

**THE IMPACT OF DECENTRALISATION ON SERVICE DELIVERY IN ALEREK  
SUB- COUNTY, ABIM DISTRICT-NORTH EASTERN UGANDA**

**BY**

**OWILLI JIMMY ROLAND**

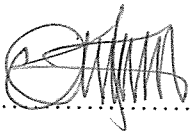
**BDS/41287/133/DU**

**A RESEARCH DISSERTATION SUBMITTED TO THE COLLEGE OF HUMANITIES  
AND SOCIAL SCIENCE IN PARTIAL FULFILMENT OF  
THE AWARD OF THE BACHELOR DEGREE IN  
DEVELOPMENT STUDIES OF KAMPALA  
INTERNATIONAL  
UNIVERSITY**

**SEPTEMBER 2016**

### DECLARATION

I **Owilli Jimmy Roland** hereby declare that this Research report entitled, “**The impact of Decentralisation on service delivery in Alerek Sub-County, Abim District**” is my original work and has never been submitted before by any other person to any institution of higher learning for the award of a diploma or degree.

Sign.  .....

Date. 03/10/2016 .....

**OWILLI JIMMY ROLAND**

**BDS/41287/133/DU**

### APPROVAL

This is to certify that **Owilli Jimmy Roland** has submitted this research report to the Faculty Humanities and social science department of Development studies for Examination purposes with my approval as University Supervisor.

Sign.....

Date.....

**Dr. Ogwel Benard Patrick (PhD)**

**Supervisor**

## **DEDICATION**

I dedicate my research work to my beloved mother Mrs. Awilli Vitorina and my father the later Onyanga John, my beloved sister Mrs. Margret Vick Aila and her husband Mr. Ogwang Benjamin, my brother Okwir Leonard and my sister Auma Jennifer Rose, not forgetting all my nephews and nieces, not forgetting my uncles Debekas, Ignatius, Alex, Santos and my friends Francis Deborah, Opio, Africk, Andy and Richard.

## **ACKNOWLEDGEMENTS**

The production of this research has been as a result of collective support to me by various stakeholders and is worth mentioning them though I cannot mention all. I would like to appreciate the following people:

My immediate research Supervisor Dr. Ogwel Bernard Patrick (PhD) for his generous educative and professional advice and guidance right from start to the end of this report. His advice and guidance has been very tremendous in the production of this research and I highly appreciate. I also do appreciate all other Lecturers in the Department of Development Studies most especially Mr. Muhwezi Ivan for mentoring me.

My sincere gratitude also goes to Mr. Kintu Robert sub-county chief for his continued support to me, Mr. Bill Francis, Mr. Obwoch Santos, Hon Omara Godfrey Debekas district speaker, Mr. Ojum Benson in charge Koya health centre II, and other respondents who participated wholeheartedly in the collection of the data. Thank you all and continue to help others to achieve in the same way.

I should not also forget to appreciate my dear friends Deborah, Opio, Daniel, Jennifer, David, Leonard, Demollo, Justine, Scovia and all my Course mates for the financial and material support they granted to me to help me accomplish this work, Your encouragement and fruitful advice has helped me to achieve this task.

Special recommendation goes to my dear sister Mrs Margret Vick Aila and her lovely husband Mr. Ogwang Benjamin for their Godly heart, love and kindness which made them ensure that I continued with my education to this level, not forgetting my dear parents my mother Mrs. Awilli Vitorina, my Father the late Onyanga John, not forgetting my brother Okwir Leonard and sister Mrs. Jennifer Rose Auma and all my relatives for their support towards my research.

Above all I send my sincere thanks to the Almighty God for His protection, love and kindness that made me reach this far and complete successfully.

***MAY THE MOST GLORIOUS AND GRACIOUS GOD BLESS YOU!***

JIMMY ROLAND OWILLI

BDS/41287/133/DU

## **LIST OF ABBREVIATIONS**

ACDO	Assistant Community Development Officer
AIDS	Acquired Immune Deficiency Syndrome
AEO	Agricultural Extension Officer
CBF	Community Based Facilitators
CCT	Centre Coordinating Tutor
CDO	Community Development Officer
CGs	Central Governments
CIS	Community Information System
DEO	District Education Officer
DSC	District Service Commission
GDP	Gross Domestic Product
HC	Health Centre
IGG	Inspector General of Government
KM	Kilometre
LCs	Local Councils
ADLG	Abim District Local Government
LGs	Local Governments
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MPED	Ministry of Finance, Planning and Economic Development
MOH	Ministry of Health

MoLG	Ministry of Local Government
NAADS	National Agricultural Advisory Services
NARO	National Agricultural Research Organisation
NGOs	Non-Governmental Organisations
NRM	National Resistance Movement
PDC	Parish Development Committees
PTA	Parents and Teachers Association
PMA	Plan for Modernisation of Agriculture
RCs	Resistance Councils
RDCs	Resident District Commissioners
SFG	School Facilitation Grants
SMC	School Management Committees
SSA	Sub Saharan Africa
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UPE:	Universal Primary Education
UPDF	Uganda Peoples' Defence Forces

## TABLE OF CONTENTS

DECLARATION .....	i
APPROVAL.....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENTS .....	iv
LIST OF ABBREVIATIONS .....	v
ABSTRACT .....	x
 <b>CHAPTER ONE: INTRODUCTION</b> .....	 1
1.0 Introduction.....	1
1.1.0 Background to the Study .....	1
1.1.1 Historical Perspective.....	1
1.1.2 Context Perspective.....	1
1.1.3 Theoretical perspective .....	6
1.2 Statement of the Problem .....	6
1.3 General objective of the Study .....	7
1.4 Specific objectives of the Study .....	7
1.5 Research Questions/ Hypothesis .....	7
1.6 Scope of the Study .....	7
1.7 Significance of the Study .....	8
1.8 Conceptual Frame Work showing decentralization on service delivery in Alerek Sub-County Abim District.....	9
 <b>CHAPTER TWO: LITERATURE REVIEW</b> .....	 11
2.0 Introduction.....	11
2.1.0 The theoretical frame work .....	11
2.1.1 Sequential theory of decentralization.....	11
2.2 The Concept and Mechanisms of Decentralization policy.....	11
2.3 Challenges of Decentralization on service delivery .....	15
2.4 Effects of Decentralization on Service Delivery .....	20
 <b>CHAPTER THREE: METHODOLOGY</b> .....	 25
3.0 Introduction.....	25



3.1 Research Design.....	25
3.3.2 Area of Study .....	25
3.3.1 Study Population .....	25
3.3.2 Sample.....	26
3.3.3 Sampling Procedures /Strategies.....	26
3.4 Instruments of Data Collection. ....	26
3.5.1 Procedure for Data Collection.....	26
3.5.2 Data analysis and processing .....	27
3.5.3 Data presentation.....	27
3.6 Limitations. ....	27
<b>CHAPTER FOUR: PRESENTATION, DISCUSSION, AND DATA ANALYSIS.....</b>	<b>28</b>
4.0 Introduction.....	28
4.1 Challenges of decentralisation on service delivery.....	37
4.2 Effects of decentralisation on service delivery .....	43
4.5 Effects of Decentralization on service delivery. ....	44
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>51</b>
5.0 Introduction.....	51
5.1 Summary of the findings.....	51
5.2 Conclusion .....	52
5.2 Recommendations.....	52
5.3 Areas for further research.....	55
REFERENCES.....	56
APPENDICES .....	59
Appendix I: Questionnaire for Health Workers .....	59
Appendix II: Questionnaire for Sub- County Administrators .....	62
Appendix III: Questionnaire for Education Department.....	66
Appendix IV: Questionnaire for Extension Workers (Agriculture).....	70
Appendix V: Copy of letter for research study .....	74

## **List of tables**

Table 1: Distribution of Respondents in the Study .....	28
Table 2: Responses on the perception of Decentralisation .....	32
Table 3: Mechanisms of Decentralisation in Alerek Sub- County. ....	33
Table 4: Response on whether Decentralisation is practiced in the health sector .....	35
Table 5 :General views of Stakeholders on the Mechanisms of Decentralization in Various sectors.....	36
Table 6: General Responses on Challenges of Decentralization on Service Delivery .....	38
Table 7: Responses on whether decentralization has improved service delivery .....	44
Table 8: General Effects of Decentralization on Service delivery in various Sectors .....	44

## **ABSTRACT**

This research study titled “Impact of Decentralisation on service delivery to the community”, was carried out in Alerek Sub- County Abim district in Uganda, which has five Parishes that is to say, Koya, Wiela, Otumpili, Loyorait, and Olem Parish a sub county found in Abim district, the main purpose of the study was to examine the impact of decentralisation on service delivery in Alerek Sub- County, Abim district, The data was obtained through observation, interviews, and questionnaires as research instrument and has been presented quantitatively and qualitatively in table form, analysed by percentages and interpretation, a total of 60 Respondents were involved and selected from various departments within Alerek Sub- County. For objective one the findings on the concept/mechanism of decentralisation was involving local participation in the management of resources and politics; transfer of administrative, financial and planning from central authority to the local government at the grass root level; the study also found out the main effect of decentralisation being social participation. Easy access has been made in the social services like roads, schools, medical facilities and markets, the findings also revealed that community faces the challenges of corruption by the Local government officials, incompetence of some staffs, work load given to the staff at the local level. In light of the above discoveries, it was therefore recommended that there should be effective implementation of decentralisation policy, for example, consultation on the eligibility of the area to be decentralised if really it has the potentiality of implementation of decentralisation policy; increase in the treasury of the respective districts from the national budget in order to make them capable of running their programmes these recommendation provide a ground for further and detailed investigations, in a bid to provide better corrective measures, the study suggested Decentralization and good governance as area for further research.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction.**

This chapter is comprising of the background of the study, statement of the problem, general objective, specific objectives, research questions/ hypothesis, scope of the study, significance of the study, definition of terms and summary.

#### **1.1.0 Background to the Study**

##### **1.1.1 Historical Perspective**

Decentralisation is the transfer of administrative and political powers from central to regional or sub-national governments. Decentralisation is a long time practice in Africa. However, it became more pronounced in the 1980s and 1990s when it featured as one of the World Bank's structural criteria. Decentralisation programmes in Africa followed the recommendations of the World Bank for developing countries to devolve political and administrative powers to local and autonomous levels. The reason for this focus is that most of the social services such as health, education, water and sanitation that are a responsibility of government are systematically failing. The adjustment programme, therefore, had improved and more efficient distribution of goods and services as its prime target. In addition, the recommendation was made on the basis that decentralisation would quicken decision-making processes and increase participation by the local people. This would result in decisions better tailored to people's needs and reduced corruption and clientelism, which went along with centralised government. Proponents of decentralisation argue that the ills of centralised government include corruption, clientelism and political alienation and that these can be cured by decentralisation of power from central government to sub-national governments Mpuga (2005):

##### **1.1.2 Context Perspective**

The motivation for decentralisation varies from country to country and from region to region. In Eastern Europe and the former Soviet Union, it was part of political transformation from centralised government where few participated in decision-making to a decentralised system where many could participate in the decision-making process. In Sri Lanka and South Africa it was a response to ethnic and regional conflicts. It is argued that decentralisation provides an

institutional mechanism for bringing divided groups into a formal, rule-bound bargaining process  
Green (2008)

The first step in Uganda's decentralization process was the enactment of the 1987 Resistance Council/Committee's (RC's) Statute 9, which legalized RCs and gave them powers in their areas of jurisdiction at the local level. Thereafter, the government embarked on an effective implementation program of decentralization with the enactment of the 1993 Resistance Council Statute (Lubanga 1996). The decentralization policy was later enshrined in Uganda's constitution in 1995 and was legalized by the Local Government Act of 1997, which established local councils at the district (LCV), municipal (LCIV), and sub-county / division/town council (LCIII) levels as corporate bodies of local governments. The act devolved to these Councils far-reaching powers and responsibilities in such areas as finance, legislation, politics, planning, and personnel matters. The devolution of powers, functions, and responsibilities to local governments was intended to achieve the following objectives:

Transfer real power to the districts, thereby reducing the workload of the remote and under resourced central government officials;

Bring political and administrative control over services to the point that they can actually be delivered, thereby improving accountability and effectiveness and promoting people's ownership of programs and projects executed in their districts;

Free local managers from central government constraints and, as a long-term goal, allow them to develop organizational structures tailored to local circumstances;

Improve financial accountability and responsibility by establishing a clear link between payment of taxes and provision of services they finance; and

Improve the capacity of local councils to plan, finance, and manage the delivery of services to their constituents. (Asiimwe 1989)

Hence, decentralization in Uganda is based on three interlinked aspects: (1) political and legislative empowerment of the people, (2) fiscal devolution, and (3) control of the administrative machinery by the local councils Lubanga (1996).

Decentralisation thus serves as a path to national unity. In Uganda, Chile and Cote D'Ivoire, it was carried out for improving service delivery (Shah and Theresa 2004). In Uganda, the Local Government Act (1997), a central part of the decentralisation policy, stipulates that most central government powers and responsibilities for public services planning and delivery should be devolved to local governments.

