



**DECENTRALISATION AND GOVERNANCE IN UGANDA. A CASE STUDY OF
KALIRO DISTRICT.**

BY

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DECLARATION

I **JOHN STEPHEN KASADHA** hereby declare that this is my original work and has never been submitted to any University or Institution of higher learning for any academic award.

Sign:.....

Date:.....

APPROVAL

This is to certify that this is an original research of **JOHN STEPHEN KASADHA** done under our supervision and submitted with our approval.

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Date:.....

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Date:.....

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DEDICATION

I dedicate this work to my entire family; most especially my dear wife Edith Kasadha, my children: Jovan, Ian, Diana, Vanessa and Priscilla for their support, encouragement and perseverance during the hard conditions especially when they missed my love because of my dedication to this work.

In a special way I would like also to dedicate this work to my dear parents Mr. and Mrs. Masedhere who brought me up and for the self-denial that laid my basic education foundation.

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LIST OF ABBREVIATIONS AND ACRONYMS

CAO	-	Chief Administrative Officer
CBO	-	Community Based Organization
CSOs	-	Civil Society Organizations
DTPC	-	District Technical Planning Committee
FAL	-	Functional Adult Literacy
GoU	-	Government of Uganda
KDLG	-	Kaliro District Local Government
LCs	-	Local Councils
LG	-	Local Government
LGA	-	Local Government Act
LLG	-	Lower Local Government
MoFPED	-	Ministry of Finance, Planning and Economic Development
NAADS	-	National Agriculture Advisory Services
NGO	-	Non Government Organization
NRA	-	National Resistance Army
NRM	-	National Resistance Movement
PDC	-	Parish Development Committee
SPSS	-	Statistical Package for Social Sciences
STPC	-	Sub County Technical Planning Committee
UPE	-	Universal Primary Education
USE	-	Universal Secondary Education
UMI	-	Uganda Management Institute
UNDP	-	United Nations Development Programme

ABSTRACT

The study assessed the role of decentralization in promoting good governance in Uganda with reference to Kaliro District. It investigated the effect of decentralization in promoting community participation in development activities; the role of decentralization in promoting transparency and accountability in leadership and local capacity to participate in development programmes; and moderating effect of locality factors on decentralization in promoting good governance. It was a case study that used questionnaires, interview guides, Focused Group Discussion and Documentation review guide to investigate a sample of 231 respondents. Main findings were that: Decentralization promotes community participation in developmental activities in localities like in budgeting, setting priorities, electing their leaders, managing their own affairs. Decentralization makes it possible for the mobilization of the local potential in terms of skills and resources to effectively deliver services. Major findings were that; decentralization has a significant effect on community participation ($R^2 = 0.45$; $N = 135$, $P\text{-value} < 0.05$); decentralization plays a role in promoting accountable leadership in local governments ($R^2 = 0.032$; $N = 135$, $P\text{-value} < 0.05$); It promotes local capacity to participate in development programmes ($R^2 = 0.012$; $N = 135$, $P\text{-value} < 0.05$); and locality factors have an effect of 42.8% towards governance ($B = 0.428$; $N = 135$, $P\text{-value} < 0.05$). Conclusions were that devolved power is less meaningful/purposeful; inadequate empowerment affects local revenue mobilization; low literacy levels affect the local people's confidence in decision making; negative attitude of the local people hinders their perception towards development; rampant vice of corruption and an ineffective Civil Society hinders decentralization effectiveness. On the other hand, major recommendations were that; Local governments should involve the marginalized and vulnerable groups in all programs; should strengthen a clearly defined self-enforcing central-local government relationship designed on a principal of mutual mandates; should improve on the literacy levels through FAL and embracing meaningful UPE and USE to produce holistic educated citizens.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study assessed the role of decentralization in promoting good governance in Uganda with reference to Kaliro District Local Government. Decentralization was conceived as the independent variable while governance was the dependent variable. This chapter presents the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, hypotheses, scope of the study, significance, justification and operational definitions of terms and concepts.

1.2 Background to the study.

Since the 1980s, decentralization and the quest for governance at local levels has remained the biggest governance concern on global agenda especially in developing countries and it is more likely to remain so in the present millennium. Almost all governments, both in industrialized and developing countries, have experimented with decentralization in varying degrees, (Wanyama, 2002).

Many countries are promoting decentralized governance as a measure for democratization, people empowerment, and poverty reduction. Braun and Grote (2000) confers that decentralization has emerged as a highly popular strategy for improving public sector efficiency, responsiveness, and accountability in the developing world and also increasing opportunities for citizen participation and ownership contributing to social and political stability.

Devolution of powers is intended to improve service delivery by shifting responsibility for policy implementation to the local beneficiaries themselves; to promote good governance by placing emphasis on transparency and accountability in public sector management; to develop, broaden, and deepen political and administrative competence in the management of public affairs; to democratize society by promoting inclusive, representative and gender-sensitive decision-making; and to alleviate poverty through collaborative efforts between central and local

governments, donors, non-government organizations (NGOs), community based organizations (CBOs), the private sector and other stakeholders, (Kiwanuka, 2015).

Decentralization in Uganda has meant conferring authority on local councils, converting them from appointed to popularly elected bodies and mobilizing the resources necessary for public services and administration of the council. Districts and sub-counties have been made local governments that are body corporate according to the Local Government Act CAP. 243. The centre no longer approves by-laws of these local governments, except for harmonizing them with the constitution or any other law made by the legislature. The revocation of the mandate of a councilor is constitutionally vested in the electorate, who can initiate the removal of any councilor (Munyonyo, 1999).

Decentralized governance provides a structural arrangement and a leveled playing field for stakeholders and players to promote peace, democracy, and development. However, the effectiveness of efforts in developing countries to achieve human development goals hinges largely on the quality of governance in those countries and the zeal and commitment of governments' and civil society institutions,(Kiwanuka, 2014).

Governance in a decentralized setting emphasizes bottom – up approach as opposed to top – down approach. In terms of planning and decision making, it gives people at lower levels an opportunity to participate in problem identification, prioritization, search for solutions, implementation, monitoring and evaluation of development programmes in their areas. Most countries in the world have not made adequate efforts to engage stakeholders in the development of local governance. Stakeholders' participation is still a major challenge for decentralized systems. For instance in Bolivia, there was the domination of elites' interests over the communities which naturally extended into the arena of participatory planning process. It did not recognize the validity of

indigenous knowledge, which made participation by indigenous people very challenging. In Brazil, the mandates for service delivery were devolved but not the resources and the bureaucrats generally resisted participatory approaches, (The International Workshop Report, 2002).

In African countries like Cote' de'Voire and Malawi there was an apparent lack of participatory governance by excluding the rural targeted population from participating in the management of their development programmes and projects. In Cote' de'Voire disappointments can be found in limited involvement of Mayors in local resource mobilization and lack of sufficient qualifications of lower level municipal servants. In Malawi decentralization was constrained by a continued lack of political framework within which to evolve, as well as an acute shortage of personnel. Inadequate information on programme, cost data and budget expenditure, inappropriate training programmes, weak staff supervision and weak vertical and horizontal management communications, (UNDP Report, 1993). Decentralized governance connotes a better perception of the needs of local areas, makes better informed decision – making possible, and gives a greater voice in decision making to the poor.

Abigaba (1998) noted that the reasons for the failure of over centralized system ranged from non-achievement of the objectives – related to grand development design, the non-involvement of local population and their indigenous knowledge – into the process of problem analysis, plan formulation and project identification and the ineffective implementation of development projects that did not reach the beneficiaries.

In Uganda, before and decades after independence, power was either highly concentrated in the centre or in the hands of a few local elites. Sight was lost of the primary beneficiaries who became the helpless objects of top down planning and service provision. Planning processes and decision

making were dominated by technocrats. There were little efforts made to customize the needs, aspirations and concerns of the various categories of Ugandans.

As soon as the National Resistance Movement/National Resistance Army (NRM/NRA) captured state power on 26th January, 1986, initiated a process of decentralization in governance to promote and sustain popular democratic participation through a system of elected local councils (LCs). The major focus of this decentralization policy was to empower citizens to participate in decisions that affect their localities.

According to Kiyaga and Olum (2009), decentralization by devolution of decision-making to the lowest levels is a fundamental principle of local democracy and good governance because it gives rise to a more responsive organization and greater community involvement. Conceptually, therefore, organized local bodies with clear mandates are generally more efficient and effective in enhancing local democracy and good governance, in delivering services to the local people and in reducing poverty. Because devolution of power to local levels has been quite rare in Africa, Uganda's experiment has attracted significant attention regarding the extent to which it can promote governance and democracy, enhance service delivery and help reduce poverty, (Kiyaga, 2007).

Gerring et al (2004) sets out the general assumption that government works best when political institutions diffuse power broadly among multiple, independent bodies. Efficiency is enhanced by political bodies that lie close to the constituents they serve. The existent multiple veto - points force a consensual style of decision making in which all organized groups are compelled to reach agreement on matters affecting the polity. Institutional fragmentation at various levels sets barriers against the abuse of power by minorities, against the overweening ambitions of individual

leaders, against democratic tyrannies instituted by the majority, and against hasty and ill-considered public policies.

Also Gerring et al (2004) perceive decentralized institutions as a mechanism to prevent direct popular rule, or at least to moderate its effects against manipulation by unscrupulous leaders and envious masses bent on the redistribution of wealth. Decentralization of power brings government closer to the people as centralized power is always controlled by elites, whose interests run contrary to the masses.

Several decentralist theorist as cited by Gerring et al (2004) expects the existence of multiple veto points to force a consensual style of decision making, in which all organized groups are compelled to reach agreement on matters affecting the polity. And seems to implore the presence of a written constitution, perhaps with enumerated individual rights and explicit restrictions on the authority of the central state, and strong local government.

Therefore, Uganda's decentralization (devolution) can only foster good governance and democracy if it is properly conceptualized, the facilitating conditions given careful attention and the institutional framework sufficiently elaborate and effective to enable it to achieve its intended objectives. Short of these measures, the gap between the intent and reality might be so great as to disable the decentralization policy from achieving good governance and democracy, (Kiyaga&Olum, 2009).

Equally, Schacter (2000) noted that governance is about power, relationships, and accountability – who has influence, who decides, how citizens and other stakeholders have their say, and how decision makers are held accountable. Therefore the concept of governance combines ideas about

political authority and the management of economic and social resources (Fiscal decentralization); as well as the capacity of governments to formulate sound policies (Political decentralization) and perform their functions in an effective, efficient, and equitable manner (Administrative decentralization), (Smith, 2007).

Kiyaga and Olum (2009) aver that good governance is essential for sustaining economic transformation in developing countries. However, many developing countries currently lack the capacity, as opposed to the will, to achieve and then sustain a climate of good governance. In pursuing capacity development for good governance, developing countries must ensure that such initiatives are comprehensively designed to be simultaneously related to change and transformation at the individual, institutional, and societal levels and to be owned and controlled locally, (Hope, 2006).

1.3. Statement of the problem.

Uganda's decentralization policy was intended to improve service delivery by empowering the nationals to participate in the process of development to improve their livelihood. The responsibility for policy implementation was shifted to the local beneficiaries themselves, (Uganda Government, 1997). The local people were empowered to take charge of their governance through community participation, accountable leadership and improved local capacity. Gradual comprehensive reforms of LG system have been facilitated where considerable discretionary powers have increasingly been passed on to local governments, (Adoko, 2014).

The present decentralization is not static, but an evolving and dynamic process whose form and implementation pace are shaped by each country's political and institutional arrangements, capacities and resources. There is an increasing note of skepticism about the results of decentralization, particularly because of the evident weaknesses of local level democratic processes in so many countries (Olowu & James, 2004). In Uganda, the local governments which

assumed corporate status, their autonomy, political authority and powers are being eroded. Today there is a great disparity between the intended and the reality. Under political decentralization, the political leaders are slowly losing their mandate to appoint Civil servants in the districts. For instance the main actors - CAOs, Deputy CAOs and Town Clerks of Municipalities are being appointed by the Public Service Commission and posted by the central government. This is diluting the oversight role of the political leaders over the technical staff in the districts.

Under fiscal decentralization local governments were to be empowered to mobilize and generate their own revenue. Today, 90% of the resources used in LGs are generated and controlled by the centre and depend on central government to exist as they lack resources. Central government determines which local revenue to be collected and how to be used. This is changing the flow direction of accountability - favouring LG-Centre reporting instead of LG-Community reporting. Thus making the technocrats less accountable to the communities.

Under Administrative decentralization all local government administrative units were to be governed by the respective local governments. Up to date some LG departments like prisons and police are not yet decentralized - still controlled by the centre. This makes the LGs to lose control over the management of these vital institutions. And most of the local politicians up to date lack the capacity to fully understand, exercise and monitor government programmes which compromises their oversight role to supervise the delivery of services in local governments. If unchecked there is a looming collapse of the system as it is slowly losing its effectiveness which will lead to a breakdown of the service delivery mechanism and increased tensions and clashes among communities.

1.4. Purpose of the study.

The purpose of the study was to assess the role of decentralization in promoting good governance in Uganda with reference to Kaliro District.

1.5. Objectives of the study.

The objectives of this study included;

- a) To establish the role of decentralization in promoting community participation in development activities in Kaliro district.
- b) To determine the role of decentralization in promoting accountable leadership in Kaliro district.
- c) To establish the role of decentralization in promoting local capacity to participate in development programs in Kaliro district.
- d) To determine the moderating effect of locality factors on decentralization and good governance in Kaliro district.

1.6 Research Questions.

- a) What is the role of decentralization in promoting community participation in development activities in Kaliro district?
- b) What is the role of decentralization in promoting accountable leadership in Kaliro district?
- c) How effective has decentralization promoted local capacity to participate in development programs in Kaliro district?
- d) What is the moderating effect of locality factors on decentralization and good governance in Kaliro district?

1.7. Hypotheses of the study

The study tested the following hypotheses:

H₁: Decentralization plays a significant role in promoting community participation in development

Activities.

H₂: Decentralization plays a significant role in promoting transparency and accountable leadership.

H₃: Decentralization promotes local capacity towards participation in development programmes.

H₄: There is a moderating effect caused by locality factors on decentralization and good Governance.

1.8. Conceptual Framework.

Figure 1.1 below illustrates that decentralization (independent variable) influences governance (dependent variable) in LGs such that increased decentralization enhances governance and decreased decentralization poses a negative effect on governance. For the case of this study, decentralization was divided into three sub variables of; Political, Administrative and Fiscal. Similarly, governance was divided into three components of; Community Participation, Accountability and Local Capacity.

Locality factors (moderating variables) were categorized into; Attitude, Social status and Community mobilization and awareness. Even if decentralization is up to date, good governance may not be realized if the moderating variable is in negative.

