POLITICAL DECENTRALIZATION AND SOCIAL SERVICE DELIVERY IN WAMALA SUB-COUNTY, WAKISO DISTRICT UGANDA

BY

MAWANGA PETER

BDS/35226/143/DU

A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES AND SOCIAL SCIENCE IN PARTIAL FULFILLMENT OF REQUIREMENT

FOR THE AWARD OF THE BACHELORS DEGREE IN

DEVELOPMENT STUDIESS OF KAMPALA

INTERNATIONAL UNIVERSITY

APRIL, 2017

DECLARATION

I **MAWANGA PETER,** declare that the work presented in this research report has never been submitted to any university or institution of higher learning for any academic qualifications or purposes. This research report is a result of my own independent research effort and investigations, and any part that may be indebted to the work others, the acknowledgment is made.

Signature:………………………………………Date: 24/05/2017…………………

APPROVAL

This research was carried out under my supervision as a University supervisor.

Signature……………………………… Date……24/05/2017…………………………

DR. OGWEL BENARD PATRICK

DEDICATION

This work is dedicated to my beloved parents for their love, care, spiritual and financial support during the study of my course. May the good Lord bless you abundantly?

ACKNOWLEDGEMENT

First and foremost I acknowledge God's gift of life that he enabled to accomplish this piece of work.

I wish to express my sincere appreciation towards all those who greatly contributed to the successful completion of this research: -

I would sincerely like to thank my supervisor **Dr. Ogwel Benard Patrick** whose commitment, relentless support and guidance helped me to sew together the threads of my research. Your constant encouragement showed me that "by believing passionately in something that does not yet exist, we create it." So, to you I am forever grateful. I equally thank all my lecturers, who beyond their core duty of teaching, overwhelmingly imparted wisdom that have remained a guiding stick in my life and my studies at the University.

I am grateful to my parents for their endless support extended to me through this course.
In a special way, I thank all my friends especially in and outside studying circles who have always supported me towards the report evolvement and the entire course.

TABLE OF CONTENTS   PAGE

LIST OF ABBREVIATIONS

CAO – Chief Administrative Officer

CME – Continuing Medical Education

DHC - District Health Council

DHMT - District Health Management Team

DHT - District Health Team

DSC – District Service Commission

FGD – Focus Group Discussion

HMIS – Health Management Information System

HSD - Health Sub-district

HUMC - Health Unit Management Committee

KI – Key Informant

LGDP – Local government Development Programme

LG-Local government

NGO – Non-governmental Organisation

PSC – Public Service Commission

LIST OF TABLES

ABSTRACT

The study titled "Political decentralization and social service delivery" aimed at investigating the influence of Political decentralization on social service delivery in Wamala Sub-County -Wakiso District. The objectives of the study were, to determine the role of Political decentralization on the social service delivery in Wamala Sub-County -Wakiso District, to determine the problems facing Political decentralization while delivering services to the service delivery, to identify strategies to curb down the hindrances above.

The study was designed to investigate the effects of Political decentralization on social service delivery to the people of district as a case study. The study was across sectional involving both male and females and descriptive in nature aiming at giving detailed account of views, impression, attitude and interpretation of issues on social welfare of the people. Both primary and secondary data was used to collect the data. Primary data was collected through interviewing and answering of question asked by the researcher while secondary data was collected through reviewing related literature on topic of study which involved extensive reading of text books of different authors, journals, new paper and the internet. The researcher used interviews, questionnaires, (primary service and related literature source) as the main tools for collecting data, under which different targeted group and respondents are studied in order to attain relevant data. Before going to the field for data collection, the researcher got a letter of introduction from the office of the head of department commissioning him to carry out the study with purpose. In addition, the researcher introduced himself to the respondents before administering the questionnaire and have interviews with respondents. The result indicated that, of which 70% were males and the 30% remaining were females of the respondents. The high percentage of male which is (70%) respondents was attributed to the fact that most of the work done in the public sector needs more energy which becomes advantageous to men. The study concluded that the level of Political decentralization on the performance of service delivery Wamala Sub-County have expressed concerns about the startup of the third phase of Political decentralization through which new responsibilities devolved from the central government over the past couple of years. The study recommended that, the District should deal directly with the Central Government and inform the Province. This can be a solution to the issue of bureaucracy that is created when the District needs to pass through the Province to deal with the Central Government.

INTRODUCTION

1.0 Introduction

This chapter contains the back ground to the study, statement of the problem, hypothesis, and objectives of the study, scope of the study and the significance of the study.

1.1 Back ground of the study

1.1.1 Historical perspective

Decentralization took shape in Uganda in the 1980s with the establishment of the rehabilitation council one to rehabilitation council five system (later renamed Local council) hierarchically from villages, parishes, sub counties/divisions and Districts/ Municipalities respectively. The following objectives were considered by a commission set by the National resistance movement government for this decentralized system of governance: to bring services nearer to the people; reduce tedious administrative and bureaucratic procedures; make services to suit local needs and conditions; improve accountability by local scrutiny; and to enable the process of capacity building of local institutions. To achieve the above objective, two extreme approaches of devolution and decongestion were adopted. The Constitution of the Republic of Uganda 1995 Chapter 11 Article 176 and the local government Act CAP 243 that came into play on 24th March 1997 provided the legal basis, regulatory frameworks respectively. The LG Act, 1997 further defined the local government structure as an institutional framework for implementation of decentralization where different stakeholders consult, negotiate on agreeable outputs. In 1993 thirteen pilot districts were decentralized where practical advocacy for democracy, unity, Human Rights protection, role of the people by participation, gender equality and environmental protection were demonstrated by a secretariat which is semi-autonomous to the government.

Several governments in Sub Saharan Africa, Uganda inclusive, have embarked on political decentralization as a way of economic and institutional reforms to promote democratization and socio-economic development. According to Azfar et al (2007), Uganda undertook to pursue decentralization as a process to widen its support by increasing the people's participation in decision making process at the grassroots through the service delivery system for a more effective social and economic development. Bitarabeh (2008) asserts that this was hoped to contribute to

development and reduction of poverty among the poor and the country at large (Sinagatullin. 2006).

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

In Uganda, Chambers (1995) describes rural development as a strategy that enable a specific group of people to gain for themselves and their children more of what they want and need. IFAD (2001) estimates that over one billion people in the world live in poverty and most of these impoverished people reside in rural communities (p. 2). The group includes small scale farmers, tenants and the landless. As such, rural communities are prioritized in order to achieve the world's development and poverty alleviation goals (Cling, 2002). Collier (2007) suggests: "Policies for rural development should receive higher priority than in other economies. Whereas the policies needed for industrial exports around the world, policies for rural development should be adapted to local circumstance and this requires much large investment in local knowledge" (p.62).

1.1.2 Theoretical perspective

The theories of decentralization include: the liberal theory, the economic theory/public choice theory and the Marxist theory. The theories have informed much of contemporary academic, practitioner and political argument about service delivery issues. The theory found to be most

relevant by this study is the liberal theory as it directly advocates for the goodness of personnel decentralization for better performance. In support of the above (Lubanga, 1998) quotes Vincent Ostrom and also adds that; Personnel decentralization has its origin from the liberal school of political thought. Under personnel decentralization, because of the proximity of the employer and the employee and given their mutual interest, effective attachment is likely to develop and, along with it, reciprocal accountability–i.e. improving performance and eliminating organizational failure.

1.1.3 Conceptual perspective

The term "decentralization" embraces a variety of concepts which must be carefully analyzed in any particular country before determining if projects or programs should support reorganization of financial, administrative, or service delivery systems (The World Bank group, 2002). Decentralization, which denotes to a process or situation of transfer of authority and responsibility for public functions from the central government to intermediate and service deliverys or quasi-independent government organizations and/or the private sector, is a complex multifaceted concept. Different types of decentralization should be distinguished because they have different characteristics, policy implications, and conditions for success.

Decentralization is the process of dispersing decision-making governance closer to the people and/or citizens. It includes the dispersal of administration or governance in sectors or areas like engineering, management science, political science, political economy, sociology, and economics. (Musis, 2007), Decentralization is also possible in the dispersal of population and employment. Law, science and technological advancements lead to highly decentralized human endeavors. Service delivery is a form of public administration which in a majority of contexts, exists as the lowest tier of administration within a given state (Tindal, 2004).

In political decentralization, Law No. 22/1999 and Law No. 32/2004 give full authority to citizens to elect the governor and the local legislature at the provincial level and the mayor and also the local legislature at the district level. Consequently, service deliverys are more independent and thus able to develop their own institutions and manage their own financial resources. They have more space to build up their capacity and creativity to provide public services. They are also more accountable because their constituents elect them. Therefore, under this new system, people could expect that their government would do better for bringing them into prosperity (Rasyid, 2002).

The new laws have reformed the political system in Indonesia. In the past, based on Law No. 5/1974, the central government decided who would be elected to the second tier and third tier governments (Rasyid, 2002). Rasyid (2002) argue that "the central government enjoyed discretionary power to apply its own conditions to justify any of its decisions". Moreover, in the Soekarno and Soeharto regimes, the governor, the regent, and the mayor functioned as the representatives of the central government and the head of the region and the locality. In contrast, now politicians are able to serve the in second tier (provincial) or third tier (districts or cities) without being elected by central government, but being elected by the citizens in one jurisdiction (Rasyid, 2002). Therefore, it has been argued that the decentralization after Law No. 22/199 was implemented held the elected leaders in provinces or districts or cities more accountable than before the introduction of Law No. 22/1999.

1.1.4 Contextual perspective

The Decentralization implementation process is being undertaken in three phases: The first phase (2000-2003) established democratic and community development structures and attempted to build their capacities. In a bid to facilitate the functioning of these structures, a number of legal, institutional and policy reforms were undertaken, covering roles and responsibilities of central and decentralized structures; financing services and accountability mechanisms. (George, 2007).The current second phase (2004-2008) is meant to consolidate and deepen the Decentralization process by emphasizing rural development to communities through a well-integrated accountability network. This is through community empowerment by ensuring greater participation and involvement in the planning and management of their affairs. As a mechanism to facilitate effective implementation of poverty reduction programs, Decentralization principles and practices are mainstreamed in the ongoing work to update the PRSP2, sectoral strategies and plans, and the District Development Plans (DDPs). The strategy and activities in this phase are, thus, building on the achievements, lessons and challenges of the first phase, as well as emerging concepts and priorities in the rural development systems. Victor (2000).

Most governments have both centralized and decentralized levels of decision making in which choices made at each level regarding the provision of public services are influenced by the demands for those services by persons living in such jurisdiction. This scenario is prevalent in federal and non-federal systems of government. However, it is not uncommon to ascribe fiscal

Federalism mostly to federal governments. Within this context. Decentralization involves the existence of sub-national or lower levels of government. The fiscal relationships and/or arrangements between the centre and the lower levels of government is often called fiscal federalism. LIFE, (2007).