Decentralisation of governance is one of the most ambitious reforms undertaken by Uganda since its independence in 1962. It is held to be among the most far reaching local governance reforms in the developing world. According to decentralisation indices prepared by Ndegwa<sup>1</sup>, Uganda captures the top spot (next only to South Africa) as a highly decentralised country in Africa. Uganda's desire for decentralised governance structure has emanated from its tumultuous past of civil war and brutal dictatorship under Idi Amin (1971-1979) and Obote II (1981-1986). It finally embraced decentralisation in 1986 under the leadership of H.E. Yoweri Museveni Kaguta who, through the National Resistance Movement (NRM), galvanised local support for participatory local democracy. On his accession into power, he formalized the channels of NRM in order to promote local participation and established a unique 'no- party-system' (Azfar et al. 2007; Francis and James, 2003).

Uganda promoted decentralisation with the objective of empowering its nationals to participate in the process of development to improve their livelihood. This objective is fundamentally geared towards reducing poverty and enhancing inclusiveness (Bitarabehe, 2008). The legislative framework of decentralisation is provided by the Local Government Statute of 1993. This law facilitated administrative and financial decentralisation, which was soon followed by another act that enabled human resources decentralisation. The enactment of the Local Government Act, 1997 provided the way for further decentralisation. The 2001 amendment to the 1997 Act extensively empowered elected local governments in Uganda.

According to Mutizwa- Manginza & Conyers, 1996, Hillebrand, (1996), one of the often mentioned critiques of decentralisation is that more often than not, governments do not make decisions to decentralise on the basis of the democratic potentials but rather as a result of an attempt to deepen the government's hegemony. It is argued for instance, that in Uganda,

decentralisation has been adopted as a mechanism to improve service delivery, which in turn is hoped to increase people's support for the National Resistance Movement (NRM) government, and subsequently keep it in power (Saito, 2001). The other primary impetus for decentralisation in current literature has been seen to relate to political conditionality attached to AID by donors (Doornbos, 1999). Goetz, for instance, asserts that:

Decentralisation is one of the cornerstones of the contemporary good governance agenda. Policy reform therefore, has targeted the public sector for radical surgery and along with sharp reductions in the extent of government action in the economy has come support for programmes which decentralise government to local levels and devolve responsibility for service delivery and local planning as well (2000:3).

According to Bardhan and Mookherjee (2006), the trend towards greater decentralization has been motivated by disappointment with previous centralized modes of governance, due to a perception that monolithic government breeds high levels of rent-seeking corruption and lack of accountability of government officials. Empirical studies and theoretical analysis by Bardhan and Mookherjee (1999, 2000) have led to no uniform or general conclusion about the relative vulnerability of different levels of government to special interest capture. This work contrasts the approach of Seabright (1996), who asserted that accountability is invariably higher at the local level.

In a largely qualitative study of Uganda's decentralization experience, Scott-Her ridge (2002) was optimistic. He noted that the lessons from decentralization in Uganda hold out the prospect for improved governance and better service delivery and that these lessons can be applied throughout the Third World to bring sustainable improvements to peoples' lives. Although optimistic, however, the researcher cautioned that though decentralization has potential advantages, there are serious challenges faced, and it has to some extent failed due to the following:

Low financial resource base due to limited sources of local tax revenue and overdependence on grants from the central government. This challenge is of major importance because all activities performed by local governments (LGs) require adequate financial resources. The imperativeness

of adequate financial and staff resources was also recognized by the World Bank's World Development Report (1999, 117). For Uganda, in the process of introducing the decentralized system of governance, the political and administrative aspects moved faster than the fiscal decentralization. A study by Green (2008), which examines the reasons for district creation in Uganda, makes a qualitative case that cites patronage as the most plausible reason for district creation. Green's analysis also runs several logistic regressions and examines election data to strengthen the case for patronage. One of Green's conclusions is that decentralized services were not matched with adequate financial resources for LGs to deliver services effectively.

LGs like Abim District and Alerek Sub- County in particular also depend heavily on subventions from the central government. This dependence of LGs on funding from the central government increased when the graduated tax, which contributed 80 percent of the local revenue, was abolished in 2005 (Green 2008). According to Onyach-Oloo (2007), central government transfers to LGs account for 30 to 37 percent of the national budget and constitute about 95 percent of LG revenue. Central government grants are by and large earmarked for the services for which they are given. Only a slight degree of flexibility is permissible with restrictions. There are three main forms of grants from the central to the local government: Conditional grant, unconditional grant and equalisation grant.

There is general agreement that the problem of inadequate capacity in Uganda's local government continues to exist. The problems highlighted by De Muro, Salvatici, and Conforti (1998) as affecting many sub-Saharan African countries also exist in Uganda in general and Alerek Sub- County in particular. These problems include shortages of qualified and experienced staff to deliver public services and a lack of training opportunities to develop professional and technical expertise. The problems noted by the study as constraining staff recruitment and retention in the LG include, among others, low pay and salary payment delays, which, in turn, lead to low staff morale. In Uganda, the staffing problem is exacerbated by a shortage of equipment and materials.

There is also mismanagement of public resources especially among the political leaders and civil servants at the local level. This has been witnessed by recurrent corruption scandals yearly



among staff in Alerek Sub-County mostly in the areas of awarding tenders and contracts for NAADS where these have been given to relatives and friends. It is for this reasons that several of them have been tried in the courts of law while others interdicted from the service like for example the Sub-County Chief.

Basing on the above background therefore, the researcher intends to find out the impact of decentralisation on the service delivery in Alerek Sub-County, Abim district, Northern Eastern Uganda.

### **1.1.3 Theoretical perspective**

There is a view that decentralization brings tangible benefits to the developing world, increasing material welfare and reducing the alienation of traditional societies when faced with centralized and modernizing bureaucracies. In theory, this is plausible, but in practice decentralization seldom lives up to its promises. Only strong states are in a position to cede a realistic range of powers. 'Successful' decentralization often takes place in conscious opposition to the state, and for that reason it is likely to be short-lived. The delivery of basic needs has not improved, nor has there been any significant increase in popular participation. The conclusion according to this theory emphasizes the need to view decentralization in its social and political context. Proper account needs to be taken of the interests that dominate the political process in a highly stratified society.

### **1.2 Statement of the Problem**

The designers of the decentralization policy in Uganda hoped that when implemented properly, it would reduce the workload, create political and administrative accountability, promote responsiveness, and in the long run develop organizational structures tailored to local circumstances in which the payment of taxes could be linked to the provision of services. In this way, it is intended that decentralization will contribute to good service delivery, more effective development, and good governance.

The problem however, is that despite these well intentioned goals, the theory is contrary to the practice since decentralization in Uganda is characterized by several contradictions in the way of challenges related to Human Resource Management, Procurement, Financial Management, and

the Commercialization of the elections process which involves the use of money to bribe voters and thereby greatly undermining the effective service delivery.

As a result, Decentralisation in Alerek Sub- County in particular and Uganda in general has not necessarily provided the best service delivery. These contradictions have negative implications for development and this study seeks to investigate why Decentralisation has not necessarily led to effective service delivery in the Ugandan context drawing case studies from the eight parishes of koya, wilela, otumpili, kulodwong, loyoroit and other service sectors of Administration, Agriculture, Education and Health.

### **1.3 General objective of the Study**

To examine the impact of decentralisation on service delivery in Alerek Sub- County, Abim district

### **1.4 Specific objectives of the Study**

To find out the Concept and Mechanisms of decentralisation policy on Service Delivery

To examine the challenges of decentralisation on service delivery and way forward.

To analyse the effects of decentralisation on service delivery to the community of Alerek Sub- County.

### **1.5 Research Questions/ Hypothesis**

What are the Concepts and Mechanisms of decentralisation policy on Service Delivery?

What are the challenges of decentralisation on service delivery and way forward?

What impacts does decentralisation have on service delivery to the community of Alerek Sub- County?

### **1.6 Scope of the Study**

This study was carried out in Alerek Sub- County which is one of the five Sub- counties of Abim district. It is bordered by Abim Sub- County from the south and from North Kotido District, Morulem Sub County in the east and Agago District in the west. It is one of the rapidly growing sub- counties in the district as it has a very big market in the name of Otumpili market, which

attracts people from the neighbouring districts of Kotido, Amuria, Lira and Agago and it lies along Lira-Kotido high way. It is also one of the sub-counties implementing decentralisation policy in Uganda as being part of the main Abim district Local Government, and this is what prompted the researcher to carry out his investigation in this area.

### **1.7 Significance of the Study**

The research findings were aimed at assisting the following stakeholders;

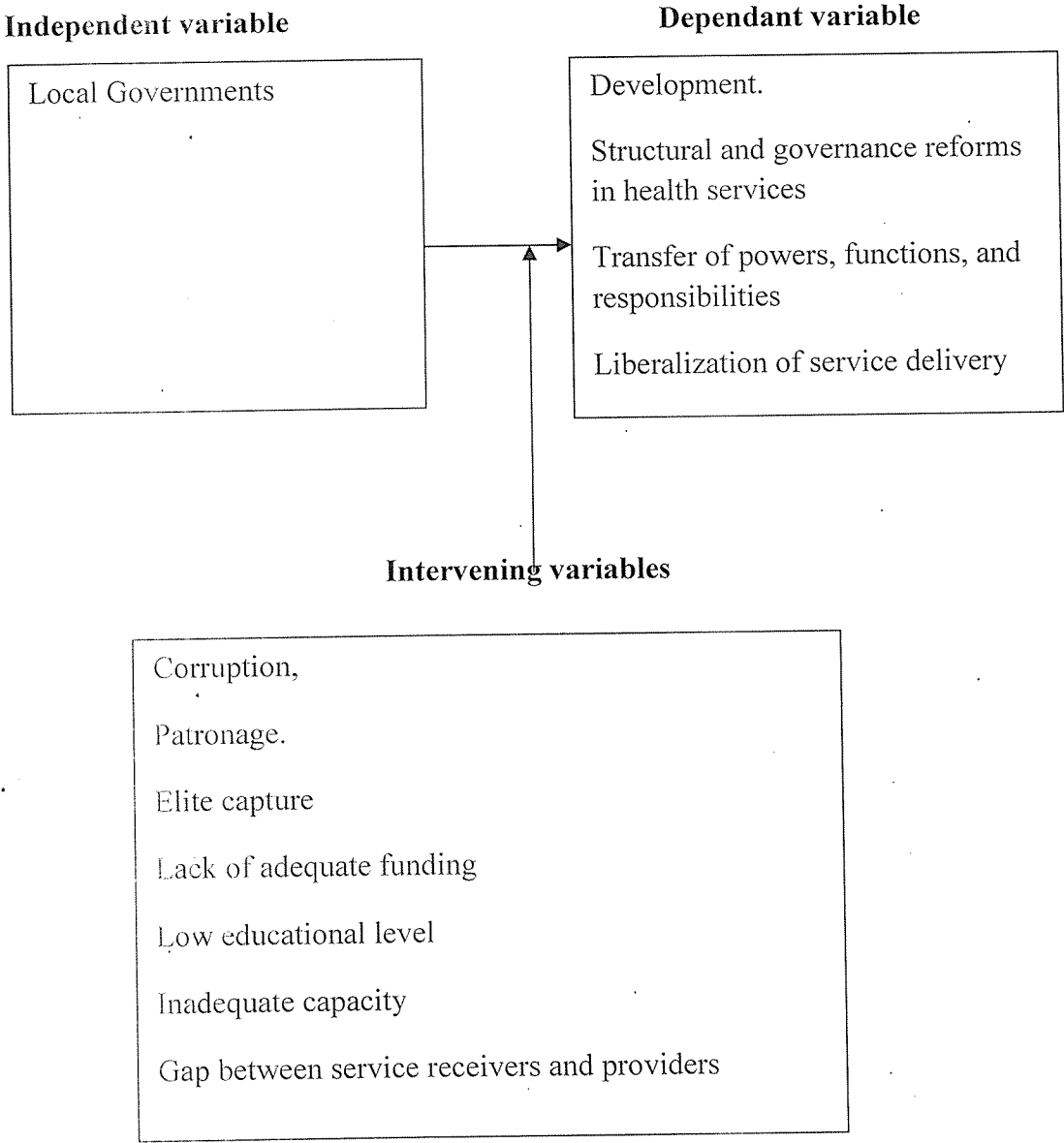
Sub-county/district administration and political leaders to be equipped with the policies of decentralisation so as to effectively manage the resources at the lower local government level for proper development of the sub-county/district.

It also helped the community of Alerek Sub- County at the grass root level to internalise the concept of decentralisation and be an active participants in community projects and ensure that resources that are meant for Alerek Sub- County reach without being diverted.

It will also enable Policy makers both in the central and local governments to address the challenges in the implementation of decentralisation policy in Alerek Sub- County in particular and Uganda in general and as well use it for corrective measures.

This research will also help other researchers who may be willing to do research in related disciplines like social sciences, economics, and public administration among others by consulting the literature that has been used by the researcher.

