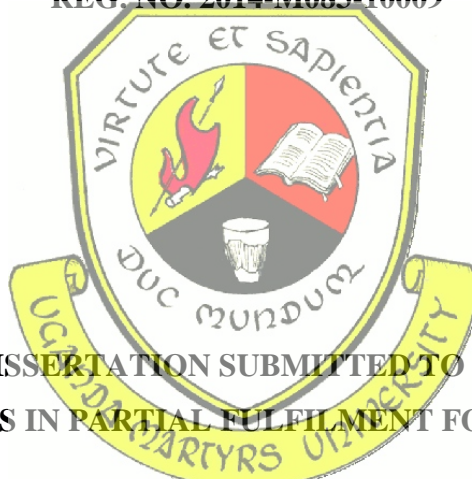


**ASSESSING THE EFFECTIVENESS OF INSPECTORATE OF GOVERNMENT
OVERSIGHT ROLE IN ENHANCING LOCAL GOVERNMENT SERVICE
DELIVERY: A CASE STUDY OF ARUA MUNICIPALITY**

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AND SOCIAL SCIENCES IN PARTIAL FULFILMENT FOR THE AWARD OF THE
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DEDICATION

This research work is dedicated to my dear parents who sacrificed their hard earned money to see me through and whose foundation I am continuing to build

ACKNOWLEDGEMENT

In assorted ways, a number of people have contributed to making this study achievable. First and foremost, I would like to thank Dr. Denis Musinguzi who saw me through this book; to all those who provided support, talked things over, read, wrote, offered comments, allowed me to quote their remarks and assisted in the editing, proofreading and design. Writing this thesis would have been extremely difficult, almost impossible without the cooperation and assistance of the various respondents from Arua Municipality especially Arua Hill and River Oli Divisions with whom interviews and discussions were held. I am indebted to all of them for giving me their time and for facilitating my research. My sincere appreciations to the staff of Uganda Martyrs University who gave me positive criticisms. It must be emphasized, however, that I bear full responsibility for any weaknesses of this thesis. Lastly, but by no means the least, I am extremely grateful to my parents for their patience and endurance. There have been difficult moments but I hope we can share the fruits of this work together. Above all, I want to thank my parents, and the rest of my family, who supported and encouraged me in spite of all the time it took me away from them. It was a long and difficult journey.

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LIST OF ACRONYMS

AAA	Analytical and Advisory Assistance
AC	Anti-corruption
ACC	Anti-Corruption Commission
ACCU	Anti-Corruption Coalition Uganda
BDS	Business Development Services
BOD	Board of Directors
BPS	Budget Policy Statement
BTTB	Background to the Budget
CPAR	Country Procurement Assessment Report
CPI	Corruption Perception Index
CPIA	Country Policy and Institutional Assessment
CSMP	Civil Service Modernization Project
CSO	Civil Society Organization
CVI	Content Validity Index
EAC	East African Community
EU	European Union
FDI	Foreign Direct Investment
FY	Financial Year
GERD	Gross Domestic Expenditure on RandD
GDP	Gross Domestic Product
GoU	Government of Uganda
IA	Internal Auditor
ICT	Information and Communication Technology
IG	Inspectorate of Government

IGG	Inspector General of Government
LG	Local Government
MDGs	Millennium Development Goals
MOLG	Ministry of Local Government
MFPED	Ministry of Finance, Planning and Economic Development
NGOs	Non-Governmental Organizations
OAG	Office of the Auditor General
PAC	Public Accounts Committee
PEFA	Public Expenditure and Financial Accountability
PEIR	Public Expenditure and Institutional Review
PEM	Public Expenditure Management
PER	Public Expenditure Review
PFM	Public Finance Management
PPDA	Public Procurement and Disposal of Assets Act
PSM	Public Sector Management
PSMAC	Public Sector Management Adjustment Credit
PSMRP	Public Sector Management Reform Program
PSR	Public Sector Reform
SPSS	Statistical Package for Social Scientists
TG	Treasury General
TIU	Transparency International Uganda
TTL	Task Team Leader
UNCAC	United Nations Convention Against Corruption
USAID	United States Agency for International Development
VAT	Value Added Tax

WBI	World Bank Institute
WBG	World Bank Group
WDR	World Development Report
WGI	Worldwide Governance Indicators

ABSTRACT

This study investigated the effectiveness of Inspectorate of Government's oversight role in enhancing local government service delivery: a case study of Arua Municipality. The study was premised on the following research objectives: to examine the oversight mandate of the Inspectorate of Government in Arua Municipality, to assess the levels of enforcement of the Inspectorate of Government's oversight mandate in Arua Municipality; and to assess the specific ways in which the enforcement of the Inspectorate of Government's mandate has been effective in enhancing service delivery in Arua municipality. The study adopted a cross sectional survey design where both quantitative and qualitative approaches were used. In this study, a total number of 92 respondents were expected but 80 respondents returned the survey instruments representing a response rate of 86.9%. The data was collected using questionnaires and interviews and analysis was done using regression analysis. Qualitative analysis was done using content and thematic analysis. Findings revealed that there is a positive significant relationship between the oversight mandate of the Inspectorate of Government and service delivery in Arua Municipality. Findings revealed a positive significant relationship between levels of enforcement of the Inspectorate of Government oversight mandate and service delivery in Arua Municipality. A positive significant relationship between the enforcement of the Inspectorate of Government mandate and service delivery in Arua Municipality was also revealed. It was established that a number of workshops organized by the IGG's office have been held on the above subject of office abuse sponsored by different agencies. It was observed that there is unfairness because the suspects buy justice like bail using stolen money. Findings revealed that recovery of stolen funds/assets has not been helpful in the fight against abuse of public office in Arua district. IGG does not make follow up on the declared wealth/assets. It was recommended that: IGG Workshops should be at the community level and should be supplemented by the use of posters, banners. The IGG institution should exercise their mandate on evidence based scenarios other than relying on rumors. The IGG office should be empowered with the "teeth to bite" during the process of implementing the projects other than coming for investigation after the funds have already been misappropriated. The IGG need to work together with local government and other oversight institutions. The IGG office should be represented at the sub county level for effective reporting of cases of office abuse.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The study assessed the effectiveness of Inspectorate of Government oversight role in enhancing local government service delivery: a case study of Arua Municipality. Uganda has made significant achievements in the fight against maladministration in many public sectors through establishment of comprehensive legal, administrative and institutional frameworks to fight the vice. One such institution is the Inspectorate of Government. Although many reports and studies have indicated positive progress in the implementation of the Inspectorate of Government mandate in enhancing Local Government services delivery in Arua Municipality by carrying out investigations in cases of maladministration, abuse of public office, prosecution of public officials and recovery of misappropriated funds, there are still indications that severe lack of effective service delivery in Arua Municipality has persisted (Mbaha, 2015). This chapter covers background to the study, statement of the problem, purpose of the study, specific objectives, research questions, conceptual framework, significance of the study, scope of the study and operational definitions.

1.1 Background to the study

Amin (2005) recommends four sections to background to the study logically following one another thus; historical, theoretical, conceptual and contextual.

1.1.1 Historical background

The Office of the Parliamentary Ombudsmen was established in connection with the adoption of the English Regerings form (Instrument of Government) that came into effect after the deposition of the Swedish King in 1809 and which was based to some extent on Montesquieu's ideas about the division of powers. With the autocratic rule of King Gustav III

fresh in mind, the legislators introduced into the new constitution a system that would allow the Riksdag some control over the exercise of executive power (Rehim, 2015). The Standing Committee on the Constitution was therefore charged with the task of supervising the actions of ministers and with ensuring the election of a special Parliamentary Ombudsman to monitor the compliance of public authorities with the law. The Riksdag Act of 1810 contained provisions concerning the Auditors elected by the Riksdag to scrutinise the doings of the civil service, the Bank of Sweden and the National Debt Office (Yede, 2016).

The idea of creating some organ answerable to the Riksdag that could monitor the way in which the authorities complied with the law was not a new one in 1809. In fact, in 1713 the absolute monarch Karl XII had created the office of His Majesty's Supreme Ombudsman. At that time King Karl XII was in Turkey and had been abroad for almost 13 years. In his absence his administration in Sweden had fallen into disarray (Jordan, 2016). He therefore established the Supreme Ombudsman to be his pre-eminent representative in Sweden. The task entrusted to him was to ensure that judges and public official in general acted in accordance with the laws in force and discharged their duties satisfactorily in other respects (Penke, 2016). If the Ombudsman found that this was not the case, he was empowered to initiate legal proceedings against them for dereliction of their duties. In 1719 the Supreme Ombudsman was given the title of Chancellor of Justice. This office still exists, and today the Chancellor of Justice acts as the government's Ombudsman. After the death of Charles XII in 1718 Sweden enjoyed decades of what was more or less parliamentary rule (the Period of Liberty).

In 1766 the Riksdag actually for the first time elected the Chancellor of Justice. In the 1772 Instrument of Government, however, the right to appoint the Chancellor of Justice again

became a royal prerogative. After a period of renewed autocratic rule under Gustaf III and his son, Gustaf Adolf IV, the latter was deposed in 1809 (Penke, 2016).

Initially, the role of a Parliamentary Ombudsman could be characterized as that of a prosecutor. Cases set in motion by the Ombudsman were either shelved with no action being taken or resulted in prosecution. Eventually, however, routines evolved which meant that prosecution was waived for minor transgressions and an admonition was issued instead (Jordan, 2016). This development was acknowledged by the Riksdag in 1915 by its inclusion of a specific right to waive prosecution in the instructions for the Parliamentary Ombudsman. The decision in 1975 to abolish the special right to waive prosecution was linked to the simultaneous reform of official accountability, which involved among other things major curtailment of the legal responsibility of public officials for their actions. Today, the Inspectorate of Government Act with Instructions for the Parliamentary Ombudsmen and the amendments added - state that when undertaking the role of prosecutor the Ombudsmen are also to comply with the other statutory regulations applying to public prosecutors (Riham, 2014). The development of the role of the Ombudsman institution has resulted in a gradual shift in the thrust of these activities from a punitive to an advisory and consultative function. The tasks of forestalling error and general endeavors to ensure the correct application of the law have taken precedence over the role of prosecutor.

1.1.2 Theoretical background

The study was underpinned by the New Public Management model. In the late 1980s, yet another generation of Public Administration theories began to displace the previous generation. The new theory, which came to be called “new public management” was proposed by David Osborne & Ted Geabler in their book, *Reinventing Government* (Larbi, 2012). The new model advocated the use of private sector-style models, organizational ideas & values to improve the efficiency & service orientation of the public sector (Larbi, 2012). New Public

Management refers to a cluster of contemporary ideas and practices that seek, at their core, to use private sector and business approaches in the public sector. The demands for government spending not matched by revenue growth gave rise to the theory of New Public Management (Larbi, 2012). There were new pressures of competitiveness on both private and public sectors. New technologies transform workplaces. New public management (NPM) techniques and practices drawn mainly from the private sector, is increasingly seen as a global phenomenon (Killick, 2005).

NPM reforms shift the emphasis from traditional public administration to public management. While Uganda has taken up elements of the New Public Management agenda, there have, as of yet, not been studies to evaluate the relationship between the implementation of certain New Public Management reforms and the level of service quality as delivered by Uganda public finance management institutions. However, as observed by Mulenga (2013), despite the New Public Management reforms bringing about a great deal of change in the public sector, these changes have not caused a proportional increase in the quality of service citizens and good accountability for public funds. NPM introduced not just a different way of managing public services, but also the need for different financial management tools and techniques (Rakner, Mukubvu, and Ngwira, 2011).

The starting point of the work of the Ombudsmen today is based - as it was nearly two centuries ago on the desire of individuals that any treatment they receive from the authorities should be lawful and correct in every other respect. The institution of the Ombudsmen today is a vital element in the constitutional protection of the fundamental rights and freedoms of each individual. The supervision exercised by Ombudsmen consists mainly of inquiries into complaints submitted by the general public. In addition the four Ombudsmen make inspections and any other investigations they consider necessary. The Ombudsmen are however - unlike normal official agencies - never obliged to consider the circumstances of

every case submitted to them. Instead the Ombudsmen make their own assessment of which complaints to investigate and which require no further action. This presupposes, however, an ungrudging attitude on the part of the Ombudsmen to the complaints they receive so that all those that give grounds for suspecting that some error has been committed will be investigated. It can also happen that even though an Ombudsman finds no reason to inquire into a complaint itself, other aspects of the actions of a public authority will be appraised instead.

ROMA is all about a complete management and accountability process that is focused on the results achieved as a result of local Community Action Agency activities. Under Result Oriented Management, the entity and its board complete regular assessments, identify specific improvements, or results, in the lives of individuals, families, and/or the community as a whole. Organizes and operates toward accomplishing these improvements, or outcomes, including linking with other agencies in the community and provides reports to the state that describe client and community outcomes. Systems include basic reporting on services and participant counts, but included requirements that asked agencies to identify what they planned to do and what they planned to achieve. Assess poverty needs and conditions within the community; and a strategy to address those needs, both immediate and longer term, in the context of existing resources and opportunities in the community; identify specific improvements, or results, to be achieved among low-income people and the community; and, organize and implement programs, services, and activities, such as advocacy, within the agency and among partnering organizations, to achieve anticipated results. ROM in relation to this study looks at developing and implementing strategies to measure and record improvements in the condition of low-income people and the communities in which they live that result from Community Action intervention; and, use information about outcomes, or

results, with agency board and staff to determine the overall effectiveness, inform annual and long-range planning, support agency advocacy, funding, and community partnership activities

A key tenet of management by objectives is the establishment of a management information system to measure actual performance and achievements against the defined objectives. Practitioners claim that the major benefits of MBO are that it improves employee motivation and commitment, and ensures better communication between management and employees. However, an oft-cited weakness is that MBO unduly emphasizes the setting of goals to attain objectives, rather than working on a systematic plan to do so. Objectives are determined with the employees and are challenging but achievable. There is daily feedback, and the focus is on rewards rather than punishment. Personal growth and development are emphasized, rather than negativity for failing to reach the objectives. Peter Drucker believed MBO was not a cure-all, but a tool to be utilized. It gives organizations a process, with many practitioners claiming the success of MBO is dependent on the support from top management, clearly outlined objectives, and trained managers who can implement it. MBO calls for five steps that organizations should use to put the management technique into practice. The first step is to either determine or revise organizational objectives for the entire company. Organizations share with employees, from the top to the bottom, employees should be encouraged to help set their own objectives to achieve these goals. This gives employees greater motivation since they have greater empowerment.