Mills, & Witter, (2006), observed that decentralized management of schools led to improvement in achievement scores in Wamala Sub-County Wakaiso district. Estache and Sinha (2005) using data on a cross-section of industrial and developing countries found that Decentralization leads to increased spending on public infrastructure. Keith, (2000) and Shinyekwa, (2006). Using cross-section and time series data for a large number of countries especially in Uganda find that decentralization contributed to improved delivery of public goods provision.

1.2 Statement of the problem.

In spite of a number of benefits accompanied with political decentralization in social service delivery such as quicker and better decision-making and thus reformed public rural development areas, diversification of activities, empowered service deliverys and improved management efficiency in the Service deliverys, there are several problems such as poor co-ordination of work among the different departments that associated such kind of system. The performance of Political decentralization to date has been successful in many respects and there is consensus across Government, development partners, civil society and private sector actors, that it is the most appropriate mechanism for service delivery. A number of challenges have, however, been revealed by various evaluation studies of which includes lack of capacity at district levels to develop well integrated development and action plans; weak awareness of national laws and bylaws among service delivery leadership; and Inadequate financial resources and lack of budget discipline leading to a relatively important budget deficits and debts. Therefore the study is aimed at investigating the impact of Political decentralization on the social service delivery in Wamala Sub-County Wakiso District Uganda.

1.3.0 Objectives of the study

1.3.1 General Objective

To investigate the influence of Political decentralization on social service delivery in Wamala Sub-County -Wakiso District.

1.3.2 Specific objectives

i) To determine the role of Political decentralization on the social service delivery in Wamala Sub-County -Wakiso District.

ii) To determine the problems facing Political decentralization while delivering services to the service delivery.

iii) To identify strategies to curb down the hindrances above.

1.4 Research questions

i) What are the role of Political decentralization on the social service delivery in Wamala Sub-County?

ii) What are the problems facing Political decentralization while delivering services to the service delivery?

iii) What are strategies to control the hindrances above?

1.5.0 Scope of the study

1.5.1 Content scope

The study made up a generalized conclusion about the whole district. It will also cover the population of people in Wakiso District such as the workers from the service delivery, the beneficiaries from the county and local leaders inclusively.

1.5.2 Time scope

The study was carried out in a period of five years from 2009-2014 and publication of a report and dissertation will take a period of four months i.e from Feb- June 2017.

1.5.3 Geographical scope

The study was carried out in Wamala Sub-County service delivery.

1.6 Significance of the study

i. The study will help the researcher in finding out the detailed information about Political decentralization.

ii. The study was substantial on showing the benefits of Political decentralization on service delivery.

iii. The researcher will also help the policy makers to come up with appropriate policies of solving the challenges faced by Political decentralization.

6

1.7 Conceptual framework showing political decentralization and service delivery

Figure 1

Independence Variable

Dependent Variables

Political Decentralization		Social service delivery
➢ Civil Liberties ➢ Political Rights ➢ Democratic Pluralistic ➢ System		➢ Responsive Services ➢ Effective Services ➢ Efficient Services ➢ Sustainable Services

Intervening variables

Government policy

Decision making
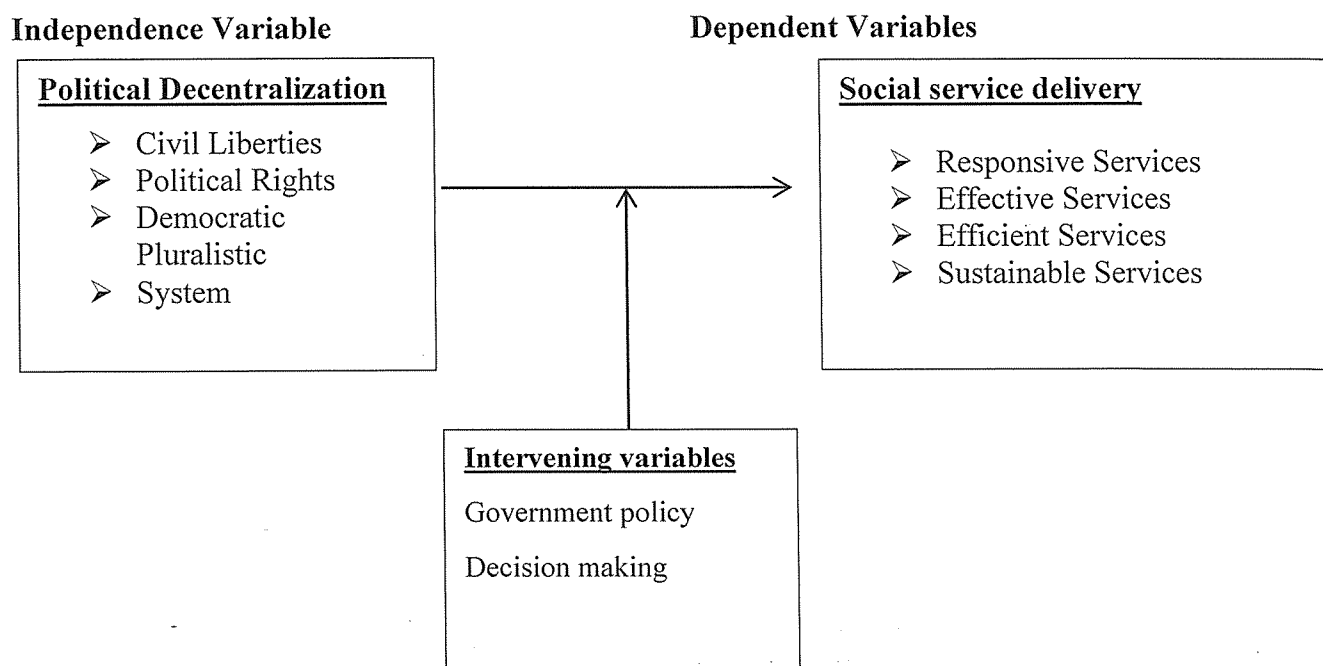
Source: Adapted from Parker, Andrew N, (1995), Decentralization: The Way Forward for Rural Development? Policy Research Working Paper 1475. The World Bank, Washington, D.C.

LITERATURE REVIEW

2.0 Introduction

This chapter presents the study theoretical and conceptual frameworks and reviews literature on political decentralization and social service delivery. It also reviews literature on related studies basing on objectives of the study.

2.1 Theoretical Framework

The theories of decentralization include: the liberal theory, the economic theory/public choice theory and the Marxist theory. The theories have informed much of contemporary academic, practitioner and political argument about service delivery issues. The theory found to be most relevant by this study is the liberal theory as it directly advocates for the goodness of personnel decentralization for better performance. In support of the above, Lubanga (1998, p. 70-71) quotes Vincent Ostrom and also adds that; Personnel decentralization has its origin from the liberal school of political thought. ... Under personnel decentralization, because of the proximity of the employer and the employee and given their mutual interest, effective attachment is likely to develop and, along with it, reciprocal accountability – i.e. improving performance and eliminating organizational failure.

2.1.1 The liberal theory

This theory has developed a forceful case for autonomous, elected local authorities. First service delivery is grounded in the belief that there is value in the spread of power and the involvement of many decision-makers in many different localities. The second argument rests on the view that there is strength in the diversity of response. That needs vary from locality to locality; as do wishes and concerns; service deliveries allow these differences to be accommodated. The third argument rests on the view that service delivery is local. This facilitates accessibility and responsiveness because councilors and officers live close to the decisions they have to make, to the people whose lives they affect and to the areas whose environment they shape. The theory further argues that its small scale makes service delivery more vulnerable to challenge than central government. Its visibility makes it open to pressure when it fails to meet the needs of those that live and work in its area. Lastly, the forth argument rests on the view that service delivery has the capacity to win

public loyalty. It can better meet local needs and win support for public service provision because it allows choice. It facilitates a matching of local resources and local needs Lubanga (1998).

2.1.2 Public-choice theory

The assumption is that decentralization, as a mode of governance will enhance speedy delivery of social services. Public-Choice theory is built on the proposition that individual preferences for local public services vary from place to place, because tastes and willingness to pay differ for geographic, cultural and historical reasons (and that preferences within each locality are reasonably homogenous). For this reason, it is argued that central provision of local public good, (if it tends to be uniform across the country), is likely to please nobody. It therefore is argued, that States should only offer those services that correspond to local needs (Klugman, 1994). It is also argued that information is an important factor bearing on social service delivery. When there is insufficient or asymmetrical information, it is difficult for government decision-makers' to predict the consequences of their decisions. The probability of disparities between decision-makers ideas and the actual local impact of the decision is much greater in a centralized context. This problem can be alleviated; it is argued, by virtue of having autonomous centres of decision-making which function independently of the central authority.

Economists who explore the issues of efficiency and decentralisation in neo-classical theoretical terms raise another theoretical justification for decentralisation. It is argued that decentralisation reduced the unit cost of providing public goods and services. That it tends to lower unit costs, through simpler delivery procedures and building upon existing local resources, knowledge, technology and institutional capacities (Allen, 1987; Klugman, 1994).

Therefore, from a 'public-choice' angle, decentralisation is a situation in which public goods and services are provided through the revealed preferences of individuals by market mechanisms. "Public-choice' theorists contend that under conditions of reasonably free choice, the provision of some public goods is more economically efficient when a large number of local institutions are involved than when the central government is the provider. The argument here is that a larger number of providers of goods and services offer citizens more options and choices that they need.

9

2.1.3 The Marxist theory

The main ideas of this theory were put forward by among others, Katzelson, Cowson and Saunders. According to this theory, provision and consumption of goods and services are influenced by class differences. It is in light of this that the theory contends that any service delivery with intentions of implementing decentralization6 programmes must take into account the issue of the local state and the reproduction of the capitalist class. Here the theory argues that service delivery institutions play a role in the state's reproduction of the conditions in which capitalist accumulation can take place. That the local state usually supports the national capitalist state because its institutions are part and parcel of the national capitalist. The theory tackles the distinction between social consumption functions and social investment policies. The argument is that social investment policies are aimed at maintaining the production of goods and services in the economy by supporting the profitability of the private sector. Social consumption policies, in contrast, are aimed primarily at supporting the consumption needs of diverse groups in the population who for various reasons cannot fulfil all their requirements through market purchase. In this theory, local authorities are seen as fundamentally constrained by the dominance of politics at the centre.

2.2 Related Studies

Political decentralisation is a top-down process, which by delegating power can help to reduce the centre's control over the social, economic and cultural life of its citizens. Political decentralization aims to give citizens or their elected representatives more power in public decision-making. It is often associated with pluralistic politics and representative government, but it can also support democratisation by giving citizens, or their representatives, more influence in the formulation and implementation of policies. Political decentralization, in contrast to administrative decentralisation, is not concerned primarily with increasing efficiency--improving service delivery by the government, removing bottlenecks and reducing delays, increasing the ability to recover costs--but with the devolution of power to the grassroots and leading to the formation of "local-level" governments. Shaw, (2005).

