



# UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN PUBLIC ADMINISTRATION AND  
MANAGEMENT (DPAM): KLA; MRA; GULLU, MBL (WKD)

## SECOND SEMESTER EXAMS 2017/2018

**MODULE:           DECENTRALISATION AND SUSTAIBABLE  
DEVELOPMENT**

**Date: Friday 5 October 2018**

**Time: 09.00 AM – 12.00 NOON**

### INSTRUCTIONS

- 1. Answer FOUR Questions.**
- 2. Question ONE of Section A is compulsory and carries 40 marks.**
- 3. Answer any other THREE Questions from Section B. Each question carries 20 marks.**
- 4. Write clearly and legibly.**
- 5. Do not write anything on the question paper.**
- 6. Do not take Mobile Phones into the examination room.**
- 7. Follow the instructions of the Examination Supervisor.**
- 8. Indicate questions answered on the Answer Sheet in the column of Questions.**

This paper consists of printed pages.

**SECTION A:****COMPULSORY****(40 MARKS)****QUESTION ONE**

The experiences of the 1<sup>st</sup> wave *Read the excerpt below and answer the questions that follow:* The experiences of the ‘1<sup>st</sup> wave or generation’ of decentralisation, in particular from Africa, have not been encouraging. From the late 1960s up to mid 1970s, administrative reforms as part of the integrated development planning efforts were tried in many newly independent countries. However, the actual impact was very limited: participation was not increased; local administrative performance and capacity were not enhanced; and distribution of wealth, status and power were not altered. In short, decentralisation failed in many parts of Asia and Africa. But it is important to understand why ‘decentralisation’ was not successful. It was not decentralisation per se, but the variants of decentralisation labelled de-concentration, where functions and powers were transferred to central government field offices. Furthermore, the implementation was poor, including lack of clear objectives, inadequate resources, shortage of skilled manpower, and general resistance from senior bureaucrats. Decentralisation failed mainly because it did not decentralize enough. It was not sufficiently participatory and it lacked accountability towards local civil society.

By the beginning of the 1990s, a ‘2<sup>nd</sup> wave’ or generation of decentralisation was globally observed in an increasing number of developing countries. Although warning has been raised against believing that decentralisation should be seen as a magic spell that will cure society of all evils, the current substantial movements of decentralisation in the variant of devolution, i.e. transfer of powers to elected local governments, cannot be easily dismissed as the latest ‘global fad’. Even if currently assessed as a fragile process, as claimed by many observers in both Africa and Europe, decentralisation is likely to be irreversible. As the local governments now have tasted power, they will resist any attempts to reverse the process. The second generation of reforms included democracy, governance and decentralisation with an increased focus on the efficiency of service delivery at local levels as a means of reducing costs of service delivery often carried out by bureaucratic and overstuffed central ministries or state corporations. During the second generation of reforms, the decentralisation process in most developing countries has been championed by a dedicated ministry of local government which has been mandated to further the decentralisation process and to coordinate with sector ministries in terms of service delivery and policy issues.

Reform of the civil service, therefore, is the process of modifying rules and incentives to obtain a more efficient, dedicated and performing government labour force in a newly decentralised environment. This means that especially the key reform of the civil service has fairly widespread influence on capacity development at all government levels, and is therefore a key component of decentralisation. The decision to decentralise or retain central control over human resource management-recruiting, hiring, salary setting, etc. – depends heavily on the existing degree of sub-national capacity. The lack of control over hiring and firing of staff, and the general poor conditions of service in many local governments, leads to a high staff turnover. Civil service reform is usually a supporting strategy for more general decentralisation in government operations or service delivery. This implies that local governments are to be vested with discretionary power in at least three key areas of civil service reform: First, local governments must control the regulatory structure, i.e., they should be able to make, change, and enforce laws and regulations pertaining to local administrative affairs (i.e., on spatial and sector planning, environmental measures, and local economic development). Second, local governments should enjoy a degree of autonomy over the local procurement process. Third, local governments should have control over local civil service and employment policies. Fluctuating views about the role of government have had a profound influence on approaches to state reforms or public-sector reforms taken by development assistance agencies. In the early days of development assistance, donors tended simply to take it for granted that governments should play a major and direct role in economic development efforts

Extracted from a ‘*Concept Paper on Decentralisation and Local Governance*’ prepared by Hans Bjorn Olsen, an external consultant for the Swiss Development Cooperation, 2007

**Task:**

- (i) Describe the global factors and trends that have led to the adoption of second generation decentralisation as a policy for state reform beginning in the 1990s. *[10 marks]*
- (ii) Explain the rationale for adoption of the decentralisation policy and programmes by most developing countries in the last couple of decades. *[10 marks]*
- (iii) “*In the early days of development assistance, donors tended simply to take it for granted that governments should play a major and direct role in economic development efforts*”. Discuss whether and how Local Governments in Uganda have played their role in fostering economic development in their respective areas of jurisdiction. *[20 marks]*

**SECTION B: ANSWER ANY THREE QUESTIONS FROM THIS SECTION**

**QUESTION TWO**

- (i) What does the ‘Principle of Subsidiarity’ mean and how does it apply to Decentralisation? *[5 marks]*
- (ii) Using the Sequential Theory, Uganda followed: Political Decentralisation [P] + Administrative Decentralisation [A] + Fiscal Decentralisation [F]. Explain what these three concepts mean and how they have been applied in implementing Decentralisation in Uganda. *[15 marks]*

**QUESTION THREE**

- (i) Describe the process of decentralised planning in Uganda. *[10 marks]*
- (ii) Discuss how the mechanisms in (i) above promotes stakeholder participation in the development process.. *[10 marks]*

**QUESTION FOUR**

- (i) Define and explain either the three-legged model or three overlapping cycles model of sustainable Development. *[5 marks]*
- (ii) For the chosen model in (i) above, discuss how it helps in the formulation of strategies for Sustainable Development in a developing country such as Uganda. *[ 15 marks]*

**QUESTION FIVE**

The Uganda Government has developed a The Uganda Government has developed a National Development Plan [2015/16-2019/20] to foster sustainable development and transform Uganda into a middle-income country by 2040. One of the key strategies for the attainment of middle-income status is transformation of the agricultural sector. With relevant examples, examine the effectiveness of this strategy [role of agriculture in enhancing sustainable development] in Uganda. **(20 Marks)**

**QUESTION SIX**

There are various reasons that have been advanced that castigate the informal sector for inhibiting development efforts. However, of late there is an effort to harness the informal sector to promote sustainable development.

**Task:**

- (i) Discuss the various ways in which the informal sector can enhance sustainable development. **[10 marks]**
- (ii) With examples, discuss challenges the informal sector pose in processes of promoting sustainable development? **[10 marks]**

**END**