1.1.3 Conceptual background

The key concepts in this study are effectiveness of Inspectorate of Government oversight role and Service delivery. The Inspectorate of Government was initially established by the Inspector General of Government (IGG) statute in 1988 and formerly referred to as the office of Ombudsman (watch dog). An ombudsman, ombuds, or public advocate is an official who is

charged with representing the interests of the public by investigating and addressing complaints of maladministration or a violation of rights. The ombudsman is usually appointed by the government or by parliament, but with a significant degree of independence. In some countries is called an Inspector General (Citizen Advocate) or other official may have duties similar to those of a national ombudsman, and may also be appointed by a legislature. The Ombudsman is a free service that investigates complaints about natural injustice, abuse of office, and embezzlement. The Ombudsman can investigate complaints made by members of the public and public entities. The Ombudsman helps the community in its dealings with government agencies.

The Ombudsman handles complaints against government agencies and undertakes investigations and inspections. However, with the promulgation of the Uganda Constitution in 1995, the Inspectorate of Government is now entrenched therein under chapter 13, which prescribes its mandate, functions and powers and other relevant matters. The Inspectorate of Government is an independent institution charged with the responsibility of eliminating corruption, abuse of authority and of public office. The powers as enshrined in the Constitution and IG Act include to; investigate or cause investigation, arrest or cause arrest, prosecute or cause prosecution, make orders and give directions during investigations; access and search enter and inspect premises or property or search a person or bank account or safe deposit box among others (Kirya, 2011). The Inspectorate of Government underlies all government activities in the way that monitors the way activities are done in government offices in order to sort out issues related to maladministration and abuse of office (Killick, 2013). Presupposes three essential elements: transparency, accountability and equality: Transparency denotes free access to governmental political and economic activities and decisions collected (Kasozi, 2010).

The oversight role refers to the duty of monitoring how government activities are planned for, spent and accounted for by public entities (Killick, 2013). Service delivery refers to the expectation of service with actual service delivered with effective and efficiency. It is viewed as the responsiveness of service as the willingness of service providers to promptly provide service that match accurately with consumer expectations. It is the ability to deliver service as desired by customers and to deal effectively with any consumer complement Pate (2010). For purposes of this study, service delivery was measured in terms of resource utilization, timely accomplishment and level of involvement of staff in Arua Municipality.

1.1.4 Contextual background

The delivery of efficient and effective services is a responsibility and concern for all governments. Poor provision of public services has become a major concern in the field of development and public administration, because the poor are the ones who suffer most where services are not provided. In an effort to enhance effective service delivery, the Government of Uganda put in place oversight institutions tasked to safeguard public resources that ensure effective delivery of services (Mulumba, 2016). According to the new strategy, Uganda has made significant achievements in the fight against maladministration in many public sectors through establishment of comprehensive legal, administrative and institutional frameworks to fight the vice (Mbaha, 2015).

One such institution is the Inspectorate of Government. The Inspectorate of Government was initially established by the Inspector General of Government (IGG) statute in 1988. However, with the promulgation of the Uganda Constitution in 1995, the Institution is now entrenched therein under chapter 13, which prescribes its mandate, functions and powers and other relevant matters. The Inspectorate of Government is an independent institution charged with

the responsibility of eliminating maladministration and abuse of authority in public office (Mulumba, 2016). The powers as enshrined in the Constitution and IGG Act include to: investigate or cause investigation, arrest or cause arrest, prosecute or cause prosecution, make orders and give directions during investigations; access and search enter and inspect premises or property or search a person or bank account or safe deposit box among others (IGG report, 2016). The existence of the office of the ombudsman reflects an affirmation of a commitment to assisting citizens who seek redress against maladministration to get some reasonable amount of solution (Mbaha, 2015).

The Inspectorate of Government Office was created in 1969 by President Obote to examine complaints from outside the offending state institution, thus avoiding the conflicts of interest inherent in self-policing. However, the ombudsman system relies heavily on the selection of an appropriate individual for the office, and on the cooperation of at least some effective official from within the apparatus of the state.

The Inspectorate of Government in Uganda helps the community in its dealings with government agencies. He handles complaints against government agencies and undertakes investigations and inspections. He/She also encourages good administration by giving feedback and training to agencies. He/She will initiate his own investigations where there is need. Although many reports and studies have indicated positive progress in the implementation of the IGG mandate in enhancing Local Government services delivery in Arua Municipality by carrying out investigations in cases of maladministration, abuse of public office, prosecution of public officials and recovery of misappropriated funds, there are still indications that severe lack of effective service delivery in Arua Municipality persist (Mbaha, 201).

Still, despite the presence and implementation of the IGG mandate in Arua Municipality, challenges associated with effective service delivery continues to be a major concern. With

this situation, the IGG mandate as a watchdog of Public institutions entrusted to deliver effective public services is on spotlight as far as combating maladministration and ensuring improved service delivery is concerned (Daily Monitor, 15 August 2016). This study therefore sought to assess the effectiveness of the Inspector General of Government oversight role in enhancing local government service delivery: a case study of Arua Municipality. It sought to respond to the question: How can the effective oversight roles of the IGG or its absence improve service delivery in Arua Municipality.

1.2 Statement of the problem

Public office abuse and maladministration in Uganda has been tackled by Government in a number of ways. Various institutions, commissions of inquiry, probe committees and collaboration committees have been set up at central government, regional and local government levels to ensure good public financial management. Likewise, a number of collaboration efforts have been put in place with NGOs and private organisations to fight corruption and abuse of office. Offenders at different levels have been identified and punished; while up to date technologies have been adopted for reporting (IG Report to Parliament, 2013). However, the vice has continued to exist despite all these efforts. The persistence of public office abuse and maladministration in Local Governments continues to register the highest number of complaints for the sixth year running.

There is high prevalence of the vice in Arua district where the district as evident in successive IGG Reports to Parliament in the last three years (2011 to 2013) rated amongst the top three districts in North Western Uganda in terms of number of complaints received by the IGG where it rated highest at 2.2 % (January to June 2011). The third highest prevalence of abuse of public officer in Arua is 2.4% (July to December 2011), second highest at 2.4 % (January to June 2013) -which made it the eight highest in the country is a signal that the available may

not be effective enough/ may not be working. The high prevalence of the vice in Arua district therefore exposes the citizens to the risk of the above major effects cited. Though data on reported Public office abuse complaints exist there is no information on how effective the institution is in enforcing its legally mandated functions in handling the reported service delivery related complaints given the mandates to enforce leadership code of conduct investigate and prosecute cases related to funds misappropriation meant for service delivery in Uganda. It is against this background that the study focused on assessing the effectiveness of Inspectorate of General of Government oversight role in enhancing local government service delivery: a case study of Arua Municipality

1.3 Objectives of the study

General Objective

The general objective of this study was to assess the effectiveness of Inspectorate of Government oversight role in enhancing local government service delivery: a case study of Arua Municipality.

1.4 Specific Objectives

- i. To examine the oversight mandate of the Inspectorate of Government in Arua Municipality
- ii. To assess the levels of enforcement of the Inspectorate of Government oversight mandate in Arua Municipality
- iii. To assess the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery in Arua municipality

1.5 Research Questions

- i. What is the oversight mandate of the Inspectorate of Government in Arua Municipality

- ii. What are the levels of enforcement of the Inspectorate of Government mandate in Arua Municipality
- iii. What are the specific ways in which the enforcement of the Inspectorate of Government has been effective in enhancing service delivery in Arua municipality

1.6 Scope of the study

1.6.1 Content scope

The study assessed the effectiveness of Inspectorate of General of Government oversight role in enhancing local government service delivery: a case study of Arua Municipality. The Inspectorate of General of Government oversight role in enhancing local government service delivery still has gaps given the high prevalence of corruption in most districts. Arua District was rated amongst the top three districts in North Western Uganda in terms of number of complaints received by the IGG where it rated highest at 2.2 % (January to June 2011).

1.6.2 Geographical scope

Arua Municipality is located within Arua District. Arua town was the capital of the former West Nile Province. The District of Arua where Arua municipality is geographically located North West of Uganda, borders the Democratic Republic of Congo to the west, Maracha District to the north, Nebbi district to the South and Yumbe district to the North east. There are two divisions in Arua Municipality; these are Arua Hill Division and Oli River Division. The choice of Arua municipality for the study is on the basis that it is a metropolitan city and different stakeholders such as city councillors, development partners, and civil society organizations, local government officials, professionals, academicians, and regional government offices.

1.6.3 Time scope

The study focused on the period 2012/13 to 2016/17 to discuss the major controversies in many public sector units concerning public office abuse hence warranting the Inspector

General of Government to investigate them since service delivery in the District was being affected. Given that many complaints have been raised over abuse of office, in the preceding period by the Inspectorate of Government in relation to Arua District, then the period 2012/13 and 2016 was worth to investigate the problem in the study area.

1.7 Conceptual framework

The study was conceptualized through the diagram below which provides a framework relating the variables in the study.

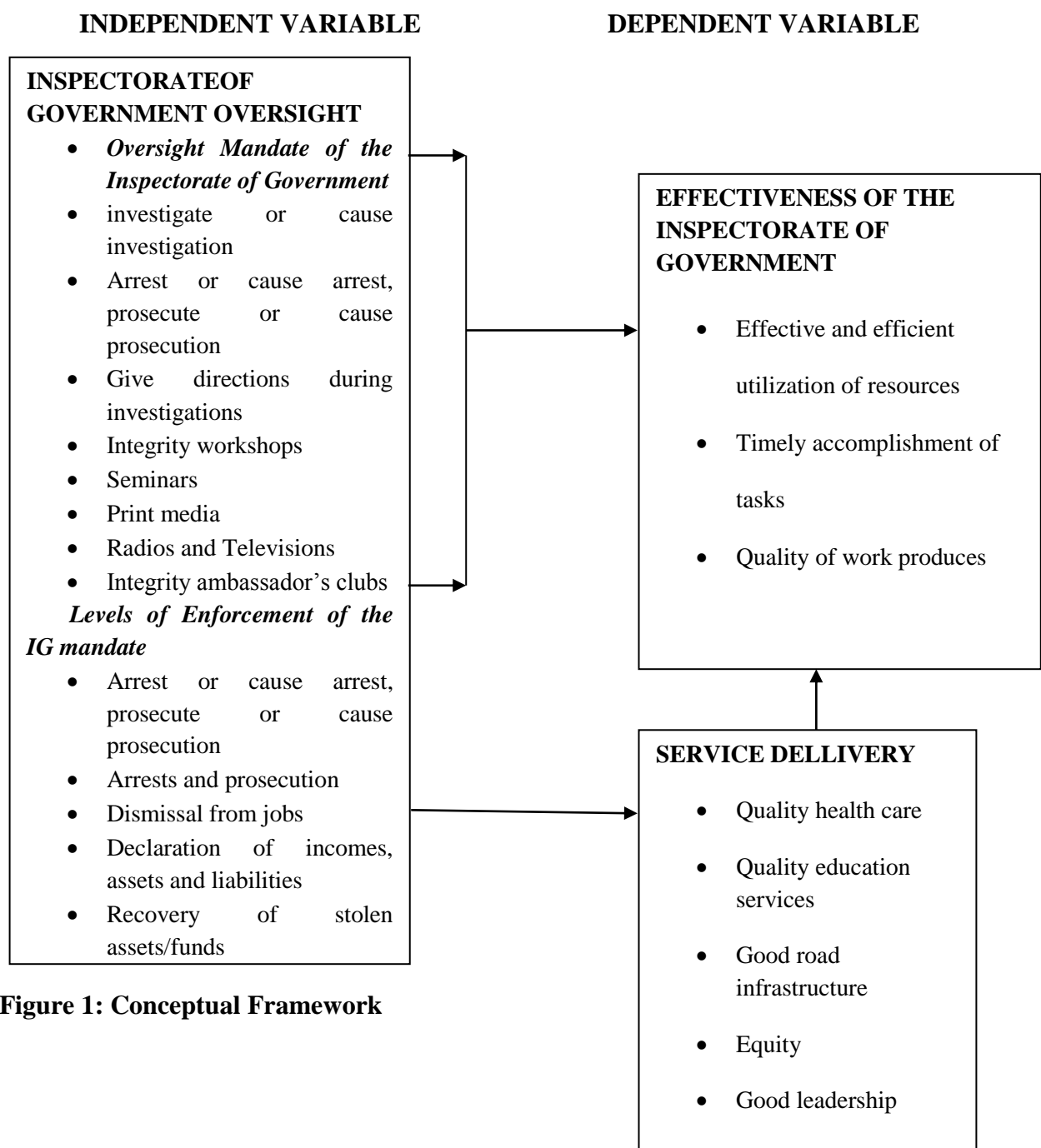


Figure 1: Conceptual Framework

Source: Adapted from the Inspectorate of Government (2013). *Report to Parliament (modified by the researcher)*.

