sources I have quoted have been indicated and acknowledged as complete references.

NINSIIMA WILKINS



Name and Signature of Candidate

Date

DECLARATION B

I confirm that the work reported in this Research Report was carried out by the candidate under supervision”.

Name and Signature of the supervisor

Asimase David

11/09/2014

Date

DEDICATION

This Research Report is dedicated to my parents Nathan Tumusiime and Jolly Tumusiime, my wife Boonabona Mercy, my children Niwamanya Willis and Niwagaba Aaron and all those who wished me well.

I also dedicate this research to my friends who helped me during the tirstum times of collecting data and combinig the information. Bihanikire Michael, Kansiime Prosy and all my Course mates of Public Administration

Thank you so much for your support, may God bless you richly.

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Last but not least, I extend my appreciation to all the respondents in this study in their various capacities. Words alone cannot express my gratitude to everyone but I am grateful for every one's contribution.

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ABSTRACT

Local Governance is one of the most agitated for developments in modern public administration worldwide. After its inception in Britain in the 1770s, the system has attracted international attention and more applicable in democratically flowing economies. This Research Report attempted to analyze the element of Local council management and its effect on service delivery in sectors like health and education. The study therefore managed to come up with various results as provided for in the questionnaires by the respondents. The study was based on the following objectives (1) to determine the level of Local council management in the area under study (2) to determine the level of service delivery and (3) to find whether there is a relationship between Local council management and service delivery. The study was based on the Systems Theory presented by Peter Senge (1994) which reveals that the performance of front-line employees is influenced by human resources and finance policies coupled with other skills and developments. A descriptive survey design was employed in the study which described the different variables in the study. A research sample size of 81 was used selected using a random sampling technique. Chapter four presented the finding of the study revealing that Local Council management is at play in Bwambara Sub County but needs more planning. The study on this variable indicated a mean of 2.47 interpreted as high. On the second objective the study indicates that service delivery was improving with a mean 2.73 interpreted as high. Basing on the rankings, the study showed there is need for improvement in managing local council finances to provide services to the people. The study indicated a relationship between Local Council Management and Service Delivery at a level of significance that was less than 0.05. The study provided various recommendations to different stake holders like Government, Local leaders and NGOs. To government of Uganda, the study recommended ensuring greater community sensitization about the Decentralization programme that will enhance community empowerment. Government also to play a key role in proper adequate & timely financing of programmes. Government also should ensure co-ordination, improve on accountability, policies should be good and favorable to the Decentralization policy.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

1.1.1 Historical Perspective

In the early and mid-20th century, most organizations devised and created their own local processes for almost all services. The service sector was relatively small and there was no need for the service process standardization that existed in the manufacturing sector (Metters and Verma, 2007). As the service sector grew and reached its current dominance, majority of organizations shifted to including services, partly or entirely, among their offerings. As a result, service providers stand to receive enormous benefits when processes are standardized and centralized. Two basic forms of business practice have grown from this view: outsourcing and shared services (Metters and Verma, 2007).

The history of local government in England is one of gradual change and evolution since the Middle Ages. England has never possessed a formal written constitution, with the result that modern administration (and the judicial system) is based on precedent, and is derived from administrative powers granted (usually by the Crown) to older systems, such as that of the shires (Blackstone 1541).

Carpenter, D. (2004) suggests that the concept of local government in England spans back into the history of Anglo-Saxon England (c. 700-1066), and certain aspects of its modern system are directly derived from this time; particularly the paradigm that towns and the countryside should be administrated separately.

The dramatic increase in population, and change in population distribution caused by the Industrial Revolution necessitated similarly dramatic reform in local administration in England, which was achieved gradually throughout the 19th century. Much of the 20th century was spent searching for an idealized system of local government (Carl 1971). The most sweeping change in that period was the Local Government Act 1972 in England, which resulted in a uniform two-tier system of counties and districts being introduced in 1974; however, further waves of reform has

led to a more heterogeneous system in use today, in the 21st century (Carpenter 2004). The concept of Decentralization in the African setting was informally addressed in organized Kingdoms and chiefdoms especially that of Buganda in the Eastern Africa and Asante in West Africa (Wabulo 1996).

1.1.2 Theoretical Perspective

In the Systems Theory, Peter Senge (1994), states that any organization is comprised of many parts which all have to be managed in order to provide a collaborative outcome that is desired towards the attainment of a common goal. In his approach, Peter stated that an organization's resource should be properly managed including the human resource if they are to provide a desired outcome. In accordance to Peter Senge's theory, Local councils have to be managed to extremes if they are to provide the desired services to its members. However, many Local Councils under the Decentralization Policy have not been able to deliver to the required performance standard in many developing countries especially Uganda. Muhumuza (2000) argues that many of the Local Governments are ill funded and incapacitated in terms of resources creating a gap of service delivery in required areas.

1.1.3 Conceptual Perspective

Ndegwa, (2002) discusses the concept of Local Government Council as a body corporate with perpetual succession and a common seal. It may sue or be sued in its corporate name. Each local council has a directly elected chair person, directly elected councilors representing demarcated electoral areas (male or female) and representative of interest groups like disabled groups, youth, women, elderly.

A service delivery is a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context (Tripathi, 2006).

The term service delivery has been used interchangeably with the term service delivery platform (SDP), which is a set of technology components that provide capabilities. Public services are services which are funded with public money. Public services can be delivered by the state or on

behalf of the state, for example by a voluntary and community organisation (VCO) or private sector company (Hutchinson *et al* 2003).

Outsourcing describes the use of external resources to execute operational tasks (Grover *et al.*, 1994). This means that the services offered to customers are delivered by an independent actor who is geographically separated from the original organization. The original organization, which is responsible for the performance and customer value in the outsourced settings, may not have direct contact with the customers. This makes them dependent on the actual independent service providers of the offerings for the value co created for customers. These independent service providers may display brand marks, which makes their actions the dominant influence upon the common customers. The perception of the brand is therefore dependent on the actions and attitudes of the outsourcing partners providing the services. In the service industry, where customers are a part of the service processes, the way in which the independent service suppliers act and how they treat the customers has a direct effect on how customers perceive and value the services (Nilsson *et al.*, 2001).

Currently, as world population grows steadily, there is need for the development and improvement in service delivery as a way to curb down the element of poverty and other related effect. A closer look at the growth of European and American development as early as the 18th century, the states took a close responsibility towards the provision of qualitative services to their citizens. This was done through a decentralized form of development (Asa Ronnback 2010). Dean, J.W. and Bowen, D.E. (1994), state that performance of a decentralization process mainly works best with a well defined and managed system that allows and controls the flow of funds in and out of the system. They attribute the performance of any independent area to proper management.

Decentralization in many African states is a new phenomenon whose effect is not as yet very influential in the development of the region's economies. In the early 1990's, many African states were advised to create semi independent local communities which would be managed by the central governments but had independent budgets. Although this was a prerequisite for grant application in the World Bank and other agencies in Europe, it was a straight path towards

African development (Dooley, K. (2000). However, this trend has not paid much due to improper management and failed alignment of decentralization priorities.

Uganda has embraced the element of decentralization since the 1980s, today; the country is run by Local Governments which house local councils. The reason for this development was to ensure and assure proper coordination and distribution of services to the deepest regions of the country. Well as Uganda is one of those few countries in Africa that has over the years embraced the decentralization policy, it is not guaranteed that the country has acquired the desired level of development. Local councils (LCs) have not been properly managed as constantly portrayed in the papers and international journals as the worst corrupt areas of Uganda.

1.1.4 Contextual Perspective

In Western Uganda, Local Councils are at the verge of collapse. The region has one of the highest numbers of poor people but the level of action of Local councils is not visible in any way possible. Of recent, the region has been described as one whose education centers are the worst, whose health centers are the worst in almost the whole country. This is also coupled with a high rate of maternal mortality rates and infant mortality rates. With a lot of evidence portrayed in the Ugandan media one can say that the failure of these Local Councils to perform in line with service delivery is mainly attributed to poor management of resources.

Bwambara being one of those sub –counties in western Uganda ,it also faces serious problems related to poor service delivery. Even when each year the government disburses money for the proposed and approved budget for development of the district, the district still befalls victim of aggravated underdevelopment and poor services even worse than other parts of the country.

1.2 Statement of the Problem

In the real working environment, every organization whether private or public ought to manage its most valuable resources which can either be Human, financial or property. This is reflected by the organizations direction towards development and attainment of desired goals. In Local government councils, officials ought to manage a number of resources that are aimed at improved service delivery to the communities at hand. Hutchinson. P. Akin, J et al (2003) clearly argues that every resource in any Decentralized setting is meant towards the development and provision of services to the people located within that area. At most LCs fail to deliver

desired services to the people in their areas because they fail to appropriately manage the resources they have and this has been a case for many Local government councils in Uganda. Bwambara being one of that sub –counties whose service sector is still lacking, demanding and young and is one of the poorest sub counties in Uganda with the worst infrastructure which has made the district fail to attain that development glory since it was created in July 2011.

