

**ASSESSMENT OF THE ROLE OF PLANNING IN SERVICE DELIVERY
IN TORORO MUNICIPAL COUNCIL**

BY

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**A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILMENT OF THE
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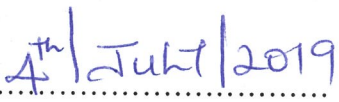
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DECLARATION

I Tibwaga Everlyne declare that this report is my original work and has never been submitted for an award of a degree in this or any other university.



Signed

Date... 

APPROVAL

This report has been submitted for examination with the approval of the University supervision, Mr. Womuzumbu Moses of the school of open and distance learning, Tororo study Centre of Kampala International University.

.....

Supervisor

Date:

DEDICATION

This work is dedicated to my parent Mrs. Jesca Baraza and My Grandfather Frank Kluada who supported me financially, socially, spiritually throughout this course.

To my friend Mary Kluada whose love, support and encouragement filled me with determination and general support that saw me complete this course successfully.

I also appreciate my child Musana Emmanuel Paul whose love gave me hope and encouragement in this struggle.

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I pray that the Almighty God blesses them abundantly.

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ABSTRACT.

The study assessment the role of planning in service delivery in Tororo Municipal council.

The study set out to find out whether there was a relationship between planning and service delivery in Tororo Municipal Council.

A Survey research design was used to achieve these objectives. The study was carried out in Tororo Municipal Council. A questionnaire and an interview guide were used to solicit responses from the respondents. Frequency counts and percentages were used to determine the role of planning on service delivery in Tororo Municipal Council.

The study concluded that; Tororo Municipal Council needs adequate financial resources to enable it provide adequate services to the people, It is important that all projects be properly planned and funded and also Resources are scarce. In order for project and services to be delivered by Tororo Municipal Council, There should be efficient and effective way of utilizing the said resources.

On the basis of the above conclusions, it was recommended that; There is need for central government to fund Tororo Municipal Council and other cardinal role of service delivery to the people, There is also need for all projects to be properly planned and adequately funded if they are to be implemented successfully and lastly but not least, There is need for scarce resource to be used efficiently and effectively for project implementation and service delivery.

CHAPTER ONE INTRODUCTION

1.0. Introduction

Tororo Municipal Council is one of the Municipalities that make up Tororo District. It is divided into Western Division, Eastern Division and mother council found in Eastern Uganda. This is an assessment of the relationship between the role of planning and service delivery in Tororo Municipal Council.

This chapter contains the background to the study, statement of the problem, the scope of the study significance, research questions, purpose of the study, specific objectives, operational definitions, Assumptions and limitations and the conceptual frame work.

1.1. Background to the study

Faced with increased challenges in centralized planning system before 1993, increased demand of quality services by the public yet a crucial aspect in service delivery, there has been a tremendous need to actually carry out an assessment between the two variables. Fiscal planning is a kind of planning that runs according to a fiscal financial year. With fiscal planning, the year that the planner calculates on is not the traditional calendar year that starts on January 1. Physical planning is a form of urban land use planning which attempts to achieve an optimal spatial coordination of different human activities for the enhancement of the quality of life. (Source: LANDY). The focus of the study was on the decentralized planning system which was introduced in Uganda in 1993. It refers to a kind of planning where the powers to plan and execute/implement duties was transferred to the municipality.

1.2. Statement of the problem

Tororo Municipal Council relatively allocates funds for planning purposes which eventually affects the quality of services delivered to the public; however, the quality of services has remained poor as noticed by diverse communities living within the municipality.

A substantial number of public places like trading centers, eating places and households lack proper sanitation facilities (such as toilets/and latrines). Some few schools also lack toilets, classrooms and teachers houses, some parts of the municipality are still affected by the poor road network yet Tororo municipal council is an urban area. Some health facilities are in a sorry state. There is poor garbage disposal/waste management with rubbish littered around the town Centre.

The council only owns two public toilets one at the taxi park and the other at the market which serves a population of approximately 84,324 people during the day. Tororo municipal council is faced with a challenge of high population during the day caused by those who move to town from the villages to carry out different activities. This is different from the population of town residents which is approximately 42,310.

In an attempt to address the above problems, the council has tried to lobby for funds from the central government besides what it is entitled to for the purposes of improving the road network, the school premises, sanitation/hygiene within town area and garbage management.

This study therefore sought to assess the role of planning in Service delivery in Tororo Municipal council in trying to address the pertinent issues hindering effective service delivery.

1.3. Purpose of study

The purpose of this study was to assess the role of planning in service delivery in Tororo municipal council.

1.4. Specific Objectives

- 2 To assess the extent to which financial planning and allocation affects service delivery
- 3 To evaluate how project planning affects service delivery.
- 4 To establish the relationship between planning and service delivery.

1.4. Research Questions

- 1 What are the effects of financial allocation on service delivery in Tororo municipal council?
- 2 How does project planning affect service delivery in Tororo Municipal Council?
- 3 What is the relationship between planning and service delivery in Tororo municipal council?

1.5. Scope of the study

1.5.1. Geographical scope

The study was limited to the entire Tororo Municipal Council, namely Eastern and western divisions.

1.5.2. Content scope

The major concern of the study was how planning in Tororo Municipal Council affects service delivery.

1.5.3. The Scope

The research study intended to cover a period of three financial years (mid-term review framework) that is from the financial year 2015/2016, 2016/2017 to 2017/2018.

1.6. Significance of the study

1. This study would be important in generating information about the role of planning in service delivery not only in Tororo Municipal Council but similar other organization.
2. The study would help local authorities, policy and decision makers in planning and designing programs meant to facilitate effective service delivery in organizations.
3. The study would be an addition to the existing stock of knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

The section presents related literature on the role of planning in service delivery in local governments. It is presented in subsection for easy flow of ideas.

2.1. Role of planning on resource use and management

Planning is the key management function of any organization. It is the process of determining in advance what should be accomplished, when, by whom, how, and at what cost. Regardless of whether it is planning long-term program priorities or planning a two-hour meeting, the planning aspect of management is the major contributor to success and productivity. Stated simply, "If you don't know where you are going, then you won't know when you have arrived!" Planning is the process of determining the organization's goals and objectives and making the provisions for their achievement. It involves choosing a course of action from available alternatives.