1.8 Conceptual Frame Work showing decentralization on service delivery in Alerek Sub-County Abim District.



Source: primary data 2016

Form the figure above it give the over view of the variable in the research which are the independent variable entailing that is local government, the dependent variable which depends on the independent variable to exists which are Development, Structural and governance reforms in health services, Transfer of powers, functions, and responsibilities and Liberalization of service delivery and well as the intervening variable that may hinder the attainment of the dependent variable which are Corruption, Patronage. Elite capture, Lack of adequate funding, Low educational level, Inadequate capacity and the Gap between service receivers and providers

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

As the saying goes “no man is an island of himself”, this study was definitely supplemented with studies done by other scholars and they are hereby reviewed below;

#### **2.1.0 The theoretical frame work**

##### **2.1.1 Sequential theory of decentralization**

Propose a sequential theory of decentralization that has three main characteristics:

It defines decentralization as a process, it takes into account the territorial interests of bargaining actors; and by incorporating policy feedback effects, it provides a dynamic account of institutional evolution. Decentralization as a Process As defined here, decentralization is a process. It is a set of policy reforms aimed at transferring responsibilities, resources, or authority from higher to lower levels of government. The concept is not used as an adjective to qualify a given political or fiscal system. Decentralization is a set of state reforms. As such, decentralization does not include transfers of authority to non-state actors (as in the case of privatization reforms) Faguet, (2000)

#### **2.2 The Concept and Mechanisms of Decentralization policy**

Uganda is one of the several countries around the world, pursuing the policy of decentralization as one pillar of public sector reform. Accordingly, the policy was designed to devolve powers and responsibilities for administration, planning and finance to the local levels where people can also participate in the decision making of their respective areas.

According to Conning and Kevane (1999); Jimenez and Sawada (1999); Mookherjee (2001); World Bank (2000) Decentralization is the transfer of the authority over administering redistribution of programs to local communities. These initiatives have transferred responsibility of procurement, selection of local projects, and identification of beneficiaries from central ministries to local governments or community representatives. Such experiments were first

introduced in the 1980s in several countries, including Armenia, Albania, Bosnia-Herzegovina, Brazil, China, El Salvador, Georgia, India, Mexico, South Africa, and Uganda. The presumed argument in favour of decentralizing delivery systems is that local governments will be subject to electoral pressures from local citizens, who are able to monitor delivery better than a distant central authority. The researcher agrees with these scholars because with decentralization, the local communities have been given the mandate to elect their leaders. These leaders are from the local jurisdiction and they are accountable to the local communities.

Oloka-Onyango (Huripec Kampala 2007) Defines decentralization as the devolution of powers in terms of public authority, resources, and personnel from the central government to sub-national levels, decentralization can take different forms. In some cases, decentralization may denote the transfer of such power from the central government to a province or state, as in the case of federal systems, or could refer to the transfer of such powers to lower levels of government within a unitary system. For the rather obvious reason that Uganda has a unitary system of government, this paper will focus on decentralization in a unitary system and particularly where powers are devolved from the central government to the lower-level local government. In Uganda's case, the analysis focuses on the devolution of powers from the central government to the district and the lower-level local governments, which include the municipality, division/ sub-county and parish. The researcher concur with this concept of decentralization because in AlerekSub- County, there are further lower- level governance such as parishes and villages which are signs of devolution of powers.

Green (2008) as well asserts that Decentralization have historically included the promotion of accountability, transparency, efficiency in governance and service delivery, and the empowerment of the masses from grass-root levels through the promotion of the participation of individuals and communities in their governance. Decentralization is therefore, generally viewed as an effective mechanism of extending and deepening the democratization process to the grass-roots in order to promote people's-based development in the context of a high regard for human rights. The researcher supports this statement by Green because in making plans for the financial year at the Sub- County level, it starts first from the village level, to the parish and then to the Sub- County which will then be presented to the district and finally to the central government.

This promotes participation of individuals and communities in decentralization hence accountability and transparency as asserted by Green.

Decentralization is a term that appeals to a number of actors even those with divergent views on other issues. Indeed as according to Manor, "decentralization has quietly become a fashion of our time" (1999:1). It tends to mobilize sentiments around local democracy, people's participation and rural development expected to bring about effective and efficient service delivery. However, within the seemingly global consensus there are those who look at decentralization as a smokescreen, geared at concealing fundamental disparities and inadequacies. It is argued for instance, that in Uganda, decentralization has been adopted as a mechanism to improve service delivery, which in turn is hoped to increase people's support for the National Resistance Movement (NRM) government, and subsequently keep it in power (Saito, 2001). The other primary impetus for decentralization in current literature has been seen to relate to political conditionality attached to Aid by donors as Doornbos, (1999) observes. This view of Saito is actually true as this is being evidenced by the deployment of the UPDF officers to monitor and control NAADS programme and in most cases, the beneficiaries of many government programmes are NRM supporters

According to Bardhan and Mookherjee (2006), the trend toward greater decentralization has been motivated by disenchantment with previous centralized modes of governance, due in part to a perception that monolithic government breeds high levels of rent-seeking corruption and lack of accountability of government officials. Empirical studies and theoretical analysis by Bardhan and Mookherjee (1999, 2000) have led to no uniform or general conclusion about the relative vulnerability of different levels of government to special interest capture. This work contrasts the approach of Seabright (1996), who asserted that accountability is invariably higher at the local level. Similarly, the researcher also shares the same understanding about decentralization with these scholars. However, much as decentralization has tried to reduce corruption, many cases of corruption has been reported at the lower levels of government leading to the interdiction and arrest of some government officials.



The first step in Uganda's decentralization process was the enactment of the 1987 Resistance Council/Committee's (RC's) Statute 9, which legalized RCs and gave them powers in their areas of jurisdiction at the local level (Asiimwe 1989). Thereafter, the government embarked on an effective implementation program of decentralization with the enactment of the 1993 Resistance Council Statute (Lubanga 1996). The decentralization policy was later enshrined in Uganda's constitution in 1995 and was legalized by the Local Government Act of 1997, which established local councils at the district (LCV), municipal (LCIV), and sub county / division / town council (LCIII) levels as corporate bodies of local government. The researcher totally agree with this process of decentralization as this is seen in all the districts of Uganda.

The act devolved to these council's far-reaching powers and responsibilities in such areas as finance, legislation, politics, planning, and personnel matters. The devolution of powers, functions, and responsibilities to local governments was intended to achieve the following objectives: Transfer real power to the districts, thereby reducing the workload of the remote and under resourced central government officials; Bring political and administrative control over services to the point that they can actually be delivered, thereby improving accountability and effectiveness and promoting people's ownership of programs and projects executed in their districts; Free local managers from central government constraints and, as a long-term goal, allow them to develop organizational structures tailored to local circumstances; Improve financial accountability and responsibility by establishing a clear link between payment of taxes and provision of services they finance; and Improve the capacity of local councils to plan, finance, and manage the delivery of services to their constituents. (Asiimwe, 1989). Hence, decentralization in Uganda is based on three interlinked aspects: (1) political and legislative empowerment of the people, (2) fiscal devolution, and (3) control of the administrative machinery by the local councils. This is in agreement with the researcher's view because decentralization cannot work well without the inter-link of these aspects.

The current decentralization reform was officially launched in October 1992 through presidential policy statement. It was first enshrined in the Local Government (Resistance Councils) Statute of 1993 and later in the Constitution of 1995 and the Local Governments Act of 1997. The local government system is formed by a five-tier pyramidal structure, which consists of the village

(LC1), parish (LC2), sub-county (LC3), county (LC4), and district(LC5) in rural areas, and the village (LC1), ward or parish (LC2), municipal division, town, or city division (LC3), municipality (LC4), and city (LC5) in urban areas. The district and the city are the highest local government levels, while the sub-county, municipality, municipal division, town, and city division are referred to as lower local government levels.

### **2.3 Challenges of Decentralization on service delivery**

The fact that the principles of decentralization are not yet fully comprehended bears the risk “for the process of decentralization to degenerate into a scramble for local influence and local power” (MoLG, 2004: 4). Francis and James (2003: 336) note that under the conditions on the ground “those with vested interests are capable of turning the institutions and opportunities created through decentralization to their own advantage.” Essentially, this implies that there is wide scope for corruption, patronage, clientelism, and elite capture. But caution must prevail here. Knowledge about the incidence of these practices is restricted by their sensitive nature, and general conclusions should not be drawn from single cases. The researcher also shares the same view with these scholars (Francis and James) because in many cases, programmes which are meant for the poor are instead being benefited by the well to do who were not the primary target of the projects.

It is sometimes believed that decentralization has led to a mere dispersion of corruption, “redefining the character of corrupt relationships from those controlled by the Centre to those controlled by district-level officials” (Watt et al., 1999: 48). However, contentions that corruption is higher at the local level may be influenced by perception distortions since local corruption may simply be more visible (Martinez-Vazquez et al., 2004). Even though it is hard, if not impossible, to tell whether there is more or less corruption today, decentralization is likely to have increased the number of people with access to public resources. But it is equally likely to have decreased the amounts used for private gain. Quantitative evidence on the incidence of corruption is very hard to find but the Second National Integrity Survey analyzed by Deininger and Mpuga (2005) and the NSDS provide some insights into the situation of (perceived) corruption at the local level. This findings by Martinez- Vazquez is true according to the researcher because decentralization involves so many stakeholders starting from the bottom to

the top which increases the number of people with access to public resources thus promoting corruption at whatever level these resources pass through.

Despite the few identified examples of successful service delivery in Uganda resulting from decentralization, there still remains a gap between service provision and local needs. This gap is created by lack of adequate funding at the local level, and is largely reflected in the education and health sectors. In the education sector, since the inception of the Universal Primary Education (UPE) programme in 1997, there have been a growing number of enrolled children in schools. This increase, however, has not been met by corresponding increase in both infrastructure and staffing. As a result, overcrowding and low staffing remain major challenges that hinder proper implementation of the programme in some districts. With the introduction of universal primary education in 1996, school enrolment rose from 3.6 million students to 6.9 million between 1996 and 2001 (UNDP 2004). Yet this near-doubling in school enrolment was not matched by staff recruitment owing to lack of adequate finance from central government and local sources. Most financial allocations to local governments are either put to non-education expenditures or do not reach their final destination. The researcher concurs with this report of UNDP because there still many primary schools especially in Northern Uganda where pupils are still studying under trees due to increased enrollment.

In health, provision of medical care and services has fallen far short of local needs through lack of finances. A survey of health services conducted in 1996 found that the most common problem facing the health sector was that no drugs were being provided to patients. This was because most of the grants transferred to districts for health had been used for salaries (Nsibambi 1998:58). In addition, the lower tiers of government lacked the ability to manage public finances and maintain proper accounting procedures. Spending on primary healthcare halved, from 33 - 16%, during decentralization (Akin, Hutchinson and Strumpf 2001) observes. The researcher agrees with this health survey report services because it's not surprising to be told to go and purchase drugs private clinics by the Medical personnel in Government hospitals which is an indication that there are inadequate drugs in public hospitals.

Besides, there are irregularities in local tenders and recruitment of civil servants (MFPED, 2002; Francis and James, 2003), which must be considered to be a mixture of corruption and clientelism. While tenders are supposed to be granted by the district tender boards on the basis of a point system taking into account such objective criteria as price, experience and record of tax payments, a letter of recommendation from a councilor seems to be an at least equally important pre-requisite. Successful tenderers are often friends or relatives of the politicians, or proxy companies operating on their own behalf. Irregularities in recruitment procedures occur, as many local governments appoint staff as “sons and daughters of the soil” (MoLG, 2004: 5). As Murembe et al. (2005) note, recruitment at the district level is rather a matter of know-who than of know-how. Councilors are said to exert pressure on the District Service Commissions to favor local applicants for administrative positions over candidates from other parts of the country since the first are likely to be more malleable and easily enmeshed in local structures of patronage (Francis and James, 2003). The researcher also agrees with both scholars (Francis and James) because most recruitment which are done by the District Service Commission (DSC) tend to favor mostly the sons and daughters of the soil. A good case in point is what happened in Abim district when they were recruiting the District Director of Health Services (DDHS) where a doctor who has been acting was thrown out simply because she comes from another district and yet she had the required qualifications and experience more than the person who was given the job. In fact even women started demonstrating before the results were released by the District Service Commissions demanding that the job should be given to the son of the soil. On the issue of tender, it’s mostly divided among politicians and some top civil servants at the district level or it’s given to their friends and relatives. However, the researcher to some extent does not agree with these scholars on the issue of recruitment by the District Service Commission because in Abim district where the researcher comes from, not all employees are sons and daughters of the soil nor were they recruited on the basis of know- who as evidenced by the present of many people from different parts of the country especially in the Education and Health sectors,

With regard to political structures, a problem consists in the partly low educational level of councilors who often turn out to have completed less school years than civil servants. This is not particularly surprising since councilors are elected and not recruited based on their educational qualifications. However, it provides scope for differences and conflict between the

administrative and political wings of local governments. in particular as civil servants receive lower wages and allowances (Foster and Mijumbi, 2002; Francis and James, 2003). In other words, the proper functioning appears to depend heavily on the capacity, motivation and cooperation of the individuals in leading positions, particularly the council chairperson and the chief administrative officer. Due to the clash between these two functionaries in the visited sample district, council meetings were not so much dedicated to development or poverty related issues but rather to arguments about the distribution of power. The researcher supports this statement by Foster and Mijumbi because it's due the conflict between the civil servants and politicians that Abim district for example has been changing Chief Administrative Officers almost yearly with exception of the current one who has now stayed for three years probably because he is dancing to the tunes of the politicians.

