

**ASSESSING THE ROLE OF DECENTRALIZATION ON SOCIAL SERVICE
DELIVERY IN UGANDA: A CASE STUDY OF KAWEMPE DIVISION
IN KAMPALA DISTRICT**

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

I **NANYANZI ROSE** declare that this research report is my own original effort and that it has not been submitted to any other university of higher learning institutions

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APPROVAL

I certify that this research report has been done under my supervision and is now ready for submission to the College of Humanities and Social Sciences of Kampala International University

SUPERVISOR

Sign.....


Alice Anthony

Date.....

20/9/2019

DEDICATION

I dedicate this work to my wonderful Head of Department Mr. Muzaare Gerald and supportive parents not forgetting my siblings for their heartfelt prayers.

ACKNOWLEDGEMENTS

I wish to thank God almighty for making it possible for me to complete this research proposal despite the various constraining factors.

I would also wish to thank my supervisor Dr. Yiga Anthony for a detailed and instructive review of my research.

In this research proposal, I received full cooperation from various establishments but the support received from the entire management. I wish to thank them for their kind assistance to me.

Finally, I am contented to express my immediate gratitude to whoever reads this study.

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LIST OF ACRONYMS

LC	-	Local Council
DMO	-	District Medical office
MFPE	-	Ministry of Finance, Planning and Economic Development
PTA	-	Parents Teachers Association
UPE	-	Universal Primary Education
KCCA	-	Kampala Capital City Authority
LDC	-	Low Developing Countries
NGO	-	Non-Governmental Organization
ROSCAS	-	Rotating Savings and Credit Associations
SCGS	-	Saving and Credit Groups
UN	-	United Nations
UNDP	-	United National Development Plan
HIV/AIDS	-	Human Immune Virus/Acquired Immune Deficiency syndrome
GAP	-	Good Agronomic Practice
CODS	-	Community Development Organizations
IFAD	-	International Funds for Agricultural Development

ABSTRACT

The study assessed the role of decentralization on service delivery in Kawempe division. This research report comprises of five chapters that is to say chapter, chapter two, three, four and chapter five including the appendices which comprises of the, questionnaires that were used to collect data in the field. In chapter one, a clear description of the background of the study, the problem statement, the research objectives, questions, scope of the study. Chapter two comprises of the literature review, conceptual frame work and a discussion about the empirical studies of the research objectives. Chapter three comprises of the methodology that will used to collect data from the field, it comprises of the research design , study population , sample size and procedure , sources and collection methods, data collection instruments data analysis and data presentation. Chapter four presents the data presentation and analysis of the findings obtained from the field. Various techniques of data analysis were used that is to say; frequency tables were used to analyze the demographic characteristics of respondents, means and standard deviation for the effects of each objective upon service delivery, and the Pearson Correlation Coefficient to establish the relationships between the independent and dependent variables. Finally chapter five consists of the conclusions and recommendations and further areas of research followed by appendices.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This research explored the role of decentralization as the independent variable (IV) and Service delivery as the dependent variable (DV) in Kawempe Division, Uganda. The focus of the study is the role of decentralization on the service delivery in Kawempe Division. This chapter presented the background to the study, statement of the problem, objectives of the study, research questions, scope and significance, operational definitions and the hypothesis

1.1 Back ground of the study

1.1.1 Historical perspective

Globally, Decentralization policies are part of vigorous initiatives to support rural development. In its most basic definition, decentralization is the transfer of part of the powers of the central government to regional or local authorities. Centralization is in response to the need for national unity, whereas decentralization is in response to demands for diversity. Both forms of administration coexist in different political systems. There seems to be a consensus since the 1980s that too much centralization or absolute local autonomy are both harmful and that it is necessary to put in place a better system of collaboration between the national, regional and local centers of decision-making

In Africa, the concept of decentralization is broad and encompasses the transfer of responsibility for planning, resource generation allocation and management away from the central government and its agencies to sub-national governments. According to Rondineli et. al., (1983) and Alam et. al., (1994), the concept of decentralization could take the form of: (i) devolution of administrative responsibilities from the central government (de-concentration); allocation of decision making and management authority to semi-autonomous units (delegation); transfer of supervisory while retaining the supervisory role with the central government (devolution); transfer of function from central government to non-governmental institution (Privatization). The shift to some form of decentralization has been a preferred policy model for many countries because of its historical impact on efficiency of public service delivery (see, Mills et. al., 1990, Rondinelli et al., 1983). Developments in democratic governance in Africa in recent years and

increased attention to the quality of public service delivery has facilitated the process of deepening decentralization of service delivery.

This involved delegation of authorities to: improve access to public services; increase participation in decision-making; develop local capacity and enhance transparency and accountability (Mugabi, 2004). Decentralization is therefore envisaged to contribute to poverty reduction and development through the bottom-up approach to planning and monitoring service delivery. In the literature, Uganda is considered as one of the success stories in the implementation of a decentralized system of public service delivery. In 1997, the Uganda government devolved all the responsibilities of public service provision under, agriculture, health and education to lower level local governments. An essential aspect of improving public service delivery is the capacity of the DLGs to manage the process. This explains the weak relationship between expenditure and the outcomes of service delivery in many developing countries.

As noted by Bardhan and Mookherjee (2006), however, this presumption of greater accountability under decentralization is frequently questioned, and numerous case studies exist of development programs being stymied by the capture of local governments by powerful local elites (see, for example, Gaiha, Kaushik, and Kulkarni [1998, 2000] for the state of Uttar Pradesh in India and Tendler [1997] for the Brazilian town of Ceará). According to Bardhan and Mookherjee (2006), the trend toward greater decentralization has been motivated by disenchantment with previous centralized modes of governance, due in part to a perception that monolithic government breeds high levels of rent-seeking corruption and lack of accountability of government officials. Empirical studies and theoretical analyses by Bardhan and Mookherjee (1999, 2000) have led to no uniform or general conclusion about the relative vulnerability of different levels of government to special interest capture. This work contrasts the approach of Seabright (1996), who asserted that accountability is invariably higher at the local level. The purpose of this paper is to review existing evidence on the service delivery implications of decentralization in Uganda, which involves the establishment of local governments at various levels with attendant powers and responsibilities for service delivery.

The policy inherently decentralizes service delivery institutions and their governance in order to improve access to services for the rural poor. We document the state of knowledge regarding rural service provision in Uganda under decentralization and identify knowledge gaps for further investigation. Our focus is on education, health, and agricultural advisory services, as well as the management of natural resources in Uganda. Although enlightening, a review of the broader decentralization literature is beyond the scope of this work.

According to Vokstrup, (2001), Uganda introduced the decentralization policy in 1997 under the Local Government Act of 1997 that has since undergone four amendments. The policy inherently decentralized service delivery institutions and their governance in order to improve access to services for the rural poor. Based on an analysis of available literature, the paper documents the state of knowledge regarding rural service provision in Uganda under decentralization and identifies knowledge gaps for further investigation. Its focus is on education, health, and agricultural advisory services, as well as the management of natural resources in Uganda. Although enlightening, a review of the broader decentralization literature is beyond the scope of this work. The analysis revealed that results in terms of attaining the objectives of decentralization are mixed (Mushemeza, 2003). While as anticipated generally decentralization resulted in greater participation and control over service delivery and governance by local communities, local governments are still grappling with a range of challenges, namely, inadequate local financial resources and over-reliance on conditional central government grants; inability to attract and retain sufficient trained and experienced staff; corruption, nepotism, and elite capture. With regard to the specific services, while universal primary education (UPE) policy under the decentralization framework is credited with a dramatic increase in primary school enrollment, public primary education services are still dogged by concerns over financing, equity, quality, and the need for curriculum reform (Komakech, 2005). Some studies show that there has been no improvement in health services with many health status indicators either stagnating or worsening. In general, decentralization of education and health services has not resulted in greater participation of the ordinary people and accountability of service providers to the community. Regarding agricultural extension and advisory services, except for areas serviced by NGOs, the majority of the country does not readily access extension services, because districts have been unable to prioritize the operational expenses. However, there is some

evidence that the devolution of responsibility for natural resource management (NRM) has contributed to greater compliance with some NRM requirements in some areas while in other areas forest conditions have declined following decentralization (Naido, 2005). Generally, evidence on whether decentralization has improved service delivery in Uganda is still inconclusive, and more research is needed.

1.1.2 Theoretical perspective

This study will be guided by the Public Choice Theory propounded by Becker (1976), Becker (1976) points out that what distinguishes economics from the other social sciences is not its subject matter but its approach. He observes that the economic approach is "uniquely powerful because it can integrate a wide range of human behavior" (1976, 5). Public choice theory-the application of economic analysis to the study of government decisions-exemplifies Becker's point. It assumes that governments consist of individuals. No government thinks or acts. Government actions are the result of individuals making decisions in their roles as elected officials, appointed officials, or bureaucrats. To understand how governments have worked in the past, we need to analyze how individuals in government choose and economize.

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 decentralization in neo-classical theoretical terms raise another theoretical justification for decentralization. It is argued that decentralization 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, decentralization 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.

1.1.3 Conceptual perspective

According to Larson, (2003) Decentralization is the process of distributing or dispersing functions, powers, people or things away from a central location or authority. While centralization, especially in the governmental sphere, is widely studied and practiced, there is no common definition or understanding of decentralization. The meaning of decentralization may vary in part because of the different ways it is applied. Concepts of decentralization have been applied to group dynamics and management science in private businesses and organizations, political science, law and public administration, economics and technology.

"Decentralization is usually referred to as the transfer of powers from central government to lower levels in a political-administrative and territorial hierarchy (Crook and Manor 1998, Agrawal and Ribot 1999). This official power transfer can take two main forms. Administrative decentralization, also known as deconcentration, refers to a transfer to lower-level central government authorities, or to other local authorities who are upwardly accountable to the central government (Ribot 2002). In contrast, political, or democratic, decentralization refers to the transfer of authority to representative and downwardly accountable actors, such as elected local governments" (Larson).