Planning is the process of determining organizational aims, developing premises about the current environment, selecting the course of action, initiating activities required to transform plans into action, and evaluating the outcome. The types of planning that managers engage in depend on their level in the organization and on the size and type of the organization. Generally there are four major types of planning exercises: strategic, tactical, contingency, and managerial. Strategic planning involves determining organizational goals and how to achieve them. This usually occurs at the top management level. Tactical planning is concerned with implementing the strategic plans and involves middle and lower management. Contingency planning anticipates possible problems or changes that may occur in the future and prepares to deal with them effectively as they arise (Marshall, 1992). Managerial planning is usually considered as micro-level planning. It helps in combining resources to fulfill the overall objectives of the extension organization.

A needs assessment may initiate a need for developing a plan. The planning process begins with the creation of a philosophy that consists of statements describing the values, beliefs, and attitudes of the organization. Its mission statement is a proclamation of its purpose or reason for being. After the philosophy and mission statements have been established, various goals and objectives are defined. Goals are usually general statements that project what is to be

accomplished in the future. An objective is a concrete statement describing a specific action. Policies are predetermined guides to decision making; they establish boundaries or limits within which action may be taken. Managers are related to policy formation in two ways. First, they play a crucial role in implementing organizational policies that have been established by higher management. Second, they create policies within their departments as guides for their own work groups. Procedures outline the series of steps to be followed when carrying out a designed policy or taking a particular course of action. Rules are used to provide final and definite instruction. Usually they are inflexible.

Planning is designing the future, anticipating problems, and imagining success. In short, planning is essential for anyone who wants to survive. The functions of organizing, leading, staffing, and budgeting are means of carrying out the decisions of planning. Everyone is a planner - a planner of meals, of work time, of vacations, of families. Formal planning, however, distinguishes managers from non-managers, effective managers from ineffective managers. Formal planning forces managers to think of the future, to set priorities, to encourage creativity, to articulate clear objectives, and to forecast the future in terms of anticipated problems and political realities.

Long-Term Planning

Long-Term planning is vitally important in that it focuses attention on crucial future issues which are vitally important to the organization. It involves studying societal trends and issues, surveying current and anticipated learners' needs, and being aware of long-term research directions and changes in technology. Many extension workers may think that such management is beyond their level of authority, control, or involvement. They may feel that such management is the prerogative of the director, the deputy minister, or the president. However, while senior levels of management must be involved, those who implement the objectives resulting from long-range planning should also be involved.

Strategic Planning

Strategic planning has been defined as that which has to do with determining the basic objectives of an organization and allocating resources to their accomplishment. A strategy determines the direction in which an organization needs to move to fulfill its mission. A strategic plan acts as a road map for carrying out the strategy and achieving long-term results. Occasionally a large gap exists between the strategic plan and real results. To boost organizational performance, people

must be a key part of the strategy. A stronger, more capable and efficient organization can arise by defining how its members can support the overall strategy (Figure 1).

Strategic planning is different from long-term planning. Long-term planning builds on current goals and practices and proposes modifications for the future. Strategic planning, however, considers changes or anticipated changes in the environment that suggest more radical moves away from current practices. When doing strategic planning, the organization should emphasize team planning. By involving those affected by the plan, the manager builds an organization wide understanding and commitment to the strategic plan (Fleming, 1989). The elements of strategic plans include:

Organization mission statement – What

Strategic analysis – Why

Strategic formulation – Where

Long-term objectives implementation – When and How

Operational plans – When and How

The constitution of Uganda section 190 provides that local government/District councils shall prepare comprehensive and integrated development plans incorporating the plans of lower level local governments for submission to the National Planning Authority.

The local government Act Section 36 stipulates the planning powers given to local governments which give legal frame work of operation. This study is aimed at assessing the role of planning which will either affect the local governments positively or negatively.

There cannot be a comprehensive budget without a plan, and there can be no service provision without a budget to fund it. Planning is a process that consists of many steps and the bottom line is that planning is not concerned with future decisions but rather with the future impact of decisions made today (Thailand, 2004). Planning both as a concept and function is probably one of the extensively talked about concepts in the management literature. It is a function that forms the foundation for the rest of the public management functions. When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources (James 2004). James however focused more on the concept of revenue planning and his study was based on general findings without specific reference to local

governments. The study however was focused on the role of planning in service delivery in Tororo Municipal Council. Planning for revenue collection generally enhances the gathering, evaluation and interpreting of essential data and information in order to produce information relevant to good policy making and service delivery.

In many African countries, planning has not arrived at the level of achieving the aims described because of the problems related to human and technical capacities and financial resources. In management literature, planning implies that managers think through their goals and actions in advance and that their action is based on some method, plan or logic (Stoner, Freeman & Gilbert, 1995). The planning role encompasses defining an organizations goals establishing an overall strategy for achieving those goals, and developing a comprehensive hierarchy of plans to integrate and coordinate the activities (Robbins, 2001). Different local governments have different resource endowment. This implies that the total revenue collected or received varies. For example, during the financial year 2001/2002, Malindi Municipal council in Kenya received K.shs 52,871,112,000 an equivalent of UGX 1,321,777,800 (Odhiambo, 2005) whereas during the financial year 2006/2007, Tororo Municipal Council in Uganda Received UGX 542,326,100 (Tororo Municipal Council Development Plan, 2006/2007-2008/2009). The difference in total revenue received and collected between Malindi and Tororo Municipal Council validates the fact that the two urban authorities have different resources bases.

Table 2.1: Council Revenue for 2008/2009 and 2009/2010 financial years

Source	Estimate (UGX) 2008/2009	Actual (UGX) 2008/2009	Estimate (UGX) 2009/2010	Actual (UGX) 2009/2010
Local Revenue	562,300,000	321,425,300	645,258,000	362,523,200
Government Transfers	3,126,421,000	2,368,230,000	4,210,500,000	3,021,000,012
Total	3,688,721,000	2,689,655,300	4,855,758,000	3,383,523,212

Source: Tororo Municipal Council Planning Office 2010

Odhiambo et al, (2005) observed that: Local governments have two main sources of revenue: From local revenue and central government. They add that in many local governments in Kenya, grants from central government include local government transfer funds (LGTF), road

maintenance levy fund (RMLF) and contributions in Lieu of rates (CILOR). On the other hand, local revenue comes from sources like Single business permits (SBP). For example in Nyeri Municipal Council, local revenue i.e. realized from property rates/taxation, tax parks and markets. Similarly Nagongera town council receives revenue from two main sources: central government and local revenue. Revenue from central government comes in form of conditional and unconditional grants. Conditional grants include Poverty Alleviation Fund (PAF), Local Government Management Service Delivery Program (LGMSD), Capitation Development Fund (CDF), Urban Roads (UR), Peace recovery and Development program (PRDP), Urban water (UW), Primary health care –Development and Non-wage(PHC) among others.