The concept of political decentralisation however strongly rests on the belief that the selection of representatives from local electoral jurisdictions allows citizens to know better their political representatives and allows elected officials to know better the needs and desires of their constituents. The proponent of political decentralisation state a number of benefits arising from

this kind of a decentralisation process. The main argument in favour of political decentralising is that decision-making that is more appropriately left to local of regional governments is essential for promoting democracy and good governance. Decentralised government can provide space for people to participate in local development. It can ensure a more efficient allocation of resources, enhance local resource mobilisation and improve local governance. This, in turn, may pave the way for more effective poverty reduction strategies. The other arguments in favour of political decentralisation are :

i)   Decision-making power was in the hand of local-authorities who are more aware of the local situation and hence are in a better position to take judicious decision.

ii) There would be a greater cognisance of community preferences in decision-making which would lead to a greater participation of people in the governance processes and their greater sense of belongingness towards the infrastructure set up. This would have positive implications on the sustainability of infrastructure. Shank, G. D. (2002)

iii) Decision-making at the lower levels would imply a significant reduction in the time-taken for taking a decision as well a reduction in the administrative costs.

iv) There was greater spaces for participation of marginalized communities in the governance processes as the local –government would comprise of local, popularly-elected representatives.

Political decentralisation would lead to a balanced regional development as many inefficiencies arise from attempting to administer a very backward economy through a highly centralized political authority and the development of that area often gets neglected. Jennifer (2006).

Some of the claims of the proponents of political decentralisation stand validated in cases where there was a clear political leadership and transparency in carrying out the decentralised process and enough time was given to the decentralised institutions to develop organisational and human resources capacity to handle the inflow and use of power. For example, reforms in Ghana, Nepal and Uganda have led to transfer of significant authority to lower-levels of government to decide their development needs and priorities and now have more control over the resources. Further, in Ghana and Uganda, districts can raise some of their own revenues and negotiate directly with external donors for additional assistance. Schram, (2003).

'It would be prudent to state. that under democratic settings. political decentralisation and elections provide direct political accountability. Since many developing countries have weak representative decision-making process and local elites are often firmly entrenched, participation and accountability can be enhanced through explicit promotion of transparent budgeting process. Experience in Mexico and particularly Brazil has demonstrated that participatory budgeting for government expenditures can serve as a critical link between communities and government. In both Nepal and Thailand too, more democratic processes have boosted the chances of meaningful participation. Schuurman, (2001)

2.2.1 The role of Political decentralization on the Social service delivery

Stasavage, (2003), the district service sectors were a sorry state before the advent of the Political decentralization Program in 2003. However, accruing from its strengths and utilizing the opportunities opened by Political decentralization, the district has scored notable achievements inall sectors. The district budget has moved from shs. 19.5 in2008/ 2009 to shs. 28.8 billion in 2003/2004. This growth in the resources envelope has enabled funding of key interventions that have improved the welfare of people. A few highlights are cited from the wealth and education sector.

Political decentralization in health service delivery

Before the advent of Political decentralization, physical and effective accessibility to health services in the district were poor. however, Political decentralization has reversed this situation through the sub-district concept in which the district in zoned into smaller units called health sub-districts each headed by a medical officer.

With funding from the central government, the district has constructed and equipped some health centers, renovated and up granted others and construct surgical, there has been a significant increase in capitulation grants to the private not for profit units (PNFP) in the district from shs 105 million in financial year 2001, 2000 to shs S43million in financial year 2003/2004 (Tunushabe 2004) as a consequence of all these measures, utilization of health service by patient had increases for example Out Patient Departments(OPD) attendances has shot up from 213,205 in 2002 to and 8375.220 in 2003 while deliveries at health units has gone from 60 to 81% in the same period. Apollo Nsibambi (2000)

According to Nasibambi. (2008). financially political decentralization in the health sector has helped in Wakiso District. The health sector can implement programs and all inputs including incentive available for staff. This has been achieved through facilitation from different avenues UNICEF, UNEP, and NGOs such as plan international. PHC has imposed in the areas of immunization and latrine coverage to which ADRA contributed. Health unit services have improved. People have more confidence in the service. Political decentralization accomplishments in the sector especially in major hospitals are due to the fact that the sector handles its own funds, water provision has changed much since Political decentralization. The water sector has received much focus in terms of resources allocation. This was confirmed by all districts informants in Before Political decentralization there was only 11% safe water in district but now 48 springs and 38 well has been protected and the proportion of safe water coverage has risen to 40% thanks to the significant role played by Political decentralization.

Education services

There has been a great stride in education under Political decentralization. The Universal Primary Education Program (UPE) started in 2007, with the objective of mobilizing all children of school going age attend school. By 2002/2003 total enrolment in primary schools increased and the number of primary schools also increased in order to cater for the large number of children, the district service delivery, through funding from the central government constructed class room, teachers, offices, stores, toilet facilities.

There are some encouraging signs of progress in improving social service delivery under Political decentralization for example; decentralized primary school class room construction has demonstrated substantially reduced units and faster construction rates than previous centralized programs. The economic evaluation of the LGDP quotes research by UNICEF, DANIDA and others showing social returns on investments ranging from 12% to over 80% which compare well with returns on central government investment.

In the further implementation of Political decentralization , governments objectives is to increase local autonomy while strengthening upward and down wards accountability, so that the autonomy is was used to meet the needs of the population.

Water is increasingly being managed as an economic rather than a social good, and Political decentralization in its various forms may be a useful tool to support this new approach (Braadbaart and Schwartz 2000). Governments and other reformers are now trying to link service levels and costs, provide incentives to increase the efficiency of water resource allocation, reduce costs, and increase sustainability of water service systems (Lorrain 2002). In theory, decentralized water services should improve governments' ability to treat water as an economic good. Moreover, as argued throughout this section, a locally accountable provision scheme would help impose user charges that could create incentives for efficient water use as well as for a self-financed water provision.

The argument often made those lower-level governments, closer to the beneficiaries, have an advantage in identifying citizens' preferences as well as the flexibility to respond to local conditions seems also to be common in the literature on water provision (Mclean 2001). As service deliverys use this information to improve access, reliability, and higher quality of water, consumers may be willing to pay more for services (Ahmad 2002). These increased user charges can, in turn, be was used to finance expansion, improvement, and maintenance of the existing network (Lorrain 2002).

Indeed, as Bahl and Linn (2002) argued, the provision of services by municipal governments or other local bodies can be enhanced by the use of revenues raised as user fees to finance maintenance and even capital expenditures. There is not cross country empirical evidence about the effects of Political decentralization on water provision and the country case studies bring mostly descriptive and anecdotal experiences. One probable reason for this situation is the lack of data in the field, which in turn is cawas used by difficulties in measuring the availability, access, and quality of this service. Descriptive evidence from new decentralized approaches points towards the theory that users are willing to pay for water services if they are tailored to and fulfill their needs. A 2003 World Bank study found this to be true across different income levels. This study showed that low income households in marginal urban areas are willing to pay higher tariffs, if they would obtain an improved access to the service in return.

This may be explained by the fact that lower income groups without household connection to water are currently paying higher prices for water than higher income groups in the same countries (with household water connection) (World Development Report 2004).

Although large capital investments are usually financed by central or ministerial branches, user charges are increasingly common for operations and maintenance of feeder systems (Ahmad 2002). The WDR (2004) argues that fiscal Political decentralization may allow service deliverys to charge for water services, which in turn can enhance the local policy makers' accountability to citizens. On the opposite case, without access to enough revenues from the clients, the service provider depends on the policymakers for fiscal resources to maintain service provision and in this way the local accountability may be harmed (WDR 2004). In many countries where water provision services depend on transfers from the central government there is lack of predictability on the amount and timeliness of the funding. This situation leaves the provider short in financial resources, which may lead to a vicious cycle of lower quantity and quality of services and even lower local revenues (Ahmad 2002). But the opposite is also argued: Zamman (2002), based on a case study of Indonesia, states that own-funded providers, especially if they have private management, do not commonly have good results and face opposition from local consumers and unions.

Following the classification of the types of administrative Political decentralization made by Rondinelli (1981) explained earlier, we can disaggregate water provision into deconcentrated, delegated and devolved schemes. According to Evans (2003), the deconcentrated system of water provision is the most common in the least developed countries. A common approach is to locate staff from the corresponding ministerial branch in units at intermediate and service deliverys to be responsible for water services delivery. The units develop their operation based mainly on technical considerations such as viability of the water source rather than identifying specific the needs of the population served. Not surprisingly, this approach created few incentives for users to financially assist government in maintaining or financing water services (Ahmad 2006).

Under the delegation model, governments transfer water management to public or even semi-private (public private partnerships) water agencies or management companies. These agencies are responsible for providing services within a specified region and are accountable to central ministerial branches. In the devolution approach, urban and rural units of water supply are fully

placed under local tutelage. According to the Ahmad (2006). the degree of responsibilities may vary according to the service delivery administrative capacity. When service deliverys are more skilled, they can undertake activities that range from very technical in nature to activities related to community involvement. Service deliverys that lack technical capacity can still interact with the communities while relying on staff from higher tiers of government for technical support. Most of the literature on this point out that whatever approach is taken would

work differently (more or less successfully) depending on country characteristics and institutional settings.

Rosenweig and Perez (2009) argue that each country is sufficiently different so that the solutions and option for water provision will not be the same. Again, cross country empirical evidence is very scarce on this topic. Bardhan (2002) found some evidence about the relationship of administrative Political decentralization and water services. He analyzes 121 completed rural water supply projects, financed by various international donor agencies in several countries. His results showed that projects with high participation of local communities in project selection and design were much more likely to have the water supply maintained in good condition. In other words,

Projects with more decentralized decision making were more likely to be sustainable than projects with centralized decision-making.Muhumuza W. (2008),

Political decentralization in Transport

Forced by progressive reductions in public expenditure, municipal authorities have had to cope with the problems of the growing deficits of urban transport services and the reduction in the quality of services and the number of passengers. The authorities have developed different ways of dealing with the problem, including the privatization of all or part of the services, sometimes acquired by foreign transport operators, the corporatization of the services and the introduction of private competition or the concessioning of parts of the system to private operators. These changes have had an impact on the employees (legal status, security of tenure, total employment, workload, work rules) as well as on labour-management relations. Tindal (2004),

16

This report will only give a short overview of trends and the interlink age of Political decentralization and privatization with the efficiency and quality of services delivery. It will primarily assess the impact of these trends on the workforce of the municipal service. Political decentralization affects employment levels, the terms of employment and working conditions of municipal workers, as well as labour management relations, in a number of ways. Moreover, public service personnel from government at regional and national levels are often transferred to local authorities. Such developments are common to the various sectors of services provided in the public interest. The report will attempt to compare the impact in the education, health services, and transport and utilities sectors. Bardhan (2002)

Political decentralization in Utilities

Gas, electricity and waste management have a vital role to play in the provision of basic services to the population, in the growth of other economic sectors and in the development of society as a whole. The provision of such services regardless of the type of ownership of the provider must be in the public interest. Ensuring universal access to these services remains a worldwide challenge, especially in developing countries. (Keith, 2000).Restructuring and privatization of utilities have an impact on the terms of employment and working conditions of the workforce in this sector which was and often still is located in the municipal services. A comprehensive survey on privatization of public utilities was prepared by the ILO in 2009.