The Local government has over time tried to improve the situation to a more thorough service delivery but still the gaps of Local government management exist in the virtue of extending further services to the communities of Bwambara . The study therefore found out the gaps that existed between Local Council Management and Service delivery in Bwambara Sub County Local Government.

1.3 Purpose of the study

The study established the existing gap that has made it impossible for Local Council management to extend the needed services to the people of Bwambara Sub County. It looked at the possible reasons that people give and feel should be addressed and why some of the issues have not as yet been addressed. As concluding remarks in the study, the study recommended various stake holders on how best service delivery can be improved and also how the local communities can participate in coordinating service delivery.

1.4 Research objectives

1.4.1 General objective

To establish the LC management and performance in key service delivery such as health and education.

1.4.2 Specific objectives

1. To investigate the level of Local Council Management in Bwambara Sub County. by identifying the challenges and opportunities of Sub Counties in the local government

To investigate the level of performance in service delivery in Bwambara Sub County.

2. To determine the relationship between Local Council Management and service delivery in Bwambara Sub County.

1.5 Research question

The study was guided by the following questions

1. What is the level of Local Council Management in Bwambara Sub County?
2. What is the level of performance in service delivery in Bwambara Sub County?
3. Is there a relationship between Local Council Management and service delivery in Bwambara Sub County?

1.6 Research Hypothesis

There is no relationship between Local Council Management and Performance in Social Service Delivery in Bwambara Local Council.

1.7 Scope

1.7.1 Geographical Scope

The study was conducted in Bwambara Sub County which is part of the kigezi sub region Sub Region located in Western Uganda to the West of Bushenyi District approximately 32 kms.

1.7.2 Theoretical scope

The study was based on the Systems Theory presented by Peter Senge (1994) which reveals that the performance of front-line employees is influenced by human resources and finance policies coupled with other skills and developments.

1.8 Significance of the study

The study will be of great benefit to various stake holders in Bwambara Sub County. the study will put to light needed information for continued delivery of services to the people of Bwambara and the country as a whole.

To the politicians, the study will avail to them useful information generated from the community that will provide a check list that can be used to address the existing gaps.

To the civil servants, the study will help them improve on performance as a way forward towards provision of social services to the people of Bwambara Sub County.

The policy makers in Bwambara will find it useful as it will provide information that can be used to improve performance of the Local Government in the study area.

The future researchers will use the findings to generate new knowledge and come up with new facts on the study matter.

To the researcher, the study will avail more information and knowledge to aid in further research at different levels and will also enable the researcher who happens to be a student to attain a master's degree in Development Studies.

1.9 OPERATIONAL DEFINITIONS OF THE KEY TERM

| | |
|--------------------------|--|
| Local Council | : A form of local elected government within the districts of Uganda. |
| Management | : The organizing and controlling of affairs of a Business or a sector of a business. |
| Management skills | : The attained skills/competences from training that enable an individual actively perform their duties at their work place (s). |
| Performance | : The level at which an individual delivers or functions, operates on a given task. |
| Skills | : The ability to do something well, usually through training or experience. |

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter will look through the earlier research documents of different researchers' literature with an aim of identifying a problem of concern and eventual number of duplication of early research work done. Apart from going through other related work, it will also involve critically going through other materials that are related to the work research topic.

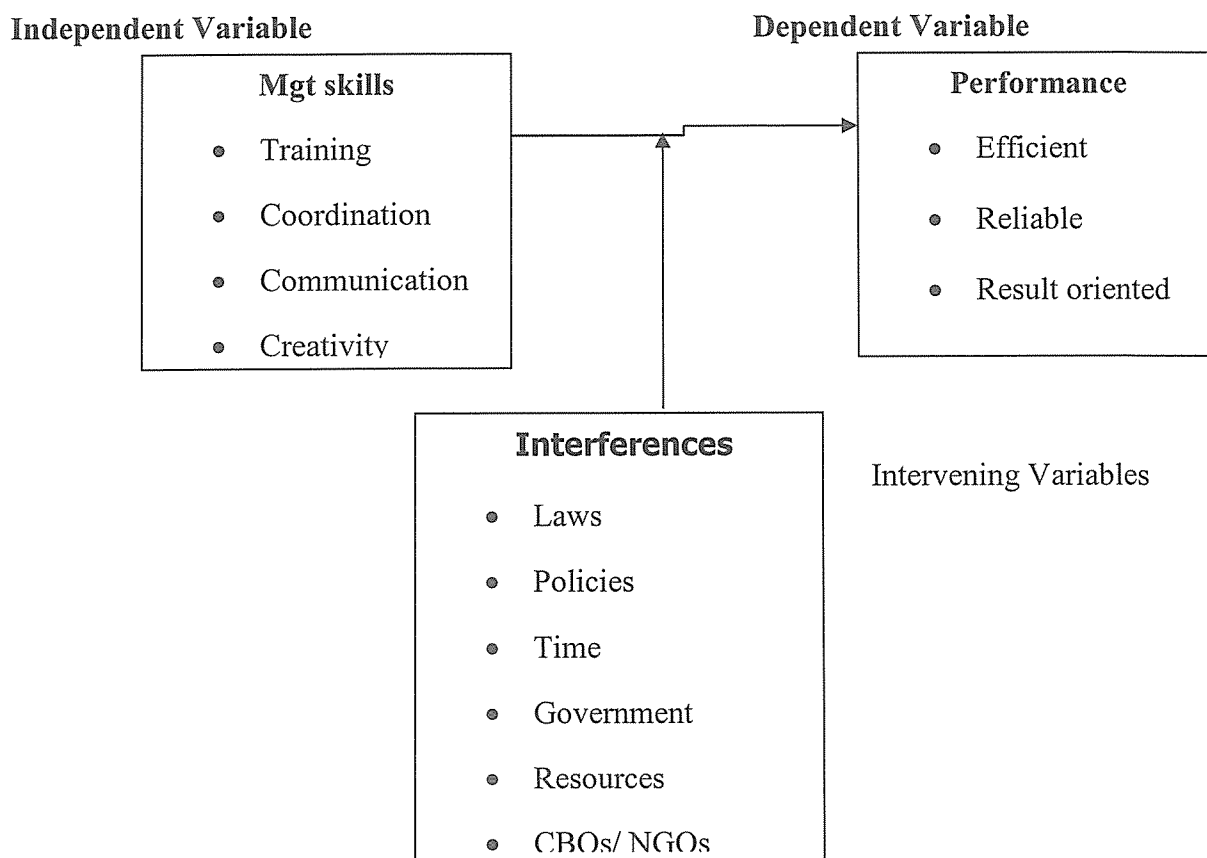
2.1 Theoretical frame work

The theory of a systems approach begins with systems thinking. According to Peter Senge in the book "Fifth Discipline" (1990) an organization is comprised of many parts. The organization is a whole and its various departments are subsystems within it. According to Senge, systems theory is characterized by five principles - personal mastery, shared vision, mental models, team learning (skills building) and employee identification. These principles are employee oriented, meaning each is determined and shaped by employee performance, motivation and behavior. Organizational management has to evaluate performance, job responsibilities and functions from a systems point of view. They cannot be measured independently, or in a corporate vacuum. An employee's performance in the marketing department is influenced by the actions and decisions of the finance department. The performance of front-line employees is influenced by human resources and finance policies. Employee job descriptions have to be outlined knowing that performance was influenced by other departments.

The researcher chooses the Systems theory in relations to the study due to the fact that Senge (1990) clearly puts it right that performance is based on mainly 5 principles as shared in the description of the theory. However for the purpose of this research, "Local Council management and Local Government Performance in service delivery", and the researcher is mainly going to find out exactly how Management Skills influence Local government performance. The theory would further be used in trying to reveal its impact on the study.

2.2 Conceptual framework

Figure1: An illustration of the Conceptual framework



Source: Researcher Devised , 2013

In the conceptual frame work, management skills are focused on the skills that the individuals have in pursuit of their daily duties; these skills include training, coordination, communication, creativity, education, conflict resolution. These skills should at least be basic to every individual of the LC. These skills affect the performance of each individual to be: effective, reliable, result oriented or proficient in whatever they do. Without most of these skills, individual's performance may be affected.

The two variables can therefore be further affected by intervening variables which may include laws, polices, resources, politics, time management and others. The existence of these intervening variables may either positively react on the variable or negatively react. For instance, availability of good laws facilitates performance since resources was monitored while on the

other hand local politics may jeopardize performance of the administrators due to constant arguments with politicians who may have negative political will or self interest.

2.3 Definition of Concepts

2.3.1 Management

Management in all business and organizational activities is the act of coordinating the efforts of people to accomplish desired goals and objectives using available resources efficiently and effectively (Peter Drucker 1909). Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources.

Since organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a prerequisite to attempting to manage others.