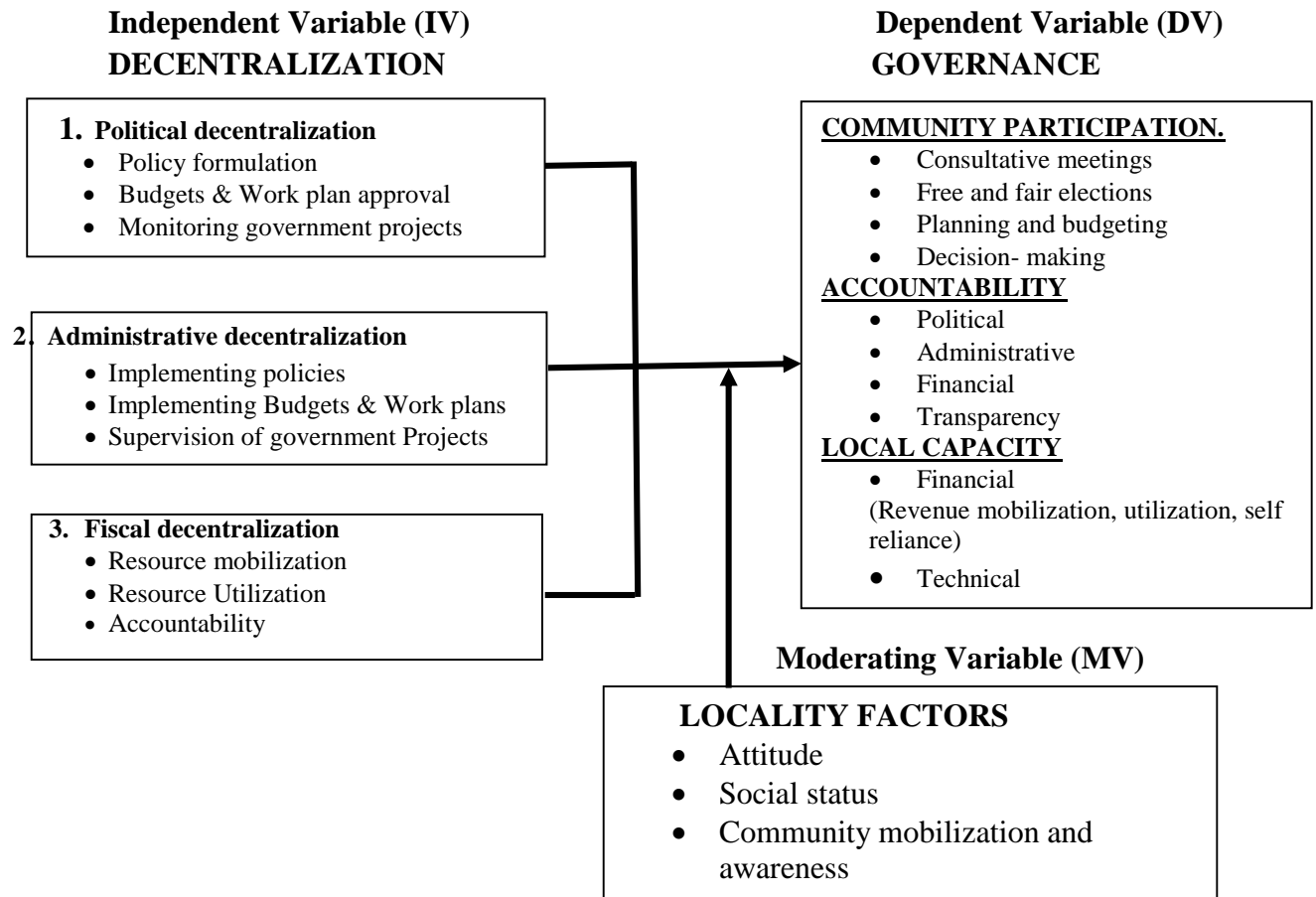


Figure 1: Conceptual framework showing the relationship between Decentralization and Governance.

Source: The frame work design was adopted from Gerringetal (2004) and modified by the researcher.

1.9. Significance of the study.

The findings of this study are expected to be of great importance to the local community, academic sphere, and policy makers.

At the local level, the findings may assist the top management of Kaliro District Local Government (KDLG) to appreciate and adopt various appropriate approaches for decentralization system to promote good governance in the area.

And inevitably, the findings of this study may influence policy at the district, central government and donor agency levels. Thus it can be used to revise the LGA or the entire local government regulatory frame work.

In the academic sphere, the study will add to the few existing literature about decentralization and governance in the public sector. The study will therefore act as a spring board for further research at master's and doctorate levels.

1.10. Justification of the study.

Decentralization initiatives have been launched in the majority of developing countries, but these have rarely laid the foundations necessary to reach decentralization's purported efficiency and equity benefits, (OECD 1986). Whereas many studies have been conducted the world over for instance in India, Sudan, Kenya, Zambia and Venezuela in the field of decentralization, there are gaps in – depth surveys to investigate its effect in promoting good governance in local governments, (Smith, 1985). Some surveys, which have addressed this noble cause in Uganda, have been based more on urban than rural setting. For example the study of Asimwe and Nakanyike (2007) was based in Mukono district; and Golooba-Mutebi (1999) was based in Kampala and Tororo which are more urban than rural. It was the considered opinion of the researcher to undertake an in–depth study to investigate the role of decentralization in governments' performance basing on a rural setting like Kaliro District.

1.11. Scope of the study.

1.11.1 Geographical scope

The study was conducted in Kaliro district. This district is in eastern region of Uganda neighbouring; Iganga, Kamuli, Luuka, Namutumba and Pallisa districts. Kaliro district was chosen because it is the researcher's area of residence, a rural district and one of the newly created

districts – hardly ten (10) years ago. The study covered three (3) sub counties and one (1) town council as lower local governments (LLG) in the district. It involved various district stakeholders who were purposively selected.

1.11.2 Content scope:

The study was limited to whether decentralization system has facilitated good local governance in the local governments of Uganda. More specifically by assessing the extent to which decentralization has contributed to the improvement in governance i.e. in enhancing community participation; promoting accountability and local capacity in Uganda. Kaliro district acted as a case study to illustrate this.

1.11.3 Time scope

The time scope of the study was limited to the years 2005 to 2015. This was attributed to the fact that Kaliro district – our case study area, was created as a local government in 2005 and this study was completed in 2015.

1.12. Operational Definitions of Key Concepts.

The definitions of these terms have been developed purely for the sake of this study and may not be very applicable to all situations other than this study.

Civil society: Refers to various partners of political participation outside formal state structures, (Nsibambi, 2000).

Deconcentration: A type of decentralization frequently used in unitary states which merely shifts responsibilities from central government officials in the capital city to those working in regions, provinces or districts, (Olowu, 2003).

Delegation: This is a more extensive form of decentralization which involves the central government transferring responsibilities for decision-making and administration of public

functions to semi-autonomous organizations not wholly controlled by the central government, but ultimately accountable to it, (Olowu, 2003).

Devolution: This is an administrative type of decentralization where governments transfer authority for decision-making, financial resources and management to quasi-autonomous units of local government with corporate status, (Olowu, 2003).

Effectiveness: The level of output produced in achieving objectives which meets the required standards, (Nsibambi, 2000).

Empowerment: This is a process through which people and communities increase their control or mastery over their own lives and the decisions that affect them, (Fumihiko, 2000).

Planning: This refers to a process by which communities or individuals and other stakeholders come together to identify their problems, mobilize the available resources and utilize them in an effective and efficient manner to address the identified problems according to their priorities, (Deepa, 2002).

Vulnerable persons: This refer to people who are economically, socially, physically, emotionally and mentally exposed to suffering, want, threats and lack of services for an adequate standard of living but lack the means, abilities and or resources, for the reasons beyond their control, to cope with such suffering, needs/wants or threats, (Fumihiko, 2000).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents theoretical and related literature review. Relevant literature was reviewed in order to critically present the knowledge of other scholars on the study. Literature was sought from different libraries of various institutions and soft material was easily accessed by the researcher from the internet. This study was brought in perspective by giving a brief background to decentralization in the developing world in general and Uganda in particular. Literature was structured according to the study variables of governance involving: Community participation, Local community capacity and Accountability. The review also sought to assess the impact of the moderating variables notably; the locality factors involving attitude, social status and community mobilization and awareness in the implementation of the decentralization system.

2.2. Theoretical review

The normative models of democratic governance; decentralism and centralism with an alternative model of centripetalism (Gerring et al, 2004) give the basis for our review. Decentralists envision political institutions that are separate and independent of one another, resulting in a decision making process that is highly localized and requires universal consent. Centralists envision political institutions that are highly focused and coordinated from the top. While the Centripetalists see the source of good government in institutions that reconcile inclusion and authority, bringing interests, ideas, and identities towards the center into an authoritative decision making process, (Gerring et al, 2004).

Ibid asserts that the decentralist theory, supposes that good governance arises from the diffusion of power among multiple independent bodies and that good governance should arise when

political institutions preserve the authority of the sovereign while gathering together and effectively representing whatever ideas, interests, and identities are existent in a society.

Perceives the decentralization of power as a mechanism to bring government closer to the people. Their assumption is that centralized power is generally controlled by leaders whose interests run contrary to the electorate; the only hope for popular control of government is therefore to decentralize the locus of decision making. Despite their evident differences, all twentieth century decentralists agree with several core precepts of: diffusion of power, broad political participation, and limits on governmental action. Existence of multiple veto points forces a consensual style of decision making in which all organized groups are compelled to reach agreement on matters affecting them. Decentralized authority structures may also lead to greater popular control of, and direct participation in, political decision making. Efficiency is enhanced by political bodies that lie close to the constituents they serve, (Gerring, et al, 2004).

Theories of democratic governance being decentralist in nature, the general assumption is that government works best when political institutions diffuse power broadly among multiple, independent bodies. This is the model of good government embraced by most lay citizens (Uganda inclusive). (Gerring et al, 2005).

Gerring et al (2004) further states that centralized power is always controlled by elites, whose interests run contrary to the masses. The only hope for popular control of government is therefore to decentralize the locus of decision making. He further asserts that decentralized authority structures may also lead to greater popular control of, and direct participation in political decision making. This is in line with Smith (1985) who stated that efficiency is enhanced by political bodies that lie close to the constituents they serve and through competition that is set into motion among semi-autonomous governmental units.

Uganda's devolutionary decentralization can only foster good local governance and local democracy if it is properly conceptualized, the facilitating conditions given careful attention and the institutional framework sufficiently elaborate and effective to enable it to achieve its intended objectives. Short of these measures, the gap between the intent and reality might be so great as to disable the decentralization policy from achieving real local governance and local democracy, (Kiyaga & Olum, 2009).

Therefore, it was the considered opinion of the researcher to use this model to assess how separate and independent political institutions can enhance community participation, local capacity and accountability to achieve good local governance.

2.3. Conceptual Review

The study was based on the normative models of democratic governance as conceptualized in the frame work indicated in figure 1.in 1.7 above. Like the decentralists, the liberal theorists of the state urge that local democracy makes a positive contribution to the health of the nation's democracy generally by offering opportunities for greater personal participation in the actual business on governing and by creating a democratic climate of opinion, (Smith, 1985).

The term decentralization is commonly used to describe various arrangements, and there is a dispute amongst scholars as to whether it should be used to mean deconcentration or devolution. For the purpose of this study the researcher exhaustively dwelt on devolution; the type of decentralization that Uganda is practicing; which refers to a form of political decentralization where a local government has an established local assembly with usually elected members and characterized by a high level of local government autonomy, (Munyonyo, 1999).

Devolution embraces political, administrative and financial forms of decentralization which encourages greater participation in decision making, redistributes resources and responsibility. While diversity in degree of decentralization across the world is a fact, there is no consensus in the empirical literature over questions like ‘which country is more decentralized?’ This is because decentralization is defined and measured differently in different studies, (Sharma, 2006).

2.4. Decentralization and Governance

In this section, the researcher defined, described, explained, discussed and reviewed the different study variables/concepts of local governance. Notably: community participation, accountability, local capacity, and locality factors in relation to decentralization.

Landell-Mills and Serageldinas cited in Kiwanuka, 2012 defines governance as the use of political authority and exercise of control over a society and the management of resources for social and economic development. And Charlick Robert as cited in Kiwanuka, 2012 looked at governance as the effective management of public affairs through the generation of a set of rules accepted as legitimate, for the purpose of promoting and enhancing societal values sought by individuals and groups. And he notes that the fundamental principles of good governance include respect for the rule of law and human rights, political openness, participation and inclusiveness, equality and non-discrimination, effective and efficient processes and institutions, transparency, and accountability.

According to Ronald & Henry (2000), decentralization offers a key element of the enabling environment for good governance through which responsibilities are transferred from the central government to the local level, where citizens can more readily participate in decisions that affect them. He continues to assert that decentralization offers partnerships between local government institutions, civil society organizations and the private sector for attainment of good governance.

It is generally agreed that the following constitute the main attributes of good local governance: constitutionalism, rule-of-law, justice, security of person and property, electoral and participatory democracy, respect for human rights and basic freedoms, equity, citizen participation in local decision-making, effective and efficient service delivery, and transparency, accountability and integrity in the management of public and private corporate affairs, (Kauzya, 2002).

Good governance is a critical prerequisite for achieving sustainable development. Growth and development cannot be achieved where governance is bad. Sustained good governance is the ultimate goal, and capacity development is a critical input for achieving that goal. The lack of good governance has been demonstrated to have corrosive effects on the development process. Improving the governance environment in the developing world is therefore a major priority on the development agenda, and the capacity to do so must be enhanced, (Hope, 2006).

This study considered three concepts in the dependent variable which are key in determining good local governance i.e.; community participation, local capacity and accountability; while the locality factors i.e.: attitude, social status and community mobilization and awareness being considered as the moderating variable.

2.4.1 Decentralization and Community Participation

Community participation is a process by which stakeholders' influence and share control over priority setting, policy making, resources allocation and or programme implementation, (World Bank, 2002). Literature on consultative meetings, free and fair elections, planning and budgeting and decision making were reviewed, explained, discussed and evaluated.

Under community participation the critical issues to be considered was; the awareness and the will of the locals and of the technocrats to involve the community in consultative/ planning and budget meetings, the understanding of the community's roles to be played in councils' programmes; the level of participation and the reward for effective participation. When communities effectively participate in local government programmes, there is likelihood to attain the desired goals and objectives. Whereas, where there is inadequate or ineffective community participation service delivery suffers and good governance may not be realized.

The most popular conception in current discourse formed by liberal democracy postulates that democracy is a system of government in which there is meaningful, extensive, regular and fair competition for all elected positions of government; a highly inclusive level of political participation; and civil and political liberties sufficient to ensure the integrity of political competition and participation, (Novacx, 1970).

With regard to functionality key questions are: do local people feel that decentralized bodies have a positive effect on their lives, and do local people feel that participation in decentralized bodies is meaningful? People embrace governments that can serve their needs. Exposure to locally relevant government can help to create a record of legitimacy and accountability among local people that can strengthen a decentralized government's ability to assume broader political and developmental responsibilities, (Olowu& James, 2004). One District Councillor of KDLG lamented that due to poor remuneration councilors have become beggars before technical persons. As beggars councilors are not empowered to monitor government programmes implemented by technocrats. Democracy not only conditions the way in which the poor can participate in decision-making and thereby facilitate the alleviation of their conditions, it also creates space in which individuals and groups can organize along social and economic lines to pursue their interests, (Webster, 2000).

The major premise, upon which Uganda's local government system was built, was that local citizens would participate effectively in making decisions over local development in addition to holding their leaders to account. It was also assumed that elected leaders would always work in the best interest of their electorate – although the reality has turned out to be different, (Francis & James, 2003). Councilors are poorly motivated and thus cannot deliver results. Councilors are supposed to make decisions in favor of the public, but many times they make them in favor of technocrats who give them what to eat.

GoU (2001) observed specifically that popular participation is very crucial in its overall development efforts. Politically the government has entrenched a system at all levels based on people's committees commonly known as LCs composed of popularly elected representatives to promote full participation of the population in decisions that affect them.

Generally, Uganda's local government system is open and participative. However, there are serious challenges facing citizen participation in local development. The fact is that citizens cannot fully participate in public affairs, even over matters that affect them directly, unless they are empowered, (Deepa, 2002). In most cases citizens have little understanding of their local economies, and also find the planning and budgeting process complicated and their decisions never implemented. Practice has also shown that the local people are easily hoodwinked by unscrupulous political elites who capture the planning and budgeting process to advance their selfish interests. It should also be noted that it is not easy to get the necessary information, such as services to be delivered and the funds spent on them, to local people at the right time to facilitate appropriate decision-making. Furthermore, not all ideas get included in development plans during bottom-up participatory planning, leading to unfulfilled expectations.

The local people at the grass root levels, lack sufficient knowledge and organization, which exposes their agenda to the risk of ‘elite capture’. A classic case of elite capture can be seen in School Management Committees (SMCs) in primary schools where the majority of the parents are poor peasants who exercise minimal control over the decision-making process, for example, in financial matters, (Prinsen & Titeca, 2008). Reinikka and Svesson (2004) also observed that the bulk of school grants are captured by local officials and politicians in primary schools with impunity. The end result being poor service provision. To hold teachers and schools accountable requires parents to be at the frontline of schools’ inspection and monitoring which is lacking.