Political decentralization in Administration

Administrative Political decentralization seeks to redistribute authority, responsibility and financial resources for providing public services among different levels of government. It is the transfer of responsibility for the planning, financing and management of certain public functions from the central government and its agencies to field units of government agencies, subordinate units or levels of government, semi-autonomous public authorities or corporations, or area-wide, regional or functional authorities. Jennifer, (2006).

Decision-makers and aid agency professionals in a number of transitional and developing countries are increasingly turning to "administrative Political decentralization" as a strategy for addressing a number of critical governmental needs. Foremost among these are improved governance, increased transparency and accountability, and more effective and efficient production and

delivery of public goods and services. Unfortunately, currently available analytical frameworks and guidelines are not particularly helpful in assisting them to design strategies and reforms aimed at promoting these and other needs. George, (2007)

According to Mills, et al, (2009).Civil service reform is usually a supporting strategy for more general Political decentralization in government operations or service delivery. One does not decentralize the civil service as an end in itself -- one does so in order to provide services better, manage resources more efficiently, or support other general outcome goals. The civil service as a whole can be seen as one of the main instruments with which the government fulfills its obligations. In the context of Political decentralization, this tool must often be reshaped in order to perform a new set of duties efficiently, equitably, and effectively. Reform of the civil service, therefore, is the process of modifying rules and incentives to obtain a more efficient, dedicated and performing government labor-force in newly decentralized environment (Bishnu, 2006).

Other Importance of Political decentralization

Political decentralization helps to improve the quality of decisions/decision-making at the top level management: Political decentralization of authority among other executives at all levels in the Organisation relieves the top executive of the excessive burden saving his valuable time, which he can devote to more important and long-term problems. This is bound to improve the quality of his decisions regarding such problems.Nsibambi (2000).

Decentralisation facilitates diversification of activities: It is a matter of common experience that an Organisation with departmentation on the basis of products facilitates diversification of products or market even when the authority is centralized. Decentralisation takes this process a step further. Managers of semi-autonomous product divisions are able to utilize their skills and experienced judgment. This has a bearing on their products and the market. The enterprise also attains maximum possible growth. Decentralisation is beneficial when new product lines or new activities are introduced in an Organisation. Such policy creates self-sufficient units under overall co-ordination of top level management. Musis (2007).

Decentralisation encourages development of managerial personnel: Most companies find lack of managerial talent as a limiting factor in their growth. A company cannot expand effectively beyond the scope and abilities of its managerial personnel. Capable managers, however, can be developed

only by giving managerial jobs to suitable persons and delegating them the authority to make important decisions. Such wide exposure gives them opportunity to grow and to have self-development for higher positions. The more talented and capable persons will learn and improve and qualify themselves for higher managerial positions. Only a decentralized Organisation can offer such opportunities to future managers without involving additional expenditure. A decentralized Organisation also allows its managers adequate freedom to try new ideas, methods or techniques. In brief, decentralisation creates a team of competent managers at the disposal of the company. Nsibambi, (2007).

Decentralisation improves motivation: Research conducted by social scientists has proved that the Organisation structure itself exercises some influence on the motivation of the people working within it. An Organisation structure which facilitates delegation, communication and participation also provides greater motivation to its managers for higher productivity. Decentralized Organisation structure is most favorable for raising the morale and motivation of subordinates which is visible through better work performance. Tindal S, Nobos Tindal (2004),

Decentralisation makes decision-making quicker and better: Since decisions do not have to be referred up through the hierarchy, quicker and better decisions at lower levels can be taken. Divisional heads are motivated to make such decisions that will create the maximum profit because they are held responsible for the effect of their decisions on profits. Thus decentralisation facilitates quick and result-oriented decisions by concerned persons. Paul, (1987)

Decentralisation provides opportunity to learn by doing: Decentralisation provides a positive climate where there is freedom to make decisions, freedom to use judgment and freedom to act. It gives practical training to middle level managers and facilitates management development at the enterprise level.

2.3 The challenges of Political decentralization on social service delivery

Political decentralization may lead to the problem of co-ordination at the level of an enterprise as the decision-making authority is not concentrated. Mills, G.E., et al, (2009)

Political decentralization may lead to inconsistencies (i.e. absence of uniformity) at the organization level. For example, uniform policies or procedures may not be followed for the same type of work in different divisions. Muhumuza, (2008)

Decentralisation is costly as it raises administrative expenses on account of requirement of trained personnel to accept authority at lower levels. Even the services of such highly paid manpower may not be utilised fully, particularly in small organisations. Edwin, (2006).

Introduction of decentralisation may be difficult or may not be practicable in small concerns where product lines are not broad enough for the creation of autonomous units for administrative purposes.Edwin(2006).

Political decentralization creates special problems particularly when the enterprise is facing number of uncertainties or emergency situations. The decision-making process gets delayed and even correct decisions as per the changing situations may not be possible. Victor, (2000).

Uniform policies not Followed: Under decentralisation, it is not possible* to follow uniform policies and standardized procedures. Each manager will work and frame policies according to his talent.LIFE, (2007).

Problem of Co-Ordination: Decentralisation of authority creates problems of co-ordination as authority lies dispersed widely throughout the organisation.Witter, (2006).

More Financial Burden: Decentralisation requires the employment of trained personnel to accept authority, it involves more financial burden and a small enterprise cannot afford to appoint experts in various fields. Mills, G.E., et al. (2009).

Decentralisation becomes uneconomic and unwieldy unless the organisation is large and strong enough at the top to cope with a decentralised structure. Particularly for a small organisation decentralisation is not at all desirable because it would be easier and more economical to administer the enterprise on a centralized basis. Keith, (2000)

In the absence of adequate information, decentralised administration tends to become weak. Decentralised decision making depends upon the quick availability of information pertaining not only to the particular decentralised unit but also to the other related activities' and unit. In the

absence of this ancillary information decisions will lack coordination and unity amongst the different organizational units. George, (2007)

Inter-regional inequalities may increase, and thus widen intra-national poverty gaps and foster politically destabilizing forces. Since different regions are differently endowed in terms of natural resources, level of economic activities, land values, etc. some local jurisdictions will generate more revenue than others and afford their citizens more or better quality services than is provided in poorer jurisdictions. (Jennifer, 2006)The need for equitable distribution of available resources, to avoiding such disparities, is frequently advanced to justify centralization. That argument fails to recognize the significant incentive that is created, and development benefits derived, when regions are allowed to take initiatives towards their own development, and can benefit from any gains made. At the same time, the potentially destabilizing effect of too wide disparities between regions cannot be overlooked. Bishnu, (2006)

Inadequate implementation arrangements can lead to disparity between the revenue available and the mandated responsibilities/functions of service delivery, which could render them ineffective and/or bring them in disrepute/discredit. There are many examples of hastily conceived schemes for Political decentralization / service delivery reform, which are not well thought-out, and which have failed or brought discredit to the concepts because of deficiencies in planning or implementation arrangements. (Keith, 2000).A key requirement of Political decentralization is therefore careful planning and implementation arrangements. Given the complex nature of most Political decentralization /service delivery reform initiatives. A pilot approach is often prudent. George, (2007).

Devolution creates the potential for conflict between local and national interests. With each region having the means of identifying and articulating its particular interests, differences between local and national interests are sure to emerge. (Mills, G.E., et al, 2009). Such conflicts are not necessarily harmful, as it can serve to ensure that in arriving at any policy or course of action, the interests and concerns of all regions are taken into consideration and suitably addressed. However, if not properly managed they could become extremely destabilizing, and therefore an important aspect of any Political decentralization arrangement must be an appropriate framework for resolving such conflicts. Bishnu, (2006)

Political decentralization represents a more complex form of governance. Creation of several levels of government brings complexities as to role and functions, relationships, and revenue and power sharing. The most controversial issue is usually related to finance and mandates. Definition of roles and functions of, and relationships between the different levels of government or operations, is critical to a successful exercise. Bishnu,(2006).

2.5 Solutions/strategies

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

Controlling Corruption

Administrative corruption can be profoundly damaging to the quantity and quality of service delivery across these key sectors. Corruption is often deeply rooted in public administration and leads providers of services to have unethical behaviors. The health sector, for instance, is characterized by a deep interdependence of providers and clients (Pritchet2006). In this relationship there are factors like asymmetric information, divergence between public and private interests and incentives, and other characteristics that provide fertile ground for corruption (Lewis 2009). Patients, especially the poor, are in a distinctively weak position to counter these difficulties (Victor (2000)

Kaufman et al. (2009) argue that governance factors such as corruption and infantmortality rates have a strong negative correlation. Gupta, Verhoeven, and Tiongson (2009) also find that countries with higher levels of corruption tend to have higher child and infant mortality rates than countries with lower indexes of corruption.

Rajkumar and Swaroop (2002) evaluate the links between public spending, governance, and service Another important issue to consider in corruption is the likelihood of capture by interest groups, particularly in poor countries (Bardhan and Mookherjee 2000a). That is, while service

deliverys may have better local information and generate better accountability, they may be more vulnerable to capture by local elites, who will then receive a disproportionate share of sub-national spending on public goods adjusted to their preferences (Musis& Edwin, 2006). Evidence from country experiences signals that this is likely to happen in sub-national governments where civic participation is low (Shah 2002).

Voice and Citizen Participation for Greater Accountability

As Mills, G.E., et al. (2009) argue, citizen participation in the public policy debate is envisaged as a mechanism to bring more accountability and transparency to the decision making, particularly at the local level. Aside from voting out politicians (in the context of political Political decentralization) citizens can address their disapproval of public services by protesting (e.g., through the media or citizens' organizations), through involvement in political affairs, or by finding alternative sources of supply. Thus, citizen and civil society organizations involvement in decisions about how public money is budgeted and spent at the sub-national level has been proposed as a very important tool for accountability. 10 The channels for this participation include the traditional civic involvement in political affairs (i.e., electoral participation), freedom of speech, political rights, the formation of civic groups, and the use of the media (Tindal, 2004).

There is growing country-case based evidence about the effects of citizen participation resulting in improvements in service delivery within the context of Political decentralization. In Mexico, over 22,000 health committees were created by 2008 to oversee health provision and participate in health campaigns and training with positive initial results (World Bank 2009). Evidence from Colombia and Bolivia show that citizens/constituents oversight can be a force in pushing service deliverys to improve their capacity and responsiveness (Faguet 2000; 2005). Thus, regular and clean elections, and citizen participation can increase the pressure on local leaders to turn citizens' demands into outputs. Indeed, civic engagement can importantly influence how governments allocate resources, especially if service delivery budget information is available and disseminated to citizens (Keefer and Khemani 2004).