“The term decentralization is used to cover a broad range of transfers of the "locus of decision making" from central governments to regional, municipal or local governments” (Sayer et al.).

Decentralization is considered as an essential element to achieve good governance, which is characterized by participation, accountability and transparency. It is believed that decentralization can promote citizen participation and accountability of decision makers, as the result governments at local level will become more responsive to citizen demands and become more responsive in service delivery (Blair, 2000: 21). Political activists, nongovernmental organizations and human right groups are also arguing that decentralization increases the ability of citizens to select responsive public officials and hold them accountable for their performance, as well as to participate more effectively in public decision making arenas (Grindle, 2007: 7).

Social Service delivery is a frame work that stipulates a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view of offering a consistent service experience to a specific user community in a specific business context in this case service delivery (WHO, 2008). Social service delivery is also a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result (Shafritz, 1992). Social service delivery standards are a set of clear and public criteria with explicit indicators that define the service delivery performance by which Support Services can be monitored and reviewed. The standards define the quality of service that Support Services staff provide, and as such are set at a level that can be achieved within the current resources and with clear, targeted and measurable improvement goals.

Social Service delivery is a frame work that stipulates a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view of offering a consistent service experience to a specific user community in a specific business context in this case bank (WHO 2008). Social Service delivery is also a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the

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According to Bossert, (2002), Social service delivery focuses on closing the gaps between needs, policy and performance to ensure the social service needs of a population are met in a responsive, accountable, and sustainable manner.

1.1.4 Contextual perspective

According to Cherotich (2016) Kawempe Division is one of the local governments, under the Uganda government decentralization policy, located in the East of Uganda. It is called the “pearl of the Pearl of Africa”

The district headquarters are located in the town of Kawempe. It serves to meet the following services; agricultural production, improving learning in schools. Kawempe Division comprises of departments like management and support, finance and planning education health, natural resources, community based work's and technical and production and marketing departments.

Article 38 of the 1995, Constitution of the Republic of Uganda, Section 36 and 38 of Local Government Act. The Budget Act Transfers to Local Governments responsibilities of planning, management, raising and allocation of resources to enable them take decisions that affect their lives and communities in which they live. The Local Government Budget and Annual work plan are the main tools that enable integrated planning and budgeting in local governments. The Budget and Annual work plan are the key decision making instruments for a local government in its planning and budgeting process. It helps the sector committees supported by Heads of departments to prioritize sector expenditure and program within the available budget. In line with the above the Kawempe Division is committed to achieving the Sustainable development goals /targets, the leadership is determined to Implement the prosperity for all programs and ensure

reduction in poverty indicators. According to Kawempe Division Accountability Requirements(2018/2019) (Vote Code: 520) The major focus in this financial year is directed to following areas; Promotion of Universal Primary Education through construction of Classrooms, latrine stances in primary schools and more effective supervision of teaching and general management of primary schools. , Construction, rehabilitation and maintenance of district Roads in order to ensure that producers are well linked to the markets. Promoting both livestock and crop farming in order to ensure food security and increased incomes of the people of Kawempe Division. Continue to support Primary health care through timely purchase of drugs and ensuring effective management of health services in general. Upgrading health facilities status to provide more coverage of health care package.

This will be backed by putting in place basic facilities and equipment such as staff houses, Maternity wards theaters and laboratory equipment, Ensuring that the population accesses clean and safe water by increasing coverage through identification and construction of more water points both for domestic use and for production. On behalf of Kawempe Division, I would like to thank all stakeholders for their participation in the process of preparing the annual budget. (Tiebout, 1956)

The political leadership, and technical staff, who have been very critical in this exercise, I want to appeal to central government to analyze our challenges so that it can take them up and assist to solve them where possible. To the technical staff, I want to urge them to go ahead and guide the respective organs of council to monitor the implementation of this budget. It is my sincere hope that this budget will go a long way in improving service delivery for the people of Kawempe Division Kauzya (2007: 11).

1.2 Statement of the problem

Kawempe division's experience with decentralization is as highly acclaimed as it is criticized. Though regarded by some commentators as one of the most ambitious forms of devolution of power among the developing countries, it is also greatly criticized for its failure to deliver on its promises. Decentralization in Uganda has attracted several studies. While some studies have heaped praises, others have criticized it for not delivering services to the citizens as was anticipated at the formulation of the policy by the government. According to the Internal Annual

Report (2018) of Kawempe Division, it is argued that despite the praises that have been made to the government system of decentralization, there still exists Poor Education Services, a case of in point is at Kawempe P/Ss including Kapsukunyo Primary School which are in a critical condition, poor health facilities like in the case of Kanyanya, Health Center III Kazo, Health Center III and Kawempe Division main hospital , Poor road networks For example in Kawowo sub county and Wandegaya the road network system is very poor. It is on this note therefore that the researcher needs to find out the extent to which decentralization policy in Uganda has succeeded in extending services nearer to the people of Kawempe Division.

1.3 Purpose of the study

The purpose of the study is to assess the effect of Decentralization on Service Delivery in Kawempe Division.

1.4 Research Objectives

- (i) To analyze the level of decentralization in Kawempe Division
- (ii) To assess the level of service delivery in Kawempe Division
- (iii) To establish the relationship between decentralization and service delivery in Kawempe Division

1.5 Research questions

- (i) What is the level of decentralization in Kawempe Division?
- (ii) What is the level of service delivery in Kawempe Division?
- (iii) What is the relationship between decentralization and service delivery in Kawempe Division?

1.6 Scope of the study

The scope of the study is categorized as geographical, content, and time scope. These are;

1.6.1 Geographical scope

Kawempe Division is one of the five divisions that comprise the city of Kampala, Uganda. Kawempe Division is in the northwestern corner of the city, bordering Wakiso District to the

west, north and east, Nakawa Division to the southeast, Kampala Central to the south, and Lubaga Division to the southwest. The coordinates of the division are 00 23N, 32 33E (Latitude:0.3792; Longitude:32.5574). The neighborhoods in Kawempe Division include: Kawempe, Kanyanya, Kazo, Mpererwe, Kisaasi, Kikaya, Kyebando, Bwaise, Komambo ga, Makerere, Mulago, Makerere, and Wandegeya.

1.6.2 Content scope

The study focused on the role of decentralization, the effect of decentralization on education service delivery and its effect on the health service delivery as the crucial aspects in Kawempe Division. The research comprised of the background of the study, statement of the problem, purpose, objectives, research questions, scope and the significance of the study, analysis and presentation of findings were done and conclusions too were drawn.

1.6.3 Time scope

The study was conducted for a period of three (3) months that is to say from July to September 2019.

1.7 Significance of the study

The data/information generated will be used by potential users and researchers handling a related aspect of the effect of decentralization on service delivery

Also it will help the researcher harness the research methodology skills that has been acquired in class to solve social problems in the community.

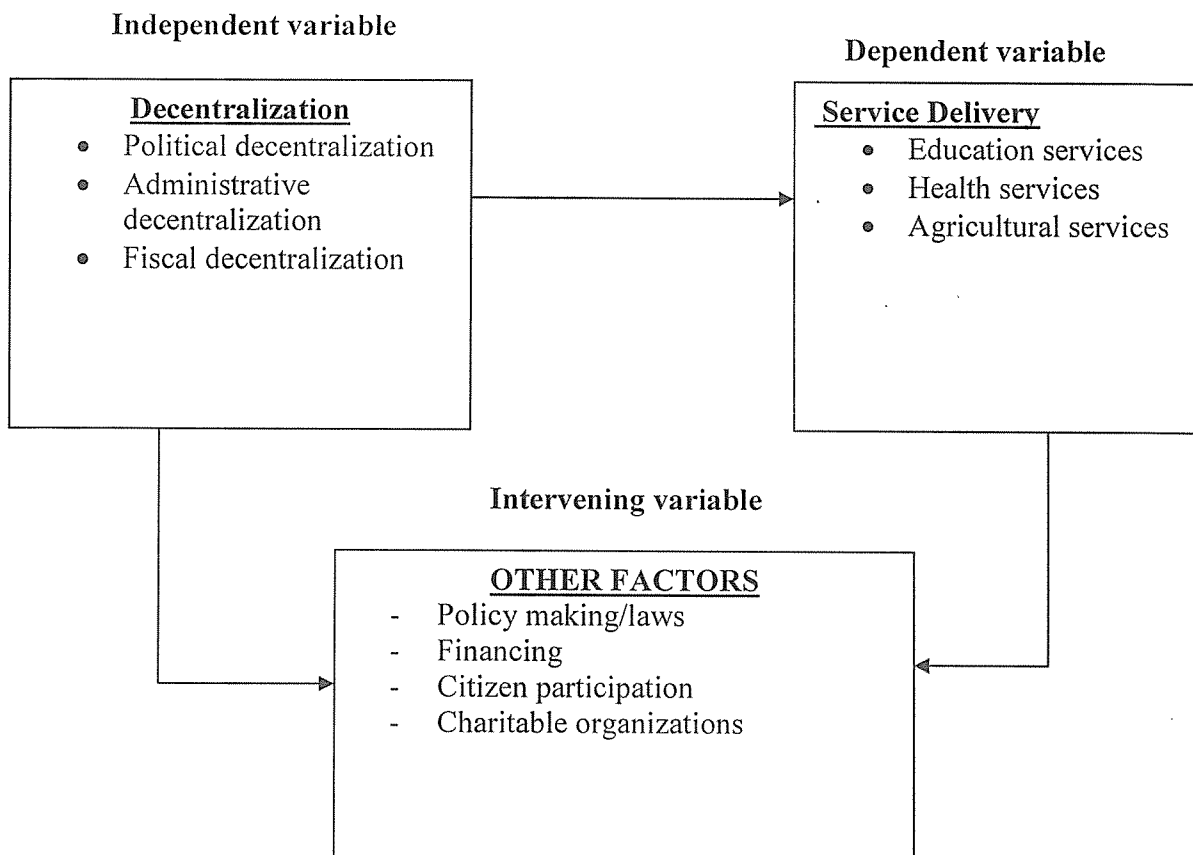
The study will add to the existing knowledge regarding decentralization and service delivery that will be used for future references.