Much as it would appear that every citizen above the age of eighteen is free to contest local elections, the reality is that because of the ‘monetized’ nature of politics in the country, many peasants can ill-afford to buy their way into political office. This monetized electoral process has now taken root to the extent that even the annulment of results by the courts has not deterred those with money from buying their way into power. This elite capture of the governance process has become endemic.

The attendance of local council meetings has been progressively declining. There is increased perception by local people that local governments are in reality mere appendages of the central government and that most politicians get into office principally to help themselves to public resources and privileges. Councils and standing committees at HLG and LLGs exist but with limited functionality. During meetings members personalize issues rather than talking issues objectively. Even community structures are still weak to make informed decision making in the District, (USAID Report, 2012). This view is reinforced by the widely reported systemic corruption at central and local government levels, resulting in the diversion of meager funds away from service provision. The other unintended consequence of corruption is that decentralization is reinforcing the power of local elites because local citizens lack ‘civic competence’ in the sense

that they are reluctant to exercise their ‘voice’ and ‘political agency’ to effect change in their favour, (Golooba, 2009).

Fumihiko (2000) asserts that many of the women Councilors in Uganda still need more training and support, and this is acknowledged by Councilors, including women Councilors themselves. They particularly need more training on leadership, lobbying and budgeting skills. The budgeting seems to be an extremely difficult subject for most of the Councilors. It is, therefore, imperative that citizens are regularly provided with adequate information on the nature and resources of local economies, and have their skills in, say, financial management, planning and budgeting enhanced so that they can sensibly participate in deciding over local plans, budgets and investments. Local governments should be assisted to develop effective communication strategies to enable this to happen.

2.4.2. Decentralization and Accountability

Accountability is the situation of being responsible for any action and or decision taken and acting on criticism or requirement made, (MoFPED, 2004). The key factors to consider under accountability include; Political, Administrative, Financial and Physical accountabilities and Transparency. This is to dwell on commitment of staff in performance of their duties and that of the political representative to the community and transparency in councils’ transactions. Lack of commitment on part of the local government officials which greatly affect the efforts of promoting good governance. Decentralization as it places the decision making centres close to the beneficiaries, it therefore, creates opportunities for those beneficiaries to gain access to the decision making elites and thus increase the chances for effective accountability and transparency in the conduct of public affairs, (Nsibambi, 2000).

In theory, the local government system is transparent and the citizens are expected to be well informed. In practice, however, the reality is different. The primary avenue through which the

citizens are supposed to be informed about decisions and investments made by their local governments is through their council representatives. To do this the council representatives must be able to travel through their constituencies to provide feedback and solicit the views of their electorate. Resources for this facilitation should come from locally generated revenue, but this source of revenue has always been inadequate and has continued to dwindle in recent years following the abolition of graduated tax. Thus, local government councillors are immobilized due to lack of these resources. Nationally, there is a marked decline in local revenue from Ug.Shs.109billion in 1997/98 to Ug.Shs.93billion in 1998/200, then Ug.Shs.78billion in 2000/2002, (Local Government Finance Commission, 2009).

Good governance is increasingly being recognized as not only pivotal to ensuring national prosperity and sustainable democracy, but also as a major challenge to growing democracies such as Uganda. As the country recovers from over forty years of politically and socially-induced conflicts which are largely the result of bad governance in the political, social and economic spheres, it is important that significant effort be devoted to addressing the deficiencies in transparency and accountability in managing public affairs, (The First Annual State of Governance Conference in Uganda; 2006, Pg 1).

If decentralization is to be democratic and local governance is to emerge, locally accountable institutions must be established that make key decisions: setting local priorities, allocating resources, and supervising implementation of these decisions. Thus any assessment of democratic decentralization finds its success closely linked to that of locally elected legislative bodies, normally called councils, (Olowu et. al, 2004). Perhaps the single greatest cause of council weakness in Uganda is the weakness of their committees as most of the committees rarely meet to discuss council's affairs. The citizens are supposed to be informed through their representatives in local government councils who scrutinize local plans, budgets and expenditures through

various council committees. However, the citizens are rarely aware of these measures due to limited feedback from councilors. They also have limited means of holding the councilors to account, except perhaps during elections when their only option is either to return their councilors or to vote them out. The high turnover of councilors at local elections is indicative of built up citizens' frustration, which could have been contained if leaders periodically provided feedback to the citizens on progress made in implementing their electoral manifestos.

The limited degree of participation at the local levels might be the single most important explanation for the current weakness of the accountability framework. The experience of more developed countries suggests that a vibrant civil society that is able to keep local governments in check is essential to enhance downward accountability. In Uganda, an elaborate framework is in place to ensure upward and downward accountability. However, its operation is quite problematic. Intergrated bottom-up planning is not done largely due to inadequacy of funds to facilitate consultations at LLG level. The district relies on the planning data provided by sub counties who in turn depend on what parishes give with no feedback to the communities, (Kaliro District Development Plan, 2012).Indeed, Blair (2000) commented that there are important limitations on how much participation can actually deliver because accountability covers a much wider range of activity and larger scope for democratic local governance strategy than it initially appears.

Upward accountability has been effective in improving the operations of local governments in an administrative sense. However, for downward accountability to be effective, political leaders should have benchmarks against which they are judged. Furthermore, the citizens should be regularly informed about how resources are being utilized and the impact arising there from.

There is little or no transparency in local council dealings. Whether it is in the process of making by-laws, imposing taxes, or providing information about the locally generated revenue, local

government officials tell the people little about what is going on, nor do they encourage them to think that it concerns them. Thus, the likelihood of a transparent and accountable system of governance is virtually negligible, (Massoud Omar, 2009). Good governance, in all its facets, has been demonstrated to be positively correlated with the achievement of better development performance, and particularly through the building of institutions in support of transparency, accountability, and better public financial management.

Conclusively, much as there is an urgent requirement for the development of a national civic programme and sensitization of citizens on the nature of their local economies, local governments need to develop effective strategies for communicating their decisions and activities to the citizens beyond those that are currently in use. The peoples' representatives should also be adequately skilled and supported to enable them to provide regular and effective feedback to their constituents. Equally important, civil society organizations should be strengthened to provide effective checks on local governments to ensure transparency and accountability in their operations, (Kiyaga&Olum, 2009).

2.4.3 Decentralization and Local Capacity

Capacity may refer to the ability to perform or being capable of handling any challenges at hand. It can be categorized into various forms. But for the purpose of this study the researcher was concerned with technical capacity and financial capacity. The study will look at financial capacity in the context of revenue mobilization, utilization and self-reliance for local governments. Then technical capacity in the context of available expertise towards service delivery in local governments. Implementation of service delivery programmes mainly depend on the financial capacity and the technical expertise. Therefore, it is important to have adequate resources and technical staff for the success of such programmes.

Saturday Vision Survey (June 13, 2015) noted that most of the councilors are not well educated and some cannot read documents presented to council since the law doesn't require a person aspiring for a council seat to present academic qualifications many of those elected as councilors are illiterate. The District Chairperson Kalungu was reported requesting Parliament to set minimum academic qualification for councilors intending to vie for elective positions. He argued that allowing whoever wishes to contest regardless of their academic qualification, affects the quality of debate in local councils thus impacting negatively on performance. He further noted that a good number of councilors do not have even the minimum competence to interpret the basic governance policies and laws hence leading to malfunctioning of local government administrations, (Musoke, 2015; Pg. 13).

The financing of local governments has a significant bearing on local democracy and governance. If local governments raise substantial amounts of revenue from their local areas they are likely to be subjected to increased demands for downward accountability and for increased citizen participation in deciding how the resources will be used. On the other hand, the more reliant local governments are on central government for their revenue, the more likely they are to place more emphasis on upward accountability and to have less room in which to address local priorities.

Given that local governments in Uganda, KDLG inclusive, are reliant on central government for nearly 90% of their revenue, it can be safely stated that the accountability flow is severely distorted upwards with serious implications for local level development, especially when combined with the other factors mentioned above. In fact, Steiner (2007) argues that poverty reduction through decentralization is in jeopardy in Uganda because of low levels of information about local government affairs, limited human capital and financial resources, restricted local autonomy, corruption and patronage, high administrative costs related with decentralization and low downward accountability.

Local revenue sources presently constitute less than 10% of total local government funding. In the rural areas, local governments used to depend mainly on graduated tax but, this tax was abolished in 2006 and has been replaced by local service and hotel taxes, which local governments are yet to fully understand and implement. With respect to budgeting, central government remains the most important source of funding for Kaliro district budget with local revenue contributing 0.6% against a total budget of shs. 11.1 billion. It was further revealed that against a local revenue budget of shs 650 Million, only Shs. 42 Million was realized in Financial Year 2010/11, (Kaliro District Draft Final Accounts, 2012). What this means is that local citizens have limited leverage on local governments because their contribution to local revenue is quite minimal. This indirectly undermines local democracy as it weakens downward accountability.

The limited resources coupled with poor execution have prevented the benefits of local investments to be felt fully. Examples are bunches of shoddy construction of access roads and drainage channels, and of markets that have not made any noticeable difference. If anything, questions have been asked as to whether interventions in service delivery are making a real difference for the poor or whether they are, in fact, abetting further inequality.

In many developing countries and Uganda in particular, local governments or administrative units possess the legal authority to impose taxes, but the tax base is so weak and the dependence on central government subsidies so ingrained that no attempt is made to exercise that authority.

Recent empirical analysis suggests a positive correlation between democratic governance and the levels of income, investment, human capital, economic liberalization, and distributive income growth in society, (Hope, 2006).

Under a decentralized system, professional staff may be relatively more isolated and lack the frequency of contact with colleagues, than would have occurred under centralization. This has been said to lead to a lower quality of service and provision than would otherwise have been the

case, (OECD, 1986). And also has contributed to the high rate of turn over for professionals like medical doctors especially in rural districts like Kaliro. Hence this has in turn led to inadequate technical capacity for service delivery in such areas.

Even where the ordinary citizens were supplied with all the available information on local development issues, it is doubtful if many of them would accurately interpret it due to the low literacy levels and lack of effective civic education. Lack of civic education and sensitization on their local economies has prevented ordinary citizens from coming to grips with local development issues to demand accountability from local governments. The lack of local capacity has been cited as both a cause and a consequence of poor governance and failed attempts at governance support in some developing countries, (Louis, 1999).

2.4.4 Decentralization and Locality Factors

Other than the above factors mentioned there are moderating factors that are playing a critical complementary role in either promoting good governance or frustrating the good intended objectives of decentralization. These have been broadly grouped as locality factors i.e. community attitude, social status and community mobilization and awareness.

Some locals may be indifferent to change their attitudes towards development. While others because of their social statuses like, literacy levels, religion, gender and so on may feel uncomfortable to participate or may be marginalized. But also the intervention or non-intervention of civil society organizations (CSOs) can greatly impact on the type of governance. In that if communities are mobilized by the CSOs and awareness caused for their need to participate in local government programmes, it will go a long way in promoting good governance. This is because they will know their rights and demand for them.

The emergence of civil society, however, does not guarantee democracy, but it is unlikely that a viable democracy can survive without a vibrant civil society. It is within civil society that public opinion is formed and that it is through independent associations that individuals can have some influence on government decision-making, (Woods. D, 1992). Here emphasis will be put on community mobilization and awareness. The efficacy of bottom-up planning is constrained by limited involvement of USAID and non- USAID implementing partners at LLGs level which renders development planning not fully participatory and all-inclusive for sustainability of decentralized planning and budgeting, (USAID Report, 2012).

Nsibambi (2000) observed that when the paradigms of good governance, decentralization, democratization and civil society are closely analyzed, it becomes evident that they all seek to empower people to exercise as much influence as possible on their social and political destiny. In other words, economic, political, legal, technical, and even technological empowerment is the meeting point of good governance, decentralization, democratization and civil society.

It should further be noted that decentralization is not synonymous with good governance. Neither is it the same thing as democratization. If decentralization does not lead to empowerment of the people, then it can not constitute an element of good governance. Nor can it contribute to democratization or the strengthening of civil society, (Nsibambi, 2000).

In many states, these aspects of democracy are state given, and, therefore, there should be ways through which the state is checked, to keep on the truck of democracy. The most common is through a viable civil society. The importance of civil society to democracy is to provide a strong foundation for democracy when it generates opportunities for participation and influence at all levels of governance most especially at the local level. The democratization of local governments thus goes hand in hand with developments of civil society as an important condition for the deepening of democracy, (Munyonyo, 1999).

Most of the local civil society organizations are weak, narrowly based and generally politically inactive. This means that the councilors' passivity is unchallenged by those who might otherwise make demands on them and the potential political resource for councils that might help them challenge dominant executives are never brought to the table, (Olowu et. al, 2004).

Decentralization has not enhanced participation in local affairs by the majority of the citizens. Yet this is the only way to check graft. On the ground, particularly in rural areas where the majority of the population lives, civil society hardly exists. A few local organizations that have emerged spontaneously are driven by survival strategies rather than the desire to influence public policy. Therefore, meaningful participation is lacking, (Nsibambi, 2000).

Kanyehamba argued that a robust civil society is a cornerstone for good governance, especially in free and mature democracies. He cited the major challenge of civil society as getting the courage to come out openly and seriously to fight injustice, deprivation or maladministration regardless of the perceived consequences. He however warned that civil society operates in an environment in which other institutions and bodies have authority and power to direct and affect events far beyond the capability of civil society. Civil society therefore needs to appreciate the powers and modus-operendi of these institutions and bodies if it is to maintain its role as an effective watchdog, (The First Annual State of Governance Conference in Uganda, 2006; Pg.12). The involvement of civil society in the management of local development is crucial in influencing local and national government policies and promoting democracy at the local level.

2.5. Summary of the Literature Review

In summary, the above reviewed literature reveals the concept of decentralization and how it influences governance in local governments; its attendant benefits and challenges to achieve this in the various parts of the world – Uganda inclusive and Kaliro District in particular. However the reviewed literature is not exhaustive as it leaves some gaps that fails a localized, systematic

and clear flow of understanding of the study variables - as far as influencing each other is concerned.

The reviewed literature dwell on the role of the elites towards power capture to deny the illiterate poor from accessing their intended decentralization benefits. However, little is mentioned on whether the illiterate poor can adequately dispense the requirements of decentralization like planning, budgeting and project implementation without the involvement of the elites. Instead it emphasizes curtailing the powers of the elites in the processes.

Furthermore, the literature reviewed did not indicate the effect and financial implication for the creation of more new districts in the country. And whether new districts' creation should continue or halted (in case of Uganda) in the name of bringing services to the people.

Much as the role of civil society in local governance has been emphasized in the literature reviewed little was explored on the level at which NGOs/CBOs should perform to cause effective participation as a community mouth piece and how to identify authentic NGOs/CBOs.

Equally, the developments in communications media like local radios which has become quite common and popular, as medium for debate about local issues, and phone-in programs with local political leaders; whether it can adequately supplement other forums for community participation. Their role is quite under looked or not revealed in the literature reviewed.

In conclusion, therefore, the literature reviewed although very relevant, was lacking some pertinent aspects which can be customized for the good of decentralization and good governance. However, despite these apparent gaps, the literature was important in as far as guiding investigations into the assessment of the role of decentralization in the promotion of good governance in Uganda and Kaliro district in particular.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology to the study: it gives descriptions of the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods and instruments, pre-testing techniques, procedure of data collection, data analysis and measurements of variables to giving a deeper understanding of the effectiveness of decentralization on the promotion of good governance in Kaliro district.

3.2. Research Design

A case study design was used to describe the nature and pattern of the study. The choice of the case study design was aimed at enabling the understanding of the study in depth so as to get adequate solutions to the problems in the area of study. The rationale for choosing a specific case was to enable to predict certain outcomes whether the theory holds truth, as it contained crucial elements that were specifically significant, (Amin, 2005).

