



**PARTICIPATION OF NON STATE ACTORS IN THE DECENTRALIZED
PLANNING AND BUDGETING IN LOCAL GOVERNMENTS IN UGANDA:
THE CASE OF SOROTI DISTRICT**

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DECLARATION

I Eswilu Donath, declare that to the best of my knowledge that the work presented in this dissertation is my original work and it has never been presented to any University or College for any award.

Signed:Date.....

APPROVAL

This is to certify that this dissertation was supervised and submitted in partial fulfilment of the requirement for the award of a Masters Degree in Management Studies with the approval of my UMI and work based supervisors respectively.

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DEDICATION

This study is dedicated to my late father and late grandfather: Etenu George Christopher and Kosmas Eswilu; for in infancy you cared for me; after George was forced to leave me as an orphan by the forces of murder and terror, for you were nowhere to see me transverse hills and valleys, all in your honour, I dedicate this work.

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LIST OF ACRONYMS AND ABBREVIATIONS

ACAO	Assistant Chief Administrative Officer
ACDO	Assistant Community Development Officer
ACFODE	Action for Development
ACID	African Christian Initiative for Development
ATC	Assistant Town Clerk
BFP	Budget Framework Paper
CAO	Chief Administrative Officer
CBOs	Community Based Organisations
CHIPS	Christian Holistic Initiative for Peace Services
CSOs	Civil Society organisations
C.O.U-TEDDO	Church of Uganda-Teso Development Organisation
DENIVA	Development Network of Indigenous Voluntar Organisations
DLG	District Local Government
ESO	External Security Organisation
HIPIC	Highly Indebted Poor Countries
IFAD	International Fund for Agricultural Development
ISO	Internal Security Organisation
KADDET NET	Kasese Development Network
KANEDO	Kumi Network of Development Organisation
KCDP	Kagando Community Development Programme
LC	Local Council
LGDP	Local Government Development Programme
MOLG	Ministry of Local Government

NANGOK	Non Association of Non Governmental Forum
NAWOU	National Association of Women of Uganda
NEPAD	New Partnerships for African Development
NGO	Non Governmental Organisations
NSA	Non State Actors
NUSAF	Northern Uganda Social Action Fund
OECD	Organisation for Economic Corporation and Development
PAF	Poverty Action Fund
PEAP	Poverty Eradication Action Plan
PDCs	Parish Development Committees
PAG	Pentecostal Assemblies of God
PRSP	Poverty Reduction Strategy Paper
RDC	Resident District Commissioner
SFG	School Facilities Grant
SOCADIDO	Soroti Catholic Dioceses Integrated Development Organisation
TAC	Teso Anti-Corruption Coalition
TIDO	Teso Development Islamic Organisation
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
UNO	United Nations Organisation
URDT	Uganda Rural Development Trust
UWESO	Uganda Women’s Efforts to Save Orphans
YWAM	Youth with A Mission

ABSTRACT/EXECUTIVE SUMMARY

This study set out to assess the participation of Non State Actors in the Decentralised Planning and Budgeting in the Local Governments in Uganda: the case study of Soroti District from 2002/03 to 2007/08 Financial Years. The objectives of the study were: to establish the attendance by non state actors of the decentralised planning and budgeting meetings, examine their contribution of resources, identify the role they play in implementation, monitoring evaluation; of programme activities and above all to explore ways of strengthening their participation in these processes.

The study used cross-sectional survey methodology, and was conducted at the District Headquarters, six (6) rural Sub Counties and two (2) Divisions of the district and the Municipality respectively. The study relied on data collected from 233 respondents through qualitative and quantitative methods.

The findings of the study revealed that participation of NSAs in the LGs meetings remain passive, let alone the fact that most of the respondents had little knowledge about the requirement for the NSAs to participate and facilitate these meetings. There are also exist staffing gaps in the LGs hence failure to have the work plans and budgets of the NSAs integrated into that of the LGs, but in the LLGs where the NSAs have been active they have been able to augment their efforts hence their work plans and budgets are integrated into that of the LGs.

Conclusively, while it's a generally held view that LGs are willingly and prepared to work with the NSAs in service delivery, this study revealed that the NSAs live uneasily with the LGs.

The study recommends that for participation of NSAs in decentralized planning and budgeting to be effective, there is need to have political will and commitment, collaborative

partnerships and support between the two actors. There is need to have a coordinated mechanism to promote dialogue and partnership, sensitization on their roles and confidence building amongst the LGs and NSAs.

CHAPTER ONE

INTRODUCTION:

1.0 Introduction

This chapter covers the background to the study, statement of the problem, purpose of the study, objectives, research questions and scope of the study. It also covers significance of the study, the conceptual framework, assumptions and limitations. It also provides the operational definitions.

1.1 Background to the Study

This study set out to assess the participation of Non State Actors in decentralized planning and budgeting in Local Governments; the case of Soroti District. This resulted from dramatic changes in development management theory since the 1950's, from state controls 'top-down' to 'bottom-up' systems based on participation and empowerment. Orthodox public administration theory advocated for 'hierarchies of authority, division of labour, adherence to rules and spans of control', but these are thought to deny flexibility and responsiveness that provide the necessary conditions for effective management' Ransom and Stewart, (1994). The search for participatory solutions began with the leading non-governmental organizations Burkie, (1993); Chambers, (1983); Korten, (1987), but has now been taken on by the major donors and many national governments around the world. OECD, (1997) a, (1997) b; UNDP, (1993), (1995); World Bank, (1992, 1994, 1996).

This shift from the traditional weberian bureaucratic theory practice which emphasizes the participation of all key stakeholders, came up during the post colonial period and was

adopted as the best practice (Illich, (1971); (Friere, (1972, 1975); Chambers, (1983). The demand for greater participation of non state actors is derived from the belief by reformists Ghai, (1988) that this would create situations which could empower the deprived and the excluded in society. According to Chambers, this would enable them do their analysis, take command, gain confidence and take decisions since it is believed that they tend to understand the poor better (Chambers 1950).

At the attainment of independence in the 1950's and 1960's, many third world countries approached nation building through centralized system of governance and service delivery, with the view of strengthening central control, promoting national unity and equitable distribution of the benefits of economic growth, increased productivity incomes to all segments of society and to raise living standards of the poor. Central decision making was seen as a key to rapid socio economic change. Mahwood .P. (1985), argues that the attendant results were unpleasant as development plans were abandoned as Gross National Product decreased.

In 1960, in Uganda, District and Sub County Planning Committees were established, composed of representatives from the Central Government and departments at district level Kasami: (1997). The 1967 Republican Constitution and the Local Administration Act, 1967, further centralized planning powers of local governments. This was transformed when the National Resistance Movement came to power in 1986, followed by the enactment of the Resistance Council Statue of 1993. This was followed by piloting the decentralization policy in 13 districts in Uganda.

Under the decentralized system of governance in Uganda, a number of powers and functions were devolved to Local Governments including but not limited to service delivery, planning and budgeting; mobilization of resources to finance their own budgets. The Constitution of the Republic of Uganda, (1995), The Local Governments Act, (1997) amended (2006) CAP (243). This offered many opportunities for participation of non state actors in the decentralized planning and budgeting.

In Soroti District, just like in any Local Government, councilors are expected to plan, set priorities, budget and formulate policies on behalf of the electorate with the technical guidance of members of the Technical Planning Committees and the non state actors who are part of the stakeholders, sometimes grass root based; and are always expected to participate and contribute ideas and resources to this process.

However, one of the challenges of decentralization in Uganda is the assumption that service delivery gaps could be filled by non state actors (NSA) to augment the decentralization falls short in many Local Governments (LGs) where their participation is limited or absent.

1.3 Problem Statement

The participation of NSAs in development planning, budgeting and management is limited despite their much hyped recognition in development literature. The guidelines for Development Planning and Budgeting issued by the Ministry of Local Government (2003) presuppose that Non State Actors play a key role in decentralized planning and budgeting, however this seems not to be the case. Government, in its efforts to undertake decentralized planning and budgeting, has often made a critical assumption that NSAs would augment its efforts. This assumption does not seem to hold in practice.

In a number of instances, the mandate of NSAs may not be compatible with the priorities of Local Governments and therefore limiting their participation in the decentralized planning and budgeting. Therefore much as NSAs would have resources to supplement financing of the Sub County and/or District unfunded priorities, the foregoing is a limitation. Inadequate participation of NSAs in planning and budgeting is likely to result in duplication, poor targeting of priorities and uncoordinated development efforts in service delivery.

Despite the recognized role of non state actors in service delivery, limited research has been conducted to examine their role in decentralized planning and budgeting. This study was intended to fill in this gap and sought to assess the participation of non state actors in planning and budgeting, examine their contribution, identify the roles they play in implementation, monitoring and evaluation with the view of strengthening this relationship in Soroti District.

1.4 The purpose of the study

The purpose of the study was to assess the participation of non state actors in the decentralized planning and budgeting in Local Governments the case of Soroti District.

1.4.1 Specific Objectives

The following specific objectives guided the study:

- i. To establish the attendance of meetings by non state actors and decentralized planning and budgeting in Soroti District.
- ii. To examine the relationship between the contribution of resources by NSAs and the decentralized planning and budgeting process in Soroti District.

- iii. To identify the roles played by non state actors in the planning, implementation, monitoring and evaluation of programmes in Soroti District.
- iv. To explore ways of strengthening the participation of non state actors in the decentralized planning and budgeting in Soroti district.

1.5 Research Questions

The following questions were posed for this research

- i. Why is the attendance of meetings by non state actors low in decentralized planning and budgeting in Soroti District?
- ii. What resources are contributed by non state actors in the process of decentralized planning and budgeting in Soroti District?
- iii. What role do non state actors play in the planning, implementation, monitoring and evaluation of programmed activities and decentralized planning and budgeting in Soroti district?
- iv. How can the participation of non state actors in decentralized planning and budgeting be strengthened in Soroti District?

1.6 Scope of the study

Participation is a wide concept, in this context; it is viewed as the attendance of meetings, contribution of resources towards the planning and budgetary process, planning, implementation, monitoring and evaluation of programmed activities. The non state actors include stakeholders such as Non Governmental Organizations, Community Based Organizations, Faith Based Organizations and Private Sector Organizations which are involved in service delivery to the community.

The study was conducted at the district headquarters and in 8 lower local governments (6 rural sub counties and two divisions) and covered the following planning and budgeting periods; 2002/2003 to 2007/2008 financial years.

1.7 Justification of the Study

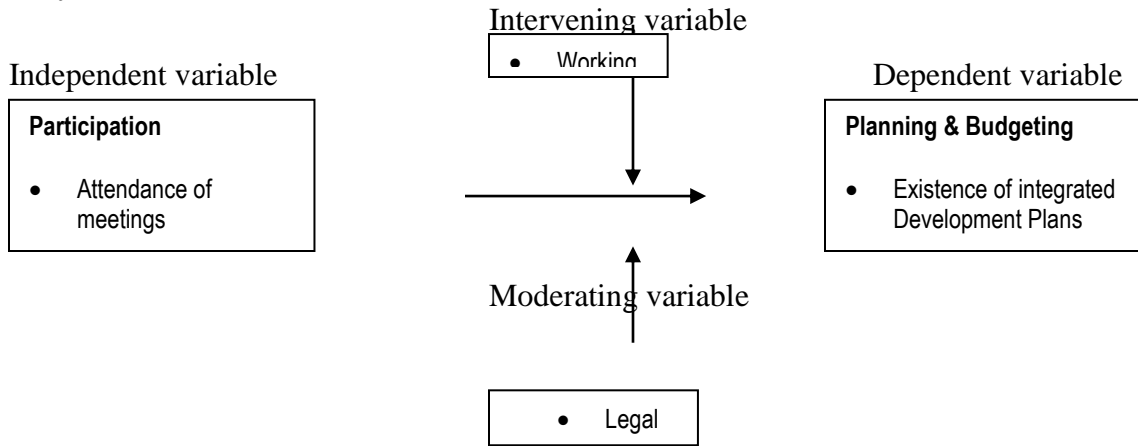
The existing research does not offer an in-depth explanation for the low level of NSAs participation in decentralized planning and budgeting in Soroti District and neither does it indicate clearly their contribution and how to strengthen their participation in planning and budgeting in order to improve on service delivery.

This study was intended to make a significant contribution towards:

- Generating more knowledge on the low /non participation of non state actors in decentralized planning and budgeting.
- Stimulating debate on policy change by government on the participation of non state actors in the decentralized planning and budgeting
- A part from contributing to the existing knowledge, stimulating further research by other scholars on non state actors participation in decentralized planning and budgeting.

1.8 A conceptual frame work for the study

Figure 1: Conceptual Framework showing the Independent Variable and Dependant Variable of the study.



Source: Adapted from Treisman (2002)

The study focused on establishing the relationship between the two (2) variables that is the independent variable and dependant variable. As shown in the figure 1 above, the research studied the critical factors viz attendance of meetings, financial and human resource contribution, implementation, monitoring and evaluation processes by NSAs as the independent variables and their effect on the planning and budgeting process in the Local Governments.

It was conceptualized that attendance of decentralized planning and budgeting meetings by NSAs have an effect on the integration of their Development Plans into that of the Local governments plans and budgets; as well as declaration of their financial contribution would lead to sector work plans being integrated . Their participation in the implementation, monitoring and evaluation has having a bearing on improvement in service delivery.

Besides that, the researcher also conceptualized that the above relationship could change by the presence of third and fourth variables viz intervening and moderating variables. Sekeran (2003) described a moderating variable as one that has strong contingent effect on the

independent and dependant variable relationship. In the diagram above, the researcher conceptualized the legal frame work has a big effect on the independent and dependant variable.

1.9 Assumptions and Limitations of the Study

The researcher assumed that he would be able to elicit responses from all the appointed; elected leaders and the non state actors representatives sampled for the study within the specified period for it to be ideal. However this was constrained by difficulty in accessing relevant data from the sub counties because of weak Management Information Systems, limited financial resources and distance of the sub counties as the researcher could not reach all the Sub Counties in the district and could not meet the costs of fuel and lunch for the respondents.

There was also difficulty in finding some respondents especially those from the sub counties neighboring Lake Kyoga and on market days. Soroti District has a heterogeneous population that includes Iteso, Kumam and Bakenyi and other minorities that could not allow respondents to comprehend issues discussed on equal terms during data collection; as a result some respondents did not provide the required information sought in data collection. Some of the Research Assistants who were engaged in data collection were doing it for the first time and therefore had limited experience in probing questions.

These limitations called adjustment of the appointments, substituting respondents where the sample size was big. It also called for patience, and need to be in constant touch with the concerned officials to give adequate time for document retrieval. Furthermore, the

researcher had to move to the field and interview some the respondents whose responses seemed deficient and had to use the techniques of editing responses elicited through questionnaires. The services of some interpreters had to be sought especially those from the Ateso language board. With all the above mentioned measures, the quality of data collected and hence the results of the study were maintained as robust as possible to provide meaningful analysis.

1.10 Operational Definitions

For purposes of this study the terms were defined as follows:

- **Participation:** The effective involvement of all stakeholders in decision making process in all stages of design, implementation, and evaluation of development projects;
- **Planning:** The setting of goals, identification of priorities, mobilization of resources as well as implementation of activities to achieve intended objectives;
- **Decentralization:** This is the transfer of political, administrative, legal and financial authority to plan and manage resources. This transfer is normally from the central governments to local governments and higher local governments to lower local governments;
- **Budgeting:** this is planning how to utilize expected resources to deliver services to the people.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter outlines the related literature which was reviewed to compare the knowledge of experts in the field of participation. It provides the different sources of literature and the review was based on the objectives of the study. This study was prompted by concerns that participation of NSAs in Decentralized Planning and Budgeting is limited or absent in most LGs.

The literature reviewed included journals, periodicals, presentations, working papers, dissertations and performance reports of both Local governments and NSAs, including newspaper articles. This served as a method of drawing similarities and getting contrasting views of experts in the field of participation and to identify issues that need more attention to enhance participation and also to provide a conceptual framework for the study.

The participation of NSAs in decentralized planning and budgeting has often been limited and has led to unbalanced development. Participation of NSAs is seen to enhance stakeholder participation and ownership of development efforts by beneficiaries and increased sustainability (World Bank 1994). Non State Actors are expected to bridge the gaps between the desired levels of service delivery and what is in the capacity of local governments to provide. A study by UNO underscores the significance of NSAs participation in decentralized planning and budgeting. In its findings, participation of NSAs compensates for failures of governments in provision of the desired infrastructure and

services (UNO 2001). Furthermore, the study argues that NSAs understand local needs, their capabilities and strategies for delivering demand responsive services, improving utilization and ensuring sustainability.