The study will provide empirical data for policy makers thus helping them towards formulating appropriate policies on how to create strategies of enhancing public service delivery.

The study will be significant to the researcher in fulfilling one of the requirements for the award of Bachelors degree of Public Administration.

1.8 Conceptual Framework

Diagram showing relationship between Decentralization and Public Service delivery



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter comprised of the review of the related literature on the impact of domestic violence on child welfare/upbringing. Such literature will base on the research objectives in chapter one;

2.1 Decentralization

As discussed earlier, decentralization is a complex multi-dimensional process that involves fiscal, administrative and political aspects. Moreover, each of these dimensions is multi-faceted. The cross-country empirical literature has measured fiscal decentralization as shares/ratios of sub-national fiscal resources (revenues or expenditures) to total public fiscal resources, using primarily the data of the Government Finance Statistics (GFS) Dataset of the International Monetary Fund (IMF). While these measures can be criticized for being too rough in measuring the actual degree of fiscal decentralization in a country, they remain the preferred alternative as they rely on data with consistent definitions across a large number of countries and over time. As Hutherand Shah (1998) argue, comparable and meaningful cross-country data are essential in order to learn about the decentralization policy. Moreover, it has become clear that detailed data with information about all main aspects of fiscal decentralization and local fiscal autonomy, that is comparable across countries, are not attainable in the near future.

This study, as others in the decentralization empirical literature, uses the following measures as a proxy for fiscal decentralization (*FD*)²⁰: the ratio of sub-national expenditures to total expenditures (*FD ed*) and the ratio of sub-national revenues (net of transfers) to total revenues (*FD rd*). These measures are compiled from the International Monetary Fund Government Finance Statistics (GFS) for the years 1990, 1995, 2000, and 2002. The caveats of using these rough measures of fiscal decentralization are substantial. Appendix A raises key factors behind measuring appropriately the level of fiscal decentralization and puts forward a framework (for discussion) to support future detailed data collection of the multi-faced aspects of fiscal decentralization and fiscal autonomy.

2.1 Service Delivery

According to Lamothe (2008) Service Delivery is the delivery of public services at the local level and is a distinct domain of public policy. Local governments can be more reflective of local needs and interests and a prime driver of innovation in government practices; at the same time, local service delivery deals with some challenges, such as expertise concerns, steering problems, and the presence of economies of scale. Local service delivery is a key topic of discussion for academics and practitioners in the wake of the decentralization and corporatization that occurred under New Public Management and in the wake of local austerity following the 2008 Financial crisis.

According to Tavares, (2007) service delivery can take place in many ways. Local services can be delivered directly by the municipality's bureaucracy, by municipal corporations, by public-private partnerships, by inter-municipal cooperation, and by private organizations through contracting or privatization. Since switching between the multiple options of service delivery often incurs costs, there is often high path dependency in local service delivery that makes it difficult to easily adjust policy choices to changed political and economic environments.

2.1.2 Impact of Decentralization on District Poverty Levels

In the study conducted by Warren (2008) to determine whether decentralisation has decreased poverty levels in rural Ghana, based on empirical data gathered in As-anama and Bofano. Data was collected in the two districts over a two-month period in mid-2004. The main aim was to assess the contribution of decentralization to poverty reduction at district level. Within each district, four communities were chosen on the basis of their relative deprivation, with one community selected from the four categories of 'more developed', 'less deprived', 'deprived' and 'most deprived'. Three data collection methods were used. First, a household survey was conducted in ten households in each community, providing eighty respondents in total. Second, focus group discussions with 'opinion leaders' were held in the eight communities. Third, key informant interviews were held at district level. The impact of the decentralization system on local poverty is assessed in terms of access to basic social services and increases in household incomes, in other words on the social and economic dimensions of poverty. The emphasis on basic services corresponds broadly to the main socio-economic indicator used in the cross-

national reviews, while the level of household incomes is an important economic indicator that appears to have been omitted from the cross-national studies. This section proceeds in four parts. First, household income levels were examined and whether any increases could be attributed to the decentralization. Second, local people's perceptions of decentralization performance are explored. Third, pro-poor objectives in decentralization development plans were contrasted with their implementation. Fourth, the level of financial resources available to the Decentralization is considered.

2.1.3 Household income levels

From the household questionnaire, respondents' income levels confirmed the depth of rural poverty, with no demonstrable trend of rising real incomes over the previous five years.¹⁹ Indeed a slightly higher proportion reported decreases (51.25 per cent) than increases (48.75 per cent). The main reason for increased income levels was raising prices for agricultural commodities, especially cocoa, identified by 60 per cent of those reporting higher incomes. A smaller number of respondents noted that the mass spraying of cocoa (undertaken by the Ministry of Food and Agriculture) had increased production, while others identified improved transport and storage facilities as enabling higher sales. The primary cause of decreases in disposable income was perceived as price rises in basic goods, especially food, highlighted by 30.6 per cent of respondents, with rises in school fees and medical charges identified by a further 19.4 per cent.

2.1.4 District development plans: pro-poor objectives and implementation

Explicit poverty reduction objectives are contained in the District Medium Term Development Plans (DMTDP) that each District Assembly is required to draw up, usually in five-year cycles.²⁴ For example, the mission statement of Asanama DA, proclaimed on the Assembly's external wall, was to reduce 'poverty' and 'core poverty' levels from 24 per cent and 15.4 per cent respectively to 20 per cent and 7 per cent, within the period of 2002-04. Such objectives have become widespread following the adoption of the Ghana Poverty Reduction Strategy (GPRS) at national level, and the requirement by central government that District Assemblies structure their DMTDP for 2002-04 according to the five priority themes of the GPRS (National Development Planning Commission, 2002: 1).

2.2 The level of Decentralization in Kawempe Division.

2.2.1 Level of decentralization in Administrative Responsibilities and Building Capacity

Alongside fiscal and financial resources and autonomy, a key issue facing subnational governments is the access to staff and human resources. Decentralized service delivery is difficult when subnational governments lack skills and institutional capacity. More often than not, administrative decentralization claims far less attention than political and fiscal factors, with decentralization proceeding without explicit staffing strategies or public administration reform. Administrative devolution is inevitably drawn out, often falling behind political and fiscal decentralization. Political and fiscal devolution may have proceeded apace, but administrative changes may only approximate deconcentration (local service providers continue to be full employees of upper-tier government) or delegation (local government has only limited ability to hire and fire providers).

The central government has a key role in building local capacity and has two approaches available to it. It can provide training in traditional, top-down ways. Or it can create an enabling environment, using its finance and regulatory powers to help subnational governments define their needs (making the process demand-driven), to deploy training from multiple sources (local, national, overseas, public, private sector), to learn by doing as decentralization proceeds, and to establish learning networks among jurisdictions. This second approach is more consistent with devolution and more likely to produce capacity tailored to the many cross-sector responsibilities of subnational governments.

Accountability of Local Governments to Local Citizens The hope of decentralization to locally elected governments is that by narrowing the jurisdiction served by a government, and the scope of public activities for which it is responsible, citizens will find it easier to hold government accountable. Roughly speaking, decentralization improves outcomes to the extent that physical proximity increases voter information, participation, and monitoring of performance, and to the extent that narrowing the scope of responsibilities of each tier of government decision makers reduces their ability to shirk on some responsibilities by performing better on others. But in order to fully analyze the question of whether locally elected governments have better incentives for service delivery we must begin with the question of why any level of democratic government in

developing countries, where politicians presumably depend upon support from the majority of poor people, fail to provide the basic social services from which poor people benefit. Then we can attempt to understand why the incentives of locally elected governments might be different.

It is a common observation across countries, rich and poor alike, that substantial public expenditures are systematically misallocated, for example to wage bills for bulky state administrations, to farm subsidies that impose distortionary costs on the economy and fail to benefit the poor, and to large infrastructure projects that allow political rent extraction without creating sustainable assets, all at the expense of quality public services. These misallocations have a disproportionate impact on the poor, who are known to benefit from increased access to public services. Even resources allocated to broad public services such as basic education and health might be ineffective in actually delivering those services, if, for example, the posts of teachers and doctors are used to extend the patronage of government jobs, rather than being held accountable for actual service delivery. Misallocation has persisted despite a sea change in the way in which governments are selected and remain in office. From 1990 to 2000, the number of countries governed by officials elected in competitive elections rose from 60 to 100.4. Democratization might be expected to benefit most the “median” or average voter, who in most developing countries is “poor.” Yet, public policy in emerging democracies does not seem to have benefited poor voters.

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

define how schools are run (Naidoo 2002). In 1997, decentralization coincided with introduction of the universal primary education (UPE) policy, which provided for free primary education for all school-age children, which at first had a limit of four children per family but was amended to benefit all children in 2003 (Nishimura, Takashi, and Yuichi 2008). The UPE policy aimed to expand access, enhance equity, and increase efficiency in education systems. Specifically, the UPE policy objectives include the following:

Establish, provide, and maintain quality education as a basis for promoting necessary human resources development; Transform society in a fundamental and positive way; Provide the minimum necessary facilities and resources to enable every child to enter and remain in school until the primary cycle of education is complete. Make basic education accessible to the learner and relevant to his or her needs to meet national goals; Make education equitable in order to eliminate disparities and inequalities; and Ensure that education is affordable to the majority of Ugandans.