CHAPTER THREE
METHODOLOGY

3.0 Introduction

In this chapter, the researcher examined the design of the study, the population, data collection tools, data analysis and sampling procedures. This provided the background against which the findings of the study were assessed.

3.1 Research design

The study was designed to investigate the effects of Political decentralization on social service delivery to the people of district as a case study. The study was across sectional involving both male and females and descriptive in nature aiming at giving detailed account of views, impression, attitude and interpretation of issues on social welfare of the people.

3.2 Data type and source

Both primary and secondary data was used to collect the data. Primary data was collected through interviewing and answering of question asked by the researcher while secondary data was collected through reviewing related literature on topic of study which involved extensive reading of text books of different authors, journals, new paper and the internet.

3.3 Area of study

The study was carried out in Wamala Sub-County in Wakiso District.

3.4 Sample frame work

The sample frame work helped the researcher to show the category of the respondents and the number of those who helped the research to collect necessary data concerning

3.4.1 Sample size

This comprised of one hundred twenty (120) respondents, selected from the ratio of 10 staff members, 64 respondents from the community members (beneficiaries) and 6 local leads respectively. These provided substantial information about the research topic.

3.4.2 Sample technique

While in the field the researcher employed simple random techniques. This was in line with the view that it gives respondents an equal chance of being included. The researcher also used simple purposive technique together information about the researcher question.

3.4.3 Sample procedure

The researcher used both purposive and systematic random sampling where by the researcher included individuals who have experience and the knowledge about the research study. The advantage with this sample procedure is that, it saves time and the respondents who gave firsthand information. Under systematic random sampling, the researcher will find the population size divided into low and large population size by sampling the size which gave a sampling interval.

3.5 Data collection methods and instruments

The researcher used interviews, questionnaires, (primary service and related literature source) as the main tools for collecting data, under which different targeted group and respondents are studied in order to attain relevant data.

3.5.1. Questionnaires

Both structured and unstructured questionnaires was developed to find data. Structured questionnaires was developed so as to avoid the repetition of questions and also helped to provide guidelines to the objective. Questionnaire was made to avoid ubiquity vagueness and leading questions.

3.5.2 Observation

The researcher observed what is presently seen on grounds thus took response of such as increased delivery of services.

3.5.3 Documentary reviews

This also was one of the methods used while collecting data. This involved reviews of some literature from several magazines, newspapers, and journal books among others. Those sources was easily accessed in place like local leaders offices, libraries, about the topic of study. This method provides one of the accurate information because it was based on existing literature hence the type of data was qualitative in nature.

3.5.4 Focus group discussion

This was employed while collecting data from women and men and even service delivery staff members.

3.5.5 Interviews

Interviews was employed by the researcher in collection of data because they give and allowed the flow of information symmetrically due to the order of the question both in depth and face interviews was used to the service delivery staff members and the beneficiaries. An interview guide was employed to guide the researcher.

3.6 Data processing

The processing was done after collection of data so as to verify the information gathered in order to ensure completeness and uniformity. It called upon the need to editing that was definitely involve checking the information for this was advantage to researchers since she/he was able to delete and eliminate all that could have one way to influence the result. The process of editing that was definitely involved checking researchers to ensure that all questions have been answered.

3.7 Data analysis

While at this stage, the researcher was ready to explain, describe and eventually present the study finding, this was done and followed by aspects of specific objectives of the data study and research questions. Data analysis was done by making quick impressionistic summaries of findings such that observations and conclusions are made during the process of collecting data. The data was analyzed both quantitative and qualitative.

3.8 Ethical Consideration

Before going to the field for data collection, the researcher got a letter of introduction from the office of the head of department commissioning him to carry out the study with purpose. In addition, the researcher introduced himself to the respondents before administering the questionnaire and have interviews with respondents.

3.9. Limitations of the study

The researcher encounters the problems during the study. During the study, there was much suspicion by respondents especially on answering questions concerning their financial standards

though the research explains the purpose of the study. There was also a problem of funds for printing, transport which delayed the researcher to accomplish his research in time.

CHAPTER FOUR

PRESENTATIONS, INTEPRETATIONS AND ANALYSIS OF DATA

4.0 introduction

This chapter covers the presentation of the findings according to the themes of the study which were: to determine the role of Political decentralization on social service delivery in Wamala Sub-County-Wakiso District., to determine the problems facing Political decentralization while delivering services to the service delivery and to identify strategies to curb down the hindrances above.

4.1 Demographic characteristics of respondents

Under this section, the researcher was interested in finding out the demographic characteristics of the respondents. They are presented as follows:

4.1.1 Gender of Respondents

The researcher wanted to know the gender or sex distribution of the respondents and this is shown in the following table •and illustration. This section indicates the both sexes with the community.

Table: 1 Presenting the gender distribution of the respondents who participated in the study

Gender	Frequency	Percentage (%)
Males	84	70
Females	36	30
Total	120	100

Source: Primary Data (2017)

In the above table 1, the study findings revealed that the sample constituted of 120 respondents of which 70% were males and the 30% remaining were females. This implies that males are the majority. This implies that the most respondents were men due to the societal beliefs that the

males are hardworking and hence capable of running the activities and operations with in Wamala Sub-County -Wakiso District.

Figure: 1 Showing Gender distribution of respondents
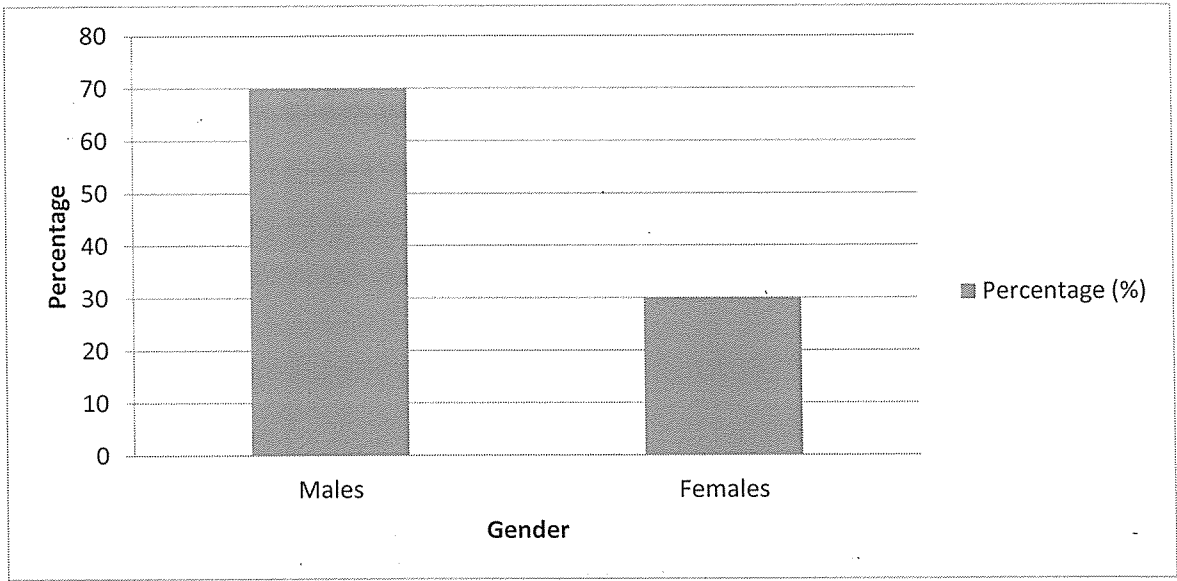
4.1.2 Age of the respondents

The study went on to establish the different age groups of the respondents and the findings were as presented in table 3. The study also involved all respondents who are responsible and with mature understanding. For example all the respondents were 20 years and above.

Table: 2 showing age distribution of the respondents

Age	Frequency	Percentage (%)
20 -25	30	25
26-35	24	20
36-45	24	15
46-55	18	20
56+	24	20
Total	120	100

Source: Primary Data (2017)

The study revealed that the age category 36 - 45 had a 15% representation. Age category 46-55 had a total response of 20%, while 26-45 age group was represented by 20% the 20-25 category had a total representation of 25% while the category 56+ had a representation of 20%. This implies that elderly people are less energetic to participate actively in running the daily activities of the district The most number of respondents were relatively between 35 and 55 since at this age and this implies that they are always with a lot of responsibilities such as many children hence get involved running the activities of the district.

Figure: 2 showing age distribution of the respondents
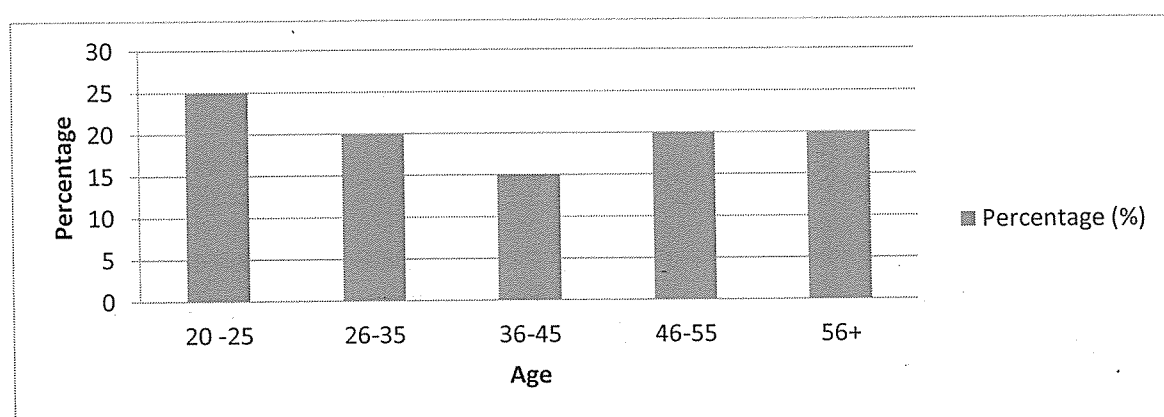
4.1.3 Marital Status of the Respondents

The study further went on to establish the marital status of the respondent and the findings were as represented in table 4. The researcher was also interested in finding out the marital status of respondents.

Table: 3 showing marital status of the respondents

Marital Status	Frequency	Percentage (%)
Single	24	20
Married	36	30
Divorced	24	20
Widowed	36	30
Total	**120**	**100**

Source: Primary Data (2017)

The study established that the majority of the respondents were widowed (30%). The divorced comprised of 20%, the married were 30% whereas the single were only 20%. Study findings established that, the majority were widowed and that due to their statuses, had children to take care of and yet resources were not readily available. This implies that widows are also mostly active in running the operations of the College in order to sustain their children. However, the single were the least represented because as singles, implying that they had few responsibilities with less stress and therefore saw no need to get involved in the activities of the district.

The study also sought about the educational levels of the respondents and the findings were as represented in table 5. Under this section, the researcher was interested in finding out the education status of all respondents involved in the study. This was partly essential in order to enrich the findings of the study since education level had a significant relationship with level the knowledge about the impact of Political decentralization on service delivery in Wamala Sub-County -Wakiso District.-Uganda.