2.1 Attendance of meetings by non state actors and decentralized Planning and budgeting

Recent studies have sufficient evidence that the decentralization system is yet to promote popular participation of civil society organizations (DENIVA, 2003). The studies reveal that despite their potential contribution, non state actors have been marginalized. According to the New Vision January 6th 2003, “in Rakai, Ntungamo, Katakwi and Gulu districts, it was clear that non state actors had been relegated to superficial consultation.

The experience in planning and budgeting conferences in the districts of Arua, Kabarole, Soroti, Iganga, Lira and Jinja reveal that only international NGOs are invited and are considered “the real effective partners” among all stakeholders because of their financial capital power (New Vision 6th January 2003). While they are invited to attend district conferences to participate in formulating plans and budgets and reviewing progress, identifying priorities and suggesting the way forward.

Their involvement is still limited to adhoc consultations without being provided with adequate time to internalize plans and budgets for integration into the district development plans. This tends to suggest that their participation in the district planning and budgeting process is not real, as it is always difficult to attain cooperative relationship between the actors because of alleged lack of transparency, accountability, heavy reliance on external

funding and failure to share information with local governments on the services they finance. The non state actors seem to be weak in understanding and utilizing their mandates, and as such have limited their involvement at local government levels to playing an education, advocacy and watch dog roles. While this argument is true, this is at times is the mandate of some the non state actors.

Other studies have indicated that the participation of NSAs in meetings is hindered by political interference as the interests of the latter have to be catered for; as they formulate plans which do not reflect realities on the ground and yet would want to access national and donor resources (Drabu E.C.R.2003). This could be true because the guidelines require that sectoral priorities are costed and usually submitted to the Finance committee for scrutiny in conformity with resource distribution and allocation, the final budget does not at times reflect so. Priorities of councilors tend to over ride what non state actors and district officials could have agreed on during the planning sessions hence they would not see the need to participate in the future and as such their plans and budgets are not fully integrated into the district and Sub County development plans.

The other notion is that local government officials are not used to working with non state actors and this has been construed as one of the challenges of the decentralization process. The fact that even those NSAs who attend the planning and budgeting sessions, just sit because of domination of bureaucrats from the local governments underscores this. This is drawn from the experience from National Association of Non Governmental Forum where the bureaucrats from the Ministry of Finance, Bank of Namibia and the National planning Commission excluded the inputs from the Civil Society at the initial stages of budgeting.

According to Tottermyer (2002), the Non governmental organizations involvement is crucial from the start of the planning and budget process in terms of interviews, consultations and meetings which should be held with them because this builds confidence in them.

While the non state actors are expected to attend and contribute ideas during the planning and budgeting meetings, the capacities of some NSAs have been doubted, as there is a general perception among Local Government officials that many of them are “brief case” and just looking for money, yet the masses also look at them in a philanthropic manner and are not accountable to them. Recent studies in the districts of Kamwenge, Kamuli Tororo and Mbale attest to this, in that some non state actors fleece people of their hard earned income and then vanish (DENIVA. 2005). A case in point is COWE which was registered ostensibly to provide support to widows and the elderly by paying school fees, healthcare and family help but later metamorphosed into a micro-finance agency.

This view is corroborated by the recent experience from Teso region where an NGO called ACID registered a number of orphans and vulnerable children at a fee with the promise of linking them to sponsors in order to access educational support but later vanished with people’s hard earned income. The other experience relates to Victory Micro-finance Agency which acted in the same manner by receiving funds from the unsuspecting public promising them credit facilities only to disappear and are currently facing legal action by Soroti District Local Government; having done the same in Jinja District. This has greatly constrained the smooth working relationships between the NSAs and the local authority hence no justification to have them attend and participate in these meetings. Hence this has tended to promote a sense of suspicion especially on the part of the local government

officials and has greatly created mistrust and this has affected the working relationship between these two relevant stakeholders.

The second notion of the brief case relates to the fact that some non state actors are small, acting in isolation without so much visibility, this study quoted the Deputy RDC Tororo “for some NGOs you hear names but you can’t see activities”. Because of this experience the local government officials see no reason to involve them in the planning and budgeting process.

Furthermore while the non state actors play a significant role in enhancing civic participation in the budgetary processes through dissemination of information, and their leaders play an influential role during the budget conference as they present the needs of the citizens, some of whom do not have the chance to attend these meetings. The leaders of these civic organizations have used this as spring boards to become future Councilors, because they are perceived to know the needs of the people at the grassroots as they always work with them in different capacities.

Non state actors have a crucial role to play in bringing people into the mainstream of development; some district officials view them with mixed feelings; Kamuntu (1994). Popular participation advocated for by the NGOs often poses threats to incumbent political leaders as the district officials have had a feeling that the non state actors act as spies and competitors bent on undermining their authority with the exception of those who contribute a bigger part of the district budget. In other situations they are viewed as peripheral micro operators of no serious significance. This tends to undermine the partnership that should exist between the non state actors and the local governments.

Other scholars like Paolo de Renzio et al (2006) have cited three factors responsible for limiting the participation of NSAs in the budget process namely; the high degree of decentralized budget responsibility especially for budget implementation, limited capacity in terms of technical, lobbying, policy advocacy and consultative process. As a result Lister and Nyamugarisa have noted that despite increased attendance at policy formulation meetings, questions remain over the influence of civil society organizations within these participatory spaces. This assertion is evident in Soroti District especially at LLGs which are the points of implementation, yet the technical capacity is limited as well as their ability to advocate, lobby and sustain the consultative process because of lack of funds for this purpose, hence the failure of NSAs to attend their meetings as required. It should be noted in the Sub Counties where there NSAs are present participation has greatly improved.

2.2 Contribution of resources by non state in the process of decentralized the planning and budgeting process

The legal frame work provides that non state actors are expected to bring in their expertise and resources/logistics to supplement the local council planning process because they are presumed to understand the needs of the poor better; it is the responsibility of government to take the lead in this process. Nkongi E.(2002) argues that the benefits of participation of non state actors leads to ownership and support of development projects, because when they participate in the budget conferences and other planning meetings they contribute moral support, technical guidance and resources for good governance as well as overseeing the implementation and suggesting priority areas for local governments. This also provides them with an opportunity to participate in policy formulation and planning.

The demand for participation of NSAs in the local council planning and budgetary process is derived from the belief by the reformists Ghai: (1988) that this would create situations which could empower the deprived and excluded in society like it was during the implementation of Community Based Project in Bushenyi district, except in this case the non state actors operated independently of the local governments and their plans were not integrated into those of the local governments, yet their skilled personnel, logistics and the culture of consultations could have facilitated the entrenchment of the CBP in local governments if they had collaborative arrangements in place.

The contribution of resources by non state actors can not be over emphasized because they are seen as being able to provide welfare services to the poor where governments lack resources to ensure universal coverage in health and education Fowler (1988), Meyer (1992).

Over the last decade the flow of resources destined to non state actors in developing countries has increased steadily. According to OECD, the proportion of total aid channeled through the non state actors increased from 0.7 % in 1975 to 3.6% in 1985 and at least 5% in 1993-1994. Major international donor agencies such as DANIDA, Irish Aid, the Australian government, the Netherlands government, IFAD, the Belgian government, the World bank, UNICEF, UNDP and UNCDF have supported the decentralization process in Uganda through both direct and basket funding in the provision of social services such as health, education, water and sanitation, good governance, agriculture, and microfinance; and infrastructure development such as roads. The non state actors have been able support the decentralized planning and budgetary process through resources generated from charities and own revenues eg. Rockefeller foundation, Microsoft Trust etc.

Though the contribution of non state actors cannot be overestimated, there is no doubt that the formal private sector in Uganda is still small though this sector is steadily expanding. However in areas where its presence is strong, its contribution of goods and services is felt. This is mainly through contracting for services and supply of materials. Soroti district where the study was conducted is no exception to this because there is just an emerging formal private sector, but in the Sub Counties that have NSAs operating in, the situation seems to be improving as they contribute both financial and human resources towards the decentralized planning and budgetary processes.

2.3 Role played by non state actors in implementation, monitoring and evaluation of programmed activities and its effect on decentralized planning and budgeting

Studies indicate that there has been a dramatic increase in the number of non state actor sectors in Africa in the last 50 years because to date, over 25 % of development aid is channeled through them. Their focus has been in the areas of poverty alleviation, community empowerment, advocacy, relief and welfare. In Uganda there are well over 1000 registered non state actors. As partners in development they have considerable influence in the direction of government policies, strategies and actions in regard to service delivery. In recognition of their capacities to mobilize local communities, extend credit and monitor loan recovery by receipt communities, Government of Uganda has engaged many of them to implement initiated and funded programmes. For instance the Entandikwa credit scheme, the Nutrition and Early Childhood Development project were implemented through

them, CHIPS in Kabelebyong County, BEKOA in Serere County in the then Soroti District and UWESO in Mbarara; Namara (2002).

Studies conducted by DENIVA in one of the papers presented during the Uganda's Peer Review Mechanism process on the participation in the development process reveal that heads of Government in Africa launched the New Partnership for Africa's Development (NEPAD) in 2001 and it came to be known as the vision and strategic framework for Africa's renewal. The aim is to accelerate and deepen regional integration and build competition in African countries. In the long run NEPAD seeks to reverse the marginalization of Africa in the global arena, placing African countries on the sustainable economic growth and development path while promoting the role of women in all activities. In Uganda this has been articulated through the PEAP. It's an acknowledged fact that though Local governments are autonomous in the collection and allocation of their own resources, none of them have been able to fully finance their development initiatives, and therefore this calls for the participation of non state actors.

However, while the PEAP has enlarged space for policy making in Uganda where many actors are now included in order to own the PEAP process it has been argued that there is careful inclusion and exclusion of actors. Those who are included could be categorized as the consenting voices. Indeed as some non state actors have said there is "a glass ceiling" for their participation. CSO's participation is quickly justified as a substitute for political participation. On the other hand CSO's are banked rolled by the donors and in this way donors endorse and legitimize their participation in the PEAP process.

Real and perceived corruption resulting from poor decisions and investments accompanied by dwindling resources and decaying infrastructure have generated mistrust between public officials and their citizens. This trend has propelled the demand for civic organizations to have a voice to identify needs, setting priorities and determining resource allocations. Ekongot (2000) shares the view that there high levels of corruption, diversion of funds to meet pecuniary interest of councilors through the award of tenders to themselves and cronies, this tends to scare off non state actors from incorporating their plans and budgets into the local council plans.

This assertion may be over sweeping in that where projects are jointly funded and implemented the non state actors are expected to be involved in their supervision. This is to ensure that the projects are implemented in accordance with the central and local government policies and programmes as well as national standards for service delivery.

While it has been argued that the non state actors can reach remote areas, they too have been accused of operating their budgets secretly. Nsibambi (1998) observes that they have lost contacts with the local governments by operating independently as if they are less aware of the decentralization policy. “You may think you are gaining much when they are just using half of what they are supposed to provide”. This partly explains their resentment to jointly implement programmed activities, because they fear to expose their budgets to the local governments, yet ironically they come for endorsement on budget expenditures when soliciting for funds.

Wabwire, (1993), argues that the relationship between non state actors and local governments are marked by much informal contact and adhoc collaboration, their activities

are not well coordinated from the planning point of view. Non state actors tend to work autonomously especially the Faith Based Organisations. Ekongot, (2000), further argues that most non state actors' interventions are at the LC1 level or utmost sub county hence there is little networking and targeting everybody.

The growth in the numbers of non state actors can be attributed to several factors ranging from: relative political stability say for Northern Uganda, inability of the state to provide services to all its citizens and the growing focus in the donor community towards funding them as service delivery agents. This has been so pronounced in recent years as Uganda developed the Poverty Reduction Strategy Paper (PRSP) and the (PEAP) Poverty Eradication Action Plan in order to be eligible for debt cancellation under the HIPC Initiative.

In Uganda, non state actors are taking an increasingly prominent role not just to respond to government policy but are also involved in monitoring accountability. Uganda Debt network is such one good example, a campaigning and advocacy NGO that participates in promoting debt relief by monitoring PAF. There have been attempts to demystify the budget in Uganda by providing information on the budgetary process through radio announcements, booklets newspaper pull outs, and monitoring reports. As a result of this the Local governments are compelled to display budget figures in public places such as churches, on tress, market places and in the offices on notice boards; as all these are steps towards making the budget transparent.. This being part of the monitoring of government expenditures of additional resources made available through debt cancellation and donor support.

It has also engaged government in dialogue to redefine its priorities and also raised questions about corruption and inefficiency in service delivery, managing to do this without provoking the backlash from government. The Anti-Corruption coalition has championed the anti-corruption campaign by forming monitoring committees at Parish level.

UDN held meetings with the local government and individuals and trained those interested in monitoring and evaluation skills and knowledge in participatory methodologies to carry out periodic monitoring of PAF funds. These committees are meant to gather information on the implementation of government programmes in priority sectors, compile evidence from cases of shoddy work or malfeasance in the local government service delivery and bring this to the attention of the district authorities, and UDN, who would in turn mobilize national level policy makers.

According to Paolo de Renzio et al (2006), UDN and its partners in Teso region published a report that documented misuse of funds from the School Facilities Grant in Katakwi district, drawing the attention of the media, Office of the Prime Minister who ordered an official investigation into the misuse of the funds in question. In the end the District Tender Board then was disbanded and a new district engineer recruited to oversee SFG activities in the district. The construction firms responsible for shoddy work were ordered to rebuild the classrooms. This also led government to revise the SFG guidelines and introduced provisions that would ensure quality work such as the demand from prospective contractors to provide performance guarantees for any advances that are released to them which is a

requirement for prequalification before they are allowed to bid for local government contracts.

Much as these parish monitoring committees had done a commendable job it goes without saying that by 2002, most of them had become ineffective because of the wide area that had been allotted to them, and moreover this was meant to be done on a voluntary basis. The volunteer members of the PAF Monitoring Committees tried to balance their professional careers with the voluntary tasks delegated to them. More so the problems identified were local in nature.

In Soroti district, the Basic Education Support Programme (BESP), a joint programme of education departments of the Church of Uganda Soroti Diocese and Soroti Catholic Diocese, initiated in 2002 up to date with the aim of meeting the needs of the most vulnerable children to access quality education and to contribute toward moral reconstruction and development of society. BESP has facilitated the district education office (inspectorate), the Centre Coordinating Tutors (CCTs), and Parish Education Committees to conduct school inspections in an attempt to address the issue of poor Primary Leaving Examinations performance by providing them with allowances, fuel and bicycles respectively.

Under LGDP II, the district has also involved the non state actors in monitoring and evaluation of Council projects by advocating for the formation of Project Management Committees; which monitor progress on ongoing projects with powers to stop work where necessary. However they do not have powers to terminate contracts. This ensures that the

projects are implemented as planned and that council resources are used transparently and efficiently.

The effectiveness of publicizing these budget figures is only fully understood among the elites who comprise most of the people who participate in the non state actors monitoring process and government delivery systems because they are more aware of the budget process and what funds are sent to the different levels of government. But what is clear is that the illiterate citizens are still excluded since they only dependent on the interpretation by those who understand English and can read some local languages. The same situation is equally prevails in Soroti district.

2.4 Ways of strengthening the involvement of non state actors in the decentralized planning and budgeting in Soroti District

There are however opportunities that could be enhanced to deepen the local government/ non state actors participation which include but not limited to the formation of the district networks and fora which have since acted as channels for voicing concerns to local governments and to a certain extent in districts where they are more effective, a provision of a single and strong bargaining voice for the civil society.

Apart from these networks, support from national Civil Society Organizations such as DENIVA, Uganda Debt Network, the NGO Forum and the National Association of Women's Organisation (NAWOU) could be helpful in fostering non state actor's participation. Several capacity building programmes such as the Human Rights Development Programme (HRDP) supported by DANIDA are reported to have been useful.

The other opportunity that may be tapped is the clear record of non state actors' activity among the district leadership. Some non state actors have performed and interfaced quite well with the district officials who equally have had a wealth of experience as partners as reported by the DENIVA study March 2005 in Kamuli.

Commitment of both the non state actors and the local government leadership is yet an opportunity that could be exploited. Where there is strong and capable leadership especially among members of the board of the non state actors. These avails the opportunity and expertise to mobilize resources and engage the local government in advocacy activity. If team work exists in these districts then this should be an opportunity worth exploiting.

This calls for political will amongst Local government agents in order to allow wider participation because of its attendant effects such as fear of losing political power or influence, limited time, capacity, finances and consultation fatigue. It has been argued that planning and budgeting are technical areas that require specialized expertise which most ordinary people do not have. Moreover government bureaucrats have been accused of preferring to make decisions and just ask other stakeholders to simply endorse which is opposed to the ideal type of participation where there is voluntary engagement in identification, planning, budgeting, implementation and monitoring and evaluation of programs emphasized in the decentralized process.