By aiming to achieve universal primary education, the government would be fulfilling its mission to eradicate illiteracy while equipping every individual with the basic skills and knowledge with which to exploit the environment for self and national development (MOES 1998, 135).

2.2.2 Level of Decentralization in the education sector in Kawempe Division

A survey conducted to assess the impact of UPE policy on educational attainment and private costs in education found that the UPE policy has led to increased public funding for primary education, as well as an increase in the number of teachers and schools (Nishimura, Takashi, and Yuichi 2008). The immediate result of the policy was a dramatic increase in primary school enrollment, with the number of students in public primary schools nearly doubling by mid-1997. The net enrollment ratio of school-age children (6–12 years) grew from 85 percent in 2000 to 92 percent in 2007⁵. However, other than enrollment, the policy's actual effects are yet to be realized or empirically determined. Various studies have revealed flaws in its design and operation. Whereas some studies conducted a few years after implementation indicated that UPE policy has improved access to primary education for children of poor families by removing tuition fees, others revealed that due to the various other charges that are still levied (such as uniforms, meals, exercise books, local materials for building classrooms), a dropout rate as high

as 55 percent has been reported by the government (Nishimura, Takashi, and Yuichi 2008). The dropout rate has also been attributed to the high opportunity cost of sending children to school when they could instead provide the much-needed household labor in rural areas. There are also problems of capacity to accommodate the large numbers, inadequate instructional materials, and qualified teachers. Other problems observed include internal inefficiency, such as delayed enrollment and repetition of grades by pupils, and funding arrangements that do not reward performance. UPE performance is measured mainly by using number of students enrolled; little effort has been made to measure the academic performance and competency of students and teachers. In addition, the increase in enrollment has not been matched by increases in the number of teachers; thus, the reported decline in the quality of public primary school education (Nishimura, Takashi, and Yuichi 2008). Other problems include weaknesses in teacher training and insufficient investment in secondary education to absorb the expected increase in graduates of primary school (Mushemeza 2003). However, the universal secondary education program, which started in 2007, is designed to address this gap (MOES 2007). (MOES 2007).

The UPE policy has also decreased delayed enrollment in primary school and achieved higher educational attainment of at least up to fourth grade for boys and fifth grade for girls. In addition, it has achieved a low economic burden of education at the primary level for all households, regardless of their expenditure level. In a nutshell, the UPE policy has contributed to access and equity of education as a pro-poor policy (Nishimura, Takashi, and Yuichi 2008). Government responses to these challenges have been limited to the provision of sufficient school facilities in nearby neighborhoods, paying special attention to schools in hard-to-reach areas. Other responses include paying teachers in these areas higher salaries and providing them with housing as well as school construction in remote areas (Nishimura, Takashi, and Yuichi, 2008). However, the effectiveness of these responses has not yet been thoroughly investigated. According to Vokstrup (2001), a fundamental flaw in the design of the UPE policy is the lack of a research-based strategy for structural and curricular reform aimed at aligning the education system with current national education needs. Vokstrup expounds this flaw as follows: Uganda's education system is a transplantation of the British education system initiated under colonialism for attainment of their economic and social goals. Efforts to revive the education system after the decline of the 1970s has unfortunately focused on reconstruction and not a new construction

aimed at making it more relevant to the current needs.

The official belief seems to be that the key to national development is rapid quantitative expansion of current educational opportunities. Since the majority of Uganda's population is poor and dependent on agriculture, there is a big need for development and implementation of an agricultural human resource strategy, which includes adequate basic education for the rural poor. However, the goal of the current system is to prepare all children to pass standard qualifying exams for secondary schools. Thus the curricula have a strong urban bias meeting the assumed educational needs of the urban and middle class while minimal attention is given to educational needs of the majority of students, those who live and work in the rural areas. . . . Currently, formal education in Uganda does not impart knowledge and skills that empower the majority of individuals to function as economic change and development agents on national and local levels. Its bias on western ideas, attitudes, and aspirations may not support the nation's development objective. The education system faces the challenge of being relevant to the rural population. (Vokstrup 2001, 134) UPE has also failed to bridge the rural-urban and private-public school divide in quality of education. Historically and currently under UPE, Uganda's primary education system consists of two parallel formal systems: a public system mainly attended by the rural and urban poor, or the majority, and a private system of day and boarding schools for the more affluent households. According to Graham Brown (1998), except in the rhetoric, the Ugandan educational system does not reflect any vision toward a society of more equity, though it does, in its structure, reflect continued growing inequality in society. Access to education continues to favor the more affluent groups. Net enrollment rate continues to be skewed against the poor from primary education to higher levels, with the situation getting worse with the advancement in levels. The net enrollment rate for secondary education varies from 2 percent for the poorest quintile to 27 percent for the richest quintile, and the net enrollment rate for higher education varies from 1 percent for the poorest quintile to 5 percent for the richest quintile. Decentralization and UPE have made no meaningful contributions to alleviating these equity constraints.

2.2.3 Level of decentralization in Financing

Access to capital markets by sub-national governments is important for several reasons. First, long-term financing is necessary given the lumpiness of public expenditures for infrastructure services and the inefficiency of relying on pay-as-you-go schemes. Without access to long-term finance, investment in infrastructure may be sub optimal. Second, infrastructure investments benefit future generations, so equity requires that future generations should also bear the cost of financing. Financial markets offer this inter-temporal linkage. Third, financial markets play an important role in signaling the performance of regional and local governments. The accountability created for subnational governments on the fiscal side by providing an own-revenue base can be further strengthened by providing access to capital markets on the debt side. In fact, the implicit threat that poor policy management and service delivery may force local policymakers to raise own-taxes, or pay higher borrowing costs, are important incentives in ensuring that service delivery is managed efficiently.

How sub-national governments access financial markets will determine the extent to which such markets will influence the overall health of the subnational government and its ability to ensure good service delivery. Generally, access can be achieved through the central government (where the central government borrows on behalf of sub-national tiers), through a public financial intermediary (e.g., a municipal bank or fund), or by raising funds directly (e.g., commercial bank borrowing or bond operation by subnational governments). While borrowing through the central government certainly guarantees access by sub-national governments to long-term finance, international experience suggests that the allocation of credit through this route may get embroiled in politics. Capital then does not necessarily flow to the most productive use but follows political incentives, with the result that government borrowing is inefficient, the subsequent investments are unproductive, and services suffer. Intermediation by a public financial intermediary (PFI), may also suffer from these drawbacks, with the additional disadvantage that the debt of the PFIs is generally an implicit – hence unplanned -- obligation of the central government. In Argentina, for example, public banks provided loans to finance the deficits of sub-national governments, contributing to macro-economic imbalances as well as stifling the incentives for changing inefficient service delivery mechanisms (Ahmad 1996). Direct access to capital markets offers the potential for a more market-based relationship to

develop and for a greater chance of enforcing a hard budget constraint. But, moral hazard the presumption by capital markets that borrowing by sub-national governments will be backed by the central government can be a concern for decentralized borrowing directly from the market. Resolving this problem is critical for ensuring that financial markets provide the appropriate signals to sub-national governments in their investment decisions.

There are several regulatory mechanisms for reducing the moral hazard problem of decentralized borrowing. Measurement of the assets and liabilities of each tier of government on a regular basis and disclosure of this information is a necessary step. But, it is not sufficient. Explicit measures and mechanisms to manage public sector bankruptcy are essential to ensuring that both sub-national governments and their creditors can be held accountable for their actions without assuming that upper-tier governments will play the role of banker of last resort. In New Zealand, the court system given its independence and capacity intervenes in cases of public sector bankruptcy. In the United States, the political process allows the formation of control boards. In both cases, local policy makers have to bear the consequences of poor financial decisions, i.e. face a hard budget constraint.

2.2.4 The level of decentralization in the health service sector

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

based facilities (Jeppsson and Okuonzi 2000). The process of fiscal decentralization in Uganda began in fiscal year 1993/94, when the central government devolved many functions and responsibilities, including the provision of basic health services and the control of medical personnel from the central MOH to the district level.

Fiscal decentralization occurred in a phased manner, with some districts being decentralized before others (Akin, Hutchinson, and Strumpf, 2005). Health sector reform was part of an overall reform of the public sector, consisting of liberalization, constitutional reform, civil service reform, and privatization. Public sector reform essentially drove the changes in the health sector. Therefore, health sector decentralization follows and uses the general administrative and political structures of the public sector. At the central level, the MOH's functions were revised to include policy formulation, the setting of service standards, quality assurance, provision of training and human resource guidelines, provision of technical supervision, responses to epidemics and other disasters, and the monitoring and evaluation of health services. The MOH headquarters divested all service provision to regional and national hospitals and was significantly reorganized and reduced in size. At the local levels, formal powers over the implementation of health services lie with the district's political bodies, as well as with the hospital management boards, which are appointed by elected local councils. Technical management teams are charged with the day-to-day running of health services. The district health team, headed by the district director of health services (DDHS), provides technical leadership for the health sector in the district, including for hospitals. However, the DDHS only plays an advisory role in the affairs of regional and national referral hospitals, which are under the leadership of medical superintendents and hospital committees or boards.

The next level below the district is the sub, district, which is an innovation of the health sector and is not a formal structure of the decentralized system of government. This level was established to increase equitable access to health services, because there were too many subcounties for the existing healthcare infrastructure and resources to handle. The headquarters of a subdistrict is a hospital or an upgraded health center. Planning is mainly the responsibility of district health teams. Plans and budgets are approved by the local councils over which they have jurisdiction. All staff, except those at the national and regional hospitals, have been transferred to

the districts (Jeppsson and Okuonzi 2000). Nongovernmental organizations (NGOs), especially church missions, play an important role in the provision of rural health services; the private for-profit sector is very small and remains an urban phenomenon. However, a large informal sector comprised of health providers not formally registered as such is booming in both urban and rural areas (Jeppsson and Okuonzi 2000).