While unconditional grants include; Graduated Tax compensation Fund replaced with Non-wage fund to local governments. On the other hand, local revenue comes from sources like parking fees, taxi and bus park, markets, fines trade licenses, land fees, bodaboda, liquor, out-door advertising, abattoir, loading and offloading, special hire fees, ground rents, property rates among others.

2.2. Effectiveness of planning role in Service delivery in Tororo Municipal Council

Planning and management constitute an important aspect of any development process and eventual proper service delivery. Local governments in Uganda have the mandate as outlined in the local government Act CAP 243 (LGA 2004, CAP 243) to independently provide services to the people within their jurisdiction. This include among others, infrastructure development eg construction of roads, bridges, railway network, traffic controls street lights, construction of classroom blocks and teachers houses. Tororo Municipal Council provides such services but however there is still a big gap in the provision of these services to the community yet resources are allocated and utilized as seen in table 2.2 below.

Table 2.3 Budget allocation and performance of the different sectors

DEPARTMENT	BUDGET(UGX) 2008/2009	ACTUAL(UGX) 2008/2009	BUDGET(UGX) 2009/2010	ACTUAL(UGX) 2009/2010
Management & support services	220,123,000	264,154,000	230,560,130	256,247,890
Finance and Planning	64,150,000	56,398,000	75,000,021	68,569,461
Public health	124,008,754	98,752,000	158,496,000	147,852,000
Production & marketing	102,000,000	98,000,000	120,000,000	101,000,000
Works & Technical Services	456,589,250	420,132,520	602,574,000	601,231,000
Community Development	16,250,000	9,450,000	12,350,120	10,000,021
Education	1,101,200,000	987,520,000	1,540,000,000	1,326,900,000
Council	78,000,000	68,540,000	85,450,952	75,640,128
Donor funds	-	-	5,000,000	4,500,000
Total	2,163,113,004	2,002,946,520	2,829,431,213	2,591,940,500

Source: Tororo Municipal Council Planning Office 2010

It can be noted that for the financial year 2008/2009 the overall allocation was UGX 2,163,113,004 but as the financial year closed, the expenditure stood at UGX 2, 002,946,520, while for the financial year ended 2009/2010 the budget allocation was UGX 2,829,431,213 and shs2,591,940,500 was spent .however the level of service delivery has been poor in Tororo Municipal Council. The current study specifically focuses on the role of planning in service delivery in Tororo Municipal Council.

It is also important to note that Tororo as a district mostly operates under the decentralization system; whereby most of its resources and resource allocations are done at the district levels. The ideals of planning suggest that development and public infrastructure particularly in service delivery can be implemented in an atmosphere of complete harmony and that environmental ,social and economic disruptions can be minimized and this assumes that there if full knowledge of the social, economic, political and physical systems within which such development is operating(James,2004).

The South Africa democratic government adopted developmental approach to local government in order to eradicate the legacy of the past apartheid regime. Community participation in the local planning processes has become paramount to changing role played by local government in South Africa since 1994. The idea of community participation was supported by the promulgation of various legislative frameworks which encouraged the involvement of community members in local governance and policy making. For example, the White Paper on Local Government (1998) defines developmental local government as government committed to working with citizens and groups within the communities to find sustainable ways of meeting social, economic, political and material need and improving their quality of life. This approach to development aims to enhance skills and capacity of community members by promoting participation in their own development processes. Thus, integrated development plan (IDP) provides opportunity to both the municipality and community to work together in local governance.

The Municipal Systems Act (Act 32 of 2000) requires for the adoption of IDP as a strategic planning tool that supersede all other plans which identify the challenges and development objectives in a municipality. Therefore, community participation serves as an indispensable mechanism that could allow for a successful integrated development planning at the local sphere of government. The article provides an argument that community participation remain a crucial step towards the success of planning for service delivery despite its diverse challenges. The debate of this article begins with the solid conceptualisation of community participation in the context of service delivery within municipalities. Followed by a discussion about community participation as a prerequisite for successful governance and planning for service delivery. The article then discusses the importance of community participation into the integrated development planning (IDP) process. Lastly, the article presents a range of significant obstacles and challenges facing community participation in planning for service delivery, as well as concluding remarks.

The Concept of Community Participation

The concept of community participation can have variety of meaning relating to a particular context. The conception of community participation in South Africa is largely linked to the planning and management of development activities at the local sphere of government (Ababio,

2004; Moseti, 2010; Madzivhandila & Asha, 2012). This is because local municipalities are regarded as the sphere of government that is closer to the people and the pillar of democracy (Republic of South Africa, 1998). Municipalities can therefore play a developmental role by among other things; ensuring that people are at the centre of local government initiatives. For this reason, municipalities in South Africa are required through legislative frameworks to encourage the involvement and participation of the ordinary members of the society in decisions that affect their well-being. Community participation is defined as an active process of organizing communities to take part in the socio-economic and political activities of their locality, making them effective participants and beneficiaries of collective decisions that have been taken and executed (Nsingo & Kuye, 2005). Ababio (2004) also defined it as the process by which local stakeholders such as community members, government institutions, local businesses, community based organizations (CBOs) and non-governmental organizations (NGOs) work collectively in decision making that influence development outcomes in a municipal jurisdiction.

Therefore, community participation is a mechanism through which communities and local stakeholder can be involved in matters pertaining to local governance.

Community participation provides opportunities for the community to express their views in development projects. Thus, the planning and implementation of these projects should be accepted only after considerable discussion and consultation with communities (Mbambo & Tshishonga, 2008). This process allows marginalised individuals to have voices in the future development initiatives. Hence, it enables for full involvement of ordinary members of the community in decision making, planning, designing, organizing and executing development initiative that affect them. The involvement of people should create consensus between different stakeholders and a sense of ownership of development initiatives and allow them to share equitably the benefits resulting from such development (Nsingo & Kuye, 2005).

Basically, this allows people to direct and implement development projects with the view of improving their standards of living in terms of jobs, income, empowerment and self-reliance. Nzimakwe & Reddy (2008) argues that community participation form part of domestic engagement and citizenship which is fundamental to the principle of good local governance. It incorporates the poor and marginalized in local affairs, to take ownership of local resources and

make appropriate decisions to use such resources in a sustainable manner. Therefore, participation means empowering communities by developing skills and abilities that enables them to engage and make informed decisions with regard to their developmental needs. According to Moseti (2010), participation serves as a tool for closing the gap between local government, civil society, private sector and the general community by developing a common understanding about local situation, priorities and programmes. Therefore, the aim of community participation would be to promote transparency, accountability in governance and create ownership of development decisions as well as programmes and project (Tshabalala & Lombard, 2009). It can therefore, argued that community participation serve as a crucial component of good governance and effective service delivery.