For the decentralized planning and budgeting to be all inclusive there is need to minimize situations that tend to create low esteem, fear of wasting time, personal and work demand that leaves insufficient time to voluntary activities among non state actors. Participation in the planning and budgetary processes requires a lot of patience since it involves

consultations at different levels. This may lead to delays and frustration due to failure or delay to manage people's expectations. The media could yet be another avenue to exploit in terms providing information on what the non state actors could be doing. Soroti district has tried to strengthen its interaction with the NSAs by involving SODANN as their lead agency.

2.5 Measures for enhancing effective interaction between NGOs and LGs for better service delivery.

Effective participation of non state actors in the decentralized planning and budgetary process would best be achieved through influencing decisions and policy making at LG level, leadership political will and commitment, collaborative partnership and support between the two actors. The NSA ought to play a watch dog role, by positively criticizing the shortcomings in government policies and their implementation. They should impress upon the powers that be to create enabling popular participation in policy and decision making. They should agitate for expansion of space for people's representation in institutions such as parliament and local government councils. They should not be seen to be partners in a system that oppresses or dehumanizes the population. There is need for democratic reforms that offer platforms for non state actors and other stakeholders to promote community empowerment.

Decentralization in itself cannot facilitate NSA participation in service delivery and improved quality service without their effective participation in the planning and budgetary process. Political leaders need to appreciate the roles played by NSA in service delivery and take on the challenge associated with delivering effective improved and quality service to

the people, this calls for their involvement at the planning and budgetary process where scarce resources are channeled to meet the needs of the target population.

For the NSA sector to fully develop there is need to create an enabling environment in which they can organize themselves without the necessary obstruction from government. Government should be seen as a facilitator in this partnership and encourage participation by providing the fiscal environment where charitable goings, contributions and fundraising are exempted from taxation. Schumacher (1999) argues that NSAs deserve government support because they have the technical capacity as well as committed staff and volunteers to work at grass root level with limited resources.

Scholars such as Namara (2002); Oyugi (2002) are of the view that Non state actors have been guilty of poor performance and lack confidence and competence to challenge bad government policies because of insufficient skills knowledge and information.

Regulating and controlling non state actors is intended to hinder and further bureaucratize NGO activity in Uganda; regulations and guidelines tend to be hazzard and ineffective, Kwesiga & Rather (1993). While it is necessary to have national level regulations, it is important to know how non state actors are regulated at the local government level as well as an attempt to bring on board their activities into the broader local government agenda. Deniva studies (2002) in the districts of Ntungamo, and Rakai revealed that there was consensus by Local governments and non state actors that the provisions of the Local governments Act; 1997 are too weak to facilitate effective interaction between the two actors in service delivery.

Most of the problems identified with the non state actors relate to their failure to align their activities and programmes to those of government. The state withdrawal from the provision of basic services and encouragement of non state actors in dealing with poverty alleviation and provision of basic services is intended to divert non state actors to a more political focus. Many NGOs and CSOs have tended to have a complimentary relationship with the LC I and LC IIs because the latter have the capacity to mobilize local communities, identify local problems and resource persons for the non state actors.

Although LC Is and LC IIs seem to be key facilitators in community mobilisation, they are administrative units of local governments. Their interaction with NGOs is limited because of limited expertise to formulate policies and regulations to influence the operations of non state actors at the local government level. The level of influence of these local governments is not effective in ensuring that their relationship and that of the non state actors remains complimentary.

DENIVA (2002) studies reveal that non state actors enjoy minimal cooperation at higher Local Government system yet at the LC III, there is fair cooperation and the non state actor's inputs are most easily acceptable and implemented, there is genuine support for development work compared to the district level where there are more technical players who are more exposed to best practices in development planning than at the Lower Local Government.

It has been observed that in Uganda, the Registration Statute No. 5 of 1989 and the Statutory Instrument No. 9 of 1999 requires non state actors to provide in writing a notice to LCs and the administrator of the area, their intention to conduct any activity. The CSOs

have, however complained that while the registration is done at the centre (NGO Board), coordination and monitoring of NSA falls under the realm of the Office the Prime Minister, This tends to constrain the effective control of NGO performance on the ground. Unfortunately the NGO board is poorly equipped and financed; hence they can not effectively guide and monitor the non state actors in the rural districts. The challenge for the Local Governments is to seek for guidelines from the national level and to facilitate their activities at grass root level.

The literature reviewed reveals that there are a lot of opportunities that can be exploited by the Local Governments and Non State Actors have their participation in decentralized planning and budgeting strengthened. This will go a long way to not only avoid duplication of scare resources but also improve service delivery.

CHAPTER THREE

METHODOLOGY:

3.0 Introduction

This chapter describes the methodology that was used to carry out the study. It highlights the study design, study population, sample size, sample selection techniques, data collection instruments, methods and procedures. It also describes the types of data that were collected and how the data were managed and analyzed.

3.1 Research Design

The study used a cross –sectional survey approach with the view of assessing the relationship between attendance of meetings by non state actors and planning and budgeting, examining the relationship between their contribution of resources; the roles they played in implementation, monitoring and evaluation of programmed activities and their effect on the decentralized planning and budgeting; and above all explore ways of strengthening their involvement in these processes in Soroti District.

Cross –sectional survey case study research design was preferred because it is an ideal methodology when holistic, in depth investigations is needed from a sample population that tests their attitudes and preferences (Feagin et, al, cited in Tellis, 1997). The use of triangulation research method is supported by Kothari (2003) who correctly observes that one design cannot serve the purpose of all research problems. Both designs therefore were used to capture all the necessary data needed to answer the research questions.

Qualitative approaches included the use of interviews, documentary reviews and observations. Quantitative approaches involved the use of descriptive statistics generated using frequency tables. These approaches were adopted to enable the researcher get and

analyze relevant information concerning the opinions of respondents. According to Meyer (1999), these designs are used when the study aims at collecting first hand qualitative data from a big number of respondents drawn from different sections of the survey population. When the design is used, data is collected using mainly interviews and questionnaires and is often analyzed using descriptive analysis.

3.2 Location of the study/study area

Soroti district where the study was conducted is located in Eastern Uganda. It covers a land area of 2,256.5 sq km with a total population of 371,896; UBOS (2002). The district comprises three counties and one municipality ie Kasilo, Serere, Soroti and Soroti municipality with a total of 14 Sub Counties and 3 divisions. It borders Amuria district to the North; Katakwi district to the North East; Kumi district to the East, Palisa and Kamuli districts to the south; Lake Kyoga and Kaberamaido district to the west. The study was confined to six selected rural sub counties and two Divisions. The main source of livelihood of the people in the study area is Agriculture which is of subsistence in nature, cattle keeping, and petty trade and with an emerging agro-processing industry.

3.3 Study Population/Target Population

The study population consisted of 136 elected and 28 appointed local government officials and 118 leaders of the civil society organizations. The study population are policy formulators, resource allocators and mobilisers as well as implementers at district and sub county level who have a direct bearing in planning and budgeting in Local Governments. The table 1 shows the composition of the sampled population of this study.

3.3.1 Accessible Population

The accessible study population involved the District councilors, the Sub County Chiefs, LC111 Chairpersons, members of the Parish Development Committees, Non State Actors representatives operating in the 6 rural sub counties and two divisions in Soroti District. This accessible population was the most representative of the target population; this population allowed generalization of results as argued by Mugenda and Mugenda (1999). This is the population from which the sample was drawn.

3.4 Sampling techniques and procedure

Soroti district has 14 Sub Counties and 3 Divisions; however six (6) Sub counties and two (2) Divisions were purposively sampled as a basic method because of time, costs involved and the scope of the study as argued by Amin M.E (2005). Other methods used included stratified and simple random sampling that enabled drawing of respondents from the civil society organizations and the local government. Gupta (1999) notes that stratification means division of the universe into groups according to geographical, sociological and economic characteristics. The respondents were also divided into sub groups and were allocated samples between the sub populations. The respondents who in the opinion of the researcher were relevant purposively sampled.

3.5 Sample Size and selection

Table 1 shows study population

Category of respondents	Total Population	Sample population	Sample size	No of responses received	Response rate	Sampling technique
District Councilors from sampled sub counties/Divisions	33	16	15	11	73 %	Purposive
Members of the Parish Development Committees	268	159	113	103	91 %	Random
LC 111 Chairpersons from the sampled Sub Counties/Divisions	17	8	8	8	100 %	Purposive
Sub County Chiefs/Assistant Town Clerks.	17	8	8	8	100 %	Purposive
Sub County Planning Focal Point Officers	17	8	8	8	100 %	Purposive
Members of DTPC	12	12	12	7	58 %	Purposive
Representatives of Non State Actors	300	169	118	88	74 %	Purposive
Total	664	380	282	233	83 %	

Source: Table of simplified sample size decision model by Krejcie & Morgan.

A sampling frame of 282 respondents was constructed from an up to date list of groups that constituted the stratum. This selection was done based on a standard sampling procedure by Krejcie and Morgan (1970) which provides that generalized scientific guidelines for sample decisions. This technique was preferred to others because it of its simplicity in use as the only information required when using the table is the size of the population (Sarantakos, 1998). The respondents were selected using purposive, stratified and random sampling

techniques. This enabled the researcher to reach the sampled respondents who are key informants and considered to be holders of objective information on the topic of study from different parts of the district as indicated in the table above.

3.6 Methods of Data collection:

The data collection methods used included: Documentary reviews guided by the documentary review guide, as this helped to develop other instruments as pointed out by Mugenda and Mugenda (1999), and Denscombe (1998), because secondary data assisted to interpret and establish the link between ideas, identified the gaps between theory and practice and thereby generated insights to a researchable study. Documentary review provided analyzed data from which research variables were identified. A number of documents were reviewed ranging from minutes of the council, the executive, the sectoral committees, the District Disaster Management Committee and Technical Planning Committee meetings; development plans, budgets and field monitoring reports at the district, division and sub county levels. This provided additional information that supported the already generated ones through questionnaires and interviews.

Self administered questionnaires were used as the main instrument for collecting primary data from different respondents who were literate and able to understand the questions. This was because they were easy to administer, detailed in content and convenient for collecting data from a large sample within a limited period of time as pointed out by Mugenda & Mugenda (1999), Denscombe (1998) and Kakooza (2000). Questionnaires provided respondents with the high level of confidence and as such they were able to provide frank, honest and genuine responses at their convenience; Sekaran (1999), Structured and

unstructured questions were asked in the questionnaires. The intention of the former was to promote a great depth of investigation by stimulating respondents to think, while the latter were intended to confine the respondents to the availed alternative in order to eliminate irrelevant responses and promote accuracy of results.

In order to enrich data collected using questionnaires face to face interviews were used. An interview guide was constructed to enhance the interviews with key informants. Open ended questions were preferred and this accorded the interviewer the opportunity to get in- depth information by probing further into complex issues and get evidences or reasons for certain practices; Mugenda and Mugenda (1999), Sekaran (1999), Denscombe (1998). The interview method generated useful and relevant information as the respondents had vital information on the study objectives by virtue of the strategic positions that they occupied in Soroti District Local Government considering the levels of apprehension of some members of the PDCs, interviews were appropriate where respondents constantly explained until conceptualization was attained and relevant responses elicited.

Focus Group Discussions were held with representatives of non state actors and lasted about 45 minutes to one hour. Quality data was obtained. Sekaran (2003) observes that Focus group discussions provide fairly dependable data in the shortest time. This method was ideal for this category of respondents because they have other commitments to attend to.

3.7 Data Collection Instruments:

For purposes of this study, the data collection techniques used included self administered questionnaires, interview guides/schedules, and Focus Group Discussions guide to elicit responses from respondents including documentary review guide. The above techniques

were used because they fitted best in the Cross-Sectional Case study designed in this study to collect both quantitative and qualitative data.

a) The Questionnaires

Quantitative data was collected using structured four likert scale, open and closed ended questionnaires. This is preferred because as Mugenda-Mugenda (1999); Punch, (2003) and Sarantakos (1998), contend, structured questionnaires provide fixed choice, uniform, economical and easy to analyze data.

b) The Interview guide/schedule

A structured interview guide was used to interview respondents deemed to be key informants with critical information necessary for the study. The interview schedule used in this study was constructed along the same structure as the questionnaires and comprised of 15 questions.

c) The Focus Group Discussion Guide

The Focus Group Discussion Guide was used because they are fairly less costly, can be administered rapidly, and tend to produce rich information due they have synergistic effect, where one person builds on what another has said (Denscombe, 2000). They are equally flexible, allowing in-depth exploration of different points related to aspect under study. Open ended questions were formulated for the Focus Group discussion and a tape recorder used as a data collection tool during the meeting with the representatives of NSAs.

d) Documentary Review Check list.

The documents reviewed included the following; minutes of council, executive, sectoral committees, Development Plans, field monitoring reports both at District and Sub County levels as well as periodic performance progress reports provided by the NSAs. This constituted a secondary source of data for the study.

3.8: Pre-testing the Instruments:

In order to ensure relevancy and consistency of the instruments, Mugenda and Mugenda (1999), and Sekaran (1999), this was assessed according to the research objectives. Before the study was conducted the instruments were pre-tested on a population outside the study area in order to establish content validity. Consistency check (relevancy and dependability) of the instruments was done through cross validating data collected using different methods. A pilot study was done on the research instruments by distributing 20 copies of the Questionnaires and interviewing 15 respondents. From 20 copies distributed 11 were administered to respondents that in the view of the researcher are knowledgeable, while 9 were randomly distributed to appointed officials, councilors and representatives of NASs.

Validity

The validity of the research instruments was checked using content and face validity approaches so as to ensure that the instruments include adequate and representative items that tackle the key concepts of the study. This was done by discussing the instruments with the work based and UMI based supervisors and heeding to their advice and technical expertise in drafting the instruments.

Reliability

This refers to checking on the consistency of the instrument used. An instrument is reliable if it produces the same results whenever it repeatedly used to measure trial or concept from the same respondents even by other researchers (Punch, 2005). The instruments were tested on 35 individuals who were deemed to have full knowledge about decentralized planning and budgeting and had either participated or not these processes. The pre-test was not included in the sample of the study.

Reliability was determined using Cronbach's coefficient Alpha, which was computed using the Computer Programme SPSS 10 for windows. Inter variable reliability was computed and the following results obtained as in the table below:

Table 2 Inter variable reliability.

Variable	Cronbach's Alpha	No. of Items
Attendance of meetings by NSAs in decentralized planning and budgeting	.711	11
Contribution of resources by NSAs and the decentralized planning budgeting process	.691	28
Roles played by NSAs in implementation, monitoring and evaluation	.753	05

From the reliability results in the table 2 above, it is clear that implantation was at 75.3 %, attendance of meetings at 71.1% and contribution of resources was at 69.1. General reliability for the research instruments was also computed and found to be 7.5. Cronbach's coefficient alpha is a reliability coefficient that indicates how well the items in a set are positively correlated and is measured in terms of the average inter-correlations among the items measuring the concept.

According to Sekaran, (2003), the internal coefficient consistency reliability lower than 0.6 are generally considered poor. Accordingly, the reliability for the instruments being 7.5 as alpha test meant that the instruments were reliable enough for the study.

3.9 Procedure for Data collection:

The researcher obtained an introductory letter from Uganda Management Institute to the district, after the proposal had been approved, explaining the purpose of the study. The

Research Assistants who are holders of a minimum of A' level education were recruited and trained for two days before being issued with introductory letters to equip them with knowledge and skills in data collection and processing techniques. Pre-testing in order to review the questionnaires, interview guide, Focus group discussion guide was done for two weeks before the commencement of data collection on a representative sample of 12 respondents drawn from various categories and were able to give in their input a number of things as indicated in the pre-test, a few comments were made necessitating modification of some questions. This was in conformity with Kaberuka (1999) observation that in any survey a pre-test is a must for instruments to be tested for validity and reliability. This was done in the sub counties and one Division outside the research area. The Research Assistants were assigned the duty of delivering and collecting the questionnaires while the researcher concentrated on interviews and Focus group discussions with one Research Assistant.

3.10 Data management and analysis

Piles of raw data cannot provide useful information unless they are processed and analysed. Kakooza (1999) concurs with this assertion, in that raw data must first be analyzed to get information about the research. In this study, raw qualitative and quantitative data collected through interviews, questionnaires, Focus Group Discussions and documentary reviews were organized into meaningful information. This entailed editing, coding, processing and analyzing the generated data to consistently help draw conclusions.

3.10.1 Quantitative data analysis

The raw data was carefully coded and categorized according to the themes and patterns consistent with the objectives of the study to facilitate entry into the computer. Quantitative data was analyzed using a computer package (Statistical Package for Social Sciences SPSS 10) for windows to conduct comprehensive descriptive statistical analysis to determine the percentages and frequencies based on the trends and themes emerging from the questionnaire.