The Performance of Decentralization Reforms in the Health Sector As noted earlier, the general objectives of decentralization within the wider context are to bring political power closer to local communities, to respond to local needs, to build local capacity, and to improve accountability. Specifically for the health sector, improvement was expected in the form of increased utilization of health services, better access to health services, more coverage of the population with basic services, better quality of healthcare and, ultimately, a decline in the rate of illness and death (Jeppsson and Okuonzi 2000).

However, according to Jeppsson and Okuonzi (2000), existing data show no improvement in social services or people's quality of life during the period of the reform. In fact, many indicators have either remained the same or worsened. Komakech (2005), in an analytical paper not based on an empirical study, challenged that the criteria used by MOH to determine the performance of the different districts are unreliable and misleading. He observed that these indicators were mainly facility and management indicators derived from Uganda's first Health Sector Strategic Plan and that most of the data used for the ranking were obtained from the facility health management information system reporting forms, which were submitted to the MOH without triangulation with other sources. Examples of the indicators used include proportion of health management information system forms submitted timely and completely, the proportion of the approved posts that were filled by trained health personnel, and pit latrine coverage, among others. According to the paper, these indicators have limited value in monitoring progress toward the attainment of the national health sector objective of improving health status. Accordingly, it is no wonder that in 2004, the war-torn district of Gulu in northern Uganda topped the ranking, despite its widely documented appalling health situation. The inadequate performance of Uganda's decentralized health services can be explained by a range of factors, including

financial resource management and allocation patterns at the local level and personnel quality and management.

A case study conducted between December 2000 and February 2001 that used key informant interviews and analysis of Uganda's budget system and policy history found evidence of a steep decline in spending on primary healthcare following decentralization; it also found that funds intended for schools and health facilities were used for administrative costs, that health workers were rarely present, and that drugs and supplies were diverted for personal gain (Foster and Mijumbi, 2002). Similar findings were obtained by Akin, Hutchinson, and Strumpf, (2005), who analyzed district annual health work plans and budget patterns for fiscal years 1995/96, 1996/97, and 1997/98. Their findings supported the hypothesis that districts altered the budget shares of public goods and other types of health activities during the decentralization process. From 1995/96 to 1997/98, the overall budget share allocated to the public goods category of health activities decreased from nearly 50 percent of the total budget to around 30 percent. Their results also indicate a movement of resources out of highly public activities into brick-and-mortar and staff amenities—in other words, away from societal benefit goods and toward expenditures that benefit health sector managers and employees. These results bring into question the widely held assumption that decentralization necessarily increases social welfare (Akin, Hutchinson, and Strumpf, 2005).

Apparently, it is the budgetary allocation patterns by local governments that prompted the central government to introduce conditional grants to local authorities in an effort to force them to cater for basic essential services (Foster and Mijumbi 2002). In addition resource allocation at the local level, the actual total resources allocated to the sector are inadequate. According to Jeppsson and Okuonzi (2000), Uganda is still heavily dependent on external support, with insufficient internal commitment of resources to the health sector; this is indicative of the precarious sustainability status of the services. Faced with competing priorities in other sectors, Uganda's government does not usually rate health high on the priority list, as reflected in the budgets. Regarding human resource quality, Bossert and Beauvais's (2002) comparative analytical paper on the 13 decentralization of health systems in Ghana, Zambia, Uganda, and the Philippines, based on secondary literature, found that given the wide variation between subcounty resource revenues, there are significant equity and quality issues associated with

changes in human resource management. As the MOH system in Uganda is no longer nationally unified, district health officials no longer have the same geographic mobility and access to promotion, making it significantly more difficult for poorer rural districts to attract qualified personnel. Different levels of resources and prioritization of the health sector tend to lead to non uniformity in the training and capacity of district health personnel. Moreover, wealthier urban districts provide better amenities, as well as more opportunities for complementary private sector employment. Hiring and firing decisions are susceptible to tribalism which contributes to deterioration in staff quality.

2.3 The Level of Service Delivery in Kawempe Division

In accordance with the Public Service Delivery and Accountability Report Series No.34, 2015, this brief information on the score-card assessment conducted during the FY2013/14 for Kampala District Local Government (WDLG) under the Local Government Council Scorecard Initiative (LGCSCI). This initiative is an evidence based project implemented by ACODE in partnership with ULGA with support from the DGF. The initiative seeks to enhance the effectiveness of elected leaders in fulfilling their mandate and build the citizens' capacity to demand better services. LGCSCI uses a score-card as an assessment tool to complete annual performance assessments on the district council, district chairperson, speaker and councillors by focussing on their roles and responsibilities as stipulated in the Local Government Act (as amended, 2010). The rigorous assessment process was conducted by teams of researchers across the 30 districts that undergo the annual LGCSCI score-card assessment. The research process involves a review of key district documents, interviews with key respondents, consultation with citizens through focus group discussions (FGDs) and the cleaning and analysis of data with final district reports produced for each of the districts (available online; <http://www.acode-u.org/>). LGCSCI also produces and disseminates a 'National Synthesis Report' that provides a synthesis of all the findings and an overall analysis from the 30 assessed districts. The reports are subsequent

In terms of education, Kampala district is ranked one of the best performing districts in national Primary Leaving Examinations results. Despite the good performance in national terms, service delivery indicators for the education sector in FY2013/14 showed a decline in the attainment levels of Grade 1 and Grade 2 when compared to the previous FY.

Water supply in the urban areas of Kampala District is provided by the national water services while the rural areas access water from hand-dug wells, deep boreholes, shallow wells and protected springs; all of which are classified as safe water. Safe water coverage in Kampala District stands at 64 per cent for the rural areas and 20 per cent for the urban areas. The functionality of water sources stands at 81 per cent while the safe sanitation coverage (latrine per household) stands at 92 per cent. However, access to water poses a serious issue and was reportedly as low as 25% in Nabweru sub-county (s/c). The quality of the water such as the content, colour, smell and taste was also cited as problematic by citizens in Mende s/c, Entebbe 'B', Kasanje s/c and Kira Town Council, among others.

Kampala district is served with road network in a relatively fair condition. However, being a gateway to Kampala city with all the trunk roads passing through to other districts of Mukono, Mpigi, Mityana, Kalangala, Mubende and Luwero to Kampala City heavy and continuous traffic results in many breakdowns and road closures. Meanwhile, community roads were reportedly narrow and poorly maintained and featured potholes and a lack of culverts causing poor draining and rendering them impassable during rainy season in Namayumba s/c, among others.

Budgetary Constraints: In FY 2013/14, Kampala District received UGX 49.06 billion of which central government funding, accounted for 91.7 per cent, local revenue and donor funds account for 0.07 per cent and 0.02 per cent of the district revenue respectively as shown in Although there was an increase in central government transfers during FY2013/14, central government disbursements were mainly allocated as conditional grants thus providing little or no room for the re-allocation of funds by WDLG to other service delivery priorities. For FY2013/14 this was particularly problematic because, compared to the financial requirements for projected service delivery requirements outlined by WDLGC in the district work plan, fewer funds were disbursed by central government. WDLG therefore faced an unexpected shortfall of UGX 10.54 billion. Despite having submitted a budget of UGX 59.6 billion, it only received UGX 49.06 billion.

Despite the various sources of revenue accruing from the local economy endowments, WDLGC did not capitalize on opportunities to collect locally generate revenue. Generating local revenue is important to reduce reliance on central government funding and the fund activities that require

substantial flows of local revenue. The ability of the local government to secure sources of local revenue determines the level of council facilitation to be received by the Councilors and thus the number of council sittings to be held.

The facilitation also supports the councilors to complete their oversight and monitoring of NPPA service delivery points as 20 per cent of locally generated revenue is constitutionally earmarked for these purposes. Without a reliable source of locally generated income and funding from the central government that c

The Growth of the District: Kampala district is one of the fastest growing districts in Uganda with 15 sub-counties, 6 town councils and one municipality. This description paints a picture of how much the district representatives have to do in terms of covering the various constituencies. Successfully fulfilling their political roles across a growing electorate and vast area, supported by the pre-existing remuneration and management structures, presents a challenge in effective service delivery

Limited Support Supervision: The process of filling vacant positions in WDLGC is bureaucratic due to long staff recruitment process that requires permissive action from central government secretariats. This process has greatly impacted on service delivery as WDLGC staffing structures are not filled and the remaining members of staff remain mandated to carry out the district activities.

2.4The relationship between decentralization and service delivery in Kawempe Division

The relationship between decentralization and service delivery will be looked at using the following the three dimensions of governance which are closely linked and depend on local governments.

2.4.1Allocative Efficiency

The most common theoretical argument for decentralization is that it improves the efficiency of resource allocation.

Decentralized levels of government have their *raison d'être* in the provision of goods and services whose consumption is limited to their own jurisdictions. By tailoring outputs of such goods and services to the particular preferences and circumstances of their constituencies,

decentralized provision increases economic welfare above that which results from the more uniform levels of such services that are likely under national provision. The basic point here is simply that the efficient level of output of a “local” public good (i.e., that for which the sum of residents’ marginal benefits equals marginal cost) is likely to vary across jurisdictions as a result of both differences in preferences and cost differentials. (Oates 1999, 1121-22)

One pillar of this argument is that because subnational governments are closer to the people than the central government, they are considered to have better information about the preferences of local populations than the central government (Hayek 1945, Musgrave 1959). Hence, they are argued to be better informed to respond to the variations in demands for goods and services.