Table: 4 Educational Level of the respondents

Education level	Frequency	Percentage (%)
Primary	30	25
Secondary level	36	30
Vocational	30	25
University	24	20
Total	**120**	**100**

Source: Primary Data (2017)

Study findings in table 4 revealed that the primary level group which comprised of 25%, followed by secondary level group 30%, while vocational level was represented by 25% and the university level comprised of 20%. This implies that most respondents in the study were mainly literate, thus with high levels of education. And this further indicated that the majority were relatively educated.

Figure: 3 Education levels of respondents
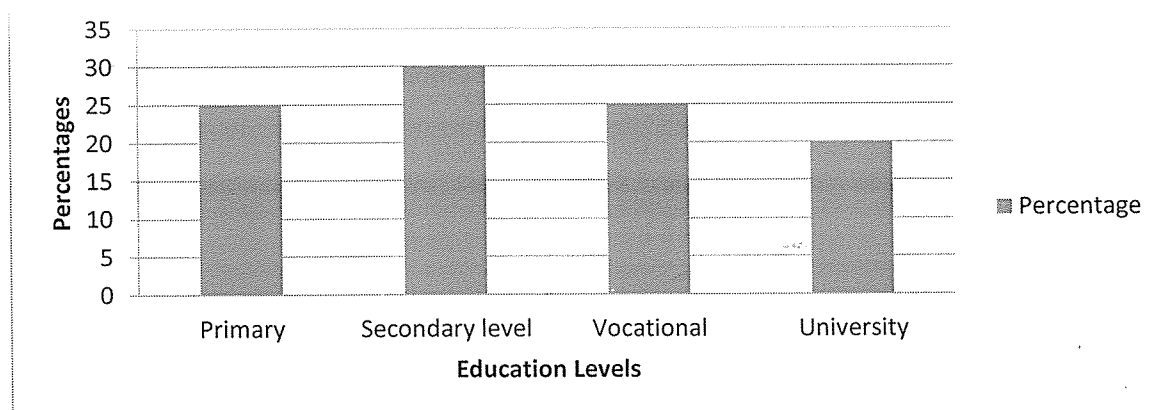
4.2 Findings on the roles Political decentralization in regard to Service delivery in Wamala Sub-County -Wakiso District.-Uganda.

To achieve this objective, the respondents were asked the roles played by decentralization in regard to service delivery in Wamala Sub-County -Wakiso District.-Uganda. These are presented as follows:

Table: 5 Roles played by Political decentralization in regard to service delivery in Wamala Sub-County -Wakiso District.-Uganda.

	Frequency	Percentage (%)
Improved quality of decision making	24	20
Diversification of activities	12	10
Develops managerial personnel	12	10
Improves motivation	30	25
Makes quicker decisions	24	20
Opportunity to learn by doing	18	15
Total	120	100

Source: Primary Data (2017)

The table above shows that 20% agreed that Political decentralization leads to improved quality of decision making, 10% noted that there is also diversification of activities, 10% noted that it improves motivation, 25% suggested that it offers opportunity to learn by doing, 20% of the

32

respondents noted that it makes quicker decisions and the remaining 15% suggested that it develops managerial personnel. This implies that Political decentralization is vital in socio-economic development.

Figure: 4 Roles played political decentralization in regard to the service delivery
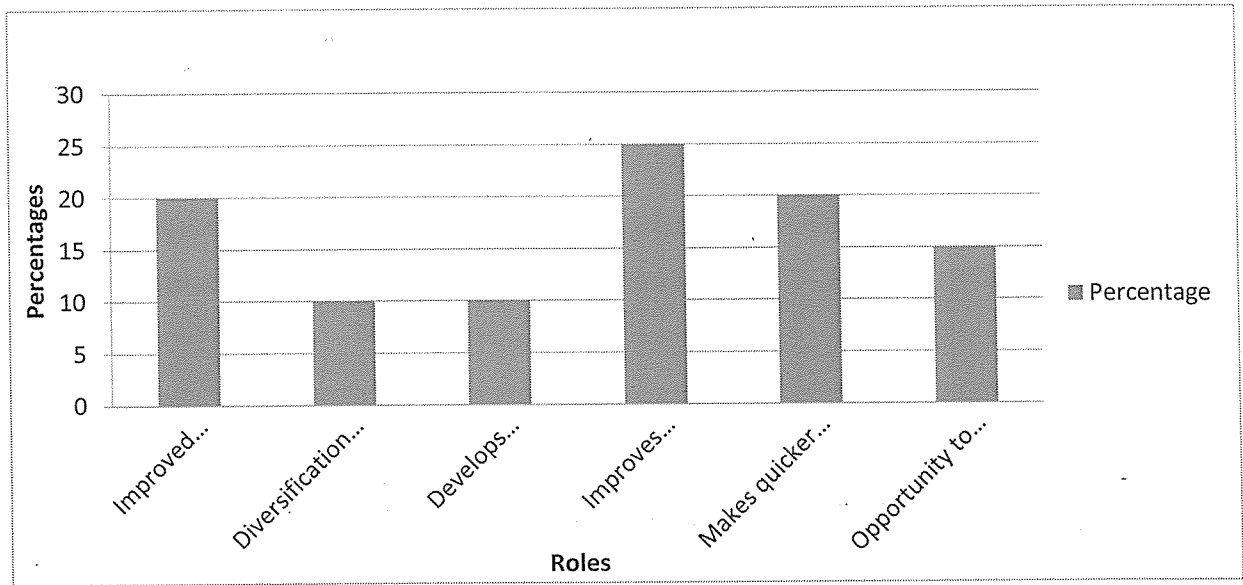
Table: 6 Extent to which Political decentralization is effective towards in relation to the contribution of service delivery in Wamala Sub-County -Wakiso District-Uganda.

		Frequency	Percent (%)
	very high	24	20
	High	30	25
	Not sure	18	15
	low	24	20
	Very low	24	20
	total	120	100

Source: Primary Data (2017)

Results in table above indicate that 20 % of the respondents agreed that Political decentralization is effective towards in relation to the contribution of service delivery in Wamala Sub-County -Wakiso District.-Uganda.to a very high extent, 25% noted high 15% were not sure. 20% noted low and the remaining 20% suggested very low extent. This implies that Political decentralization has

33

been significantly influential on service delivery in Wamala Sub-County -Wakiso District.-Uganda.

Figure: 5 Extent to which political decentralization is effective towards contribution of service delivery.
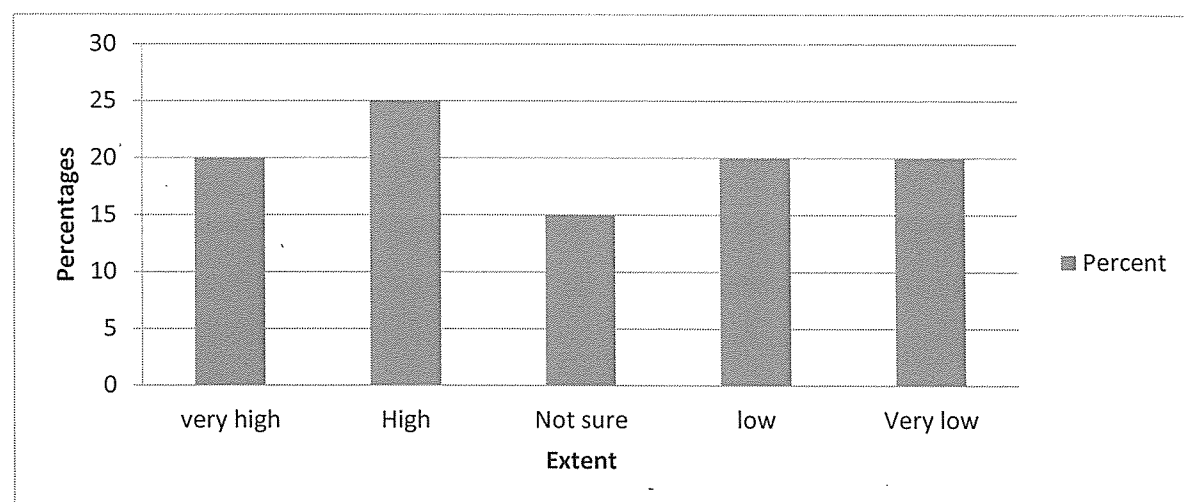
Table: 7 Rating the contribution of Political decentralization towards service delivery in Wamala Sub-County -Wakiso District.-Uganda.

		Frequency	Percentage (%)
	Very important	36	30
	Important	18	15
	not sure	24	20
	Not important	24	20
	Less important	18	15
	Total	120	100

Source: Primary Data (2017)

The findings in the above table revealed that 30% of the respondents rated that contribution of Political decentralization towards service delivery in Wamala Sub-County -Wakiso District.-Uganda.as very important and 15% noted that it is less important. 15% of the respondents rated it as important, 20% were not sure, 20% of the respondents suggested that it was not important. The remaining 15% of the respondents rated as less important. This implies that Political

decentralization has significantly contributed to the service delivery in Wamala Sub-County - Wakiso District.-Uganda.

Figure: 6 Rating the contribution of Political decentralization towards service delivery
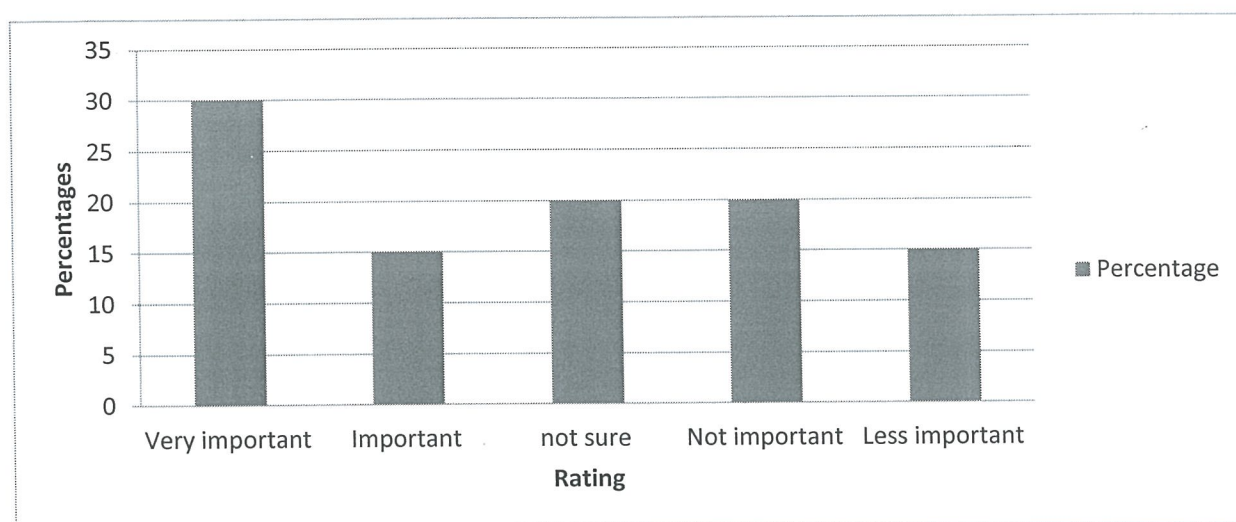
4.3 Findings on Challenges faced by Political decentralization of service delivery in the performance of service delivery

To achieve this objective, the respondents were asked the challenges faced by Political decentralization of service delivery in Wamala Sub-County -Wakiso District. These are presented as follows:

**Table: 8 Challenges faced by Political decentralization of service delivery in Wamala Sub-County -Wakiso District.**

	Frequency	Percentage (%)
Poor coordination	42	35
Inconsistencies	24	20
Administrative expenses	24	20
Difficult to practice	30	25
Total	120	100

Source: Primary Data (2017)

The findings in the above table revealed that 35% of the respondents noted that there is poor coordination of activities, 20% suggested that there are inconsistencies, 20% noted that there is also administrative expenses involved and the remaining 25% revealed that it is difficult to practice it. This implies that there is need to address the above faced challenges in order to ensure socioeconomic development of urban areas.