Community Participation: A Prerequisite for a Successful Service Delivery

Community participation, that is, the direct involvement or engagement of ordinary people in the affairs of planning, governance and overall development programmes at local or grassroots level has become an integral part of democratic practice in recent years (Cornwall & Gaventa, 2001; Pycroft, 2000; Heller, 2001; McEwan, 2003; Burde, 2004; Williams, 2006; Madzivhandila & Asha, 2012). In South Africa for example, the Constitution of the Republic, 1996 provides that the final form of local government should be developmental. The White Paper on Local Government (1998) established the mechanism by which developmental local government could be achieved. Community participation is found to be a valid mechanism to promote such a developmental mandate in higher prominence as it hold strong appeal for multiple actors such as communities and civil societies (Burde, 2004; Williams, 2006). In the past, there has been a tendency to respond to the gap that exists between citizens and state institutions in one or two ways. *Firstly*, attention has been made to strengthen the process of participation in that the poor people exercise voice through new forms of inclusion, consultation or mobilization designed to inform and to influence longer institutions and policies. *Secondly*, growing attention has been paid to how to strengthen the accountability and responsiveness of those institutions and policies through changes in institutional design and a focus on the enabling structures or good governance (Cornwall & Gaventa, 2001).

Current trends of community participation are complex but manipulated to the municipality's advantage in multiple ways to varying effects, for instance, supporting community association to

deliver social service when state remains weak can significantly revise the relationship of the state to its citizens. According to McEwan (2003), the act of including the voices and concerns of beneficiaries in the projects and other development initiatives that are meant to help them offers a counter weight to traditional top-down development approach. Hence, such interaction exposes communities to vital information which serve to generate a radical consciousness amongst them with regard to the possibilities for transformative planning and budget allocations for development purpose. Community participation in the local government decision making is also influenced by the integration and mutual interaction between all spheres of government. In reality, most of local government institution are still facing challenges associated with finance and human resources capacity, hence cooperation between three spheres of government to direct resources to local areas become a prerequisite for the success of development facilitation at the municipal level.

Furthermore, Pycroft (2000) argues that, empowered local governments deepen democracy on both counts because they facilitate a better alignment of decision making center's with local preferences and local sources of knowledge and information and because it creates lot of participation that reduce the costs and unevenness of collective action. For example, in South Africa, which is characterized by a lack of strong civil society structures which can represent the interest of the majority of community members, as well as apparent lack of capacity among citizens to respond meaningfully to the complex matters, more resources should be channeled towards strengthen local government in order to facilitate meaningful participation of the ordinary people (Madzivhandila & Asha, 2012).

The act of incorporating communities particularly previously marginalized or disadvantaged groups expands the scope and depth of citizenship and allow for sustainable decision making expanding the depth means into the process of service delivery (Heller, 2001). The more citizens are increasingly considered to have opinions that matters and experiences that count, municipalities should take it further and involve them in the kind of decisions that are currently presented as technical, rather than acknowledged as value- laden and political. This kind of active participation guard against political elected representatives becoming purely advocates of the bureaucracy. Furthermore, Cornwall & Gaventa (2001) contends that, it is only when people

are afforded power to achieve specific concrete goals such as implementing a specific plan or projects that present participation as significant process at the local level. The act of consultation without attention to transfer power and authority of decision making will lead to voices without influence.

Communities should stand as makers and shapers rather than as users and choosers of intervention or service designed by others. Traditional forms of political representation should be re-examined and direct democratic mechanism should increasingly be drawn upon to enable citizens to play a more active part in decision which affect their lives (Burde, 2004; Williams, 2006). The right of participation in social-economic, cultural and political decision-making should be facilitated in the nexus between basic human rights as outlined in the constitution through adoption of the IDP process.

Community Participation in the Integrated Development Planning Processes

Community participation and IDP are seen as locally based planning instruments that could enable municipalities and communities to respond to poverty, unemployment and inequality (Govender & Reddy, 2011). This development planning approaches are based on the principle of inclusive and representative consultation and participation of all residents, communities and stakeholders in local governance (Heydenrych, 2008). IDP is defined as participatory planning processes aimed at developing a strategic development plan to guide and inform all planning, budgeting, management and decision making in a municipality (Madzivhandila & Asha, 2012). This approach to planning involves the entire municipality, stakeholders and citizens in finding the best solutions to achieve long-term development objectives. IDP is viewed as bridging together of many stakeholders as possible to delineate, define and promote their common interest (Tshabalala & Lombard, 2009). It enables communities and local stakeholders to define their goals, needs and related priorities in a municipal area. This could be achieved through structured participation and establishing the conditions for public's involvement throughout the cycle of planning, implementation, monitoring, evaluation and review (Mubangizi, 2007). IDP is supposed to be the business plan of each municipality based on *what* and *how* it is going to benefit the communities under its jurisdiction. The communities should be informed, consulted and be allowed to participate in the planning process that concerns their needs and future.

Therefore, municipalities should be responsible for the coordination the IDP and ensure adequate involvement of all stakeholders in the area. This process could lead to the empowerment of the community and enhancing their capacity to influence the IDP process in a meaningful way.

South Africa's government associates community participation in the IDP process with democracy and governance. Community participation in IDP processes is viewed as one of the ways of enabling interaction between local government and citizens. The White Paper on Local Government (1998) clearly indicates that community participation process in the IDP should be a bargaining platform between government and the community, thereby requiring communities to be actively involved in decision-making. The rationale for integration in planning is based on acknowledgement that there are many challenges facing communities and that integrated development planning would help municipalities to resolve these challenges (Govender and Reddy, 2011). Therefore, IDP allows for co-ordination between different stakeholders and municipalities to better understand the dynamics that exist in their development areas and enable them to meet the needs of communities and improve their quality of life by developing clear visions and strategies (Ingle, 2008). As a result, possible methods for community participation in the IDP processes prescribed by legislation include the use of IDP Representative Forums and ward committees.

The role of the IDP Representative Forum is to ensure representative participation in the IDP process. The significance of this forum is to ensure that interests of various stakeholders and communities are represented in the IDP process (Nzimakwe & Reddy, 2008). The forum also facilitates a way in which debates, negotiations and decision-making can take place among various stakeholders and local government. This Forum allows communication between various stakeholders and local government. It serves to monitor the performance of the planning and implementation process of the IDP. The ward committees are expected to play a major role in ensuring participation of citizens in the IDP process (Ababio, 2007). The role can be achieved by organizing IDP participation processes at ward level through community based planning. This kind of planning requires functional ward committees who develop plans for their own wards, and link ward priorities to the integrated development planning of the municipality. The councilors, officials, and ward committees have the responsibility to ensure that plans of a

municipality reflect the needs of its citizens (Heydenrych, 2008). Therefore, without community participation developmental local government will be meaningless and the IDP of any municipality will be devoid of reality. However, they are a number of challenges associated with the implementation of community participation programmes and IDP.