Second, subnational governments are also considered to be most responsive to the variations in demands for and costs of providing public goods. Decentralization is thought to increase the likelihood that governments respond to the demand of the local population by promoting competition among subnational governments (Tiebout 1956). Competition among subnational governments is said to allow for a variety of bundles of local public goods to be produced, and individuals are said to reveal their preferences for those goods by moving to those jurisdictions that satisfy their tastes--that is, by “voting with their feet.” This is seen to pressure subnational governments to pay attention to the preferences of their constituents and tailor the service delivery accordingly, whilst risking the loss of tax revenues (Oates 1968, 1972, 1999; Salmon 1987; Breton 1996; Qian and Weingast 1997). This “voting with feet” is thus argued to enhance the efficiency of resource allocation by increasing the likelihood that governments satisfy the wishes of citizens. Where geographic mobility is constrained, as in many developing and transition.

2.4.2 Accountability

Decentralization is also argued to promote accountability and reduce corruption in the local government (Ostrom, Schroeder, and Wynne 1993). Since subnational governments are closer to the people, citizens are considered to be more aware of subnational governments’ actions than they are of actions of the central government. Also, the resulting competition between subnational providers of public goods is seen to impose discipline on subnational governments, as

citizens averse to corruption may exit to alternative jurisdiction or providers. (See discussion of exit and voice in Section 3.4)

Corruption represents a breakdown of cooperative behavior, in which the few collude to the detriment of all. Devolving functions to smaller units that are closer to the population should, in theory, increase consensus and legitimacy concerning the choice of public services. This, in turn, can be expected to foster cooperation, vigilance, as well as acceptance of and adherence to rules of public sector integrity ("rule-obedience"). This would be especially true where the financing of public services is devolved via the assignment of tax instruments or the collection of user fees. In plural or socially fractionalized nations, the question then arises whether jurisdictions can be so designed so as to maximize social (e.g. ethno-linguistic) homogeneity and social capital, and therefore the propensity to cooperate at the local level (Meagher 1999).

2.4.3 Children rights of education

Children's rights are the human rights of children with particular attention to the rights of special protection and care afforded to minors. The 1989 Convention on the Rights of the Child (CRC) defines a child as "any human being below the age of eighteen years, unless under the law applicable to the child, majority is attained earlier." Children's rights includes their right to association with both parents, human identity as well as the basic needs for physical protection, food, universal state-paid education, health care, and criminal laws appropriate for the age and development of the child, equal protection of the child's civil rights, and freedom from discrimination on the basis of the child's race, gender, sexual orientation, gender identity, national origin, religion, disability, color, ethnicity, or other characteristics. Interpretations of children's rights range from allowing children the capacity for autonomous action to the enforcement of children being physically, mentally and emotionally free from abuse, though what constitutes "abuse" is a matter of debate. Other definitions include the rights to care and nurturing. There are no definitions of other terms used to describe young people such as "adolescents", "teenagers", or "youth" in international law, but the children's rights movement is considered distinct from the youth rights movement. The field of children's rights spans the fields of law, politics, religion, and morality.

In Nicaragua, “Friends of children” local governments have multiplied across the country, now including three-quarters of all local governments (117 of 153). This has resulted in the adoption of local government children’s policies and the inclusion of children’s projects in local government plans and budgets. The average local government investment in children rose from 8.5 per cent in 2001-2004 to 14.5 per cent in 2005-2008.²⁵ To improve on the learning environment for children by Lessons learnt from these and similar experiences suggest that for child-friendly local governance efforts to be successful, the process must be owned and implemented by the local Government. Another positive aspect is the ability of the framework to bring together local governments with differing ideological tendencies around child rights for education. Yet, because local government policies are usually in force over long periods of time, they may extend beyond the term in office of the government under which they were approved. It is therefore important to lobby political parties to include a commitment to child-friendly local governance in their election manifestos.

2.4.4 Cost Recovery

Making services more demand responsive through decentralization is argued to have the added benefit that it increases households’ willingness to pay for services (Briscoe and Garn 1995, Litvack and Seddon 1999). Households are argued to be more willing to pay for and maintain services that match their demand. This is the flip side of the allocative efficiency coin.

Moreover, a relatively close match between supply and local demand, if coupled with transparency and with local cost-sharing or cost recovery, can provide the incentives and information base for effective local monitoring. The latter is a necessary ingredient in an overall anti-corruption strategy, and in particular helps to shrink the information asymmetries and leakages that can undercut both allocative efficiency and cost recovery.

In conclusion

Due to the dissatisfaction of centralization, a large number of countries are decentralizing responsibility for these services to lower-level, elected governments. The results have been mixed. This chapter has provided a framework for evaluating the benefits and costs, in terms of service delivery, of different approaches to decentralization. I have therefore highlighted the fact

that service delivery depends on the relationships of accountability of different actors in the delivery chain. Decentralization introduces a new relationship of accountability between national and local policy makers while also altering existing relationships, such as that between citizens and elected politicians. Only by examining how these relationships change we can understand why decentralization can, and sometimes cannot, lead to better service delivery. However, the levels of decentralization in Kawempe Division, the level of service delivery in Kawempe Division and the relationship between decentralization and service delivery which forms the research gaps, have not been worked upon which thus the basis of the study. The various instruments of decentralization fiscal, administrative, regulatory, market, and financial can affect the incentives facing service providers, even though they relate only to local policymakers.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter sought to determine the tools to be used in collecting and analyzing the data from the field. Both primary as well as secondary data was broadly used. A combination of various study approaches were adopted for gathering the required information and collecting data using Questionnaires. This chapter demonstrated a detailed description of the methodology of the research. Methodology included the description of the research design, research population, sampling technique; instruments, data collection methods, data analysis as well as ethical consideration and limitation of the research.

3.1 Research design

The study adopted a cross sectional study design-case study design. According Amin (2005), studies of this nature may be more productively undertaken because data can be collected from a cross section of a population in a short time from a large number of cases for purposes of drawing valid conclusions to represent the entire population of the study. In addition, a case study is an intensive and detailed study of a certain case and enlightens a general phenomenon or problem of the study to deeply understanding and/or explanation of one single specific and complex phenomenon (GoU, 2017). A case can be individuals, groups, movements, a specific event, geographical units (Brante & Korsnes, 2001; GoU, 2010). In this study, the case was Kawempe Division with a focus on the decentralization and how it can be useful in improving social service delivery.

The study was largely quantitative although, qualitative techniques were also employed to address the gap left by quantitative methods. The qualitative methods to be used included interviews guided by an interview schedule. The quantitative data collection methods used mainly closed ended questionnaire, which were filled in by the respondents. According to Amin (2005), both qualitative and a quantitative techniques were used triangulated especially where the study involved investigating people's opinions.

3.2 Research population

The target population for this the study comprised of a total of 90. These were roughly distributed among departments of managerial and non-managerial. This was arrived at after conducting a pilot study to ascertain the sampling frames that was authoritative and up-to-date. The lists were obtained from the Human resource offices.

3.3. Sample size

The sample size of respondents was determined using Slovene's formula to reach the required sample size. Where: - $n = N / (1 + N (e)^2)$ where n = the required sample size, N =Total population, e = significance level

$$\frac{N}{1 + N(e)^2}$$

$$\frac{90}{1 + 90(0.05)^2}$$

$$\frac{90}{1 + 0.225^2}$$

$$\frac{90}{1.225}$$

Sample size = 73

Table 1: Showing the respondents from different departments of the Local Government

Departments	Total population	Sample size
Heads of department	8	6
Staff members	17	15
Community based organization Office	13	12
Division development community officer	14	8
Local residents	12	10
Chief Administrative Office	7	6
Division Education Office	5	3
Division health office	6	5
Department of natural resources	3	3
Department of technical service and Works	3	3
Division commercial offices	2	2
Total	90	73

Source: Primary Data 2019

3.4 Sampling procedure

The sampling procedure used in this study was non-probability sampling particularly purposive sampling or judgmental sampling was used to select the sample. The rationale for choosing this approach is that respondents who were eligible to participate in this study was purposively chosen as target respondents of the study. As stated Chaturvedi (n.d) judgmental sampling is a way of sampling, where the researcher chooses the sample based on whom they think would be appropriate for the study. This was used primarily when there are a limited number of people that have expertise in the area being researched by using his/her judgment to select population members who were good prospects for precise information.

3.5 Research instrument

The major data collection instrument that was used in this study will be an adopted questionnaire. The main purpose of this study was to collect a lot of reliable information to obtain the exact situation of the role of decentralization on service delivery of district local governments a case study of Kawempe Division.

3.5.1 Self-Administered Questionnaires

The research instrument included the Self-Administered Questionnaire (SAQs). SAQs were used because they are the most suitable in a survey that involves a large number of respondents (Amin, 2005). In addition, (SAQs) was very suitable for the target respondents given their high levels of English literacy. Finally, SAQs consume less time and money compared to other methods (Alston & Bowels, 1998)

3.5.2 Interview Guide

Interviews were mainly used to get information from key informants. Interviews were good for probing clarity, and more detailed explanations by the respondent and they keep them focused to the study topic. In addition, the interview were used in order to collect additional data that might have been left out by the questionnaires especially closed-ended ones (Amin, 2005),

3.5.3 Documentary Review Guide

The documentary review method was used for ascertaining trends, gaps and the way forward. Some of the documents reviewed included government, non-government documents and reports, dissertations, library books, the Internet, newspapers and magazines as were presented in the literature review

3.6. Validity and reliability of the instrument

“Validity is the quality of the test doing what is designed to do; where reliability consists of both true score and error score”(Salkind, 2000). “That reliability is necessary but not sufficient for validity. That is, for something to be valid it must be reliable but it must also measure what it was proposed to measure” (Salkind, 2000). Prior to the distribution of questionnaires, a pilot test was conducted with three professional teachers about research topic including the supervisor to see whether the questions are clear and the language was understandable and as well as to record the time taken by the respondents to answer the questionnaire.