Data was then presented statistically in form of graphs, frequency tables, and pie charts to enhance data analysis. Frequency distribution tables were used to describe the demographic composition of the respondents who participated in the study amongst others. This enabled the researcher to summarize information concerning the age groups, gender, educational background, period that the respondents had worked in or with Soroti District. Correlation and relation analysis were then carried out to establish the magnitude and direction of the relationship between participation by NSAs and Decentralized Planning and Budgeting in Soroti District. Correlation is derived from assessing the variations on one variable as related to the variations in another (Muegenda-Mugenda, 1999).

Correlation is measured in terms of the correlation coefficient (r) which ranges from -1 and +1 signifying negative or positive correlations respectively. The significance of the correlation is that it gives an indication of the magnitude of the relationship between two variables and shows the direction of the relationships between two variables (ibid).

Editing of data was done using a pencil for purposes of ensuring neatness and allowing room for further editing. A number of errors, mistakes, blank responses were encountered

and follow ups made for corrective action. Through editing, it was observed that research questions were appropriately answered and the irrelevant responses were automatically discarded. The edited data was summarized and coded according to the similarity of responses given and a code book, containing details of responses and assigned numbers was established and safely kept for reference purposes. Data was then entered into the SPSS programme, which summarized data into frequencies, percentages before interpretation. This information was then presented on tables, charts using excel for easy interpretation.

3.10.2 Qualitative data analysis

Qualitative data analysis involved discarding, refining, formulating data. Content analysis was used to analyze data. This involved reducing data by recording the responses from the respondents into relevant categories in line with the study questions. This was analyzed inferentially based on the in-depth interview data from key informants and literature on decentralized planning and budgeting in Uganda; the case of Soroti District. Respondent's opinions, ideas, statements and attitudes were carefully summarized and used in the presentation of the findings, conclusions and recommendations.

3.11 Measuring the variables.

Both nominal and ordinal scales of measurement were used in the questionnaire. The nominal scale was used on the demographic items comprised of a common set of characteristics such as age, gender or sex, educational background as well as period of service.

The rest of items in the questionnaires were measured using the ordinal scale where in some instances three to four likert scales of strongly agree, agree, disagree, strongly disagree. The analysis of the nominal and ordinal scales were simplified by weighting and averaging the

response categories for all the items (Amin E, 2005). Analysis of the Quantitative data was done using the computer soft ware SPSS 10 for windows while qualitative data was descriptively analysed.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION.

4.0 Introduction

This chapter presents the findings of the study, their analysis and interpretation. The findings are based on primary quantitative and qualitative data collected through questionnaires and interviews from a cross section of respondents sampled to represent the opinions of the population generally about the participation of NSA's in Decentralized Planning and Budgeting in Local Governments a case study of Soroti District. The primary data that was collected was supplemented by some secondary data that were collected from documentary reviews that obtained in Soroti District, as it was used as a case study. Other documentary review was done on text books, publications, and e-journals.

The findings from the various survey instruments were analyzed, interpreted and presented according to the research questions.

4:1 Response Rate

A total of 233 altogether out of the sample of 282 respondents returned in the filled in questionnaires and participated in the interviews and Focus Group Discussions making a response rate of 83 %. This is considered as adequate response rate as observed by Mugenda-Mugenda (1999), who argues that a response rate of 50 % is adequate.

The researcher sought to find out the socio-economic, background of the respondents in terms of age, gender, marital status, education level, period of service with Soroti District Local Government and response category.

Table 3: Demographic characteristics of the respondents (233)

Factor	Category	Frequency	Percentage
Age	20-29	26	11.2
	30-39	93	39.9
	40-49	88	37.8
	50-59	20	8.6
	60-69	6	2.6
Sub total		233	100
Sex	Male	198	85
	Female	35	15
Sub total		233	100
Marital status	Married	185	79.4
	Single	33	14.2
	Divorced	14	6.0
	Widowed	1	.4
Sub total		233	100
Educational level	O'level	76	32.6
	A' level	30	12.9
	Certificate	16	6.9
	Diploma	57	24.5
	Degree	32	13.7
	M.Degree	22	9.4
Sub total		233	100
Time of working with/in the local government	0-5 years	140	60.1
	6-10 years	51	21.9
	11-15 years	16	6.9
	16-20 years	7	3.0
	21-25 years	15	6.4
	26-30 years	4	1.7
Sub total		233	100
Response category	HLG	18	7.7
	LLG	127	55.5
	NSA	88	37.7
Sub total		233	100

Source: Primary data.

4.1.2 Age of the respondents

The age of the respondents is one of the determinants of individuality. It may demonstrate the way a person perceives and interprets situations and therefore expresses self and the surrounding world from the point of view of how long he/she has experienced the situation. For this study, age was categorized 20-29, 30-39, 40-49, 50-59, 60-69; as presented in the table 3 above.

The findings above correctly imply that many respondents were still under years of active service, the highest number being within the age bracket of 30-39 and closely followed a relatively older group of 40-49 and the younger section 20-29 respectively. The presence of a majority of respondents being within the age group of 30-39 is attributed to the restructuring exercise of 2005 and the elections of 2006 where a majority of older staff and councilors were retrenched and voted out respectively.

The interpretation here is that since the majority of the respondents were within the age bracket of 30-39 years, is an indication that all most all of them had limited understanding of the dynamics of decentralization in Uganda given the fact that they witnessed the pre and post decentralization era and are currently witnessing the participation of NSAs in decentralized planning and budgeting. It's the considered view of the researcher that the respondents were able to provide informed opinions about the relationship between participation of NSAs and decentralized planning and budgeting in Soroti District.

4.1.3 Gender of the respondents

The gender of the respondents was categorized as male and female. Given the fact like age, gender is another biographical concept; it helps to know the different perceptions of males against females about the situation. Accordingly, gender of the respondents came out as indicated in the table 111 above. The analysis here is such that more males (85%) than

females (15%) respondents actively participated in the study. The distribution in the table 11 above reflects that local governance is still dominated more by males compared to females.

4.1.4 Level of Education of Respondents

The education levels of the respondents were categorized as O'level, A'level, certificate, Diploma, Degree and Masters. Through questionnaires, respondents gave individual academic background and findings are indicated in table 3 above. The level of education as reflected in the analysis reveal that 33% of the respondents were O'level leavers, followed by Diploma holders at 24%. Respondents at O'level were the majority at 33%, and this arose from the fact that political leaders at both the district and sub county level do not need any educational requisite to hold those positions of PDCs, councilors. Nevertheless most them understood the dynamics of decentralization.

4.1.5 Response category

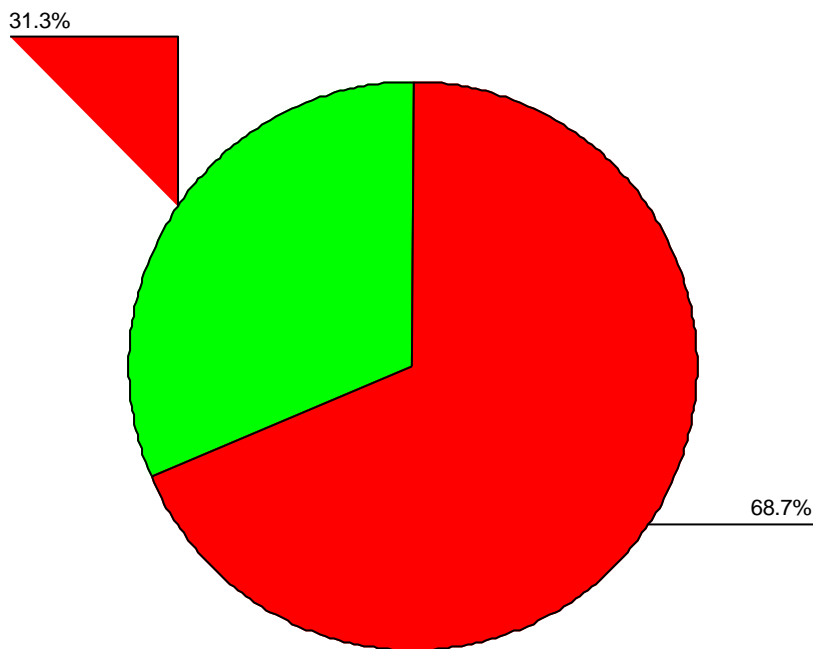
A comparison of the above responses revealed that there was a good at the LLG of 55%, followed by NSAs at 37% and 8 % at the HLG respectively. The analysis here is that at the LLGs response was high because this is the point of service delivery than at the HLGs who tend to deal more with supervision and offering policy formulation and guidance.

In addition to the above categories Focus Group Discussions was conducted amongst the leadership of non state actors especially the NGO forum and SODANN. Key informants from the Lower Local Governments and District and Non state actors were also interviewed. The background information clearly shows that the research data was obtained from mature and literate respondents who are capable of appreciating the participation of non state actors in decentralized planning and budgeting and are knowledgeable about the subject matter.

4.2. The attendance of meetings of the decentralized planning and budgeting meetings by the respondents in Soroti District

The researcher sought the views of the respondents as to whether they had attended any of the decentralized planning and budgeting meetings in the last one year. From the pie chart below the findings revealed that a majority of respondents had attended these meetings represented by 69 % had, while 31. % stated that they had not

Figure 2: Attendance of local government meetings by respondents in the last one year.



Source: Primary data.

The interpretation here is that whereas 69 % of the respondents stated they had attended these planning and budgeting meetings they should have had the knowledge of their composition. It should however be noted that the planning and budgeting meetings in the

local governments are many; ranging from the budget conference, sectoral committees; the Technical Planning Committee, Executive committee, DDMC and Council meetings and as such they tend to attract different categories of participants. As whether non state actors attend these meetings, the study findings reveal that 73 % attend while 24 % had never attended any of these local government meetings; and 2.5 % reported none response as indicated in the table below.

Table 4: Attendance of planning and budgeting meetings by non state actors in the last one year 2007/2008

Response		Planning and Budgeting		Total
		Yes	No	
Yes	Frequency	117	11	128
	Percentage	73.1%	15.1%	54.9%
No	Frequency	39	52	91
	Percentage	24.4%	71.2%	39.1%
None response	Frequency	4	10	14
	Percentage	2.5%	13.7%	6.0%
	Total	160	73	233
	Total	100.0%	100.0%	100.0%

Source: Primary data.

Through Focus Group Discussions the study reveals that while it's mandatory for the non state actors to participate in the meetings indicated above 68 % said they are only invited to attend council meetings when they are beginning to set in their operations in the district after which this ceases to be the case as council meetings are only attended by the local government officials and the elected leaders who tend to dominate the proceedings of these meetings and consequently the non state actors would not see the need to attend the subsequent meetings even when they are invited. The study revealed while 73 % of the NSAs attend these meetings, only 1.9 % had participated during these planning and

budgeting meetings as indicated in table IV above. The implication here is that whereas the NSAs attend these meetings they not participate in the deliberations.

As to whether the respondents were conversant with the planning and budgetary process 53 % reveal that they had either worked in or with the local governments for less than 5 years while only 31 % had worked in or with the local governments for period not exceeding 6-10 years as indicated in the table V below. The analysis here is that a majority of the respondents were not knowledgeable about the requirement for non state actors to participate in the whole planning and budgetary cycle. Probes conducted during the Focus Group Discussions and interviews reveal that the non state actors are only invited to attend district disaster management committee meetings in case of an emergency. It should be noted that decentralization took full effect in 1997 with coming into force of the Local Governments Act, 1997 following the enactment of 1995 constitution.

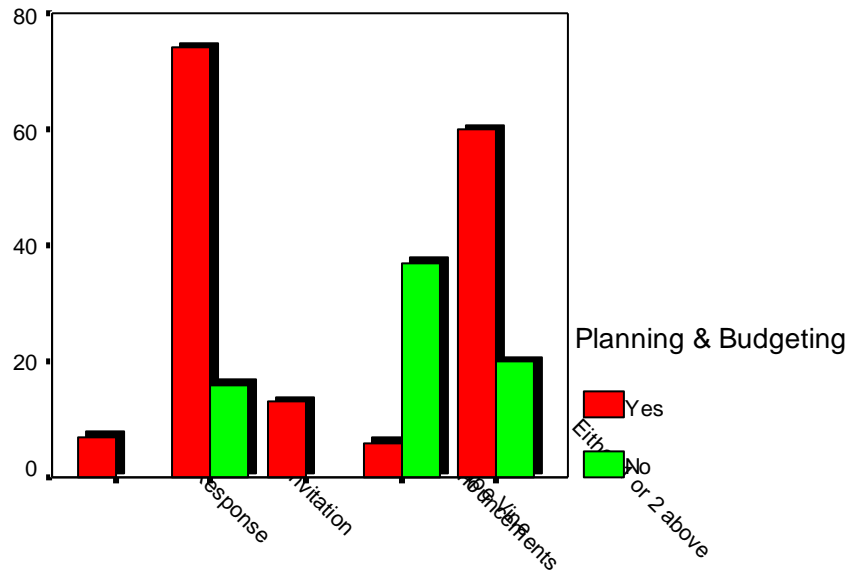
Table 5: The period the respondents have either worked in or with the local governments (time of service).

No of years	Yes	Percentage	No	Percentage	Total	Percentage
0-5	85	53.1	55	75.3	140	60.1
6-10	50	31.1	1	1.4	51	21.9
11-15	12	7.5	4	5.5	16	6.9
16-20	7	4.4	0	0	7	3.0
21-25	2	1.3	13	17.8	15	6.4
26-30	4	2.5	0	0	4	1.7
Total	160	100	73	100	233	100

Source: Primary data

As to how the non state actors get information about these planning and budgeting meetings, the findings reveal that 4.4% were non response, 46.6 % received letters of invitation, 8.1% through radio announcements, 3. 8 % through grapevine and 37.5 % through both radio and letters of invitation as illustrated in the graph below:

Figure 3: Mode of invitation of non state actors to attend the planning and budgeting meetings



Invitation Sources of Non State Actors

Source: *Primary data*

The analysis here is that there is no streamlined mode of invitation of non state actors to attend the planning and budgeting meetings hence having an effect on their participation.

The study revealed that 29 % of the respondents were not aware that the non state actors are required to attend and facilitate the planning and budgeting process in the local governments and as such could not be invited.

On reasons for not being invited to attend the planning and budgeting meetings in the local governments by non state actors; the study revealed that some of the reasons range from meetings not being organized. The other reason from the local government officials' perspective is that the non state actors lack interest as they not transparent because they do not declare their financial resources to the local government officials because of the

perception that they may want to deep in their hands into their coffers. Coupled with this is the fact there is coincidence of meetings with other programmes; requiring the attendance of same officials and as has been the practice most non state actor organizations are thinly staffed due lack of funds to employ more personnel and as such they cannot delegate and where this done officials who attend these meetings do not have the authority to commit their organizations, lack of funds to facilitate these meetings and at times the non state actors being asked to facilitate these meetings yet this is the mandate of local governments.

This is quite true because currently, AMREF is supporting the capacity building of the Village Health Teams and members of Parish Development Committees. Review of the training reports attest to this. Interviews with the non state actors also points to the fact that part of the reason why they do not attend the planning and budgeting meetings arises from the fact that the local government officials feel jittery about their presence during this meetings a case in point is Teso Anti-corruption Coalition a local civil society organization which has been advocating for transparency on the part of government officials and have conducted public dialogues to find out from the general public their perception about service delivery being provided by the local governments especially utilization of supplies in the health centres and UPE in the government schools where they caused audit of some schools. In effect the local government officials do not see the need to invite them to the planning and budgeting meetings because they are not seen as partners but rather to be witch hunters.

This is further compounded by the fact that invitations to these planning and budgeting meetings are abrupt and at times letters of invitation are received long after the meetings have taken place. The study further confirmed the allegations that at times the participation

of non state actors in the planning and budgeting meetings is dictated by their donors let alone variance in the planning and budgeting cycles. As such the local governments cannot have their activities integrated into the plans and budgets.

Analysis of the development plans and budgets, council minutes and non state actor performance reports reveal that there are at times reports that they attend emergency (disaster) meetings; and those for organizing observance of national and international celebrations such as Independence day celebrations, World AIDS day, Day of the African Child, and Women's Day but they do not fully participate in the decentralized planning and budgeting meetings of the Local Governments.

The Local Governments Act, 1997 CAP 243 requires local governments to begin their planning and budgeting process from LC I through the parish up to the LC III level and those priorities that cannot be financed at those levels submitted to the district for consideration with the participation of peoples representatives, technical officers and the non state actors. It also requires the District Planning Unit to be staffed with an Economist, Planner, Population Officer, Statistician and a Statistical Assistant. This study found out that in Soroti district the DPU is thinly staffed; currently with only the Planner who is about one year old and a Statistical Assistant who had just been re-designated and deployed to the unit following the restructuring of the local governments in 2005 and as such the technical capacity of this officers is still low and they are overstretched. Though the unit is fully equipped with adequate facilities like computers, adequate office accommodation, however it lacks means of transport to move out to provide back up support to the lower local governments in the area of developing comprehensive and integrated plans.