Obstacles and Challenges Facing Community Participation in Planning

A participation method of governance and decision-making are deeply influenced by the contradictions, tensions, conflicts and struggles not merely the political relations of power but also the economic and ideological apparatus at local level (Pycroft, 2000; Williams, 2006; Piper & Deacon, 2008; Madzivhandila & Asha, 2012). In the cause of this endless rhetoric and multi platitudes, the very concept of community participation has been largely reduced to a cumbersome ritual (Williams, 2006). The situation highlights the complexity around the relationship between government and citizens and, most importantly, the failure to satisfy some of the obligations that flow from such convolution. In fact, this is a real concern because municipal IDPs lack specific relevant information, which should be provided to households, about services in a given period of time.

This implies that there is a lack of transparency. Concurrently, participation alone has not resulted in visible or desirable results as it so often reduced to a mere ceremonial presence of participants in local institution. Informed discussion and rational debates on the merits and demerits of specific planning programmes are literally non-existent, even though community participation features as a key component of planning programmes at the local level. According to Piper & Deacon (2008), the tension between individual's ambitions and collective goals on governing institutions is often mediated by party notions of accountability. Whatever their operational defects, grassroots based forums such as ward committees or sub-council often exist to gain acceptance from citizens for local forms of decentralized governance where the notion of public participation fulfill such a legislative role. In the post-apartheid South Africa community participation initiatives are largely spectator politics, where ordinary people have mostly become endorses of pre-designed planning programmes (Williams, 2006). The road towards building confidence in the willingness of government to hear rather than simply to listen, and do what

they were going to do at the first place is coupled with many challenges including insufficient community participation facilitation tools.

The Constitution of the Republic of South Africa 1996 provide for the need for community participation in planning for service delivery. However, it does not identify clear measurements of its successes and failures in development planning at the grassroots level. There are no real institutional structures to coordinate, evaluate and monitor community participation in the formulation, implementation and evaluation of IDP. This exacerbates the potential for institutional conflicts in community participation. Moreover, community participation in relation to the IDP had turned into a ceremonial exercise and not a systematic engagement of communities that is structurally aligned to the development and service delivery programme (Williams, 2006; Piper & Deacon, 2008). Furthermore, Williams (2006) adds that scheduled meetings of municipal councils are been marred by lack of the requisite facilitation or coordination infrastructure and skills to optimise community participation; lack of public transport to and from the venues of the meeting; and, lack of logistical capacity and human resource.

The election of ward committees to represent communities in IDP meeting is also flowed by many challenges. The establishment of these committees in the context of post-apartheid local government reform was an attempt to enhance public participation in the issues of local governance. However, the question is whether ward committees are offering the opportunity for local communities to engage, and hold officials and councilors accountable independent from governing party agenda or they are an innovation dominated by and even advancing the interest of local political party branch. In many instances, ward committees are found to be simply extensions of the local governing political party branch and reflect the pathologies associated with the dominant party syndrome. Moreover, these ward committees are allowing for little community members to voice alternatives to the dominant political leadership agenda.

The differential outcome of participatory democracy arises in part from a complexity of uneven owner relations, trust and lack of belief in having a long-term impact on the status quo, often people do not trust their representatives as they are mostly co-opted by systems and are thus

perceived as not being caring about their constituencies whom they are supposed to represent and account to. Citizens also are found to express disinterest because cynical public officials simply go through the motions of including them with no real commitment to change (Pycroft, 2000). In other instances, Williams (2006) argues that communities attend the supposedly participatory meetings as ill-informed or non-informed spectators, hence the attendance tend to decrease in public participation meetings. Municipal officials tend to avoid explaining the current state of service delivery to communities, the purpose and how the IDP would evolve, its benefits and the consequence if community members do not participate in the planning process. This has been linked to municipal official who are unskilled, lack the required training and knowledge base in public and development management methodology to function optimally. Concurrently, there are those communities who choose not to participate as a result of negative perceptions or experience such as language barriers, lack of funding, fear of government and its agents.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This section presents methodological approaches used to answer the study objectives in section 1.4. It deals with the scope of the study, research design, population, sample size and selection, data collection methods and instruments, validity and reliability of the instruments, research procedure and data analysis.

3.1. Study Area

The study was conducted in Tororo Municipal council and was to be a facility based study. Tororo Municipal council is located in eastern region of Uganda approximately 210 km from Kampala city and has an estimated population of approximately 42,310 people.

3.2. Research Design

The study was used a cross sectional research design. Correlation approach was used to establish the relationship between variables. Across sectional survey design was to be appropriate because it tapped from a sizeable cross section of all respondents of this study. In this design a quantitative approach was chosen. In this research approach, the use of questionnaire and interview guide was going to be paramount.

3.3. Sample size determination

The researcher used a target population of approximately 110 and basing on Krejcie and Morgan formula for sample size determination stated as $n = N / (1 + N e^2)$ where n is the sample size, N is the target population size and e is the provision for the error that could be committed in determining the sample. The researcher generated a sample size of 50 respondents who was stratified into 4 strata.

3.4. Study Population

The study population of Tororo Municipal Council residents as shown below

Category of respondents	Sample to be selected	Tool to be used
Tororo Municipal planning staff	All staff	Purposeful selection
Political leaders, business community, NGOs	All tax payers and politicians	Purposeful selection

The study of the sample was comprised of the members of Tororo municipal council planning technical staff, members of the business community, and members of the political groupings from the divisions and the members of the general public to whom were randomly selected.

The researcher purposively selected respondents who are conversant with the planning function of the management process and the variables of the study.

3.5. Sampling techniques

A maximum of 50 respondents was randomly selected from the planning department of Tororo Municipal Council. The respondents were purposively selected basing on their ability of having information on planning role in service delivery. This was based on Krejcie & Morgan (1970) simplified sample size decision table that ensures a good decision model.

3.6. Data collection instruments.

The data collection instruments that were used include the interview guide and the self-administered questionnaire. These two instruments were used to guide the data collection for analysis under the study.