3.7 Data collection procedures

The beginning of the field activities, the researcher secured permission and the letters of introduction from the College of Humanities and Social Sciences of Kampala International University; and then the researcher proceeded to collect data. The procedure helped to improve the usefulness, timeliness, accuracy, comparability and collection of high quality for better analysis and reporting.

3.8 Data Collection Methods

Primary data was collected using a questionnaire as the instrument of the research procedure which will be distributed to the sample size selected. The secondary data was collected from various sources, which included textbooks, journals, internet, papers and internal annual reports from Kawempe Division.

3.8.1 Questionnaire Survey

These are designed objective by objective (Mugenda & Mugenda, 1999) for 73 respondents. The questionnaires were used to collect data on because it was practical; allows large amounts of

information was collected from a large number of people in a short period of time and in a relatively cost effective way, was carried out by the researcher, the results of the questionnaires can usually be quickly and easily quantified by either a researcher or through the use of a software package (Sekaran, 2003). Questionnaires helped gather information on knowledge, attitudes, opinions, behaviors, facts, and other information. (Kothari, 2004).

3.8.2 Interview Method

The researcher had an interview guide and a note book to ask and record the interview session and also use a recorder and after that the data was thematically arranged and meaning made from it through descriptive methods that allows for quotations to be made. The method was more expensive than questionnaires, but they are better for more complex questions, low literacy or less co-operation. In addition, this methods was good for probing and keeping the respondent in line with the questions for clarity and expansions, and was used to collect data from mainly key informants were interviews.

3.8.3 Documentary Review Method

This method allowed the researcher to obtain information related to the study from journals, magazines, government reports textbooks, legal instruments, and periodical reports among others to gain an understanding of decentralization and social service delivery concerns in Kawempe Division and other urban centers in Uganda.

3.6 Data analysis

SPSS was used to analyze data through, frequency distribution table's graphs and pie chart, on the impact of the decentralization on the education service, health services and its roles on the service delivery. This was the process of bring understanding and meaning to data collected for validity and reliability (Sekaran, 2003). Data collected from the field was first of all sorted, edited, coded and entered into in the computer using SPSS. This package was useful to the researcher to present data using tables, graphics and frequency tables and further helped the researcher generate descriptive statistics such as means and standard deviations.

3.7 Ethical consideration

The researcher informed respondents their consent about the nature and the purpose of the research, the rights and use of data. The respondents were asked to participate prior to the administration of any instrument; the researcher acknowledged the authors mentioned in this study through citations and referencing. Finally, the identity of the respondents and private information was kept confidential; (the researcher used it for only academic purpose).

3.8 Limitation of the research

The major limitations of this study included First respondent refusing to reply the questions frankly, delaying to respond questions, people not willing to give out confidential information and finally extraneous variable were beyond the researcher's control such as respondents' honesty, personal biases are also other limitations.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

The chapter covers data presentation, analysis and interpretation of data collected with the view of answering the research questions. Data analysis and interpretation was based on the three research objectives. Below are the data presentations and analysis;

4.1 Demographic characteristics of the Respondents

In this study, the section was to reveal the background characteristic of respondents and profile of respondents based on their gender, level of education, age and years of experience.

4.1.1 Profile of respondents

Table 2: Showing the Gender of respondents

		Frequency	Percent	Cumulative Percent
Valid	Male	40	55.0	55.0
	Female	33	45.2	100.2
	Total	73	100.0	

Source: Primary Data 2019

Table 1 results indicated that majority of the respondents in this sample were male with (55.0%) as compared to female respondents (45.2%), hence implying a gender gap since majority of employees in Kawempe Division are male.

Table 3: Showing the Age of respondents of Kawempe Division

		Frequency	Percent	Cumulative Percent
Valid	25-30 years	12	16.4	16.4
	31-34 years	15	21.0	37.4
	35-40 years	16	22.0	59.4
	41-44 years	10	14.0	73.4
	45-50 years	11	15.1	88.5
	51 and above	9	12.3	100.8
	Total	73	100.8	

Source: Primary Data, 2019

Results in table 2 indicated that majority of respondents in this sample ranged between 35-40 years of age (22.0%), this implied that majority of respondents in this sample were in their middle adulthood, these were followed by those between the range of 31-34 years of age constituting (21.0%), 15.1% were between 45-50 years, (14.0%) were in the range of 41-44, (16.4%) were in the age bracket of 25-30 and only (9.0%) were 51 years and above.

Table 4: Showing the level of education of respondents of Kawempe Division

		Frequency	Percent	Cumulative Percent
Valid	Certificate	15	21.0	21.0
	Diploma	20	27.1	48.1
	Degree	23	32.0	80.1
	Masters	15	21.0	100.0
	Total	73	100.0	

Source: Primary Data, 2019

With respect to education qualification in Table 3; the study further showed that degree holders (32.0%) dominated the study, these were followed by diploma (27.1%) followed by certificate holders (21.0%), and Master's degree holders were (21.0%).

Table 5: Showing the years each respondent has served in the Local Government

		Frequency	Percent	Cumulative Percent
Valid	6 months - 2 years	14	19.2	19.2
	3-5 years	20	27.4	46.6
	6-8 years	18	24.7	71.3
	9 years and above	21	28.7	100.0
	Total	73	100.0	

Source: Primary Data, 2019

With respect to the number of years spent at work, results in Table 4 indicated that majority of employees in Kawempe Division system who had worked for over 9 years were (28.7%), 24.7% had worked for 6-8 years, 27.4% had worked for 3-5 years only 19.2% had worked for 6 to 2years, hence implying that the employees in Kawempe Division have got enough working experience thus possess the full knowledge about the study.

4.2 Level of decentralization in Kawempe Division

The first objective aimed at determining the level of decentralization in Kawempe Division. Five questions were developed on the five linkert scale where respondents were asked to indicate the extent to which they agree or disagree with each question, and their responses were analyzed using the tables below;

Table 6: Showing the level of decentralization in Kawempe Division

	Level of Decentralization	Mean	Std deviation	interpretation
1.	The local government has the authority to formulate, approve, and execute its own development plan.	4.4328	.70117	Very High
2.	The central government plays a key role in policy setting, governance, management, finance, and curriculum development for the local governance	4.3433	.66406	Very High
3.	The local service providers continue to be full employees of upper-tier government(delegation)	4.5373	.61122	Very high
4.	Citizens find it easier to hold local governments accountable	4.4023	.61023	Very high
5.	There exists fiscal decentralization in the local government	4.3210	.65130	Very high
	Average mean	4.40734		Very High

Source Primary Data, 2019

The means in table 6 indicate that the level of decentralization in Kawempe Division. Out of the items, all the five items were rated high equivalent to agree meaning that respondents agreed with the statement. The respondents who agreed with the statements that The local government has the authority to formulate, approve, and execute its own development plan (4.4328), the mean for respondents who agreed with the statement that The central government plays a key role in policy setting, governance, management, finance, and curriculum development for the local governance (4.3433) and (4.5373) for those that agreed that agreed that the local service providers continue to be full employees of upper-tier government(delegation) (4.4023) agreed that Citizens find it easier to hold local governments accountable and finally the mean of respondents who agreed with the statement that there exists fiscal decentralization in the local government.

When you sum up all the three categories, the overall average mean is (4.40734) which is equivalent to agree on the rating scale used and thus basing on these results, it can be concluded that there is a high level of decentralization in Kawempe Division

4.3 The level of service delivery in Kawempe Division

The second objective aimed at determining the level of Service Delivery in Kawempe Division. Five questions were developed on the five linkert scale where respondents were asked to indicate the extent to which they agree or disagree with each question, and their responses were analyzed using the tables below;

Table 7: Showing the level of service delivery in Kawempe Division

	Level of service delivery	Mean	Std deviation	Interpretation
1.	Has Decentralization transformed local financial systems' transparency in the local government	3.0342	.77530	Low
2.	The Local government institution is concerned with the responsiveness for local priorities and preferences	4.0299	1.04403	High
3.	When the Local Government Institution promises to do something by a certain time they will do so	3.1254	.78430	Low
4.	Water supply in the community is done by NWSC	4.5321	.52341	Very High
5.	Kawempe Division is served the best with road network in a relatively fair condition.	3.3342	.71542	Low
	Average mean	3.61116		Low

Source Primary Data, 2019

The means in table 7 indicate that the level of service delivery was rated at different levels. Out of the items, three items were rated low equivalent to disagree and two items were rated high meaning that respondents disagreed with the statement. The respondents who agreed with the

statements that the district has Decentralization transformed local financial systems' transparency in the local government had a mean of (3.0342), the mean for respondents who agreed with the statement that The Local government institution is concerned with the responsiveness for local priorities and preferences was (4.0299) and (3.1254) is for those that agreed that when the Local Government Institution promises to do something by a certain time they will do so, the mean of respondents who agreed that Water supply in the community is done by NWSC was (4.5321) and (3.3342) for those who agreed that Kawempe Division is served the best with road network in a relatively fair condition. When you sum up all the three categories, the overall average mean is (3.61116) which is equivalent to disagree on the rating scale used and thus basing on these results, it can be concluded that the level of service delivery in Kawempe Division is low.

4.4 To establish the relationship between decentralization and service delivery in Kawempe Division.

The third objective was to establish the relationship between Decentralization and Service Delivery in Kawempe Division. This analysis intended to bring out how Decentralization affects service delivery in Kawempe Division.