Figure: 7 Challenges faced by Political decentralization on service delivery

	Poor coordination	Inconsistencies	Administrative expenses	Difficult to practice
▦ Percentage	35	20	20	25
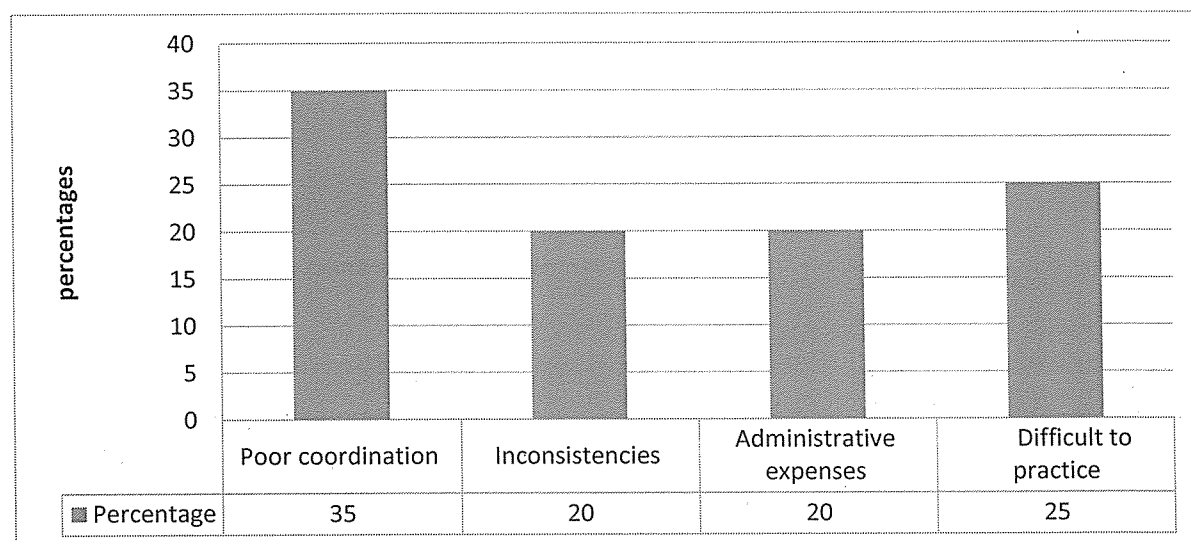
Table: 9 Level to which these challenges have impacted the achievement of service delivery in Wamala Sub-County -Wakiso District.-Uganda.

		Frequency	Percent (%)
	Very high	24	20
	High	30	25
	Not sure	24	20
	Low	18	15
	Very low	24	20
	Total	120	100

Source: Primary Data (2017)

The table above shows that 20 % of the respondents rated the level has these challenges have impacted the achievement of service delivery in Wamala Sub-County -Wakiso District.-Uganda.

36

To be high. 25% rated it as high. 20% were not sure. 15% of the respondents suggested low level and the remaining 20% noted very low level of which these challenges have impacted the achievement of service delivery in Wamala Sub-County -Wakiso District.-Uganda..

This implies that the majority indicated that challenges significantly affect the service delivery in Wamala Sub-County -Wakiso District.-Uganda.. This further implies that there is need for efforts to be put in place to address the challenges faced.

4.4 Findings on relationship between Political decentralization and service delivery in Wamala Sub-County -Wakiso District.-Uganda.

To achieve this objective, the respondents were asked the relationship between Political decentralization and service delivery in Wamala Sub-County -Wakiso District.-Uganda. These are presented as follows:

Table: 10 Relationship between Political decentralization and service delivery in Wamala Sub-County -Wakiso District.

		Frequency	Percent (%)
	Measures work quickly	24	20
	Increased efficiency and output	30	25
	Effective service delivery	42	35
	Reduced management burden	24	20
	Total	120	100

Source: Primary Data (2017)

The table above indicates that 20% of the respondents agreed that there are measures that can be employed that work quickly. 25% of the respondents noted increased efficiency and output, 35% also suggested that there is also effective service delivery in the service delivery. The remaining 20% were of the view that there is reduced management burden. This implies that the above measures can be put in place in order to overcome the challenges facing the privatization on service delivery in Wamala Sub-County -Wakiso District.

Table: 11 Is there any significant relationship between Political decentralization and service delivery in Wamala Sub-County -Wakiso District.-Uganda.

		frequency	Percent (%)
	No	78	65
	Yes	42	35
	Total	120	100

Source: Primary Data (2017)

According to the table above, it is indicated that 65% of the respondents disagreed that there is no significant relationship between Political decentralization and service delivery in Wamala Sub-County -Wakiso District.-Uganda. Whereas the remaining 35% agreed that the relationship does exist. This implies that due to there is needed to address the faced challenges so as to ensure service delivery in Wamala Sub-County -Wakiso District-Uganda since the two are interlinked.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter of the research report presents interpretation of the study findings, conclusion and recommendations. It is comprised of two major sections which include the respondents' bio data and objectives of the study.

5.1 SUMMARY

The result indicated that, of which 70% were males and the 30% remaining were females of the respondents. The high percentage of male which is (70%) respondents was attributed to the fact that most of the work done in the public sector needs more energy which becomes advantageous to men.

The study revealed that the age category 36 - 45 had a 15% representation. Age category 46-55 had a total response of 20%, while 26-45 age group was represented by 20% the 20-25 category had a total representation of 25% while the category 56+ had a representation of 20%. This implies that elderly people are less energetic to participate actively in running the daily activities of the district. The most number of respondents were relatively between 35 and 55 since at this age and this implies that they are always with a lot of responsibilities such as many children hence get involved running the activities of the district.

The result indicated that, to establish the marital status of the respondent and the findings were as represented in table 4. The researcher was also interested in finding out the marital status of respondents. The study established that the majority of the respondents were widowed (30%). The divorced comprised of 20%, the married were 30% whereas the single were only 20%. Study findings established that, the majority were widowed and that due to their statuses, had children to take care of and yet resources were not readily available. This implies that widows are also mostly active in running the operations of the service delivery in order to sustain their children. However, the single were the least represented because as singles, implying that they had few responsibilities with less stress and therefore saw no need to get involved in the activities of the district.

ly findings in table 4 revealed that the primary level group which comprised of 25%, followed secondary level group 30%, while vocational level was represented by 25% and the university el comprised of 20%. This implies that most respondents in the study were mainly literate, thus h high levels of education. And this further indicated that the majority were relatively educated.

e findings shows that 20% agreed that Political decentralization leads to improved quality of cision making, 10% noted that there is also diversification of activities, 10% noted that it proves motivation, 25% suggested that it offers opportunity to learn by doing, 20% of the spondents noted that it makes quicker decisions and the remaining 15% suggested that it velops managerial personnel. This implies that Political decentralization is vital in socio-onomic development.

he findings shows that 20% agreed that Political decentralization leads to improved quality of ecision making, 10% noted that there is also diversification of activities, 10% noted that it mproves motivation, 25% suggested that it offers opportunity to learn by doing, 20% of the espondents noted that it makes quicker decisions and the remaining 15% suggested that it levelops managerial personnel. This implies that Political decentralization is vital in delivery of services.

To achieve this objective, the respondents were asked the challenges faced by Political decentralization on service delivery in Wamala Sub-County -Wakiso District. The findings revealed that 35% of the respondents noted that there is poor coordination of activities, 20% suggested that there are inconsistencies, 20% noted that there is also administrative expenses involved and the remaining 25% revealed that it is difficult to practice it. This implies that there is need to address the above faced challenges in order to ensure socioeconomic development of urban areas.

The respondents were asked the relationship between Political decentralization and service delivery in Wamala Sub-County -Wakiso District.-Uganda. These are presented as follows. The findings revealed 20% of the respondents agreed that there are measures that can be employed that work quickly. 25% of the respondents noted increased efficiency and output, 35% also suggested that there is also effective service delivery in the service delivery. The remaining 20% were of the view that there is reduced management burden. This implies that the above measures can be put in

order to overcome the challenges facing the privatization' on service delivery in Wamala

-County -Wakiso District.of urban areas

Conclusion

ermine the level of Political decentralization on the performance of service delivery Wamala -County -Wakiso District.-Uganda have expressed concerns about the startup of the this phase Political decentralization through which new responsibilities was devolved from the central vernment and provincial level to the districts, and sector offices was given new attributions and ponsibilities that the districts have managed over the past couple of years. There was an increase the staffing at sector level, which will require time for recruitment and orientation of new civil rvants. Many districts and development partners are being cautious about the level of effort quired of districts to consolidate gains and progress on managing the Wamala Sub-County - Wakiso District.-Uganda.

Notwithstanding the many, and substantial, advantages and benefits of Political decentralization, his model of governance does not come without some potential disadvantages or risks. It is herefore very important that there is a clear understanding of such disadvantages or risks, so that appropriate safeguards or preventive measures can be taken or put in place. Among such disadvantages or risks are the following.

The existing model of governance/public administration needs substantial overhaul to be capable of coping with these challenges. Political decentralization, in the form of participatory local governance, offers many advantages which fit the profile of the new model of governance required for the Caribbean. Nonetheless, there are potential disadvantages associated with that style of governance, which need to be safeguarded against.

While advocating for Political decentralization /participatory local governance as the model of choice for the region, the feasibility of model in the smaller states must be given consideration. It must be accepted that some Caribbean states will find an orthodox, full-fledged service delivery system to be non-viable. Nor is it essential in order to embrace the principles of decentralized, participatory governance. The critical factor is that the principles of Political decentralization, local self-management and citizen participation be woven into the fabric of governance, in a manner compatible with the particular circumstances of each territory. The minimum requirements for

there to be a system of governance which reflects the ideals promoted in this Paper are the following:

1. There must be a clear division of state functions/responsibilities into those to be administered at the national as against the local level; such division to be determined by applying the principle of subsidiarity.

