FACTORS AFFECTING PERFORMANCE OF LOCAL COUNCIL COMMITTEES IN MONITORING GOVERNMENT PROGRAMMES IN UGANDA: A CASE OF NGOMA TOWN COUNCIL, NAKASEKE DISTRICT

BY

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DECLARATION

I NDIBAREMA GODFREY declare that this dissertation is my original work; as far as I am aware it has never been submitted to any University or other institution of higher learning for the award of a master's degree or any other academic award.

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APPROVAL

This dissertation examined the factors affecting performance of local council committees in monitoring government programmes in Uganda a case of Ngoma Town Council, Nakaseke District has been authorized to be submitted for examination with my approval as university supervisor.

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(Supervisor)

DEDICATION

This work is dedicated to my dear wife and my beloved children for their immeasurable love, care and support for me during the course. I also confess that I have spent their money for this course. I also dedicate this piece of work to my beloved mother for the role she played to be successful in my endeavors may the almighty God give her many years.

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LIST OF ABBREVIATIONS

ULGA	-	Uganda Local Government Association
UNCD	-	United Nations Capital Development Fund
TDMS	-	Teacher Development and Management Support
IMF	-	International Monetary Fund
UPC	-	Uganda People's Congress
WFP	-	World Food Programme
LGs	-	Local Governments
MOH	-	Ministry Of Health

ABSTRACT

This study examined the factors affecting the performance of local council committees in monitoring government programmes in Uganda**.** It aimed at the following objectives; to establish the effect of technical factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council, to examine the effect of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council and to determine the effect of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council. The study adopted a descriptive and correlation research designs based on questionnaires and interviews to discover the findings below;

Findings revealed that (Table 4.7) there was a weak positive relationship between technical factors and performance of local council committees in Ngoma Town council(r=0.357, Sig at 0.000).which implied that all variables moved in the same direction. The adjusted R-square of 0.105 implied that technical factors that is; training and skills contributed 10.5% effects on performance of local council committees. Findings further revealed that (Table 4.12) there was a weak positive relationship between administrative factors and performance of local council committees(r=0.310, Sig. at 0.000) which also implied that the variables moved in the same direction. The adjusted R-square of 0.074 implied that administrative factors contributed 7.4% effects on performance of local council committees. On objective three of the study, findings revealed (Table 4.17) that there was a weak positive relationship between administrative factors and performance of local council committees(r=0.361, Sig. at 0.000) which also implied that the variables moved in the same direction. The adjusted R-square of 0.108 implied that resource factors contributed 10.8% effects on performance of local council committees.

In conclusion, the study revealed that there is a significant effect of lack of skills among councilors, lack of accountability and high dependency on central government funding within Ngoma town council. The study recommends that municipal and district councils should work with other local governments through the Uganda Local Government Association (ULGA) to advocate for a change in the current budget architecture.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The study examined the factors affecting the performance of local council committees in monitoring government programmes. The focus of the study was Ngoma Town Council as a case study, it consists the study background, problem statement, purpose, specific objectives, research questions, hypothesis, conceptual framework significance, justification, study scope and operational definition of terms.

1.2 Background of the study

The background of the study was presented in four themes including; Historical, theoretical, conceptual and contextual background.

1.3 Historical background of the organization

Globally, monitoring of government programmes has been so much emphasized in current day political administration of local government with a major effort to improve service delivery (Lubanga, 1998). Monitoring of government programmes began in 1820s with a move to regulate political intervention in public service delivery which sparked off decentralization as the post-French Revolution in France which created a new government structure (De-Tocqueville, 1903). Decentralization in European countries came with an emphasis to see that urban and rural development is achieved through dispersing roles, authority (administrative and political), people from a central authority. This led to creation of local councils with committees to undertake the role of monitoring government programmes on the ground (Klugman, 2004). However, a lot of factors have been pointed at as standing in a way of successful monitoring of government programmes. For instance, in Brazil and Scotland, it is indicated that council committee members are affected by

overdependence of government budgets, lack of technical skills and lack of required facilitations to undertake their duties (Cascio, 2003).

In developing countries of Africa, monitoring of government programmes came with the introduction of decentralization during colonial days but became a serious policy in 1990s when most governments started to welcome World Bank programmes (World Bank, 2000).
"In the past, African countries had gone through complex, personalized and extremely centralized governance systems and practices. In pre-colonial period, kings represented all authority" (Batega, 2003). In colonial and post-colonial time, monitoring of government programmes were structured and practiced in a highly centralized style. Currently, decentralized governance is favored by several African states like Ghana and Nigeria with most suitable form of governance where local council committees have been established to undertake the role of monitoring government programmes. However, committees have been faced with a number of factors which appears to have had an impact on their performance (Cascio, 2003).

"In Uganda, Decentralization emerged in 1990s with an aim of enhancing performance through District Council set plans, urban and sub-counties with their objectives being executed by professional HR" (Republic of Uganda, 1999). Decentralization advanced as a practice which promises the transfer of legal, political, administrative and financial power to plan, decide and manage public roles and services to local councils. "The move is usually from the central government and its agencies to lower levels of administration" (Nsibambi, 1998). Since 1990s this has been done to ensure that government programmes are monitored with efficiency and effectiveness, however, according to Basheka (2008), council committees in both district and town councils lack the technical capacity, facilitations to undertake their duties and a range of administrative problems.

1.3.1 Theoretical Background

This research is led by administrative management model pioneered by Henri Fayol.

Fayol's inspiration of establishing the primary broad model of management was developed as a result of his belief which it was essential for managers to have a set of doctrines to lead their organization. He developed his ideas when public and private institutions were growing, which led to a need for management positions. Research-based knowledge was needed to help the field of management develop. "His theory incorporates 4 components i.e. organizational activities, management functions, administrative doctrines and methods for implementing principles" (Tompkins, 2005). Fayol "identified a distinction between governing and managing an organization", he identified different types of functions in managing an institution, administrative functions which include aspects that relate to industrial concerns that included organizing, accountability (accountability activities concern the tracking of gains and wastages), transparency and political influence. Technical activities involve training, resource allocation, record keeping and skills. Furthermore, financial and facilitation activities are associated with raising and spending capital in reference to Ngoma Town Council it is highly influenced by the resource factors such as source of funding and dependence on Central Grant, while the security activities relate to the protection of public property. These activities may vary in how they are addressed according to the specific type of organization.

Fayol believed that although all of these activities are essential, management serves as the foundation upon which all other activities are implemented to achieve organizational objectives towards service delivery (Tompkins, 2005).

According to Fayol, five functions are incorporated into management. The first is “planning,” which is predicting future events/trends that could influence the organization and utilizing this information to affect the company’s action plan. It includes using resources effectively to meet company objectives for this case is resource factors. Organizing involves material and human structural mechanisms. It includes concepts like creating a hierarchy and dividing duties among staff. Commanding is another component which involves providing direction to the company to highlight institutional goals. It involves elements like communicating objectives and eliminating incompetent staff. Coordinating, the other principle includes unifying and harmonizing all activity and effort. “It implies that each staff is given work; all sections have particular functions and efforts of every person and section work as a team to meet goals of the company” (Tompkins, 2005). This theory therefore will help us understand the factors affecting the performance of council committees in Ngoma Town Council.

1.3.2 Conceptual background

According to Transparency International (2010), it indicates that the performance of council monitoring depends on possession of technical, administrative and resource capabilities. In this study thus, factors i.e. technical, administrative and resource factors will form the independent variable and performance will be regarded as the DV. Technical factors I the context will refer to the ability of council committees to undertake duties and responsibilities assigned to them (Kyaddondo, 2002) by the town council as far as monitoring government programmes in Ngoma Town council is concerned. In this study thus, technical factors will be conceptualized to mean training skills availed to councilors, knowledge of councilors and coordinating skills by councilors. Administrative factors have been conceptualized to mean the prevalence of conducive leadership to allow monitoring of government programmes by council committees (Allen, 2000). This will be measured using performance levels of local council committees in monitoring government programmes in terms of timely reporting,

effective advisory services and proper enforcement of council programmes. For resource factors, these will be conceptualized to means the support availed to council committees to undertake their duties (Lubanga, 1998) particularly in monitoring of government programmes. In this study, resource factors will be measured using funding availed to council committee members, level of dependence on Central Government and transport financing.

Bernadin, Kane, Ross, Spina and Armstrong (2000) regard performance as simply the record of outcomes achieved. Brumbach (1988), however, looks at performance from a broader perspective and refers to it as both the behaviours and results of manpower when executing a task. Accordingly, in this study, performance will operationally be measured in terms of timely reporting, effective advisory services and proper enforcement of council programmes.

1.3.3 Contextual background

Ngoma Town Council is found in Nakaseke District, Central Uganda. It is one of the town councils within Nakaseke District. The government of Uganda came up with Local Government Act of 1997 which lays procedures for the local government councils. The act stipulates that "Council committees shall monitor and review the performance of the respective sectors over which they have responsibility" (Sec 68(4). Section 26(d) indicates that council committees should be availed with the required resources, technical capacity and resource to undertake the responsibility of monitoring government programmes so as to ensure service delivery inform of quality, timely delivery and compliance to implementing council activities efficiently and effectively.

In addition, according to Ngoma Budget Framework (2013/14), the council committees were assigned required finances and other required facilitations in form of training and environment that allows them to successfully monitor government programmes. Despite such efforts, the performance of council committees in monitoring government programmes in

Ngoma Town Council has been reportedly lacking. For instance, according to Transparency International Report (2013), Nakaseke district and Ngoma town council were reported to be lagging behind in monitoring activities implemented in the area. In additional, MOH Report (2012) showed that Ngoma Town Council and Nakaseke district at large are still performing poorly in availing health facilities in the area despite the budget funds government sends in this area every year.

Ngoma Town Council Report (2013/14) confirms the poor performance of council committees when it indicated that there are still few monitoring reports done by council committees compared to government projects and programmes undergoing in the area. Some committee members are reported in circus of absenting from council meetings. This thus, informs the basis of undertaking the research to explore factors affecting performance of council committees in monitoring government programmes in Ngoma Town Council.

1.4 Statement of the problem

The Local Government act, Cap 243, stipulates a number of factors including technical, administrative and resource factors aimed at galvanizing and smoothening the running of local council activities. It is from this basis that Ngoma Town Council through Local Government Act cap 243 welcomed the provision of council committees with facilities required, technical and capacity training programs, in the virtue to improve their performance in monitoring government programmes in terms of delivery of timely reports, advisory services and proper enforcement of council programmes. Additionally, in Ngoma Budget Framework (2013/14), facilitations and training of council committee members are given a bigger share with an effort to ensure that there is a successful monitoring and implementation of government programmes.

Despite such efforts, the performance of local council committees in monitoring government programmes in Ngoma Town Council is still questioned. For instance the declining performance levels within projects implemented such as schools, health care, waste management and roads. This is evidenced in the Auditor General's Report (2013) which reported inconsistencies within the roles of local council committees that led to the loss of over 300millions of the schools constructed in the area. MOH Report (2012) further showed that Ngoma Town Council and Nakaseke district councils at large are still performing poorly in availing performance reports, monitory services and delayed delivery of advisory services despite the budget funds government sends in this area every year. Regardless of the efforts done by Ngoma Town Council, it is not clear where the declining levels of performance of local councils results from. It is thus from this background that this study will investigate whether the factors mentioned above affect the performance of local council committees in monitoring government programmes in Ngoma Town Council.

1.5 Study purpose

The purpose of the study was to determine the factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council.

1.6 Study objectives

The study objectives were;

i. To establish the effect of technical factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council.
ii. To determine the effect of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council
iii. To determine the impact of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

1.7 Research questions

It sought to answer the questions below:

i. How do technical factors affect the performance of council committees in monitoring government programmes in Ngoma Town Council?

ii. What is the effect of administrative factors on the performance of council committees in monitoring government programmes in Ngoma Town Council?

iii. What is the impact of resource factors on the performance of council committees in monitoring government programmes in Ngoma Town Council?