Correlation study was also adopted to help the researcher find an answer to the issue at hand – cause and effect relationship, (Sekaran, 2003). To this both the qualitative and quantitative approaches were used as they complement each other. Qualitative approach being descriptive and using conceptualization, was used to capture feelings, opinions and other subjective variables, (Sekaran, 2003). Whereas quantitative approach which uses statistics was basically used to solicit and present data numerically in order to explain, describe, understand, predict or control the phenomenon of interest, (Mugenda & Mugenda, 1999). This enabled the researcher to quantify the views of the respondents towards certain variables and draw statistical conclusions. The qualitative methods used included interviews which were conducted at Community level, Focus Discussion Groups at the sub county/town council levels and the quantitative which included use of questionnaires at the district, sub county and LC I levels.

3.3. Study Population.

The study population was from Kaliro district comprising of 253 people, the accessible population comprised of DTPC staff, District Councillors, Councillors at Sub county and town council, sub county and town council technical staff, Chairpersons Parish Development Committee and Chairpersons LCI.

3.3.1. Sample size and selection.

A sample of 231 was determined using statistical tables of Krejcie and D.W. Morgan (1970).

The sampling approach is presented in table 3.1 below;

Table 3. 1: Shows the sampling approach

No.	Category	Accessible population (N)	Sample size (n)	Sampling technique
1	DTPC Staff	20	19	Simple random
2.	District Councilors	13	13	Simple random
3.	Councilors at Sub counties /Town Council	30	28	Simple random
3.	Sub county/town council technical staff	30	28	Simple random
4.	Chairpersons Parish Development Committees	20	19	Simple random
5.	Reps of NGOs/CSOs/CBOs	30	28	Simple random
6.	LC I Chairpersons	53	47	Simple random
7.	Community (beneficiaries)	57	49	Simple random
	Total	253	231	

Source: Kaliro District

Modified as guided from R.V Krejcie and D.W. Morgan as cited by Amin (2005).

3.3.2. Sampling techniques and procedure.

Purposive and random sampling was used. Purposive is where the researcher selected only those elements that meet his defined parameters. This was for purposes of getting information from the major policy formulators and implementers. This applied at the district and subcounty/town council levels. Random sampling is the process of selecting a sample in such a way that all individuals in the defined population have an equal chance of being selected, (Mugenda & Mugenda, 1999). Sub counties were sample units where three sub counties (randomly selected) and one town council were sampled in the district. Simple random sampling was also applied at the parish and village levels to analyze the participation of various stakeholders. The choice of

this method was because it gives equal opportunity to all respondents to be selected and very convenient to use when handling a large population.

3.4. Data Collection Methods.

The data collection methods for this study were categorized namely: face to face interviews which were conducted, questionnaires for quantitative data that were personally administered; Focused Group Discussions (FGDs) and documentation reviews.

3.4.1 Questionnaire.

Questionnaire is a list of carefully structured questions, chosen after a considerable testing with a view of eliciting reliable responses from chosen samples, (Hussey & Hussey, 1997). The choice of a questionnaire is justified by the fact that it is the best tool in collecting quantitative data from a big number of respondents. Questionnaire provided information based on facts and opinion. This was self-administered with semi – structured set of questions, open and closed ended. Semi structured questionnaires were used because large samples were made of use and thus making results more dependable and reliable, also offered the greatest assurance of anonymity, cheaper than other methods and free from bias. A total of 135 questionnaires were distributed to the selected respondents and 125 questionnaires were returned fully filled in.

3.4.2. Interviewing

This is a method of collecting data in which selected participants were asked questions in order to find out what they do, think or feel to enable the researcher solicit information of subjects under thorough probing, (Denscombe, 2000). This is a face to face interaction where the interviewer asked questions to the interviewee, (Amin, 2005). The choice of the method was that it was viewed to be flexible and it was an easy way of getting information. Also permitted the researcher to clarify on some questions respondents could not understand and it took into account verbal communications such as attitudes and behaviour of the interviewee in relation to the subject being

discussed. Interview guide was formulated covering the four thematic areas of study. Interviews were conducted with the help of the interview guide, and were used on selected members of the communities (beneficiaries) of selected villages from the four lower local governments.

3.4.3. Focus Group Discussion

Four Focus Group Discussions were conducted. One at each of the four selected LLGs (3 sub counties and 1Towncouncil) involving Parish Development Committee members and representatives of NGOs/CBOs/CSOs in the respective local governments. The purpose of the study was explained to the participants to enable them explore their knowledge on the topic of the study. A part from questions for further information and clarification, participants were encouraged to share other experiences that enriched the subject under discussion. Key lessons and recommendations were developed under each topic. Focus groups were used because they allow interviewers to study people in a more natural conversation pattern than typically occurs in a one-to-one interview; because of their fairly low cost compared to other methods, as one can get results relatively quickly and increase the sample size of a report by talking with several people at once.

3.4.4 Documentation Review.

This method involved delivering information by carefully studying written documents, or visual information from sources called documents, (Amin, 2005). The researcher reviewed the District, Town Council, and Sub-County Development Plans, Final Accounts, District Newsletters, Budget Estimates and Council minutes for the period under review to ascertain their performance in promoting good governance practices as primary sources.

3.5. Data collection instruments.

The data collection instruments are tools that a researcher used to collect data from the respondents. A combination of instruments were used as appropriate to make use of their different strength, as none of those methods when exclusively used was to collect sufficient data.

The following instruments were used; interview guide with unstructured questions, a semi – structured close ended questionnaire, focused group discussion checklist, and documentation review guide.

3.5.1 Interview guide.

An interview guide is a face – to – face interaction where the interviewer asked questions to the interviewee, (Denscombe, 2000). Structured interview guide was developed listing the questions or issues explored during the interview and including an informed consent form. Where necessary, the guide was translated into local language for easy understanding. According to McNamara (2009), the strength of a general interview guide approach is the ability of a researcher to ensure that general areas of information are collected from each interviewee; this provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting information from the interviewee. The choice of this technique was that it is flexible and easy to generate information from participants. This tool is helpful in obtaining information in details. Qualitative research (using interviews) is useful for finding out information in areas where little information is known, or to study a particular concept in more detail, (Denscombe, 1998).

3.5.2 Questionnaire.

A questionnaire was a carefully designed instrument for collecting data in accordance with the specifications of the research questions. It consisted of questions in which the subject responded in writing, (Denscombe, 2000). Questionnaires have advantages over some other types of the methods in that they are cheap, do not require as much effort from the questioner as verbal or

telephone surveys, and often have standardized answers that make it simple to compile data. The questionnaire presented five (5) preceded response rate using Likert scale to ease respondents' effort in answering and minimizing subjectivity. Also the Likert scale was easy to construct, (Kumar, 2011).

3.5.3 Focus Group discussion Guide.

This is a data instrument that helped people from similar background or setting/ experiences to handle/discuss an issue of interest to the researcher, (Denscombe, 2000). Questions were formulated on the four main thematic areas to guide the discussion. The choice of the instrument was to enable the researcher collect in-depth information about groups' perceptions, attitudes and experiences of the topic under study.

3.5.4 Documentation Review Guide

This is a data collection instrument used by a researcher to collect information by carefully studying written documents, or visual information from sources. Sociologists point out that documentary evidence does not only mean words but can also include audio and visual evidence, (Amin, 2005). The guide included District, Town Council, and Sub-County Development Plans, Final Accounts, District Newsletters, Budget Estimates, Council minutes and Budget Estimate speeches for the period under review to assess how decentralization has promoted good governance in local governments.

3.6. Validity and Reliability.

The research instruments were pre- tested to minimize the random error and increase the reliability of the data to be collected.

3.6.1 Validity.

This is the ability to produce findings that are in agreement with the theoretical or conceptual

No. of panelists	Minimum value
3	.55
6	.72
15	.88
20	.90

values to produce accurate results and to measure what is supposed to be measured,

(Amin, 2005). Validity of research instruments was studied using content validity. Content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain of indicators/content of a particular concept, (Mugenda & Mugenda, 1999). Further validity was investigated using sampling validity. The choice of instrument was that, it contained all possible items that were used in measuring the concepts. In order to ensure validity of data collected, various subject matter expert raters (SMEs) as stated by Lawshe (1975). The researcher subsequently increased on the number of panelists who rated items as “useful”, “useful but not essential” or “not necessary” till a 90% validity value for the items was obtained as shown in the table below;

Table 3. 2: Validity of Research Instruments

Source: Field data

As guided by Lawshe (1975).

3.6.2. Reliability

This is the measure of the degree to which a research instrument yields consistent results/data after repeated trials, (Mugenda & Mugenda, 1999). Reliability of research instruments was studied using test re-test technique. Test re-test reliability refers to the degree to which scores on the same test by the same individual are consistent over time, (Amin, 2005). The choice for this technique was that, it provided evidence that scores obtained on a test at the first time (test) were the same or close to the same when the test was re-administered the second time (retest). Reliability was done by administering the test to the District Planning Committee members, then after two weeks the same test was administered to the same group of subjects, the two sets of scores were correlated, results evaluated and they were almost the same.

Reliability, a matter of whether a particular technique/research instrument applied repeatedly on the same object yields similar results each time was measured by Pretesting to 5% of the target population, (Amin, 2005; Babbie, 2007; Mugenda & Mugenda 2003). This helped the researcher to identify vague questions and deficiencies, hence making adjustments for a reliable instrument. The table below shows findings from reliability scale of Cronbach Alpha made after data coding and analysis.

Table 3. 3: Reliability statistics

Variable	No. of Items	Cronbach coefficient	N
Decentralization	11	0.983	135
Good governance	17	0.988	135

Source: Primary data-2015 (SPSS output)

For reliability analysis Cronbach's Alpha Coefficient was calculated by application of SPSS programme. Nunnally (1970) indicated 0.7 to be an acceptable reliability coefficient. Whereas (Sekran, 2003) indicated that the closer it (the alpha Coefficient) is to one (1) the higher the consistency. The Alpha Coefficients ranged between 0.983 and 0.988. Being all greater than 0.7

and thus closer to one (1), a conclusion was drawn that the instruments had an acceptable reliability coefficient and were appropriate for the study.

3.7. Procedure of Data Collection.

It was ethical for the researcher to get the necessary permission from different authorities before starting to conduct the research. This included getting an introductory letter from UMI introducing him to Kaliro District Chief Administrative Officer (CAO) who in turn introduced the researcher to the selected LLG authorities in the district. Prior visits to the district, sub counties, town council, parishes and villages were made to introduce the study before the actual data collection exercise started. The introductory letter was also attached to questionnaires to give a brief introduction to the subject matter. The questionnaire was in English with room for translation into the local languages - Lulamogi and Lusoga spoken in Kaliro district.

The research assistants were selected, trained and recruited to carry out the data collection activity in each of the sub counties chosen. On the technique of data collections, filling system was introduced – a record of how many questionnaires sent out, to whom they were sent to and when they were to be collected. Allocation of serial numbers was done for easy computer analysis. On interview technique, a representative sample was selected that was conducted in the time available, the purpose of the study was explained to the respondents, for instance what the researcher intended to do with the information.

3.8. Data analysis.

Both qualitative and quantitative techniques were used. This was done after collecting the data. The choice of these two methods was justified by the fact that different instruments of data collection were used.

3.8.1. Qualitative data analysis.

Qualitative data was analyzed through compiling, typing of field notes, sorting and coding of the responses after the interviews. The researcher then interpreted the results and lessons learnt through establishment of patterns and relationships from the information gathered. An in-depth analysis was done to find out whether the information answers the research questions and hypotheses. Content analysis was employed where themes were developed to pool data based on the objectives of the study, (Amin, 2005).

3.8.2. Quantitative data analysis.

Data collected was coded – attributing of a number to a piece of data, grouping the data – organizing for easy understanding and presentation of the data using computer Statistical Package for Social Scientist (SPSS 22). The choice for this package was its being an effective program for analyzing large amounts of quantitative data. Hussey and Hussey (1997) confirms that this enables the researcher to conduct wide range of analysis, carry out tests quickly and accurately present the results in form of tables and charts. Quantitative data was analyzed using descriptive statistics that is; the mode, median, mean, use of frequency distribution tables and bar charts. With the help of the SPSS package, Pearson correlation coefficient and regression analyses were used to test the hypotheses and to determine the relationship of the variables.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

The study assessed the role of decentralization in promoting good governance in Uganda with reference to Kaliro District. This chapter covers the presentation, analysis and interpretation of the results. The study had four objectives that guided the process of data collection, presentation,

analysis and interpretation. This chapter is condensed into three sections comprising: the response rate, demographic characteristics analyzed and interpreted descriptively and empirical results whose descriptive findings were computed to come up with findings of the study objectives.

4.2 Response rate

The response rate was computed using a formula $\frac{\text{Number of responses to the survey}}{\text{Total number of people targeted}} \times 100$ and the findings are presented in the table 4.2 below.

Table 4. 1: Showing the response rate of the study

Instruments	Targetresponse	Actual response	Percentage (%)
Interviews	49	41	83.7
Questionnaires	135	125	92.6
Focus Group	47	40	85.1
Total	231	206	87.1

Source: Primary Data-2015

From the table 4.2 above a total of 135 questionnaires were administered of which 125 were fully completed suggesting a response rate of 92.6%. Then 49 respondents were scheduled for interviews but only 41 were actually interviewed implying a response rate of 83.7%. Four Focus Group Discussions involving 47 participants were scheduled. The four Focus Group Discussions were conducted and attended by 40 respondents implying a response rate of 85.1%. The overall response rate for the study was thus 87.1%. A response rate of 50% or higher is adequate, 60% or higher is good and 70% or above is very good, (Mugenda, 1999).Therefore the response rate of 87.1% for this research was “very good” and therefore a good basis of this study report.

4.3 Demographic Characteristics of the Respondents

Demographic characteristics of respondents were also observed by the study. The Demographic characteristics included: sex, age bracket and education level of respondents and findings are presented in the next sub sections.

4.3.1 Gender of the respondents

The study observed the gender distribution of the respondents (questionnaires) and the findings are presented in the pie chart below.

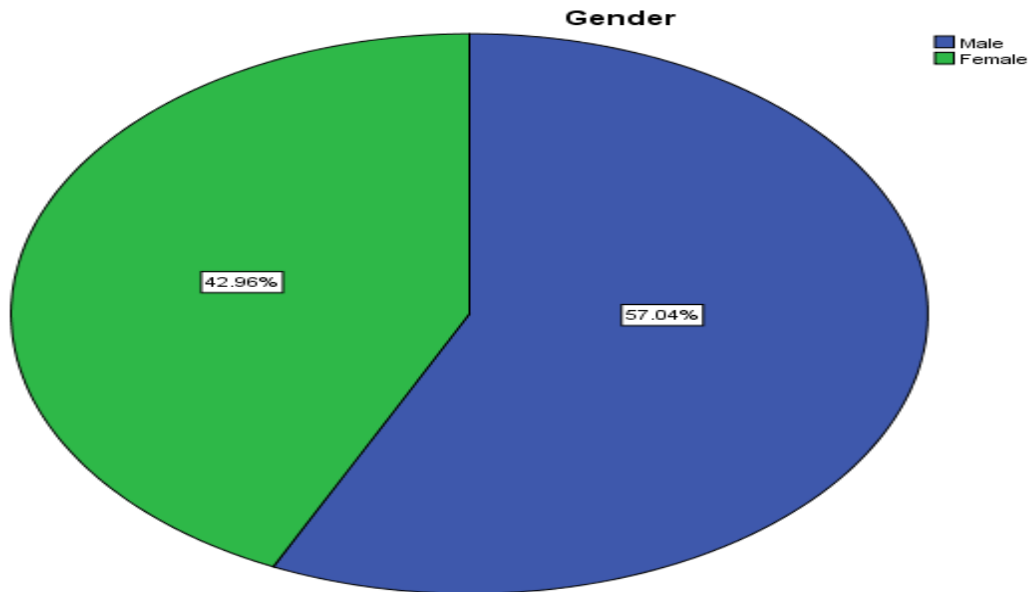


Figure 2: Pie-chart showing Gender of respondents

Source: Primary data 2015(SPSS output)

The statistical data indicated that there were 57% (77) males and 43% (48) females showing there were more male respondents compared to the female respondents for the questionnaires. Gender representation for interviews was: 80% (33) males and 20% (08) females whereas Focus Group gender representation was: 80% (32) males and 20% (08) females. The overall gender representation for the study was: 69% (142) males and 31% (64) females. This depicts the domination and a high involvement of males in local government activities and a lower involvement of females in local government activities. This may be attributed to the lower percentage of women in local governments and other organizations as regards employment opportunities in comparison to their male counterparts. This concurs with Ahikire as cited in Opolot (2014). While commenting on Gender dimensions of women's political participation in Uganda's politics stated that right from the colonial period onwards, public politics as a distinct

state-centred activity was constructed as a male domain, with women conversely constructed as ‘the other’ – occupiers of the private space. However, gender was only considered in this study in order to get balanced responses.