3.7. Self-Administered Questionnaire

This instrument contained closed question items. The major advantage of this was to help the researcher to get responses where precision was required. In the same questionnaire, open ended questions were to aid in getting information on the subject matter of the study. It was also to help reduce bias on the side of the researcher.

The self-administered questionnaire was used to get information from the council technical staff and members of the business community, Nongovernmental organization, managers and the general public.

3.8. Interview Guide

This tool was to provide emerging issues on the variables to be researched in the study. It was to offer qualitative information which acted as a backup of the quantitative information from the questionnaires. The interview guide would also be utilized in order to attain information from the political leaders and the members of the public. The instrument was designed to collect qualitative data in order to supplement on the quantitative data. Probe questions were included to capture any issue that would provide more insight into the study.

3.9. Validity and Reliability of instruments

Number of relevant items

Total number of items in instrument

The research was focused on the content validity index as indicated above to test the validity of the self-administered questionnaire and the interview guide questions to ascertain rejection accepting or modifying the questionnaire. Reliability of the instruments was established using Cronbachs Alpha internal consistency method computed as:

$$k \quad \sum sd^2_i$$

$$k-1 \quad \sum sd^2_t$$

This is because the method is most appropriate for research instruments that use Likert scale (Amin, 2005). This study can be considered reliable if the results from the interview guide lead to the same results when it is repeated.

3.10. Research procedure

The researcher obtained a letter of introduction from the Head of Academic department Kampala International University to introduce her to the respondents and assure them that the information is purely for academic reasons and that utmost confidentiality was to be maintained. Self-administered questionnaires and interview guide was used to collect data. After the process of data collection, data was checked for errors and compiled for analysis.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS.

4.0. Introduction

This chapter presents the analysis of data in line with the objectives of the study. The findings are therefore in line with the role of planning on service delivery in Tororo Municipal Council.

4.1. The category of respondents that took part in the study

Table 4.1.1: Age group of the respondents

Response	Frequency	Percentage
Below24	4	8
25-30	12	24
31-40	12	24
41 above	22	44
Total	50	100

Source: Field Research 2019

The above table showed that 22 respondent representing 44% of the population was mainly female who were knowledgeable about the area of study. A number of them were employees of the Municipal Council and were well informed about its functions.

On the other hand 12respondents representing 24% of the population was both female and male workers that hired for some time and had little knowledge about the municipality.

And yet another 12 respondents representing 24% of the population were subordinate workers such as drivers, watchmen and ground men who too had little knowledge about the functions of municipal council, however, they were important in that the researcher could get certain ideas that was useful for the study.

Table 4.1.2 Sex of respondents

Response	Frequency	Percentage
Male	30	60
Female	20	40
Total	50	100

Source: Field Research 2019

The table shows that 30 respondents, representing 60% of the population were males who were biggest who the key respondents were and that they are more conversant about the topic under research. On the

other hand 20 respondents representing 40% of the population were female they ranked the second as the minority with limited information about the topic under research.

Table 4.1.3 Education level of respondents.

Response	Frequency	Percentage
Secondary	14	28
College/ Technical	22	44
University	14	28
Total	50	100

Source: Primary data 2019

The above table shows that, 22 respondents representing 44% of the population are those who had attended tertiary institutions or colleges and were the majority who participated in this study. Due to the level of their education, they were not only knowledgeable but conversant with the various functions of municipalities.

Therefore 14 respondents representing 28% of the population that had acquired university qualifications as the requirement considered and 14 respondents representing 28% of the population those who had attended secondary level ranked third. Because they had limited knowledge about the study.

4.2. The current budget allocation of municipal planning department

Table 4.2.1: shows the current budget allocation of municipal planning department

Responses	Frequency	percentage
Technical officers	25	50
Political leaders	18	36
opinion leaders	7	14
Total	50	100

Source: Field Research 2019

The above table, shows 25 respondents representing 50% of the population are the technical officers who agreed that the current budget allocation is adequate to facilitate planning process because it has enabled to facilitate the participant. By providing all the necessary materials and all data collection in meeting across villages, each department benefits by implementing their activities.

On the other hand 18 respondent's representing 36% of the population was the political leaders equally supported the idea by saying that government plans and strategies are always made to serve the community.

Indeed 7 respondents representing 14% of the population were the opinion leaders were positive about it. This therefore shows that it is not budget allocation but rather implementation of projects that affects service delivery in Tororo Municipal council.

Table: 4.2.2: Shows varied budget allocation to municipal planning department at intervals.

Response	Frequency	percentage
417,511,970	10	40
36,519,000	05	20
39,768,443	05	20
111,600,817	05	20
Total	25	100

Source: Field Research 2019

The table above shows that 10 respondents representing 40% of the population said that UGX 417,511,970 was money that should ideally be sufficient for planning purpose, corruption, it should be noted that it plays a big role in eroding the type of service that is given to the people. Part of the money cloud has found its way individual pockets hence denying the citizens the much required essential services. However, 05 respondent representing 20% of the population said that the planning department received only UGX 36,519,000 which on the surface of it cannot produce the required results especially if one has to plan for a municipality such as Tororo. Likewise another 05 respondents representing 20% of the population said that the planning department received only UGX 39,768,442 which story looks the same like the other. Yet another 05 respondents representing 20% of the population indicated that the planning department received UGX 111,600,817. What is important to note here is that 15 respondents that is over 60% of the population said that the department received between 100,000,000 million and four hundred which should be adequate for the purpose. But this does not seem to be the case with Tororo Municipal council. Some of the reasons to explain this scenario could be; under budgeting, corruption and hence of the said funds and inadequate transfer of budgeted funds from central government to the municipality.

4.3. How adequate budget allocation is to the planning process of Tororo Municipal council.

Table 43.1: shows, how adequate budget allocation is to the planning process of Tororo Municipal council.

Response	Frequency	Percentage
Support to service delivery	18	36
Facilitate planning process	28	56

It is requirement by government	4	8
Total	50	100

Source: Field Research 2019

The table shows that 28 respondents representing 56% of the population support to service delivery said that the budget allocation is not adequate because some of the people do not pay the taxes which retards the development in Tororo Municipal council. It is because most of the activities in the budget are allocated money but at times resources are in adequate. Some sectors allocation doesn't cover all the activities. They are limited in resources because all sectors of revenue and ways of getting are not executed to capacity.

On other hand 18 respondents representing 36% of the population facilitate planning process agreed that processes from village to parish and Division participation is done. It has also enabled to facilitate participants by purchase of planning materials. Data collection in meetings across villages and each department benefits.

And yet another 4 respondents representing 8% of the population were requirement of government because government plan and works are always done to serve those within the municipality.