1.8 Hypotheses

It tested the hypotheses below:

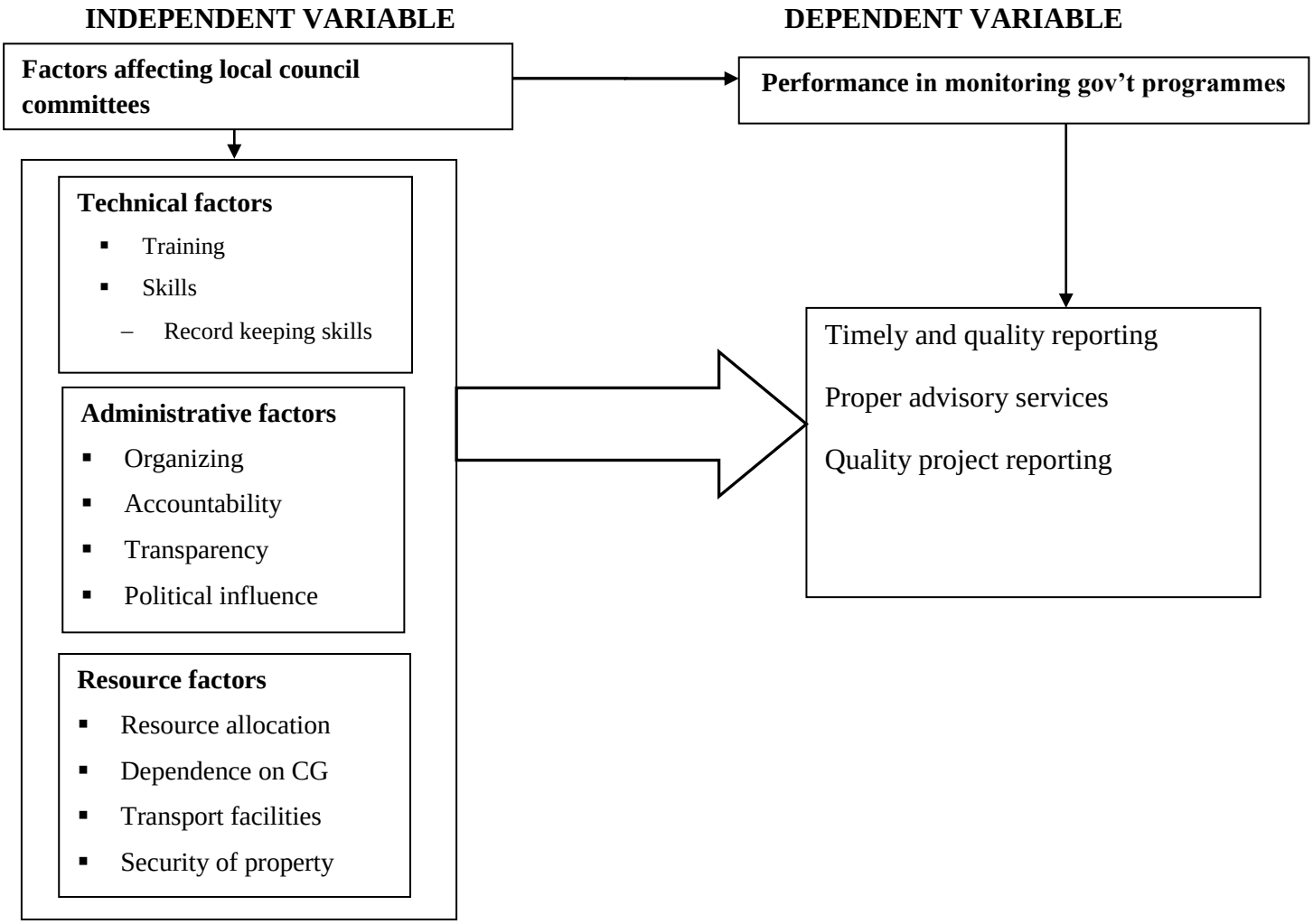
i. H1: Technical factors do not inevitably influence the performance of council committees in monitoring government programmes

ii. H2: Administrative factors do not inevitably influence the performance of council committees in monitoring government programmes

iii. H3: Resource factors do not inevitably influence the performance of council committees in monitoring government programmes.

1.9 Conceptual Framework

Figure 1.1: A Conceptual framework for the understanding the factors affecting the performance of council committees



Source: ***Adapted and modified from Tompkins, (2005)***

According to Tompkins, (2005), "4 elements i.e. company tasks, management roles, administrative doctrines, and techniques for putting doctrines into action are integrated". He distinguishes between governing and managing a company, he recognized different kinds of functions in managing a company and administrative functions which integrate aspects that relate to organizing, accountability (accountability activities concern the tracking of gains and wastages), transparency and political influence. Technical activities that involve; training,

record keeping and skills, financial and facilitation activities associated with raising and spending capital.

From the conceptual framework in figure 1.1, it is hypothesized that technical factors, administrative factors and resource factors affect the performance of council committees in monitoring government programmes. If council committees lack the required technical competency i.e. lack of training, skills and record keeping; administrative problems related to local revenue generation, councilor capacity and political influence as well as resource factors relating to funding, high dependence on Central government , lack of transport facilities and security of property, this can affect the performance of council committees in monitoring government programmes in terms mmonitoring reports released, compliance with government programmes and activities implemented.

1.10 Significance

This study might be helpful to the Ministry of Local Government in understanding the extent to which technical, administrative and resource related factors affect the performance of council committees in monitoring of government programmes. The study is also expected to provide a contemporary cornerstone for improving technical, administrative and resource requirements needs in enhancing the performance of council committees in Uganda. The policy makers in the Ministry of Local Government will also find the study utilitarian in helping them come up with policies that ensure increased financing of council committees to ensure that government programmes are monitored and improve service delivery.

1.11 Justification of the study

Major studies by Henry Fayol, and Tompkins, (2005) have been done on main factors which affect the performance of organizations in the world. However, there is no specified information related on factors influencing the performance of local council committees in

monitoring government programmes in Ngoma Town Council. Therefore, the reason for the study is to empirically ascertain factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council. The researcher had the need to conduct a study to appreciate the connection between the aforesaid factors and their effect on the performance of council committees in monitoring government programmes in Ngoma Town Council. The findings of the study may contribute positively to the area of local governance in Ngoma Town Council and other companies which have an opportunity to read this study.

1.12 Scope

1.12.1 Content scope

The study is limited to investigating factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council. Factors in this study was limited to technical, administrative and resource related factors, whilst, performance was limited to mmonitoring reports released, compliance with government programmes and activities implemented.

1.12.2 Geographical scope

It was done in the Ngoma Town council located in Nakaseke district in Uganda. This case study was chosen because of its accessibility to the researcher and fits in with the operationalization of the study problem.

1.12.3 Time scope

“It looked at the time frame 2011-2015 in that it was a time when performance of council committees in monitoring government programmes has been characterized by massive ineffectiveness, inefficiency, and lethargy” (Transparency International Report, 2013).

1.13 Operational definitions of concepts

Technical factors: In this study, this means the ability of council committees to undertake duties and responsibilities assigned to them by the town councils as far as monitoring government programmes in Ngoma Town council is concerned.

Administrative factors: This refers to the prevalence of conducive leadership to allow monitoring of government programmes by council committees. This will be measured using local revenue generated to finance monitoring, councilor capacity, political wrangles and gender in the town council.

Resource factors: This was conceptualized to means the support availed to council committees to undertake their duties particularly in monitoring of government programmes.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter looks at literature related to establishing the relationship between communicating M&E results and institutional performance. The review was conceptualized under the objectives of the study and focused primarily on input, out-put and outcome communication and their relationship with institutional performance. These were considered the pillars of the study.

2.2 Theoretical framework

The study was guided by the administrative management theory pioneered by Henri Fayol's. Fayol's concept of establishing the primary common theory of management was developed as a result of his belief that it was essential for managers to have a set of doctrines to guide their administration. He developed his ideas when public and private institutions were growing, which led to a need for management positions. Research-based knowledge was needed to help the field of management develop. "His theory incorporates 4 elements i.e. institutional functions, management activities, management doctrines, and methods for putting them in action" (Tompkins, 2005). He distinguished a distinction between "governing" and "managing" a company, he recognized different kinds of functions in governing a company, administrative functions which integrate aspects that relate to industrial concerns that included organizing, accountability (accountability activities concern the tracking of gains and wastages), transparency and political influence. Technical activities involve training, resource allocation, record keeping and skills. Furthermore, financial and facilitation activities are associated with raising and spending capital in reference to Ngoma Town Council it is highly influenced by the resource factors such as source of funding and dependence on Central Grant, while the security activities relate to the protection of public

property. These activities may vary in how they are addressed according to the specific type of organization.

Fayol believed that although all of these activities are essential, management serves as the foundation upon which all other activities are implemented to achieve organizational objectives towards service delivery (Tompkins, 2005).

According to Fayol, five functions are incorporated into management. The first is "planning," which is predicting future events/trends that could influence the organization and utilizing this information to affect the company's action plan. It includes use of resources to meet the company goals for this case is resource factors. Organizing, integrates material and human structural elements. It includes concepts like introducing a hierarchy and dividing activities among staff. Commanding, is another component which involves providing direction to a company to highlight its goals. Coordinating includes unifying and harmonizing all activity and effort. "It implies that all staff are given tasks; each section has a particular task, and the effort of every person and section work as a team in meeting the goals of the company" (Tompkins, 2005). This theory therefore will help us understand the factors affecting the performance of council committees in Ngoma Town Council.

2.3 Technical factors and performance of council committees in monitoring government programmes

Technical factors are embedded in the experience and awareness possessed by council committees to monitor government programmes. Tumushabe (2009), it is suggested that monitoring government programmes successfully is embedded on technical capability of council committees. There is evidence to suggest that "council committees' are less empowered in taking effective disciplinary measures. However it is alleged that interdictions of Town Clerks have taken in courts of law with direct costs to districts in millions.

Interdictions are more common than dismissals. This is due to disagreements between District Service Commissions and politicians. “This has resulted in a large number of officials in acting capacities in several Directorates and they lacked the required expertise to perform their duties as expected” (Tumushabe, 2009).

Mutumba (2001, in New Vision September 7, p.5) “the council committees are full of members with low capacities of no or less level of education which cannot give enough competencies to fully monitor government programmes because they are dealing with engineers and accountants who are much educated”. This renders them less ability to detect corruption and shoddy work done by such professionals. Tucungwirwe, (2010) thus ascertained that “Parliament should raise minimum qualifications for members of council committees to O’ Level to meet demands for high quality staff presently needed at districts and urban councils”.

Tumusahabe (2009) acknowledges that “the quality of council committees is mostly influenced by the level of education”. “Currently, there isn’t minimum education qualification for one to be a district councilor or at the town council” (ACODE, 2012). Councilors are not supposed to hand in any transcripts as eligibility needs to context for a councilor and these form the largest part of council committees that are mandated to monitor government programmes which are implemented by technical and professional personnels. “There is extensive consensus that councilors with low levels of education could not contribute to discussions during plenary whereas several could not contribute in writing to any committee in Amuria district” (Bainomugisha, 2007). Several of them state that is was a main problem which some of their friends confronted in executing their statutory roles as visualized in the LG Act. Proof from the evaluation revealed that “councilors with high levels of education contributed objectively in plenary and committee meetings and they were very

able to identify failures in implementation of a government programme in the area" (ACODE, 2012).

"From their revelation in the assessment, most of them do not know their roles entirely" (Tumushabe, 2009). It was proven that "orientation given at commencement of council by the MoLG is not enough to empower them understand their responsibilities. This lack of knowledge on basic functions on part of the elected politicians deters their supervisory role on service delivery at local government level. For instance, Councilors in Amuria district showed poor record keeping in connection to their roles as elected leaders. e.g. though several councilors contributed in council meetings with their electorate, there was no record to assist infer proof to this effect. 'At council levels, it was obvious that though councilors claimed to have contributed in plenary sessions, several were not recorded by the Clerk to Council due to errors of omission or commission" (Bainomugisha, 2007).

ACODE (2010) indicates that "the existing legal framework does not specify minimum qualifications for Council members, and provides leadership by necessitating those people, pursuing to be members of the council have minimum qualification of A' Level education or its equivalent". "Suitable academic qualifications are vital to ensure quality and healthy debate in council and in supervision of council senior technical staff who are educated up to degree level" (Keizire and Mugyenyi, 2006). Orientation and training at to Council by the MoLG ought to be logical and consistent. "It ought to cover roles and responsibilities of council in provision of public services, mission and vision of council, instruments of accountability to district residents and other vital development and planning-related training" (Tushabe, 2012).

ACODE (2012), emphasized the level of education as a tool to increase performance of the councilors' deliberations, however my research examines the factors affecting performance of council committees.

Riketta and Ostroff (2002) argue that accomplishment is a major precursor to performance of government programme. According to Liu & Walker (1998), "the general performance of a project is a role of individual commitment of every member in the project". Yoon & Suh, (2003) "in a Korean context, established a positive relationship between input communication and perceived service quality". They argued that "the quality of citizenship services is a role of information sharing about what was used at the initial stages of the project". Kuehn & Al-Busaidi (2002) established that, "communicating training conducted, human resource used and funding used are significant predictors of acts of abstract thought, creativity and sportsmanship". Actions of sportsmanship, a sign of inherently motivated workforce, and who bring about cost savings through reducing supervision costs for example, as well as revision costs resultant from carelessness of staff etc. Meyer & Allen, (1991) who argue that "where employees hide their inner self and work mainly for extrinsic rewards, the project is put at a risk of facing poor quality output". "The insufficiency of an intrinsic drive to do tasks also causes project failure in terms of time overruns/ failure to meet deadlines" (Riketta, 2002).