Because of the thin staffing levels, no means of transport and being entirely dependent on the central government PAF transfers; reviews of the lower local government's plans and budgets remains wanting. The same officer is the NUREP District Focal Point Officer let alone handling G.O.U –UNICEF funded activities like Birth and Death registration, in effect the officer is overloaded and not quite effective let alone being new in place. The fact that the unit is ill staffed shows deficiency in data collection, analysis and interpretation. This constitutes a missing link in the planning and budgetary process, thereby affecting their efficiency and effectiveness and therefore rendering other actors in the decentralized planning and budgetary process unable to fully integrate their plans and budgets.

At the Divisions and Sub County levels; the planning unit is constituted by the Assistant Town Clerks/Sub County Chiefs, the Sub Accountants and extension workers. Most of the consultations and discussions with the non state are adhoc and uncoordinated. From the available work plans, budgets and performance reports for the period under review, it indicates that there is inadequate, up to date and inaccurate data on key planning issues to enable efficient allocation of resources and monitoring of the implementation of plans. Most Sub Counties and all the Divisions in Soroti district and Municipality respectively heavily rely on the Planning Unit and Budget Desk for the development of their plans and budgets, yet this are equally ill facilitated. The budget desk which is chaired by the CFO had one vehicle which got grounded about five years ago and has never been replaced.

Lack of plan formulation skills at the sub county level makes integration of the non state actor's plans and budgets more difficult. During the November 2008 National Assessment exercise debriefing meeting it was glaring indicated that non state actors didn't fully

participate in the decentralized planning and budgeting process as their activities are only mentioned in passing without any budgetary figures indicated. These are serious problems that render comprehensive and integrated planning and budgeting a nightmare. Rondinelli (1989) and Manor (1999) argue that planning and budgeting at the sub county level requires strong administrative and technical capacity to explain and analyze the role of each stakeholder and facilitate their full participation in decision making. The study also reveals that invitation of non state actors is limited as seen in the reviewed minutes of council both at the district and lower local government levels.

The Focus Group Discussions with the non state actors' officials who attend the planning and budgeting meetings at both district and sub county level reveals that their input is not taken with concern and there is no direct link with the Local Lower government planning unit and that the local government officials feel that all decisions taken are the prerogative of the elected leaders leading to uncoordinated local government plans. (Kiberu:2001) attributes the lack of integration of the local government plans from the villages to the district level to weak linkages between the non state actors and the mainstream local government.

(Mughuma J.M.:2007) in his study of KCDP participation in the planning and budgeting process reveal that each actor tends to understand involvement differently.

4.3 Contribution of non state actors in the process of decentralized planning and budgeting in Soroti District?

Though the study findings reveal that the non state actors attend the budget conference and council their participation is quite passive as most them contribute only ideas as indicated in the table below.

Table 6: Perception of the respondents on the contribution of non state actors in the process of decentralized planning and budgeting.

Type of contribution by non state actors	Frequency	Percent
Ideas	139	59.7
Expertise	13	5.6
Non of the above	20	8.6
1 & 2 above	61	26.2
Total	233	100.0

Source: Primary data

The study reveals that 60 % of the respondents said that the non state actors contribute ideas during the planning and budgetary process; while 8.6 % were not in the know as to whether non state actors are supposed to make any contributions towards the planning and budgetary process. 26 % respondents said that they contribute both ideas and technical expertise because they are more skilled and trained in participatory rural appraisal and as such their interventions are always relevant to the needs of the community. The analysis here is that if non state actors were to attend the planning and meetings this would greatly improve on the quality of the district and sub county development plans.

Table 7: Other contributions by non state actors other than those indicated in table VI above.

Other contributions	Response	Frequency	Percent
None response		1	.4
Don't know	0	143	61.1
Funds	1	45	19.2
Facilitators	2	33	14.1
1 & 2 above	3	11	5.1
	Total	233	100.0

Source: Primary data

The findings further reveal that other than expertise and ideas that the non state actors are supposed to contribute during the planning and budgetary process; 61 % were not in the know, while 19.2 % and 14.1 % respectively indicated that they provided funds to facilitate and are times involved as resource persons to facilitate the planning and budgetary process;

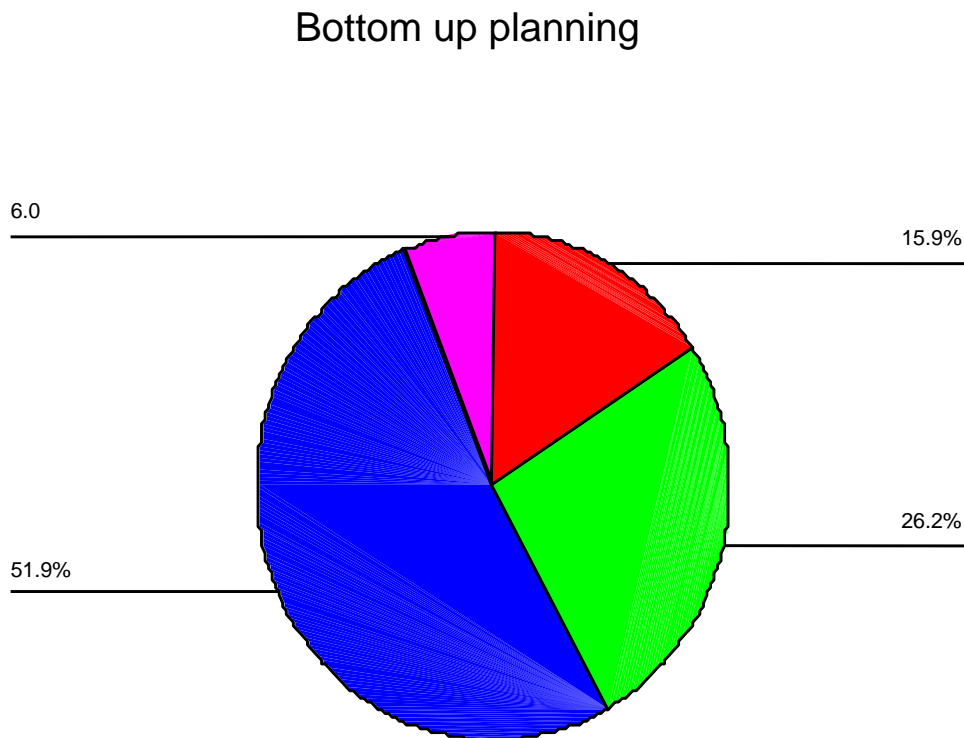
while 5.1 % revealed that the NSA provided both financial and human resources. The interpretation here is that the NSAs do not contribute financial and human resources as indicated by 5 % in the table VII above.

Documentary reviews conducted during the study together with information collected during the Focus Group Discussions and interviews reveal that in the sub counties where non state actors such as World Vision Area Development Programmes; AMREF and CCF have been active there has been a lot of efforts and funds injected into the process of planning and budgeting let alone being resource persons. However it should be noted that because of the thin staffing levels that is common with non state actors most times they tend to use the district resource pool which is quite a commendable practice.

At the district level NUREP, facilitated the capacity building of the relevant stakeholders in the planning and budgetary process to the tune of UGX: 30 million this was used to facilitate skills development in the four sub counties of Tubur, Arapai, Gweri and Katine that had been affected during the 2003 LRA invasion in to Teso; part of this funds were utilized in supporting the Planning Unit to repair its vehicle to bridge the gap of lack of transport earlier on alluded to; and procurement of legislative materials for councilors to enhance their skills to make rational decisions that are expected to lead to improvement in service delivery. It should however be noted that while UGX: 71 million had been earmarked for Soroti district only UGX: 30 million has been utilized partly due to delays in disbursements and submission of accountability by the local government hence failure to conform to the European Union accountability requirements.

The study further reveals that the council performance while conducting the bottom up planning process as follows: 16% were satisfied that its adequately done; 26 % state that it is inadequately done; 52 % say that this could be improved while 6 % reveal that it leaves a lot to be desired as indicated in the figure here below.

Figure 4: Council performance in bottom up Planning



Source: Primary data

From the figure IV above, the interpretation is that since only 16 % of the respondents stated that the council’s performance in bottom up planning is adequately done, this implies that the NSAs have very minimal contribution to make since the process is not being adhered to as provided in the Harmonized Participatory Planning Guide.

As far as resource allocation is concerned 2/5 of the respondents' state that resources are adequately allocated to priority programme areas as indicated here below:

Table 8: Council performance in terms of resource allocation to priority programme areas for the period 2007/08.

Rating	Frequency	Percent
Very Satisfactory	4	1.7
Satisfactory	126	54.1
Not Satisfactory	103	44.2
Total	233	100.0

Source: Primary data

As far as inclusion of priorities into the district/sub county/division development plans are concerned, the study findings revealed that 60.5% of the respondents who participate in the planning and budgetary process were satisfied to the contrast to actual resource allocation which stood at 54 %.

Table 9: Council performance in inclusion of priorities into the district development plan in the last one year.

Rating	Frequency	Percent
Very Satisfactory	74	32.5
Satisfactory	139	60.5
Not Satisfactory	16	7
Total	233	100.0

Source: Primary data

As to whether non state actors have work plans and budgets, 99 % of the respondents reveal that their organizations do have work plans and budgets they conform to the national policy frame work.

Table 10: Respondents whose organizations have work plans and budgets

Response	Frequency	percentage
Yes	231	99.1
No	2	0.9
Total	233	100

The interpretation here is that virtually all organizations do have work plans and budgets as they cannot transact business without them, this would certainly call for their work plans to be incorporated into of the local governments. As to whether this work plans and budgets are integrated into the Sub County and District Development plans; 39 % of the respondents state that they are; while 61 % state they are not as indicated in the table here below:

Table 11: The extent of integration of non state actor’s plans and budgets into the Sub County and District Development Plans (233).

Response	Frequency	Percent
Yes	90	38.6
No	143	61.4
Total	233	100.0

Source: Primary data

The interpretation of table IX above is that because of non or low level of participation of NSAs in the planning and budgetary process their plans and budgets are not integrated into those of the local governments as evidenced by 61% of the respondents.

Interviews further reveal that the inability of the sub counties, divisions and the district to integrate the plans of the non state actors stem from the latter’s non participation in the initial process of planning and budgeting; lack of coordination, inadequate cooperation, varied planning and budgeting periods, inadequate knowledge and inadequate capacity just to mention but a few.

The study findings reveals that the planning and budgetary process in Soroti District is seemingly guided by the existing data and information on service delivery as 45 % of the respondents agree, while 53 % do not as illustrated in the table here below:

Table 12 Data and Information on service delivery in the district.

Response category	Frequency	Percentage
Non response	4	1.7
Yes	105	45.1
No	124	53.2
Total	233	100

Source: Primary data

The findings here is that while data and information is a requirement for effective allocation of resources in order to improve on service delivery and avoid duplication of scare resources, this seems not to be the case as 53 % of the respondents reveal that their planning and budgeting is not guided by data and information. The end result could be uncoordinated interventions because of no or limited contribution of NSAs to the planning and budgeting process.

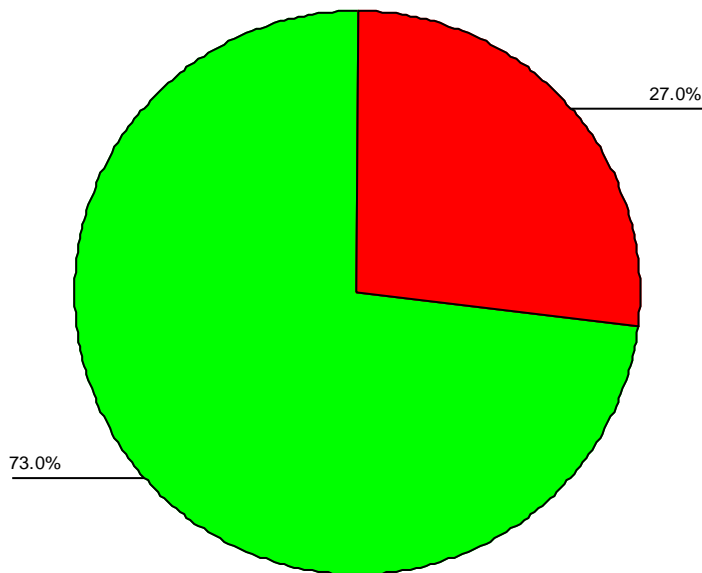
The possible sources of data include the three year rolled out development plans; the indicative planning figures and remittances from the central government which tends to guide the subsequent years planning and budgetary process. However the non state actors' observation is that data collection is inadequate to harmonize their efforts and that of the local governments.

The findings reveal that while the processes or procedures are in place, 80 % of the respondents indicate that there are gaps. The results from Focus Group Discussions attribute this to the following: the congested time frame for planning and budgeting hence cannot be adequately followed; attrition of technical staff to guide the process and delayed

disbursement of funds to facilitate the process. Because of this councils are forced to approve plans and budgets without proper scrutiny.

As to whether the non state actors finance these gaps, 73 % of the respondents indicate the non state actors do not finance these gaps because this is not their mandate, they see it as top down process rather than bottom up as indicated in the figure VI below. Interviews with the key informants reveal that there is a mismatch between the planning and budgeting cycles of the local governments and that of the non state actors.

Figure 5: Perception of respondents on funding of gaps by Non State Actors



Source: Primary data

The interpretation derived from VII above is that, the fact that NSAs do not finance the gaps results in failure to have a comprehensive planning and budgeting process since the local governments does not have adequate funds to facilitate this very crucial activity.

4.4 Role played by non state actors in the implementation, monitoring and evaluation of activities and their effect on decentralized planning and budgeting

As indicated earlier that non state actors have increased in number over the years and attracting substantial amount of funding for implementation of programme activities a move away from providing soft ware activities to hard ware components The study findings confirmed this as 33 % of the respondents agreed that they were actively involved in the implementation of programme activities at community level, 57 % at the LLG level while only 9.5 % at the district level where if they participate the difference is not significant with the P value at 0.163 as indicated in the table below:

Table 13: Participation of non state actors in the implementation of programmed activities by different category of respondents.

Response Category		Yes	Percentage	No	Percentage	Total	Percentage
HLG	Frequency	18	9.5%	1	2.3%	19	8.2%
LLG	Frequency	109	57.4%	24	55.8%	133	57.1%
NSA	Frequency	63	33.1%	18	41.9%	81	34.8%
Total		190	100.0%	43	100.0%	233	100.0%

Source: Primary data

The interpretation of table XII reveal that NSA’s participation in implementation of programme activities by different categories of respondents is that participation is greater at the LLG followed by the NSAs who are always at the community which are centres of service delivery.

Review of development plans at both district and sub county levels revealed that non state actors such as SOCADIDO, World Vision, C.O. U.-TEDDO, PAG, CCF and AMREF have greatly been involved in augmenting the efforts of local governments in Teso especially

restocking the area after the turbulent effects of cattle rustling and insurgency in the region. In an attempt to win community support towards project implementation, the study reveals that non state actors have at times contracted out services to the locals hence not only creating employment opportunities but also empowering financially. Documentary review reveals over UGX: 20 billion have been injected into the communities with support from non state actors.

Since 1994 DFID has established direct contracting of aid programmes to NGOs to enhance its focus on poverty alleviation. The study however found out that at times joint implementation of projects is hampered by lack of information, knowledge on the part of the non state actors that they are supposed to work with local governments as this was pronounced by 48% of the non state actor respondents. The NSAs further complained that due lack of involvement and information sharing right from the time of preparation of plans and budgets; it was quite difficult for the NSAs to participate in joint implementation of activities.

Discussions during the Focus Group Discussion revealed that the NSAs did not share their plans and budgets with the local governments because the latter only insist that the former are the ones to provide theirs to the local governments; hence they not see the reason to do so. Coupled with this is the fact there is no memorandum of understanding signed between the NSAs and the local governments to compel them to jointly implement programme activities.

The failure to jointly implement activities is compounded further by budgetary constraints and work schedules that do not allow involvement of local officials in implementation of

activities. The non state actors are also constrained by the fact that they cannot modify or change the projects, as the requirements in the contracts entered into with their donors tend to have rigid targets, tight time tasks and focus on outputs. These considerations raise the question of whether the contracts do not compromise non state actor's flexibility and ability to modify projects in case of changing community needs.

Focus group discussions with the key informants also reveal that the procedures in most contracts do not put into consideration the local government policy on project accountability and fundraising. This is an indication that NSA's procedures and approaches do not rhyme with the local government plans.