2.3.2 Management skills and Local Council Performance

According to Raju. R. Kamble (2011), Managerial skills are sets of qualities and attributes in the personality of managers that enable them to effectively manage the working of a firm. Good managerial skills can create a world of difference in the efficiency and performance of the organization.

Researchers have found that traditional managerial skills wouldn't bring favorable change at workplace. So Manager has to learn some special skills which bear on employee's behavior and attitudes so that an organization can much benefit from the labour.

American Management Association has identified important skills i.e conceptual, communication, effectiveness, and interpersonal skills. These skills helps manager to execute the policies and activity associated with being a manager. Performance of organization depends on whole hearted support of employees, suppliers, customers and investors. To deal with them effectively, there is required special kinds of skills which make managers successful in their tasks.

Robert L. Katz found that managers needed three important skills. These are technical, human and conceptual (L. M. Prasad 2007). Manager is confined to run organization effectively. He is responsible to get work from employees by ensuring balance between mutual goals. Manager has to perform various activities such as planning the work, taking decisions, delegating authority, solving problems of employees and organization, coordinating and controlling the deviations. These functions are pivotal to perform effectively to make organization competitive. For that purpose, Manager should develop or learn some important skills which help him to work effectively in the organization.

2.4 Performance

Different authors and scholars have defined performance in different ways. Whenever people talk about performance they associate it with results. The definitions for performance differ as explained below.

According to Bernadin (1995), performance is defined as the outcome of work because it provides a strong linkage between strategic goals of the organization, customers satisfaction and economic contribution.

Rogers (1990) confirms that performance is an interrelated process, which ensures two basic categories.

- All activities and people in local authorities contribute as effectively as possible to the objective.
- All activities and objectives are systematically reviewed in a way which enables a local authority to learn and thereby improve its services to the community.

Effective performance of an organization refers to when an organization is meeting its objectives and goals. Performance management is a means of getting better results from the organization, teams and individuals by understanding and managing performance with in an agreed framework of planned goals, standards and competence requirement. It is a process for establishing shared understanding about what is to be achieved in a short and long term. It is owned and driven by line management.

Performance management aims at enhancing deliberate learning from experience, which means learning from the problems, challenges and successes inherent in people's day to day activities.

2.4.1 Performance Evaluation

Morey Stettner, (2003) discusses Performance Evaluation as a tool managers use to help enhance the efficiency of the work unit. This tool is a means to help ensure that employees are being utilized effectively. Employees can use it as a clear indication of what is expected of them before you tell them how well they are doing, and then as feedback of how well they did.

Purpose

Performance Evaluation is a multi-purpose tool used to:

- Measure actual performance against expected performance
- Provide an opportunity for the employee and the supervisor to exchange ideas and feelings about job performance
- Identify employee training and development needs, and plan for career growth
- Identify skills and abilities for purposes of promotion, transfer, and reduction in force
- Support alignment of organization and employee goals
- Provide the basis for determining eligibility for compensation adjustments based on merit
- Provide legal protection against lawsuits for wrongful termination

According to Jan Tibamwenda (2010), the primary purpose of Performance Evaluation is to provide an opportunity for open communication about performance expectations and feedback. Most employees want feedback to understand the expectations of their employer and to improve their own performance for personal satisfaction. They prefer feedback that is timely and given in a manner that is not threatening.

2.4.2 Performance as a dynamic concept

Individual performance is not stable over time. Variability in an individual's performance over time reflects learning processes and other long-term changes and temporary changes in performance. Individual performance changes as a result of learning. Studies showed that

performance initially increases with increasing time spent in a specific job and later reaches a plateau (Avolio, Waldman, & McDaniel, 1990; McDaniel, Schmidt, & Hunter, 1988).

Qui nones, Ford, & Teachout, 1995). Moreover, the processes underlying performance change over time. During early phases of skill acquisition, performance relies largely on 'controlled processing', the availability of declarative knowledge and the optimal allocation of limited attentional resources, whereas later in the skill acquisition process, performance largely relies on automatic processing, procedural knowledge, and psychomotor abilities (Ackerman, 1988; Kanfer & Ackerman, 1989). To identify the processes underlying changes of job performance, Murphy (1989) differentiated between a transition and a maintenance stage. The transition stage occurs when individuals are new in a job and when the tasks are novel. The maintenance stage occurs when the knowledge and skills needed to perform the job are learned and when task accomplishment becomes automatic. For performing during the transition phase, cognitive ability is highly relevant. During the maintenance stage, cognitive ability becomes less important and dispositional factors (motivation, interests, values) increase in relevance.

Additionally, there is short-term variability in performance which is due to changes in an individual's psycho-physiological state, including processing capacity across time (Kahneman, 1973). These changes may be caused by long working hours, disturbances of the circadian rhythm, or exposure to stress and may result in fatigue or in a decrease in activity. However, these states do not necessarily result in a performance decrease.

Individuals are, for example, able to compensate for fatigue, be it by switching to different strategies or by increasing effort (Hockey, 1997; Van der Linden, Sonnentag, & Frese, in press; Sperandio, 1971).

2.5 Local Council

Local council is a form of public administration which in a majority of contexts, exists as the lowest tier of administration within a given state (Azfar et al., 2001). The term is used to contrast with offices at state level, which are referred to as the central government, national government, or (where appropriate) federal government and also to supranational government which deals with governing institutions between states. Local governments generally act within powers delegated to them by legislation or directives of the higher level of government. In federal states, local government generally comprises the third (or sometimes fourth) tier of

government, whereas in unitary states, local government usually occupies the second or third tier of government, often with greater powers than higher-level administrative divisions.

The question of municipal autonomy is a key question of public administration and governance. The institutions of local government vary greatly between countries, and even where similar arrangements exist, the terminology often varies. Common names for local government entities include state, province, region, department, county, prefecture, district, city, township, town, borough, parish, municipality, shire and village.

A Local Council (LC) is a form of local elected government within the districts of Uganda. They were initially established as rebel support structures in the areas controlled by the National Resistance Army (NRA) of Yoweri Museveni. At this time, they were known as Resistance Councils (RCs) and proved effective in funneling food and supplies to the NRA combatants. Following the victory of the NRA and Museveni's taking of the presidential office in 1986, Resistance Councils were implemented in every district. After the first elections under Museveni in 1996, the Resistance Councils were renamed Local Councils.

There are five levels of Local Councils. The lowest level is the Local Council I (LC 1 or LC I), and is responsible for a village or, in the case of towns or cities, a neighborhood. The area covered by Local Councils II through IV incorporate several of the next lowest level, while a Local Council V (LC5) is responsible for the entire district (Steffensen et al, 2004). In theory, a problem at a local level is relayed up through the various levels until it reaches an LC with sufficient authority or power to resolve it, while centrally planned directives are relayed downward until they are implemented at the local level. The LC system has been praised by some political analysts. The election of Resistance Council representatives was the first direct experience of many Ugandans with democracy after many decades of varying levels of authoritarianism and the replication of the structure up to the district level has been credited with helping even people at the local level understand the higher level political structures.

Each Local Council has a certain number of identical positions, such as Chairman, Vice-Chairman, etc. As each position must be filled for each of the five LC levels, it requires Ugandan citizens to make a large number of choices when filling out ballots. The Local Council does not transfer nationally. Instead, the national government appoints Resident District Commissioners (RDCs) to represent its interests at the district level. The relative status of the LC5 Chairman and

the RDC is sometimes hard to determine. Though they are theoretically supposed to work in concert, in practice they may conflict or one may have much more power in the district than the other.

2.6 Role of Local Councils

The role of the Local Authority is therefore generally limited to the administration of and the provision of basic services, which are not provided by the other agencies of Central Government.

The other basic services such as Water, Electricity, Fire and Emergency, Police and even housing are not the responsibility of the Local Authority and therefore not under its control. Central Government has agencies that are responsible for these services and they include Swaziland Water Services, Swaziland Fire and Emergency Services, Swaziland Electricity Board, Royal Swaziland Police and the Swaziland National Housing Board. There is also the Traditional Administrative Centres (Tinkhundla centres 2003), which are located within the urban areas and also provide facilities for community development projects within the urban areas. This they do without involving the Local Authorities.

The role of the Local Authority is therefore to try and coordinate the activities of all these external agencies for effective delivery of their services within the urban area. The Local Authorities have tried to ensure that all the services that are provided by the other agencies are provided within the requirements of the Local Government regulations and to the satisfaction of the Local Authority.

Some of the services are still provided at national Government level. National roads within the urban areas and the maintenance of these roads, is the responsibility of Central Government. Even other services like the establishment of schools within the urban area remain the prerogative of Central Government.

The roles of the Local Authorities has therefore been limited to infrastructure provision and maintenance, sanitation, planning/budgeting, ensuring public health, environmental management, development control, land-use management, community liaison, security for communities, land leases, land sales and policy development. The roles mentioned above are

performed by local governments but give feedbacks and reports to the central government. The lower local governments perform similar duties but are responsible to the local governments.