Yoon and Suh, (2003) researched on positive relationship between input communication and perceived service delivery, while Al-Busaidi (2002) found out that communicating training conducted, human resource used intrinsically motivate people and enhance service delivery this research studies factors affecting monitoring of council committees.

Wood & Bandura (1989) “perceived inability to perform the required task will always result in employees’ pursuing their interest more than that of the principal; such behavioural reactions would lead to negative accountability”. Frink & Klimoski (1998) believe that “individuals who are accountable will conduct a self-evaluation of their performance in contemplation of being evaluated by others, such as their immediate supervisors, those with higher job self-efficacy will likely see themselves as able to meet these obligations and can thus explore more discretionary behaviors that builds on their nature of responsibility”. Therefore, this study identified loopholes in the literature reviewed that renders this study to be conducted. For instance, the literature seems to be limited to Amuria district and other parts of Uganda and the world. This study however, aims at finding out what is happening in Ngoma Town Council. As far as monitoring of council committees is concerned.

2.4 Administrative factors and performance of council committees in monitoring government programmes

Administrative factors are associated with leadership and political consolidation between opposition and government council members and their effect on monitoring government programme. According to Bainomugisha (2007), he ascertains that there are a number of political interjections at municipal councils which directly affect the monitoring of government programmes in such area. He for instance points out that “in Gulu municipality; there was outward resistance between central government officials and the district leadership, particularly the District chairman”. Suggestions by the chairman from the UPC have on several occasions been left out by the central government. e.g., food insecurity in the district is put on the reluctance of the central government to support the people. “The district chairman claims that he has, always, sufficiently communicated to government the condition in Gulu but has been snubbed and even mistreated” (Kabudi, 2004).

He was quoted saying, “In April 2009 I wrote to government through the Office of the Prime Minister. I never got a response. In May, I wrote another letter in which I threatened to lead a demonstration to stop WFP trucks taking food to Karamoja if our problems were not addressed. The only response I got was a copy of a letter from the Prime Minister to the Minister for Disaster Preparedness. Before I could lead the demonstration, I was arrested on accusations that I was leading a group of thugs that were mounting roadblocks and robbing civilians.” quality public service delivery to improve in Gulu and Kitgum Districts, structural and operational aspects must to be addressed. “At national level, ULGA ought to work towards participating in advocacy to support LGs e.g. Amuria work well. At district level, councilors ought to take special initiative to understand and manage programs through enhanced record keeping, consistent interaction with the electorate and proper management of local LG monies through systematic monitoring” (Tumushabe, 2009). Tumushabe (2007) looked at interjections affect the monitoring of municipal level, gave example of Gulu municipality, but the current researcher will technical, administrative and resource factor affect the monitoring of council committees at town council level.

Schedler (1999) urged that “internal rules, norms and an independent commission are instruments to hold civil servant in administration of government accountable”. In the ministry, First, behavior is restricted by rules and regulations; second, civil servants are juniors in hierarchy and answerable to superiors. Nevertheless, there are autonomous - supervisory body sections to inspect and hold units answerable; legitimacy of these commissions is based on their autonomy, because it eludes any conflict of interest. Government states that “a strong accountability regime guarantees public resources are used - effectively and efficiently encourages ethical and policy-based decisions, motivated by the concern for public interest; and embraces transparency as a way of holding government answerable and support the contribution of citizens and institutions in public policy

development" (Ben & Anderson, 2007). Schedler, (1999) his emphasis was on civil servants to be held accountable within the departments, but this study establishes how committees monitor the government programmes and which factors hinder the performance in doing so.

Accountability is the responsibility to complete municipal business functions. There are usually set standards and guidelines from upper management, government regulations, third parties organization, and societal norms. Organizations must be accountable to these standards and guidelines because any deviation to them can create a distorted view of the both the operational and financial health of the company. Employees individually can also manipulate company's information for their own personal gain damaging the organizational goodwill and reputation. Paul (1991), "the characteristics of accountability in Public service comprise conflict of interest, loyalty and neglect". Accountability relates to the social norm where accountable, accountees, stakeholders expect the former to act accountably. It means that the officer in charge should encourage the accountees' interest, to completely reveal their personal interest, to be accountable for offences" (Souryal & Mckay, 1996). Loyalty is the other form where stakeholders can hold organizations and persons accountable. It is seen as a source for guidance which gives protection from socially destructive self-interest and self-assertion. Paul (1991) was relating accountability to social norm and Souryal & Mckay, (1996) their emphasis was on royalty is how stakeholders can hold institutions and individual accountable. This study looks at accountability as a dimension under administration to enable quality service delivery.

Depending upon the law or rules related to a particular organization, the existence of a conflict of interest may not, in and of itself, be evidence of wrongdoing. In fact, for many professionals, it is virtually impossible to avoid having conflicts of interest from time to time. A conflict of interests can, however, become a legal matter for example when an individual

tries (and/or succeeds in) influencing the outcome of a decision, for personal benefit (McDonald, 2006). Davis and Andrew (2001) noted that there often is confusion over these two situations. Someone accused of a conflict of interest may deny that a conflict exists because he/she did not act improperly. In fact, a conflict of interests can exist even if there are no improper acts as a result of it. (One way to understand this is to use the term "conflict of roles". A person with two roles—an individual who owns stock and is also a government official, for example may experience situations where those two roles conflict. The conflict can be mitigated.

Legally and politically, LGCs are responsible for all LGs roles as specified in the LG Act like: planning, financial accountability and delivery of public services. But, Amuria's political leadership has no controlling authority to determine how funds allocated to the district are used. The CAO is appointed by Central Government. The different ministries with those responsible for LG and Finance came up with a set of procedures which limit the participation of the Local Government Council in management of the district's financial resources including the procurement process. The procedures order council to supervise the use of funds by technical agencies of the LG but to make sure that they do participate in management of these resources.

Initial and continuous training provided to districts by the central government through the Decentralization Secretariat prepared the district personnel to meet the new challenges of working independent of the centre. Lubanga (1998, p.84) basing on his 1996 study, reports that Government had funded a programme to strengthen registries and management information systems of all districts and urban councils, the study also reported the launching of intensive training of officers of district planning units. According to the same study, decentralized planning guidelines had been developed and planning units were being

equipped. Personnel decentralization obliged the Ministry of Local Government to issue guidelines and procedures which have gone a long way in creating reference documents essential for the management of the implementation of the new system of decentralization to ensure harmony in the districts' personnel management but this had not completely improved the monitoring of government programmes.

This study therefore, will endeavor to put a lot of efforts in trying to establish the administrative issues that affect council committees in Ngoma Town Council to perform very well in monitoring government programmes and these will rotate around political interference, accountability, transparency and leadership.

2.5 Resource factors and performance of council committees in monitoring government programmes

Resource factors have been reported to impinge the monitoring of government programmers since many scholars have indicated that council committees are not well funded, serviced and lack infrastructures to do so (Kabandi, 2004). Stoner & Wankel, (2007) note that "in management, motivation is significant since managers should channel people's motivation to attain individual and organizational objectives". In Uganda, under-staffing challenges at the district, municipal and sub county levels is mainly described in the context of local governments' failure to raise adequate resources to recruit, sufficiently reward and facilitate suitably qualified and skilled staff. A study by Asiimwe established that "engineers recruited could not stay long because the monthly salary paid of Ug. Shs. 670,000/= was a-third of what private companies were paying". Ssali in Monitor (2000, December 21, p.11) reported that "Masaka Municipal council workers had gone on strike for non-payment of their salaries for four months; the Town Clerk attributed it to low revenue collection".

Like all the LGs evaluated during the year under review, Amuria is extremely dependent on the central government and donors for its budget support. ACODE Report, (2012) further indicates that "over 84% of the budget revenue is raised through central government grants while 15% is from donors". The district's locally generated revenue amounts to 1%. This degree of dependency weakens the justification of decentralization, impacts service delivery and general performance of the district. Most donations from the central government are conditional and thus allocated for particular services. The unconditional funding, which is the only one that LGs can use as revenue, is mostly used to pay employees' salaries. In several occasions they are not sufficient, and therefore build a funding gap.

On the other hand, Kasadhakawo & Buyungo (2002) indicate that "some of the councilors lack basic skills and tools that are essential in discharging the roles and responsibilities of councilors". e.g., the recorded district council proceedings couldn't contain suitable attribution which could permit a qualitative analysis of the contributions of each councilor. Most councilors did not have diaries whereas some used loose record alternatives and phones which could not be presented as proof of performance at the time of evaluation. The high dependency on central government transfers makes the district an agent of the central government other than fully fledged LG as visualized under Article 178 of the Constitution. Municipal and district councils should work with other LGs through ULGA to advocate for a change in the current budget architecture. It is significant that the national budget funds be equally shared between the central government and the LGs for LGs not to rely on sectoral conditional funds which are not enough to facilitate council committees to undertake monitoring of government programmes and hence poor service delivery.

USAID Report, (2010) indicates that “lack of resources to do the job affects council committees to undertake the monitoring of government programmes in Uganda”. Programmes that were noted included “United Nations Capital Development Fund (UNCD) programme for Uganda, USAID sponsored Teacher Development and Management Support (TDMS) Programme” (Asiimwe et al., 2000, p.29). Other donors e.g. WB are supporting the Capacity Building project, while DANIDA been instrumental in development of Rakai district.

Decentralized districts have exhibited willingness to plan and fund training district personnel to meet the technical competence required and efficiently monitor government programmers. In their study of districts of Arua, Kampala, Mbale, Mbarara and Rakai, Asiimwe and his team found that “all districts had allocated funds for training in their budgets; this gave evidence of deliberate efforts to improve capacity of the staff in the districts”. Generally, the reported skills attained by employees showed that “efforts to raise capacity have been more in administration, finance, health and community development rhyming well with LGs’ new roles of planning, resource and community mobilization”. They also reported that “all districts were able to raise personnel training funds to the level of short-term courses in form of workshops and seminars”. “Despite the efforts made to build capacity of staff, there still remained a number of gaps at all levels of Local Governments to perform effectively more so in areas of monitoring service delivery” (Kivengere and Kandole, 2007).

2.6 Summary of literature review

The literature reviewed specifies that there are several researches that have viably established that technical, resource and administrative factors affect council committees to adequately monitor government programmes in Uganda and all over the world. However, the literature reviewed has distanced its self away from Ngoma Town Council. This thus renders this study significant to fill this gap. Still, another gap that renders this study to be done is historical; most of the literature reviewed seemed to have been done in years below 2012. Currently, we are in 2015 and new developments have come up like the Civil Service College and the integrated performance management schemes which call for a study like this to try to empirically test the literature reviewed and weigh the progress of the new programs in place. In conclusion there exists scanty and dissatisfying literature on conceptualized factors in this study such as; administrative, technical, and resource are related to performance of Local council committees in Uganda.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The chapter provides the methodology which was employed during the study. It comprised aspects such as; research design, population, sample size, data collection methods, data analysis, ethical concerns and limitation experienced in the research.

3.2 Research design

“They are the particular processes involved in the study: data collection, data analysis and report writing” (Creswell, 2012). It employed descriptive and a Correlational research designs based on both quantitative and qualitative approaches. A descriptive research design helped to describe scenarios the way they are and a Correlational design determined the relationship between variables which results in a mixed design. “The basic argument for a mixed design is that the combination of the forms of data offers a better understanding of the research problem than either qualitative or quantitative data” (Creswell, 2012).

The study examined respondents’ insight on factors affecting the performance of Local council committees. The mixed methods were used to appreciate the research problem better. “The research was descriptive since it involves examining preceding researches, obtaining information from experienced persons and informally examining the situation through secondary data” (Bless & Higson Smith, 1995). “It is useful due to increased familiarity with the problem or opportunity and to clarify some key concepts connected with the research problem” (Dane, 1990).

3.3 Study population

“A population is a group of persons with similar features and further defined in quantitative study as a group of persons with common defining features which the study can recognize and study” (Creswell, 2012). Babbie, (1992) “a population is that aggregation of elements from which the sample is actually selected”. It also described as “a group of individuals the researcher desires to draw conclusions”. Quinlan, (2011) “all persons, items or units related to the study and consists of persons, groups, organization, documents, campaigns, incidents etc.”. The study comprised of a total population of 60 respondents. These include civil servants 17, councilors 15, opinion leaders 10, and local people 18. This was targeted because it gave a representation of all leaders within Ngoma town council Nakaseke district.