2. Autonomous Service delivery should exist to manage affairs designated as local. These bodies can take the form of full-fledged professional Authorities, such as Parish, Municipal or regional Councils/ Corporations, or of voluntary District, Village or Town Councils.

5.6 Recommendations

The Wamala Sub-County -Wakiso District. Councils in Kampala city need to be represented in the Kampala city Council meetings in order to share with the City Council members what their Districts plan to do in a particular period. This will minimize the conflicts between Kampala city and its Districts which arise due to misunderstandings especially during the implementation of some development programs;

The District should deal directly with the Central Government and inform the Province. This can be a solution to the issue of bureaucracy that is created when the District needs to pass through the Province to deal with the Central Government.

The Service delivery administrative manual that specifies the duties and responsibilities of the Executive Committee members should be revised in order to ensure individual accountability;

Central Government should train Service delivery authorities and staff on issues related to segregation of duties and responsibilities;

Clear identification of duties and responsibilities of each employee should be made to avoid conflicts during the execution of duties in the Districts;

5.7 Area for Further Studies

More research should be carried out on the roles and responsibilities of different organs in the District (District Council, Executive Committee and technical staffs).

REFERENCES

Apollo Nsibambi (2000), Political decentralization and civil society in Uganda, the Quest for Fund Governance, fountain publishers.

Delius Assimwe&Nakanyika B. Musis (2007), Political decentralization and Transformation ofGovernance in Uganda, Fountain publishers Kampala.

Frischmann, (2010), Background to the Global Research Framework of Decentralized Governance Program New York publication.

Jones & Edwin: (2006). A Framework for Managing the Reform Process, in "Policy Reform for Sustainable Development in the Caribbean" IOS Press

Jones, Edwin: (2006). Development Administration - Jamaican Adaptations.Caricom Publishers Ltd. Kingston, Jamaica.

Keefer and Khemani 2004.From Manpower Planning to the Knowledge Era:2nd Washington, D.C press

King, Victor (2000). Perspectives on Service delivery Reform in Trinidad and TobagoLate Adopters.Oxford Review of Education 32 (5) 14.

Kumar, (2006) Making Democratic Political decentralization an Instrument of Poverty 2rd ed Publishers Ltd. Kingston, Jamaica.

LIFE, (2007).Participatory Local Governance. United Nations Development Programme, New York press.

Miller, Keith, (2000). Political decentralization, Local Governance and Community Participation: A Caribbean Perspective. Unpublished.Kingston, Jamaica press.

Mills, & Witter, (2006).Administrative Reform an Overview, in "Policy Reform for Sustainable development in the Caribbean" (M. Garrity& L.A. Picard Eds) IOS Press

Mills, G.E., et al. (2009). Report on the Reform of Service delivery in Jamaica. Government Printing Office, Kingston, Jamaica press.

Muhumuza W. (2008). Colonialism. Service delivery and National Integration. The Case of Uganda. Unpublished MA thesis, the University of Western Ontario, Canada.

Peterson, George. (2007). Political decentralization in Latin America, Learning through Experience, The World Bank, Washington, D.C press.

Ragoonath, Bishnu. (2006). Trinidad: Administrative & Political decentralization. 4[th]ed Washington, D.C press.

Rietbergen-McCracken, Jennifer (2006). Participation in Practice, the Experience of the World Bank and Other Stakeholders. The World Bank. Washington, D.C. River NJ: Merrill Prentice Hall publication.

Samuel Paul, 1987, Community Participation in Development Project, Washington DC press.

Schram, T. H. (2003). Conceptualizing Qualitative Inquiry. Upper Saddle River, NJ: the 21st Century. London: Sage Publications.

Schuurman, (2001).Globalization and Development Studies: Challenges for Science Publishers.

Shank, G. D. (2002).Qualitative Research A Personal Skills Approach. Upper Saddle US publication.

Shaw, M. (2005).Cross-Cultural Transference in Educational Management.In the 21st Century. London: Sage Publications.

Sinagatullin, I. M. (2006).The Impact of Globalization on Education. New York: Nova

Stasavage, D. (2003). On the Role of Democracy in Uganda's Move to Universal

Steiner-Khamsi, G. (2006) The Economics of Policy Borrowing and Lending A Study of

Tindal S, Nobos Tindal (2004), Service delivery in Canada, MC Grow hill Ryerson limited. Burlington VA: Ashgate Publishing Company.

Dear respondents

My name is **Mawanga Peter** offering bachelor's degree in development studies doing research on the topic "the effect of Political decentralization on social service delivery in Wamala Sub-County -Wakiso District". The purpose of the questionnaire is to gather more data on how Political decentralization has increased on the social service delivery in the communities of Wamala Sub-County. The response was treated with confidentially and strictly for education purpose.

INSTRUCTION: PLEASE TICK WHERE APPROPRIATE

Section A: Biographical Data

Sex   a) Male ☐   b) Female ☐

Age

A) 25-30 years ☐   B) 31-40 years ☐   C) 41-50 ☐   C) 51 + ☐

Education level

A) Certificate ☐   B) Diploma ☐   C) Bachelors ☐   D) Other (specify)...............

SECTION B

EFFECTS

1. Do you think Political decentralization is having impacts on the social service delivery ?

(a)Yes ☐   (b) No. ☐

2. What are those impacts that Political decentralization has? If yes or no

    i.   ....

ii.   ....

iii.   ....

iv.   ....

v.   ....

3. What are roles **played by Political decentralization in regard to service delivery in Wamala Sub-County -Wakiso District?**

i.   Improved quality of decision making   ☐

ii.   Diversification of activities   ☐

iii.   Develops managerial personnel   ☐

iv.   Improves motivation   ☐

v.   Makes quicker decisions   ☐

vi.   Opportunity to learn by doing   ☐

SECTION C ACTIVITIES

1.Is Political decentralization delivery of its activities to service delivery?

(a) Yes   (b) No   ☐

2. What are those activities that Political decentralization is providing to its people?

i.   ....

ii.   ....

iii.   ....

iv.   ....

3. What are objectives of this Political decentralization?

   i.   ....

   ii.   ....

   iii.   ....

   iv.   ....

   v.   ....

4. Are you among the beneficiaries of the policy?

(a) Yes [ ] (b) No [ ]

5. Who are the beneficiaries of this policy?

   i.   ....

   ii.   ....

   iii.   ....

   iv.   ....

6. Is there any significant relationship between Political decentralization and service delivery in Wamala Sub-County -Wakiso District?

a) Yes [ ]

b) No [ ]

SECTION D CONTRIBUTION

1. Do you think Political decentralization has contributed anything to development of Wamala Sub-County -Wakiso District?

a) Yes [ ]

(b) No [ ]

2 what are the successes of the policy of to the development of the district?

i. ' ....

ii. ....

iii. ....

iv. ....

SECTION E. CHALLENGES

1. Do you think Political decentralization is facing challenges?

a) Yes

b) No

2. What are those challenges that Political decentralization is facing Yes or No.

i. ....

ii. ....

iii. ....

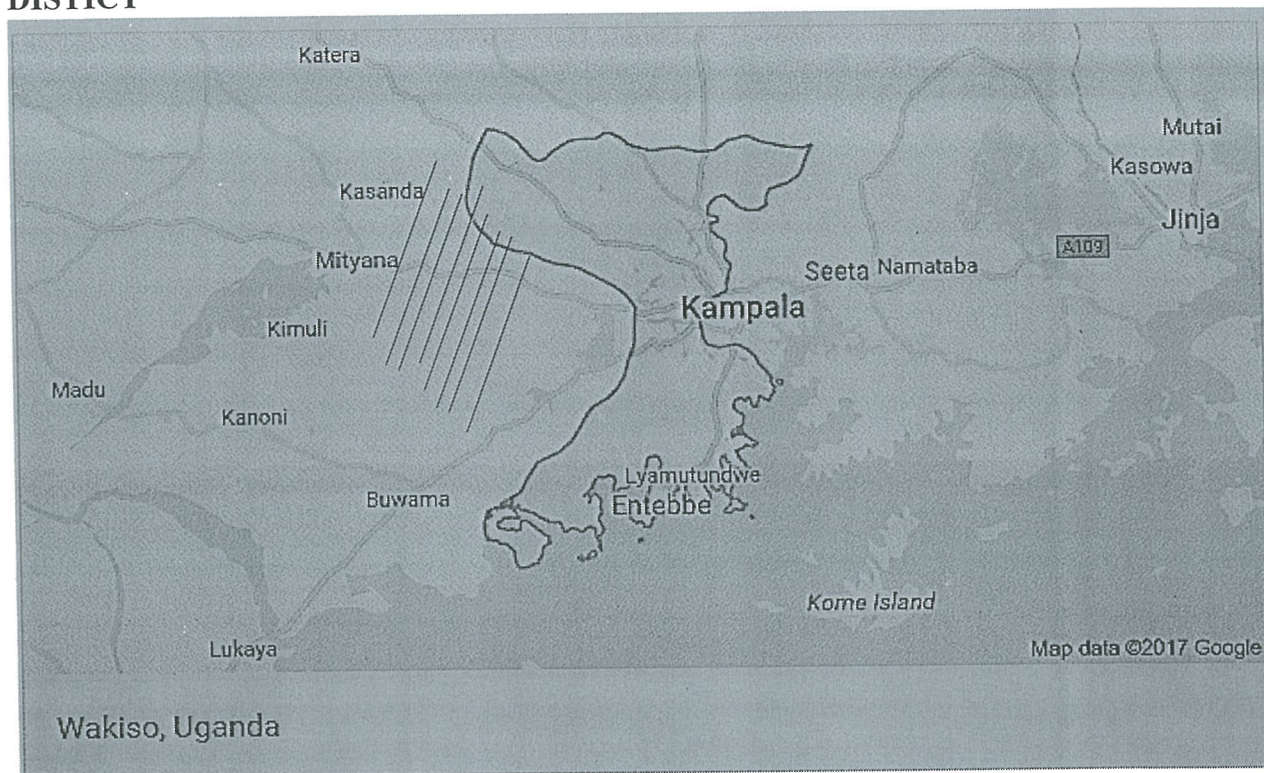## SECTION F SOLUTIONS TO CHALLENGES

You are requested to give your opinion as you answer these to the best of your knowledge and information was handled confidently and was used for the purpose intended for.

a) What do you think could be the origin of Political decentralization?

b) What are the objectives of the policy?

c) What are the activities of the policy?

d) What are the successes of Political decentralization?

e) What re the effects of Political decentralization on service delivery?

f) What are the challenges of the policy is facing?

g) What are the strategies that can solve the challenges?

h) What is the relationship between Political decentralization and other policies and how do they work with Political decentralization?

i) How does the local community respond to your service?

THANK YOU FOR YOUR COOPERATION

A MAP SHOWING THE LOCATION OF WAMALA SUB COUNTY IN WAKISO DISTICT

KEY

  WAMALA SUB COUNTY