2.7 Problems Related to Service Delivery

Multi structures

There are too many structures involved in service provision within the area of jurisdiction of the Local Authority. There is therefore no control and accountability especially on the part of the other service providers. This has had spin off effects on the Local Authorities for example constant water cut offs in a one town led to a public outcry about the quality of service provision in that particular town. This has led for calls for the Local Authority to ensure that the quality of service is improved and that water is provided. This has led to the Local Authority playing more of a facilitatory role in ensuring that the quality of service is improved by the other agencies.

Lack of Information/ Data

The country is also faced by the lack of information for effective service delivery. For example there is no clear data on the number of children in each local area. This would help the Local Authorities take decisions on the provision of recreational facilities. At the moment these facilities are provided on an adhoc basis with no clear guidelines. The Local Authorities have to start collecting data on their local areas, which would help in deciding which service to provide in which area and they would be able to justify their decisions more accurately. The existing Community Committees and Youth Associations would be of great help in this regard.

Low level of Community Participation

The citizens in the urban areas of Swaziland generally do not participate in Local Government activities. In September 2001 Local Government Elections were held and the turn out in all the towns was low. In the capital city for example only one sixth of the total population registered to vote and Mbabane has a population of 60,000 people. The number of people who actually cast a vote was even lower. This has made it difficult for the Local Authorities to effectively deliver services to these communities. Local Authorities have to create more awareness on the importance of Local Government issues to their citizens, through education exercises. Mbabane has embarked on these exercises and there are initiatives that have been

undertaken to educate the citizens of the city on Local government issues. These initiatives include, radio programmes, city newsletter, a website and hosting workshops for Community Committees.

Inadequate sources of revenue

Currently the Local governments in Swaziland rely heavily on the payment of rates and subventions from Central Government for their livelihood. This has had a significant effect on service provision mainly because these sources of revenue cannot be relied on due to the inconsistency in their payments. This in effect slows down the work of the Local Authority up until people pay their rates and/ or Central Government releases the subventions. Local Authorities have approached Central Government to implement a cost sharing formula, which will increase the revenue of the Local Authorities. The Local Authorities are still seeking means of broadening their sources of their revenue.

Lack of adequate knowledge on Local Government issues

Swaziland is still at the teething stage of the Local Government concept. The first Local Government elections were held in 1995. Prior to that the Minister responsible for Local governments appointed the Councillors in the urban areas. Since 1995, a percentage of the Councillors were elected by the people and the Minister of Housing and Urban Development would elect his/ hers too. However, last year all the Councillors were elected by the people after the Minister had declared that he would apply the principles of democracy and not appoint Councillors. With only 7 years in the Local Government environment, it is no surprise that both the professionals and politicians involved in Local Government lack adequate knowledge on Local Government issues. The lack of knowledge on the Local Government environment has led to serious delays in service provision, with Officers and Politicians fighting each other to the detriment of the citizens. Local Authorities have embarked on training programmes for both officers and politicians on Local government issues. They have also established twinning arrangements with cities overseas so as to improve their awareness and learn from the sister cities.

2.7.1 Attempts Made to Improve Service Delivery

Involving Local communities

There has been direct involvement of the communities in Local Government issues through a number of consultative methods like convening mass meetings. In Mbabane, community mass meetings have been called to ensure decentralisation of information to the lowest level of the community. It is in these meetings where communities are briefed on important developmental projects and other issues related to the local area as a whole. These meetings are, however, more characteristic with the people in the informal areas and these are the people considered to be the poor people of the local community.

Indirect involvement of the communities has been through the community structures set up by the Local Government. These are known as the Communities Committees and are, in Mbabane for example, found in the 11 zones in the different townships. Even though these committees are not formalised in law, they are the main link between the Local government and the communities. Policies set up to improve service delivery in the communities are done so in consultation with the committees.

In the formal areas there exists Rate Payer Associations. They represent the interests of the people at the Local Government level. The participation of the ratepayer associations is however not as much as it should be throughout the country. People in the formal townships are generally not interested in Local government issues, as long as the service they view as important is provided they do not involve themselves in anything else.

The Mbabane City Council has learnt from the experiences of the other Local Authorities in the country and has started training the Community Committees on their roles and responsibilities and on Local Government issues in general so that they can contribute more effectively to development in the city.

Updating of legislation

The Local Authorities in the country have lobbied the Central Government to update the existing legislation governing Local Authorities. This has led to a review of the Urban Government Act 1969 where the Local Authorities were fully represented and contributed

significantly to the process. The City Council of Mbabane has gone a step further and successfully requested delegation of certain powers to the Minister so as to short the lengthy bureaucratic processes that previously delivery to its citizens.

Formation of Professional/ Political Associations

These are National Associations and consist mainly of people working in the Local Government environment. The Officers formed the Local Authorities Managers Association of Swaziland. (LAMAS), which consists of Managers from all the Local Authorities and some officers from the central Ministry. The Councillors formed the Swaziland National Association of Local Authorities (SNALA), which also consists of Councillors from all the different Municipalities.

The main reason behind the formation of these structures was to share ideas amongst members and further find solutions to issues of common interest. The ultimate aim is to improve awareness on Local Government issues amongst members and in turn improve delivery in their constituencies.

Public/ Private Partnerships

This is the direction in which the City Council of Mbabane is headed. Council has recently outsourced the management of the Mbabane Bus Rank. Council will only charge a minimal fee to the Managers of the rank and also monitor the performance of the new managers to ensure that they maintain the agreed upon standards. The main aim of this partnership is to ensure that this service to the community is improved but not to the detriment of the citizens of the city.

2.8 The relationship between Training and performance

Employee performance may be related to numerous factors within the workplace, such as overall job satisfaction, knowledge, and management. But there is a definite relationship between training and performance, as training programs can address numerous problems that relate to poor performance (Kozlowski, et al. 2000). Virtually, training enables employees gain the required skills to perform their duties without fail or impossibilities.

2.9 Gaps to be bridged

Every financial year the government of Uganda passes the budget that is supposed to run the activities that are most required by rural people in the Local councils. However, the performance of local councils has remained the same with very low productivity. Although this has been attributed to many factors, this research is going to investigate if management skills are partly or entirely the reason for poor performance of Local council in Bwambara Sub County of Western Uganda.

This study will reveal if there is a huge gap between LG management and Performance in service delivery or not.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

After exploring the various approaches that other researchers have come up with regarding management skills and performance, and after identifying the gap both in knowledge and practice, the researcher now presents the methodology that was used, the design and strategy of the study, the location, the sampling techniques', the tools of data collection and the techniques of analysis and interpretation.

3.1 Research Design

The paradigm of the research was both quantitative and qualitative. This is basically because the study focused on both the quantitative performance of Local Councils in regards to qualitative service delivery. The quantitative performance of Local Councils was analyzed by the variables which compose it. The type of data expected to be collected will thus be quantitative.

In the Design, the study described variables as used in the study including the extraneous variables as they were applied in the research study. The descriptive study revealed the relationships between (descriptive correlational) LG Management and Performance in service delivery. Demographic characteristics of the respondents were included in the study.

3.2 Research population

The population included the administrative staff of Bwambara Sub County. The council is composed of over 102 employees including LC1, LC2 and LC5 chair persons. The researcher calculated the sample size which was obtained from the research population using the Slovenes formula.

3.3 Sample frame work

A sample frame is the set of material from which the sample is selected. The sample frame work described the sample size used in the study, sample techniques and a sample procedure.

3.3.1 Sample size

With regard to the sample size, samples of Local Council staff was taken from the Local councils. The LG runs over twelve (12) local council with over 36 chiefs (LCs plus their secretaries). The LG in Bwambara has 66 employees (Public servants). Out of these (102), the target sample is set to be 81 respondents (as calculated by the Slovens formula below).

$$n = \frac{N}{1 + N\alpha^2}$$
$$n = \frac{102}{1 + 102(0.05)^2}$$
$$n = 81.3$$
$$n = 81$$

In view of the sample size, the researcher organized her sample size in the following manner as represented in table 1 below.

Table 1: Respondents of the study

| Respondents | Number of LCs/ Municipals | Total target population | Sample size |
|--------------------|----------------------------------|--------------------------------|--------------------|
| Town Council | 1 | 66 | 57 |
| Local Council | 12 | 36 | 24 |
| Total | 13 | 102 | 81 |

Source: Researcher Devised

3.4 Sample Technique

Given the limitation of time and other resources, the researcher took samples. In line with our quantitative paradigm, the sampling was non probability; in particular, it was purposive. According to Frankforte-Nachimias and Nachimias (1997), in purposive samples, also referred to

as judgment samples, researchers select participants subjectively. In other words, judgment is done in line with the research purpose and a sample is drawn depending on one's knowledge and preference. Thus purposive sampling was preferred because the study focused on a known desired (target) group, that is staff members of the LG and LC within Bwambara Sub County. These were either office holders or field official working with the LCs. In order to balance the picture and make the study gender sensitive, all gender was given equal chance to participate in the study. But since the target population is big then a sample was taken, random purposive sampling was also used to determine exactly who joins the sample.