3.4 Sampling technique, sampling procedure and sample size

This section looked at the sampling design, sampling procedure and the sample size to be involved in the study.

3.4.1 Sampling technique

The researcher used both simple random and stratified sampling techniques. Stratified was done by categorizing respondents into groups with similar characteristics his technique was preferred because it eased the selection of a sample from a large population whereby each member of the population was given an equal opportunity to contribute to the study. Simple random sampling was used to make sure that Ngoma Town Council members had an equal opportunity of being chosen to avoid bias.

3.4.2 Sampling procedure

In order to choose the 52 respondents’ that form the sample size, the researcher serialized all the 60 respondents from 1 to 60 following an alphabetic order of their names. The 60 serial numbers each were written on a piece of paper and folded. The 60 folded pieces of paper

were put in a tin. The researcher randomly picked a piece of paper at a time until 52 pieces of paper are picked from the tin. The serial numbers that appeared on the 52 pieces of paper that were randomly picked matched to the categorized stratus they represented thus forming the sample of the 52 respondents which were used for this research study.

3.4.3 Sample size

Sampling is a technique of selecting part of a universe which is being handled with an intention of learning and drawing conclusions about the universe (Kothari 2004).The sample size was determined basing on Krejice and Morgan model (1970). Therefore for this particular study, was made up of 52 respondents categorized as Civil servants 15, Councilors 13, Opinion leaders, 8 and Local people 16 as distributed below;

Table 3.1: Showing sample size distribution in Ngoma Town Council

Category of Respondents	***Population Size***	***Sample Size***	***Sample technique***
Civil servants	17	15	Stratified sampling
Councilors	15	13	Stratified sampling
Opinion leaders	10	8	Simple random sampling
Local people	18	16	Simple random sampling
Total	**60**	**52**	

Source**:** Krejice &Morgan Model, 1970

3.5 Data collection sources

Data sources included primary and secondary data sources;

3.5.1 Primary data

This refers to data from the field obtained by the researcher using questionnaires, observations, and interviews. The researcher employed primary data source in supplementing on the already existing literature.

3.5.2 Secondary data

Secondary data was obtained from the existing literature that is journals, text books, published financial reports, publications and the different auditor's reports from the office of auditor general.

3.6 Data collection methods

The researcher used a sample survey method which was conducted through questionnaire and interviews. "Data are evidences and other related materials, previous and current, working as a foundation for research" (Krishnaswami & Ranagnatham, 2003). In the context of the study, data needed for social research, might be generally categorized in data relating to human beings, organizations and territorial areas.

3.6.1 Questionnaires

Sometimes many people fear a face to face presentation which leads to poor expression of ideas. The researcher adopted self-administered open and closed ended questionnaires in collection of data and through questionnaires the researcher was able to get reliable information in that respondents were given chance to use the most convenient language. Large quantities of information were obtained from a big number of people in a shortest time and it was not costly. Respondents read every question and therefore responded basing on their own understanding of the questions. So there was a level of prejudice which was not acknowledged hence becoming a challenge to the research. This was solved and handled through field visitation where the researcher administered questionnaires personally and using research assistants. This helped in reducing errors of bias.

3.6.2 Interviews

An interview is a directed conversation (Lofland, 1995). The researcher held interviews with the respondents and this helped the researcher to acquire direct information which has never

been acquired through the use of questionnaires. The respondents responded in detail as they wished. More valid information about the respondents' attitudes, values and opinions were obtained. , the method was used in to give in-depth information for expanding the study, this method helped in giving detailed information that is effective for the study. An Interviews guide was phrased with questions relating to the study, basing to guide in collecting information from the people to have less time to give face to face information in their apple time. The method was preferred because it gave in depth information and there was room to ask more questions that are necessary for the study (Saunders, et al, 2007).

3.7 Data collection tools

They comprised questionnaires and interview guides.

3.7.1 Questionnaire

The study used a questionnaire (appendix i) and interview guide (appendix ii) guide as tools to gather data in. Creswell (2012), "a questionnaire was a form used in the survey design that participants in the study completed and returned to the researcher". "The basic objective of a questionnaire was to obtain facts and opinions about a phenomenon from people who were informed on the particular issue" (Babbie & Mouton, 2001).

"Questionnaires were significant in a descriptive research because they provided chance to the respondents to show their feelings in written" (Bassey, 2004). "The purpose of using a questionnaire was to assessment a representative sample of the population to make generalize from answers of the participants" (Bless & Higson Smith, 1995:107-108).

"Questionnaires were structured to make sure that every participant is asked a similar simple, clear, brief and exact questions and to make sure that responses to the questions are also simple, clear, brief and exact" (Quinlan, 2011).

3.7.2 Interview guide

"Interviews are a set of questions which are usually asked from the participant and are subjected to change depending on the comfort of the respondent" Saunders, (2012). They were conducted at the workplace of the respondents and took 10 - 20 minutes depending on participants' activeness. Most of the participants were not comfortable speaking while being recorded, therefore, the researcher appreciated their wish and took notes instead. Sometimes, the researcher was tempted to pardon some information as he could not write down information incorrectly.

3.8 Data quality control

Data quality control presented validity and reliability of the study tools.

3.8.1 Validity

"Is an issue of how valid the study is, that is, how consistent, honest, robust, sound, reasonable, meaningful and useful it is" (Quinlan, 2011). Quinlan, (2011) "this research contributes to the knowledge because it involves participants who are directly involved in the study". The study validity was obvious since the researcher was strict during when carrying out the study. The same questionnaire was utilized all through the study to measure what it is supposed to measure. Validity is important in determining whether the statement in the questionnaires and interview guides were relevant to the study.

According to Dawson (2005), Content Validity Index (CVI) of not greater than 1 and not less than 0.5 is highly advised in testing for the validity of any research in controlling statements in the instruments. He applied the formula below to determine validity of the tools;

$$C\ V\ I = \frac{\text{Agreed items by all judges as suitable and possible}}{\text{Total number of items being judged}}$$

34/38= 0.8

The validity index obtained that is; 0.8 was above 0.5 which implied that the contents of tool were valid.

3.8.2 Reliability

"Reliability states to the reliability of the study, to the level at which the study can be redone when attaining reliable outcomes" (Quinlan, 2011). Questionnaires were verified to decide if they give similar results repeatedly and proved dependable. The reliability of the questionnaire was confirmed using the Cronbach's Alpha correlation coefficient with the aid of SPSS software. George & Mallery, (2003) Cronbach Alpha value > 0.7 is viewed as suitable for reliability evaluation. The opinions and answers of respondents in the questionnaire shall be reviewed and re-used to develop research tools where suitable.

3.9 Data collection procedure

After the approval of the research proposal, the researcher obtained a recommendation letter from the school of Administration and Management to carry out a research at Ngoma town council. The letter will helped the researcher gain the confidence of the respondents in the study.

The researcher designed and pre-tested tools for collecting data about the factors affecting the performance of local council committees within Ngoma town council in Nakaseke district. The researcher also collected and analyzed data that is to say primary and secondary. The administration of questionnaires and interviews to the selected respondents were done at area of location. They assured of treating their responses confidential thus this maximized the information to be collected from the respondents. Research assistants were selected and used to help the researcher in conducting interviews with the selected employees. Information from the respondents were recorded by the researcher and then after it was summarized at the

end of the session into what is required in the research study and compiled a report of the findings.

All participants in the study gave informed consent before their involvement in the research. This was done by filling in and signing on the informed consent form. The study participants had to be briefed about the study prior to the interview. The study participants were encouraged to answer all the questions and as honestly as possible. This helped the researcher to avoid participants from pulling out of the study before completing the study as well as preventing half-filled questionnaires. At the end of the study the researcher and research assistant's ensured the participants that the entire information obtained were treated with the highest confidentiality and only used for academic purposes.

3.10 Data processing, analysis and presentation

Data was processed by editing and data coding and was analyzed after being processed.

3.10.1 Data processing

Data was coded and entered using Ms. Access database, exported to Ms. Excel and finally to the Statistical Package for Social Scientist (SPSS) and analyzed. Descriptive statistics were used and tables were generated.

3.10.2 Data analysis

"Data analysis is defined as a critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining patterns and relationships among the variable relating to it" (Krishnaswami & Ranganatham 2003). This study used quantitative and qualitative methods to analyze data obtained from questionnaires and interview.

3.10.2.1 Quantitative data analysis

In this method, descriptive statistics were used to analyze and present data from questionnaires. SPSS version 20.0 was used to produce charts, frequency tables and pie charts as a way of presenting data. Data was analyzed and interpreted basing on study objectives.

Generally the analysis involved the use of special computer software packages to generate essential measures and statistics out of the data that was collected. These processes were also involved the uses of Microsoft Excel and Ms. Access software packages to enter analyze and tabulate data.

3.10.2.2 Qualitative data analysis

Qualitative data from interview scripts, notes and statements were logically coded, and categorized into comprehensive descriptive groups - exploring themes, implications and concerns which came up from data got from interviews. Data was also related to the study objectives to create significance to the research topic.

3.11 Data presentation

He presented data from primary and secondary sources using SPSS software and results were given in tables through descriptive statistics, correlations, regressions, multi-correlations and multi-regressions for easy interpretation.

According to Higgins, (2005) adopted from Thompson (1991), the influence of factors affecting local council committees on performance in monitoring government programmes was presented in line with the hypothesized model, specified in the following linear function.

$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$ where;

Y = is the dependent variable (Performance in monitoring government programmes)

a = Constant

β = Beta values

X_1 = Technical factors

X_2 = Administrative factors

X_3 = Resource factors

3.12 Ethical consideration

The researcher followed procedures given by the Uganda Management Institute through getting a letter of authorization from UMI and Ngoma Town Council administrations. All respondents were asked to give informed consent before their involvement in the research and all data obtained was confidential and used for academic reasons.

3.13 Limitations of the study

The researcher faced a problem of not accessing enough funds to facilitate the study for instance transport costs and buying the required materials like papers, typing and printing and this was so because the existing sources of money are limited.

Another limitation that the researcher faced is inadequate time to conduct the study. In fact the period which is needed to execute the study was too short hence a limitation.

The researcher also faced the problem of language barrier as the place where we carried out our research is full of very many people with different languages hence a limitation.

Reluctance of selected participants to give the information was also the other limitation the researcher faced.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

The chapter presented analysis presentation and interpretation of results. This was done based on the research objectives as; To examine the influence of technical factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council, to determine the influence of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council and To determine the effect of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council.

4.2 Response rate

According to the research methodology, a total sample size of 52 respondents was used in this study and accordingly a total number of fifty two (52) questionnaires were distributed to staff and residents of Ngoma town council. By the end the exercise only 42 questionnaires had been collected which posed a response rate of 80.7% was realized and a non-response rate of 19.2% was realized. This implied that the outcomes were reliable because the response was above 50%.

4.3 Background information of the participants

Participants were categorized basing on their gender, age, level of education, position of the respondents and number of years respondents have worked within Ngoma Town Council. All these information was relevant because they established how background information influenced how technical, administrative and resource factors influenced the performance of Local council committees within Ngoma Town Council in Nakaseke District.

4.3.1 Gender of the participants

Findings on the gender of participants were considered to find out whether there was gender bias in the study.

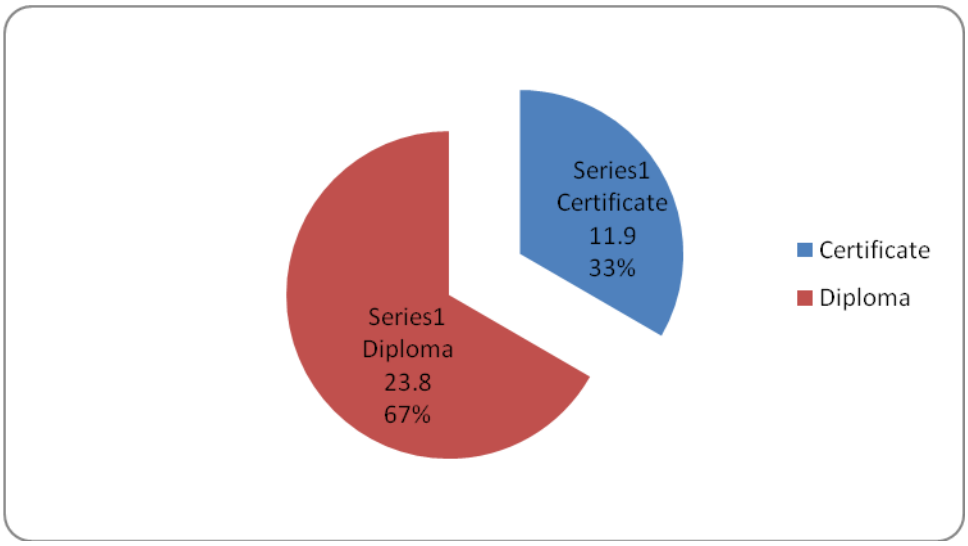
Table 4.1: Gender of the respondents

		Frequency	*Percent*
Valid	Male	15	35.7
	Female	27	64.3
	Total	**42**	**100.0**

Source: Primary data, 2017

From table 4.1 above, 64.3% were female while 35.7% were males. This gave an implication that females have involved much in the running of the council activities, however the study was inclusive because it involved both male and female. It also means it gave mixed ideas on how gender was affected by factors affecting the performance of local council committees in monitoring government programmes in Ngoma Town Council. This can also be illustrated in figure 4.1 below.