Oversight mandate of the Inspectorate of Government oversight was measured in terms of investigate or cause investigation, arrest or cause arrest, prosecute or cause prosecution and giving directions during investigations integrity workshops, seminars, print media, radios and televisions and integrity ambassador's clubs. Levels of Enforcement of the Inspectorate of Government mandate of the Inspectorate of Government was measured in terms of arrest or cause arrest, prosecute or cause prosecution, arrests and prosecution, dismissal from jobs, declaration of incomes, assets and liabilities and recovery of stolen assets/funds. Effectiveness of the inspectorate of Government was measured in terms of efficient and effective utilization of resources, quality of work done, timely accomplishment and level of involvement of staff. Service delivery was measured in terms of quality health care, quality education services, good road infrastructure, equity and good leadership.

In relation to the New Public Management model, the model advocated the use of private sector-style models, organizational ideas & values to improve the efficiency & service orientation of the public sector (Larbi, 2012). New Public Management refers to a cluster of contemporary ideas and practices that seek, at their core, to use private sector and business approaches in the public sector. The demands for government spending not matched by revenue growth gave rise to the theory of New Public Management (Larbi, 2012). There were new pressures of competitiveness on both private and public sectors. New technologies transform workplaces. New public management (NPM) techniques and practices drawn mainly from the private sector, is increasingly seen as a global phenomenon (Killick, 2005). NPM reforms shift the emphasis from traditional public administration to public management. While Uganda has taken up elements of the New Public Management agenda, there have, as of yet, not been studies to evaluate the relationship between the implementation of certain

New Public Management reforms and the level of service quality as delivered by Uganda public finance management institutions. However, as observed by Mulenga (2013), despite the New Public Management reforms bringing about a great deal of change in the public sector, these changes have not caused a proportional increase in the quality of service citizens and good accountability for public funds. NPM introduced not just a different way of managing public services, but also the need for different financial management tools and techniques (Rakner, Mukubvu, and Ngwira, 2011).

1.8 Significance of the study

The findings may be of importance to a number of stakeholders. It is hoped that:

The findings of the findings may be used in policy formulation and implementation in the public sector in Uganda.

The findings may contribute to the current debate on public office abuse in Uganda. The research serves as a point of focus for the amendment of the Anti-Corruption Act and other laws that are related to public office abuse and maladministration.

The findings may enable the researcher to make recommendations to Government on how it can improve on its existing measures in the fight against maladministration and public office abuse in local governments in the country. The findings may be useful to the District Local Government Administrators and policy makers when reviewing the strategies being employed in addressing the problem of maladministration and public office abuse in their jurisdictions.

The findings may give the researcher a more practical analytical insight relating theory to practice. In this regard, the findings may broaden the researcher's knowledge on maladministration and public office abuse in Uganda.

The findings may bring more insight to policy makers to come up with proper mechanisms that may help curb maladministration in Uganda. The findings may also inform the ongoing

policy debates on the effectiveness of audit function institutions like the IGG in the fight against public office abuse.

Through the resultant interaction between the researcher and the respondents, the researcher's knowledge, skills and understanding of research may improve.

The findings may add value to the body of existing knowledge and perhaps lead to ventures in further research.

Conclusion

From the above chapter, it is noted that maladministration which is basically the abuse of public office for private gain touches on Government at all levels in the course of service delivery in social, political and economic activities. As such strategies have been formulated to prevent or react to mal administrative occurrences both at National and Local Government levels but the trend has not improved meaning that something needs to be done to find out why the current strategies have still not managed to stamp out public office abuse. Specific emphasis for this research is on the Local Government where most Uganda's poor, illiterate and vulnerable people live. The aim, problem statement, objectives, research questions, significance and ethical issues were discussed in this chapter. The parameters of the study scope and limitations were also highlighted in this chapter. The next chapter provides an overview of literature on the effectiveness of Inspectorate of General of Government oversight role in enhancing local government service delivery

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is presented following the variables used in the study and comprises a critical review of related literature. The literature discussed was based on the themes of the study guided by the objectives of the study. The review was extensive so as to enable the researcher to obtain detailed knowledge of the topic being studied and to reveal procedures measuring instruments and strategies that were useful in finding out or investigating the problems in question (Mugenda & Mugenda, 1999). Literature was obtained from journals, manuals, documents, text books, dissertations, internet, government publications and research papers. The literature was reviewed under the following themes/subheadings: public awareness, law enforcement and mandate of the IGG

2.1 Theoretical Review

This sub section presents the theory that guided the study and at the same time was essential in chapter five of the final report as the researcher discusses the findings of the study.

The study was underpinned by New Public Management. New Public Management refers to a cluster of contemporary ideas and practices that seek, at their core, to use private sector and business approaches in the public sector. The demands for government spending not matched by revenue growth gave rise to the theory of New Public Management (Larbi, 2012). There were new pressures of competitiveness on both private and public sectors. New technologies transform workplaces. The new main features of NPM are based on new institutional economic theory, efficiency orientation; use of markets, competition, contracts and privatization. But also, based on management theory; “let or make the managers manage”

Over the past couple of decades, the New Public Management has literally swept the nation and the world (Killick, 2005). As a result, several highly positive changes have been implemented in the public sector. New public management (NPM), management techniques and practices drawn mainly from the private sector, is increasingly seen as a global phenomenon (Killick, 2005).

NPM reforms shift the emphasis from traditional public administration to public management. A common feature of countries going down the NPM route has been the experience of economic and fiscal crises, which triggered the quest for efficiency and for ways to cut the cost of delivering public services. Most of developing countries, reforms in public administration and management have been driven more by external pressures and have taken place in the context of structural adjustment programmes. Other drivers of NPM in the case of developing countries include lending conditionality and the increasing emphasis on good governance (Killick, 2005). While Uganda has taken up elements of the New Public Management agenda, there have, as of yet, not been studies to evaluate the relationship between the implementation of certain New Public Management reforms and the level of service quality as delivered by Uganda public finance management institutions. However, as observed by Mulenga (2013), despite the New Public Management reforms bringing about a great deal of change in the public sector, these changes have not caused a proportional increase in the quality of service delivery to citizens and good accountability for public funds. NPM introduced not just a different way of managing public services, but also the need for different financial management tools and techniques (Rakner, Mukubvu, and Ngwira, 2011).

Introduced initially in response to widespread public criticism of the public service, the overall ethos of the reforms is greater public sector efficiency and, as Allen, Schiavo-Campo, and Garrity (2014) explains, has two key tenets: allowing managers to manage and making

managers accountable. Common objectives of NPM include: i) a management culture and orientation that is customer and results focused; ii) structural or organizational alternatives that promote decentralized authority and control; and iii) the separation of policy making from service delivery. There are also implicit expectations of greater operational efficiency and bureaucratic responsiveness to political principals (ECA, 2003). The starting point of the work of the Ombudsmen today is based - as it was nearly two centuries ago on the desire of individuals that any treatment they receive from the authorities should be lawful and correct in every other respect. The institution of the Ombudsmen today is a vital element in the constitutional protection of the fundamental rights and freedoms of each individual. The supervision exercised by Ombudsmen consists mainly of inquiries into complaints submitted by the general public. In addition, the four Ombudsmen make inspections and any other investigations they consider necessary.

The Ombudsmen are however - unlike normal official agencies - never obliged to consider the circumstances of every case submitted to them. Instead the Ombudsmen make their own assessment of which complaints to investigate and which require no further action. This presupposes, however, an ungrudging attitude on the part of the Ombudsmen to the complaints they receive so that all those that give grounds for suspecting that some error has been committed will be investigated. It can also happen that even though an Ombudsman finds no reason to inquire into a complaint itself, other aspects of the actions of a public authority were appraised instead.

ROMA is all about a complete management and accountability process that is focused on the results achieved as a result of local Community Action Agency activities. Under Result Oriented Management, the entity and its board complete regular assessments, identify specific improvements, or results, in the lives of individuals, families, and/or the community as a whole. Organizes and operates toward accomplishing these improvements, or outcomes,

including linking with other agencies in the community and provides reports to the state that describe client and community outcomes. Systems include basic reporting on services and participant counts, but included requirements that asked agencies to identify what they planned to do and what they planned to achieve.

Assess poverty needs and conditions within the community; and a strategy to address those needs, both immediate and longer term, in the context of existing resources and opportunities in the community; identify specific improvements, or results, to be achieved among low-income people and the community; and, organize and implement programs, services, and activities, such as advocacy, within the agency and among partnering organizations, to achieve anticipated results. ROM in relation to this study looks at developing and implementing strategies to measure and record improvements in the condition of low-income people and the communities in which they live that result from Community Action intervention; and, use information about outcomes, or results, with agency board and staff to determine the overall effectiveness, inform annual and long-range planning, support agency advocacy, funding, and community partnership activities

A key tenet of management by objectives is the establishment of a management information system to measure actual performance and achievements against the defined objectives. Practitioners claim that the major benefits of MBO are that it improves employee motivation and commitment, and ensures better communication between management and employees. However, an oft-cited weakness is that MBO unduly emphasizes the setting of goals to attain objectives, rather than working on a systematic plan to do so. Objectives are determined with the employees and are challenging but achievable. There is daily feedback, and the focus is on rewards rather than punishment. Personal growth and development are emphasized, rather than negativity for failing to reach the objectives. Peter Drucker believed MBO was not a

cure-all, but a tool to be utilized. It gives organizations a process, with many practitioners claiming the success of MBO is dependent on the support from top management, clearly outlined objectives, and trained managers who can implement it. MBO calls for five steps that organizations should use to put the management technique into practice. The first step is to either determine or revise organizational objectives for the entire company. Organizations share with employees, from the top to the bottom; employees should be encouraged to help set their own objectives to achieve these goals. This gives employees greater motivation since they have greater empowerment.

2.2 Mandate of the Inspectorate of Government

Literature on the mandate of the Inspectorate of Government is reviewed basing on the indicators as presented in the conceptual framework in chapter one which are integrity workshops and seminars, civic education and integrity ambassador clubs.

According to Onoria (2016), the Inspectorate of Government was initially established by the Inspector General of Government (IGG) statute in 1988 and formerly referred to as the office of Ombudsman (watch dog). However, with the promulgation of the Uganda Constitution in 1995, the Inspectorate of Government is now entrenched therein under chapter 13, which prescribes its mandate, functions and powers and other relevant matters (Onoria, 2016). The Inspectorate of Government is an independent institution charged with the responsibility of eliminating corruption, abuse of authority and of public office. The powers as enshrined in the Constitution and IG Act include to; investigate or cause investigation, arrest or cause arrest, prosecute or cause prosecution, make orders and give directions during investigations; access and search – enter and inspect premises or property or search a person or bank account or safe deposit box among others(Kambugu, 2015). Article 226 and 227 of the Constitution provides the Inspectorate of Government with areas of authority and independence. The jurisdiction of the Inspectorate of Government covers officers or leaders whether employed in the public

service or not, and also such institutions, organizations or enterprises as Parliament may prescribe by law. In identifying the gaps, it is worth mentioning that the office of IGG is independent in the performance of its functions and is only responsible to Parliament.

Owor (2015) noted that to promote and foster strict adherence to the rule of law and principles of natural justice in administration; to eliminate and foster the elimination of corruption, abuse of authority and public office; to promote fair, efficient and good governance in public offices; subject to the provision of the Constitution, to supervise the enforcement of the Leadership Code of Conduct; to enforce the Leadership Code of Conduct; to investigate any act, omission, advice, decision or recommendation by a public officer or any other authority to which this article applies, taken, made, given or done in exercise for administrative functions; and to stimulate public awareness about the values of constitutionalism in general and the activities of the office, in particular, through any media and other means it considers appropriate.

The Inspectorate of Government in Uganda helps the community in its dealings with government agencies (Kakuma, 2016). It handles complaints against government agencies and undertake investigations and inspections. It also encourages good administration by giving feedback and training to agencies. The office will initiate its own investigations where there is need. However, Kakuma (2016) does not talk about the effectiveness of the Inspectorate of government which is a relevant aspect to this study.

Ombudsman is an independent authority whose functions are to investigate complaints received from the general public about acts of maladministration (Odeke, 2013) . The Ombudsman has wide-ranging oversight and investigative powers, has access to all government facilities, documents and information systems and can order a police investigation if necessary (Odeke, 2013). If the Ombudsman determines that a government

official has not acted in accordance with the law she or he can advise on the proper application of the law, reprimand the official or in extreme cases order a criminal prosecution. Partly because of the prosecutorial powers, the office enjoys considerable respect. The Ombudsman's legal opinions are usually strictly followed, carrying a lot of weight in the absence of a court precedent, in bridging the gap, failure to follow the legal advise of the IGG has landed many public officers in problems.

The Ombudsman can investigate complaints about the actions and decisions of Ugandan Government departments and agencies, the services delivered by most private contractors for the Ugandan Government (Udani, 2014). As a result of an investigation, the Ombudsman may recommend dismissal of an official considered responsible for violation of the rights of citizens. In bridging the gap, this requires initiating the disciplinary procedures against public administration employees, and may require initiation of penal, offence or other adequate procedure

2.2.1 Integrity workshops and seminars

Public awareness through sensitization workshops and seminars at national, regional and district levels are tools used by the IGG in fighting public office abuse and maladministration, however, not every citizen is aware of duties or rights regarding public office abuse and where to report (Abon, 2010, Oonyu, 2010). Abon (2010) observed that public awareness success depends on education campaign belief and public attitudes. Further that, besides targeting the public, public education program should specifically target the media and civil society who act as watch dogs against public office abuse. While Mafuna, 1997 as cited in Abon (2010) argued that appropriate training in ethics and accountability must be provided to public officials to be able to detect mal administrative practices. The study above applied to the situation in developed countries and not developing countries.