3.4.1 Sample procedure

Thus purposive sampling was preferred because the study focused in a known and desired (target) group, that is, Local council public servants and Town council servants in Bwambara . The study was gender sensitive and included all gender represented in the area of study.

3.5 Methods for data collection

3.5.1 Instruments

The study used questionnaires, interview guides and observation to gather respondents' ideas and thoughts on the study mater. The researcher also observed the respondents' behavior and the condition at the LCs (Ethnographic observation, field notes and video clips).

i) Questionnaires

Questionnaires are standardized instruments devised by either a researcher or other professional scholars to gather data from respondents (Kombo and Tromp 2006)' which is used as representation of their thoughts, beliefs and contributions. For this study, the questionnaires were not standardized since they were designed by the researcher set fit to collect data in connection with the researcher's topic and objectives.

ii) Interview guides

These are non standardized instruments mainly devised by the researcher to fit in ideas from respondents as representations of the research. The researcher devised interview guides for different stake holders to collect their views which were represented in the study.

iii) Observations

There is no specific formula for observations since they entail looking at the respondent's behavior and movement (gestures). In this case, the researcher critically observed the respondent's movements to know whether the data represented is ideally authentic or not. However, the researcher was not placed to a situation of judging the respondent's opinions.

3.5.2 Sources of Data

There were two sources of data for this study; primary data obtained from the field and secondary data obtained from an analysis of what other researchers and authors have written on the topic. This constituted of the library part of the study and mainly helped in building up the background of the study as well as tracing a theoretical framework.

3.6 Validity and Reliability of Instruments

To ensure the validity and reliability of the instruments, the researcher employed the expert judgment method. After constructing the questionnaire, the researcher contacted experts in the study area to go through it to ensure that it measured what it was designed to measure and necessary adjustments were made after consultation and this ensured that the instrument is clear, relevant, specific and logically arranged. Alternatively, the reliability and validity of the instrument was established by Cornbachs Co-efficient alpha variable. Variables with Cornbachs, Co-efficient Alpha test value for less than 0.5 were not used.

3.7 Data gathering procedures

3.7.1 Before the Administration of Questionnaires

1. An introduction letter was obtained from^{!!!} the college of higher Degrees and Research. For the researcher to ask for approval to conduct the study from respective Bwambara Sub County.
2. After approval, the researcher secured a list of the qualified respondents from the Council authorities in charge and selected through systematic Purposive sampling from this list and arrived at the minimum sample size.
3. The respondents explained about the study and requested to sign the Informed Consent.
4. Reproduced more than enough questionnaires for distribution.
5. The researcher selected research assistants who assisted in the data collection; briefed and oriented in order to be consistent in administering the questionnaires.

It should be noted that there were two types of data for this study: primary data obtained from the field and secondary data obtained from the analysis of what other researchers have or authors have written on the topic. This constituted the library part of the study and mainly helped in building up the background of the study as well as tracing a theoretical perspective.

3.7.2 During the administration of the questionnaires

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all were answered.

3.7.3 After the administration of the questionnaires

The data gathered was collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

3.8 Data Analysis

The researcher used Pearson's Linear Correlation Coefficient (PLCC) to analyze the relationship between level of Management Skills and Local council performance. A correlation study is a statistical technique that enables the researcher to measure and describe the relationship between two variables X and Y.

After the researcher's collection of the data, it was stored manually in SPSS worksheet and the information gathered through graphical presentation. Statistical package of social science (SPSS version 16) was used to tabulate and cross the data. Thereafter, the researcher made an interpretation of the frequency tables and accordingly made a summary of findings, conclusions and recommendations.

To interpret the obtained profile of the inventory management and level of sales growth the following numerical value and description was used;

| Mean Range | Description |
|------------|-------------|
| 3.26-4.00 | Very Good |
| 2.51-3.25 | Good |
| 1.76-2.50 | Fair |
| 1.00-1.75 | Poor |

3.9 Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were to be implemented by the researcher:

1. The respondents were coded instead of reflecting the names.
2. Soliciting permission was done through a written request to the concerned officials of the Local Council included in the study.
3. Request the respondents to sign in the *Informed Consent Form* (Appendix 3)
4. Acknowledge the authors quoted in this study and the author of the standardized instrument through citations and referencing.
5. Present the findings in a generalized manner.

3.10 Limitations of the Study

In view of the following threats to validity, the researcher claimed an allowable 5% margin of error at 0.05 level of significance. Measures were also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

1. *Extraneous variables* which were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.
2. *Instrumentation*: The research instruments on resource availability and utilization are not standardized. Therefore a validity and reliability test was done to produce a credible measurement of the research variables.
3. *Testing*: There was a likelihood of research assistants being inconsistent in terms of the day and time of questionnaire administration. There was thorough briefing and orienting the research assistants in order to address the threat.
4. *Attrition*: There was a likelihood of some respondents of not returning back the questionnaires and this was to affect the researcher in meeting the minimum sample size. To solve this threat, the researcher gave quit more questionnaire exceeding the minimum sample size.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This chapter analyzed and interpreted data as provided by the respondents through the collected questionnaires. The data was analyzed using the Statistical Package for Social Scientists (SPSS).

4.1 Level of management skills

The first variable was to determine the level of management skills in Bwambara Sub County and the researcher divided the questionnaire guide in to three constructs which included Management Skills Qualification Management Skills Out Put and Communication and Control of Resources. The total number of questions was 17 and were rated using the scale from 1 – 4 (4 = Strongly Agree, 3 = Agree 2 = Disagree and 1 strongly Disagree). Respondent's responses were analyzed and described using means as shown in table 3.

4.1.1 Management skills Qualifications

The first construct of the study was to determine the level of management skills qualifications of the respondent. The study was analyzed using four questions as interpreted below.

Table 3: Management skills Qualifications

| Items | Means | Ranks | Interpretation |
|--|------------|-------|----------------|
| I have management skills | 3.44 | 1 | High |
| I have gained management skills through experience | 3.31 | 2 | High |
| Manager and administrators are often oriented to manage their departments | 2.72 | 3 | High |
| We hold management skills training every time there is need to upgrade individual skills basing on technological change and demand | 2.63 | 4 | High |
| Average Mean | 3.0 | | High |

Source: primary data 2013

The respondents provided their responses as requested by the researcher in which, I have a management degree with skills in management was ranked first with a mean 3.44 interpreted as high. This implied that the respondents working with Bwambara Sub County have management qualifications. Although some respondents might have filled in with actual sense of not having the qualifications, they might have got certificates from the district seminars and conferences which sometimes are equivalent to other qualifications.

I have gained management skills through experience was ranked second with a mean 3.31 interpreted as high. This could have been due to the possibility that everyone working in Bwambara Sub County is a manager with administrative demands. This makes almost all skilled workers gain management skills through experience from their daily routines therefore over time gain management skills even without graduating from an institution.

Managers and administrators are oriented with skills related to management was ranked third with a mean 2.72 interpreted as high. This could have been due to the possibilities that prior to joining Bwambara Sub County, new administrators and managers are oriented to match their skills with the needs of the communities.

We hold management skills training every time there is need to upgrade individual skills basing on technological change and demand was ranked fourth with mean 2.65 interpreted as high. This was the lowest mean in analyzing management skills qualifications.

The construct had an average mean of 3.0 interpreted as high with implications that the level of management skills in terms of having the required qualifications was high. This could have been attributed to the responses given by the respondents in the study especially most of whom had attained management skills qualifications and studies either as degrees or work experience/seminars.

The findings of the study revealed that many officers in the Local Government had management skills either earned from their education back ground or earned through experience at work. The study therefore predicts and anticipates that with good management skills there is a possibility of managers and officers in the local government using their managerial skills in providing quality & timely services in their areas of jurisdiction.

4.1.2 Management skills out put

The second construct of the study was to establish how management skills contribute towards individual out put within the local government. This section of the study was subjected to six questions in the study and were analyzed as shown below.

Table 4: Management skills out put

| Items | Means | Ranks | Interpretation |
|--|------------|-------|----------------|
| We now have a well-established referral hospital in our region. | 2.84 | 1 | High |
| Hospitals have been constructed and maintained to improve the health sector in the region | 2.77 | 2 | High |
| We have at least seen the development of more schools in our area especially replacing dilapidated buildings with permanent structures | 2.72 | 3 | High |
| The local government has increased entrepreneurship and this has increased employment. | 2.70 | 4 | High |
| The number of doctors over time have been increased to manifest the existing gap between patients and doctors | 2.69 | 5 | High |
| The more the skills the more the performance of a manager in office. This is visible in Bwambara local council | 2.67 | 6 | High |
| Average mean | 2.7 | | High |

Source: primary data 2013

In determining management skills output, respondents suggested that “We now have a well established referral hospital in our region” was ranked first with a mean 2.84 interpreted as high. Although the mean is relatively low as expected, the respondents attributed the findings to their collective efforts of trying to see to it that there are health Centres for patients to sustain the health needs of the people. However, this is not in accordance to the researcher’s observation that indicated that although the structures of health centers existed in the region, the services demand a lot of intervention. The variances in the means indicate that most of the respondents agreed with the fact that there are elements of improved referral systems in the local government.