Figure 4.1: Gender of the respondents



Source: Primary data, 2017

4.3.2 Age of the participants

Findings on the age of respondents were considered to find out whether the age of the respondents can help the researcher to get valid information on factors affecting the performance of local council committees and monitoring government programmes in Ngoma Town Council. The findings are as verified in the table below.

Table 4.2: Age of the participants

		Frequency	Percent
Valid	20-29 years	20	47.6
	30-39 years	10	23.8
	40-49 years	8	19.0
	50 and above years	4	9.5
	Total	**42**	**100.0**

Source: Primary data, 2017

Table 4.2 above revealed that majority 47.6% were between ages 20-29 followed by 23.8% between the ages 30-39, 19.0% were between the ages of 40-49 years and the least were between 50 years and above. This implied that majority of respondents were fresh and young and they could easily interpret and assess how factors such as resource, technical and administrative factors influenced the performance of local council committees in Ngoma town council.

4.3.3 Education level of the respondents

The researcher also collected data in relation to the education attained by the respondents. Findings on the education level of respondents were considered to find out how the education level of the respondents can help the researcher to get valid information on factors affecting the performance of local council committees and monitoring government programmes in Ngoma Town Council. The findings are as verified in the table below.

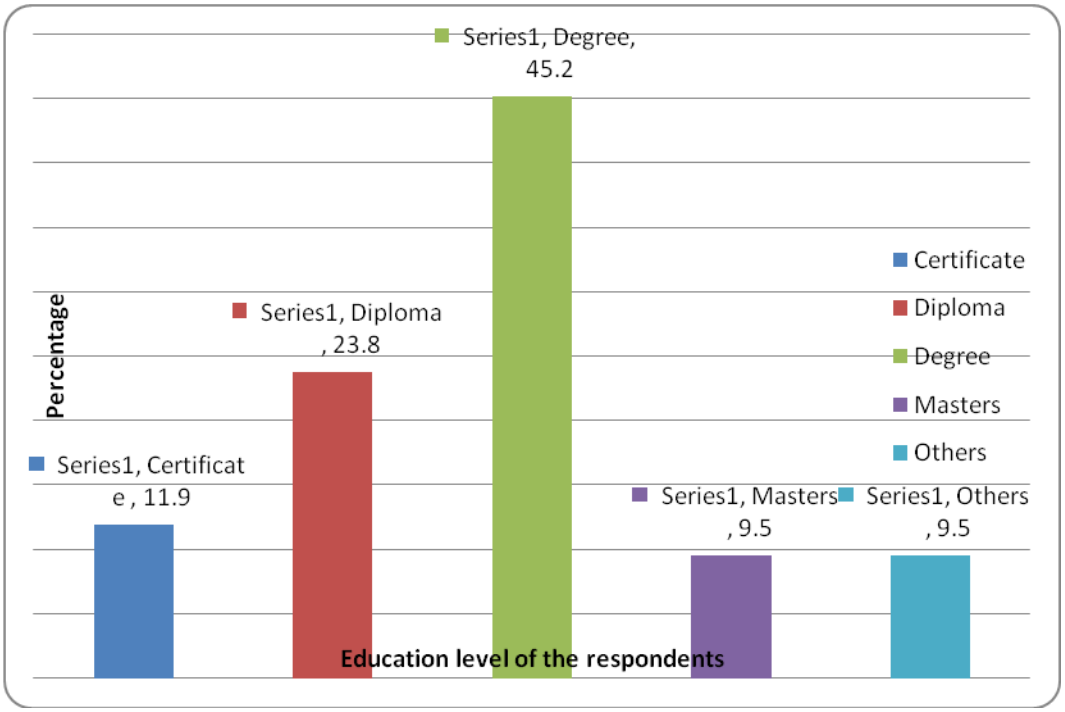
Table 4.3: Education level of participants

		Frequency	Percent
Valid	Certificate	5	11.9
	Diploma	10	23.8
	Degree	19	45.2
	Masters	2	4.8
	Others	6	14.3
	Total	42	100.0

Source: Primary data, 2017

Table 4.3 above revealed 45.2% of participants were degree holders, 23.8% were diploma holders, 11.9% were certificate holders and 4.8% had master's degree. These findings implied that majority had capacity interpret the questionnaires. This can also be evidenced in figure 4.2 below.

Figure 4.2: Education level of Participants



Source: Primary data, 2017

4.3.4 Position of participants

The researcher was interested in finding out the position of a respondent since this could influence question interpretation and response. The results are evidenced in the table below:

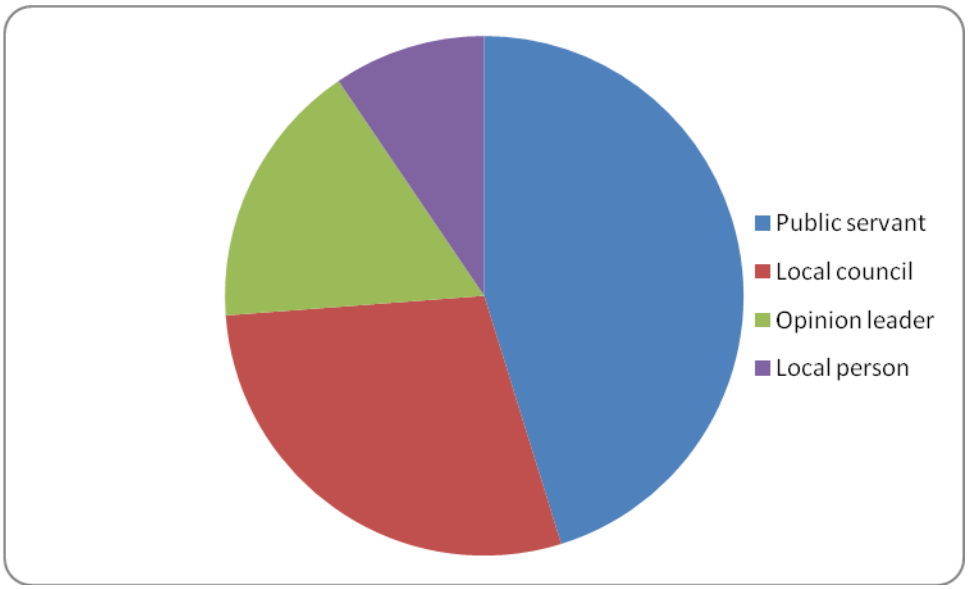
Table 4.4: Position of the respondents

		Frequency	Percent
Valid	Public servant	15	35.7
	Local council	12	28.6
	Opinion leader	8	19.0
	Local person	7	16.7
	Total	42	100.0

Source: Primary data, 2017

Table 4.4 majority 35.7% were public servants 28.6% were local councilors, 19.0% were opinion leaders and 16.7% were local persons. These findings implied that information about factors influencing the performance of local council committees was from a reliable source. This can also be seen in figure 4.3 below.

Figure 4.3: Position of the respondents



Source: Primary data, 2017

4.3.5 Number of years spent in Ngoma Town Council

The researcher wanted to establish the number of years a respondent has took in the town council since this could influence question response. The responses are evidenced in the table below.

Table 4.5: Period spent while working in Ngoma Town Council

		Frequency	***Percent***
Valid	Less than 1 year	5	11.9
	1-5 years	10	23.8
	6-10 years	20	47.6
	Above 10 years	7	16.7
	Total	**42**	**100.0**

Source: Primary data, 2017

From table 4.5 above, 47.6% of Participants had served the council for 6-10 years, 23.8% 1-5years, and 11.9% for less than 1 year. This implied that majority had got enough experience in relation to how technical, administrative and resource factors influenced the performance of Local council committees within Ngoma Town Council in Nakaseke District.

4.4 Factors affecting local council committees

This section looks at three categories of factors affecting the performance of local council committees within Ngoma town council as these were categorized as; technical, administrative and resource factors.

4.4.1 Technical factors

In this section respondents were asked how technical factors influenced the performance of local council committees within Ngoma town council. Using descriptive statistics and a

Likert scale answer format ranging from *1-SD to 5- SA*, the following were the responses on how technical factors influenced the performance of local council committees within Ngoma town council below;

Table 4.6: Descriptive statistics on how technical factors affect the performance of council committees in monitoring government programmes in Ngoma Town Council

Statements	***1***		***2***		***3***		***4***		***5***		***Mean***	***Std. Deviation***
	f	***%***	***f***	***%***	***f***	***%***	***f***	***%***	***f***	***%***		
We are trained to perform our duties well	5	11.9	6	14.3	1	2.4	18	42.9	12	28.6	3.62	1.361
The local government organizes seminars to train its employees	3	7.1	17	40.5	4	9.5	9	21.4	9	21.4	3.10	1.340
Training workshops are periodically provided by the local government	10	23.8	6	14.3	1	2.4	19	45.2	6	14.3	3.12	1.468
The district has a number of refresher training programs for employees	7	16.7	6	14.3	2	4.8	14	33.3	13	31.0	3.48	1.486
I have gained a lot of skills at work through workshops organized at the district	5	11.9	7	16.7	3	7.1	11	26.2	16	38.1	3.62	1.447
The district gives high priority to the coaching of staff to enhance their performance	0	0	12	28.6	1	2.4	20	47.6	9	21.4	2.62	1.125
I have gained a lot of skills through training given by h local government	8	19.0	8	19.0	2	4.8	10	23.8	14	33.3	2.33	1.572
Awareness campaigns are promoted within the employees of the local government	5	11.9	3	7.1	2	4.8	17	40.5	15	35.7	3.81	1.330
Recordkeeping is main skill promoted within the employees of the local government	5	11.9	6	14.3	1	2.4	14	33.3	16	38.1	2.71	1.419
Average mean score	**42**										**3.156**	**1.394**

Source: Primary data, 2017

On whether respondents are trained to perform their duties well, majority agreed (Mean score= 3.62 & SD= 1.361). This implied that majority averagely agree that training is a routine requirement that influences the performance of local council committees.

On the statement stated as “The local government organizes seminars to train its employees” majority of the agreed (Mean score=3.10 and SD=1.340). This implied that seminars are usually carried out within the council however the standard deviation showed that there was no consensus on the responses.

Respondents were asked whether training workshops are periodically provided by the local government, majority agreed (Mean score=3.12 and SD=1.468). This implied that workshops are carried out within the council to enhance performance of council committees.

On the statement stated as “The district has a number of refresher training programs for employees, majority of the respondents agreed (Mean score=3.48 and SD=1.486). This implies that refresher courses and trainings are mandatory within local governments.

On whether respondents had gained a lot of skills at work through workshops organized at the district majority agree (Mean score=3.62 and SD=1.447).

Respondents were asked whether the district gives high priority to the coaching of staff to enhance their performance, majority of the respondents agree (Mean score=2.62 and SD=1.125). This implied that priority has not been given to workers within the council members however some workers have been prioritized.

On the statement stated as “I have gained a lot of skills through training given by local government” majority of the respondents disagree (Mean score= 2.33 and SD=1.572). This implied that council members and public servants have not gained enough skills from the

different trainings given to them by the leadership. This meant that record keeping and reporting skills among members of the council and civil servants are still lacking.

On whether awareness campaigns are promoted within the employees of the local government, majority of the respondents agree (Mean score=3.81 and SD=1.330).

4.4.1.1 Interview results on the effect of technical factors on performance of local council committees in monitoring government programmes

Responses were captured and findings were presented and some interviewees argued that main challenges faced by local council committees were illiteracy majority of them could not read and write. Secondly majority of staff have low education levels and this could hinder them from interpreting some technical information from the technical staff. However some respondents mentioned some important training that they had undergone that helped them to carry out daily activities and these included; seminars, refresher training courses and study leaves.