Kim (2009) argues that an important dimension of transparency in local governance is integrity. Cheema (2003) & Pope (2005) observes that integrity requires that holders of public office avoid placing themselves under financial or other obligation to outside individuals or organizations that may influence them in the performance of their official duties. Citizens' perceived empowerment through fair and increased opportunities to participate in policy decision-making process is one of the indicators for assessing the degree of transparency in local government. Scholars have categorized several types of citizen participation programs. For instance, Arnstein (1969) introduces a ladder of participation that describes levels of interaction and influence in the decision making process from elemental to more in-depth participation (e.g., information, communication, consultation, deliberation and decision-making). In bridging the gap, the author's don't directly bring out the relationship between participation and transparency.

Rowe and Frewer (2005) also categorize three different levels of citizen participation thus, citizen communication, where information is conveyed from the government body to the public; citizen consultation, where information flows from the public to the government; and citizen participation, where information is exchanged between the public and the government and some degree of dialogue takes place. This study different from other studies notes that the initial level of community cohesiveness and inclusion of citizens from all socio-economic classes may greatly influence the level of success in reducing public office abuse and not merely shifting maladministration from central government officials to local elites

Government public awareness effort through seminars and workshops is supplemented by the NGOs. In several cases examined, public office abuse strategies appeared to be more effective when a locally trusted NGO was able to provide training, supervision and support implementation (Chavis, 2010). Researchers and practitioners have emphasized citizen

participation in public administration as a means of collaborating with citizens to promote democratic values such as transparency and accountability (Thomas, 1993). Cooper (2006) further argues that deliberative and collective action strategies of civic engagement are the most promising ways of involving the public and centering public management around the citizen. Several scholars also emphasize that government effort to provide more opportunities for citizen participation and input in government performance evaluation and policy decision-making is an important strategy for improving trust in government (Citrin and Muste, 1999). Scholars and practitioners address that transparency is an essential democratic value which shows a trustworthy, high performing and accountable government (Transparency International and the United Nations Human Settlements Programme 2004). In response to the demands of transparency in local governance, Kim (2009) argues that local governments can enhance the level of transparency with their commitment to three core components of transparency, comprising openness, integrity, and citizen empowerment. In bridging the gap, the government effort to provide more opportunities for citizen participation and input in government performance evaluation and policy decision-making can only be effective if the citizens have been sensitized about public office abuse.

Oonyu (2010) noted that the general attitude of Ugandans to public office abuse and the abusers has often been perceived as permissive of the vice. Awareness creation among the population is believed to change people's attitude from being permissive to being critical. It is for this reason among others that Civil Society Organizations carry out grass root mobilization of the masses across the country though they are limited by resources. Civil society addresses the rich regardless of the means and source of their wealth. Most Ugandans view maladministration in public offices as the normal way of conducting government business. This is backed by their failure to demand for accountability from leaders but have instead

treated those who amass ill-gotten wealth as heroes while castigating as fools and unwise those who remain honest (Buturo, 2006).

Different from earlier studies, public office abuse legislation should be strongly used but however, the earlier works are silent on this. Anticorruption and Public office abuse bodies appear to be a promising option if they can be made truly independent of the executive and if there is a strong and independent judiciary.

Most Ugandans gauge one's success by how much of material possessions they have accumulated without assessing how the acquisitions were made. It is suggested that social action coalitions, broad-based co-operation among the civil society and the private sector on the one hand, working together with the government on the other hand to institutionalize attack on public office abuse will yield good governance. The researchers' verdict in this survey was that the processes used to enforce the law are critical to the success of service delivery

2.2.2 Civic Education

Brollo (2009) argued that the media is a useful incentive for enforcing public office abuse reduction when bureaucrats or elected officials are held responsible for maladministration. It is possible to use the threat of unseating those found in public office abuse or publishing their maladministration behavior as an incentive. Media such as newspapers, television or radio are useful and often necessary methods of publishing public office abuse to the electorate, to empower the community to punish mal administrative bureaucrats and elected officials. However, the media can be made more effective in fighting public office abuse if the government can support the media activities.

Reinika and Svensson (2005) reiterated the impact of the media in fighting maladministration where they revealed that local government officials were diverting funds allocated by the

national government to primary schools where the schools received only 20%. That the newspapers campaign program was used to create awareness and a decrease was noted in diversion of the funds. Public perception of maladministration is often overestimated and influenced by scandals reported in the media. Scholars find that internet based interactive technology for facilitating citizen participation programs not only help gauge citizen preferences in government decisions, but also improve decision making and transparency (Robbins, 2010). In bridging the gap, this study does not expose how the media is used to fight public office abuse yet this was the focal point in this study.

Borgea (2005) scholars have also found that the ease and effectiveness of using online participation applications motivates citizens' in active use of the applications. Online participation programs often allow citizens to locate public policy and program information associated with community issues easily and effectively. Also, it provides citizens with a better opportunity to propose their inputs or to ask about policy and community issues. In addition, online participation programs allow participants view other participants' ideas or share their thoughts with others easily and effectively. However, much as compared to offline participation programs, the website based online participation programs allow a more efficient distribution of government policy and programs to citizens. The conclusion and recommendations of the above authors were basically based on oversight role and in this case, the proposed study widened the scope as conclusions and recommendations were drawn based on the entire subject of oversight role.

Camaj (2013) observed that media freedom has a strong indirect effect on public office abuse when coupled with powerful institutions of horizontal accountability. This was earlier echoed by Arnold and Lal (2012) who argued that the traditional mass media as well as new technologies can play a vital role in unveiling maladministration as well as public problem,

suggesting solutions and generally empowers citizens to fight public office abuse. Media are watch dogs, agenda setters and gate keepers that can monitor the quality of governance, frame the discussion about maladministration and lend voice to a wide range of perspective and arguments. Further voice on the role of the media in the fight against public office abuse was by Dahlstrom(2008) who noted that in many cases journalists who use investigative journalism find out and discloses information about mal administrative behavior. The study was qualitative and did not bring out the link between the media and the fight against public office abuse yet this study correlated the IGG oversight role and service delivery.

2.2.3 Integrity Ambassadors' Clubs

Bedoume (2007) asserts that focus on public office abuse fight should be placed on change of attitudes and behavior of school community stakeholders at all levels with emphasis on the students considered as the main beneficiaries. This follows the popular African proverb that “a tree must be bent while it is young”. The strategy involves creation of integrity zones in the participating schools, raising awareness in parents, anti-corruption curriculum design, training of trainers, field project animators and monitoring and evaluation of project activities. It is in view of the above view that the IGG in 2013 facilitated a total of seventeen (17) Integrity Clubs at Universities and other tertiary institutions in the country. However, it was noted that due to limited funds the program had not yet reached secondary schools (IGG Report to Parliament, 2013). In bridging the gap, it is therefore believed that basic education on the ills of public office abuse and in schools help in reducing maladministration in the long run. The study highlights the beneficiaries and emphasizes the role of basic education in helping to curb the ills of public office abuse but it does not make a direct linkage with public awareness which will be the central focus for this study.

2.3 Enforcement of the Inspectorate of Government Mandate

Law enforcement measures in this section have discussed under arrests and prosecutions; recovery of stolen funds/assets; dismissal from jobs and declaration of income, assets and liabilities.

2.3.1 Arrests and prosecutions.

Bandiera (2009) argue that public servants fear being prosecuted for abuse of public office and pay high prices to avoid any taint of maladministration meaning that in the process of being caught they can compromise the law enforcement officers to set themselves free. A 'lawyer's' approach would increase the costs and risks of public office abuse by toughening the laws and their enforcement. The study does not highlight the specific laws that the research should focus on this specific purpose. The study was silent on how the existing laws can be invoked to bring about good financial management.

Georgian (2013) notes that increasing the risk associated with public office abuse deals may have the effect of raising their transaction costs and hence, may discourage public office abuse. Klitgaard's emphasis is that human beings are susceptible to corruption and maladministration and hence appropriate mechanisms must be in place. Becker (2011) argues that the severity of punishment is a viable deterrent to keep public office abusing officials from behaving illegally. Impunity and maladministration are compatible and enforcement strategies to reverse the latter are needed. However, to be relatively readily enforceable, rules must be formulated in such a way that they do not provide more incentives for malfeasance. If the public office abusive relationships are more lucrative than honest legal ways, rent-seeking behavior will ensue (Mbaku, 1996). The common tendency of making scapegoats out of members of opposition parties has to be abandoned and top officials in the ruling party must be targeted, convicted and punished. The message of breaking up the hardest link, instead of the weakest, is more audible and an indication of boldness and determination to root out

maladministration. In relation to the study, the researcher noted that well set rules and regulations can help in the fight against maladministration in this case.

Pope (2000) warns that “while public office abuse might, at least be in theory, be tamed in an autocratic and dictatorial manner using a ‘big stick’, the inexorable decline into maladministration and other abuses of power on the part of totalitarian administrations suggests that this can only be temporary”. However, there are counterarguments concerning the effectiveness of the criminal justice system and punishment.

Galtung (1998) argues that law is widely flouted in a country where there is endemic public office abuse. According to Galtung (1998:13), “a law which cannot be enforced, however impressive it might first seem, will neither be credible nor for that matter feasible”. As Pope (1998:27) puts it, “they tend to be directed against small fish rather than big fish”. Bailey (2000:34) likewise argues that, though necessary to bring about credibility, “enforcement alone, especially strategies that concentrate on the so-called big fish, do not solve the underlying problem”. Johnston (1998) indicates that anti-corruption efforts attempted through cracking down from above, no matter how genuinely they may be motivated, are short-lived. In the long run they inhibit the required mobilization of interested parties along issues of scandal of crimes. In such context, criminal sanctions against people involved in maladministration are hardly imposed.

Deviating from the above study, the researcher notes the key challenges and trends in regulating money in politics; identified emerging risks and opportunities; shaped a common understanding of the policy options ahead and trade-offs in enhancing fairness, integrity and transparency in decision making including in the realm of political finance; and mobilised partners to work together and promote synergies in the future agenda.

Ackerman (1998) raises her concern that, in such a situation, there is no guarantee that the public office abusive system will not revert to its previous state. Even severe punishment including death penalty is not a sustainable solution to corruption and public office abuse, as this has failed in countries like Vietnam and China. This type of crackdown has often been used to silence political opponents rather than being a genuine step to solve maladministration problem, according to Robinson (1998:10). “No anti-corruption or public office abuse effort will succeed which infringes upon the most basic human rights, which, instead of reforming unaccountable and undemocratic systems, relies on mere repression and prosecution”. In the absence of the rule of law, the judiciary and police are not reliable tools in law enforcement for deterring corruption.

Persson (2010) established that anti-public office abuse laws are there but the implementation is not easy. These points to weaknesses in institutions mandated to enforce the laws as noted by Obanda (2010) who observed that in societies where the level of public-sector abuse is relatively low, one normally finds strong institutions of participation and accountability that control abuses of power by officials, there are glaring weaknesses in institutions of participation and accountability in highly corrupt countries. To add to this argument is Basheka and Mubangizi (2012) who argued that when citizens lose faith in the ability of formal institutions of Government to fight maladministration, they resort to “noise based” opposition to public office abuse such as the citizen’s uprisings seen in North Africa that toppled the Governments in Algeria, Libya and Egypt. The researcher is cognisant of the fact that there is need to deal with public office abuse, to have greater transparency, greater accountability and greater involvement of the people they intrust their lives and that of their families in the leaders that they elect, they have to maintain that trust

2.3.2 Recovery of stolen assets/funds

IGG Report to Parliament (2013) indicated that shs. 13 billion was saved while another shs. 260 million was actually remitted to the IG Asset recovery account as a result of investigations into allegations of public office abuse and corruption. That the recovered money was paid directly to the institutions or local governments that had sustained the losses. However, the report does not mention the measures that were taken after this kind of graft was discovered.

The Independent Magazine (2013) reported that the Government of Uganda refunded billions of donor funds lost to maladministration in the Office of the Prime Minister. The Auditor General's Report for Ministries, Departments, Agencies and Local Governments (2013) recommended for recovery by various accounting officers of unaccounted for funds by a number of Government officials. The Auditor General's reports are followed up by other committees such as the Public Accounts Committees of Parliament and District who further instruct or direct various accounting officers to enforce recovery of funds.

The Auditor General Report (2012) shows that 882 million Uganda shillings could have been lost due to poor book keeping and unbanked revenue hence leading to loss of revenue to the public entity between 2010 and 2012. The report reveals that Uganda shillings 2.78 billion in expenditure could not be accounted for or was embezzled between 2010 and 2013. A total of Uganda shillings 914 million was withdrawn in cash both local and foreign currencies but the company kept no formal record on what the money was used for. Most times these uncertainties have happened yet the project has ability to curb them given its financial strength. It is against such a background that the researcher was prompted to carry out an investigation on government measures and maladministration.

The Courts of Judicature sometimes impose refund of embezzled funds in addition to prison sentences when a public official is convicted of public office abuse (Anti-corruption Act, 2009). The World Bank (2011), through the initiative of the Stolen Assets Recovery Initiative, to which Uganda is a signatory of, it has placed emphasis on recovery of stolen assets that are hidden in other outside countries and repatriating back to mother countries.

The Uganda Radio Network (2013) and the Daily Monitor (2014) reported that there was still no law to attach or confiscate assets of officials accused of public office abuse such as land or houses acquired fraudulently in Uganda and East Africa in general. Such a law is reported to still be in the offing. However, the action taken was not reported in this case which could have been important for purposes of this study.

2.3.3 Dismissal from jobs

In addition to prosecution, common responses to public office abuse are demotions, dismissals or transfers to different units/locations. Rotation to different locations posts or positions is used to reduce likelihood of establishing entrenched maladministrative relations (Gounev, 2012). Officials implicated in public office abuse are interdicted to pave way for investigations. Interdiction denies them access to office to avoid manipulating records vital for investigations (IGG Report to Parliament, 2013). As a result of successful prosecution leading to conviction of public office related offences, public officials lose their jobs through dismissal from the posts they previously held on grounds of lack of morals or integrity (IG Report to Parliament, 2013). Dismissals are recommended by the IG as an administrative action arising from investigation such as on lack of qualifications for specific posts. Dismissal is also an administrative action taken by District Service Commissions, Public Service Commissions and other bodies charged with disciplining staff arising from offences that include among others abuse of office (IGG Report to Parliament, 2013). In bridging the gap,

dismissals are common but the effectiveness of these dismissals as far as curbing public office abuse is concerned is not highlighted by the authors above.