Oloka-Onyango (Huripec Kampala 2007) also observes that the politicisation of the decentralisation process, which is another factor that could explain Uganda's rather paradoxical situation. The original purpose for the creation of resistance (local) councils having been rendered obsolete, the NRM government has skilfully but successfully been able to use the decentralised system for quite another purpose which has only served to weaken local governance further. Under the Constitution, new districts could be created on the basis of the necessity for effective administration and the need to bring services closer to people. Other considerations that ought to be taken into account in the creation of new districts include the means of communication, geographical features, the density of the population, economic viability, and the wishes of the people concerned. Evidently, all of the grounds required for the creation of new districts lack specificity and can quite easily be exploited, as indeed has been the case. The NRM government has tended to use the creation of districts both as a reward for its supporters and as a condition for support in areas where it has historically not enjoyed popular support. This politicisation of the decentralisation process has greatly undermined its performance. From only 38 districts in 1986 when NRM rose to power, Uganda now boasts of 112 districts and more are yet to be created. This observation by Oloka-Onyango is true according to the researcher because it's for this reason of creating many districts that has made NRM government to gain popularity in many parts of the country especially Northern Uganda much as it has also helped to bring services nearer to the people.

Steiner (GIGA Hamburg 2006) further notes that by using the creation of districts as a reward for political support, the government has been steadily increasing its expenditure portfolio without necessarily balancing it with increased GDP, which has naturally affected the local governments' ability to improve on service delivery due to their limited funding. The local government system envisages a financial partnership with the central government in the sense that while the central government remains duty bound to fund national programmes through the local government, the local government too was expected to raise local revenue for the purpose of funding its budget. With limited funding and no reliable source of local revenue, the local governments have been reduced to mere agents of the centre. It is important to note that the government has been notorious in undermining the fiscal autonomy of local governments. For instance, originally the major source of revenue for local governments was graduated tax, which, for clearly political reasons, was abolished just before the 2006 elections. This created increased dependence of local governments on the central government, with the obvious effect of undermining the local governments' capacity to plan and perform effectively.

There is general agreement that the problem of inadequate capacity in Uganda's local government continues to exist. The problems highlighted by De Muro, Salvatici, and Conforti (1998) as affecting many sub-Saharan African countries also exist in Uganda. These problems include shortages of qualified and experienced staff to deliver public services and a lack of training opportunities to develop professional and technical expertise. The problems noted by the study as constraining staff recruitment and retention in the LG include, among others, low pay and salary payment delays, which, in turn, lead to low staff morale. In Uganda, the staffing problem is made worse by a shortage of equipment and materials. A study by Azfar et al. (2000) that used a combination of analytical tools, including regression analysis and an innovative adjustability index, found that only 17 percent of health facility respondents reported that all their employees had the necessary equipment and resources to do their jobs well.

The central government is, however, making efforts to increase the capacity of local governments through training of administrative and support staff. The decentralization secretariat also runs sensitization courses for new council chairs and councillors. A related problem is the

insufficient capacity of training institutions in Uganda to train qualified staff, despite a recent growth in private universities. Having a sufficient professional and well-trained staff is essential for LGs to realize their potential for serving their communities. However, LGs in Uganda continue to operate at less than the acceptable minimal personnel structures, in some instances as low as 9 percent of the approved personnel structure (Onyach-Olaa 2007) asserts. Much as the researcher may share a similar view of low payments and delay in salaries with these scholars, he however, does not agree with them on the issue of the problem of qualified and experienced staff as it is being witnessed by the present of brain drain in the country.

Another challenge of decentralization to improved service delivery is the perception gap between service receivers and providers about the benefits of the policy. According to Saito (1999), on one hand, the public service officials perceive that decentralization improves control and the mobilization of resources, and on the other, the service receivers perceive that services have not improved in recent years. This, according to the researcher is true because different people have different interpretations and understanding about decentralization.

## **2.4 Effects of Decentralization on Service Delivery**

Decentralization of social services, including education, health, agricultural advisory services, and rural infrastructure (rural roads, water, electricity, and so on), is embedded in the larger decentralization processes that are occurring in the Sub-Saharan Africa (SSA) region of which Uganda and Alerek Sub-County in particular is inclusive. Although the motives of decentralization differ across countries (Naidoo 2002), the major arguments supporting decentralization in developing countries include economic and political gains. The economic justification for decentralization is allocative and productive efficiency aimed at improving public service delivery. Allocative efficiency involves better matching of public services to local preferences, whereas productive efficiency involves increased accountability, fewer levels of bureaucracy, and better knowledge of local costs (Naidoo 2002). The political justification relates to considerations of local participation, good governance, and democratization. The researcher is in agreement with this argument by Naidoo of better matching of public services to local preferences. For example, in NAADS where the local people are allowed to select their

own project priorities and enterprises. However, it should be noted that these priority selections are always influenced by the NAADS officials who take advantage of beneficiaries' ignorance.

The participation rationale developed as a consequence of changed approaches to development. It aims to make the people central to development by ensuring involvement in interventions that affect them (Cooke and Kothari 2001). This rationale is also seen as a means of ensuring political stability where there are deep divisions along ethnic or regional lines, as in South Africa or Uganda (World Bank 1999). The basic assumption behind the political rationale is that there is a positive causal relationship between democratization and decentralization, with the expectation being that decentralization brings about the devolution of meaningful authority to local bodies that are accountable and accessible to their citizens, who enjoy full rights and political liberty. However, simply creating decentralized structures or new procedures for participation in planning and administration does not guarantee that they will be effective or that they will generate greater economic growth or greater social equity. Neither do they necessarily imply greater democracy or a change in political and social power relationships (Naidoo 2002).

As noted earlier, the 1997 Local Government Act decentralized social services, including education. The act provided for five levels of local government: village, parish, sub-county, county, and district. The district and sub-county levels have political authority and significant control over resources. District councils have autonomy over primary and secondary education, primary health services, and basic services in water provision, roads, planning, and licensing. Each district has the authority to formulate, approve, and execute its own development plan. Primary education, community-based health services, hygiene, and low-level health units were devolved by districts to lower-level councils (Azfar et al. 2000). However, the central government continues to play a key role in policy setting, governance, management, finance, and curriculum development. Essentially, national guidelines regulate the translation of state policy into local reality and define how schools are run (Naidoo 2002).

In 1997, decentralization coincided with introduction of the universal primary education (UPE) policy, which provided for free primary education for all school-age children, which at first had a limit of four children per family but later on amended to benefit all children in 2003 as



Nishimura, Takashi, and Yuichi (2008) observed. However, much as this (UPE) was intended to benefit the children, it has also booted business in many sectors as parents are required sometimes to accompany their children with things like; ream of papers, toilet papers, bags of cement among others.

A comparative study of the experiences of Zambia and Uganda with decentralization of the health sector (Jeppsson and Okuonzi 2000) describes the structural and governance reforms in Uganda's health services and provides an assessment of its performance. The study which used a range of data sources, including a study tour to Zambia, extensive document review, interviews with key informants in the healthcare system, and many years of first-hand experience by the authors with the sector found that prior to the 1990s, Uganda had a highly centralized healthcare system with considerable differences in health services standards between urban and rural areas (Jeppsson and Okuonzi 2000). After decentralization, the central government, through the Ministry of Health (MOH), is responsible for resource allocation and hospitals. However, it has devolved much of the responsibility of operating the lower health units, such as health centres and dispensaries, to lower levels of local government under the Ministry of Local Government. Health facilities run by faith-based organizations, which constitute 40 percent of the country's healthcare facilities, offer better services than non-faith-based facilities (Jeppsson and Okuonzi 2000).

In Uganda, decentralization has been characterized by a transfer of powers, functions, and responsibilities for planning and implementation of agricultural extension services from the Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF) to District local governments. MAAIF was left with the role of planning and policy formulation, regulatory functions, technical backstopping and training, setting standards for and monitoring performance of the agricultural sector, and managing funds of selected projects. Extension workers at the district level were put under the direction of the local district governments. (Friis-Hansen and Kisauzi 2004; Mangheni 1999) maintains. The researcher agrees with this observation by Friis-Hansen and Kisauzi because there has been at least a NAADS Coordinator and two Service providers (Extension workers) in every Sub- county before the recent deployment of the UPDF officers in the programme.

In 1998, the MAAIF's directorate of extension was abolished, central staffing was reduced by some 80 percent, and the major responsibility for supporting field-level extension was transferred to the National Agricultural Research Organization (NARO). In the same year, in a move contrary to downsizing, restructuring, and contracting out or privatizing objectives, the central government introduced a plan to employ up to three graduate specialists per sub-county, with salaries paid by the central government as conditional grants; the districts and sub-counties were expected to cover operational expenses as Crowder and Anderson (2002) observes. This observation by Crowder and Anderson is supported by the researcher because the beneficiaries of NAADS for example have been paying co-funding in the name of meeting the operational expenses.

Parallel to the changes in public extension in the 1980s and 1990s, liberalization of service delivery led to a quick increase of private companies and NGOs operating at the grassroots level, providing channels for agricultural technology and information service delivery to farmers (Friis-Hansen and Kisauzi 2004). While private companies hired their own full-time staff to provide the complete package of services required for the production and marketing of commodities of interest, many NGOs tended to use government extension staff to provide services to farmers within their area of jurisdiction (Kibwika and Semana 1998). The NGO technique is one of the two kinds of public-private sector partnerships that have operated in Uganda, the second one occurring when the government contracts the private sector to offer services. (Crowder and Anderson 2002) maintains. The researcher does not have any deviation from this observation by Kibwika and Semana because in most cases, NGOs work hand in hand with government officers. Besides, some government programmes/ projects are implemented by NGOs for example Karamoja Livelihood Programme (KALIP) is being implemented by GOAL-Uganda, an international humanitarian organization based in Abim District. Even NUSAF2 in Abim district was implemented by WORLD VISION.

In 2001, Uganda embarked on a process of transforming its public extension system to conform to the rest of its economic transformations. Under the National Agricultural Advisory Services (NAADS) Act of 2001 of which Abim district and Alerek Sub-County in particular is one of the

beneficiaries, the public extension system was gradually phased out and replaced by a contract privatized system implemented by NAADS, a new statutory semi-autonomous body under the MAAIF and implemented within a broader policy framework of a multi-sectorial Plan for Modernization of Agriculture (PMA), decentralization, liberalization, and privatization (Mangheni 2007).

This study therefore, did not in any way handle only the concept, mechanisms, challenges and effects of decentralization but a broader coverage of the impact of decentralization on service delivery to the community of Alerek Sub- County, Abim district.

## **CHAPTER THREE: METHODOLOGY**

### **3.0 Introduction**

This section focused on the methods the researcher used during the study. They include; research design, area of study, study population, Sample, Sampling Procedures/Strategies, Instruments of Data Collection, Procedure for Data Collection, Data Analysis and Processing, Data presentation, Limitations of the Study, and Summary.

### **3.1 Research Design**

The study was both qualitative and quantitative in nature. Qualitative data: This helped in gathering and evaluating data on respondents, references, interpretation, attitude, opinion and behaviour. Quantitative data: This helped in gathering information using constructive questions in which both close and open ended questions were used and it helped in understanding presentation and performance thus quality of data. However, since the study was mainly qualitative, it heavily relied on description analysis though quantitative method was also used to analyse statistical data that was presented in frequency counts and percentages.

### **3.3.2 Area of Study**

The study was carried out in Alerek Sub- County, Abim district. The area is chosen because it is situated in one of the districts implementing decentralisation. Besides, queries have been asked as pertaining proper service delivery to the rural people in Alerek Sub- County which has retarded some programmes that would have elevated the status of the sub-county to a town board. Therefore, the area was considered relevant for the study.

### **3.3.1 Study Population**

The study targeted mostly the literates in four departments of Alerek Sub- County and these included Education, Health, Agriculture and Administration including politicians, studying a population of about 60. The specific people however, will be; The Sub county chief, Agricultural extension workers (NAADS Coordinator, Service Providers and Community Based Facilitators), Chairman Farmer Forum, Parish Chiefs, Health workers, Local council Chairpersons (LC11,

and 111), Assistant Community Development Officer, Health Assistant, Area Councillors LCV, Centre Coordinating Tutor, Head teachers and the Senior Women Teachers.

### **3.3.2 Sample**

This department was selected using purposeful sampling and priorities were given to administrators both at the Sub-county levels and parish levels. Here, simple random sampling was applied so that each of them is given a chance to participate.

### **3.3.3 Sampling Procedures /Strategies**

The research study used 60 respondents out of the whole population. When choosing respondents, the researcher used purposive sampling techniques which included only those with the necessary information for the study. However, in the instance where the respondents were many simple random sampling was applied.

## **3.4 Instruments of Data Collection.**

The data collection instrument was based on questionnaires which were distributed to the respondents selected above. However, interview guides were also given to the selected individuals who were able to read and write in English and are willing to give relevant information to the investigation/ study.

### **3.5.1 Procedure for Data Collection**

The researcher was given an introductory letter from the Department of Development Studies, Kampala International University after the approval of research proposal by the University Supervisor to formalise the data collection process. However, the researcher also acquired the letter of consent from both the authority and the respondents in the study area. This was to seek the respondent's willingness to give the information on the study. On being granted permission the researcher then proceeded with the study.

### **3.5.2 Data analysis and processing**

After the collection of data, processing took place and this included; editing data by eliminating question from questionnaires with inconsistencies, the remaining data was then analysed using simple statistical analysis. Some information was quantified into frequencies and percentages which was then put either in table or chart form. Thereafter, the conclusions and recommendations were made in relation to the study to assess the impact of decentralisation on rural service delivery in Alerek Sub- County, Abim district.