The study also provides evidence that less than 10 % of the non state actors have been involved in heavy infrastructure development such as road works. It's only AFRICARE which intends to do some road works of about 15 Km of the road stretch in Gweri Sub County. This has been attributed to lack of technical expertise and high costs involved of procuring/hiring of plants and equipments in that those in operation in Soroti district can't afford. Review of the work plans and budgets over the period under study reveals that even within the local governments much of this is financed through PAF and LGDP programmes, no wonder most the roads in the district are in state of disrepair. During the FY 2008/09 government's priority intervention has targeted the roads sector and the district received an indicative planning figure of UGX: 1.6 billion.

The study findings further reveal that 72 % of the respondents state the NSAs participate in monitoring and evaluation of development projects in the local governments. Participation

is however aggregated further as follows according to the LLGs officials 61 % agree that they implement activities, while 10 % of HLG respondents agree that the non state actors participate in implementation of programmed activities yet the non state actors stand at 29 % as indicated in the table here below:

Table 14 Showing the participation of NSAs in monitoring and evaluation of development projects in the local governments.

	Yes		No		Total	
Level	Frequency	Percentage	Frequency	Percentage	Frequency	Total
HLG	17	10.1	2	3.2	19	8.2
LLG	103	61.3	30	46.2	133	57.1
NSA	48	28.6	33	50.8	81	34.8
Total	168	100	65	100	233	100

Source: Primary data

The study findings reveal that monitoring and evaluation of development projects is done separately except for those where they are jointly financed. Some of the reasons advanced for non participation range from they are not involved in the initial stages of project identification right through implementation; they are answerable to their donors and that there are no funds channeled through them from local governments.

As whether there are monitoring reports in place; the study findings indicate 85 % of these found at the HLG, 14 % at the LLG while only 1% of the NSAs state that the reports are in place.

Table 15: showing levels where Monitoring reports are.

	Yes		No		Total	
Level	Frequency	Percentage	Frequency	Percentage	Frequency	Total
HLG	143	85.1	28	43.1	171	73.4
LLG	23	13.7	36	55.4	59	25.3
NSA	2	1.2	1	1.5	3	1.3
Total	168	100	65	100	233	100

Source: Primary data

As to whether the reports are shared 99 % of the respondents' reveal that they are shared at the HLG while only 0.7 % at the LLG and virtually 0 % at the community level. This confirms the earlier finding in the table above.

4.5 How can the involvement of non state actors in decentralized planning and budgeting be strengthened in Soroti District

The study revealed that easy access to and exchange of information between local governments and non state actors was sighted as significant. In order to improve on the cohesion between local governments and non state actors the need to share information is critical in terms inviting them to attend the planning and budgeting meetings in time. This is because the only to have them participate the planning and budgetary processes is their involvement right from the time identification of priorities during the village meetings all through the parish, sub county to the district level. As revealed by the study over 75 % of the respondents from either side expressed that the non state actors tend to operate in an information vacuum. The non state actors have said to assume that the local government officials are aware of the activities and services they finance and delivery.

Participation in the planning and budgetary process through Focus Group Discussions was highlighted as being very important because it increases the sense of ownership hence sustainability of the projects. Its only when the non state actors are involved that the local governments will be able to have integrated and comprehensive plans and budgets this will equally address issues related to duplication of scare resources hence improved service delivery especially in underserved areas. It is also when they are involved that their sources of funding will be known to the local governments and erase the suspicion that has been in

built amongst each other. As provided for in the Harmonized Planning guide for both higher and Lower Local governments its only then that the non state actors will get to know the need to facilitate the planning and budgetary processes by way of expertise and also financial resources.

Interviews with key informants also reveal that there is need for the local governments to take the lead in enhancing the relations between them and the non state actors by ensuring that they avail funds for the whole process to be comprehensive rather than be adhoc as evidenced in the findings of the study since non state actors are not substitutes for the local governments but rather compliments. This requires more resources to be availed to the District Planning Unit both financial and human by outsourcing where need be and fill in all the vacant positions. Some of the non state actor respondents indicate that often times when they are invited to attend meetings the district and sub county officials do not provide them with meals let alone transport refund. This should be followed by building capacity of the respective officers both at the Higher and Lower Local Governments especially the Budget Desk and Planning Focal officers respectively.

Its only when they are involved right from the start that they can be able to do joint implementation, monitoring and evaluation of project has as been the case with AMREF in the six sub counties and one division; and World Vision in the four Area Development Programmes of Kamuda, Tubur, Arapai and Gweri Sub Counties.

The study also reveals that there is need for clear guidelines to define the operations of non state actors in order to reduce on the tension and conflict amongst various stakeholders. Interviews with the key non state informants indicate some them do not know that they are

obliged to jointly plan and budget with the local governments let alone finance some of the planning and budgetary process since there is no memorandum signed between either say for bigger organizations such as UNICEF, Sight Savers International who actually implement most their activities through the local governments' structure. The non state actors have raised their concern and displeasure with the provisions of new NGO Bill 2001, where the permits are only to be issued before they can commence operations. In addition their certificates are subject to renewal if in the view of government their activities are not subversive. They are critical of the role being played by the security agencies ie ESO and ISO in monitoring their activities, this to them is an infringement on their constitutional rights of freedom of association.

The NGO forum argue that the grant agencies, trustees and board members should be the ones to monitor their performance instead of restricting and controlling non state actors activities. According to the (New Vision April 20, 2004 page 50) the forum contends that while there is a coordinating body at the central government, monitoring of NGO activities should be done at the district level which should have their representatives on the board as this will be more helpful.

Documentary reviews also reveal that the response from the NGO coalition on the (NGO Registration (Amendment) Act, 2006) to the draft report of the committee of parliament on defence and Internal Affairs protested the provisions in the Act pointing out that it ignored the essential principles of non state actors partnership, mutual recognition and dialogue and undermined the existing partnerships between non state actors and government. The coalition has argued that the non state actors and local government relations should be developed on the basis of dialogue and partnership. "If NGOs feel that their interests are not

protected by the provisions of the Bill, how will local governments enact policies that enhance non state actor's participation in decentralized planning and budgeting”?

The existing policies and guidelines at the central government tend to undermine the trust and confidence non state actors have in LGs in supporting service delivery. The protest by NGOs in 2004 over the restrictions in the NGO registration Bill 2001; is testimony that the non state actors will continue to suspect the role of government in issuing guidelines related to their operations. Whereas Soroti district has tried to partner with the non state actors in service delivery, the challenge on information flow, coordination of their activities and the existing policy guidelines relating to non state actor operations lend weight to the conclusion that non state actors live uneasily with local governments.

Respondents raised the issue of the need for non state actors to be impartial so that they are not seen to be inclined towards certain religious or political beliefs. The Focus Group Discussions reveal that religious affiliations of donors tend to have a direct bearing on the nature of services and choices of beneficiaries. A case in point being World Vision, PAG, C.O.U. –TEDDO, TIDO, SOCADIDO and YWAM; in that their employees tend to be bound by the terms and conditions that promote their faith hence affecting the kind of interaction with the local governments where a lot impartiality is emphasized.

Focus Group Discussions further local government officials are suspicious of the activities of non state actors in that they do not have access to accountability reports because they are meant to be submitted to their donors, and at times to the beneficiaries. This is bound to capture political capital and good will; they wondered how non state actors especially the

Teso Anti Corruption Coalition demand for accountability and transparency from local governments when they are not transparent and accountable as well.

Results from Focus Group Discussions and in depth interviews reveal that in order to enhance the participation of non state actors in the planning and budgeting process, there is need to strengthen the District NGO Network. In the case of Soroti District there are two umbrella organizations championing the cause of non state actors ie SODDAN and NGO Forum. While 75 % of the respondents appreciate the mission and objective of forming the umbrella organizations 45 % were not aware of their existence. The study revealed that the performance of the network is constrained by wrong perception by member organizations that SODDAN or NGO Forum is meant to fleece them of their right to associate and hard earned incomes/autonomy. It common knowledge that the leaders of these umbrella organizations tend to be driven by selfish motives as their leadership has never changed over the years. Their effectiveness is further constrained by lack of financial resources to meet its operations. Member organizations do not see why they should continue to subscribe to them since they lack the capacity to lobby and access funds for their activities.

Soroti District council seems to have recognized the role and potential of SODDAN to lobby and advocate for its activities, develop capacity of its members and coordinate their activities. However there is still little interaction between SODDAN and CSOs, CBOs at lower local governments. There has also been misconception that SODDAN is meant to curtail the activities of non state actors to the detriment of the beneficiaries, moreover it is more of an advocacy group which does not provide tangible results ie classrooms and income generating activities. This tends to contradict (Kwangala: 1998) findings in Bushenyi and Tororo, where relations between local governments and non state actors had

greatly improved due to the existence of vibrant umbrella organizations. The mere existence of the umbrella organizations without the financial muscle to enable the organizations reach all non state actors and coordinate their membership may not yield fruits in strengthening the participation of non state actors in the decentralized planning and budgeting. There has to be sufficient sensitization of all non state actors' organizations in Soroti district to appreciate the existence of SODDAN.

Policy Formulation

Respondents tend to agree that non state actors put pressure on local governments to directly influence the local policies; they are isolated and considered to have expressed political opinion about the matter. Local governments need to sensitize the political leaders and non state actor leadership so that they can appreciate policy formulation and advocacy. There will be need for greater involvement of all relevant stakeholders to elicit maximum cooperation from councilors and direct the operations of non state actors.

Support collaboration

Most respondents remarked that there is limited involvement of non state actors in the decentralized planning and budgeting at all government levels and this hinders effective participation of non state actors to jointly implement, monitor and evaluate activities. While it's true that some non state actors do not provide periodic reports to the local governments, most of them do not indicate their sources of incomes, expenditures and future financial obligations.

Non state actors need to be made aware that they need to be transparent and accountable to attract LG support and good will. This will reduce on the conflict, suspicion and mistrust and hence community mobilization, improve on the awareness about services being

delivered by all stakeholders and allow sustainability of project activities even when their programmes come to an end.

It has further been agreed that the local government officials should invite non state actors to participate in the decentralized planning and budgeting meetings, not just to provide them with copies of their development plans and budgets indicating the unfunded priorities but to fully participate and provide their technical input right from the identification of community needs to evaluation.

In the same vain non state actors should invite local government officials to attend their review meetings; officiating at the commissioning of projects, receiving donors and handing over projects to donors. The representatives of non state actor organization should be invited to attend seminars and workshops where policy directives are issued especially the national budget consultative workshops, regional local budget framework workshops as this will offer an opportunity for them to interface and appreciate the local government planning and budgeting cycle.

There is also need to harmonize that planning and budgeting cycles with that of the non state actors whose financial years are at variance ie while that of government is from 1st July to 30th June each budget year, some NGOs have their cycles from 1st September to 31st August of the following year.

Local governments and non state actors need to publicize their activities and programmes appropriately so that all stakeholders understand the services being rendered and work as a team. There is need to strengthen feedback especially on reports submitted to either parties during the consultative, planning and technical committee meetings. A rising from the above discussions, conclusions and recommendations are provided in the next chapter.

CHAPTER FIVE

5.0 SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

The previous four chapters considered the introduction to the study, the literature review, research methodology and the presentation and discussion of data. This chapter examines the extent to which the study findings achieved the research objectives and answered the research questions. It summarizes, discusses, concludes the study; and contains the recommendations for improvement and further research.

The study shows that the participation of non state actors in the decentralized planning and budgeting continues to expand and increase their have integrated work plans and budgets, this in away will try to reduce on incidences of duplication or spreading thinly of scare resources.

The socio-economic and political environment in which non state actors operate have continued to change due to changed in policies that relate to the operations of non state actors. Local governments must therefore ensure that the participation of non state actors is right from the initial stages of priority identification up to the level of evaluation in the implementation process.

5.2 Conclusions

5.2.1 The relationship between the attendance of meetings by NSAs and the decentralized planning and budgeting

The study findings reveal that of all the respondents, 69 % of them had ever attended meetings of the LGs in the last one year, while 73 % of them state the NSAs attend the council meetings especially when they begin to set their operations in the LGs.

The study findings also reveal that their attendance of these meetings cease once they have established themselves, and its only the elected and appointed officials who attend because they tend to dominate the proceedings of these meetings and consequently the NSAs do not see the reason why they should continue to attend or be invited to such meetings.

A majority of the respondents had either worked with or in the LGs for less than five (5) years and as such may not be quite knowledgeable about the requirement for the NSAs to attend these planning and budgeting meetings.

The study findings reveal that the NSAs are always invited to attend emergency meetings, the mode of invitation is through letters as indicated by 47% of the respondents, while 29% were not aware about the requirement for the NSAs to attend the planning and budgeting meetings. The reasons for non attendance of these meetings ranged from; meetings not being organized, lack of interest, NSAs are said to not transparent, coincidence of meetings with other programmes, lack of funds to facilitate these meetings. Others include the perception that NSAs are competitors rather than partners and most often criticizing the LGs officials and vis versa. At times invitations to these meetings are abrupt, dictated by their donors and above all the variance in the planning and budgeting cycles.

The study also found out that staffing is quite critical in enhancing the planning and budgetary process in order to come up with integrated work plans and budgets hence the failure by the LGs to integrate plans and budgets of NSAs. The process is further constrained inadequate facilitation of the process. This leads to deficiency in data collection, analysis and interpretation. Coupled with this is weak administrative and technical capacity to explain and analyse each other's role, hence weak linkages between the NSAs and the mainstream LG.

On the variable under study, the findings revealed that the participation of non state actors in the planning and budgeting meetings is passive because of dominance by political and appointed leaders who also have limited knowledge on the requirement for NSA's to participate. This is compounded further by lack of coordination, limited funds to facilitate the bottom up planning process; staffing of the District Planning Unit and at the LLGs makes participation of NSAs a nightmare and worst of all is the fact that the parish chiefs are poorly motivated and worse of all the voluntary nature of the work of the PDCs.

5.2.2: Contribution by NSAs in the process of Decentralized planning and budgeting.

The study findings revealed that participation of the NSAs in the decentralized planning and budgeting is quite passive as they only contribute ideas as indicated by 60% of the respondents, 26 % said they contribute both ideas and technical expertise but what is clear is that there is lack of knowledge as to whether the NSAs are supposed to facilitate the planning and budgetary process as revealed by 61% of the respondents. However in Sub Counties where NSAs have been active, a lot of resources have been injected into these processes.

The planning process was rated as needing improvement by 52% of the respondents, while 40 % of the respondents reveal that the resources are adequately allocated to priority programme areas and 87 % of the respondents indicate that they were satisfied with inclusion of priorities in the plans. Virtually all the respondents revealed that their organizations have work plans and budgets that conform to the national policy frame work. However, most of the NSAs plans are not integrated into the Sub County and District work plans which stems from lack of participation right from the time of initiation of the planning and budgetary process, inadequate consultation, varied planning and budgeting cycles, inadequate knowledge and capacity.

As to whether processes and procedures are being followed in the planning and budgetary process; 80% of the respondents revealed that there are gaps due to varied reasons ranging from inadequate time and staff attrition amongst others.

As to whether these gaps are financed by the NSAs, 73 % of the respondents reveal that they do not finance these because it's not their mandate.

On the variable under study, the findings revealed that the contribution of resources to facilitate the decentralized planning and budgetary process is very minimal if not lacking in most cases. The fact that their plans are not integrated into that of local governments still leaves chances for duplication of scarce resources. This is further aggravated by a lot of mistrust because the NSAs seem to think that integration of their plans and budgets into that of the local governments would expose them to too much scrutiny.

5.2.3: Role played by NSAs in the Implementation, Monitoring and Evaluation.

The study findings revealed that 33% of the respondents stated that the NSAs participate in implementation of activities at community levels, 57% at the LLGs while only 9.5 % at the district level. Organizations such as SOCADIDO, C.O.U-TEDDO, PAG, World Vision, CCF and AMREF have greatly participated in implementation of various activities.

On joint implementation, the study findings revealed that this is hampered by lack of information, knowledge on the part of the NSAs that they are supposed to work with the LGs, coupled with lack of involvement right from the time of project inception. There is also lack of flexibility by the donors and in most cases they dictate terms let alone the fact that there is no enabling law to compel them to do so. The NSAs are more involved in soft ware activities in the areas of advocacy and the social sector issues not infrastructure development like roads because of financial and human capital required.

On monitoring and evaluation, the study findings reveal that 72% of the NSAs participate in monitoring and evaluation especially for projects which they implement on their own. The monitoring and evaluation reports are found mostly at the HLG where they are shared while they are completely absent at the community level.

On the variable under study, the findings revealed that on the surface, there is more linkage between the NSAs and the LLGs which are the service delivery points compared to the HLGs. In terms of monitoring and evaluation the NSAs want recognition more from the HLGs for purposes of having good relations in event of the requirement for recommendation for funding from potential donors.