2.3.4 Declaration of incomes, assets and liabilities.

Asset declaration is important for; conflict of interest control, transparency and public accountability (OECD, 2011). Oonyu (2010) argued that when wealth of public officials is published, it helps in shaming them and enables the public to have a basis to hold their leaders to explain if their wealth is excessive. However, he notes that not all public officials are covered under the category of leaders who declare in line with the leadership code Act and that those who declare form a small proportion of the world. He further argued that the Institution of the IGG that is charged with the task of verifying the declared assets is constrained by resources to adequately verify the declarations made by leaders. However, the data for this study will be analyzed using qualitative data that falls short of what was done in the current study whose analysis was based on mixed methodological approaches. Using a mixed approach, data was cross-validated and captured using different dimensions of the same phenomenon. The regression analyses run for each objective in this study.

However the study revealed that politicians and civil servants hold substantial power over the allocation of resources in their countries and the citizens who elect them, and who in effect pay their salaries through their tax contributions. The United Nations Convention against Corruption (UNCAC), which has been ratified by 166 countries, requires a legal framework for asset declarations of government officials. This study shows that an asset declaration open to public scrutiny is a way for citizens to ensure leaders do not abuse their power for personal gain (our definition of corruption). Asset declarations are a means to anchor the issue of ethics and integrity in the political classes and should be part of all codes of conduct.

The World Bank (2013) noted that there are multiple pathways and conflict of interest regulations strengthen public integrity. They build a culture of integrity by establishing standards of acceptable behavior and by providing clear rules and guidance on ethical conduct in public office. Greater transparency through disclosure is powerful deterrent against unethical behavior by reminding public officials that their behavior is subject to scrutiny, moreover they provide a valuable source of information for detecting abuse of public office.

The researcher notes that day in and day out finances are misappropriated. It is upon the Audit structures to crack on the perpetrators of the habit by bringing them to book. However, in Uganda, the institutions sometimes take the initiative to crack on the thieves and at last these people are not punished. This is a weakness in itself, the structures have not been supported enough to perform all the functions they are supposed to perform

2.4 Summary of review of literature

The literature review above confirms that different scholars have conducted several studies to establish the correlation between IGG oversight role against service delivery. However, a number of gaps were identified as per the literature reviewed which this study bridged. Most of the studies on the subject are based on developed countries with a well-developed private and public sector system yet the current study centred on Uganda. Most studies are qualitative and do not guide us on the relationship between the study variables. The scholars did not specifically focus on the variables as laid down in this study. Putting the above in mind, the study focused on examining the IGG Oversight role and service delivery in Arua Municipality local government

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This Chapter presents and describes the approaches and techniques the researcher used to collect data and investigate the research problem. They included the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and measurement of variables.

3.1 Research Design

A descriptive cross sectional survey design was adopted for this study as it is intended to permit in-depth study of fundamental themes. Kothari (2004) states that cross sectional survey; contain multiple wealth of details, totality and variation which allows the author to understand fully how and where intervention may have worked collectively with correlated general effects and collect data from a cross section of respondents. The descriptive cross sectional survey designs validate emerging constructs and proposition in the data set; guiding the study of various units within the identified case by underlining the mechanism by which an incident is brought to being (Kothari, 2004). A cross sectional survey contributes significantly to a researcher's own learning process by shaping the skills needed to do a good research (Kothari, 2004:101). The above design is usually the simplest and least costly alternative. Though proof may be hard to come by owing to absence of hard theory, learning is certainly possible (Kothari, *ibid*).

The study also applied both quantitative and qualitative approaches. Quantitative data was got from the closed ended questionnaire whose variables are measured on a Likert scale. Therefore data got from surveys was quantitative. Qualitative data was generated through interviews..

Given the application of both qualitative and quantitative data, triangulation of the collected data was done. Triangulation was adopted for purposes of getting quality data. Triangulation means using more than one method to collect data on the same topic (Somekh and Lewin, 2005). This is a way of assuring the validity of research through the use of a variety of methods to collect data on the same topic, which involves different types of samples as well as methods of data collection (Groves, Fowler, Couper, Lepkowski, Singer, Tourangeau, 2009). However, the purpose of triangulation is not necessarily to cross validate data but rather to capture different dimensions of the same phenomenon (Kothari, 2004).

3.2 Study Area

Arua Municipality is located within Arua District. Arua town was the capital of the former West Nile Province. The District of Arua where Arua municipality is geographically located North West of Uganda, borders the Democratic Republic of Congo to the west, Maracha District to the north, Nebbi district to the South and Yumbe district to the North east. There are two divisions in Arua Municipality; these are Arua Hill Division and Oli River Division. The study was carried out in the two divisions of Arua Municipality that is, Arua Hill Division and Oli River Division. These are the divisions of Arua Municipality, where the subject of corruption is a major challenge.

3.3 Study Population

The target population consisted of Political Leaders (District Chairperson, District Executive Committee members and the Municipal Executive Committee members and District Resident Commissioner). Local Government Officials (CAO, District Technical Staff, District Technical Planning, Committee members District Statutory Board and Commission members, Municipal Technical Planning Committee members, Municipality and Division Mayor. All these are key stakeholders and do take part in the day to day operations of the District). Civil Society Organisation and the Community Members were also included. The Civil Society

Organisations targeted were Anti-Corruption Coalition Uganda and Arua District NGO Network (ADINGON) that are directly involved in the fight against corruption in the District. This population enabled the researcher to obtain the necessary data for his study that he required.

3.3 Sample Size and selection

The section presents the population, sample size and the data collection methods as illustrated in the Table 3.1. Krejcie and Morgan's Table (1970) as cited in Amin (2005) lays down the principles for choosing a sample out of a given population as illustrated in the Table 3.1.

Therefore in arriving at the sample size, the researcher invoked the principle in the Krejcie and Morgan's Table (1970).

Table 3. 1: Sample Size and Sampling techniques

Category	Target Population	Sample size	Sampling technique
District Political Leaders (District Chairperson, District Executive Committee members and the Municipal Executive Committee members and District Resident Commissioner).	10	5	Simple Random
Local Government Officials Administrative (CAO, District Technical Staff, District Technical Planning, Committee members District Statutory Board and Commission members, Municipal Technical Planning Committee members, Municipality and Division Mayor.	10	08	Simple Random
Officials from Civil Society Organisations	10	08	Purposive
Community Members	100	80	Simple Random
Total	130	102	

3.3.1 Sampling Techniques and Procedure

Both random and non-random sampling techniques were used that is purposive and simple random sampling. Both probability and non-probability sampling techniques were adopted in selecting the sample.

3.4.1 Simple Random Sampling

Simple random sampling was adopted in sampling Local Government Officials Political (District Executive Committee members and the Municipal Executive Committee members and District Resident Commissioner). Local Government Officials Administrative (District Technical Staff, District Technical Planning, Committee members District Statutory Board and Commission members, Municipal Technical Planning Committee members, Municipality and Division Mayor(All the above are key stakeholders and do take part in the day to day operations of the District) and the Community Members. According to Creswell (2009), simple random sampling ensured that every member has an equal chance of being recruited into the sample. A sample frame was constructed and then the members were randomly sampled.

3.4.2 Purposive Sampling

Purposive sampling was used to sample officials from Civil Society Organizations. Sekaran (2003) noted that purposive sampling enables a respondent choose the sample based on his/her own interest/judgment. The researcher based on certain characteristics to choose the sample forexample level of education and work experience of the respondents.

3.4 Data Collection Methods

The data collection methods were both primary and secondary data in nature. The primary methods included the questionnaires and interview guides.

3.4.1 Primary Data

Primary data got through self-administered questionnaires and interview guides to respondents followed systematic and established academic procedures as proposed by Nunnally & Berstein (1994).

3.4.1.1 Questionnaire

A questionnaire was used because it allows gain first-hand information and more experience over a short period of time (Kothari, 2008; Amin, 2005; Creswell, 2003). A questionnaire was used because it increases the degree of reliability due to the many items in it and it as well enhances the chances of getting valid data (Amin, 2005). The questionnaire (household) consisted of closed ended questions that were administered to community members. The questionnaire is cheap and fast to administer. The researcher used the questionnaire survey because it is practical, large amounts of information can be collected, questionnaires data can easily be quantified, it is also a cheap way of collecting data, a large group of respondents is covered within a short time, and it also allows in-depth research (Kothari, 2004). The questionnaire was administered with the help of research assistants to the respondents in a period of two weeks. The respondents filled the questionnaire after which the research assistants collected them from their offices.

3.4.1.2 Interviews

Interviews were person to person verbal communication in which one person or a group of people was interviewed at a time. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Amin, 2005). In addition they gave an opportunity to the researcher to revisit some of the issues that have been an over-sight in other instruments and yet they are considered vital for the study. The interviews were carried out with Local Government

Officials (Political and Administrative), Executive Committee Members, Resident District Commissioner and Officials from Civil Society Organisations.

3.4.2 Document Review

Various publications were reviewed which included OAG Reports, IGG Reports, Anti-Corruption Coalition Uganda Annual Reports and other reports of Civil Society organisations, magazines and newspapers reports,. According to Amin (2005) documents can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods.

3.5. Data Collection Instruments

The study used appropriate instruments for each method. Key informant interviews were conducted by the researcher using an interview guide. Questionnaires were used to collect quantitative data, a documentary review was done using the documentary review checklist.

3.5.1 Questionnaire

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. The questionnaire was used on the basis that the variables under study cannot be observed, for instance, respondents' views, opinions, perceptions and feelings. The questionnaire was used because the information had to be collected from a large sample in a short period of time yet the respondents given the fact that the respondents can read and write (Bill, 2011). In this study, a self-administered questionnaire was used to draw information regarding the study. The researchers chose the questionnaire as an instrument because the study is virtually descriptive and the tool is an easy method of data collection. The questionnaire consisted of closed ended questions purely structured in nature whose variables were measured on a 5 point Likert scale (5 Strongly Agree, 4 Agree, 3 Not sure, 2 Disagree and 1 Strongly Disagree). The 5 point Likert scale is

the most appropriate way to formulate the different questions for measuring different items from different variables. A copy of the questionnaire is attached in the list of appendices.

3.5.2 Interview Guide

The interview guide was used to collect the data. Interviews are person to person verbal communication in which one person or a group of people were interviewed at a time. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Barifaijo, Basheka and Oonyu, 2010). In addition they also gave an opportunity to the researcher to revisit some of the issues that have been an over-sight in other instruments and yet they are considered vital for the study. The interview guide was unstructured containing questions on all variables of the study. The interview guide contains items on each variable. Interviews were used because they have the advantage of enabling the researcher get in-depth information for the study (Amin, 2005).

3.5.3 Document Review Check list

The documentary review check-list was used for purposes guiding the documentary reviewed data. Documentary data was obtained through the use of published and unpublished documents. According to Amin (2005), documents can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods.

3.6 Quality control of data collection

Data quality control techniques ensured that data collected is valid and reliable; the instruments were first tested to ensure validity and reliability.

3.6.1 Validity of Data Collection Instruments

Validity refers to the truthfulness of findings or the extent to which the instrument is relevant in measuring what it is supposed to measure (Amin, 2005). The validity of the instrument

quantitatively was established using the Content Validity Index (CVI). This helped establish the validity of each item in the instruments. This involved the expert scoring of the relevance of the questions in the instrument in relation to the study variables. The instruments that yielded a CVI above 0.7 were within the accepted ranges. Basing on Amin (2005) that a CVI of more than 0.7 implies that the tool is valid; this finding suggested that all items used to measure each variable were relevant in measuring what they are supposed to measure hence the instruments were valid if the coefficient of determination is 0.7 or above. Further, the instruments were discussed with the supervisor and experts to ensure construct and content validity. The construct validity of the instrument focused mainly on ensuring that the respondents find the questions simple to understand and answer. Index (CVI) were computed using the formula below:

$$CVI = \frac{\text{Number of relevant items}}{\text{Total number of items}} \times 100$$

Table 3.2: Content validity Index Results

Summary		Results	
		Test	Items
1	Variables		
	Mandate of the Inspectorate of Government	.844	6.0
	Levels of enforcement of IGG Mandate	.865	6.0
	Specific way of dealing with inspectorate of Government	.799	7.0
	Service Delivery	.756	5.0
a. Independent Variable: Effectiveness of IGG Oversight b. Dependent Variable: Service Delivery			

The Content Validity Index test was carried out and the test results revealed that mandate of the Inspectorate of Government had a validity result of .844, levels of enforcement of IGG mandate had a validity test result of .865, specific way of dealing with inspectorate of Government had a validity test result of .799 and lastly the dependent variable (service delivery had a validity test result of .756. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were valid.

3.6.2 Reliability of Data Collection Instruments

Reliability of the instruments was established through a pilot test of the questionnaire to ensure consistency and dependability and its ability to tap data that would answer the objectives of the study. The results of the findings were then subjected to a reliability analysis. Quantitatively, reliability was established using the Cronbach's Alpha Reliability Coefficient test. Upon performing the test, if the values 0.7 and above, the items in the instrument were regarded reliable. Based on Cronbach's Alpha Coefficient, the scales for the variables were reliable. The formula of Cronbach's Alpha Coefficient (K) is

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum SD^2i}{SD^2t} \right)$$

α = Alpha coefficient

K = Number of items in the instrument

\sum = Sum

SD^2i = Individual item variance

SD^2t = Variance of total score.