Hospitals have been constructed and maintained to improve the health sector in the region was ranked second with a mean 2.77 interpreted as high. This could have been attributed to the private initiative of individuals and government to improve health standards in the districts as a way of improving health and reducing mortality rates.

In the education sector, the respondents in the study suggested that “We have at least seen the development of more schools in our area especially replacing dilapidated buildings with permanent structures” was ranked third with a mean 2.72 interpreted as high. This could have been attributed to the government initiative through the SFG Programme to improve the structures of Universal education founded schools. The mean of 2.72 indicated that respondents agreed that there is some level of development in the schools with in the local government.

The local government has increased entrepreneurship and this has increased employment was ranked fourth with a mean 2.70 interpreted as high. This could have been attributed to encouraging people to practice farming through the NADDS and other programs to reduce poverty levels in the district.

The number of doctors over time has been increased to manifest the existing gap between patients and doctors was ranked fifth with a mean 2.69 interpreted as high. This can be attributed to the government’s efforts through the Ministry of public service in promoting professionalism of individuals to various areas of the country especially doctors, engineers, teachers among others to extend their services to the people in need.

The more the skills the more the performance of a manager in office. This is visible in Bwambara local council was ranked sixth and Last with a mean 2.67. This could be attributed to other factors like inadequate funds, poor policies and political interferences / pronouncements during electioneering.

The average mean for Management skills output was 2.7 interpreted as high. This had an implication(s) that the staff in Bwambara Sub County had tried to use their administrative/managerial skills to extend needed service to the people of Bwambara and this was seen in the analyzed variables. Although there was no variable that scored a mean that was above 3.0, the table was maintained with all high rankings.

The study indicated that there is need for improvement in the various field and areas of the local government performance. The variance in the average mean (2.7) indicated that out put is mainly affected by management skills.

4.1.3 Communication and Control of Resources

The third construct of the study was Communication and Control Resources which was divided in to six questions analyzed and interpreted as below.

Table 5: Communication and Control of Resources

| Items | Means | Ranks | Interpretation |
|---|-------------|-------|----------------|
| Management skills influence proper communication and coordination between managers and low staff | 2.70 | 1 | High |
| With my management skills i can plan , forecast and write reports basing on my responsibilities and office requirements | 2.68 | 2 | High |
| No body orders any one because every one is their own manager and have extended skills in management. | 2.52 | 3 | High |
| I think we all need more management skills to cope with the latest trend of technological advancement to perform well our duties | 2.37 | 4 | Low |
| My team is effective in managing resources due to the skills learnt in different places not necessarily Education. | 2.33 | 5 | Low |
| We have received no complaints from any one what so ever in the community because all of us effectively perform our duties due to our management skills | 2.23 | 6 | Low |
| Average mean | 2.47 | | High |

Source: primary data 2013

In the third construct, the researcher requested respondents to provide their say on Communication and control of resources. The study revealed that Management skills influence proper communication and coordination between managers and low staff was ranked first with a mean of 2.70 interpreted as high. This had an implication that communication highly volts management since it is the key element of monitoring the performance of the managers and other staff. The high mean (2.70) therefore can be substantially be reflected to as that there is an improved in communication base line in the local government.

With my management skills I can plan, forecast and write reports basing on my responsibilities and office requirements were ranked second with a mean 2.68 interpreted as high. This implied that due to the management skills managers can plan for the needed resources and also forecast the future needs for other resources. In management, all managers should have the potential to make sure that they know which kind of resources they need to enable them perform their duties without gaps.

No body orders any one because every one his/her own manager and has extended skills in management was ranked third (2.56). This can be attributed to the possibility that most individuals know what they are doing and therefore there is no need for top officials to bossy around others.

I think we all need more management skills to cope with the latest trend of technological advancement to perform well our duties, was ranked fourth with a mean 2.37. This had implication that managers at the local government in Bwambara do need other managerial skills since in the field they attained skills from school and experience to perform their duties is not enough which suggests that they need retraining.

My team is effective in managing resources due to the skills learnt in different places not necessarily Education, was ranked fifth with a mean 2.33 interpreted as low, while the last ranked (sixth) value was “We have received no complaints from anyone what so ever in the community because all of us effectively perform our duties due to our management skills” with a mean 2.23 interpreted as low. This could be with implications that although most of the activities are performed in the district, there are some gaps and these gaps attract complaints.

The average mean in this section was 2.47 interpreted as high with implication that much as there are some hiccups in the management and control of resources, communication that is management oriented enables managers to team play, and manage their resources to needed levels.

4.2 Level of Local Council Performance in Bwambara Sub County

The second objective of the study was to determine the level Local Council Performance in Bwambara Sub County and the researcher divided the questionnaire guide into four constructs which included; Service Delivery, Performance and Local Council Effectiveness, Resource Accountability and Performance and out put. These constructs were analyzed using tables indictaing means, ranks and interpretation. The total number of questions was 16 and were rated using the scale from 1 – 4 (4 = Strongly Agree, 3 = Agree 2 = Disagree and 1 strongly Disagree). Respondent's responses were analyzed and described using means as shown in table 6.

4.2.1 Service Delivery

In trying to identify the Level of Local council performance in Bwambara Sub County, the study tried to verify the extent of service delivery and the construct was sub-divided into five questions that were discussed as below.

Table 6: Service Delivery

| Items | Means | Ranks | Interpretation |
|---|-------------|-------|----------------|
| The District has over time offered quality services and public goods to the community Bwambara local council | 3.53 | 1 | High |
| Time is critical factor in the council when delivering services and therefore timely services are offered to the community without fail | 2.93 | 2 | High |
| The District has a yearly , monthly calendar which guides performance of officers | 2.68 | 3 | High |
| Managers and officers including myself do not leave offices unattended to. In other words we offer daily services to people without dodging | 2.46 | 4 | High |
| Salary is based on the level of output and performance of every individual | 2.22 | 5 | Low |
| Average mean | 2.73 | | High |

Source: primary data 2013

In terms of service delivery, respondents indicated that, the District has over time offered quality services and public goods to the community. Bwambara local council was ranked first with a mean 3.53 interpreted as high. This argument can be attributed to the respondent's responses in first section of the questionnaire on management skills out put where respondents indicated that there were hospitals and schools available indicating that there is an improvement in service delivery in the local government.

The lowest mean in the study was 2.22 interpreted as low with implication that salary of public servants in the local government is not based on level of output since all public servants nationwide earn monthly salary as long as they qualify with or without output.

4.2.2 Performance and Local Council Effectiveness

The second construct in determining the level of local council management was to establish "Performance and Local Council Effectiveness". The highlights of the construct were analyzed using six questions indicated in the table below.

Table 7: Performance and Local Council Effectiveness

| Items | Means | Ranks | Interpretation |
|--|--------------|--------------|-----------------------|
| I happen to be very active in formulation of LC and District policies and efforts have contributed to service delivery improvement | 2.41 | 1 | High |
| My performance has increased my effectiveness and in return am motivated more by my bosses | 2.36 | 2 | Low |
| I am increasingly becoming committed to my work and this has increased my productivity. | 2.36 | 2 | Low |
| Due to managerial skills the flow of development is visible and justifiable (roads, water and health services) are accessible within the District | 2.25 | 4 | Low |
| Due to elaborative performance, many opportunities have been created for people of Bwambara local council District. | 2.22 | 5 | Low |
| Average mean | 2.32 | | Low |

Source: primary data 2013

In the second construct, the respondent's justification of values was low with only one ranking on performance and local council effectiveness. "I happen to be very active in formulation of LC and District policies and efforts have contributed to service delivery improvement" was ranked first with mean 2.41 interpreted as high meaning that some managers and administrators actively participated in other needed local government ideological areas.

My performance has increased my effectiveness and in return I am motivated more by my bosses and I am increasingly becoming committed to my work and this has increased my productivity were ranked second with mean 2.36 interpreted as low. While the lowest mean was 2.22 on "Due to elaborative performance, many opportunities have been created for people of Bwambara local council District". Interpreted as low with implication that there are either no or less opportunities created for the people of Bwambara .

The average mean of the component was ranked low with a mean 2.32 with implication that on Performance and Local Council Effectiveness there was desired need for improvement and development to enable teams work effectively in service delivery.

4.2.3 Resource Accountability

The third construct of the study was to determine resources accountability in the local government and the findings of the study were analyzed and interpreted as follows.