4.4.1.2 Correlations between technical factors and performance of local council committees in Ngoma town council

To establish how technical factors influenced performance of local council committees in Ngoma town council, the researcher carried out a correlation and linear regression test. The results are presented in the tables below;

Table 4.7: Pearson's correlations between technical factors and performance of local council committees in monitoring government programmes

		Technical factors	*Performance of local council committees*
Technical factors	Pearson Correlation	1	.357*
	Sig. (2-tailed)		.000
	N	42	42
Performance of local council committees	Pearson Correlation	.357*	1
	Sig. (2-tailed)	.000	
	N	42	42

. Correlation is significant at the 0.05 level (2-tailed).

The Figure 4.7 shows that there was a weak significant positive relationship between technical factors and performance of local council committees in monitoring government programmes (r=0.357, sig=0.000). The positive relationship indicates that the two variables (*Technical factors and Performance of local council committees*) move in the same direction. However there was need to confirm whether the relationship is predictive or not.

Table 4.8: Model Summary on technical factors and performance of local council committees

Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	.357[a]	.127	.105	.58753

Predictors: (Constant), Technical factors

Predicted: Performance of local council committees

The table 4.8 provides the R and Adjusted R square values. The R-value represented the simple correlation and is 0.357[a], which represents a moderate degree of correlation. The adjusted R-squared is a corrected goodness-of-fit (modal accuracy) it identifies the percentage of variance in the DV, performance of local council committees that is explained

by the IV technical factors. From figure 4.8, technical factors explains 10.5% of variations in performance of local council committees (Adjusted R-square=0.105).

Table 4.9: Anova values on technical factors and performance of local council committees

Model		*Sum of Squares*	*df*	*Mean Square*	*F-values*	*Sig.*
1	Regression	2.011	1	2.011	5.827	.000a
	Residual	13.808	40	.345		
	Total	15.819	41			

a. Predictors: (Constant), Technical factors

b. Dependent Variable: Performance on local council committees in monitoring government programmes

Table 4.9 shows that Technical factors aspects collectively predict Performance on local council committees in monitoring government programmes (Sig = 0.000, F-value = 5.827). According to results in table 4.9, technical explains 10.5% of variance in Performance on local council committees which are also supported by the regression values of 2.011compared to residual value of 13.808. This means that there are other factors which strongly explain Performance on local council committees than technical factors. Since technical factors were significantly related to performance on local council committees, the first hypothesis that technical factors are not significantly related to Performance on local council committees was rejected.

Table 4.10: Co-efficient of variations between technical factors and performance of local council committees

Model		*Unstandardized Coefficients*		*Standardized Coefficients*	*t-value*	*Sig.*
		B	Std. Error	Beta-value		
1	(Constant)	1.917	.582		3.294	.000
	Technical factors	.398	.165	.357	2.414	.000

a. Dependent Variable: Performance of local council committees

b. Dependent variable : Technical factors

The significance level of 0.000 indicates that we can reject the null hypothesis that technical factors do not predict Performance local council committees when technical factors (X) is zero it is the value of Performance local council committees (Y). In this case the intercept is 1.917, so X=0, Y will equal to 1.917, following the linear regression equation Y= βX+C where (Y) is the DV, (X) is the IV, Beta (β) is the slope of the regression line and (C) is a constant/Intercept.

4.4.2 Administrative factors

In this section respondents were asked how administrative factors influenced the performance of local council committees in monitoring government programmes within Ngoma town council. Using descriptive statistics and a Likert scale answer format ranging from *1-SD to 5-SA*, the following were the responses on how administrative factors influenced the performance of local council committees within Ngoma town council below.

Table 4.11: Descriptive statistics on administrative factors

Statement	*1*		*2*		*3*		*4*		*5*		*Mean*	*Std. Deviation*
	f	*%*	*f*	*%*	*f*	*%*	*f*	*%*	*f*	*%*		
We always prepare reports in time	7	16.7	11	26.2	8	19.0	10	23.8	6	14.3	2.93	1.332
We have always followed rules and regulations of our activities	12	28.6	15	35.7	4	9.5	5	11.9	6	14.3	2.48	1.401
We have experience particularly in the aspect of decision making	8	19.0	16	38.1	2	4.8	10	23.8	6	14.3	2.76	1.394
Public sector services are responsible and accountable to citizens and communities	4	9.5	4	9.5	4	9.5	16	38.1	14	33.3	3.76	1.284
Service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but un expressed needs	1	2.4	3	7.1	1	2.4	22	52.4	15	35.7	4.12	.942
We have heard no political wrangles in the town council	4	9.5	6	14.3	3	7.1	16	38.1	13	31.0	3.67	1.319
We have set priorities in allocating resources and publicly justifying and accounting for what has been done	9	21.4	18	42.9	1	2.4	5	11.9	9	21.4	2.69	1.490
We have provided services not only at acceptable quality, but also in a timely manner.	14	33.3	10	23.8	2	4.8	3	7.1	13	31.0	2.79	1.704
Local revenue generated is met in time	9	21.4	4	9.5	2	4.8	11	26.2	16	38.1	3.50	1.596
Politics does determine the type of employee recruited.	5	11.9	8	19.0	17	40.5	5	11.9	7	16.7	3.02	1.220
Average mean score	**42**										**3.172**	**1.368**

Source: Primary data, 2017

On whether reports are prepared in time (Mean score =2.93 and SD=1.332). This implies that majority disagree that reports are prepared in time. On whether respondents have always followed rules and regulations of our activities (Mean score=2.48 and SD=1.401). This implies that majority disagree that they have always followed rules and regulations of their activities.

On whether respondents have experience particularly in the aspect of decision making (Mean score=2.76 SD=1.394). This implies that majority disagree that have experience particularly in the aspect of decision making. On the other hand whether public sector services are accountable to citizens and communities (Mean score=3.76 and SD=1.284). This implies that public sector services are accountable to citizens and communities.

On whether service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but unexpressed needs(Mean score=4.12 and SD=.942). This implies that service provision is more complex in the public sector and mostly within Ngoma town council. Also on the statement that was stated as "We have heard no political wrangles in the town council" (Mean score=3.67 and SD=1.319). This implies that political wrangles are rampant in Ngoma town council.

On the other hand whether the council has set priorities in allocating resources and publicly justifying and accounting for what has been done majority disagree(Mean score=2.69 and SD=1.490) and still whether the council has provided services not only at acceptable quality, but also in a timely manner (Mean score=2.79 and SD=1.704). It also means that the council has not provided services not only at acceptable quality, but also in a timely manner.
On whether local revenue generated is met in time and politics does determine the type of employee recruited majority of the respondents agreed (Mean score=3.50 and SD=1.220).

4.4.2.1 Interview results on the effect of administrative factors and performance of local council committees in monitoring government programmes

Respondents were asked to mention some of the challenges faced administratively within Ngoma town council and below were the findings; Incompetence, nepotism, lack of accountability are among the major challenges faced while running the day today activities within the town council interviewees argued that these challenges created resistance among council members due to connivance and corruption among others which led to delays in major projects and some of these delays lad to poor services delivered, delays in decision making and finally failure to meet both quarterly and yearly intended projects.

4.4.2.2 Correlations between administrative factors and performance of local council committees in monitoring government programmes

Table 4.12: Pearson's correlations between administrative factors and performance of local council committees in monitoring government programmes

		Administrative factors	*Performance of local council committees*
Administrative factors	Pearson Correlation	1	.310*
	Sig. (2-tailed)		.000
	N	42	42
Performance of local council committees	Pearson Correlation	.310*	1
	Sig. (2-tailed)	.000	
	N	42	42

. Correlation is significant at the 0.05 level (2-tailed).

The table 4.12 indicates that "there is a weak significant positive relationship administrative factors and performance of local council committees in monitoring government programmes (r=.310**, sig=0.000)". The positive relationship indicates that the two variables (administrative factors and performance of local council committees) move in the same direction. However there was need to confirm whether the relationship is predictive or not.

Table 4.13: Model summary on administrative factors and performance of local council committees

Model	*R*	*R-Square*	*Adjusted R- Square*	*Std. Error of the Estimate*
1	.310[a]	.096	.074	.59784

a. Predictors: (Constant), *Administrative factors*

The table 4.13 provides the R and Adjusted R square values. The R-value represented the simple correlation and is 0.310[a], which represents a moderate degree of correlation. The adjusted R-squared is a corrected goodness-of-fit. It identifies the percentage of variance in the DV performance of local council committees that is explained by the IV administrative factors. From table 4.13 administrative factors explains 7.4% of variation in performance of local council committees (Adjusted R-square=0.074). This further implied that the hypothesis that was stated as "administrative factors do not significantly affect performance of local council committees" was rejected.

Table 4.14: Anova values on administrative factors and performance of local council committees

Model		*Sum of Squares*	*df*	*Mean Square*	*F-value*	*Sig.*
1	Regression	1.523	1	1.523	4.260	.000[a]
	Residual	14.296	40	.357		
	Total	15.819	41			

a. Predictors: (Constant), *Administrative factors*

b. Dependent Variable: *Performance in monitoring government programmes*

Table 4.14 shows that administrative factors collectively predict performance of local council committees within Ngoma town council (Sig=0.000, F-value=4.260). According to results in table 4.14, administrative factors explains 7.4% of variance in performance of local council committees in Ngoma town council which is also supported by the regression values of 1.523 compared to residual value of 14.296. This means that there are other factors which strongly explain performance of local council committees within Ngoma town council other than the administrative factors.

Table 4.15: Coefficients of variations between administrative factors and performance of local council committees

Model		*Unstandardized Coefficients*		*Standardized Coefficients*	*t*	*Sig.*
		B	*Std. Error*	*Beta*		
1	(Constant)	.965	1.137		.848	.401
	Administrative factors	.737	.357	.310	2.064	.046

a. Dependent Variable: *Performance in monitoring government programmes*

The significance level of 0.000 indicates that we can reject the null hypothesis that administrative factors do not predict performance of local council committees when administrative factors (X) is zero it is the value of performance of local council committees (Y). In this case the intercept is 0.965, so X=0, Y will equal to 0.965, following the linear regression equation Y=βX+C where (Y) is the DV, (X) is the IV, Beta (β) is the slope of the regression line and (C) is a constant/Intercept.

4.4.3 Resource factors

In this section respondents were asked how resource factors influenced the performance of local council committees in monitoring government programmes within Ngoma town council. Using descriptive statistics and a Likert scale answer format ranging from 1-SD to 5-

SA, the following were the responses on how resource factors influenced the performance of local council committees within Ngoma town council below;

Table 4.16: Descriptive statistics on resource factors

Statement	***1***		***2***		***3***		***4***		***5***		***Mean***	***Std. Deviation***
	f	***%***	***f***	***%***	***f***	***%***	***f***	***%***	***f***	***%***		
We are given enough facilities to undertake our duties in the local council	7	16.7	8	19.0	2	4.8	10	23.8	15	35.7	3.43	1.548
Ngoma town council has enough vehicles to undertake its duties	4	9.5	11	26.2	1	2.4	15	35.7	11	26.2	3.43	1.382
There is still high dependence on the money received from central government	11	26.2	17	40.5	2	4.8	6	14.3	6	14.3	2.50	1.401
Transportation facilities are provided to councilors when undertaking duties in the local government	9	21.4	12	28.6	1	2.4	5	11.9	15	35.7	3.12	1.656
There is enough technical requirements like computers to undertake our duties	22	52.4	19	45.2	0	0	1	2.4	0	0	1.52	.634
Enough security has been provided for purposes of protecting government property	19	45.2	17	40.5	1	2.4	3	7.1	2	4.8	1.86	1.095
Ngoma town council provides sick leaves facilities	8	19.0	7	16.7	3	7.1	10	23.8	14	33.3	3.36	1.559
We have emphasized security of public property	28	66.7	10	23.8	1	2.4	2	4.8	1	2.4	1.52	.943
There is enough funds to run our departmental work	21	50.0	14	33.3	1	2.4	3	7.1	3	7.1	1.88	1.214
Average mean score	**42**										**2.51**	**1.270**

Source: Primary data, 2017

On the statement stated as “We are given enough facilities to undertake our duties in the local council majority agree (Mean score=3.43 and SD=1.548) and still Ngoma town council has enough vehicles to undertake its duties (Mean score=3.43 and SD= 1.382). The findings imply that the council has provided enough facilities to undertake our duties and the council has enough transport system to undertake its duties.

However on the other hand whether there is still high dependence on the money received from central government (Mean score=2.50 and SD=1.401) and however whether transportation facilities are provided to councilors when undertaking duties in the local government majority agree (Mean score= 3.12 and SD=1.656).