Cronbach Alpha Test Results for the Questionnaire

Reliability for questionnaire as a tool was determined by using the Cronbach Alpha Reliability Test. The results are tabulated in the table below.

Table 3.3: Cronbach Alpha Reliability Results

Summary			
		Test	Items
1	Variables		
	Mandate of the Inspectorate of Government	.816	5.0
	Levels of enforcement of IGG Mandate	.890	6.0
	Specific way of dealing with inspectorate of Government	.788	8.0
	Mandate of the Inspectorate of Government	.790	6.0
c. Independent Variable: Inspectorate of Government oversight role Dependent Variable: Service delivery			

The Cronbach Alpha Coefficient test was carried out and the test results revealed that mandate of the Inspectorate of Government had a reliability result of .816, levels of enforcement of IGG mandate had a reliability test result of .890, specific way of dealing with inspectorate of Government had a reliability test result of .788 and lastly the dependent variable (service delivery) had a reliability test result of .790. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were reliability.

3.7 Data Collection Procedure

The researcher obtained a letter of introduction from Uganda Martyrs University after a successfully research proposal defence. A letter of permission for carrying out the research was sought by the researcher from Arua Municipal Authorities and was granted. Consent was sought from the respondents after explanation of the purpose and brief benefit of the study. The researcher with the help of research assistant administered and distributed the questionnaires to the literate respondents directly and collected them after they were filled. The researcher also conducted interviews with selected respondents in a period of two weeks. A documentary review was done as a means of triangulating the primary sources of data collection. The respondents were assured of anonymity and confidentiality in order to

encourage honest responses. The researcher made vigorous follow up to collect the questionnaires and engaged the key respondents in face to face interviews and interaction sessions. The first exploratory quantitative research was carried out in September, 2017. The second part of this research phase was in October 2017. The goal of the second phase was to compare the results of the two culturally different samples in order to extract and test the most important relationships. The major approaches to be used for the two phase of data collection were both quantitative and qualitative.

3.8 Data Analysis Techniques

Amin (2005), states that statistical analyses are used to describe an account for the observed variability in the behavioral data. Data was collected, coded and edited during and after the study to ensure completeness, consistency, accuracy, and removal of errors and omissions. It also involved identifying patterns, consistencies and relationships in the questionnaire and interview guide (Qualitative data). Data analysis therefore involved qualitative and quantitative analysis.

3.8.1 Quantitative Data Analysis

Quantitative data got from the questionnaires was computed into frequency counts and percentages. Data was sorted using the Statistical Package for Social Scientists (SPSS) method. The researcher adopted bivariate analysis techniques in analyzing his data. Bivariate analysis is the simplest form of quantitative (statistical) analysis. In addition to frequency distribution, tables, mean, standard deviation and other measures of central tendency were used in data analysis. Regression analysis and Correlations (Pearson's Product Moment Correlation Co efficient) was used to analyze and measure the degree of relationship between IGG Mandate and Service Delivery. The correlation coefficient is a numerical way to quantify the relationship between two variables, e.g. X and Y and it is denoted by the symbol R. The

correlation coefficient is always between -1 and 1, thus $-1 < R < 1$. According to Sekaran (2003), a correlation study is most appropriate to conduct the study in the natural environment of an organization with minimum interference by the researcher and no manipulation.

3.8.2 Qualitative Data Analysis

The study adopted the content and thematic qualitative data analysis techniques to analyze interview data. Qualitative data collected from interviews and documentary review was sorted and grouped into themes. The process of the data analysis started with data management, as the researcher created meaning from the raw data gathered in the field. On completion of the transcription, the researcher carried out a detailed review of the data by reading the transcribed material thoroughly and carefully. Content analysis involved generating categories and themes, which involved a thorough coding of the data. To achieve a well coded data, the researcher further read through the data on a line by line and word-by-word basis. Through this process, the researcher was able to label the data according to the three research objectives as stated in chapter one. The researcher coded and labeled the data using an open coding system. The data was disaggregated and analysed for similarities and differences. The use of disaggregation of data helped the initial research findings to be explored in greater detail to further generate themes and categories. The researcher labeled and sorted the raw data into themes and categories thus producing an indexed document. The indexed document was categorised by general themes that had a page link corresponding to the raw data from which the themes were developed and derived. The coding process used in this study was guided by Straus and Corbin(1998) three stage process of open coding, axial coding and selective coding. While the coding process is described here in that order, they are not entirely sequential. For example, in attempting to do the axial coding that constitutes the second phase of the process, the coding that had been done in the first stage was revised a number of times.

3.9 Measurement of Variables

The independent variable and the dependent variable was measured on a five point Likert type scale (1- strongly disagree, 2-Disagree, 3-Not sure, 4- Agree and 5-Strongly agree). The choice of this measurement is that each point on the scale carries a numerical score which is used to measure the respondents' attitude and it is the most frequently used summated scale in the study of social attitude. According to Bill (2011), the Likert scale is able to measure perception, attitudes, values and behaviors of individuals towards a given phenomenon.

3.10 Ethical Considerations

Honesty: There are several reasons why it is important to adhere to ethical norms in research. First, norms promote the aims of research, such as knowledge, truth, and avoidance of error. For example, prohibitions against fabricating, falsifying, or misrepresenting research data promote the truth and avoid error. Second, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness (Amin, 2005). To avoid plagiarism, works of different authors were acknowledged whenever they are cited.

Informed Consent: The ethics framework is essential as it entails the voluntary informed consent of the participants. This requires giving the participants adequate information about what the study involved and an assurance that their consent to participate would be free and voluntary rather than coerced. According to Sekaran (2003) participants informed consent were obtained either through a letter or form that clearly specifies what the research involves, includes clearly laid down procedures the participants can expect to follow and explain the ways in which their confidentiality was assured. In this case, a letter was obtained for this purpose. It may also be imperative to describe possible risks and benefits of the research (Sekaran, 2003). The signing of the voluntary informed consent by each individual participant

will be confirmation that the respondents are not coerced to participate in the study but are doing so willingly. The researcher will explain to the participants that an audio tape will be used to record interviews. The study made the respondents aware of their right to opt out of the study if they so wish and that recording would only be done with their approval. In all the interviews, some of the participants never consented to the use of audio tape. Some respondents require further verbal assurance that the tapes under no circumstances be handed over to their supervisors. However, the few that consented to the recording later called for the recording to be cancelled. The researcher agreed as the topic seem to be a sensitive one.

Anonymity: Respondent's names were withheld to ensure anonymity and confidentiality in terms of any future prospects. In order to avoid bias, the researcher interviewed the respondents one after the other and ensure that he informed them about the nature and extent of his study and on the other hand he gave them reasons as to why was interviewing them.

Confidentiality: The researcher protected confidential communications, such as papers or grants submitted for publication.

Justice and beneficence: The researcher explained to respondent's use of certain gadgets that they do not understand or have little knowledge about for example camera and tape recorders. Some respondents were required to give further verbal assurance that the tapes were under no circumstances going to be handed over to their supervisors

Objectivity: The researcher avoided bias in experimental design, data analysis, data interpretation, peer review, personnel decisions, grant writing, expert testimony, and other aspects of research where objectivity is expected or required. He avoided or minimized bias or self-deception by being very objective hence reporting exactly what he has found out.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This Chapter presents the findings, analysis and interpretations to the findings. The findings are presented according to the objectives of the study. The general objective of this study was to assess the effectiveness of Inspectorate of Government oversight role in enhancing local government service delivery: a case study of Arua Municipality. The study was premised on the following research objectives to examine the oversight mandate of the Inspectorate of Government in Arua Municipality, to assess the levels of enforcement of the Inspectorate of Government oversight mandate in Arua Municipality and to assess the specific ways in which the enforcement of the Inspectorate of Government has been effective in service delivery in Arua municipality mandate of the IGG in enhancing service delivery in Arua Municipality.

4.1 Response Rate

Presentation of tabulated data according respondent's response rate

Table 4.1: Response Rate

Instrument	Target	Actual Response	Response rate
Questionnaire	92	80	86.9
Interviews	10	07	70
Total	102	87	85

Source Primary Data (2017)

Table 4.1 above presents the response rate from the study. The number of questionnaires distributed were 92 and 80 were returned making a response rate of 86.9%. Face to face interviews were carried out with the respondents; in total 07 respondents were interviewed.

Given that some respondents had travelled and some had missed placed the questionnaires it was not possible to attain the 100% response rate. This implied that the findings were written based on a sample below 100%, however this sample was adequate since it was above the 50% mark. Creswell (2003) notes that a response rate above 50% of the target number is adequate

4.2 Findings on background characteristics of the Respondents

This section presents findings on demographics of the respondents, namely; gender, age, education, working experience, and position of the respondent, below.

4.3 Gender Characteristics of the Respondents

The gender characteristics of respondents were investigated for this study, and findings are presented in Table 4.3.

Table 4.3: Summary Statistics on the Gender of the Respondents

Gender of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	48	60	60	60
	Female	32	40	40	100.0
	Total	80	100.0	100.0	

Source: Primary Data (2017)

N=80

Table 4.3 shows that the majority of the respondents were male (60%) and female were (40%). Although the gender findings indicated a discrepancy in favour of males, the study was representative of all sexes since both males and female were included in the study sample.

4.4 Age of the Respondents

The study looked at age distribution of the respondents by age using frequency distribution.

The results obtained on the item are presented in table 4.4 below

Table 4.5: Age of the Respondents

		Age of the Respondents			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	18	22.5	22.5	22.5
	30-39	23	28.7	28.7	28.7
	40-49	32	40	40	40
	50 Above	07	8.7	8.7	8.7
	Total	80	100.0	100.0	

*Source: primary data (2017)**N=61*

From the above table, the majority of respondents who took part in the study were between 40-49 years implying 40% , 28.7% were between the age of 30 -39 , those between 20-29 years were 22.5% and those that were above 50 years were 8.7%. This shows that 77.5% of respondents were 30 years and above with only 22.5% below 30 years. This indicated that all categories of respondents in reference to different age groups were represented in this study.

4.6 Respondents by Highest Level of Education the Respondents

The table 4.6 presents the summary statistics on level of education of the respondents.

Table 4.6: Distribution of Respondents by Highest Level of Education the Respondents

		Level of Education of the Respondents			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	10	8.0	8.0	16.7
	Bachelors	49	61.2	61.2	66.7
	Diploma	13	16.25	16.25	88.3
	Certificate	6	7.5	7.5	98.3
	Others	1	1.25	1.25	100.0
	Total	60	75	100.0	
Missing	System	1	1.6		
Total		80	100.0		

*Source: Primary Data (2017)**N=61*

The majority of the respondents were Bachelor's degree holders making a total percentage of 61.2%, the respondents with Masters were 8% and the respondents with Diplomas were

16.25% and the certificate holders were 7.5%. These results indicate that the respondents had good qualifications and the right skills and knowledge to deliver. Besides, the respondents were able to understand, read, interpret the questionnaire and gave relevant responses.

4.7 Empirical Results on mandate of the Inspectorate of Government

In this section, the empirical results for each of the specific research objectives is presented, analysed and interpreted with an overall goal of demonstrating how effectiveness of the IGG mandate enhances service delivery in Arua Municipality.

4.7.1 The oversight mandate of the Inspectorate of Government in enhancing local governance service delivery

The items on the oversight mandate of the Inspectorate of Government were structured basing on the objectives of the study. The items were obtained from primary data that is, the questionnaire. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree and analyzed basing 6 items which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected.

Table 4.8: Summary Statistics on the oversight mandate of the Inspectorate of Government in Arua Municipality

		SD(1)	D(2)	N(3)	A(4)	SA(5)	Mean
1	Integrity workshops are used to create awareness that are helpful in the fight against office abuse in Arua district	6(7.5%)	7(8.7%)	18(22.5%)	32(40%)	17(21.2%)	3.75
2	Holding Seminars create awareness that is helpful in the fight against office abuse in Arua district	7(8.7%)	7(8.7%)	16(20%)	30(37.5%)	20(25%)	3.54

3	Use of Radios and Televisions create awareness that is helpful in the fight against office abuse and maladministration in Arua district	7(8.7%)	2(2.5%)	12(15%)	42(52.5%)	17(21.2%)	4.01
4	Instituting integrity ambassador's clubs in colleges/schools create awareness that is helpful in the fight against public office abuse in Arua district	7(8.7%)	6(7.5%)	21(26.2%)	29(36.2%)	17(21.2%)	3.61
5	Civic Education on public office abuse is done using newspapers, television and radios.	12(15%)	8(10%)	24(30%)	27(33.7%)	9(11.2%)	2.61
6	The IGG has made it a point to create awareness about the existence of the Leadership Code and Inspectorate of Government Act using rallies.	13(16.2%)	14(17.5%)	26(32.5%)	20(25%)	7(8.7%)	2.11

Source: Primary Data (2017)

N=80

As to whether Integrity workshops are used to create awareness that are helpful in the fight against office abuse in Arua Municipality, the respondent's indicated that cumulatively, the larger percentage (61.2%) of the respondents agreed and 16.2% disagreed. The mean = 3.75 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that integrity workshops are used to create awareness that are helpful in the fight against office abuse in Arua district.

It was established that a number of workshops organized by the IGG's office have been held on the above subject of office abuse sponsored by different agencies, ministries and departments. The findings are in line with Coleman (2008) who recommended workshops as the best means of sensitizing the public about government activities.

It was observed that the means the municipality is using to fight office abuse are barazas, display of funds released to the sub county, encourage community involvement and participation in budgeting and implementation of projects. The findings are consistent with Johannsen and Pedersen (2012) who states that capacity building has traditionally focused on expanding government facilities and skills. These activities are important, but without a leadership confident in introducing accountability, transparency and a focus on objectives and results, the sustainable effect of these initiatives is questionable. The new approach to capacity building, encouraged and pioneered by the Economic Development Institute (EDI) of the World Bank in close collaboration with TI, involves two major shifts from traditional approaches, these may affect service delivery.