4.4. How planning has facilitated service delivery in Tororo municipal Council.

Table 4.4.1: shows, how planning has facilitated service delivery in Tororo municipal Council.

Response	Frequency	Percentage
Enabled resource allocation	23	46
Prioritization of community projects	17	34
Development of budgets and work plans	10	20
Total	50	100

Source: Field Research 2019

The table shows that 23 respondents representing 46% of the population said that planning process leads to significant social development in Tororo municipal council. It has also promoted transparency and accountability.

On the other hand 17 respondents representing 34% of the population agreed that prioritization of community projects for implementation of the planning process leads to increased cognitive abilities which facilitated monitoring and evaluation of projects. It has enabled water harvest tanks to be put in schools, it aided in the purchase of land for several Health centers.

And yet 10 respondents representing 20 % of the population noted that development of budgets and work plans aided some groups in the community on the facilitation of planning process, the process enabled Tororo municipal council to allocate the resources to different sectors in the municipality.

Table 4.4.2: shows the effects of poor planning on service delivery in Tororo Municipal council.

Response	Frequency	Percentage
Poor workmanship in government projects	15	30
Inequitable resource distribution	21	42
Delayed service delivery	11	22
Noninvolvement of key stakeholders in planning	1	2
Retarded development	2	4
Total	50	100

Source: Field Research 2019

The above table shows that 21 respondents representing 42% of the population said that it has led to mismanagement of resources, poor resource collection from tenderers and other sources hence poor planning methods in Tororo municipal council.

On the other hand, 15 respondents representing 30% of the population said that there was poor workmanship in government projects. This has led to substandard works by contractors in shoddy works her been done, and so are roads that are not well-maintained leading to poor accountability.

And yet another 11 respondents representing 22% of the population said that delayed service delivery poor planning makes it difficult for different departments to carry out their roles effectively for example garbage collections and have loss of revenue because not all the revenue bases are captured, have poor school performance leading to inadequate facilitation and poor management of service delivery within the municipality. However, 2 respondents representing 4% of the population noted that retarded development not all that is planned is effectively fulfilled ,inadequate staff facilitation while in the field has hindered development of the municipality because resources may not reach the required people leading to delayed provision of social services to the community,

It should be note that 1 respondent representing 2% of the population said that non-involvement of key stakeholders in planning leads to their not participating in service delivery in the council.

Table 4.4.3: shows the relation of planning to service delivery in Tororo municipal council.

Response	Frequency	Percentage
Budgeting	21	42

Resource utilization monitoring	16	32
Prioritization of projects	9	18
Participation and ownership	4	8
Total	50	100

Source: *Field Research 2019*

The table shows that 21 respondents representing 42% of the population agreed that budgeting in planning is related to service delivery. For budgeting to be successful planning should be done by allocating resources through developing budgets for any activity to be carried out. Planning involves identifying the activities that need funding in different departments in the budget. For an organization to render service there must be a plan, mission, vision and goals. All those are geared towards service delivery.

On the other hand 16 respondents representing 32% of the population said that resource utilization and monitoring have led to evaluation of projects by making sure that all funds allocated are put to proper implementations of projects and accountability and transparency presented at the end of monitoring the development of work plans.

And yet another respondents representing 18% of the population noted that prioritization of projects has led to prioritization of all planned projects to be implemented under strict monitoring to ensure quality work is done and maximizing the resources to accomplishment of particular projects in the municipality.

However, 4 respondents representing 8% of the population said that participation and ownership have led to good quality work ensuring that the municipality is directly proportional to the limited resources to own activities to achieve their goal at the end of the day by stakeholder's involvement.

4.5. How proper planning facilitates effective service delivery in Tororo Municipal council.

Table 4.5.1: Shows' how proper planning facilitates effective service delivery in Tororo Municipal council.

Response	Frequency	Percentage
Increases private public partnership	13	26
Effective and efficient resource utilization	18	36
Development of substantive budget work plans	9	18
Stakeholders engagement and participation promotes sense of ownership	8	16
Social economic transformation	2	4
Total	50	100

Source: *Field Research 2019*

The above table shows that 18 respondents representing 36% of the population said that effective and efficient resource utilization is due to good result in public, the community is morally, socially and physically contented and it is aware of all government programmed services which are brought near to them. Good projects have been achieved and so are goals and objectives of the council are achieved,

On the other hand 13 respondents representing 26% of the population agreed that there should be increased private public partnership by equity and value for money, and to pay taxes as an obligation. However 9 respondents representing 18% of the population development noted that substantive budget work plans encouraged people, to be part of planning in drawing the said budgets, motivated technical and political leaders and resulted into gender and equity enhancement.

And yet another 8 respondent's representing 16% of the population agreed that stakeholder's engagement and participation promotes sense of ownership by carrying out audit and transparency to enhance successful service delivery.

It is important to note that 2 respondents representing 4% of the population noted that social economic transformation has enabled the fencing of Mudakori Health center II and also purchased land for Serena Health center II.

CHAPTER FIVE

DISCUSIONS, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This chapter discusses the numerous aspects of the study and draws conclusions and recommendations.

The study set out to assess the role of planning in service delivery in Tororo Municipal Council. To assist carry out the study, three research questions were formulated. Three questions were:

- 1) What are the effects of financial allocation on service delivery in Tororo Municipal Council?
- 2) How does project planning affect service delivery in Tororo Municipal Council?
- 3) What is the relationship between planning and service delivery in Tororo Municipal Council?

5.1. Discussion:

Research question one states that:

What are the effects of financial allocation on service delivery in Tororo Municipal Council?

When this question was stated, it yielded a number of responses. Twenty five respondents representing 50% of the population are technical officers who agreed that the current budget allocation is adequate to facilitate the planning process. Indeed the planning aspect of management is a major contribution to success and productivity. Projects have failed to take off because they were not initially planned. However, 18 respondents representing 36% of the population are political leaders who agreed that government and indeed Tororo Municipality plans in order to serve the community. That as it may 7 respondents, representing 14% of the population are option leaders. Who were in agreement? Service delivery could be jeopardized by inadequate planning or lack of qualified or inexperienced personnel in addition to corruption.

5.2. Research question two states that:-

How does project planning affect service delivery in Tororo Municipality?

When the question was stated, it produced many responses.

21 respondents, representing 42% of the population agreed that budgeting in planning is related to service delivery. Therefore planning is a springboard for service delivery. Planning involves identifying the activities that need funding in different areas, However 16 respondents, representing 32% of the population emphasized the importance of monitoring of projects in order to have value for money. In most of urban authorities and indeed government, this has been a glaring mission and has led to the loss of colossal tax payer's monies. Projects, too, need to be prioritized and this would enable the implementation to take place according to the funds available. This is where resource maximization comes in hence leading to transparency and proper accountability. 9 respondents representing 18% of the

population said that participation and ownership of stakeholders has led to maximization and proper accountability of the said projects.