Respondents disagreed on the following there is enough technical requirements like computers to undertake our duties (Mean score= 1.52 and SD= .634) and on enough security has been provided for purposes of protecting government property (Mean score=1.86 and SD=1.095). This implied that there are no enough technical requirements like computers to undertake our duties within the town council.

However whether Ngoma town council provides sick leaves facilities majority agree (Mean score=3.36 and SD=1.559) this implies that management provides sick leaves facilities to workers.

On the following statements whether members have emphasized security of public property and whether there is enough funds to run our departmental work (Mean score= 1.52 and SD=.943). This implies that members have emphasized security of public property and there are enough funds to run our departmental work.

4.4.3.1 Interview results on the effect of resource factors on performance of local council committees in monitoring government programmes

Respondents were asked to mention some of the challenges faced in availability of resources within Ngoma town council and below were the findings; insufficient office rooms, transport facilities, welfare and other personal welfare are faced during the stud. But some interviewees argued that the council has provided some of these activities but not at maximum but to a larger extent majority of the respondents were happy with welfare services provided by the town council in ensuring that government programmes within Ngoma town council were monitored efficiently and effectively

4.4.3.2 Correlation between resource factors and performance of local council committees in monitoring government programmes

To establish how resource factors influence performance of local council committees, the researcher carried out a correlation and linear regression test. The results are presented in the tables below;

Table 4.17: Pearson's correlations between resource factors and performance of local council committees in monitoring government programmes

		Resource factors	*Performance of local council committees*
Resource factors	Pearson Correlation	1	.361*
	Sig. (2-tailed)		.019
	N	42	42
Performance of local council committees	Pearson Correlation	.361*	1
	Sig. (2-tailed)	.019	
	N	42	42

. Correlation is significant at the 0.05 level (2-tailed).

The table 4.17 shows that there is a weak significant positive relationship between resource factors and Performance of local council committees (r=0.361**Sig=0.000). The positive relationship indicates that the two variables (resource factors and Performance of local council committees) move in the same direction. However there was need to confirm whether the relationship is predictive or not.

Table 4.18: Model summary on resource factors and Performance of local council committees

Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	.361[a]	.130	.108	.58651

a. Predictors: (Constant), *Resource factors*

The table 4.18 provides the R and Adjusted R square values. The R-value represented the simple correlation and is 0.361[a], which represents a weak degree of correlation. The adjusted R-squared is a corrected goodness-of-fit. It identifies the percentage of variance in the DV, performance of local council committees that is explained by the IV resource factors From table 4.18 recognition explains 10.8% of variables in performance of local council committees (Adjusted R-square=0.108). This further implied that a null hypothesis that was stated as "resource factors do not significantly relate to performance of local council committees" was rejected.

Table 4.19: Anova values on resource factors and performance of local council committees

Model		*Sum of Squares*	*df*	*Mean Square*	*F-value*	*Sig.*
1	Regression	2.059	1	2.059	5.986	.019[a]
	Residual	13.760	40	.344		
	Total	15.819	41			

a. Predictors: (Constant), *Resource factors*

b. Dependent Variable: *Performance of local council committees*

Table 4.19 shows that resource factors collectively predict performance of local council committees in Ngoma town council (sig=0.000, F-value=5.986). According to results in table 4.19, resource factors explains 10.8% of variance in performance of local council committees which is also supported by the regression values of 2.059 compared to residual value of 13.760. This means that there are other factors which strongly explain performance of local council committees than resource factors.

Table 4.20: Coefficients of variation between resource factors and performance of local council committees

Model		*Unstandardized Coefficients*		*Standardized Coefficients*		
		B	*Std. Error*	*Beta*	*t*	*Sig.*
1	*(Constant)*	1.807	.619		2.919	.006
	Resource factors	.598	.244	.361	2.447	.019

a. Dependent Variable: *Performance in monitoring of government programmes*

The significance level of 0.000 indicates that we can reject the null hypothesis that resource factors do not predict performance of local council committees when resource factors (X) is zero it is the value of performance of local council committees (Y). In this case the intercept is 1.807, so X=0, Y will equal to 1.807, following the linear regression equation $Y=\beta X+C$ where (Y) is the DV, (X) is the IV, Beta (β) is the slope of the regression line and (C) is a constant/Intercept.

4.5 Performance of local council in monitoring government programmes

In this section respondents were asked on the performance of local council committees in monitoring government programmes within Ngoma town council. Using descriptive statistics and a Likert scale answer format ranging from 1-SD to 5- SA, the following were the responses on the performance of local council committees within Ngoma town council below;

Table 4.21: Descriptive statistics on performance of local councils in monitoring government programmes

	1		*2*		*3*		*4*		*5*		*Mean*	*Std. Deviation*
	f	*%*	*f*	*%*	*f*	*%*	*f*	*%*	*f*	*%*		
Our level of project implementation has steadily improved	4	9.5	3	7.1	1	2.4	19	45.2	15	35.7	3.90	1.246
We have always hit the annual targets as per the budgets in our town council	11	26.2	15	35.7	0	0	9	21.4	7	16.7	2.67	1.493
The annual revenue collections have increased every after year	6	14.3	9	21.4	1	2.4	16	38.1	10	23.8	3.36	1.428
The quarterly and annual reports have been enhanced for quality service delivery	19	45.2	11	26.2	2	4.8	4	9.5	6	14.3	2.21	1.474
Public sector services are responsible and accountable to citizens and communities	7	16.7	5	11.9	3	7.1	16	38.1	11	26.2	3.45	1.435
Service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but un expressed needs	6	14.3	4	9.5	2	3.8	14	33.3	16	38.1	3.71	1.436
We have set priorities in allocating resources and publicly justifying and accounting for what has been done	2	4.8	4	9.5	6	14.3	19	45.2	11	26.2	3.79	1.094
We have provided services not only at acceptable quality, but also in a timely manner.	8	18.0	7	16.7	3	7.1	14	33.3	10	23.8	3.26	1.483
We have always hit the annual targets as per the budgets	5	11.9	4	9.5	1	2.4	25	59.5	7	16.7	3.60	1.231
Average mean score	**42**										**3.36**	**1.374**

Source: Primary data, 2017

Respondents were asked whether the level of project implementation has steadily improved (Mean score=3.90 and SD=1.246). Majority of the respondents agree which implied that level of project implementation has steadily improved. And On whether the council has always hit the annual targets as per the budgets in our town council majority agree (Mean score= 2.67 and SD=1.493). This implies that various goals set by the council have not always been met on an annual basis.

On the other hand whether the annual revenue collections have increased every after year (Mean score=3.36 and SD=1.428). This implies that the annual revenue collections have increased every after year and whether the quarterly and annual reports have been enhanced for quality service delivery majority disagreed (Mean score=2.21 and SD=1.474). This implies that the quarterly and annual reports have not been enhanced for quality service delivery.

Respondents were asked whether public sector services are responsible and accountable to citizens and communities (Mean score=3.45 and SD=1.435). This implies that majority agree and public sector services are responsible and accountable to citizens and communities and on whether service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but unexpressed needs, majority agree (Mean score=3.71 and SD=1.436).

Respondents were asked whether Ngoma town council usually set priorities in allocating resources and publicly justifying and accounting for what has been done (Mean score= 3.79 and SD=1.094). This implies that priorities are usually set in allocating resources and publicly justifying and accounting for what has been done.

Majority of the respondents agreed that the council has provided services not only at acceptable quality, but also in a timely manner (Mean score=3.26 and SD=1.483) and on whether they usually hit the annual targets as per the budgets (Mean score=3.60 and SD=1.231).

4.6 Multi-variants

Table4.22: Correlation

		Technical factors, administrative factors and resource factors	*Performance of local council committees*
(Technical factors, administrative factors and resource factors)	Pearson Correlation	1	.598**
	Sig. (2-tailed)		.000
	N	42	42
Performance of local council committees	Pearson Correlation	.598**	1
	Sig. (2-tailed)	.000	
	N	42	42

. Correlation is significant at the 0.05 level (2-tailed).

The table 4.22 revealed that the different factors (Technical factors, administrative factors and resource factors) have a moderate positive relationship with performance of local council committees(r=.598** Sig. at 0.000). This implied that all variables moved in the same direction but we had to establish whether they are predictive or not.

Table 4.23: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598[a]	.358	.342	.50400

a. Predictors: (Constant), *Factors affecting local council committees (Technical factors, administrative factors and resource factors)*

The R' column represents the multiple correlation coefficient, R=0. 598[a]. The Adjusted R The table above provides the R and Adjusted R square values. The R-value represented the simple correlation and is 0.598[a], which represents a strong degree of correlation. The adjusted R-squared is a corrected goodness-of-fit (modal accuracy) it identifies the percentage of variance in the DV, performance of local council committees that is explained by the IV ***(****Technical factors, administrative factors and resource factors)* In this case 34.2% of performance of local council committees in Ngoma town council is contributed by *Technical factors, administrative factors and resource factors*.

Table 4.24: Anova value on factors affecting local council committees and performance in monitoring government programmes

Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	Regression	5.658	1	5.658	22.276	.000[a]
	Residual	10.161	40	.254		
	Total	15.819	41			

a. *Predictors: (Constant), Factors affecting local council committees (Technical factors, administrative factors and resource factors)*
b. *Dependent Variable: Performance in monitoring government programmes*

The table above 4.24 indicates that the regression model predicts the dependent variable significantly well. To confirm the relationship another test was carried using a regression analysis which also found out that there is relationship between Technical factors, administrative factors and resource factors and performance of local council committees (sig 0.000) and the F- value of 22.276 which is greater than 0.05.

CHAPTER FIVE

DISCUSSION AND SUMMARY OF THE FINDINGS

5.1 Introduction

The chapter gives the discussion and summary on the findings. They are discussed and summarized in relation to the research objectives. The summary gives an overview of the study from which conclusions and recommendations are drawn in relation to the study.

5.2 Discussion of the findings

This section summarizes discussions on the three study objectives namely; To establish the influence of technical factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council, To examine the effect of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council and To evaluate the effect of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

5.2.1 To establish the effect of technical factors affecting the performance of council committees in monitoring government programes in Ngoma Town Council

Objective one of the study was to establish the effect of technical factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council, The first research question was stated as, “What is the effect of technical factors on the performance of local council committees in monitoring government programmes in Ngoma Town Council?

The researcher obtained an overall mean of 3.156 and SD of 1.394 (Table 4.6). The overall mean of 3.156 implied that respondents agreed to an average degree that technical factors affected the performance of local council committees within Ngoma town council. Whereas

an overall standard deviation of 1.394 means that there was no consensus in the responses. This means that technical factors such as training and skills acquisition affected the performance of local council committees in Ngoma town council in Nakaseke district.

Technical factors are embedded in the experience and awareness possessed by council committees to monitor government programmes. According to Tumushabe (2009), it is suggested that monitoring government programmes successfully is embedded on technical capability of council committees. There is evidence to suggest that "the council committees' hands are tied in so far as taking effective disciplinary measures are concerned". In Arua and Rakai the interdictions of Town Clerks have been taken to courts of law with direct costs to the districts in millions. However interdictions have been found to be common than dismissals. This was because of disagreements between District Service Commissions and politicians. "The result has been a large number of officials in acting positions in many Directorates and they lacked the required expertise to perform their duties as expected" (Tumushabe et al, 2009).

Mutumba (2001, September 7, p.5) "the council committees are full of members with low capacities of no or less level of education which cannot give enough competencies to fully monitor government programmes because they are dealing with engineers and accountants who are much educated". This renders them less ability to detect corruption and shoddy work done by such professionals. Tucungwirwe (2010) thus ascertained that Parliament needs to raise the minimum qualifications of members of council committees to at least ordinary so as to meet the demands for high caliber personnel currently required at districts and urban councils.

5.2.2 To examine the effect of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

Objective two of the study to examine the effect of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council.

"The researcher obtained an overall mean of 3.172 and standard deviation of 1.368" (Table 4.11). The overall mean of 3.172 implied that respondents averagely agreed those administrative factors such as; organizing, accountability, transparency and political influence the performance of local council committees in Ngoma town in Nakaseke district. Whereas an overall standard deviation of 1.368 means that there was no consensus in the responses. This confirmed that administrative factors affect the performance of local council committees in monitoring government programmes.

Administrative factors are associated with leadership and political consolidation between opposition and government council members and their effect on monitoring government programme. According to Bainomugisha (2007), he ascertains that "there are a number of political interjections at municipal councils which directly affect the monitoring of government programmes in such area". He for instance points out that in Gulu municipality; there was apparent friction between central government functionaries and the district leadership, especially the District chairman. Matters raised by the chairman who is from UPC have on several cases been snubbed by central government. e.g., food insecurity in the area is blamed to the reluctance of central government to support the people. "The district chairman maintains that he has, on a number of occasions, sufficiently communicated to the government the situation in Gulu but has been ignored and even persecuted" (Kabudi, 2004).