Responses to the question as to whether holding seminars create awareness that is helpful in the fight against office abuse in Arua district (17.4%) disagreed while 62.5% agreed. The mean = 3.54 above the median score, three, that indicated that holding seminars create awareness that is helpful in the fight against office abuse in Arua district.

A Division Assistant Town clerks noted that

“Most awareness workshops were through radio talk show. Radio talk shows were conducted on the mandate of the IGG (Regional office). Awareness workshops not commonly carried out” (interview carried out on 20th of September, 2017 at Arua Municipality).

Brollo (2009) argued that the media is a useful incentive for enforcing public office abuse reduction when bureaucrats or elected officials are held responsible for maladministration. It is possible to use the threat of unseating those found in public office abuse or publishing their maladministration behaviour as an incentive (Brollo, 2009). Media such as newspapers, television or radio are useful and often necessary methods of publishing public office abuse to the electorate, to empower the community to punish mal administrative bureaucrats and elected officials. However, the media can be made more effective in fighting public office abuse if the government can support the media activities in relation to service delivery.

With respect to whether use of Radios and Televisions create awareness that is helpful in the fight against office abuse and maladministration in Arua district, cumulatively the larger percentage (11.2%) disagreed with 67.5% agreed. The mean = 4.01 which corresponded to agreed indicated that use of Radios and Televisions create awareness that is helpful in the fight against office abuse and maladministration in Arua district.

A Staff in the office of the CAO noted

Radios are used at the community level and are supplemented by the use of posters, banners –All awareness workshops materials should be translated to the local languages including posters, banners for effective understanding by the locals especially those who are less educated (Interview carried out on the 20th of September in Arua Municipality).

Mulumba (2016) noted that awareness has provided a voice for the community to raise issues where they have failed to get assistance/follow up or clarification on projects that have not been properly implemented from Local government officials. Community was able to know who to contact in case of failed services.

The Speakers of Divisions Councils during interviews noted that there was an opportunity for the community to get clarification on services that were promised but not implemented. At the same time, requested for a meeting with the relevant authorities on projects that have stalled, not followed up or given less attention by Local government officials. The level of response from the listeners shows that many people in the District do not know the functions of the IGG

As to whether instituting integrity ambassador's clubs in colleges/schools create awareness that is helpful in the fight against public office abuse in Arua district, cumulatively the larger percentage (57.4%) agreed with 16.2% disagreed. The mean = 3.61 meant that the respondents the respondents agreed that instituting integrity ambassador's clubs in colleges/schools create awareness that is helpful in the fight against public office abuse in

Arua district. Staff from the planning unit noted that “the Arua regional office sometimes with a team from Kampala” (Interview carried out on the 20th of September in Arua Municipality). Findings revealed that the level of response from the listeners shows that many people in the District do not know the functions of the IGG. A respondent noted that “there are too many office abuse issues happening at the grassroots that the community fail to report as they do not know where to report or who to contact. Workshops will help people to know how the IGG works and this will in turn improve service delivery and effectiveness of the IGG Mandate

Findings revealed that workshops are important if conducted regularly because they enhance community knowledge on the mandate of the IGG and hence allow them report office abuse cases in a timely manner and to the rightful office and personnel. In some projects, the IGG create awareness through the training of Social accountability Committees (within a beneficiaries group). The problem is that this is only project based like in case of projects like NURSAF, and once the project is over, the social accountability committee also dies out. The IGG staffing seem to be small and therefore limits them from conducting regular awareness workshops. In line with Kakuru (2015), he noted that awareness workshops are only targeted at the elites, the ordinary citizens are not aware of the IGG Mandate. The workshops offers an alternative mechanism for protecting the ordinary citizens against powerful state bureaucracies in terms of delivery of services but this has not been realized and largely remain unpopular with the local communities but could help in bridging the wide gap between the government and its citizens.

Responses to the question as to whether civic education on public office abuse is done using newspapers, television and radios (44.9%) agreed while 20% disagreed. The mean = 2.61 below the median score of three indicated that civic education on public office abuse is not done using newspapers, television and radios.

A Staff in the Planning Unit noted that

Radio awareness is good but only suitable for the educated and those who can afford Radios. Radio awareness cuts off most of the grassroots people who are the end users of services provided by the government (interview carried out on 20th of September, 2017 at Arua Municipality).

Mutumba (2015) noted that public awareness through sensitization workshops and seminars at national, regional and district levels are tools used by the IGG in fighting public office abuse and maladministration, however, not every citizen is aware of duties or rights regarding public office abuse and where to report. Abon (2010) observed that public awareness success depends on education campaign belief and public attitudes.

A Speaker of the Council during Interview was of the view that

That awareness is good because some citizens did not know that some government officials were involved in office abuse (misusing the money that is meant for their social benefits). During the awareness, the IGG gave contact number for the citizens to report cases of office abuse from their different localities which is helpful in reducing office abuse but in most cases the poor who cannot afford a phone or airtime find it difficult to report such cases(interview carried out on 20th of September, 2017 at Arua Municipality).

As to whether the IGG has made it a point to create awareness about the existence of the Leadership Code and Inspectorate of Government Act using rallies, the respondent's responses indicated that cumulatively, the larger percentage (33.7%) of the respondents agreed and 33.8% disagreed. The mean = 2.11 was below the median score of three, which on the five-point Likert scale used to measure the items indicated that the IGG has not made it a point to create awareness about the existence of the Leadership Code and Inspectorate of Government Act using rallies.

Findings revealed that creating awareness through workshops is important because they help sensitize the locals or empower them with knowledge of their rights, the roles and responsibility of government and how it operates. However, workshops should be done more at the community level where the majority do not have access to radios, newspapers because the misuse of government money directly affect the poor of the poor who are located at the

villages. Kim (2009) argues that an important dimension of transparency in local governance is integrity and creating awareness. Cheema (2003) & Pope (2005) observes that integrity requires that holders of public office avoid placing themselves under financial or other obligation to outside individuals or organizations that may influence them in the performance of their official duties. It was an opportunity for some community members to raise complaints against local Officials who fail to implement projects

Furthermore it was observed that Arua Municipality has anti-office abuse offices and agencies within the Municipality for example Police, IGG, Courts and DPP. The public is encouraged to report about maladministration to relevant authorities (Interview carried out on the 20th of September in Arua Municipality). The same findings were similarly observed by Bekri (2011) who noted that services should be brought near the people if vices like office abuse are to be curbed. The focus of the strategy is on achieving specific outcomes, in the expectation that these will, in turn, contribute significantly to such impacts as improved public-service delivery and the creation of an enabling environment for private-sector development through the establishment of the rule of law. Concerning the question of the effectiveness of anti-office abuse institutions, it was observed that Anti-Office abuse institutions need to scale down operations up to sub counties by appointing agents there such as the GISOs. (Interview carried out on the 20th of September in Arua Municipality). . The findings are consistent with Bekri (2011) who similarly observed as listed above.

It was observed that a member of CSO want the incorporation of the anti-Office abuse curriculum in the education syllabus from primary school level. Some respondents raised a complaint on not knowing the right person to report to when a case arises. Sometimes you report to IGG and they refer you to DPP, Police or CAOs. The conflicts of interest were also noted in a similar study by Befoume (2007). A series of workshops have been held in order to promote public awareness on office abuse for example these workshops were organized by

MFPED, OPM, District, Police and IGG. It was observed that the laws that people know of are the penal code Act and Anti-Corruption Act. This was also expressed by Befoume (2007) that some people are not aware of the existing laws which makes it had to curb crime. However many said that the case is not about maladministration alone but they is need to find the best means to curb the vice. Civil servants should be paid a high wage to improve on their welfare and this will act as a motivating factor to the employees. Emphasis should be placed on change of attitude and morale in society. This is in line with Coleman (2008) who evaluated the leadership code and found out similarly.

4.10 oversight mandate of the Inspectorate of Government in Arua Municipality

A regression analysis was further done to determine the strength of the oversight mandate of the Inspectorate of Government in Arua Municipality. Results are presented in the table 4.13 below.

Table 4.9: Regression Analysis for oversight mandate of the Inspectorate of Government and Service Delivery

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.476 ^a	.227	.217	9.86537

a. Predictors: (Constant), oversight mandate of the Inspectorate of Government

Source Primary Data (2017)

The Adjusted R square value is 0.217; this implied that oversight mandate of the Inspectorate of Government explained only 21.7% of service delivery. Therefore oversight mandate of the Inspectorate of Government predicts service delivery by 21.7 %. From all the results the alternate hypothesis earlier stated in chapter one that there is a significant relationship between oversight mandate of the Inspectorate of Government and service delivery is therefore upheld.

Table 4.10: Analysis of Variance Showing the Results on the Relationship between oversight mandate of the Inspectorate of Government and service delivery

The Analysis of Variance was further done to determine the strength of the relationship between oversight mandate of the Inspectorate of Government and service delivery. Results are presented in the table 4.10 below.

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	2366.291	1	2366.291	24.313	.000 ^b
	Residual	8078.015	79	97.325		
	Total	10444.306	80			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), oversight mandate of the Inspectorate of Government t

These are the degrees of freedom associated with the sources of variance. The total variance has N-1 degrees of freedom. The Regression degrees of freedom correspond to the number of coefficients estimated minus 1. Including the intercept, there are 5 coefficients, so the model has 5-1=4 degrees of freedom. The Error degree of freedom is the DF total minus the DF model, 80 - 1 =79. Mean Square are the Mean Squares, the Sum of Squares divided by their respective DF. The F-statistic is the Mean Square (Regression) divided by the Mean Square

(Residual) $2366/97.3=24$. The p-value is compared to some alpha level in testing the null hypothesis that all of the model coefficients are 0.

The full model is statistically significant ($F = 24.1$, $df = 80, 1$, $sig.= .000$), even though service delivery was statistically significant ($p>.05$) by itself. The value for this table had a total degrees of freedom of 80 because four observation had missing data and were not included in the analysis. The other degree of freedom corresponds to the intercept (constant) of the regression line. F-Statistics is 24.1, given the strength of the correlation, our model is statistically significant ($p > .0005$)

Table 4.2: Summary Statistics showing the Coefficient for oversight mandate of the Inspectorate of Government and Service Delivery

The Analysis of Variance was further done to determine the strength of the relationship between oversight mandate of the Inspectorate of Government and service delivery. Results are presented in the table 4.11 below

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	37.706	3.446		10.941	.000
	Oversight	.630	.128	.476	4.931	.000

a. Dependent Variable: service delivery

As per the SPSS generated in table above 4.10, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 37.706 + .630X$. The regression equation above has established that taking all factors into account) constant at zero effective service delivery will be 387.706. The findings presented also show that taking all other independent variables at zero, a unit increase in the scores of oversight mandate of the Inspectorate of Government would lead to a 0.630. At 5% level of significance and 95% level of confidence a .000 level of significance. Overall,

the performance appraisal affects service delivery (beta= .476). All the variables were significant. In this case, the focus is on the three predictors, whether they are statistically significant and, if so, the direction of the relationship. The average class size (oversight mandate of the Inspectorate of Government t, b= .0.476) is significant (p=0.000), but only just so, and the coefficient is positive which would indicate that larger class sizes is related to service delivery. The effect of oversight mandate of the Inspectorate of Government (p=0.000) is significant and its coefficient is positive indicating that the greater the oversight mandate of the Inspectorate of Government, the higher the service delivery. The t-test for equals is statistically significant.

4.12 Levels of enforcement of the Inspectorate of Government oversight mandate in Arua Municipality

The items on the levels of enforcement of the Inspectorate of Government oversight mandate were structured basing on the objectives of the study. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree and analysed basing items which are statistically tabulated and presented in the Table 4.12 below with the frequencies and percentages according to the responses collected.

Table 4.12: Summary Statistics on the levels of enforcement of the Inspectorate of Government oversight mandate

The items on the levels of enforcement of the Inspectorate of Government oversight mandate are presented in Table 4.12. Below is an interrogation of the empirical results through advanced statistical tests to demonstrate the views of the respondents. The details below are supported by interviews results and documentary evidence.

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	Items	SD(1)	D(2)	N(3)	A(4)	SA(5)	Mean
1	Arrests are helpful in the fight against public office abuse in Arua district	7(8.7%)	13(16.2%)	4(5%)	42(52.5%)	14(17.5%)	3.66
2	Prosecutions are helpful in the fight against public office abuse in the district	4(5%)	12(15%)	10(12.5%)	22(27.5%)	32(20%)	3.47
3	Dismissal from the job is helpful in the fight against abuse of public office in Arua district	8(10%)	13(16.2%)	12(15%)	31(38.7%)	16(20%)	3.55
4	Recovery of stolen funds/assets is helpful in the fight against abuse of public office in Arua district	6(7.5%)	12(15%)	18(22.5%)	27(33.7%)	17(21.5%)	3.52
5	Declaration of incomes, assets and liabilities by leaders is helpful in the fight against abuse of public office in Arua district	13(16.2%)	11(13.7%)	23(28.7%)	21(28.7%)	12(15%)	3.63

Source: Primary Data (2017)

N=80

With respect to whether arrests are helpful in the fight against public office abuse in Arua district, cumulatively the larger percentage (66%) agreed with 24.9% disagreeing. The mean = 3.66 which corresponded to agreed indicated the majority of the respondents agreed that arrests are helpful in the fight against public office abuse in Arua district.

A CSO Official noted that the responsible authorities

“Sometimes the authorities rely on rumors to make arrests and when the facts are established; they fail to handle the case and may be abandoned at the end of the day” (Interview carried out on the 20th of September in Arua Municipality).