### **3.5.3 Data presentation**

Data collected from both primary and secondary data sources was compiled, sorted, edited for accuracy and clarity, classified, and coded into a coding sheet. Under primary data source, first hand data was collected by the researcher in the field on live events. This included views, ideas, opinions, suggestions and directly observed facts from the respondents. This was a major source of data for the study as the study was field based. Secondary data source included data collected from literature review such as annual report, published documents, work of other researchers, text books and internet among others.

### **3.6 Limitations.**

#### **Summary.**

This chapter presents the introduction, research design, area of study, sample, sampling procedures/strategies, instruments of data collection, procedures of data collection, data analysis and processing, data presentation, and limitations of the study.

## CHAPTER FOUR

### PRESENTATION, DISCUSSION, AND DATA ANALYSIS

#### 4.0 Introduction

This chapter presents the interpretation, analysis, and summary of data that was collected from the field on the impacts of decentralization on service delivery on community in Alerek Sub-county, Abim district.

#### Bio-data Characteristics of Respondents

The study was carried out in Alerek Sub County, Abim district with focus on various stakeholders in the implementation of decentralization programmes. They were selected from the parishes of Koya, Wiela, Otumpili, Loyorait, and Olem which constitutes the Sub- County of Alerek.

#### Distribution of Respondents for the Study

The Respondents selected in this study were distributed as shown in the table below

**Table 1: Distribution of Respondents in the Study**

Category		Frequency (f)		Percentage (%)
<b>Health Workers</b>	Health centre in charges	03	08	13.1
	Nurses	04		
	Sub County health assistant	01		
<b>Local leaders and administrators</b>	LC II chairpersons	08	22	36.1
	Parish chiefs	08		
	LC III chairperson	01		
	LCV Councilors	02		
	Assistant Community Development Officer	01		

	Sub- Accountant	01		
	Sub County Chief	01		
<b>Extension Workers</b>	NAADs Coordinator	01	12	19.7
	Service Providers	02		
	Community Based Facilitators	08		
	Chairman Farmer Forum	01		
<b>Education Officer</b>	Head Teachers	09	19	31.1
	Senior woman Teachers	09		
	Centre Coordinating Tutor	01		
<b>Total</b>		<b>61</b>	<b>100</b>	

Source: primary data 2016

Category		Frequency (f)		Percentage (%)
Health Workers	• Health Center In-charges	03	07	15
	• Nurses	04		
Administrators	Parish Chiefs	08	22	63
	• LC II Chairpersons	08		
	• LC III Chairperson	01		
	• LCV Councilors	02		
	• Sub-County Chief	01		



	• Assistant Community Development Officer	01		
Extension workers	• NAADs Coordinator	01		05
	Community Based Facilitators	08	12	17
	Chairman Farmer Forum	01		
	Service Providers	02		
Education workers	Head teachers	09	19	100
	Senior Woman Teacher	09		
	Centre Coordinating Tutor	01		

Source: Primary Data 2016

As indicated in the Table 1 above, out of 60 Respondents who were selected for the study, only 58 were able to participate. In the Health department, three HCs were visited because the Sub-County has only three Health Centers and these were Alerek HC III in Otumpili Parish, Koya HC II in Koya Parish and Wiela HC II in Wiela Parish. A total of 08 health workers; 03 HC In-charges, 04 Nurses and 01 Sub-County Health Assistant were contacted constituting 3%. The highest number of Respondents came from Local Administration Leaders totaling to 22 that is 65%. This was followed by Education Department which had a total of 17 respondents constituting 20% while in Agricultural Department, a total of 12 respondents was realized which was 12%. Health department constituted the smallest number just because there are very few health workers in the three health centers. For example, in Alerek Health Centre III, there are 02 Clinical Officers, 01 Mid-Wife, 01 Enrolled Nurse and 02 Nursing Assistants. In Koya Health Centre II, there is 01 Mid- Wife and 01 Nursing Assistant and Wiela Health Centre II has 01 Enrolled Nurse and 01 Nursing Assistant totaling to only 12 Health workers in the whole Sub-County.

While in the Education department, 09 schools were selected and all the Head teachers including the Senior Women teachers were contacted. Out of 09 schools which were visited, 08 were primary schools and 01 secondary school. The Centre Coordinating Tutor was also contacted. The primary schools visited were; Koya primary school, Otumpili primary school, Alerek primary school, Loyoroit primary school and the Secondary school contacted was Alerek progressive academy, Magamaga secondary school which constituted 12% of the total population in the study. Their details of the implementation of the Decentralization programme is discussed in the next page.

### **Gender of the Respondents in the Study**

The study involved both men and women since the researcher really wanted gender balance. The gender distribution in the study is hereby shown below:

In Figure 1 above, it shows that 73% of the Respondents were male while 27% were Female. This was an indication that men were willing to participate in the study than females. However this was not the intention of the researcher because the researcher was really advocating for gender balance but most females turned down the offer. Fortunately, all sexes were represented in the study.

This sample for the study in Alerek Sub- County in the five (5) Parishes of Koya, Wiela, Otumpili, Loyoroit and Olem is a representation of other Sub- counties in Abim district and other areas in Uganda where Decentralization policy is being implemented. The findings of the study are as hereby discussed below in details.

### **Concept and people's views of Decentralization**

Decentralization as a concept has been conceived differently by various people as revealed in this study; most people and stakeholders at large made a general consensus that decentralization do exist in Alerek Sub- County and most of the activities are decentralized since its inception in 1993 by the government. Out of the service sectors contacted that is Education, Administration, Health and Agriculture, it was found that most of their activities are decentralized except in the Part of education where secondary Education is still centralized. Primary Education is highly decentralized.

Table 3 below shows the responses on how people do perceive the concept of decentralization in Alerek Sub- County.

**Table 2:Responses on the perception of Decentralisation**

S/N	Response	Frequency (f)	Percentage (%)
1	Redistribution of programs to local community	44	72.1
2	Greater participation and control over service delivery and governance by local communities	08	13.1
3	Giving ordinary people opportunities to participate in decision making	06	9.8
4	Proper management of local resources	03	4.9
	Total	<b>61</b>	<b>100</b>

*Source: Primary Data2016*

This can be illustrated as shown below

As indicated in Table 3 people have different perceptions on what decentralization means. This results shows that 71.8% defined decentralization as redistribution of programs to local community. 12.8% noted it as Greater participation and control over service delivery and governance by local communities, 11.5% defined it as Giving ordinary people opportunities to participate in decision making while 3.8% defined decentralization as Proper management of local resources. This variation in the perception of decentralization has made the researcher to draw conclusion from the majority responses which revealed that decentralization is Redistribution of programs to local community. These initiatives have transferred responsibility of procurement, selection of local projects, and identification of beneficiaries from central ministries to local governments or community representatives. It also corresponds to the observation of Conning and Kevane 1999; Jimenez and Sawada 1999; Mookherjee 2001; World Bank 2000.

Although the researcher has drawn conclusion of the perception as mentioned above due to responses from majority, we should not also ignore other perceptions for instance the definition that decentralisation is giving ordinary people opportunities to participate in decision making.

This also corresponds to the view of (Treismann, 1998) who perceives it as political transformation from centralized government where few participated in decision-making to a decentralized system where many could participate in the decision-making process.

#### **Mechanisms of Decentralization in Alerek Sub- County.**

The report filed from this study reveals that decentralization is a very old policy in Alerek Sub-County which has made most of the sectors to adopt it. Responses from various stakeholders are hereby discussed below.

In Administration sector, the study shows that most of the activities have been decentralized and the full details of the decentralized activities are in Table shown below

**Table 3: Mechanisms of Decentralisation in Alerek Sub- County.**

S/N	Response	Frequency (f)	Percentage (%)
1	Procurement, selection of local projects and identification of beneficiaries	16	26.2
2	Local communities elect their representatives	14	23
3	District recruits their personnel (DSC)	04	6.6
4	LGs budget and plan for the available resources while Central Government approves	21	34.4
5	Central Government allocates resources to LGs	06	9.8
	<b>Total</b>	<b>61</b>	<b>100</b>

*Source: Primary Data2016*

This Responses on the mechanisms of Decentralization has been illustrated in the chart below

The study here reveals that dominant mechanisms of decentralization occurs where LGs budget and plan for the available resources while Central Government approves with response of 32.1%. This was followed by Procurement, selection of local projects and identification of its beneficiaries constituting 25.6% while 23.1% says Local communities have been given the

mandate to elect their leaders. Others include allocation of resources by the Central Government with a percentage of 10.3% and 9% indicating that the district recruits their civil servants through DSC. In an interview with the Chairperson LC III Alerek Sub-County, he had this to say;

*“...our work is only to sit down with the Councilors to make the budget, after that we then send this budget to the District which in turn will be forwarded to the Ministry of Local Government for approval...” Chairperson LC III, Alerek Sub-County.*

It has also been found out in this study that, 23.1% of the respondents were saying that in decentralization, local communities elect their own leaders. These leaders are from the local jurisdiction and they are accountable to the community. This also concurs with what Braun and Grote (2000) observes that participatory local governments are more responsive to local needs, elected officials are more accountable and responsive to the people than officials of central governments, and people are more involved in decision-making.

In an interview with the Sub- County chief of Alerek Sub-County, she had this to say;

*“...we as LGs are entitled to levy, charge and collect local taxes and fees as locally generated revenue. But we also receive grants of different kinds from the central government to supplement our meagre revenue collections not only for local programmes but also for the purpose of enabling us to implement government plans at the local level. The different grants given to us from the Central government include conditional, unconditional and equalisation grants...” The Sub-County chief, Alerek Sub- County.*

This response from the Sub- County Chief also corresponds to the definition from the constitution of Uganda, 1995 which states the following about Conditional, Unconditional and equalizations grants.

Article 193(3) *Uganda Constitution* of 1995 defines conditional grants as consisting of monies given to local governments to finance programmes agreed upon between the government and the local governments, which monies are expended only for the purposes for which the grant was made and in accordance with the conditions agreed upon.

Article 193(2) *Uganda Constitution* of 1995 defines the unconditional grant as the minimum grant that shall be paid to local government to run decentralized services.

Article 193(4) *Uganda Constitution* of 1995 defines the equalization grant as the money to be paid to local government for giving subsidies or making special provisions for the least developed districts, and provides that it shall be based on the degree to which the local government unit is lagging behind the national average standard for a particular service.

With all these mechanisms of decentralization in Alerek Sub-County, it has made the researcher to conclude that most of the administrative programs at the Sub- County are decentralized.

In the Health sector, decentralization has also been adopted in most of the activities for instance in the procurement of drugs and medical equipment, construction of medical facilities, recruitment of medical personnel among others. On their responses whether decentralization has been practiced in the health sector, the distribution of their agreement is hereby shown in the figure below

**Table 4: Response on whether Decentralisation is practiced in the health sector**

Response	Frequency (f)	Percentage (%)
YES	56	91.8
NO	05	8.2
<b>Total</b>	<b>61</b>	<b>100</b>

*Source: Primary Data 2016*

In the figure above, 91% of the respondents say there is much decentralization programs in the health department while 9% says there is no decentralization in the Health department. However the study that the researcher did in the three health centers of Alerek HC III, Koya HC II, and Wiela HCII has indicated that lots of activities are decentralized.

However, the response on the mechanisms of decentralization in the health department is hereby shown in the Figure below

As indicated in the Figure V above, the mechanisms of decentralization was highly reported in recruitment of medical personnel (48.1%). Construction of medical facilities takes 22.2%, monitoring and evaluation was put at 19.5% while the study shows that the policy does only 10.2% in procurement of drugs and other medical equipment. However, as stated earlier, these mechanisms are only applicable in the Health Centers meanwhile hospitals are still highly centralized with their services. For instance Regional Hospitals are fully operated under Central Government right from recruitment of staff, procurement of drugs, monitoring and Evaluation among others. In an interview with the In-charge Alerek HC III, he had this to say;

*"...previously, we used to have delays in delivery of drugs since it had to undergo series of bureaucracies in order to attain drugs at the health units, but now the district does all the requirements and we only wait to receive drugs. This has been because of the policy of decentralization in the district..." In-charge Alerek HC III, Alerek Sub- County.*

In the Education sector, this study has found that all primary education is decentralized while secondary education is still highly centralized in all the activities. These primary education which are decentralized have activities like procurement and distribution of scholastic materials, construction of schools and staff houses, monitoring and evaluation, recruitment of staff done by the district through the District Service Commission. This is headed by the Office at the DEO at the district level.

With all these responses from the local people, it shows that decentralization has been adopted as a policy for development. However other departments have also given in their views on the mechanisms of decentralization in Alerek Sub- County. The table below shows the overall views of various sectors contacted implanting decentralization policy

**Table 5 :General views of Stakeholders on the Mechanisms of Decentralization in Various sectors**

S/N	Response	Frequency (f)	Percentage (%)
1	Procurement of required items	07	11.5
2	Monitoring and Evaluation	18	29.5

3	Recruitment of Personnel	26	42.6
4	Construction of Facilities	03	4.9
5	Budgeting and planning for the available resources	03	4.9
6	Community participation in development projects	04	6.6
<b>Total</b>		<b>61</b>	<b>100</b>

Source: Primary Data 2016

These responses can be analyzed in the graph below

In the above table, most of the respondents concur that recruitment of personnel dominates much of the activities under decentralization policy in Alerek Sub-County with 41%. This was followed by Monitoring and Evaluation of various programs which is done by the Sub- County and the district at 21.8%, procurement of required items follows with 12.8% while construction of facilities and budgeting and planning for the available resources equalized at 7.7%. This study also reveals that community participation takes 9%.