Construct 8: Resource Accountability

| Items | Means | Ranks | Interpretation |
|---|-------------|-------|----------------|
| All resources especially finances are properly accounted for on individual level | 2.40 | 1 | High |
| Bwambara local council District has a number of resources to account for and budget for. | 2.36 | 2 | Low |
| We try to minimize our budget as much as possible to create a surplus to run the district each financial year | 2.31 | 3 | Low |
| Average mean | 2.36 | | low |

Source: primary data 2013

Uganda's major challenge is on resource accountability and availability; this can also be visible in the respondent's responses in the table above. All resources especially finances are properly accounted for on individual level was the highly ranked variable (2.40) with implications that resources are properly accounted for, however, as compared to the previous means, this mean sound slightly lower implying that there are some basic hesitations of resource accountability in the local government.

Bwambara local council District has a number of resources to account for and budget for, was ranked second with a mean 2.36 interpreted as low. Having read form the scope of the study and knowing that the local government of Bwambara is one of the poorest and newest, in Uganda, the researcher noticed in accordance to the respondent's responses that the district did not have many resources. However, this should not be taken for granted since the rank and interpretation did not suggest Very low. The reason could be un exploitation of the available resources.

4.2.4 Performance and out put

The third construct of the study was to determine the level of performance and out put which was analyzed using a section of three questions and were interpreted as below.

Table 9: Performance and out put

| Items | Means | Ranks | Interpretation |
|--|-------------|-------|----------------|
| What we have done as a team can be accounted for and visible and quantifiable development activities like roads, hygiene , investments etc | 2.40 | 1 | Low |
| Every time we meet, evaluations have revealed that there is high level of out put | 2.36 | 2 | Low |
| Many of our team members need a lot to learn to cope with others (some are unproductive). | 2.31 | 3 | Low |
| Average mean | 2.36 | | Low |

Source: primary data 2013

The last construct on the level of Local government performance was on performance and out put and the scores were all low.

What we have done as a team can be accounted for and visible and quantifiable development activities like roads, hygiene, investments etc was ranked first but with a low mean, Every time we meet evaluations have revealed that there is high level of out put was ranked second and Many of our team members need a lot to learn to cope with others (some are unproductive), had the lowest mean (2.31). The implication of the findings was that Kamberamaido District has an active team that is capable of development of the local government. But are faced with other challenges in service delivery like inadequate of funding, poor policies, less co-ordination & collaboration with the centre.

The average mean of the fourth construct was 2.36 interpreted as low with implication that although the team had a wide range on management, administration and development, their performance and output is not as yet paramount for the development needs of the people of Bwambara Sub County. This also could be because of the various challenges of productivity, inadequate funding and late release of funds.

This construct also indicated that development activities like infrastructure, clean water, hygiene and investments are still on demand.

In comparison of the highest and lowest means of the second objective (Level of Local Government Performance in service delivery), the highest average mean was 2.73 on Service deliver was the lowest was 2.32 on Performance and Local Council Effectiveness.

4.3 Relationship between Level of LC Management and Performance

The third objective of the study was to establish whether there was a relationship between Level of Management Skills and Local Council Performance. The researcher used the method of correlation analysis to establish whether the relationship existed and whether it was significant or not. The results of the analysis are shown in table 10.

Table 10: Relationship between Level ofLCManagement and Performance**(Level of Significance = 0.05)**

| Variable correlated | R-value | p-value | Interpretation | Decision on H ₀ |
|--|---------|---------|--------------------------|----------------------------|
| Level of Management Skills and Local Council Performance | .356 | .000 | Positive and Significant | Rejected |

Source: Primary Data 2013

Using the Pearson correlation coefficient, there is a strong positive correlation coefficient ($r = 0.356$) at 0.05 level of significance. Since ($p \text{ value } 0.000 < 0.05$), the researcher failed to accept the null hypothesis. Research Report that “there is no relationship between Level of Management Skills and Local Council Performance in Bwambara Sub County, there by indicating that there is a relationship between Local Council management and performance. This implies that an improvement in management positively affects service delivery by management while a slight fall in management negatively affects provision of services.

The researcher further regressed the variables, where the explanatory variable (Management Skills) was regressed against the explained variable (Local Council Performance) as shown in table 10, above.

Table11: Regression Analysis between the Level Local Council Management and Performance**(Level of Significance = 0.05)**

| Variable Regressed | Adj. R ² | F – Value | p-value | Interpretation | Decision on H ₀ |
|--|---------------------|-----------|---------|--------------------------|----------------------------|
| Level of Management Skills and Local Council Performance | 0.121 | 20.406 | 0.000 | Positive and Significant | Rejected |
| Coefficients | Beta | T | p-value | Interpretation | Decision on H ₀ |
| Constant | 1.960 | 11.846 | 0.000 | Significant relationship | Rejected |
| Management Skills | 0.301 | 4.583 | 0.000 | Significant relationship | Rejected |

Source: Primary data (2013)

Legend:

$Y (\text{Management skills}) = \text{Constant} + b (\text{Local Council Performance})$

$\text{Local Council Performance} = 1.960 + 0.301 (\text{Management skills})$

The Linear regression results in table 11 indicates that Levels of Management Skills affect Local Council performance ($F=20.406$, $\text{sig} = 0.000 < 0.05$). The results indicate that Level of Management Skills account for 30.1% of the variations in Local Council Performance (Adjusted $R^2 = 0.121$). The coefficients section of this table indicates the extent to which the explanatory variable (Management Skills) explains the explained variable (Local Council Performance) and this is indicated by Beta values (0.301). From table 11, if the explanatory variable increases by one unit it implies that the explained variable increases by 0.960. If the explanatory variable is zero, the explained is 1.301.

The findings in the regression advanced that performance largely depends on management by a fraction of 30.1%. This implies that if management is highly improved, then performance follows suit.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the findings, conclusions, recommendations and suggested areas that need further research following the study objectives.

5.1 Discussion

This study was set to find out the relationship between Level of Management Skills and Local Council Performance. It was guided by three specific objectives, that included determining; i) the level of Management Skills; ii) the level of local council performance ; iii) the relationship between Level of Management Skills and Local Council Performance.

Data analysis using means showed that the overall average of the level of management skills was high (mean = 3.2) interpreted as high. This means the management team in Bwambara Sub County had the needed management skills to serve the people in the district to enable them offers prolonged solution to the problems of the district. The study was analyzed using constructed questions and the lowest in the level of management skills was 2.47 on communication and resources control.

On the level of performance of local council in Bwambara , the study revealed that there was some level of performance in which the overall average mean was 2.48 well as the lowest mean among the constructs was 2.32. Most of the variables in local council performance were interpreted as low in the various constructs implying that there is need for increased performance.

Finally, the findings indicated a positive relationship between Level of Management Skills and Local Council Performance in Bwambara Sub County. This is shown by the fact that the sig. value was less than the maximum sig. value of 0.05 considered in social sciences. This finding agrees with Gill et al (2010) and Dang et al (2010) which state that management coordination highly influences the performance of the staff in an organization at all levels. They agitate for active management which coordinates all levels of management with in the organization.

Regression analysis results indicated that the level of Perpetual conflicts that is not affected by level of management skills (Beta = 1.960) and a unit increase in level of local council performance by 0.301. On the whole the analysis finds out that level of management skills accounts for 30.1% performance of local council in Bwambara .

5.2 Conclusions

From the purpose of the study, the researcher generated the following conclusions;

Strengths

The staff of Bwambara Sub County flashed a well observed response of having management skills acquired from earlier learning in schools, seminars or through experience. This indicated that the staff had the capacity to transform Bwambara 's resource base through social service delivery into real development. The study also proved that resources were accounted for therefore elements of resource miss-management were minimal.

Weaknesses

The study revealed various weaknesses and the most visible one was that the district did not have a lot of resources and this could be the reason as to why the district is ranked among the worst performing ones in various areas of social service delivery especially education and health. The district does not have a lot of income generating activities and therefore in reality contributes very low taxes towards social service delivery within the district hence it is mainly dependent on the central government's conditional & unconditional grants and tax compensation. This is mainly because the district has one of the highest numbers of unemployment in the country yet the agricultural sector has not also done a lot in trying to raise the house hold incomes.

As a weakness, the study also revealed that the administrative team had not done a lot in putting infrastructural development like roads, health centers, schools due to many problems which the researcher did not include in the questionnaire. These included little funds allocated to the district, corruption, poor leadership on the local council levels Lack of political will, instability & natural Disasters which were the districts major development threats.

Testing of the Research Hypothesis

There was a positive relationship between the Level of Management Skills and Local Council Performance in Bwambara . This means that improving management can at a certain level improve on performance of Local Councils.

5.3 Recommendations

From the findings, the researcher recommends the following:

To the Government

The Government of Uganda needs to evaluate the achievements and challenges faced by the local government managers in implementation of programs under Decentralization within a broader perspective as a means to establishing appropriate re-focusing of service delivery, in both Health and Education for optimal benefit to the beneficiary communities.