4.3.2 Age

The study examined the age distribution of the respondents with the purpose of ensuring that all the respondents were mature and reasonable enough to participate in the study. The results on the age brackets of the respondents are presented below:-

Table 4. 2: Age brackets of the respondents

Age bracket	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-27	20	14.8	14.8	14.8
28-37	43	31.9	31.9	46.7
38-47	40	29.6	29.6	76.3
48-57	32	23.7	23.7	100.0
Total	135	100.0	100.0	

Source: Primary data-2015 ((SPSS output)

The results revealed that the biggest number of the respondents were in the age bracket of 28-37 (31.9%) followed by those between 38-47 (29.6%) and 48-57 (23.7%) while age bracket 18-27 had 13.8%. These figures portrayed proportionate representation thus improved reliability of the results. This further meant that all the respondents were in the active age ranges. This implied that all the respondents interviewed were mature enough as the supreme law requires that they were all above the age limit of 18 years.

4.3.4 Level of Education

This study was interested in establishing the level of education of the respondents because is one of the aspect which define or portray the ability of the respondents to provide the rightful responses and guide the study on the nature of examination to undertake. The findings on the level of education are presented in the following figure:

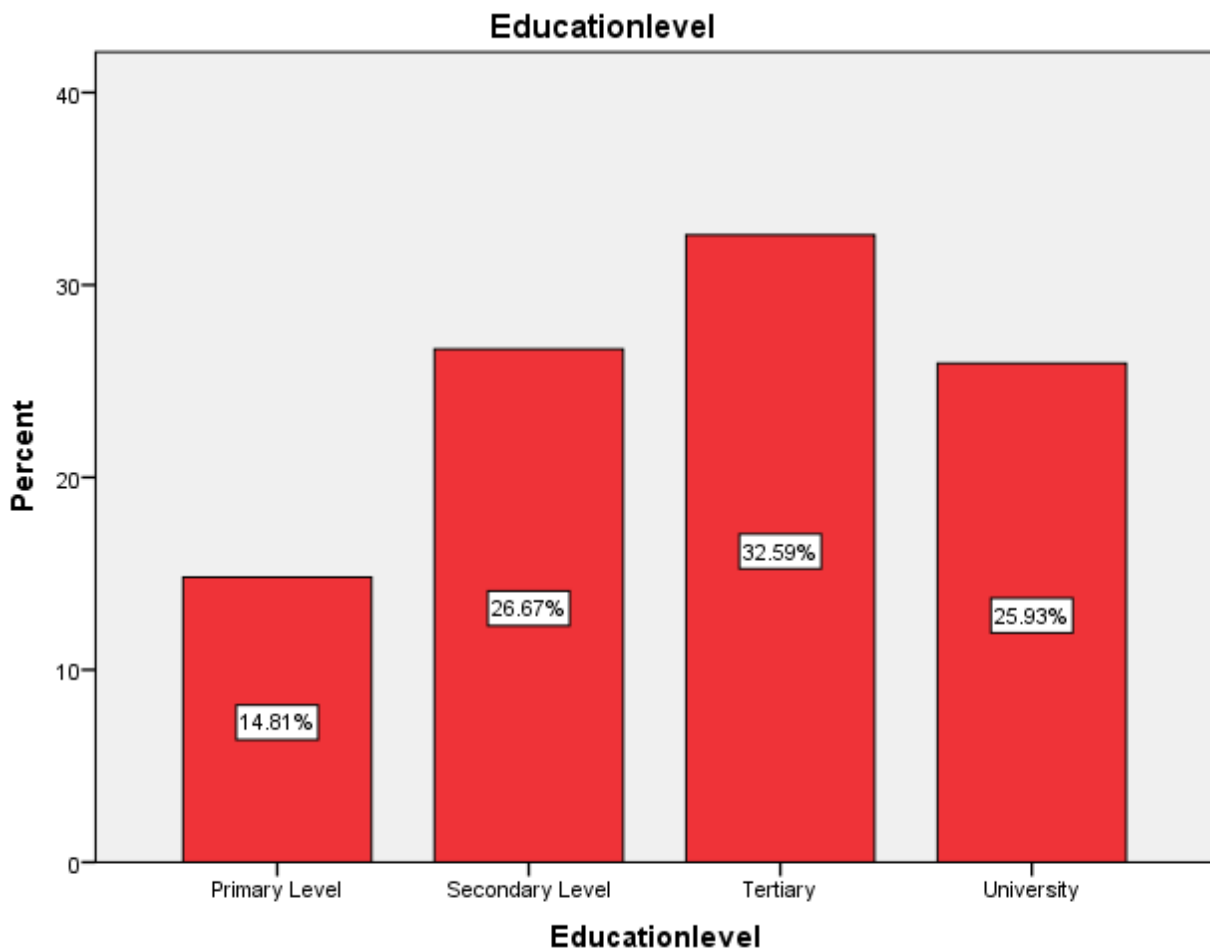


Figure 3: Bar graph showing the educational level of respondents.

Source: Primary data-2015 (SPSS output)

The results in the above figure show that staff and other respondents from government and non-government organization were of different levels of education and were all represented in the study thus the findings being reliable. The findings revealed that the majority of the respondents were well educated as 33% of the respondents were of tertiary level of education followed by secondary level of education 27%, university level of education with 25%, and primary level of education 15%. The level of education shows that all the respondents had the capacity to answer the interviews and questionnaires and also provide reliable information on the study variables.

4.2 Relationships between variables

Factors for each of the descriptive findings were computed to establish the relationship between factors following the research objectives.

Table 4. 3: Relationships between variables

		1	2	3	4	5
1. LG Performance	Pearson Correlation Sig. (2-tailed)	1				
2. Decentralization	Pearson Correlation Sig. (2-tailed)	.993** .000	1			
3. Community participation	Pearson Correlation Sig. (2-tailed)	.985** .000	.981** .000	1		
4. Local capacity	Pearson Correlation Sig. (2-tailed)	.989** .000	.976** .000	.960** .000	1	.000
5. Accountability and transparency	Pearson Correlation Sig. (2-tailed)	.983** .000	.980** .000	.958** .000	.956** .000	1
	N	135	135	135	135	135

** . Correlation is significant at the 0.01 level (2-tailed).

N = 135

Source: Primary data-2015 (SPSS output)

4.2.1 Relationship between decentralization and local government performance in development activities in Kaliro district

Table 4.3 above shows that there is a strong and positive significant relationship between decentralization and local government performance in Kaliro district ($r = 0.993$; $N = 135$; $P\text{-value} = .000 < 0.001$). Therefore, 99% of the changes in local government performance in Kaliro district is not by chance but it is attributed to decentralization. In other words, there is need to improve on in areas of consultative meetings, community participation in planning and budgeting, increased participation of community in decision making.

4.2.2 Relationship between decentralization and community participation in developmental activities in Kaliro district

Table 4.3 also shows a strong and positive significant relationship between decentralization and community participation ($r = 0.981$; $N = 135$; $P\text{-value} = .000 < 0.001$). Therefore, 98.1% for the changes in community participation in development activities is not by chance but it is attributed to decentralization. Further, community participation in identifying needs, participation in

decision making programs, participation of the community in making and implementation of local government programs, and involvement of community in monitoring development programs of in Kaliro district must be emphasized and embraced by the majority of the residents in the district.

4.2.3 The relationship between decentralization and accountable leadership in Kaliro district.

Table 4.3 shows a strong and positive statistically significant relationship between decentralization and accountable leadership ($r = 0.980$; $N = 135$; $P\text{-value} = .000 < 0.001$). This means that decentralization explains 98% change in accountable leadership in Kaliro district. The biggest number of the respondents interviewed had enough knowledge concerning the decentralization and very few respondents who showed little idea about the topic under investigation. These findings are consistent with Kauzya (2002) who notes the following as components of decentralization: constitutionalism, rule-of-law, justice, security of person and property, electoral and participatory democracy, respect for human rights and basic freedoms, equity, citizen participation in local decision-making, effective and efficient service delivery, and transparency, accountability and integrity in the management of public and private corporate affairs.

4.2.4 Relationship between decentralization and local capacity to participate in development programs in Kaliro district

Table 4.3 above shows a strong positive statistical significant relationship between decentralization and local capacity to participate in development activities ($r = 0.976$; $N = 135$; $P\text{-value} = .000 < 0.001$). In other words 97.6% of the contributions made by decentralization is explained by capacity of local people to participate in development activities in Kaliro district. Since the extent to which the two variables are related is high, it is true to assert that decentralization system enables council staffs and local political leaders to mobilize the local

resources and to discover their potential for development. Therefore, a conducive working atmosphere need to be created to attract and retain technocrats like improving on the road networks and intensification of rural electrification programme in the rural settings.

4.4 Regression analysis

Regression analyses were run to test the hypotheses and to establish the role and effect of decentralization on various aspects of local government performance in Kaliro district. Two models were run in each subsection with model 1 controlling for background information in each.

4.4.1 Objective 1: The effect of decentralization in promoting community participation

The first objective required the researcher to establish the effect of decentralization in promoting community participation in development activities in Kaliro district. Various factors consisting decentralization and those comprising community participation were computed and a regression analysis was run to establish the required effect thus coming up with the table below.

Table 4. 4: The effect of decentralization on Community participation

Model		Unstandardized Coefficients		Standardized Coefficients	Model F	R ²	Adj. R ²	R ² change
		B	Std. Error	Beta				
1	(Constant)	5.700	.154					
	Age	.324	.129	.268	391.1	0.923	0.921	0.923
	Gender	-.205	.074	-.084				
	Category	-.515	.048	-.771				
	Education level	-.591	.172	-.494				
2	(Constant)	-1.254	.520					
	Age	-.230	.093	-.190				
	Gender	.254	.058	.104				

Category	.092	.054	.138	185.4	0.969	0.967	0.45
Education level	.228	.126	.191				
Decentralization	1.132	.083	1.092				

Effect significant at p-value < 0.05
Dependent Variable; Community participation

Source: Researcher’s Field data 2015

The interpretation was made using R-square change statistics. Model 1 catered for controlling for demographic characteristics of respondents to establish whether they had an effect on the hypothesized effect of decentralization on community participation. According to statistics obtained, it is true the factors of gender, age, marital status, education level, and category of respondents had an interaction effect ($R^2 = 0.923$; $N = 135$, $P\text{-value} < 0.05$), thus the background information has a 92% effect on community participation. In model 2, decentralization was entered to establish its effect on community participation and findings revealed that there is a positive statistically significant effect ($R^2 = 0.45$; $N = 135$, $P\text{-value} < 0.05$). This means that 45% change in community participation is brought about by decentralization in Kaliro district. This calls for improvement in factors such as improvement in community involvement in the planning, implementation and monitoring of government programs geared towards development of Kaliro district so as to maintain or sustain good local governance. Like observed by an elderly respondent in one of the FGDs conducted. We are rarely invited for community meetings; if invited we are made to be only spectators instead of being involved in actual decision making on issues that affect us. This shows that there is more of ceremonial community participation than meaningful and effective participation of the locals in government programmes. During the interviews one respondent expressed dissatisfaction as he stated that what we identify as being critical during the needs assessment process is not what is implemented. And that the ranking of needs, determining of the procurement process and the costing of items to be procured is all a preserve of the technical people - as they emphasize to us that ‘eyes on and hands off’. This gives the technical people a leverage to implement projects according to their interests not as desired

by the community. This was deemed to be a demoralizing factor to the locals not to continue participating effectively in government programmes.

Under the Uganda Local Government Act, citizens have the right to participate in decision making activities at each level of local government. However, in many cases this is little more than a formality, with participation limited to a few special-interest groups. It was often pointed out by respondents that meetings such as budget conferences: are called at short notice and when the meetings take place the agenda is often already decided; what the ordinary people wish to propose cannot be easily accommodated in such meetings. These meetings in the end tend to be informative of government policy, rather than mutual discussions. In a decentralized system of governance, policy-making is supposed to be a down- up process but due to various reasons, it becomes a top-down process as citizens are rarely given adequate opportunity to express their views. (Fumihiko, 2007).

4.4.2 Objective 2: Decentralization has a role to play in promoting transparency and accountable leadership

Table below illustrates that decentralization has a positive implication in promoting transparency and accountable leadership in Kaliro district.

Table 4. 5: The effect of decentralization on transparency and accountable leadership

Model		Unstandardized Coefficients		Standardized Coefficients	Model F	R ²	Adj. R ²	R ² change
		B	Std. Error	Beta				
1	(Constant)	6.697	.140		472.48	.936	.934	.936
	Age	.387	.118	.322				
	Gender	-.623	.067	-.256				
	Category	-.572	.043	-.863				
	Education level	-.624	.156	-.525				
2	(Constant)	.930	.527					
	Age	-.073	.094	-.061				
	Gender	-.242	.059	-.100				
	Category	-.069	.055	-.103				

Education level	.056	.127	.047	761.227	.967	.966	.032
Decentralization	.939	.084	.912				

a. Dependent Variable: Accountability and transparency: Sig. < 0.01; N = 135

Source: Researcher's field data 2015

Table 4.5 shows that decentralization plays a positive role in promoting transparency and accountable leadership in Kaliro district. Model 1 shows that demographic characteristics of gender, age, and education level have a great influence on the effect established, ($R^2 = 0.936$; $N = 135$, $P\text{-value} < 0.05$), implying that demographic factors have a 93.6% effect on accountable leadership. On the other hand, decentralization has a central role in promoting transparent and accountable leadership as shown in model 2 ($R^2 = 0.032$; $N = 135$, $P\text{-value} < 0.05$). This means that an average of 3.2% change in transparency and accountable leadership is an attribute of decentralization in Kaliro district. This rate of effect is low compared to the previous effect in table 4.5. Nonetheless, the background information strengthens the role of decentralization in relation to transparency and accountability.

Responses of the respondents during interviews revealed declining accountable leadership. Complained about the accountabilities exhibited in their local governments being mainly bottom-up instead of being top-bottom. It is administrative. Serving the interests of the funders. Respondents acknowledged diminishing feedback at the grass root level and where it happens, it is either late or distorted. This is further supported by the submission of one member of a Parish Development Committee during one of Focus Group Discussions who bitterly retorted that “... *what is the relevancy of our involvement in electing councilors! Our Councillors cannot at any time convene a meeting to report back to us on the decisions of their council*” This is contrary to objective of decentralization which aims at matching authority and accountability and who is responsible for what. Lewis Petterson as cited in Adoki (2014) contends that accountability is the act of holding public officials and service providers answerable for processes and outcomes, and

imposing penalties if specific outputs and outcomes are not delivered. This is also in line with Faguet (2013) who postulates that the effect of decentralization is to dramatically tighten the loop of accountability between those who produce public goods and services and those who consume them. Therefore performance outcomes are determined by the extent to which people can hold their government accountable through the established political institutions.