#### 4.1 Challenges of decentralisation on service delivery.

Aspects on whether decentralization has had challenges on service delivery in Alerek Sub-County.

Table showing challenge of decentralization on service delivery

Availability of Challenges	Frequency	Percentage
Yes	45	73
No	16	27
<b>Total</b>	<b>61</b>	<b>100</b>

Source: Primary Data 2016

In table above, 73% of the respondents indicated that there are still challenges in the implementation of decentralization and service delivery while 27% says there are no challenges



in the policy implementation. However, those respondents who noticed challenges in decentralization gave in the details of challenges as discussed below.

### **Challenges of Decentralization on Service Delivery**

In this chapter, Challenges associated with decentralization on service delivery have been discussed here below with full utilization of responses from questionnaires distributed to Respondents.

**Table 6: General Responses on Challenges of Decentralization on Service Delivery**

<b>Response</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Inadequate LGs revenue/ resources	22	36.1
Bureaucracy by CGs to approve budget	16	26.2
Insufficient staffing	10	16.4
Irregularities in recruitment	06	9.8
Difference in political ideologies	04	6.6
Incompetent Local leaders	03	4.9
<b>Total</b>	<b>61</b>	<b>100</b>

*Source: Primary Data 2016*

Table 7 above shows various challenges that have been encountered in service delivery right from the adoption of decentralization programme in Alerek Sub- County. They are hereby discussed in details.

### **Inadequate LGs Revenues/Resources**

As indicated in the table 7 above, the dominant challenge in the implementation of decentralization on service delivery is inadequate LGs revenue/resources. The study reveals that inadequate LG revenues stands at 37.2% which makes most of the programs at the Sub-County

and the district at large remains at a standstill. Some projects remain uncompleted due to limited resources to finish them. This has been observed in all departments contacted. This concurs with World Bank's World Development Report (1999, 117) which observes that One of the most critical challenges faced by local governments is their low financial resource base due to limited sources of local tax revenue and overdependence on grants from the central government.

In an interview in Health department with the Area councilor LCV who also doubles as the secretary for health, he had the following to say on limited funds;

*"...There has been improvement in taking health services closer to the people. But the services' quality is not really good because of logistics. For example, one health Centre II is given Uganda Shillings 450,000 only for purchase of drugs in a whole month. This is very little money for drugs..."* Area Councilor LCV and Secretary for health, Alerek Sub- County, Abim District.

In the same vein, the Sub- County Health Assistant says; *"...the government health facilities still do not have sufficient medicines, and it is not satisfactory for most of the patients to go to government health centers and clinics to receive unsatisfactory treatment. If they can, they prefer to go to private clinics, particularly in urban areas like some people with money go to Lira Medical Centre in Lira District. Thus, the recipients of health services have not yet realize the 'decentralization dividends..."* The Sub- County Health Assistant, Alerek Sub- County.

### **Bureaucracy by CGs to approve budget of LGs**

The study also reveals that bureaucracy in approving the budget for LGs is another big challenge in the decentralization policy and service delivery in Alerek Sub- County with 23.1%. This is also not far from the first challenge because it also puts the program implementation to a standstill as they wait for funding. This also concurs with (Fjeldstad, 2001) who observes that central supervision of local governments is weak. All too often, central control create more problems than they solve, including delays, frustrations, additional costs and perverse behavior. The researcher interviewed the Female Area Councilor LCV and she had this to say; *"...Central approval of budgets in Abim District can take many months, and in some cases is not given until after the end of the financial year to which the budget relates..."* Female Area Councilor LCV, Alerek Sub- County, Abim District

### Insufficient Staffing

The study also indicates that there is still insufficient staffing amidst redistribution of programs to the local people with 15.4%. According to the information from the respondents, it is revealed that this insufficient staffing has caused serious workload on the few staff hence poor service delivery. This insufficient staffing has come as a result of either people leaving their job for low pay or limited qualifications. Study also shows that the government does not have the capacity to recruit staff due to limited funds. This response also matches with the observation of (Onyach-Olaa 2007) who says, LGs in Uganda continue to operate at less than the acceptable minimal personnel structures, in some instances as low as 9 percent of the approved personnel structure.

Insufficient staffing was also seen in the Agricultural department and this study indicates that the Agricultural Extension officer–farmer ratio was 1:1000–3000 in 2015. The wider area covered by each extension officer meant that few farmers had access to these services. On average, the proportion of farmers contacting Agricultural Extension Officer was only 10 per cent. In Abim District as a whole, AEOs are deployed only up to Sub-county level and have limited direct contact with farmers. This is also made worse by limited means of transport since there is only one motor bike given to the NAADS Coordinator. This response also conforms to the study done by Muriisa (2001) who says the most worrying challenge facing decentralization as a framework for service delivery is a lack of capacity and personnel at sub-national government level to exercise responsibility for service delivery.

In an interview with the Sub- County NAADS Coordinator who has just been reinstated recently, he says;

*“...I have been given a motorcycle to use to visit farmers and I am only having a monthly allocation of 25 liters of fuel for extension work. This sometimes limits my activities since I have a wider area to cover...” NAADS Coordinator, Alerek Sub- County, Abim District.*

These observations therefore, relates insufficient staffing to limited funding from CGs which could be used for recruitment and giving incentives to the employees.

### **Irregularities in recruitment**

Study also reveals that there are too many irregularities in the recruitment of staff which has been entrusted to the DSC (12.8%). This has been associated with acceptance of bribery in order to be taken for a job. This has been attributed to incompetence in job execution since people who qualify for the job are left out because they are not in position to pick money. One of the newly recruited ACDOs at the Sub- County when interviewed says;

*“...at first I found my name among the successful candidates in DSC for CDO, but after sometime I was called and told I did not qualify for the job but someone else. It was to my surprise that one of the people in the interview panel requested for money in order to reinstate my name which I did not. I instead went for ACDO...”* ACDO, Alerek Sub- County, Abim District.

This observation also concurs with Murembe et al. (2005) who says irregularities in recruitment procedures occur, as many local governments appoint staff as “sons and daughters of the soil” note, recruitment at the district level is rather a matter of know-who than of know-how.

According to the study, this challenge has made implementation of Decentralization policy very difficult because even these people who go through “back door” become very corrupt since they would want to recover rapidly what they lost during recruitment.

### **Incompetent Local leaders**

In Table 7 above, the study pointed out that incompetent local leaders also pose challenges in the implementation of decentralization and effective service delivery indicated by 3.8%. Study also reveals that with regard to political structures, a problem consists in the partly low educational level of councilors who often turn out to have completed less school years than civil servants. This is not particularly surprising since councilors are elected and not recruited based on their educational qualifications. This also concurs with the observation of (Foster and Mijumbi, 2002; Francis and James, 2003) who cites that Low qualification of Local leaders provides scope for differences and conflict between the administrative and political wings of local governments, in particular as civil servants receive lower wages and allowances compared to the Politicians who are less qualified.

However, some respondents from Health Department reported that some politicians are ill equipped technically in health matters and with that background, their efforts were reported not to be very helpful for the delivery of services to citizens and are seen to be protecting their votes instead. In-charge Koya Health Centre 11 observed:

*“...these politicians are not technically conversant in health issues, but make strong demands ordering on technical decisions. For example, for them, they want many health centers in their constituencies but they do not think about who will work there, where the equipment and supplies to those units will come from; but they just dictate and want to see structures constructed so that they can get votes...” In-charge Koya Health Centre 11, Alerek Sub- County.*

Despite the challenges of decentralization, which are discussed as hindering effective service delivery in Alerek Sub- County, in consideration of the benefits of decentralization, this study indicates that if such challenges could be addressed, decentralization has more potential of improving service delivery than centralized government.

#### **Suggested ways of mitigating challenges of decentralization on service delivery**

Due to the rampant obstacles in the decentralization policy and service delivery in Alerek Sub- County, various stakeholders have come up with mitigating strategies to avert these challenges. These are some of the responses from the questionnaires and few interview guides.

They suggested that improving local funding sources and creating mechanisms through which public officials could be held more accountable would lead to improved service delivery. Attaining financial capacity would lead to effective implementation of decentralization and efficient service delivery.

On transparent accountability for effective service delivery, the respondents gave their views as follows:

Paying grants directly from the Ministry of Finance to the bank account of the level of government or institution for which it is intended, to prevent money being sliced at intermediate stages.

Simplifying grant systems to increase transparency and public understanding, and publishing information about formulae and allocations

Avoiding multiple funding sources for the same activity, which can be used to disguise how the funds are used; in some systems, there are parallel channels of funding for local services through local governments and through community development or social action funds, providing scope for manipulation and double-counting at the local level.

Clear rules about public procurement, specification of codes of conduct for local officials and elected representatives, and arrangements for asset declarations by elected representatives and senior officials

Creation of new districts should be given a halt. LC IV councilor noted;

*"...previously at the inception of decentralization when districts were few, we used to get enough funds from the central government as well as local revenue, but now it has drastically reduced because some of our revenue source have been split with the newly created districts..." Area Councilor LC V, Alerek Sub- County, Abim District.*

One respondent also put a strategy that there is need to legally empower the elected leaders to take charge of their small territories even if they are illiterate because this enables them to identify the real problems affecting the community.

## **4.2 Effects of decentralisation on service delivery**

This chapter mainly focuses on the effects of decentralization program on service delivery in Lira Municipality. The information used here is based on the responses from the questionnaires and interview got from the respondents. This has been analysed and discussed as below.

### **Aspect on whether decentralization has had effect on service delivery**

This particular study pointed out the views of the community on whether the adoption of decentralization in Alerek Sub- County has impacted on service delivery positively. Responses were distributed as shown below.

**Table 7: Responses on whether decentralization has improved service delivery**

Response	Frequency (f)	Percentage (%)
YES	58	95.1
NO	03	4.9
<b>Total</b>	<b>61</b>	<b>100</b>

*Source: Primary Data 2016*

In Table 8 above, majority of Respondents pointed out that decentralization as a policy has got a marked significance on service delivery to the community of Alerek Sub- County represented by 91%. However some respondents have also disagreed that decentralization has never improved service delivery with a representation of 9%.

#### **4.5 Effects of Decentralization on service delivery.**

The details of how decentralization has impacted on service delivery have been discussed here by looking at the impact from various sectors. This has been used in relation to the responses from the respondents as summarized below.

In various sector in Alerek Sub- County, the study shows that there is a marked significance of decentralization in service delivery. From the responses by stakeholders, they have the following views on the effects.

**Table 8: General Effects of Decentralization on Service delivery in various Sectors**

Response	Frequency (f)	Percentage (%)
Effective sensitization of community on upcoming programs	14	22.9
Access to donor support and funding	08	13.1
Proper utilization of local resources within the community	08	13.1
Effective community participation of local people in	12	19.7

development		
Construction and easy access to social infrastructure	07	11.5
Easy monitoring and Evaluation of programs	05	8.2
Proper accountability by local leaders	04	6.6
Increased staffing and political representatives	03	4.9
<b>Total</b>	<b>61</b>	<b>100</b>

Source: Primary Data 2016

In table 9 above, different views have been advanced by various stakeholders in their response to the questionnaires given to them and the researcher has categorized and analysed each effect as below

### **Effective sensitization of community on upcoming government programs**

As indicated in the table above, the study shows that decentralization has enhanced effective sensitization of community on upcoming programs. According to the responses given, this effect takes the largest percentage 20.5%. This means that the policy of decentralization has made the community to be aware of the upcoming programs of the government. The respondents' views were that the reason for this is because the local leaders live with the local community therefore access to information from them become easy. An opinion leader in a personal interview observed;

*"...unlike before when we could miss much information passed by the central government, nowadays we have much access to information through our LCI, II, III and PDCs among others. Therefore, we are much updated with the government programmes..."* Opinion leader, Otumpili Parish, Alerek Sub- County.

### **Access to donor support and funding**

This has also been put forward in the response as one of the effects of decentralization on service delivery with the representation of 15.4%. According to this study, most of the funding which are



channelled to the community now passes through the district unlike in the past which used to be endorsed by the central government. In an interview with the Area Councillor LCV, he said;

*"...Previously all donor assistance needed to be based on an agreement between foreign donor(s) and the central government of the Republic of Uganda, but currently we have the district NGO Board that is responsible for signing all MOUs"* The Area Councillor LCV, Alerek Sub- County.

This response also concurs with the observation of Fumihiko SAITO (2000) who says; another important achievement on the improvement of financial resources by local government is the way in which donor funds are channelled.

This study also reveals that currently there are more than 10 NGOs in the district whose work are extended up to Alerek Sub- County and among the NGOs cited are, UNICEF, Goal Uganda, World Vision, Mercicopes, War Child Holland, ADRA Uganda, ACTED Uganda, International Organization for Migration(IOM) among others. Besides, the Sub- County has 01 Community Based Organisation (CBO) Volunteer for Development (VOD) funded by Goal. These organizations are working in Education department, Agriculture(Livelihoods),Health and sanitation and sensitization programmes on human rights. Therefore, this is the indicator that decentralization has improved donor assistance and hence improving on service delivery.