5.3. Research question three states;

What is the relationship between planning and service delivery in Tororo Municipal Council?

When the question was tested, it, too, yielded many and varied responses.

18 respondents, representing 36% of the population said that effective and efficient resource utilization yielded results in public and community oriented projects. Indeed, projects in Tororo Municipal Council needed efficient and effective utilization of the scarce resource that accrued to them.

However, 13 respondents, representing 26% of the population agreed that there should be value for money. This is in agreement with local government Act (2004) which states that local governments in Uganda have the mandate to independently provide services to the people within their jurisdiction. These include infrastructure development in all areas of the community. Indeed 9 respondents, representing 18% of the population noted that there was serious need to involve each and every stakeholder in the budget process. This motivated both technical and political leaders in monitoring the budget as well the projects themselves.

Yet 8 respondents, representing 16% of the population agreed that ownership of the projects promoted transparency and enhance successful service delivery. This is in support of local government act (2004) which says that planning and management constitute an important aspect social, economic transformation results into the realization of various projects. 2 respondents, representing 4% said so.

5.4. Conclusion

- 1) From the findings of this study, Tororo Municipal Council needs adequate financial resources to enable it provide adequate services to the citizens.
- 2) It is important that all projects be properly planned and funded. From the findings of this study, funds to Tororo Municipal Council are meager and thus a hindrance to project implementation.
- 3) Resources are scarce. In order for projects and services to be delivered by Tororo Municipal Council, there should be an efficient and effective way of utilizing the said resources.

5.5. On the basis of the findings of this study, it is proper to make the following recommendations;

- 1) There is need for the central government to fund Tororo Municipal Council and others properly if they are to carry out their cardinal role of service delivery to the people. Tororo Municipal Council should also endeavor to locally raise revenue from different and varied sources to finance its activities.
- 2) There is need for all projects to be properly planned and adequately funded if they are to be implemented successfully.
- 3) There is need for scarce resources to be used efficiently and effectively for project implementation and service delivery.

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APPENDIX A: QUESTIONNAIRE

Dear respondent.

I am Tibwaga Everlyne a student Kampala International University pursuing a degree of Bachelor of Public Administration. Am carrying out research on the topic “Assessment on the role of planning in service delivery in Tororo Municipal Council ” as one of the requirements by the university leading to the award of the Degree in Public Administration.

I therefore humbly request you to fill in this questionnaire to enable me accomplish this task.

All the information provided will be treated with utmost confidentiality.

Thank you very much.

Instructions

- a) Where responses are given, please select the number of the right choice and fill in the box given on your right hand side.
- b) Where you are expected to give your own response, please be clear and precise.
Since some questions are interrelated, you are advised to read all of them before providing your responses.
- c) Please try as much as possible to be sincere in order to make the research study successful.

Section A

1.1)Age

- | | |
|-------------|--------------------------|
| 1. Below 24 | <input type="checkbox"/> |
| 2. 25-30 | <input type="checkbox"/> |
| 3. 31-41 | <input type="checkbox"/> |
| 4. 41 Above | <input type="checkbox"/> |

1.2)Sex

- | | |
|-----------|--------------------------|
| 1. Male | <input type="checkbox"/> |
| 2. Female | <input type="checkbox"/> |

1.3)Occupation

- | | |
|------------------|--------------------------|
| 1. Civil servant | <input type="checkbox"/> |
| 2. Business | <input type="checkbox"/> |
| 3. Self employed | <input type="checkbox"/> |

4. Peasant Farmer ☐

5. Commercial Farm ☐

6. Others ☐

1.4)Level of Education

1. Primary ☐

2. Secondary ☐

3. Collage/ Technical ☐

4. University ☐

SECTION A

What is the current budget allocation of Municipal planning department?

Is the budget allocation adequate to facilitate planning process? If yes ☐ how, and if no ☐why?

Has the planning process facilitated service delivery in Tororo Municipal council?

Yes

No

If yes, in which way?

State.

B) What are the effects of poor planning on service delivery in Tororo Municipal Council?

C) In which way is planning related to service delivery?

How does proper planning facilitate effective service delivery in Tororo Municipal Council?

Thank you for your participation once again.

Thanks

APPENDIX A: QUESTIONNAIRE

Dear respondent.

I am..... a student of
pursing a Am carrying
out research on the topic “Assessment of the role of planning in service delivery in Tororo
Municipal Council ” as one of the requirements by the university leading to the award of the
Degree in Public Administration.

I therefore humbly request you to fill in this questionnaire to enable me accomplish this task.

All the information provided will be treated with utmost confidentiality.

Thank you very much.

Instructions

- d) Where responses are given, please select the number of the right choice and fill in the box given on your right hand side.
- e) Where you are expected to give your own response, please be clear and precise.
Since some questions are interrelated, you are advised to read all of them before providing your responses.
- f) Please try as much as possible to be sincere in order to make the research study successful.

Section A

1. Age

- 1. Below 24
- 2. 25-30
- 3. 31-41
- 4. 41 Above

2. Sex

- 1. Male
- 2. Female

3. Occupation

- 1. Civil servant
- 2. Business
- 3. Self employed
- 4. Peasant Farmer
- 5. Commercial Farm
- 6. Others

4. Level of Education

1. Primary
2. Secondary
3. Collage/ Technical
4. University

SECTION A

What is the current budget allocation of Municipal planning department?

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B)What are the effects of poor planning on service delivery in Tororo Municipal Council?

C) In which way is planning related to service delivery?

How does proper planning facilitate effective service delivery in Tororo Municipal Council?

Thank you for your participation once again.

Thanks

APPENDIX B: TORORO MUNICIPAL COUNCIL MAP

TORORO TOWN MAP

<Empty Picture>



APPENDIX C: CONSENT FORM

Good morning/afternoon, Sir/Madam

We are a team from Kampala International University working in collaboration with Tororo Municipal council. We are conducting a study to identify the role of planning in service delivery in Tororo Municipal Council. The purpose of this study is to assist the Municipality and quality stakeholders to plan appropriate strategies that will ensure that service delivery are offered

We are kindly requesting you to participate in this study. The information you volunteer to give will be confidential and will be used only for purposes if this study.

Thank you very much.

Signature or left thumbprint of the Interviewee.....

Name of the interviewer.....

Date