Also FGD respondents decried the rampant corruption amongst the technical people and revealed that much of the accountabilities are mere paperwork far different from what is on the ground. One respondent was noted saying; *‘There is a lot of shoddy work done on the constructions of roads and school classrooms. But at the end of the day you here they have received a very clean Audit report’*. This is in conformity with Kiwanuka (2014) who stated that the increasing public scandals in the local government institutions are indicators of high prevalence of corruption tendencies and that corruption has become so endemic in Uganda that appears to be an acceptable way of life.

4.4.3 Objective 3: The role of decentralization in promoting local capacity towards development programs

Table 4. 6: Role of decentralization in promoting local capacity

Model		Unstandardized Coefficients		Standardized Coefficients Beta	F	R-square	Adj. R-sq.	R ² change	P-value
		B	Std. Error						
1	(Constant)	5.73	.100						
	Age	.447	.084	.399	827.20	.962	.961	.962	.000
	Gender	-.197	.048	-.087					
	Category	-.599	.031	-.968					
	Education level	-.468	.112	-.422					
	Decentralization								
2	(Constant)	2.45	.439						
	Age	.186	.078	.166	57.9	.974	.973	.12	.000
	Gender	.019	.049	.008					
	Category	-.312	.046	-.505					
	Education level	-.081	.106	-.073					
	Decentralization	.534	.070	.556					

Source: Researcher's field data 2015

Model one controlled for background information to establish whether the role of decentralization in promoting local capacity to participate in development programmes of the district is affected by the demographic factors of age, gender, category, and education level. The independent effect of each of the background information was reflected in B-column. In general, the background information of respondents was identified to have a strong statistically significant effect on local capacity to participate in development activities of Kaliro district ($R^2 = 0.962$; $N = 135$, $P\text{-value} < 0.05$). This means that the background information contributes to 96.2% to enable local people participate in development programs of Kaliro district. On the other hand, decentralization contributes to 1.2% of local capacity to participate in development activities ($R^2 = 0.012$; $N = 135$, $P\text{-value} < 0.05$).

The powers of local government has been compromised by their inability/lack of adequate capacity to raise their own revenues. Local governments entirely depend on the central government for the funding of their activities. This was as revealed by the District Budget Speech for FY2012/13 reviewed; *'out of the 10 billion annual budget FY2012/13, 9.6 billion will be grants and transfers from the centre and 0.4 billion will be generated as local revenues'*. This shows that local revenue amounts only to 6% of the entire district budget. This has eroded the independence of local governments. The findings are in agreement with Golola (2003), who stated that politicians at the center have little wish to cede power to the local governments. This failure to cede power by politicians at the center limits democracy and autonomous decision-making at the local level thereby eroding the legitimate objectives of strengthening local government and promoting good governance. Crook, Robert, C (as cited in Kiwanuka, 2014) states that effective empowerment requires that participation must be effective to the extent that it enforces

accountability, facilitates behavior changes within government institutions, and consequently enhancing accountability and public trust.

Much as there are technocrats at the local level, their turnover rate is still alarming. Local governments have failed to provide conducive and sustainable conditions to retain the scarce personnel like doctors, accountants and engineers. This was revealed during the documentary review of the District Five Year Development Plan.

4.4.4 Objective 4: The moderating effect of locality factors on decentralization in promoting good governance.

Table 4. 7: Moderating effect of locality factors on decentralization in promoting good governance.

Model	Unstandardized Coefficients		Stand. Coef Beta	R ²	Adj. R ²	R ² change	Sig.
	B	Std. Error					
1	(Constant)	-.038	.027				.162
	Local capacity	.428	.033	.416	.994	.993	.000
	Decentralization	.580	.032	.586			.000

a. Dependent Variable: LG Performance

Source: Feld data 2015

The table 4.7 shows the moderating effect of locality factors on decentralization and good governance. According to the findings, locality factors and decentralization together contribute to 99.4% of the total change in local government performance ($R^2 = 0.994$; $N = 135$, $P\text{-value} < 0.05$). However, locality factors alone have a significant statistical effect of 42.8% towards governance ($B = 0.428$; $N = 135$, $P\text{-value} < 0.05$) and decentralization on the other hand causes a 58% change in governance or local government performance in Kaliro district ($B = 0.580$; $N = 135$, $P\text{-value} < 0.05$).

High levels of poverty have had a negative effect on decentralization. The poor tend to regard themselves as societal misfit. Hence refraining themselves from participating in much of the government programmes out of apathy.

As revealed by the District Development plans the illiteracy levels in the district is still high. This is another negative impact on decentralization. The locals feel inferior to take part in decision making for issues that concern them. Thus leaving a room which is easily exploited by the technocrats to deny them the would-be services. This agrees with Musoke (2015) who revealed that allowing whoever wishes to contest for elective position - regardless of their academic qualification, affects the quality of debate in local councils thus impacting negatively on performance. And that a good number of councilors do not have even the minimum competence to interpret the basic governance policies and laws hence leading to malfunctioning of local governments.

The negative discriminative culture has proved a serious factor to affect decentralization. Women are usually treated as secondary citizens. Their voices are not adequately listened to, always few in meetings as they are usually engaged in household chores and attending to their gardens. Good governance demands the consent and full participation and lasting involvement of all the citizens in the future of their nation. The will of the people must be the basis of government authority. That is the foundation of good governance ... good governance will give every citizen, young, and old, man or woman, a real lasting stake in the future of his or her society, (Annan, 1997).

The role of NGOs in checking the excesses of the local government technocrats cannot be underestimated. However, in the FDGs conducted it was revealed that the existing NGOs are quite ineffective and very thin on ground. A youthful respondent said; *'Most of the existing NGOs/CBOs are mere brief-case entities created for survival strategies other than to act as mouthpiece for the vulnerable and local poor – many don't have even an office'*. Schneider

(1999), avers that decentralization and good governance thrives on institutional arrangements and implementation, so it is essential to avoid inefficiencies in the institutional arrangements. If the civil society is not effectively involved in local governance and even the participating civil society (especially local NGOs) lack the dynamism to be able to effectively engage with local governments on the nature of services provided it loses its purpose and good governance suffers.

CHAPTER FIVE

SUMMARY, DISCUSSION OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction.

This study carried out an assessment on the role of decentralization in promoting local governance in Uganda with reference to Kaliro District. This chapter therefore presents and summarizes the key research findings identified in chapter four and gives conclusions and recommendations based on the study objectives formulated at the beginning of the study. The contributions of the study to the field of public administration are also discussed. The attendant theoretical, managerial and policy as well as future research implications of the study are also discussed.

5.2 Summary of findings

The summary of the findings is presented below based on the objectives of the study.

5.2.1 Decentralization and promotion of community participation in decision-making.

The findings of the study revealed a strong significant positive relationship between decentralization and community participation in developmental activities. As a legal requirement,

communities participate in the budgeting and planning process; democratically elect their leaders and monitor government projects in their localities. All these are a result of decentralization. This is in line with Kauzya (2002) who argues that decentralization promotes people's participation in decision making processes and developmental activities. Also Mulema and Wetterberg as cited by Adoko (2014; Pg.3) postulate that political decentralization allows for increased efficiency in the delivery of local services; increased citizens' participation in their own governance and leads to greater ownership of interventions and responsiveness to local needs.

This research objective was therefore satisfactorily achieved. However, further discussions are to be conducted on the findings of this objective in the next sub-section to assess whether community participation guarantee effective empowerment and transparency.

5.2.2 Decentralization and accountable leadership

The findings related to transparency and accountability revealed a positive relationship between decentralization and accountable leadership. This therefore implies that when local governments publish and display financial information and hold accountability forums (Barazas) where local citizens face off with local officials to get feedbacks, explanations and justification for certain actions they are being transparent and accountable to the people. The study findings are in line with Steiner (2007) who stipulated that local governments being compelled by law to periodically publish and publically display financial information for the consumption of the general local community is in itself accountability. However, further discussions were conducted in this line to assess the effectiveness and content of this accountability.

5.2.3 Decentralization and promotion of local capacity.

Findings revealed a strong statistically significant effect of decentralization on local capacity towards participation in developmental activities. Decentralization enhances local capacity. Local governments /communities mobilize, allocate and utilize their revenues according to their

priorities. This is in conformity with Brendsen .B. as cited by Adoko (2014) who attests that political decentralization serves as a tool and a means of obtaining access of allocation of resources. Also believes that allocation of resources made by local governments is more consistent with community preferences than allocation from the centre. The findings of the study and the reviewed literature relate to the study hypothesis which stresses that decentralization promotes local capacity towards participation in development programmes. Therefore, the objective of the study was satisfactorily attained.

5.2.4 Locality factors and promotion of decentralization and good governance.

Findings revealed a positive significant moderating effect of locality factors on decentralization towards the promotion of good governance. Community attitude towards government programmes; literacy levels of the people in the community; community awareness on their role in developmental programmes and civil society activeness were found to be having a significant effect on the grounding of good governance. Matovu (2007) sums it up that with increased awareness of human rights, citizens increasingly demand a governance scheme that promotes development, access to justice, access to markets, quality livelihood and equity, more direct participation in the decision-making process of public policies, as well as their implementation, monitoring and evaluation. Negative attitude among the locals towards their participation in developmental activities and low literacy levels among the locals hinders quick and easy analysis of issues, negatively affects decision making and fails to recognize the role of women in development. Therefore, the objective of the study was satisfactorily attained as it confirmed the effect of locality factors.

5.3 Discussion of Key findings

This section presents a discussion that integrates the objectives of the study from chapter four with the relationship portrayed by conceptual frame work in chapter one and reviewed literature

in chapter two. This section enabled the researcher to reach concrete conclusions which later led to the recommendations.

5.3.1 Decentralization and promotion of community participation in decision-making

The findings related to this objective revealed that decentralization has led: to increased community participation in decision making; increased community participation in planning & budgeting and increased Political accountability in local governments. This is inline with the World Bank (2002) which states that community participation is a process by which stakeholders influence and share control over priority setting, policy making, resources allocation and or programme implementation. This is also consistent with Nsibambi (2000) who observes that decentralization places the decision making centres close to the beneficiaries, it therefore, creates opportunities for those beneficiaries to gain access to the decision making elites and thus increase the chances for effective accountability and transparency in the conduct of public affairs. But Jitting etal (2004) contend that the quality and depth of community participation right from needs identification, decision making, and implementation through monitoring to evaluation is important in assuring quality outputs of the programmes undertaken by the institution. In support of this is Gomes (2009) and Devas (2002) who argued that it is one thing to invite citizens to participate and identify their priorities but it is another matter to account for to them the decisions made and the way resources have actually been used. This meant to cause effective governance, decentralization should go beyond mere citizen participation and instead yearn for effective and meaningful participation indecision making, planning and budgeting to enhance quality service delivery and improved standard of living for the community.

5.3.2 Decentralization and accountable leadership

Under this objective, the findings revealed that decentralization has led to increased political accountability; increased administrative accountability and increased transparency in local

governments. This is in agreement with Professor Suleiman Ngware (as cited in Matovu, 2007) who elaborates that whatever form of the definition it takes, good governance is about creating space for sharing of: ideas and information, power, authority and responsibility. In the process it creates a culture of: ownership, accountability, transparency, rule of law and respect for human rights, openness, ethics and integrity, and honesty. To the contrary, Nsibambi (2000) differs as he stresses that decentralization has not enhanced participation in local affairs by the majority of the citizens. Yet this is the only way to check graft. On the ground, particularly in rural areas where the majority of the population lives, civil societies hardly exist. A few local organizations that have emerged spontaneously are driven by survival strategies rather than the desire to influence public policy and they are uncoordinated making them too weak to check the excesses of the powerful politicians and technocrats to cause meaningful accountabilities. Therefore, meaningful accountabilities to the community -other than being a formality, are still lacking.

5.3.3 Decentralization and promotion of local capacity.

The results related to this objective indicated that decentralization is playing a role in promoting local capacity in Kaliro district. The majority of the respondents agreed that the community get involved or participate in monitoring of council programmes. Community participates in decision making of councils. However the results also revealed that the majority of the community members were not aware of their need to be involved in council programmes and many don't understand their roles as far as involvement in Council programmes are concerned. This is consistent with Girgis (2007) who notes that even where the ordinary citizens were supplied with all the available information on local development issues, it is doubtful if many of them would accurately interpret it due to the low literacy levels and lack of effective civic education. Lack of civic education and sensitization on their local economies has prevented ordinary citizens from coming to grips with local development issues to demand accountability from local governments. The lack of local capacity has been cited as both a cause and a consequence of poor governance

and failed attempts at governance support in some developing countries. This means that the government still faces a big challenge of building the capacity of the local people for effective implementation of its policies in order to register quality service delivery and improved standard of living. The resource base of local governments is still very limited, making them reliant on central government transfers for operations. Kiwanuka (2014) sums it well when he avers that without feasible financial autonomy, local governments cannot adequately respond to local needs and aspirations. This is because, without a reasonable level of financial independence delegated from the central government to local governments, autonomous local activities, which are based on aspirations of local population, can rarely be carried out or implemented. Without financial empowerment, good governance in a decentralized setting will remain a myth. According to Kayizzi-Mugerwa (1999), the success of decentralization depends on the capacity of districts and urban governments to raise their own revenue and use it efficiently in the provision of services.

5.3.4 Effects of the Locality factors on decentralization in promoting local governance.

As regards this objective, the findings revealed that decentralization leads to community participation in consultative meetings, increased community participation in planning and budgeting. But the locality factors like; community attitude, social status and community mobilization and awareness have a greatly affected decentralization in promoting good governance. Nsibambi (2000) observes that when the paradigms of good governance, decentralization, democratization and civil society are closely analyzed, it becomes evident that they all seek to empower people to exercise as much influence as possible on their social and political destiny. In other words, economic, political, legal, technical, and even technological empowerment is the meeting point of good governance, decentralization, democratization and civil society. It can therefore be recognized that the perspective of community participation in decision making, planning and implementation of the government programs has an influence on

the promotion of good local governance. This relates to Nsibambi (2000) who continued to observe that if decentralization does not lead to empowerment of the people, then it can not constitute an element of good governance nor can it contribute to democratization or the strengthening of civil society.

5.4 Conclusions

Decentralization policy is very important in promoting good local governance. The study led to statistically significant relationships on the study variables and conclusions have been made as follows:-

5.4.1 Decentralization and promotion of community participation in developmental activities.

In view of the findings presented, analyzed and discussed under this objective it can be stressed that decentralization has a role to play in promoting good governance if meaningful community participation in decision-making is enhanced. This implies that more effective community participation will deliver good local governance.

5.4.2 Decentralization and Accountable leadership.

The discussion regarding this objective pointed out that decentralization plays a role in promoting accountable leadership in local governments. This has been revealed by the fact that increased political, administrative and fiscal accountability enhances good governance in local governments. Therefore this means that the devolution of power (political, administrative and fiscal decentralization) must be meaningful and purposeful.

5.4.3 Decentralization and the promotion of local capacity

The discussion of the findings has summarized that decentralization to a great extent has promoted local capacity to participate in development programmes in Kaliro district. It was evident that the community get involved or participate in monitoring of council programmes and in decision making of councils; some taxes are being collected and more qualified technical staffs can be recruited from the locality. However, more empowerment is needed mainly in the area of local revenue mobilization.

5.4.4 The effect of the locality factors on decentralization in promoting good governance.

The discussion regarding this objective pointed out that there is a negative effect of the locality factors on decentralization to play its role to promote good governance in Kaliro District.

The low literacy levels affects the local people's confidence not to effectively participate in decision making on issues that affect them, hinders the capacity of the local people to demand for their rights and what is due to them. Similarly, the negative attitude of the local people not to embrace change hinders their perception to participate in development activities. The rampant vice of corruption and the presence of an ineffective Civil Society - to fight the vice hinders, decentralization to realize its objective as the allocated resources don't reach the intended beneficiaries. Crowning it all, Nuwagaba (2006) emphasized the importance of good governance that whereas Uganda has good economic policies, the country still faces challenges in their implementation in order to ensure positive change on the ground. He recommended that Uganda needs to tackle issues of governance, especially those relating to corruption, ensuring accountability, developing and strengthening institutions of democracy and respect for human rights if it is to realize full development.