Table 8: Showing the effect of Decentralization on Service Delivery in Kawempe Division

	Level of Decentralization	Mean	Std deviation	Interpretation
1.	Decentralization is argued to promote accountability	4.0328	.70117	High
2.	Decentralization is helps to reduce corruption	4.4433	.66406	Very High
3.	Through decentralization children rights for education have been handled effectively.	4.2337	.61122	High
4.	Decentralization is argued to have the added benefit that it increases households' willingness to pay for services.	4. 0234	.61023	High
5.	Through decentralization the healthy facilities have been improved	4.5210	.65130	Very high
	Average mean	4.2534		Very High

Source Primary Data, 2019

The means in table 6 indicate that the relationship between decentralization and Service Delivery in Kawempe Division. All the five items were rated high equivalent to agree meaning that respondents agreed with the statement. The respondents who agreed with the statements that Decentralization is argued to promote accountability (4.0328), the mean for respondents who agreed with the statement that Decentralization is helps to reduce corruption (4.4433) and (4.2337) for those that agreed that through decentralization children rights for education have been handled effectively. (4. 0234) agreed that decentralization is argued to have the added benefit that it increases households' willingness to pay for services and finally the mean of respondents who agreed with the statement that Through decentralization the healthy facilities have been improved, was (4.5210) implying that there is statistically significant relationship between decentralization and service delivery in Kawempe Division.

Table 9: Showing the Relationship between Decentralization and Service Delivery

Correlations			
		Decentralization	Service delivery
Decentralization	Pearson Correlation	1	.289
	Sig. (2-tailed)		.070
	N	73	73
Service Delivery	Pearson Correlation	.289	1
	Sig. (2-tailed)	.070	
	N	73	73

Table 8 above, findings reveal that there is a strong positive relationship between Decentralization and Service Delivery and at Pearson correlation coefficient $r=0.289$, $p=0.70$ and therefore this means that if there is an effective Decentralization System in the Local Government, there will be the best Service Delivery and on the other hand, a poor decentralization system negatively affects service delivery in Kawempe Division.

CHAPTER FIVE

CONCLUSIONS, SUMMARY, RECOMMENDATIONS AND SUGGESTIONS

5.0 Introduction

This chapter seeks to come up with a clear stand on the purpose and objectives of the study. This chapter provides the summary of findings, conclusions, recommendations and suggestions on the study of decentralization and service delivery in Kawempe Division.

5.1 Summary of findings

The research was conducted to investigate the impact of decentralization service delivery in Kawempe Division.

5.1.1 The level of decentralization in Kawempe Division

The first objective required to investigate on the level of decentralization in Kawempe Division and under this objective, five questions were developed on a Linkert scale and the findings were as follows.

The means in table 6 was used to analyze the level of decentralization in Kawempe Division. And all the five items were rated high equivalent to agree meaning that all respondents agreed with the statements that were set that is to say the respondents who agreed with the statements that The local government has the authority to formulate, approve, and execute its own development plan (4.4328), the mean for respondents who agreed with the statement that The central government plays a key role in policy setting, governance, management, finance, and curriculum development for the local governance (4.3433) and (4.5373) for those that agreed that agreed that the local service providers continue to be full employees of upper-tier government(delegation) (4.4023) agreed that Citizens find it easier to hold local governments accountable and finally the mean of respondents who agreed with the statement that there exists fiscal decentralization in the local government.

When you sum up all the three categories, the overall average mean is (4.40734) which is equivalent to agree on the rating scale used and thus basing on these results, it can be concluded that there is a high level of decentralization in Kawempe Division .

5.1.2 The level of Service Delivery in Kawempe Division

The second objective was to investigate on the level of service delivery in Kawempe Division and under this objective, five questions were developed on a Linkert scale and the findings were as follows.

The means in table 7 indicated the level of Service Delivery which was rated at different levels. Out of the items, three items were rated low equivalent to disagree and two items were rated high meaning that respondents disagreed with the statement. The respondents who agreed with the statements that the district has Decentralization transformed local financial systems' transparency in the local government had a mean of (3.0342), the mean for respondents who agreed with the statement that The Local government institution is concerned with the responsiveness for local priorities and preferences was (4.0299) and (3.1254) is for those that agreed that when the Local Government Institution promises to do something by a certain time they will do so, the mean of respondents who agreed that Water supply in the community is done by NWSC was (4.5321) and (3.3342) for those who agreed that Kawempe Division is served the best with road network in a relatively fair condition. When you sum up all the three categories, the overall average mean is (3.61116) which is equivalent to disagree on the rating scale used and thus basing on these results, it can be concluded that the level of service delivery in Kawempe Division is low.

5.1.3 The relationship between decentralization and service delivery

Findings on the relationship between decentralization and service delivery revealed that there is a strong positive relationship between Decentralization and Service Delivery and at Pearson correlation coefficient $r=0.289$, $p=0.70$ and therefore this means that if there is an effective Decentralization System in the Local Government, there will be the best Service Delivery and on the other hand, a poor decentralization system negatively affects service delivery in Kawempe Division.

5.2 Conclusion

The findings of decentralization on serviced delivery of Kawempe Division showed that all the five items were rated high equivalent to agree meaning that respondents agreed with the statements. The respondents who agreed with the statements that Decentralization is argued to promote accountability (4.0328), the mean for respondents who agreed with the statement that Decentralization is helps to reduce corruption (4.4433) and (4.2337) for those that agreed that through decentralization children rights for education have been handled effectively. (4. 0234) agreed that decentralization is argued to have the added benefit that it increases households' willingness to pay for services and finally the mean of respondents who agreed with the statement that Through decentralization the healthy facilities have been improved, was (4.5210) implying that there is statistically significant relationship between decentralization and service delivery in Kawempe Division .

5.3 Recommendations

This research has established a number of factors militating against decentralization and service delivery. Based on this finding and conclusion drawn, I now make the following recommendation

It was found that decentralization greatly has a statistically significant impact on service delivery in Kawempe Division. It is therefore recommended to the Local Government officials that they should be honesty while performing their duties prior to service delivery in the communities.

The local government is also urged to ensure that there are standardized and written manuals with policies regarding effective service delivery.

The local government officials should also ensure that whenever promises are made prior to providing services to the communities, they should always fulfill them and in Time thus creating a good image for the local government service providers.

The central government on the other hand should also contribute responsibly to the local government that is to say whenever requests and budgets are submitted, to the central

government; there should always be immediate response to avoid the misconceptions that may arise.

There should be establishment of strong monitoring and evaluation units in the local government in order to minimize on the high rate of corruption in Kawempe Division since an effective monitoring and evaluation unit will make the victims fear to engage in corruption cases.

The road network systems in Kawempe Division should be renovated and perhaps construction of new roads to ease the process of service delivery as this will enable officers to travel into deep local areas to inspect and ensure that the locals receive the best services.

5.4 Areas for further research

Reflecting on the findings of the study and the conclusions, further research may be carried out in any one of the following areas below;

Decentralization and health service delivery

The impact of decentralization on the financial health of local governments

The effect of delegation and performance of local governments

Rewards management systems and local government performance

Organizational structure and performance of local governments

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APPENDICES

APPENDIX I : SECTION A QUESTIONNAIRE

I am **Nanyanzi Rose** a student of Kampala International University pursuing a Bachelors Degree in Public Administration and carrying out a study entitled “**The role of Decentralization on Service Delivery a case study of Kawempe division**”. You are kindly requested to answer the following questions as you have been selected to be part of the sample that is going to participate in this research study. Please answer accurately by filling in /ticking the appropriate answer in the space provided. The information obtained will be used purely for academic purposes and treated with utmost confidentiality.

Thank you.

PERSONAL DATA (Please tick as appropriate)

1. Gender

Male	Female

2. Age range

25-30yrs	31-34yrs	35-40yrs	41-44yrs	45-50yrs	51 & above

3. Level of education

Certificate	Diploma	Degree	Master

4. How long have you served in Kawempe division

6-month -2 yrs	3-5 yrs	6-8yrs	9 years and Above

**APPENDIX II : SECTION B: Determine the level of Decentralization in Kawempe
division**

Direction: please rate your ability, knowledge or skill on the following statement by ticking the right number corresponding with each question. Key; 1=Strongly Disagree; 2 = Disagree; 3 = Neutral/Not Sure; 4 = Agree and 5=Strongly Agree.

<i>Statement</i>		1	2	3	4	5
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<i>Level of Decentralization</i>						
1	The local government has the authority to formulate, approve, and execute its own development plan.					
2	The central government plays a key role in policy setting, governance, management, finance, and curriculum development for the local governance					
3	The local service providers continue to be full employees of upper-tier government(delegation)					
3	Citizens find it easier to hold local governments accountable					
4	There exists fiscal decentralization in the local government					
5	Health sector decentralization follows and uses the general administrative and political structures of the public sector.					

**APPENDIX III: SECTION C: To determine the level of Service Delivery in Kawempe
division**

<i>Statement</i>		1	2	3	4	5
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<i>Level of Service Delivery</i>						
1	Has Decentralization transformed local financial systems' transparency in the local government					
2	<i>The Local government institution is concerned with the responsiveness for local priorities and preferences</i>					
3	When the Local Government Institution promises to do something by a certain time they will do so					
3	Water supply in the community is done by NWSC					
4	Kapchorwa district is served the best with road network in a relatively fair condition.					
5	The local government is concerned with the lower health units, such as health centers and dispensaries					

**APPENDIX IV : SECTION D: To establish the relationship between Decentralization and
Service Delivery in Kawempe division**

	<i>Decentralization and service delivery</i>	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Decentralization is argued to promote accountability					
2.	Decentralization is argued to reduce corruption					
3	Through decentralization children rights for education have been handled effectively.					
4	Decentralization is argued to have the added benefit that it increases households' willingness to pay for services.					
5	Through decentralization the healthy facilities have been improved					

Appendix 11: Interview Guide for key informants

1) what do you understand by the term decentralization?

.....
.....

2) is decentralization a necessity in every society today? If yes, why and if no why

.....
.....
.....
.....
.....

3) is Kawempe experiencing decentralization?

.....
.....
.....

4) State the service deliveries in Kawempe as a result of decentralization.

.....
.....
.....
.....

Thank u so much