#### **Proper utilization of local resources within the community**

The study also pointed out that decentralization policy has enhanced proper utilization of local resources within the community with the representation of 15.4%. In an interview with the Parish Chief of Otumpili Parish, he observed that;

*"...we currently enjoy the utilization of Kawomeri dam and Olem Sand Mining which is now managed by the district unlike previously when they were managed by central government and with a lot of taxes in their utilization..."*

*The Parish Chief, Otumpili Parish, Alerek Sub- County.*

This Parish Chief further expressed that they have been able to do rock quarrying on Akur Hill and cut Bamboos from Arupule and GulkaWolwo in order to earn a living. He observed that;

*“...decentralization has made us to own our resources within the community without interference from the central government...”*

*The Parish Chief, Otumpili parish, Alerek Sub- County.*

### **Effective community participation of local people in development**

This study further reveals that, with decentralization policy, ordinary people have opportunities to participate in decision-making process for the first time since colonial rule was imposed. This was represented by 14.1% of the responses. In an interview with a member of the community in Wiela Parish, he said;

*“...it has been a very significant change because before decentralization we felt little relationship with the administrative offices except being asked to pay taxes and other duties. Now we have the opportunity to exercise our rights and participate in development planning process through our PDC...”*

*A concerned community member, Wiela parish, Alerek Sub- County.*

With the above concern, it shows that the community has benefitted from the decentralization policy since they can be involved in the planning and therefore, providing room for effective service delivery in Alerek Sub- County.

### **Construction and easy access to social infrastructure**

According to the report 11.5% of the responses indicate that decentralization has facilitated the construction as well as easy access to the social infrastructure within the community. This has been in sectors like Education, Health, and Agriculture and Administrative offices. This has been witnessed in the construction of Otumpili Market which is one of the major sources of revenue in the Sub- County, Fencing of Alerek Primary School and koya Health CentreII, Construction of Uniports for the Police at the Sub- County, Teachers’ twin house in Alerek Primary School, and the construction on farmers’ store at the Sub- County Headquarters among others.

In an interview with the in-charge koya Health Centre II, she had this to say,

*“...due to land conflict, we have got this Healthcentre fenced by the district. We have always had challenges here at the Healthcentre where animals like cows, goats and Pigs have been very destructive but now we feel free and relieved. She however, lamented that much as the fencing*

*‘was good for them, the district has been taken to court for encroachment into other peoples’ land’.*

*The In -charge, koya Health Centre 11 koya Parish*

This study also indicates that pupil’s enrolment has also gone high due to increase in the number of classrooms in schools. In the same vein, Health centres have also been constructed though not in all parishes which have also improved access for medical by the community. These have all been facilitated by SFG which is remitted to the district by the CGs.

The above scenario also corresponds to the statement made by the former minister of Education who said “warranted the launching of the Schools Facilities Grant (SFG), which helped in increasing the number of classrooms from 25.678 to 97.409 by 2006. In addition to classrooms, the SFG programme has also helped in the construction of teachers’ houses, kitchens, pit latrines/toilets and provision of furniture for both the offices and learners’ desks. (Bitamazire, Ministerial Policy Statement, 2006).

### **Easy monitoring and Evaluation of programs**

It has also been found out from this study that easy monitoring and evaluation of programs at local level has been made easy under decentralization. 10.3% of the responses confirmed this. For instance;

In the education department of Alerek Sub- County, the overall education department (Primary education only) is monitored and evaluated by District Inspector of Schools assisted by the Centre Coordinating Tutor (CCT) under the supervision of DEO. In an interview with the District Inspector of Schools who also happens to come from Otumpili Parish, Alerek Sub-County, she observed that,

*“...our work is to move round in schools within the District to find out the gaps and successes in them which include, sanitation, staffing, staff performances, administration among others unlike previously which used to be carried out by a team from MOES. This has brought a marked success in education in Alerek Sub- County...”*

*The District Inspector of Schools, Abim District.*

This study also confirmed that the monitoring and evaluation is not only done by inspector but rather SMCs and PTAs at the community level. This people work hand in hand with the Local council leaders. In an interview with the Area Councillor LCV, he said

*“...we the education service providers generally support decentralization; because it has improved the management of resources allocated to districts and schools. Each Local Council has an education committee to discuss matters related to education and schools. This is a committee of 13 politicians, but works closely with the administrators. Each school has a school management committee, and the members include teachers, PTA representatives, and members of the education committee of the LC...”*

*Area councillor Alerek Sub – County, Abim District.*

In this case therefore, we can say decentralization has created room for effective monitoring and evaluation of programs in the communities.

#### **Proper accountability by local leaders**

The response in the table above also indicates that decentralization has enhanced proper accountability and transparency to some extent which was represented by 9%. The study further elaborates that this has been attained due to constant auditing done by IGG surprisingly. Account Assistant at the Sub - County said;

*“...we have had little challenges in this fiscal decentralization has been the institutionalization of prudent financial management and accountability mechanisms. The Government has taken considerable measures to improve financial management in Local Governments, which include training of key Local Government staff and computerizing the accounting system...”* Accounts Assistant, Alerek Sub- County.

In addition, most respondents said information about financial transfers to Local Governments is regularly publicized in the print media for the public to be informed and demand accountability.

#### **Increased staffing**

The study also reveals that decentralization has increased staffing at the local level. This has been minimal with only a representation of 3.8% of the responses. This small percentage shows

that there are still challenges in the personnel. The few people interviewed were giving reason for increased staffing to the recruitment currently done at the district level and several political leaders who are elected by the community.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter gives the presentation on the summary, conclusions and recommendations of the findings and this summary will be focused on the main objectives of the study, that is, Concept and Mechanisms of Decentralization, Challenges and effects of Decentralization on effective service delivery in Alerek Sub - County.

#### **5.1 Summary of the findings**

The summary of the major findings on impact of decentralization on service delivery are as described below;

In reference to objective one Concepts and Mechanisms of decentralisation policy on Service Delivery it was found out that the main mechanism of service delivery in the sub-county of Alerek is LGs budget and plan for the available resources with central government approval among other mechanisms are District recruiting their personnel, procurement, selection and central allocation of resources to LGs.

On the second objective it aimed at finding out the challenges of decentralisation on service delivery and way forward it was found that inadequate LGs revenue/resources is the main challenges other challenges identified are bureaucracy by CGs to approve budget, insufficient staffing, irregularities in recruitment, difference in political ideologies and incompetent local leaders.

The third objective was to find out the impacts does decentralisation have on service delivery to the community of AlerekSub- County and it was found out that effective sensitization of community on upcoming program, access to donor support and funding, proper utilization of local resources within the community, effective community participation of local people in development, construction and easy access to social infrastructure, easy monitoring and evaluation of programs, proper accountability by local leaders, and increased staffing and political representative are the main impact of decentralization on service delivery in various sector in the sub-county of Alerek Abim district.

## **5.2 Conclusion**

From the finding it can be concluded that LGs budget and plan for the available resources with central government approval among other mechanisms are District recruiting their personnel, procurement, selection and central allocation of resources to LGs are the most appropriate mechanism of decentralization for service delivery in the sub-county of Alerek

On the second objective is concluded that LGs revenue/resources is the main challenges other challenges identified are bureaucracy by CGs to approve budget, insufficient staffing, irregularities in recruitment, difference in political ideologies and incompetent local leaders.

In reference to the findings of the third objective its concluded that effective sensitization of community on upcoming program, access to donor support and funding, proper utilization of local resources within the community, effective community participation of local people in development, construction and easy access to social infrastructure, easy monitoring and evaluation of programs, proper accountability by local leaders, and increased staffing and political representative are the main impact of decentralization on service delivery in various sector in the sub-county of Alerek- sub-county, Abim district.

## **5.2 Recommendations**

Based on the above discussion of the findings of this study, it is clear that decentralization will not result in effective service delivery unless certain measures are put in place to address the challenges and contradictions associated with decentralized local governance in Uganda. To this effect, the following recommendations are made.

There is a need for greater clarity among key stakeholders regarding their roles, responsibilities and legal mandates. This is particularly applicable to the relationship between Central Government Line Ministries and Local Governments, but also with respect to the interaction between elected leaders and administrative officials within Local Governments.

The Central Government, both the National Parliament and the Cabinet, should appreciate the strategic philosophy of decentralization by restraining their Line Ministries from interfering in the management of decentralized services. This will eliminate conflict between the Central Government and Local Governments. Effective service delivery can only be achieved under a stable and cordial Centre-periphery relationship.

Fiscal decentralization will only be sustainable if LGs can raise their own revenues and thereby reduce their dependency on Central Government transfers. The abolition of Graduated Tax was found to have had a negative impact on the financial viability of LGs and alternatives to this source of local revenue should be investigated as a matter of urgency.

For accountability to be effective, there is need to strengthen the laws on corruption in order to enforce compliance. The measures that have been put in place to improve transparency and accountability also need to be strengthened to ensure that various role-players fulfill their roles in an ethical and accountable manner. This includes devoting attention to the need for regular inspections, stringent financial reporting procedures, and an enhanced flow of information to the citizens regarding the funds that have been released and utilized for the purposes of service delivery.

The characteristics of good governance such as democratic leadership, respect, patriotism, accountability and transparency should become an integral part of the school curriculum so that the human resources graduating from such an Education system are morally upright. This will assist in the long run in promoting professionalism and corporate management in LGs.

Capacity development initiatives are required to enhance the capacity of Local Government politicians and officials to plan, budget, utilize and account for financial resources. This is one of the assurance measures to improved service delivery. As part of such capacity development programmes, each of the stakeholders need to have a better understanding of their respective roles so as to reduce role conflict in LGs.



The existing law that prevents elected leaders from participating in routine work like inspection, execution of policies, procurement, among others should be enforced. Some elected leaders who abuse office by interfering in the procurement process in LGs should be prosecuted as a means of stamping out the bad behavior so that others learn.

The existing law regarding electoral malpractices should be enforced in order for the electoral process to enhance the elevation of competent leaders into positions of leadership in the LGs and eventually improving service delivery. The laws have thus far remained dormant.

The Parliament of Uganda should revise the LGA with a view to attaching an academic qualification to office bearers in LGs especially at LCIII (Sub-county) up to LC V (District/City). This is due to the fact that the management challenges that have been decentralized require leaders who are sufficiently educated at least to ordinary level standard. This will enhance efficiency and effectiveness in service delivery.

### **5.3 Areas for further research**

As this study focused on the impact of decentralization on service delivery, it does not conclude that all has been researched on the topic decentralization but there are still gaps in other areas which need further study on;

Decentralization and good governance

## REFERENCES

- Akin, J., Hutchinson, P. and Strumpf, K., 2001, 'Decentralization and Government Provision of Public Goods: The Public Health Sector in Uganda', in *Abt.Associates: MEASURE Evaluation Project Working Paper 01–35*, Bethesda, MD.
- Asiimwe, J. 1989. *The Resistance Councils and Committees (RCs) in Uganda: An appraisal of a Policy of Democratic Decentralization: Problems and Prospects*. M.A. thesis, Makerere Institute of Social Research, (MISR), Kampala, Uganda
- Azfar, O., S. Kekkonen, J. Livingston, P. Meagher, and D. Rutherford, 2000; *making Decentralization work: An Empirical Investigation of Governance and Public Services in Uganda*. IRIS Centre, University of Maryland.[www.worldbank.org/publicsector/decentralization/Uganda%20paper%20121800.doc](http://www.worldbank.org/publicsector/decentralization/Uganda%20paper%20121800.doc).>. Accessed November 9, 2010
- Bardhan, P., and D. Mookherjee, 2006. Decentralization, corruption, and government accountability: An overview. In *A Handbook of Economic Corruption*, eds. S. Rose-Ackerman and E. Edgar. Cheltenham, UK and Northampton MA, USA
- Bardhan, P., and D. Mookherjee. 2000. *Capture and Governance at Local and National Levels*. *American Economic Review* 90 (2): 135–139.
- Bardhan, P., and D. Mookherjee. 1999. *Relative capture of local and national governments: An essay in the political economy of decentralization*. Working Paper, Department of Economics, University of California, Berkeley
- Bitarabeho, J. (2008). "The Experience of Uganda- Local Government's Role as a Partner in the Decentralization Process to Strengthen Local Development". *Conference on Access to Development Funding for Local Governments in Africa*. Johannesburg. Century, Copenhagen: DANIDA.
- Conning, J., and M. Kevane. 1999. *Community Based Targeting Mechanisms for Social Safety Nets*. Department of Economics, Williams College, Williamstown, Mass. Photocopy.