This study therefore, will endeavor to put a lot of efforts in trying to establish the administrative issues that affect council committees in Ngoma Town Council to perform very

well in monitoring government programmes and these will rotate around political interference, accountability, transparency and leadership.

5.2.3 To assess the effect of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

Objective three of the study was to assess the effect of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council. The researcher obtained an overall mean of 2.51 and standard deviation of 1.270 (Table 4.16). The overall mean of 2.51 implied that respondents disagreed to a high degree that resource factors affect the performance of council committees in monitoring government programmes in Ngoma Town Council. Whereas an overall standard deviation of 1.270 means that there was no consensus in the responses.

Stoner and Wankel (2007) note that in management, motivation is very important since managers must channel people's motivation so as to achieve personal and organizational goals. In Uganda, the under-staffing problem at the district, municipal and sub county levels is largely explained in the context of local governments' inability to raise sufficient funds to recruit, adequately remunerate and facilitate suitably qualified and skilled personnel.

USAID Report (2010) indicates that lack of resources to do the job affects council committees to undertake the monitoring of government programmes in Uganda. It was indicated that "most of these councils rely on donor fund as a main source of funding and technical support for HRD in districts". Programes which were noted included UNCD programme for Uganda, USAID sponsored Teacher Development and Management Support (TDMS) Programme" (Asiimwe et al, 2000, p.29).

5.3 Summary of the major findings

5.3.1 To establish the effect of technical factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

Table 4.7 showed that there was a weak significant positive relationship between technical factors and performance of local council committees in monitoring government programmes (r=0.357, Sig=0.000). The positive relationship indicates that the two variables (Technical factors and Performance of local council committees) move in the same direction. Table 4.8 provides the R and Adjusted R square values. The R-value represented the simple correlation and is 0.357^{a}, which represents a moderate degree of correlation. The adjusted R-squared is a corrected goodness-of-fit (modal accuracy) it identifies the percentage of variance in the dependent variable, performance of local council committees that is explained by the independent variable technical factors. From table 4.8, technical factors explains 10.5% of variations in performance of local council committees (Adjusted R-square=0.105).

5.3.2 To examine the effect of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

Table 4.12 shows that there is a weak significant positive relationship administrative factors and performance of local council committees in monitoring government programmes ($r=.310^{**}$, sig=0.000). The positive relationship indicates that the two variables (administrative factors and performance of local council committees) move in the same direction. However there was need to confirm whether the relationship is predictive or not.

Table 4.13 provides the R and Adjusted R square values. The R-value represented the simple correlation and is 0.310^{a}, which represents a moderate degree of correlation. The adjusted R-squared is a corrected goodness-of-fit. It identifies the percentage of variance in the dependent variable, performance of local council committees that is explained by the independent variable administrative factors. From table 4.13 administrative factors explains

7.4% of variables in performance of local council committees (Adjusted R-square=0.074). This further implied that the hypothesis that was stated as “administrative factors do not significantly affect performance of local council committees” was rejected.

5.3.3 To assess the effect of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

Table 4.17 shows that there is a weak significant positive relationship between resource factors and Performance of local council committees (r=0.361**Sig=0.000). The positive relationship indicates that the two variables (resource factors and Performance of local council committees) move in the same direction. However there was need to confirm whether the relationship is predictive or not.

Table 4.18 provides the R and Adjusted R square values. The R-value represented the simple correlation and is 0.361[a], which represents a weak degree of correlation. The adjusted R-squared is a corrected goodness-of-fit. It identifies the percentage of variance in the dependent variable, performance of local council committees that is explained by the independent variable resource factors From table 4.18 recognition explained 10.8% of variables in performance of local council committees (Adjusted R-square=0.108). This further implied that a null hypothesis that was stated as “resource factors do not significantly relate to performance of local council committees” was rejected.

5.4 Conclusions

5.4.1 To establish the effect of technical factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

In conclusion the study indicated that some of the councilors lacked basic skills and tools that are essential in discharging the roles and responsibilities of councilors. For example, the recorded district council proceedings did not include appropriate attribution that could enable a qualitative analysis of the contributions of individual councilors.

5.4.2 To examine the effect of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

According to findings the dimensions of accountability in Public service included conflict of interest, loyalty and neglect. Accountability relates to the social norm where the accountable, the accountees, the stakeholders expect the former to behave accountably. This implies that the officer in charge must promote the accountees' interest, to fully disclose their personal interest, to be responsible for wrongdoings.

5.4.3 To assess the effect of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

Most councilors did not have diaries or notebooks while others used loose record options and cell phones that could not be tendered as evidence of performance at the time of the assessment. The high dependency on central government transfers makes the district a mere agent of the central government rather than fully fledged local government as envisaged under Article 178 of the Constitution.

5.5 Recommendations

5.5.1 To establish the effect of technical factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

Objective one of the study which aimed at establishing the effect of technical factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council. Since findings revealed that the various forms of training could not result into acquisition of necessary skills that could enhance performance among local council members. Therefore the researcher recommends that local councils should exhibit willingness to plan and fund training town council personnels to meet the technical competence required and efficiently monitor government programmes.

5.5.2 To examine the effect of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

Objective two of the study which aimed at establishing the effect of administrative factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council. Since findings revealed that accountability for actions are not always taken during implementation of programmes and projects by the contractors and no effect supervision as well as the much needed role of holding contractors accountable by the Local councils, the researcher recommends that internal rules, norms and an independent commissions should be instruments to hold civil servants and local council members in administration of government accountable. In the ministry, first, behavior is restricted by rules and regulations; second, civil servants are juniors in hierarchy and should be answerable to superiors. Nevertheless, there should exist autonomous - supervisory body sections to inspect and hold units answerable.

5.5.3 To assess the effect of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council

Objective three of the study which aimed at establishing the effect of resource factors affecting the performance of council committees in monitoring government programmes in Ngoma Town Council. Findings revealed that the national budget resources was not equally shared between the central government and the local governments/town councils and they only depended on sectoral conditional grants which are not enough to facilitate council committees to undertake monitoring of government programmes and hence poor service delivery. The researcher recommended that Local and district councils should work with other local governments through the Uganda Local Government Association (ULGA) to advocate for a change in the current budget architecture.

5.6 Areas for further research

The study examined the factors affecting the performance of local council committees in monitoring government programmes but more research is needed on the following areas as recommended by the researcher in his study; the influence of capital grants on performance of local governments and the role of central governments in enhancing the performance of local council committees.

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LIST OF APPENDICES

APPENDIX I: QUESTIONNAIRE

QUESTIONNAIRE FOR HEAD OF DEPARTMENTS, HEAD OF SECTION AND JUNIOR STAFF MEMBERS

Dear respondent,

The researcher is a student of Master Degree in Management Studies (MMS) at Uganda Management Institute (UMI), Kampala, Uganda. He is undertaking a research to generate data and information on *"**Factors affecting the performance of local council committees in monitoring government programmes in Uganda".*** You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality. Kindly spare some of your valuable time to answer these questions by giving your views where necessary or ticking one of the alternatives given. Indeed your name may not be required. Thank you for your time and cooperation.

SECTION A: BACKGROUND DATA

Please circle the numbers representing the most appropriate responses for you in respect of the following items:

1. Gender
   a) Male ☐
   b) Female ☐
2. Age
   a) 20-29 ☐
   b) 30-39 ☐
   c) 40-49 ☐
   d) 50 and above ☐

3. Marital status

   a) Single ☐

   b) Married ☐

   c) Divorced ☐

   d) Separated ☐

   e) Widowed ☐

4. Education level

   a) Certificate ☐

   b) Diploma ☐

   c) Degree ☐

   d) Masters ☐

   e) Others (specify) ----------

5. Position

   a) Public servant ☐

   b) Local council councilor ☐

   c) Opinion leader ☐

   d) Local person ☐

6. Duration at Ngoma town council

   a) Less than one year ☐

   b) 1-5 years ☐

   c) 6-10 years ☐

   d) Over 10 years ☐

SECTION B: INDEPENDENT VARIABLE – FACTORS

i) Technical factors

In this section please tick in the box that corresponds to your opinion/view according to a scale of ***1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree***

No	**Statement**	***1***	***2***	***3***	***4***	***5***
1.	We are trained to perform our duties well					
2.	The local government organizes seminars to train its employees					
3.	Training workshops are periodically provided by the local government					
4.	The district has a number of refresher training programs for employees					
5.	I have gained a lot of skills at work through workshops organized at the district					
6.	The District gives high priority to the coaching of staff to enhance their performance					
7.	I have gained a lot of skills through training given by h local government					
8.	Awareness campaigns are promoted within the employees of the local government					
9.	Recordkeeping is main skill promoted within the employees of the local government					

ii) Administrative factors

In this section please tick in the box that corresponds to your opinion/view according to a scale of ***1=Strongly Disagree, 2=Disagree, 3 =Not Sure, 4 =Agree, 5 =Strongly Agree***

No.	**Statement**	***1***	***2***	***3***	***4***	***5***
1.	We always prepare reports in time					
2.	We have always followed rules and regulations of our activities					
3.	We have experience particularly in the aspect of decision making					
4.	Public sector services are responsible and accountable to citizens and communities					
5.	Service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but un expressed needs					
6.	We have heard no political wrangles in the town council					
7.	We have set priorities in allocating resources and publicly justifying and accounting for what has been done					
8.	We have provided services not only at acceptable quality, but also in a timely manner.					
9.	Local revenue generated is met in time					
10.	Politics does determine the type of employee recruited.					

iii) Resource factors

In this section please tick in the box that corresponds to your opinion/view according to a scale of ***1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree***

No.	**Statement**	***1***	***2***	***3***	***4***	***5***
1.	We are given enough facilities to undertake our duties in the local council					
2.	Ngoma town council has enough vehicles to undertake its duties					
3.	There is still high dependence on the money received from central government					
4.	Transportation facilities are provided to councilors when undertaking duties in the local government					
5.	There is enough technical requirements like computers to undertake our duties					
6.	Enough security has been provided for purposes of protecting government property					
7.	Ngoma town council provides sick leaves facilities					
8.	We have emphasized security of public property					
9.	There is enough funds to run our departmental work					

SECTION C: DEPENDENT VARIABLE - PERFORMANCE IN MONITORING GOV'T PROGRAMMES

In this section please tick in the box that corresponds to your opinion/view according to a scale of ***1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree***

No.	**Statement on Performance in monitoring gov't programmes**	***1***	***2***	***3***	***4***	***5***
1.	Our level of project implementation has steadily improved					
2.	Ngoma town councils performance has improved above 50%					
3.	We have always hit the annual targets as per the budgets in our town council					
4.	The annual revenue collections have increased every after year					
5.	The quarterly and annual reports have been enhanced for quality service delivery					
6.	Public sector services are responsible and accountable to citizens and communities					
7.	Service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but un expressed needs					
8.	We have set priorities in allocating resources and publicly justifying and accounting for what has been done					
9.	We have provided services not only at acceptable quality, but also in a timely manner.					
10.	We have always hit the annual targets as per the budgets					

Thank you for your participation!

APPENDIX II: INTERVIEW GUIDE

INTERVIEW SCHEDULE FOR OPINION LEADERS, COUNCILORS AND LOCAL PEOPLE WITHIN NGOMA TOWN COUNCIL

1. Name……..……..…….
2. Responsibility ……..……
3. In your view, what are the factors influencing the performance of local council committees in Ngoma town council?
4. To what extent have the above mentioned factors influence service delivery within your area of residence?
5. How often do local council committees visit your area for project progress?
6. How would you describe the quality of work done by the local councils in your area?
7. Do local people have direct influence on the activities performed by the town council?
8. If yes, how?
9. If no, why?
10. Are there means of providing feedback on projects within the town council?
11. If yes, what have been the effects of the above in the performance of local council committees in Ngoma town council?
12. In your opinion, are you satisfied with the services of Ngoma town council?
13. If yes, why and how?
14. If no, explain why
15. In your view, how do you measure the performance of Local council committees within Ngoma town council?
16. Have political factors affected the day to day running of activities within Ngoma town council?

17. What are the main factors that hinder the performance of these local council committees?
18. What are the major solutions/strategies that have been put up by Ngoma town council to solve the above challenges?
19. In your opinion what should the government of Uganda do to ensure quality service delivery within Ngoma town council and Nakaseke district as a whole?

Thank you so much

APPENDIX III: TABLE FOR DETERMINING SAMPLE SIZE

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

***Source**: From R.V Krejcie and D.W. Morgan (1970), determining sample size from private population for social research, education and psychological measurement, 30608, Sage Publications.*