The Government of Uganda should ensure co-ordination, advocacy, collaboration and networking with the various development partners that include both international, intermediary, local NGOs, the private sector and also increased public/private partnership that offers more alternative and direct delivery of services.

Ensure greater community control financing to enhance ownership hence stability.

Improve on intersectoral co-ordination which will go further to streamline sector performances hence greater out put.

Ensure cost containment and reduction in the duplication of services by other development partners such that other grey areas and hard to reach areas are also centered for.

The central government should play a key role in proper, adequate and timely financing of programs and also overseeing the delivery of services and where possible to use targeting strategies to direct more attention to timely service delivery offer, focusing on effectiveness , accessibility, equitability, interpersonal relations, capacity-building and availability of amenities as the most important dimension for a quality service delivery like affordable Health and education service to all citizens especially the most poor vulnerable category of society.

To the local Government civil service

There is a need for public servants at LC level to improve on accountability that is managerial, financial, personal among others and also ensure responsible use of resources by establishing a clear link between revenue in-flow and provision of the services they finance and also the improvement on the capacity of the local councils to plan, finance and also manage the delivery of services to their constituents. This can be best achieved if councilors at all levels are properly inducted into their roles, trained using CB programs that are sponsored by the central government. Political leaders and Community involvement and networking will go further to enhance political leaders to make more informed decisions.

To the Local Leaders

The local council system has the potential for being a key channel for two way information gathering and dissemination. It could become even more effective with greater use of EIC materials e.g local radios, publications and announcements in churches and public gatherings (WB growing out of poverty 1993).

Information gathering and processing will be essential for institutional learning and cumulative improvements in planning, monitoring and evaluation of programs designed for beneficiary communities. This will go ahead to enhance and ensure sustainability because the beneficiaries will know their roles hence involvement in the planning and implementation of programs. (ownership).

Community leaders should enact by laws that can strongly strengthen the existing laws for example education and Health ordinances that should be supported and implemented by all stakeholders at community level.

To the international community

The international community should setup policies that favor the decentralization policy so that Development trickles down to the masses such that value for money Audit is realized in the end (physical accountability). The international community should ensure coordination, co-operation,

have good will with both Government and NGOs that is when proper and timely implementation shall take place.

Areas for further research

Prospective researchers and even students should be encouraged to research on the following areas:

- a. Accountability and Local Government Performance,
- b. Local leadership coordination and Local council development and
- c. ICT and accountability of local government

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APPENDIX 1 A
TRANSMITTAL LETTER

OFFICE OF THE DEPUTY VICE CHANCELLOR (DVC)

College of Humanities and Social Sciences

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR MR. NINSIIMA WILKINS

REG. NO. BPA/35033/113/DU
TO CONDUCT RESEARCH IN YOUR
AREA

The above mentioned candidate is a bonafide student of Kampala International University Pursuing Bachelors Degree of Public Administration.

He is currently conducting a field research for his Research Report entitled, **Local Council Management and Performance in Social Service Delivery in Bwambara Sub County.**

Your area has been identified as a valuable source of information pertaining to her research project. The purpose of this letter then is to request you to avail her with the pertinent information she may need.

Any data shared with her will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

Mr. Asiimwe David

H.O.D, Development Peace and Conflict Studies. KIU

APPENDIX 1B

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a student of Kampala International University pursuing a degree of Degree in Public Administration of Kampala International University. Part of the requirements for the award is a research Research Report. My study is entitled **Local Council Management and Performance in Social Service Delivery in Bwambara Sub County**.

Within this context, may I request you to participate in this study by answering the questionnaires? Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within five days (5)?

Thank you very much in advance.

Yours faithfully,

Ninsima Wilkins

APPENDIX II
CLEARANCE FROM ETHICS COMMITTEE

Date _____

Candidate's Data

Name NINSIIMA WILKINS

Reg.# BPA/35033/113/14

Course BACHELORS OF PUBLIC ADMINISTRATION

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

- ☐ Physical Safety of Human Subjects
- ☐ Psychological Safety
- ☐ Emotional Security
- ☐ Privacy
- ☐ Written Request for Author of Standardized Instrument
- ☐ Coding of Questionnaires/Anonymity/Confidentiality
- ☐ Permission to Conduct the Study
- ☐ Informed Consent
- ☐ Citations/Authors Recognized

Results of Ethical Review

- ☐ Approved
- ☐ Conditional (to provide the Ethics Committee with corrections)
- ☐ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members _____

APPENDIX III

INFORMED CONSENT

I am giving my consent to be part of the research study of ~~Mr.~~^{Ms.} Ninsima Wilkins that will focus on Local council Management performance in Social service delivery in Bwambara Sub County. I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

APPENDIX IV

FACE SHEET: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Gender (1) Male (2) Female

Age (a) 18 (b) 18-25 (c) 25-35 (d) 35-51 (e) 51 and above

Marital status (please tick) (1) married (2) single (3) divorced (4) separated

(5) Widow/ widower

Educational Qualifications:

(1) Certificate _____

(2) Diploma _____

(3) Bachelors _____

(4) Masters _____

(5) Ph.D. _____

Working Experience

1-3 years _____

3-5 years _____

6 and Above _____

Part one: Questionnaire to determine the level of Management Skills in Bwambara Sub County.

Direction: Please tick your rating basing on this rating table in the table provided below. Use the same rating for each of the questions provided for in the questionnaires.

| Rating | Respondents mode | Description | Interpretation |
|--------|-------------------|--------------------------------|-------------------|
| 4 | Strongly agree | You agree with no doubt at all | Very satisfactory |
| 3 | Agree | You agree with some doubt | Satisfactory |
| 2 | Disagree | You disagree with some doubt | Fair |
| 1 | Strongly disagree | You disagree with no doubt | Poor |

Management skills qualifications

1. I have a management degree with skills in management.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. I have gained management skills through experience.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. We hold management skills training every time there is need to upgrade individual skills basing on technological change and demand.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

1. Managers and administrators are oriented with skills related to management before assuming office.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

Management skills output

1. The more the skills the more the performance of a manager in office. This is visible in Bwambara Local council.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. We have at least seen the development of more schools in our area especially replacing dilapidated building to permanent structures.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. Hospitals have been reconstructed and maintained to improve the health sector in the region.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

4. we now have a well established referral hospital in our region.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. The number of doctors over time have been increased to manifest the existing gap between patients and doctors.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. The Local government has increased entrepreneurship and this has increased employment.

Communication and control of Resources

1. Management skills influence proper communication and coordination between managers and low staff.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. With my management skills I can plan, forecast and write reports basing on my responsibilities and office requirements.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. My team is effective in managing resources due to the skills learnt in different places not necessarily Education.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

4. No body orders any one because every one is their own manager and have extended skills in management.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

5. We have received no complaints from any one what so ever in the community because all of us effectively perform our duties due to our management skills.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

6. I think we all need more management skills to cope with the latest trend of technological advancement to perform well our duties.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

4. We need other skills eg. Communication, accountability other than management skills

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

Part two: Questionnaire to determine the level of Local Council Performance in Bwambara Sub County.

Direction: Please tick your rating basing on this rating table in the table provided below. Use the same rating for each of the questions provided for in the questionnaires.

| Rating | Respondents mode | Description | Interpretation |
|--------|-------------------|--------------------------------|-------------------|
| 4 | Strongly agree | You agree with no doubt at all | Very satisfactory |
| 3 | Agree | You agree with some doubt | Satisfactory |
| 2 | Disagree | You disagree with some doubt | Fair |
| 1 | Strongly disagree | You disagree with no doubt | Poor |

1. The District has over time offered quality services and public goods to the community of Bwambara Local council.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. Time is a critical factor in the council when delivering services and therefore timely services are offered to the community without fail.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. The District has a yearly, monthly calendar which guides performance of officers.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

4. Managers and officers including my self do not leave offices unattended to. In other words we offer daily services to people without dodging.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

5. Salary is based on the level of output and performance of every individual.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

Performance and Local Council Effectiveness

1. Due to elaborative performance, many opportunities have been created for people of Bwambara Local council District.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. Due to managerial skills the flow of development is visible and justifiable (roads water and electricity) are accessible within the District.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. My performance has increased my effectiveness and in return i am motivated more by my bosses.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

4. I am increasingly becoming committed to my work and this has increased my productivity.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

5. I happen to be very active in formulation of LC and District Policies and efforts have contributed to service delivery improvement.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

Resource accountability

1. Bwambara Local council District has a number of resources to account for and budget for.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. All resources especially finances are properly accounted for on Individual level.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. We try to minimize our budget as much as possible to create a surplus to run the District each financial year.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

Performance and output

1. Every time we meet evaluations have revealed that there is high level of out put among members.

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

2. What we have done as a team can be accounted for and visible and quantifiable in to developmental activities like (roads, hygiene, investments ect).

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|

3. Many of our team members need a lot to learn to cope with others (some are unproductive).

| | | | |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
|---|---|---|---|