- Crowder, L. V., and J. Anderson, 2002. Uganda: Private Sector Secondment of Government Extension Agents. In *Contracting for Agricultural Extension: International case studies and emerging practices*, eds. W. M. Rivera and W. Zijp. Oxford, U.K: CAB Publishing.
- De Muro, P., L. Salvatici, and P. Conforti. 1998. *An overview of Decentralization in Sub-Saharan Africa*. <[www1.worldbank.org/wbi/p/decentralization/afrlib/conforti.pdf](http://www1.worldbank.org/wbi/p/decentralization/afrlib/conforti.pdf)>. Accessed October 25, 2010
- Deininger, Klaus; Mpuga, Paul (2005): *Does Greater Accountability Improve the Quality of Public Developing Countries: A Comparative Perspective*. New Delhi: Oxford University
- Doornbos, M. (1999) Globalization, the State and other Actors: Revisiting State Autonomy in J. Martinussen (ed.) *External and Internal Constraints on Policy Making: How Autonomous are the States?* Occasional Paper No. 20, IDS Roskilde
- Faguet, J.-P., 2000, 'Decentralization and Local Government Performance: Improving Public Service Provision in Bolivia', in *Revista De Economia De la Universidad Del Rosario* III
- Foster, M., and P. Mijumbi. 2002. How, When, and why does Poverty get Budget Priority: *Poverty reduction strategy and public expenditure in Uganda*. Overseas Development Institute Working Paper 163, London. < [www.odi.org/publications/wp163.pdf](http://www.odi.org/publications/wp163.pdf)>. Accessed October 10, 2010
- Francis P and James R "Balancing Rural Poverty Reduction and Citizen Participation: *The Contradictions of Uganda's Decentralisation Program*" 2003 *World Development* 325-337
- Friis-Hansen, E., and D. Kisauzi. 2004. Uganda: Evolution of the Extension-farmer Relationship. In *Extension Reform for Rural Development*, vol. 2, eds. W. M. Rivera and G. Alex. Privatization of Extension Systems: Case Studies of International Initiatives. Agriculture and Rural Development Discussion Paper 9. Washington D.C.: World Bank.
- Golola, L. M., 2003, 'Decentralization, Local Bureaucracies and Service Delivery in Uganda', in *Reforming Africa's Institutions*, ed. Kayizzi-Mugerwa, S., New York: United Nations University Press.

Green, E. 2008, *District creation and decentralization in Uganda*, Working Paper 24; London School of Economics

Hillebrand Nielsen, (1996) *Donor Support to decentralization in Uganda: Experiences from Rakai District 1990-5*, Working Paper No.9, ECDM Maastricht

Jeppsson, A., and S. A. Okuonzi. 2000. *Vertical or Holistic Decentralization of the Health Sector? Experiences from Zambia and Uganda*; *International Journal of Health Planning and Management* 15: 273–289

Kibwika, P., and A. R. Semana. 1998. *Equity implications of reforms on the financing and delivery of agricultural extension: A Case Study of Two Districts in Uganda*. Kampala, Uganda: Makerere University, Department of Agricultural Extension/Education.

Lubanga, F. 1996. The process of decentralization. In *Democratic decentralization in Uganda: A new Approach to Local Governance*, eds. S. Villadsen and F. Lubanga. Kampala, Uganda: Fountain Publishers.

Mangheni, M. N. 2007. Introduction. In *Experiences, Innovations and Issues in Agricultural Extension in Uganda: Lessons and Prospects*, ed. M. N. Mangheni. Kampala, Uganda: Fountain Publishers.

Manor, J. (1999) *the Political Economy of Decentralization*, the World Bank Washington

Martinez-Vazquez, Jorge F. Javier Arze; Boex, Jameson (2004): *Corruption, Fiscal Policy, and Fiscal Management*. Research Paper for the Project “*Fiscal Reform in Support of Trade Liberalization*” Washington D.C.

MFPED (2002): *Deepening the understanding of poverty*. Second participatory poverty assessment

MoLG (2004): *Report on the Joint Annual Review of Decentralization 2004*, Parts I-III. Kampala.

## APPENDICES

## Appendix I: Questionnaire for Health Workers

## Introduction

Dear Respondent;

My name is **Owilli Jimmy Roland**, a student of Kampala International University and seeking for your consent to give your input in this study. This research questionnaire aims at collecting data to break the tendency of group thinking about the **impact of Decentralisation on service delivery in Alerek Sub- County, Abim district**.

You are kindly requested to participate in answering the questions to the best of your ability. Your contribution will be very useful in providing recommendations for effective implementation of Decentralisation policy and service delivery in Alerek Sub- County and in Uganda at large.

The data collected will be held with great confidentiality therefore your name should not appear anywhere on this sheet. You are kindly requested thus, to tick and fill in the required information.

### Section A: Bio data Information

1. Sex:    a) Male                                  b) Female                                  c) Age.....
2. Level of Education  
    a) Graduate  
    b) Diploma  
    c) Certificate  
    d) Others.....
3. Name of Health Centre.....
4. Position.....

## SECTION B: Concept, Mechanisms and people's views about Decentralisation

5. Are health services decentralised?    a) Yes                                  b) No
  
6. According to your opinion, what do you think Decentralisation is?
  - a) Redistribution of programs to local communities
  - b) greater participation and control over service delivery and governance by local communities
  - c) Giving ordinary people opportunities to participate in decision-making
  - d) Other, specify.....
  
7. What services among these have been decentralised under health?
  - a) Procurement of drugs and other medical equipment
  - b) Construction of medical facilities
  - c) Recruitment of medical personnel
  - d) Monitoring and Evaluation
  - e) Others, specify.....

## **Section C: Challenges and opportunities of Decentralisation on service delivery**

8. Do you encounter challenges in executing medical services in relation to decentralisation?
- a) Yes                      b) No
9. If yes, what are the challenges faced?
- a) .....
- b) .....

c) .....

10. In your opinion, what do you think should be done in order to improve health service delivery in relation to Decentralisation?

a) .....

b) .....

c) .....

d) .....

**Section D: Effects of Decentralisation on Service delivery**

Have you realised any effect of Decentralisation on health service delivery?

a) Yes

b) No

13. If yes, what effects have been cited?

a) Easy access to proper medical care

b) Availability of drugs and health equipment at the health centres

c) Proper staffing in the medical department

d) Proper management and accountability in the health department

e) Others, specify.....

14. According to you, do feel Decentralisation has succeeded in your area?

a) Yes

b) No

**THE END**

Thank you for your positive response

MAY GOD BLESS YOU ABUNDANTLY



## Appendix II: Questionnaire for Sub- County Administrators

## Introduction

Dear Respondent;

My name is **Owilli Jimmy Roland**, a student of Kampala international University and seeking for your consent to give your input in this study. This research questionnaire aims at collecting data to break the tendency of group thinking about the **impact of decentralisation on service delivery in Alerek Sub- County, Abim district**.

You are kindly requested to participate in answering the questions to the best of your ability. Your contribution will be very useful in providing recommendations for effective implementation of Decentralisation policy and service delivery in Alerek Sub- County and in Uganda at large.

The data collected will be held with great confidentiality therefore your name should not appear anywhere on this sheet. You are kindly requested thus, to tick and fill in the required information.

### Section A: Bio data Information

1. Sex: a) Male b) Female c) Age.....
2. Level of Education  
a) Graduate  
b) Diploma  
c) Certificate  
d) Others.....
3. Position .....
4. Duration of service at the position  
a) Less than 1 year b) 1 – 5 years  
c) 5 - 10 years d) Over 10 years

## Section B: Concepts, Mechanisms and peoples' views about Decentralisation

5. Is this sub county/Division implementing Decentralisation program?

- a) Yes    b) No

6. Which one among the following defines Decentralisation?

- a) Redistribution of programs to local communities
- b) greater participation and control over service delivery and governance by local communities
- c) Giving ordinary people opportunities to participate in decision-making
- d) Effective management of local resources
- e) Others, specify.....

7. What is normally done under decentralisation program?

- a) Central government transfer responsibility of procurement, selection of local projects, and identification of beneficiaries to local governments
- b) Local communities elect their representatives
- c) District recruit their personnel (District Service Commission)
- d) Local governments budgets and plans for the available resources and central government approves
- e) Central government allocates resources to the Local government (District)
- f) Others, specify.....

## Section C: Challenges and opportunities of Decentralisation on Service delivery

8. Are there challenges in implementing Decentralisation?

a) Yes

b) No

9. If yes, what kinds of challenges do you experience?

a) Inadequate Local government resources/ revenue

b) Incompetent local leaders (not all)

c) Bureaucracy by the central government to approve budget and remit funds

d) Difference in political ideologies

e) Others, specify.....

10. Do you feel Decentralisation policy should continue in your area?

a) Yes

b) No

#### **Section D: Effects of Decentralisation on Service Delivery**

11. Does decentralisation has an effect on service delivery?

a) Yes

b) No

12. How has Decentralisation affected the administration and service delivery to the local people?

a) improved the financial accountability and effectiveness of local leaders

b) Improved the capacity of local councils to plan, finance, and manage the delivery of services to the local communities

c) Easy access to social infrastructures

d) Easy collection of local revenue (tax)

e) Effective community participation in rural development

f) Access to donor support fund

g) Effective utilisation of natural resources within the community

h) Other, specify.....

13. What ways do you think should be done to improve on local governance under Decentralisation policy?

a) .....

b) .....

c) .....

d) .....

**THE END**

Thank you for your positive response

MAY GOD BLESS YOU ABUNDANTLY

### Appendix III: Questionnaire for Education Department

## Introduction

Dear Respondent;

My name is **Owilli Jimmy Roland**., a student of Kampala International University and seeking for your consent to give your input in this study. This research questionnaire aims at collecting data to break the tendency of group thinking about the **impact of Decentralisation on service delivery in Alerek Sub- County, Abimdistrict.**

You are kindly requested to participate in answering the questions to the best of your ability. Your contribution will be very useful in providing recommendations for effective implementation of Decentralisation policy and service delivery in Alerek Sub- County and in Uganda at large.

The data collected will be held with great confidentiality therefore your name should not appear anywhere on this sheet. You are kindly requested thus, to tick and fill in the required information.

## **Section A: Bio data Information**

1. Sex: a) Male b) Female c) Age.....
2. Level of Education  
a) Graduate  
b) Diploma  
c) Certificate  
d) Others.....
3. Position of Education officer.....
4. Duration in the position

- a) Less than 1 year
- b) 1 – 5 years
- c) 5 – 10 years
- d) Over 10 years

**Section B: Concept, Mechanisms and overview of Decentralisation**

5. Is the education department decentralised? a) Yes b) No
6. Which of these defines Decentralisation?
  - a) Redistribution of programs to local communities
  - b) Greater participation and control over service delivery and governance by local communities
  - c) Giving ordinary people opportunities to participate in decision-making
  - d) Effective management of local resources
  - e) Other, specify.....
7. What programmes do take place in Education under Decentralisation policy?
  - a) Procurement of scholastic materials
  - b) Construction of Education facilities
  - c) Recruitment of Staff
  - d) Monitoring and Evaluation
  - e) Others, specify.....

**Section C: Challenges of Decentralisation on service delivery**

8. Do you experience challenges in implementing education programmes under Decentralisation?

a) Yes

b) No

9. If yes, what are the challenges?

a) Incompetence among Local authorities

b) Limited resources

c) Bureaucracy from the Ministry of Education and Sports

d) Insufficient staffing

e) Irregularities in the recruitment

f) Others, specify.....

10. What do you think should be done to improve on service delivery in education under decentralisation?

a) .....

b) .....

c) .....

#### **Section D: Effects of Decentralisation on service delivery in Education**

11. Is there any effect of Decentralisation on education programmes?

a) Yes

b) No

12. What effects have you experienced in Education under Decentralisation?

a) Access to donor support

b) Increased staffing in education department

c) Construction and equipping of school facilities and

d) Effective Monitoring and Evaluation of school activities

e) Proper utilisation of the local resources

f) Effective sensitisation of the local community on education

13. In your opinion, do you still admire to be under Decentralisation program?

a) Yes

b) No

**THE END**

Thank you for your positive response

MAY GOD BLESS YOU ABUNDANTLY



## Appendix IV: Questionnaire for Extension Workers (Agriculture)

### Introduction

Dear Respondent;

My name is **Owilli Jimmy Roland**, a student of Kampala international University and seeking for your consent to give your input in this study. This research questionnaire aims at collecting data to break the tendency of group thinking about the **impact of Decentralisation on service delivery in Alerek Sub- County, Abim district**.

You are kindly requested to participate in answering the questions to the best of your ability. Your contribution will be very useful in providing recommendations for effective implementation of Decentralisation policy and service delivery in Alerek Sub- County and in Uganda at large.

The data collected will be held with great confidentiality therefore your name should not appear anywhere on this sheet. You are kindly requested thus, to tick and fill in the required information.

### Section A: Bio data Information

1. Sex:   a) Male                      b) Female                      c)    Age.....
2.    Level of Education  
  
      a)     Graduate  
  
      b)     Diploma  
  
      c)     Certificate  
  
      d)     Others.....
3.    Workplace.....
4.    Position.....

5. Duration of service in the position
- a) Less than 1 year
  - b) 1 – 5 years
  - c) 5 – 10 years
  - d) Over 10 years

### **Section B: Concept, Mechanisms and review of Decentralisation**

5. Does agricultural sectors also decentralised?
- a) Yes
  - b) No
6. How do you define Decentralisation?
- a) Redistribution of programs to local communities
  - b) Greater participation and control over service delivery and governance by local communities
  - c) Giving ordinary people opportunities to participate in decision-making
  - d) Effective management of local resources
  - e) Other, specify.....
7. What normally happens in extension services under Decentralisation?
- a) Monitoring and evaluation of local programmes
  - b) Community participation in Developmental projects
  - c) Community sensitisation
  - d) Procurement and distribution of supplies to the local people
  - e) Others, specify.....

## MAP OF ALEREK SUB-COUNTY ABIM DISTRICT

### **ABIM DISTRICT**



### **KEY**