5.3 RECOMMENDATIONS:

- I. In order to have effective participation of non state actors in the decentralized planning and budgetary process, there is need to influence decisions and policy making at LG level, the political leadership need to have the will and commitment, and there should be collaborative partnership and support between the two actors. Political and administrative leaders need to appreciate the roles played by NSAs in service delivery and take on the challenges of associated with delivering effective, improved and quality service to the people . The NSA ought to play a watch dog role, by positively criticizing the shortcomings in government policies and their implementation. There is need for democratic reforms that offer plat forms for non state actors and other stakeholders to promote community empowerment.
- II. It is further recommended that the non state actors should equally invite the local government officials to participate during their review meetings; commissioning of projects, receiving donors and handing to them projects to be implemented. The NSAs should equally be invited to attend workshops and seminars where new policy directives are issued especially the national budget consultative workshops, Regional Local Government Budget Framework workshops as this will provide them with an opportunity to interface and appreciate the planning and budgeting cycles of each stakeholder. This will act as a channel for information sharing, because the only way to have NSAs fully participate in the planning and budgetary process is to involve them right through the planning and budgeting cycle.
- III. There is need to have the Local Governments Act; 1997 CAP 243 amended to strengthen the provisions of the Harmonized Participatory Planning Guide to compel the NSAs to participate and facilitate the planning and budgeting meetings. However the LGs need to

take the lead in enhancing relations between them and the NSAs by ensuring that they avail funds to enable this process to be comprehensive and resulting the plans and budgets integrated as this will equally address issues related to duplication of scarce resources and also erase the suspicion that has been amongst the two parties .

- IV. It is further recommended that the planning and budgeting cycles of local governments and non state actors need to be harmonized. Coupled with this is the need to publicize each others activities and programmes. There is need to strengthen the feed back mechanism especially on reports submitted by either parties during the consultative, planning and technical committee meetings.
- V. There is need for the district to fill in the vacant posts in the District Planning Unit by ensuring that it's able to attract and retain staff therein. At the Lower Local Governments the capacities of members of the STPC needs to be built and strengthened by ensuring there is regular support supervision, mentoring and hands on assistance provided in order for them to come up with quality work plans and budgets that are holistic. A part from building the capacities of key players like the PDCs, they need to facilitate whenever they attend these meetings as this will get them motivated.
- VI. For the NSA sector to fully develop there is need to create an enabling environment in which they can organize themselves without the necessary obstruction from government. Government should be seen as a facilitator in this partnership and encourage participation by providing the fiscal environment in which charitable goings benefit from tax exemptions on contributions and fundraising through the media. Schumacher (1999) argues that NSAs deserve government support because they have the technical capacity as well as committed staff and volunteers to work at grass root level with limited resources. Scholars such as Namara (2002); Oyugi (2002) are of the view that Non state actors have

been guilty of poor performance and lack confidence and competence to challenge bad government policies because of insufficient skills knowledge and information. This in effect calls for the government support already alluded to.

- VII. Regulating and controlling non state actors is intended to hinder and further bureaucratize NGO activity in Uganda; regulations and guidelines tend to be haphazard and ineffective Kwesiga & Rather (1993). While it is necessary to have national level regulations, it's important to know how non state actors are regulated at the local government level as well as an attempt to bring on board their activities into the broader local government agenda. Deniva studies (2002) in the districts of Ntungamo, and Rakai revealed that there was consensus by Local governments and non state actors that the provisions of the Local governments Act; 1997 are too weak to facilitate effective interaction between the two actors in service delivery.
- VIII. It is further recommended that the capacity of the officials at LLGs be built to improve on their expertise to formulate policies and regulations to influence the operations of NSAs because the latter have the capacity to mobilize local communities, identify local problems and resource persons for the non state actors. DENIVA (2002) studies reveal that non state actors enjoy minimal cooperation at Higher Local Government system. At the LC III, there is fair cooperation and the NSA's inputs are most easily acceptable and implemented, there is genuine support for development work compared to LC V level, yet the district level are most technical and the players are more exposed to best practices in development than at the Lower Local Government. In order to improve on the expertise to formulate policies and regulations of the officials of the Administrative units of the LGs, it is recommended that an enabling law be enacted to facilitate effective interactions between these players at those levels.

- IX. The CSOs have complained that while their registration is done at the centre (NGO Board), coordination and monitoring of NSAs falls under the armpits of the Office the Prime Minister, this tends to constrain the effective control of NGO performance on the ground. Unfortunately the NGO Board is poorly equipped and financed; hence they can not effectively guide and monitor the NSAs in the rural districts. The challenge for the Local Governments is to seek for guidelines from the national level and facilitate their activities at grass root level. Based on the findings that coordination and monitoring should be done at the district level who should be represented on the NGO Board.
- X. Its has been argued that the relations between local governments and non state actors should be on the basis of dialogue and partnership; and in order to have this realized the challenge of information flow has to be addressed in that either party has to ensure that they have access to their accountability reports by sharing with each other copies of the same as this will enhance accountability and transparency and the culture that this are meant for the attention of their donors will have been addressed. This will greatly reduce on the conflict, suspicion and mistrust and hence community mobilization, improve the level of awareness about services being delivered by all stakeholders and allow sustainability of projects even when their programmes wound up.
- XI. There is need for the office of the CAO which is responsible for coordination of activities of all players in the district to take the lead in strengthening the District NGO Network, where possible an officer be assigned to handle this as part of his or her schedules. This will act as avenues for information sharing, advocacy, publicity and support towards NSAs activities and building the capacities of member organizations. In order to strengthen NSAs capacity and build up there is need to construct links with NSAs at parish levels. LGs need to rejuvenate district network organizations and establish small

NSA networks and consultative fora at Sub County level which will eventually grow into big ones to facilitate civic education and NSAs monitoring. This will necessitate it to have financial resources to meet its operations by lobbying and accessing funds to finance its activities.

- XII. Equally the leadership of the network should be subject to change whenever members feel that they are not satisfied with their work. The members should be made aware that this is just an umbrella organization which is not meant to stifle their individual organization activities but rather act as an advocacy and lobbying body for them.
- XIII. It is recommended that the Local Governments should ensure that financial and human resources are committed to monitor and coordinate NSA's activities, harmonise activities, create and strengthen partnership in service delivery. Setting aside financial resources would facilitate the field team in monitoring and coordinating NSAs as this would strengthen the mobilisation skills of PDCs, VHTs and the LCs. In the same vein there is need to fill in all existing staffing gaps in the Planning Unit to ensure that the plans and budgets of the NSAs are integrated into that of the LGs.
- XIV. There is need for dialogue and round table discussions between the NSAs and Soroti District Local Government as a way of appreciating each stake holder's role in service delivery. NSAs need to be sensitized on LG policies relating to partnerships with the NSAs. There is need to build the technical capacity of PDCs and the political leadership in monitoring and evaluation skills. This will enable LGs to be able to draw joint project activity schedules for all stakeholders to access the relevant information about the services being delivered.

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APPENDIX 1:

QUESTIONNAIRE FOR DISTRICT OFFICIALS

Dear respondent,

This questionnaire is for a study being carried out by the participant at Uganda Management Institute as part of the academic requirement for the award of the Masters Degree in Management Studies. This study is seeking your views on the participation of non state actors in decentralized planning and budgeting and what could be done to improve on the situation in your opinion.

This is therefore to kindly request for your cooperation to answer the questions below. Your response will be treated with the utmost confidentiality and you need not to write your name.

Section A: Bio-data

1) Could you answer the following by ticking and filling in the blank spaces where appropriate.

Sector:

Department:

a) Age 20 21 22 23 24

b) Title

c) What is your level of formal education Level? O-Level [] A-level [] Tertiary []
Diploma [] University [] Masters []

d) Sex of the respondent: Male [] Female []

e) What is your marital status? Married [] Single [] Divorced []

f) How long have you worked in Soroti District Local Government in your present position?

Section B:

Attendance of planning and budgeting meetings.

Please (Tick) the appropriate response applicable.

1. Have you ever attended any of the following affairs of the local governments in the last one year? YES =1 NO =2

- i) Budget conference []
- ii) Sectoral committee meetings []
- iii) Technical Planning committee meetings []
- iv) Executive committee meetings []
- v) Council meetings []
- vi) Any other (specify).....

2. How did you information about these meetings?

- Through invitation letters []
- Radio Announcement []
- Grapevine []
- Through the first two above []
- All the three above []

4. (i) Do the non state actors attend these meetings? YES [] NO []

(ii) If YES, how they get information to attend any of the meetings indicated above?

- Through invitation letters []
- Radio Announcement []
- Grapevine []
- Through the first two above []
- All the three above []

iii) If NO, What are some reasons why the non state actors don't attend the planning and budgeting meetings? List at least six reasons.

.....

Section C: Contribution of resources by non state actors

5. If they attend these meetings what is their contribution?

- Ideas []
- Expertise []
- None of these (specify)
- Both 1 and 2 above []

6. In what other ways other than those named in (4) above, do non state contribute toward the planning process

- Providing funds []
- Facilitators []
- Both 1 and 2 above []
- None of these []

7. How do rate your council performance while undertaking the following activities in making the development plans?

- i) Collecting priorities of the population
 - Adequately done [] inadequately done []
 - Could be improved [] Leaves a lot to be desired []
- ii) Allocating resources to priority programme areas
 - Very satisfactory [] Satisfactory [] Not satisfactory []
- iii) Inclusion of priorities into the district development plan

Very satisfactory [] Satisfactory [] Not satisfactory []

- 8. Do the non state actors have work plans and budgets? YES=1 [] NO=2 []
- 9. Are the plans and budgets in line with the national policy framework? YES=1
NO=2 I don't know

If yes are these integrated into the district development plans? YES=1[] NO=2[]

- a) Do you know the process or procedures for making the district development plan? YES [] NO []
- b) What are the processes or procedures in place for making the district development plan?

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- c) Are these processes being followed? YES=1 [] NO=2 []
- d) Are there gaps? YES [] NO []
- e) Do the non state actors finance gaps in the district plans and budgets?
YES=1 [] NO=2 []

If so list them.

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If no, why are these plans and budgets not integrated into the district development Plans ? List at least five reasons for this.

- i)

- ii)
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- iii)
- iv)
- v)

10. i) Do you have data and information on service delivery in the district?

YES=1 [] NO=2 []

a. How does the existence of data determine the final priorities and content of the plan and budget for the district?

.....

b. How are the final priorities determined?

.....

Section D: Implementation, Monitoring and Evaluation of programmed activities

11) (i) Are the non state actors involved in the implementation of programmed activities in the local governments? YES=1 [] NO=2 []

ii) If so in which sectors are they being involved in implementation of development activities?

Education []

Health []

Child protection []

Water and Sanitation []

Roads []

Production []

iii) If NO, why are the non state actors not involved in implementation of development activities in the local governments? Give at least five reasons.

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12) Are the non state actors involved in monitoring and evaluation of development projects in the local government? YES=1 [] NO=2 []

If YES, which programmes do they monitor and evaluate?

The ones financed by the local governments []

The ones financed by the non state actors []

Jointly financed projects []

If NO, why are they not involved?

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13) Are there any monitoring reports in place? YES=1 [] NO=2 []

If YES, are these reports shared with the local governments? YES=1 [] NO=2 sometimes []

If NO, why are the reports not shared with the local governments? Give at least five (5) reasons.

i)

ii)

iii).....

iv)

v)

14). If the reports are shared, are the recommendations followed up with the view making corrective action in order to improve on service delivery? YES=1 [] NO=2 [] If yes what kind action is taken

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If NO, Why

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15). In your opinion, suggest ways in which the participation of non state actors can be strengthened.

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Thank you for giving your valuable time to discuss this issue.

Appendix 11:

**QUESTIONNAIRE FOR SUB-COUNTY OFFICIALS AND MEMBERS OF THE
PARISH DEVELOPMENT COMMITTEE.**

Dear respondent,

This questionnaire for a study is being carried out by the participant at Uganda Management Institute as part of the academic requirement for the award of the Masters Degree in Management Studies. This study is seeking your views on the low/non participation of non state actors in decentralized planning and budgeting and what could be done to improve on the situation in your opinion.

This is therefore to kindly request for your cooperation to answer the questions below. Your response will be treated with the utmost confidentiality and you need not to write your name.

Section A: Biodata

1) Could you answer the following by ticking and filling in the blank spaces where appropriate.

Department:.....Sector:

.....

a) Age 50

b) Title:

c) What is your level of formal education Level? O-Level [] A-Level [] Tertiary /
Diploma [] University [] Masters []

d) Sex of the respondent: Male [] Female []

e) What is your marital status? Married [] Single [] Divorced []
Widowed [] Widower []

f) How long have you worked in Soroti District Local Government in your present position?

Section B: Attendance of Decentralized planning and budgeting meetings

1. Do you attend any of the following meetings at parish or sub county level?

YES [] NO []

2. i) Budget conference []

ii) Sectoral Committee meetings []

iii) Technical Planning Committee meetings []

iv) Executive Committee meetings []

vi) Council meetings []

vii) Any other specify []

a) If YES, how do you get information about these meetings?

Through invitation letters []

Radio announcements []

Grapevine []

The first two above []

All the three above []

3. Do the non state actors attend these meetings? YES [] No []

i) If YES, how do they get information about these planning and budgeting meetings

Through invitation letters []

Radio Announcements []

Grapevine []

The first two above []

All the three above []

ii) If NO, why don't they attend these meetings?

They are not invited []

No meetings are organized []

Lack of interest []

Lack of time []

Meetings are not organized due to lack of funds []

Section C: Contribution of non state actors towards meetings.

3. What do NGOs contribute during these meetings?

Ideas [] Funds [] Facilitators [] None of these []

4. How often are these meetings organized?

Once a month []

Quarterly []

Once a year []

Never at all. []

6. i) Does your parish council have a development plan? YES [] NO []

ii) Are the plans and budgets of the non state actors integrated into Parish/Sub County/Division development plans?

If No, why are these plans and budgets not integrated into the Parish/Sub County/Division development plans. List a least five reasons for this.

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7. If YES how do you rate your council performance while undertaking the following activities in making the development plans?

i) Collecting priorities from the population

Adequately done [] inadequately done [] could be improved [] Leaves a lot to be desired []

ii) Allocating resources to priority programme areas.

Very satisfactory [] Satisfactory [] Not satisfactory [] Leaves a lot to be desired []

iii) Inclusion of priorities into the Sub County/Parish Development Plan.

Very satisfactory [] Satisfactory [] Not satisfactory [] Leaves a lot to be desired []

8. Are the plans and budgets in line with the national policy framework? YES [] No []

i) Do you know the processes or procedures for making the Parish/ Sub County / Division development plan? YES [] No []

ii) If YES, what are the processes or procedures for making the Parish/ Sub County/ Division development plans?

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iii) Are the processes being followed? YES [] No []

b. Are there gaps? YES [] No []

c. Do the non state actors finance gaps in the parish/sub county/division plans? YES [] No []

d. If so list them.

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If No, Why don't you follow the processes or procedures for making the Parish /Sub County/Division development plans?

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Section D: Project Implementation, monitoring and evaluation by the non state actor

9. i) Are the non state actors involved in the implementation of programmed activities in the local governments? YES [] No []

ii) If so in which of the sectors listed below are they being involved in implementation of development activities.

- Education []
- Health []
- Child protection []
- Water and Sanitation []
- Roads. []
- Production []

iii) If No, why are the non state actors not involved in the implementation of development activities in the Local Governments? Give at least five reasons for this.

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10. Could you mention any four major projects implemented in your parish/Sub County/Division in which you participated during the planning and budgeting together with the non state actors?

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11. a) Are the non state actors involved in monitoring and evaluation of development projects in the Local Governments. YES [] No []

ii) If YES, which programmes do they participate in monitor and evaluate?

The ones financed by the local governments []

The ones financed by the non state actors []

Jointly financed projects []

vi) If No, why are they not involved?

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12. a) Are the monitoring and evaluation reports in place? YES [] No []

If YES, are these reports shared with the local governments? YES [] No []

If NO, why are the reports not being shared with the local governments? Give at least four (4) reasons.

- i)
- ii)
- iii)
- iv)

13. If the reports are shared, are the recommendations followed up with the view taking corrective action in order to improve on service delivery? YES [] No []

If No, why?

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.....

14. Suggest ways of improving the participation of non state actors in decentralized planning and budgeting

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Thank you giving your precious time to answer these questions.

Appendix 111:
QUESTIONNAIRE FOR NON STATE ACTORS

Dear respondent,

This questionnaire is for a study being carried out by the participant at Uganda Management Institute as part of the academic requirement for the award of the Masters Degree in Management Studies. This study is seeking your views on the participation of non state actors in decentralized planning and budgeting and what could be done to improve on the situation in your opinion.