5.5 Recommendations

The study suggests the following recommendations to be undertaken in a bid to improve the effectiveness of decentralization in promoting good governance. And it is handled objective by objective.

5.5.1 Decentralization and promotion of community participation in developmental activities.

Basing on the above given conclusions out of the study findings on this objective, the following recommendations are proposed.

Local governments should take the initiative and involve the marginalized and vulnerable groups and address the practical barriers to enjoying the public good. This will bridge the perception gap between the services provided and the local needs of citizens. This can, however, only be achieved with substantial involvement and participation of such groups within a framework of equal opportunities.

Central government should make/revise policies that will ensure an effective inclusion and involvement of all citizens in the enjoyment of their economic and social rights.

The Central Government should increase on the funding to local governments to enable them fund the decision-making processes and all decisions made during participatory planning.

5.5.2 Decentralization and Accountable leadership.

Basing on the above given conclusions out of the study findings on this objective, the following recommendations are proposed.

The decentralization policy should be revised to strengthen a clearly defined self-enforcing, central-local government relationship, designed on a principal of mutual mandates. Good governance will be realized in situations where there is a strong central government (in terms of legitimacy and capacity) and an empowered population at local community level to make their leaders accountable to their actions or inactions.

The Central government must continue to play a key role in ensuring that resources are properly used. All public money, whatever the level of collection, should be a supervisory concern of central government. After all, the level of collection is only an administrative convenience.

Should also institute proper mechanisms to simplify published financial information and breaking it into clear and user-friendly public information. This will considerably increase transparency and accountability, as well as the engagement of local authorities with citizens and civil society. Proper information flow will promote the emergence of a strong civil society capable of engaging effectively with local governments, and not just on behalf of elite interests, but also on behalf of the poor.

In addition, local governments should use the available resources optimally following priorities selected basing on the agreed level of importance by the beneficiaries.

Local governments should put in place effective mechanisms for communicating the decisions made to those to be affected by them. Given that resources cannot allow implementation of all decisions, communities that may not receive services in a particular period should also be communicated to - to know why and what solutions lie for them.

5.5.3 Decentralization and promotion of local capacity.

Basing on the above given conclusions out of the study findings on this objective, the following recommendations are proposed.

To improve on infrastructure development, the central government needs to procure dependable road equipment for the district road units so as to easily repair and maintain their roads in time.

As long as some categories of people in the community like the women are not adequately empowered, participation in needs identification, planning and decision-making will remain minimal hence affecting service delivery. Therefore, all local government programs should be targeted towards building capacity of all people socially, economically, culturally and politically to enhance good governance.

Improving the living conditions in rural areas by planning for rural electrification, efficient road network, improving vital staff remuneration and creating a conducive working climate for the technocrats will reverse the great out-turn of the vital technical staff. And Local governments must seek alternative motivational schemes to retain such personnel.

The tax collection trend needs to be reversed where hard to collect taxes should be the responsibility of the centre as local governments lack the capacity to cause tax payment compliance.

Reckless political sentiments which negatively affect local revenue mobilization and tax collection should be avoided instead sensitize the community on why they ought to pay taxes.

Corruption tendencies which deny the community of the vital services should be squarely fought at all levels of government.

Central government should revise the fiscal decentralization policy, by giving local governments a more meaningful share of taxes to ensure financial autonomy. Local government structures should be strengthened to possess genuine political and administrative independence.

5.5.4 The effect of the locality factors on decentralization in promoting good governance.

Basing on the above given conclusions out of the study findings on this objective, the following recommendations are proposed.

There is need to improve on the literacy levels through Functional Adult Literacy and embracing meaningful Universal Primary Education and Universal Secondary Education to produce holistic educated citizens. This will help to: change the citizens' perception and attitude towards development; to change their negative and discriminative culture against the women and the PWDs.

Also intensive checks need to be made on the rampant vice of corruption by building a strong Civil Society to counter the strong technocrats on behalf of the community.

Central and local governments should strive to facilitate establishment of credible social movements to enable organized participation. These could be advocacy NGOs/CBOs, local government associations, religious groups, women groups, professional associations, youth groups, disabled groups etc. Citizens who will belong to such organizations will have a far greater propensity to participate than participation as individual ordinary citizens as the case today.

5.6 Areas for further research

Basing on the findings of the study, the researcher recommends the following areas for future research.

The study considered the role of decentralization in promoting good local governance in Uganda but did not ascertain whether gender has a link with participation in planning. Future research in this area should ascertain the link to help government and local governments revisit the gender-related policies to improve on participation.

Whether community procurement improves on the quality of service delivery would be another area for research since findings indicated that communities participate in planning but they stop at that. They disputed the costs of the services which they described as benefiting the providers not the community.

The study dwelt much on assessing the role of the decentralization in promoting good local governance in Uganda with reference to Kaliro District but ignored the role that multi-partism might have on the quality of service delivery on the community. This is another area that needs further research.

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APPENDIX 1: STUDY QUESTIONNAIRE

Questionnaire for: DTPC, LC V& III Councilors, STPC and LC I CHAIRPERSONS

Introduction

I am *Kasadha John Stephen*, a student of Masters Degree in Management Studies at Uganda Management Institute Kampala carrying out a study on the Role of Decentralization in promoting Local Governance in Uganda. Its main concern is to assess the role of decentralization on promoting good local governance in Kaliro district. It is believed that the findings of this study and recommendations thereof will be helpful to redirect the decentralization policy to achieve its intended goals.

Your input therefore, will be useful and important for the successful completion of this study. Information given will be treated with utmost confidentiality and used solely for academic purposes.

I will be very grateful if you would kindly answer the questions as honestly as possible. There is no need for you to disclose your name unless you wish to do so.

I thank you in advance for your positive cooperation.

Yours truly,

KASADHA JOHN STEPHEN

QUESTIONNAIRE

Please tick the box with the most appropriate answer that represents your opinion on the subject.

SECTION A: BACKGROUND INFORMATION

1) Sex: Male Female

2) Age Category:

18-27 years	28-37 years	38-47 years	48- 57 years	58 years and above

3) Education Level:

Primary Secondary
 Tertiary University Others (state)

4) Category of Respondent

Council Staff Councilor LC V or LC III
 Parish Development Committee NGO/CBO/CSO Representative

5) Place of Residence _____

SECTION B: COMMUNITY PARTICIPATION

6) In the table below, I would like you to tick on the response that befits your opinion on the effect of decentralization on community's participation in developmental programmes.

No.	Variables	SA	AG	DSA	SDSA	NS
a.	Decentralization has contributed to increased Community participation in consultative meetings	1	2	3	4	5
b.	Decentralization has contributed to increased Community participation in planning and budgeting.	1	2	3	4	5
c.	Decentralization has contributed to increased Community participation in decision making.	1	2	3	4	5
d.	Community is aware of the need for its involvement in Council Programmes.	1	2	3	4	5
e.	The community understands its roles as far as involvement in Council programmes are concerned.	1	2	3	4	5

f.	The community positively responds to Council's invitation to participate in council's programmes.	1	2	3	4	5
g.	The Community often attends / meet at LC I level to discuss issues that concern them.	1	2	3	4	5
h.	Community is involved/participates in identification of its needs	1	2	3	4	5
i.	Community is involved/participates in decision making of council's programmes	1	2	3	4	5
j.	Community is involved/participates in implementation of council's programmes	1	2	3	4	5
k.	Community is involved/participates in monitoring of council's programmes	1	2	3	4	5

7) Which of the following attracts the community most to participate in Council's programmes?

- Improved service delivery Personal allowances
 Status in community Fight corruption
 Others (specify) _____

SECTION C: ACCOUNTABLE LEADERSHIP

8) In the table below, I would like you to tick on the response that befits your opinion on the effects of decentralization on promoting accountability in local governments.

[1=Strongly Agree (SA); 2=Agree (AG); 3=Disagree (DSA); 4=Strongly Disagree (SDSA); 5=Not Sure (NS)]

No.	Variables	SA	AG	DSA	SDSA	NS
a.	Decentralization has contributed to increased political accountability in local governments.	1	2	3	4	5
b.	Decentralization has contributed to increased administrative accountability in local governments.	1	2	3	4	5
c.	Decentralization has contributed to increased financial accountability in local governments.	1	2	3	4	5
d.	Decentralization has contributed to increased transparency in local governments.	1	2	3	4	5
e.	Councilors at LC III & LC V always consult the community on issues that are to be discussed in Council that concern them.	1	2	3	4	5

f.	Councilors at LC III & LCV always brief their communities on the decisions taken in councils.	1	2	3	4	5
g.	Council officials always exhibit transparency in the operations of council programmes.	1	2	3	4	5
h.	Council officials always properly utilize its revenue only for the implementation of council programmes.	1	2	3	4	5
i.	There are cases of corruption in council	1	2	3	4	5

SECTION D: LOCAL CAPACITY

9) In the table below, I would like you to tick on the response that befits your opinion on the effects of decentralization in promoting local capacity in local governments.

[1=Strongly Agree (SA); 2=Agree (AG); 3=Disagree (DSA); 4=Strongly Disagree (SDSA); 5=Not Sure (NS)]

No.	Variables	SA	AG	DSA	SDSA	NS
a.	Decentralization has contributed to increased financial self-reliance in local governments.	1	2	3	4	5
b.	Decentralization has contributed to increased revenue mobilization in local governments.	1	2	3	4	5
c.	Decentralization has contributed to increased availability of technical staff in local governments.	1	2	3	4	5
d.	The council staffs perform their duties effectively.	1	2	3	4	5
e.	There is a cordial relationship between councilors and the community.	1	2	3	4	5
f.	There is a cordial relationship between the elected and appointed officials of the council	1	2	3	4	5
g.	Councilors at LCIII & V effectively represent their communities	1	2	3	4	5
h.	Council adequately deliver on Water	1	2	3	4	5
i.	Council adequately deliver on Community Development	1	2	3	4	5
j.	Council adequately deliver on Agricultural services/NAADS	1	2	3	4	5
k.	Council adequately deliver on Health services	1	2	3	4	5
l.	Council adequately deliver on Road maintenance	1	2	3	4	5
m.	Council adequately deliver on Education services	1	2	3	4	5
n.	Council adequately deliver on Law and order	1	2	3	4	5

10) For the services where you have rated council as low performance, mention the reason(s) why? _____

11) Does Council have specific programmes to enhance good local governance?

Y N I d t know

12) If yes, mention some _____

13) Does council collect her budgeted income?

Yes No I don't know

14) If no, explain _____

SECTION F: LOCALITY FACTORS

15) What is the attitude of the community's involvement in government programmes?

Good Bad I don't know

16) If bad, why _____

17) Are there any NGOs/CBOs/CSOs operating in your community (ies)?

Yes No I don't know

18) If yes, have they been actively involved in council's programmes?

Yes No I don't know

19) If yes, explain how _____

20) If no, explain why _____

**END
THANK YOU**

APPENDIX 2: INTERVIEW GUIDE

Section A: Devolution

Decentralization and increased:

- 1) Community participation in consultative meetings
- 2) Community participation in planning and budgeting.
- 3) Community participation in decision making.
- 4) Political accountability in local governments.
- 5) Administrative accountability in local governments.
- 6) Financial accountability in local governments.
- 7) Transparency in local governments.
- 8) Financial self-reliance in local governments.
- 9) Revenue mobilization in local governments.
- 10) Availability of technical staff in local governments.

Section B: Community Participation.

- 1) Aware of the need for its involvement in Council Programmes
- 2) Understanding of roles
- 3) Community response to council's invitation to participate in Council's programmes
- 4) Frequency of meetings at L.C.I level
- 5) Level of participation in Council programmes
- 6) Attractions of the community to participate in Council's programmes

Section C: Local leadership capacity

1. Performance of Council staff
2. Consultation of community by political representatives
3. Relationship between councilors and the community
4. Feed back to the community by political representatives

5. Transparency/corruption in the operation of council programmes
6. Rating of Councils in the delivery of services
7. Major reasons that potentially affect council's delivery of services.
8. Relationship between the elected and appointed officials of the council
9. Comment on Council's specific programmes for poverty alleviation

Section D: Local Revenue Capacity.

1. Comment on Council's budgeted income
2. Utilisation of Revenue

Section E: Other Factors

1. Comment on the community's attitude towards involvement in government programmes
2. Comment on NGOs/CBOs/CSOs if any operating in your community(ies)?

END

APPENDIX 3: GUIDE TO FOCUS GROUP DISCUSSIONS

Section A: Devolution.

Decentralization and increased:

- 1) Community participation in consultative meetings
- 2) Community participation in planning and budgeting.
- 3) Community participation in decision making.
- 4) Political accountability in local governments.
- 5) Administrative accountability in local governments.
- 6) Financial accountability in local governments.
- 7) Transparency in local governments.
- 8) Financial self-reliance in local governments.
- 9) Revenue mobilization in local governments.
- 10) Availability of technical staff in local governments.

Section B: Community Participation.

- 1) Aware of the need for its involvement in Council Programmes
- 2) Understanding of roles
- 3) Community response to council's invitation to participate in Council's programmes
- 4) Frequency of meetings at L.C.I level
- 5) Level of participation in Council programmes
- 6) Attractions of the community to participate in Council's programmes

Section C: Local leadership capacity

- 1) Performance of Council staff
- 2) Consultation of community by political representatives
- 3) Relationship between councilors and the community
- 4) Feed back to the community by political representatives

- 5) Transparency/corruption in the operation of council programmes
- 6) Rating of Councils in the delivery of services
- 7) Major reasons that potentially affect council's delivery of services.
- 8) Relationship between the elected and appointed officials of the council
- 9) Comment on Council's specific programmes for poverty alleviation

Section D: Local Revenue Capacity.

- 1) Comment on Council's budgeted income
- 2) Utilisation of Revenue

Section E: Other Factors

- 1) Comment on the community's attitude towards involvement in government programmes
- 2) Comment on NGOs/CBOs/CSOs if any operating in your community(ies)?