This is therefore to kindly request for your cooperation to answer the questions below. Your response will be treated with the utmost confidentiality and you need not to write your name.

Section A: Bio-data

1) Could you answer the following by ticking and filling in the blank spaces where appropriate.

Sector: Department:Name of Organisation.....

a) Age of the respondent

b) Title of the respondent:

c) What is your level of formal education Level? O-Level [] A-Level [] Tertiary /diploma [] University [] Masters []

d) Sex of the respondent: Male [] Female []

e) What is your marital status? Married [] Single [] Divorced []

f) How long have you worked with Soroti District Local Government in your present organization? ^ -

Section B: Attendance of planning and budgeting meetings.

Please (Tick) the appropriate response applicable.

2. Have you ever attended any of the following affairs of the local governments in the last one year? YES =1 [] NO =2 []

- i) Budget conference []
- ii) Sectoral committee meetings []
- iii) Technical Planning Committee meetings []
- iv) Executive Committee meetings []
- v) Council meetings []
- vi) Any other (specify).....

3. How did you information about these meetings?

- Through invitation letters []
- Radio Announcement []
- Grapevine []

4. If NO, Why don't you attend the planning and budgeting meetings in the Local Governments?

- Not invited []
- No meetings are organized []
- Lack of interest []
- Lack of time []
- Meetings are not organized due to lack of funds []
- The meetings are dominated by the officials from the Local Governments []
- None of these []

Any other (specify)

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Section C: Contribution of Resources

5.If you attend these meetings what is your contribution?

Ideas []

Expertise []

Non of these (specify)

.....

5. In what other ways other than those named in (4) above, do you contribute towards the planning and budgeting process in the local governments?

Providing funds []

Facilitators []

6. How do rate your performance while undertaking the following activities during the planning and budgeting process?

i) Collecting priorities of the population

Adequately done [] inadequately done []

Could be improved [] Leaves a lot to be desired []

ii) Allocating resources to priority programme areas

Very satisfactory [] Satisfactory [] Not satisfactory []
]

iii) Inclusion of priorities into the district development plan

Very satisfactory [] Satisfactory [] Not satisfactory []

7. Do you have work plans and budgets? YES=1 [] NO=2 []

8. Are the plans and budgets in line with the district and national policy framework?
YES=1 [] NO=2 []

If yes are these integrated into the Parish/Sub County/ Division/ District development plans? YES=1 [] NO=2 []

If no, why are these plans and budgets not integrated into the district development plan? List at least five reasons for this.

- j)
- iv)
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- v)
- vi)
- vii)

9. i) Do you have data and information on service delivery in the district?

YES=1 [] NO=2 []

a) How does the existence of data determine the final priorities and content of the plan and budget for the district?

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How are the final priorities determined?

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b) What are the processes or procedures in place for making the district development plan?

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iii) Does your organization follow these processes? YES=1 [] NO=2 []

c) Are there gaps? YES=1 [] NO=2 []

If so list them.

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d) Does your organisation finance gaps in the Parish/Sub County/District plans and budgets

YES=1 [] NO=2 []

Section D: Implementation, Monitoring and Evaluation of programmed activities

11) (i) Is your organisation involved in the implementation of programmed activities in the local governments? YES=1 [] NO=2 []

ii) If so in which of the following sectors are you involved in the implementation of development activities?

- Education []
- Health []
- Child protection []
- Water and Sanitation []
- Roads []
- Production []

iii) If NO, why is your organisation not involved in implementation of development activities in the local governments? Give at least five reasons.

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12) Is your organisation involved in monitoring and evaluation of development projects in the local government? YES=1 [] NO=2 []

If YES, which programmes do you monitor and evaluate?

- i) The ones financed by the local government []
- ii) The ones financed by the non state actors []
- iii) Jointly financed projects []

If NO, why is your organisation not involved?

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13) Do you have any monitoring reports in place? YES=1 [] NO=2 []

If YES, are these reports shared with the local governments? YES=1 [] NO=2 []

If NO, why are the reports not shared with the local governments? Give at least five (5) reasons.

- i).....
- ii).....
- iii).....
- iv).....
- v).....

14). If the reports are shared, are the recommendations followed up with the view taking corrective action in order to improve on service delivery? YES=1 NO=2

If YES, what kind action is taken

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If NO, Why

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15). In your opinion, suggest ways in which the participation of non state actors (your participation) in the planning and budgeting process of local governments can be strengthened.

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Thank you for giving your valuable time to discuss this issue.

Appendix IV: FOCUS GROUP DISCUSSION

- Greetings
- Welcome to all members to the Focus Group Discussion.

Introduction:

The purpose of this meeting is to share experiences on the participation of Non State Actors in Decentralized Planning and Budgeting. You are requested to feel free when giving your opinion on the process. This study is part of the requirement for the award of Masters of Management Studies which am undertaking at Uganda Management Institute. The results of this study will go along way in assisting policy formulators to improve on the participation of non state actors.

TOPIC: Government did establish planning and budgeting structures right from village to district level, so as to enable them participate in decision making, implementation, monitoring and evaluation.

Probes;

1. Are local Parish development committees operational in your area of jurisdiction?
2. Do they hold planning and budgeting meetings?
3. Do you participate in these meetings? If so why?
4. Are any shortcomings that you face during these meetings?
5. Are your views incorporated in the plans at higher levels of local governments?
6. Do you receive a feedback from the district, Sub County to parish, village and vice versa?
7. Do you participate in the implementation of government programs in the district?
8. What is your involvement in the monitoring and evaluation of implemented projects?
9. Could suggest ways in which your participation can be improved in the planning and budgeting process.

Thank you

Appendix V:

INTERVIEWER GUIDE FOR KEY INFORMANTS (DISTRICT TECHNICAL STAFF)

1. Have you ever attended any of the following affairs of the local governments in the last one year?
 - i) Budget conference []
 - ii) Sectoral committee meetings []
 - iii) Technical Planning committee meetings []
 - iv) Executive committee meetings []
 - v) Council meetings []
 - vi) Any other (specify)
2. How did you information about these meetings?
 - Through invitation letters []
 - Radio Announcement []
 - Grapevine []
3. (i) Do the non state actors attend these meetings? YES [] NO []
 - (ii) If YES, how they get information to attend any of the meetings indicated above?
 - Through invitation letters []
 - Radio Announcement []
 - Grapevine []
 - iii) If NO, What are some reasons why the non state actors don't attend the planning and budgeting meetings? Give at least six reasons for this.
4. If they attend these meetings what is their contribution?
 - Ideas []
 - Expertise []
 - Non of these (specify)
5. In what other ways other than those named in (4) above, do non state contribute toward the planning process

Providing funds [] Facilitator []

6. How do rate your council performance while undertaking the following activities in making the development plans?

i) Collecting priorities of the population

Adequately done [] Inadequately done []

Could be improved [] Leaves a lot to be desired []

ii) Allocating resources to priority programme areas

Very satisfactory [] Satisfactory [] Not satisfactory []

iii) Inclusion of priorities into the district development plan

Very satisfactory [] Satisfactory [] Not satisfactory []

]

7. Do the non state actors have work plans and budgets? YES=1 [] NO=2 []

8. Are the plans and budgets in line with the national policy framework? YES=1 [] NO=2 []

If yes are these integrated into the district development plans? YES=1 [] NO=2 []

If no, why are these plans and budgets not integrated into the district development plan? Give at least five reasons for this.

9. Do you have data and information on service delivery in the district?

10. How does the existence of data determine the final priorities and the content of the plan and budget for the district?

11. How are the final priorities determined?

12. Do political interest (agenda, constituency demands) rather than technical factors (feasibility, evidential data) determine the final priorities to be funded and developed?

13. What are the processes or procedures in place for making the District Development Plan?

14. (i) Are these processes being followed?

(ii) Are there gaps?

15. Do you receive Indicative Planning Figures for your respective departments/sectors?

16. How are funds allocated to the programme priority areas?
17. (i) Do the non state actors finance gaps in the district/sub county plans and budgets?
(ii) If so, list them.
18. What/Which organizations/stakeholders are normally involved in funds allocation?
19. Is there political influence in funds allocation, what could be done to reduce on this influence and allocation?
20. (i) Are the non state actors involved in the implementation of programmed activities in the local governments? YES=1 [] NO=2 []
ii) If so in which sectors are they being involved in implementation of development activities?
Education []
Health []
Child protection []
Water and Sanitation []
Roads []
Production []
iii) If NO, why are the non state actors not involved in implementation of development activities in the local governments? What are the reasons for this, give at least five reasons.
21. Are the non state actors involved in monitoring and evaluation of development projects in the local government? YES=1 [] NO=2 []
If YES, which programmes do they monitor and evaluate?
i) The ones financed by the local governments []
ii) The ones financed by the non state actors []
iii) Jointly financed projects []
- If NO, why are they not involved?
22. Are there any monitoring reports in place? YES=1 [] NO=2 []
If YES, are these reports shared with the local governments? YES=1 [] NO=2 []

If NO, why are the reports not shared with the local governments? Give at least five (5) reasons.

23. If the reports are shared, are the recommendations followed up with the view making corrective action in order to improve on service delivery? YES=1 [] NO=2 []

If yes what kind action is taken?..

If NO, Why is no action taken?

24. In your opinion, suggest ways in which the participation of non state actors can be strengthened.

Thank you for giving your valuable time to discuss this issue.

Appendix VI:

INTERVIEWER GUIDE FOR SUB-COUNTY STAFF AND PDCS

1. Do you attend the planning and budgeting meetings at parish level? YES [] NO []
2. If YES, who are the other stakeholders who attend these meetings.
3. If NO, why don't you attend the planning and budgeting meetings
 - Not Invited []
 - No meetings are organized []
 - Lack of interest []
 - Lack of time []
 - Meetings are not organized due to lack of funds. []
4. What do NGOs contribute during these meetings?
 - Ideas []
 - Funds []
 - None of these []
5. How often are these meetings organized?
 - Once a month []
 - Quarterly []
 - Once a year []
 - Never at all []
6. Does your parish council have a development plan? YES [] NO []
 - If YES, do you know the content of the plan?
 - If NO, What stopped you from attending these planning and budgeting meetings?
 - I was not consulted. []
 - Planning meetings are dominated by government officials []
 - I did not understand what was going on? []
7. Could you mention any four major projects implemented in your parish in which you participated during the planning and budgeting?
8. Are the non state actors involved in monitoring and evaluation of development projects in the local government? YES=1 [] NO=2 []
 - If YES, which programmes do they monitor and evaluate?
 - i) The ones financed by the local governments []
 - ii) The ones financed by the non state actors []

iii) Jointly financed projects []

If NO, why are they not involved?

9. Are there any monitoring reports in place? YES=1 [] NO=2 []

If YES, are these reports shared with the local governments? YES=1 [] NO=2 []

If NO, why are the reports not shared with the local governments? Give at least five (5) reasons.

10. If the reports are shared, are the recommendations followed up with the view taking corrective action in order to improve on service delivery? YES=1 [] NO=2 []

If YES what kind of action is taken

If NO, Why is action not taken on the reports.

11. Suggest ways of improving the participation of non state actors in decentralized planning and budgeting.

Thank you.

Appendix VII:

**INTERVIEW GUIDE FOR KEY INFORMANTS NON STATE ACTORS
REPRESENTATIVES**

1. Have you ever attended any of the following affairs of the local governments in the last one year?
 - i) Budget conference []
 - ii) Sectoral committee meetings []
 - iii) Technical Planning Committee meetings []
 - iv) Executive Committee meetings []
 - v) Council meetings []
 - vi) Any other (specify).
2. How did you information about these meetings?
 - Through invitation letters []
 - Radio Announcement []
 - Grapevine []
3. If NO, What are some reasons why you don't attend the planning and budgeting meetings? Give at least six reasons.
4. If you attend these meetings what is your contribution?
 - Ideas []
 - Expertise []
 - Non of these (specify)
5. In what other ways other than those named in (4) above, do you contribute towards the planning and budgeting process
 - Providing funds []
 - Facilitators []
6. How do rate your performance while undertaking the following activities during the planning and budgeting process?
 - i) Collecting priorities of the population
Adequately done [] Inadequately done []

Could be improved [] Leaves a lot to be desired []

ii) Allocating resources to priority programme areas

Very satisfactory [] Satisfactory [] Not satisfactory []

iii) Inclusion of priorities into the district development plan

Very satisfactory [] Satisfactory [] Not satisfactory []

7. Do you have work plans and budgets? YES=1 [] NO=2 []

8. Are the plans and budgets in line with the district and national policy framework?

YES=1 [] NO=2 []

If yes are these integrated into the district development plans? YES=1 [] NO=2 []

If no, why are these plans and budgets not integrated into the district development plan?

Give at least five reasons for this.

9. i) Do you have data and information on service delivery in the district? YES=1 [] NO=2 []

e) How does the existence of data determine the final priorities and content of the plan and budget for the district?

f) How are the final priorities determined?

g) What are the processes or procedures in place for making the district development plan?

iii) Does your organization follow these processes? YES=1 [] NO=2 []

h) Are there gaps? YES=1 NO=2

If so name them.

Does your organisation finance gaps in the district plans and budgets

YES=1 [] NO=2 []

10. (i) Is your organisation involved in the implementation of programmed activities in the local governments? YES=1 [] NO=2 []

ii) If so in which sectors are you being involved in implementation of development activities?

Education []

Health []

Child protection []

Water and Sanitation []

Roads []

Production []

iii) If NO, why is your organisation not involved in implementation of development activities in the local governments? Give at least five reasons.

11. Is your organisation involved in monitoring and evaluation of development projects in the local government? YES=1 [] NO=2 []

If YES, which programmes do you monitor and evaluate?

i) The ones financed by the local government []

ii) The ones financed by the non state actors []

iii) Jointly financed projects []

If NO, why is your organisation not involved?

12. Do you have any monitoring reports in place? YES=1 [] NO=2 []

If YES, are these reports shared with the local governments? YES=1 []

NO=2 []

If NO, why are the reports not shared with the local governments? What are the reasons for this?

13. If the reports are shared, are the recommendations followed up with the view taking corrective action in order to improve on service delivery? YES=1 []

NO=2 []

If YES, is any action is taken

If NO, Why

14. In your opinion, suggest ways in which the participation of non state actors in the planning and budgeting process of local governments can be strengthened.

Thank you for giving your valuable time to discuss this issue.

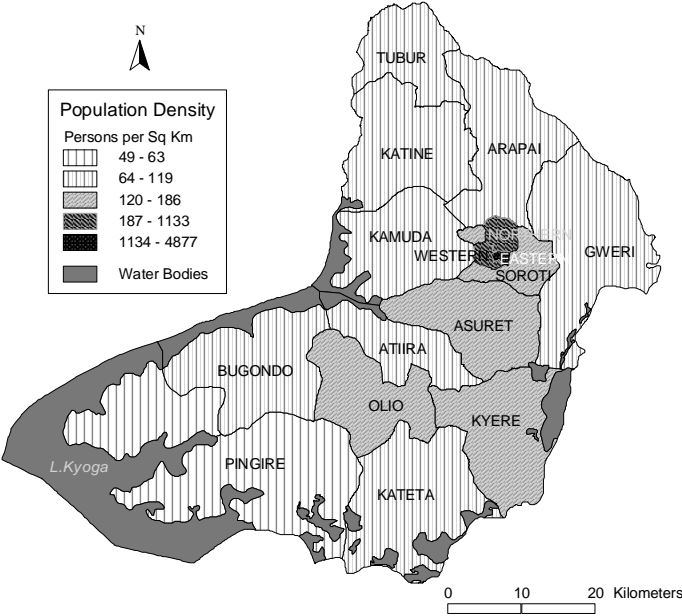
Appendix VIII:

Sample size (s) required for the given population sizes (N)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note : From R. V. Krejcie and D. W. Morgan(1970), Determining sample size for research activities, Educational and psychological measurement, 30, 608, Sage Publications.

Map of Soroti District showing the Administrative Units



Appendix x. Introductory letter for Field Research



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Your Ref:

Our Ref: G/35

10 October 2007

Mr. Eswilu Donath
07/MMSPAM/13/032

COMMENCEMENT OF FIELD RESEARCH

Following a successful report from your UMI based Supervisor, I am pleased to inform you that you may now proceed to field research.

Please note that the previous chapters 1, 2 & 3 will need to be continuously improved and updated as you progress in your research work.

Wishing you the best in the field

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Kittobbe', is written over a faint circular stamp.

John Kittobbe
HEAD, HIGHER DEGREES DEPARTMENT
/PROGRAMME MANAGER, MASTERS IN MANAGEMENT STUDIES

c.c. UMI - Based Supervisor
Work based Supervisor

Mr. Abubaker Muhammed Moki
Mr. Wabwire Martin Morris