END

APPENDIX 4: DOCUMENTARY REVIEW GUIDE

1. Scrutiny of district and sub county budget speeches to ascertain the sources of the budgeted revenues.
2. Scrutiny of district and sub county development plans, Final Accounts and District News letters to ascertain community involvement and participation

APPENDIX 5: COMPUTED DATA

```
/COMPRESSED.
COMPUTE
Decentralization=MEAN(DCa1,DCa2,DCa3,DCa4,DCb1,DCb2,DCb3,DCb4,DCc1,DCc2,DCc3)
.
EXECUTE.
COMPUTE
Communityparticipation=MEAN(CPa1,CPa2,CPa3,CPa4,CPb1,CPb2,CPb3,CPb4,CP5) .
EXECUTE.
COMPUTE
Localcapacity=MEAN(LCa1,LCa2,LCa3,LCa4,LCb1,LCb2,LCb3,LCb4,LCb5,LCb6,LCb7,LCb8,LCb9) .
EXECUTE.
COMPUTE
Accountabilityandtransparency=MEAN(ATa1,ATa2,ATa3,ATa4,ATa5,ATa6,ATa7,ATa8,ATa9) .
EXECUTE.
RELIABILITY
/VARIABLES=DCa1 DCa2 DCa3 DCa4 DCb1 DCb2 DCb3 DCb4 DCc1 DCc2 DCc3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=MEANS.

COMPUTE LGPerfromance=MEAN
(CPa1,CPa2,CPa3,CPa4,CPb1,CPb2,CPb3,CPb4,CP5,LCa1,LCa2,LCa3,LCa4,LCb1,LCb2,LCb3,LCb4,LCb5,LCb6,LCb7,LCb8,LCb9,ATa1,ATa2,ATa3,ATa4,ATa5,ATa6,ATa7,ATa8,ATa9) .
EXECUTE.
RELIABILITY
/VARIABLES=DCa1 DCa2 DCa3 DCa4 DCb1 DCb2 DCb3 DCb4 DCc1 DCc2 DCc3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=MEANS VARIANCE COV.
```

APPENDIX 6: RELIABILITY

Case Processing Summary

		N	%
Cases	Valid	135	100.0
	Excluded ^a	0	.0
	Total	135	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.983	.983	11

Item Statistics

	Mean	Std. Deviation	N
DCa1	3.0889	1.20612	135
DCa2	3.4741	1.20217	135
DCa3	2.8074	1.12300	135
DCa4	3.3111	1.30708	135
DCb1	4.1111	1.08357	135
DCb2	3.0741	1.41753	135
DCb3	2.9556	1.28636	135
DCb4	2.6444	1.43759	135
DCc1	2.7852	1.10889	135
DCc2	2.6370	1.36375	135
DCc3	2.6370	1.36375	135

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.048	2.637	4.111	1.474	1.559	.202	11
Item Variances	1.611	1.174	2.067	.893	1.760	.101	11
Inter-Item Covariances	1.354	.902	1.930	1.028	2.139	.063	11

RELIABILITY

```

/VARIABLES=CPa1 CPa2 CPa3 CPa4 CPb1 CPb2 CPb3 CPb4 CP5 LCa1 LCa2 LCa3 LCa4
LCb1 LCb2 LCb3 LCb4 LCb5 LCb6 LCb7 LCb8 LCb9 ATa1 ATa2 ATa3 ATa4 ATa5
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=MEANS VARIANCE COV.
    
```

Case Processing Summary

		N	%
Cases	Valid	135	100.0
	Excluded ^a	0	.0
	Total	135	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.988	.989	27

Item Statistics

	Mean	Std. Deviation	N
CPa1	2.8296	1.29604	135
CPa2	2.6074	1.46652	135
CPa3	2.6074	1.46652	135
CPa4	2.5852	1.45266	135
CPb1	2.7704	1.23953	135
CPb2	2.9111	1.11614	135
CPb3	3.6370	1.29642	135
CPb4	2.9704	1.21521	135
CP5	3.0889	1.38471	135
LCa1	3.0222	1.26058	135
LCa2	2.4444	1.92263	135
LCa3	3.8889	1.08357	135
LCa4	3.9556	.76164	135
LCb1	3.5037	1.60165	135
LCb2	2.9481	1.25376	135
LCb3	4.0148	.95406	135
LCb4	2.9778	1.14909	135

LCb5	3.4370	1.29065	135
LCb6	3.0148	1.33822	135
LCb7	3.3704	1.33685	135
LCb8	3.0444	1.23304	135
LCb9	3.2741	1.53773	135
ATa1	3.5778	1.50356	135
ATa2	3.1778	1.47044	135
ATa3	2.7333	1.18574	135
ATa4	3.2148	1.09534	135
ATa5	2.9630	1.20575	135

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.132	2.444	4.015	1.570	1.642	.181	27
Item Variances	1.740	.580	3.697	3.116	6.372	.359	27
Inter-Item Covariances	1.312	.450	2.652	2.202	5.894	.150	27

APPENDIX 7: BACKGROUND INFORMATION

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-27	20	14.8	14.8	14.8
	28-37	43	31.9	31.9	46.7
	38-47	40	29.6	29.6	76.3
	48-57	32	23.7	23.7	100.0
	Total	135	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	77	57.0	57.0	57.0
	Female	58	43.0	43.0	100.0
	Total	135	100.0	100.0	

GENDER	Questionnaires		Interviews		Focus Group		Total	
	No.	%	No.	%	No.	%	No.	%
Male	77	57%	33	80%	32	80%	142	69%
Female	48	43%	08	20%	08	20%	64	31%
Total	125	100%	41	100%	40	100%	206	100%

Educationlevel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary Level	20	14.8	14.8	14.8
	Secondary Level	36	26.7	26.7	41.5
	Tertiary	44	32.6	32.6	74.1
	University	35	25.9	25.9	100.0
	Total	135	100.0	100.0	

APPENDIX 8: CORRELLATION COEFFICIENTS

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
LGPerfromance	3.1424	1.16023	135
Decentralization	3.0478	1.17353	135
Communityparticipation	2.8897	1.21659	135
Localcapacity	3.2997	1.12769	135
Accountabilityandtransparen cy	3.1679	1.20773	135

Correlations

		LGPerfromance	Decentralization	Communitypartic ipation	Localca pacity	Accountability andtransparen cy				
LGPerfromance	Pearson	1	.993**	.985**	.989**	.983**				
	Correlation									
	Sig. (2-tailed)						.000	.000	.000	.000
	N						135	135	135	135
Decentralization	Pearson	.993**	1	.981**	.976**	.980**				
	Correlation									
	Sig. (2-tailed)						.000	.000	.000	.000
	N						135	135	135	135
Communityparticipatio n	Pearson	.985**	.981**	1	.960**	.958**				
	Correlation									
	Sig. (2-tailed)						.000	.000	.000	.000
	N						135	135	135	135
Localcapacity	Pearson	.989**	.976**	.960**	1	.956**				
	Correlation									
	Sig. (2-tailed)						.000	.000	.000	.000
	N						135	135	135	135
Accountabilityandtrans parency	Pearson	.983**	.980**	.958**	.956**	1				
	Correlation									
	Sig. (2-tailed)						.000	.000	.000	.000
	N						135	135	135	135

** . Correlation is significant at the 0.01 level (2-tailed).

APPENDIX 9: REGRESSION

REGRESSION

```

/MISSING LISTWISE
/STATISTICS COEFF OUTS BCOV R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Communityparticipation
/METHOD=ENTER Age Gender Category Educationlevel
/METHOD=ENTER Decentralization.
  
```

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Educationlevel, Gender, Category, Age ^b		Enter
2	Decentralization b		Enter

a. Dependent Variable: Communityparticipation

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.961 ^a	.923	.921	.34211	.923	391.137
2	.984 ^b	.969	.967	.21996	.045	185.485

a. Predictors: (Constant), Educationlevel, Gender, Category, Age

b. Predictors: (Constant), Educationlevel, Gender, Category, Age, Decentralization

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.118	4	45.779	391.137	.000 ^b
	Residual	15.215	130	.117		
	Total	198.333	134			
2	Regression	192.092	5	38.418	794.063	.000 ^c
	Residual	6.241	129	.048		
	Total	198.333	134			

a. Dependent Variable: Communityparticipation

b. Predictors: (Constant), Educationlevel, Gender, Category, Age

c. Predictors: (Constant), Educationlevel, Gender, Category, Age, Decentralization

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.700	.154		37.044	.000
	Age	.324	.129	.268	2.506	.013
	Gender	-.205	.074	-.084	-2.788	.006
	Category	-.515	.048	-.771	-10.794	.000
	Educationlevel	-.591	.172	-.494	-3.440	.001
2	(Constant)	-1.254	.520		-2.411	.017
	Age	-.230	.093	-.190	-2.486	.014
	Gender	.254	.058	.104	4.367	.000
	Category	.092	.054	.138	1.703	.091
	Educationlevel	.228	.126	.191	1.816	.072
	Decentralization	1.132	.083	1.092	13.619	.000

a. Dependent Variable: Communityparticipation

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Decentralization	1.092 ^b	13.619	.000	.768	.038

a. Dependent Variable: Communityparticipation

b. Predictors in the Model: (Constant), Educationlevel, Gender, Category, Age

Coefficient Correlations^a

Model			Educationlevel	Gender	Category	Age	Decentralization
1	Correlations	Educationlevel	1.000	-.144	-.726	-.913	
		Gender	-.144	1.000	.447	.035	
		Category	-.726	.447	1.000	.435	
		Age	-.913	.035	.435	1.000	
	Covariances	Educationlevel	.030	-.002	-.006	-.020	
		Gender	-.002	.005	.002	.000	
		Category	-.006	.002	.002	.003	
		Age	-.020	.000	.003	.017	
2	Correlations	Educationlevel	1.000	.174	.033	-.930	.478
		Gender	.174	1.000	.684	-.229	.580
		Category	.033	.684	1.000	-.140	.824
		Age	-.930	-.229	-.140	1.000	-.440
		Decentralization	.478	.580	.824	-.440	1.000
	Covariances	Educationlevel	.016	.001	.000	-.011	.005
		Gender	.001	.003	.002	-.001	.003
		Category	.000	.002	.003	-.001	.004
		Age	-.011	-.001	-.001	.009	-.003
	Decentralization	.005	.003	.004	-.003	.007	

a. Dependent Variable: Communityparticipation

REGRESSION

/MISSING LISTWISE
 /STATISTICS COEFF OUTS BCOV R ANOVA CHANGE
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT Accountabilityandtransparency
 /METHOD=ENTER Age Gender Category Educationlevel
 /METHOD=ENTER Decentralization.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Educationlevel, Gender, Category, Age ^b		Enter
2	Decentralization b		Enter

a. Dependent Variable: Accountabilityandtransparency

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.967 ^a	.936	.934	.31107	.936	472.480
2	.983 ^b	.967	.966	.22287	.032	124.261

a. Predictors: (Constant), Educationlevel, Gender, Category, Age

(i) Predictors: (Constant), Educationlevel, Gender, Category, Age, Decentralization

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	182.874	4	45.719	472.480	.000 ^b
	Residual	12.579	130	.097		
	Total	195.453	134			
2	Regression	189.046	5	37.809	761.227	.000 ^c
	Residual	6.407	129	.050		
	Total	195.453	134			

a. Dependent Variable: Accountabilityandtransparency

b. Predictors: (Constant), Educationlevel, Gender, Category, Age

c. Predictors: (Constant), Educationlevel, Gender, Category, Age, Decentralization

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.697	.140		47.863	.000
	Age	.387	.118	.322	3.289	.001
	Gender	-.623	.067	-.256	-9.303	.000
	Category	-.572	.043	-.863	-13.187	.000
	Educationlevel	-.624	.156	-.525	-3.995	.000
2	(Constant)	.930	.527		1.764	.080
	Age	-.073	.094	-.061	-.776	.439
	Gender	-.242	.059	-.100	-4.112	.000
	Category	-.069	.055	-.103	-1.250	.214
	Educationlevel	.056	.127	.047	.436	.664
	Decentralization	.939	.084	.912	11.147	.000

a. Dependent Variable: Accountabilityandtransparency

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Decentralization	.912 ^b	11.147	.000	.700	.038

a. Dependent Variable: Accountabilityandtransparency

b. Predictors in the Model: (Constant), Educationlevel, Gender, Category, Age

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Decentralization	.912 ^b	11.147	.000	.700	.038

a. Dependent Variable: Accountabilityandtransparency

b. Predictors in the Model: (Constant), Educationlevel, Gender, Category, Age

Coefficient Correlations^a

Model		Educationlevel	Gender	Category	Age	Decentralization	
1	Correlations	Educationlevel	1.000	-.144	-.726	-.913	
		Gender	-.144	1.000	.447	.035	
		Category	-.726	.447	1.000	.435	
		Age	-.913	.035	.435	1.000	
	Covariances	Educationlevel	.024	-.002	-.005	-.017	
		Gender	-.002	.004	.001	.000	
		Category	-.005	.001	.002	.002	
		Age	-.017	.000	.002	.014	
2	Correlations	Educationlevel	1.000	.174	.033	-.930	.478
		Gender	.174	1.000	.684	-.229	.580
		Category	.033	.684	1.000	-.140	.824
		Age	-.930	-.229	-.140	1.000	-.440
		Decentralization	.478	.580	.824	-.440	1.000
	Covariances	Educationlevel	.016	.001	.000	-.011	.005
		Gender	.001	.003	.002	-.001	.003
		Category	.000	.002	.003	-.001	.004
		Age	-.011	-.001	-.001	.009	-.003
		Decentralization	.005	.003	.004	-.003	.007

a. Dependent Variable: Accountabilityandtransparency

REGRESSION

```

/MISSING LISTWISE
/STATISTICS COEFF OUTS BCOV R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT LGPerfromance
/METHOD=ENTER Age Gender Category Educationlevel
/METHOD=ENTER Localcapacity.
    
```

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Educationlevel, Gender, Category, Age ^b		. Enter
2	Localcapacity ^b		. Enter

a. Dependent Variable: LGPerfromance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.981 ^a	.962	.961	.22989	.962	820.808
2	.993 ^b	.985	.985	.14316	.023	206.224

a. Predictors: (Constant), Educationlevel, Gender, Category, Age

b. Predictors: (Constant), Educationlevel, Gender, Category, Age, Localcapacity

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	173.511	4	43.378	820.808	.000 ^b
	Residual	6.870	130	.053		
	Total	180.382	134			
2	Regression	177.738	5	35.548	1734.507	.000 ^c
	Residual	2.644	129	.020		
	Total	180.382	134			

a. Dependent Variable: LGPerfromance

b. Predictors: (Constant), Educationlevel, Gender, Category, Age

c. Predictors: (Constant), Educationlevel, Gender, Category, Age, Localcapacity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.003	.103		58.054	.000
	Age	.394	.087	.342	4.535	.000
	Gender	-.323	.049	-.138	-6.532	.000
	Category	-.567	.032	-.890	-17.676	.000
	Educationlevel	-.549	.115	-.481	-4.756	.000
2	(Constant)	1.360	.330		4.126	.000
	Age	.032	.060	.027	.528	.598
	Gender	-.163	.033	-.070	-4.986	.000
	Category	-.082	.039	-.128	-2.082	.039
	Educationlevel	-.170	.077	-.149	-2.220	.028
	Localcapacity	.810	.056	.787	14.361	.000

a. Dependent Variable: LGPerfromance

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Localcapacity	.787 ^b	14.361	.000	.784	.038

a. Dependent Variable: LGPerfromance

b. Predictors in the Model: (Constant), Educationlevel, Gender, Category, Age

Coefficient Correlations^a

Model			Educationlevel	Gender	Category	Age	Localcapacity
1	Correlations	Educationlevel	1.000	-.144	-.726	-.913	
		Gender	-.144	1.000	.447	.035	
		Category	-.726	.447	1.000	.435	
		Age	-.913	.035	.435	1.000	
	Covariances	Educationlevel	.013	-.001	-.003	-.009	
		Gender	-.001	.002	.001	.000	
		Category	-.003	.001	.001	.001	
		Age	-.009	.000	.001	.008	
2	Correlations	Educationlevel	1.000	-.010	-.050	-.922	.345
		Gender	-.010	1.000	.506	-.114	.340
		Category	-.050	.506	1.000	-.163	.861
		Age	-.922	-.114	-.163	1.000	-.423
		Localcapacity	.345	.340	.861	-.423	1.000
	Covariances	Educationlevel	.006	-2.611E-5	.000	-.004	.001
		Gender	-2.611E-5	.001	.001	.000	.001
		Category	.000	.001	.002	.000	.002
		Age	-.004	.000	.000	.004	-.001
		Localcapacity	.001	.001	.002	-.001	.003

a. Dependent Variable: LGPerformance

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS BCOV R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT LGPerfromance
/METHOD=ENTER Localcapacity Decentralization.

```

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Decentralization , Localcapacity ^b		Enter

- a. Dependent Variable: LGPerfromance
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.997 ^a	.994	.993	.09374	.994	10198.058

- a. Predictors: (Constant), Decentralization, Localcapacity

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179.222	2	89.611	10198.058	.000 ^b
	Residual	1.160	132	.009		
	Total	180.382	134			

- a. Dependent Variable: LGPerfromance
b. Predictors: (Constant), Decentralization, Localcapacity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.038	.027		-1.406	.162
	Localcapacity	.428	.033	.416	12.980	.000
	Decentralization	.580	.032	.586	18.271	.000

- a. Dependent Variable: LGPerfromance

Coefficient Correlations^a

Model			Decentralization	Localcapacity
1	Correlations	Decentralization	1.000	-.976
		Localcapacity	-.976	1.000
	Covariances	Decentralization	.001	-.001
		Localcapacity	-.001	.001

a. Dependent Variable: LGPerfromance