Kakuru (2016) noted that arrests and prosecutions may be effective, but it is important that the IGG does not concentrate on the bad side of Local governments, there are good things that the Local governments do but not appreciated. For example, if the IGG came up with a policy of recognizing Local governments that perform very well by giving a certificate of recognition, it would help reduce office abuse and act as a learning point for others to do better. The IGG

need to be more proactive than reactive and be flexible enough. For example have an interactive meeting with Local governments' officials on why the vice of misappropriating funds is persistent and find ways of addressing those challenges other than waiting for things to go bad.

Responses to the question as to whether prosecutions are helpful in the fight against public office abuse in the district (47.5%) agreed while 20% disagreed. The mean = 3.47 above the median score of three indicated that prosecutions are helpful in the fight against public office abuse in the district

Another Local Politician noted that

there is unfairness because those arrested and have a lot of money are able to bail themselves out and yet those that steal small money are unable to buy or bail themselves out(Interview carried out on the 20th of September in Arua Municipality)..

Bandiera (2009) argue that public servants fear being prosecuted for abuse of public office and pay high prices to escape the law. A 'lawyer's' approach would increase the costs and risks of public office abuse by toughening the laws and their enforcement

As to whether dismissal from the job is helpful in the fight against abuse of public office in Arua district, the respondent's responses indicated that cumulatively, the larger percentage (54.7%) of the respondents agreed and 26.2% disagreed. The mean = 3.55 was above the median score, three, which on the five-point Likert scale used to measure the items indicated Dismissal from the job is helpful in the fight against abuse of public office in Arua district

An CSO Official noted that

there are some gaps in the IGG measures and that is why some members of the community have formed CBOs that aims at creating awareness on accountability, transparency and participation of citizens in decisions making, so the formation of these CBOs and other civil society organizations are aimed at bridging the Gaps left by institution of IGG(Interview carried out on the 20th of September in Arua Municipality)..

Findings further revealed that the IGG office operate within the institutions or structures of government and seem to be having minimum working relationship with the local communities and because of this, many grassroots people feel that the office of the IGG does not concern them, but people working with government like civil servants (Interview carried out on the 20th of September in Arua Municipality). The IGG are not effective because the checks and balances expected to exist between the various organs of local administration are weak and faced with lots of challenges.

Adaku(2014) noted that it is important for the IGG to do its own monitoring of government projects since they are part of government other than relying on whistle blowers who may be motivated by personal interest.

Responses to the question as to whether Recovery of stolen funds/assets is helpful in the fight against abuse of public office in Arua district (54.5%) agreed while 22.5% disagreed. The mean = 3.52 close to the median score of three indicated recovery of stolen funds/assets is helpful in the fight against abuse of public office in Arua district.

Findings revealed that recovery of stolen funds/assets has not been helpful in the fight against abuse of public office in Arua district(Interview carried out on the 20th of September in Arua Municipality).

With respect to whether Declaration of incomes, assets and liabilities by leaders is helpful in the fight against abuse of public office in Arua district, cumulatively the larger percentage (34.2%) agreed with 29.9% disagreeing. The mean = 3.63 which corresponded to agreed indicated the majority of the respondents agreed that Declaration of incomes, assets and liabilities by leaders is helpful in the fight against abuse of public office in Arua district.

A respondent noted that

Assets declaration is not effective because the IGG does not make follow up on the declared wealth/assets..i.e. no periodic evaluation of the system, it is done as a formality(Interview carried out on the 21st of September in Arua Municipality)..

Owor (2015) noted that the IGG mandate can be effective if transparency is enhanced at all levels of government business. For example, when money is sent to the districts, it's made public including on the media, but after spending the money, all the reports are made secret until the Auditor general has to unearth situations where funds were misused.

4.12 Testing Research Question Two: the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery in Arua municipality

Table 4.10: Regression Analysis for levels of enforcement of the Inspectorate of Government oversight mandate in Arua Municipality

A regression analysis was run to determine the strength of levels of enforcement of the Inspectorate of Government oversight mandate in Arua Municipality Results are presented in the table 4.10 below.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.427 ^a	.183	.174	9.69020

a. Predictors: (Constant), levels of enforcement of the Inspectorate of Government oversight mandate

Source primary data (2017)

The coefficient of determination (Adjusted R square) value is 0.174; this implied that the levels of enforcement of the Inspectorate of Government oversight mandate explained only 17.4% of service delivery. Therefore, the levels of enforcement of the Inspectorate of Government oversight mandate predict service delivery by 17.4%.

Table 4.10: Analysis of Variance Showing the Results on the levels of enforcement of the Inspectorate of Government oversight mandate

The Analysis of Variance was run to determine the strength of the levels of enforcement of the Inspectorate of Government oversight mandate. Results are presented in the table 4.10 below.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1909.688	1	1909.688	20.337	.000 ^b
	Residual	8544.893	79	93.900		
	Total	10454.581	80			

a. Dependent Variable: levels of enforcement of the Inspectorate of Government oversight mandate

b. Predictors: (Constant), service delivery

Source: Primary Data (2017)

These are the degrees of freedom associated with the sources of variance. The total variance has N-1 degrees of freedom. The Regression degrees of freedom correspond to the number of coefficients estimated minus 1. Including the intercept, there are 5 coefficients, so the model has 5-1=4 degrees of freedom. The Error degree of freedom is the DF total minus the DF model, 80 - 1 =79. Mean Square are the Mean Squares, the Sum of Squares divided by their respective DF. The F-statistic is the Mean Square (Regression) divided by the Mean Square (Residual) 1909.688/93=20.337. The p-value is compared to some alpha level in testing the null hypothesis that all of the model coefficients are 0. The full model is statistically significant (F = 20.337, df = 80, 1, sig.= .000), even though service delivery was statistically significant (p>.05) by itself. The value for this table had a total degrees of freedom of 102 because four observation had missing data and were not included in the analysis. The other degree of freedom corresponds to the intercept (constant) of the regression line. F-Statistics is 20.337, given the strength of the correlation; our model is statistically significant (p > .0005)

Table 4.3: Summary Statistics showing the Coefficient for levels of enforcement of the Inspectorate of Government oversight mandate

The Analysis of Variance was further done to determine the strength of the levels of enforcement of the Inspectorate of Government oversight mandate. Results are presented in the Table 4.11 below.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.704	3.503		11.048	.000
	Enforcement	.681	.151	.427	4.510	.000

a. Dependent Variable: levels of enforcement of the Inspectorate of Government oversight mandate

Source: Primary Data (2017)

As per the SPSS generated in table above 4.15, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 38.704 + .681X$. The regression equation above has established that taking all factors into account (adoption of levels of enforcement of the Inspectorate of Government oversight mandate) constant at zero effective service delivery will be 38.704. The findings presented also show that taking all other independent variables at zero, a unit increase in the scores of levels of enforcement of the Inspectorate of Government oversight mandate would lead to a 0.681. At 5% level of significance and 95% level of confidence a .000 level of significance. Overall, the levels of enforcement of the Inspectorate of Government oversight mandate affects service delivery (beta= .427). All the variables were significant. In this case, the focus is on the three predictors, whether they are statistically significant and, if so, the direction of the relationship. The average class size (levels of enforcement of the Inspectorate of Government oversight mandate, $b = .0427$) is significant ($p = 0.000$), but only just so, and the coefficient is positive which would indicate that larger class sizes is related to service delivery. The effect of levels of enforcement of the Inspectorate of Government oversight mandate ($p = 0.000$) is significant and its coefficient is positive indicating that the greater the levels of enforcement of the Inspectorate of Government oversight mandate, the higher the service delivery. The t-test for levels of enforcement of the Inspectorate of Government oversight mandate equals 45.10 is statistically significant.

Table 4.4: Regression summary of levels of enforcement of the Inspectorate of Government oversight mandate and service delivery.

The statistical tests were further done to determine the strength of levels of enforcement of the Inspectorate of Government oversight mandate and service delivery. Results are presented in the Table 4.12 below.

Service delivery	Standardised B	Sig. P
P	0.427	0.000
Adjusted R ² = 0.174 F = 20.33, p = 0.000		

a. Dependent Variable: service delivery

Primary data (2017)

The results in Table 4.12 show that, levels of enforcement of the Inspectorate of Government oversight mandate explained 17.4% of the variation in service delivery (adjusted R² = 0.174). The R value is 0.42, which represents the simple correlation and, therefore, indicates a moderate degree of correlation. The R² value indicates how much of the dependent variable, service delivery can be explained by the independent variable. Therefore the adjusted square value of .174 implied that levels of enforcement of the Inspectorate of Government oversight mandate predicts service delivery; in other words service delivery is dependent on levels of enforcement of the Inspectorate of Government oversight mandate by 17.4%. The regression model was good/ significant (F = 20.33, p = 0.000 < 0.05). All the independent variables included ($\beta = 0.427$ and levels of enforcement of the Inspectorate of Government oversight mandate, p = 0.000). The magnitudes of the respective betas suggest that levels of enforcement of the Inspectorate of Government oversight mandate most significantly predicted service delivery

In summary, the respondents were asked to give their summary opinions about levels of enforcement of the Inspectorate of Government oversight mandate. Several responses were given but generally they indicated that the responses on the levels of enforcement of the Inspectorate of Government oversight mandate were fair. In total 80 respondents provided responses indicating that the levels of enforcement of the Inspectorate of Government oversight mandate drafted are good but service delivery has been faced with significant challenges.

4.13 Ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery in Arua municipality

The items on the specific ways in which the enforcement of the Inspectorate of Government mandate were structured basing on the objectives of the study. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree and analysed basing 6 questions which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected.

Table 4.5: Summary Statistics on the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery

Items	SD(1)	D(2)	N(3)	A(4)	SA(5)	Mean
The general public seeks the assistance office of the Inspectorate whenever confronted with matters of abuse of office.	7(8.7%)	22(27.5%)	17(21.2%)	31(38.7%)	3(3.7%)	3.63
Mismanagement of funds is on decrease in Arua District	12(15%)	15(18.7%)	19(23.7%)	20(25%)	14(17.5%)	3.61
Favoritism e.g. based on tribe, gender, religion, birth place, political party is on decline in Arua District.	16(20%)	9(11.2%)	16(20%)	15(18.7%)	24(30%)	3.70
Those who abuse public office have been apprehended by the IGG	11(13.7%)	8(10%)	31(38.7%)	27(33.7%)	3(3.7%)	3.22
The leaders in Arua have made a point to declare their wealth	11(13.7%)	14(17.5%)	28(35%)	19(23.7%)	8(10%)	3.14
The public office abusers have been made to refund the embezzled funds	11(13.7%)	14(17.5%)	22(27.5%)	22(27.5%)	11(13.7%)	3.44
The IGG has continued to investigate and prosecute individuals in cases brought before him.	9(11.2%)	9(11.2%)	14(17.5%)	26(32.5%)	22(27.5%)	3.85

Source: Primary Data (2017) N = 80

With respect to whether the general public seeks the assistance office of the Inspectorate whenever confronted with matters of abuse of office, cumulatively the larger percentage (42.4%) agreed with 36.2% disagreeing. The mean = 3.63 which corresponded to agreed indicated the majority of the respondents agreed that the general public seeks the assistance office of the Inspectorate whenever confronted with matters of abuse of office.

Responses to the question as to whether mismanagement of funds is on decrease in Arua District (42.5%) agreed while 33.7% disagreed. The mean = 3.61 above the median score of three, that indicated mismanagement of funds is on decrease in Arua District

A Staff in the Planning Unit noted that

Some projects are sometimes contracted out to a third party(s) agencies who ends up doing shoddy or substandard work, or work is abandoned, the blame unfortunately comes back to the Local government official(Interview carried out on the 22nd of September in Arua Municipality).

Kim (2009) argues that an important dimension of transparency in local governance is integrity and creating awareness. Cheema (2003) & Pope (2005) observes that integrity requires that holders of public office avoid placing themselves under financial or other obligation to outside individuals or organizations that may influence them in the performance of their official duties.

As to whether favouritism e.g. based on tribe, gender, religion, birth place, political party is on decline in Arua District., the respondents' responses indicated that cumulatively, the larger percentage (48.7%) of the respondents agreed and 14.8% disagreed. The mean = 3.70 indicated that the respondents agreed that favoritism e.g. based on tribe, gender, religion, birth place, political party is on decline in Arua District.

A Staff in the Planning Unit in Arua Municipality noted that

“Office abuse is not on decline at all, the Police being a party to the arrest and investigations sometimes do not do a good job given persistent national reports that put the police unit among the top most corrupt in the country. Some personal and public money have been refunded following the intervention of the IGG office”(Interview carried out on the 20th of September in Arua Municipality).

Responses to the question as to whether those who abuse public office have been apprehended by the IGG (37.4%) agreed while 23.7% disagreed. The mean = 3.22 above the median score, three indicated that those who abuse public office have been apprehended by the IGG

A Local Politician noted that

The thieves have been apprehended although the police is not ably assisting the IGG. The collaboration of the IGG office with the police is questionable since the police and the courts do not have good image in the eyes of the public. The three (Police, IGG, Courts) are not good partners in ensuring effective service delivery because they are highly vulnerable especially given their little salary payments” (Interview carried out on the 20th of September in Arua Municipality).

Kim (2009) argues that inspectorate of government can enhance the level of transparency with their commitment to three core components of transparency, comprising openness, integrity, and citizen empowerment given good team work.

With respect to whether the leaders in Arua have made a point to declare their wealth, cumulatively the larger percentage (33.7%) agreed with 31.2% disagreeing. The mean = 3.14 which corresponded to agreed indicated that the majority of the respondents noted that the leaders in Arua have made a point to declare their wealth

As to whether the public office abusers have been made to refund the embezzled funds, cumulatively the larger percentage (41.2%) agreed with 21.2% disagreed. The mean = 3.44 meant that the respondents the respondents agreed that the public office abusers have been made to refund the embezzled funds.

A Member of the Civil Society Organisation noted that

Office abuse cases are reported timely by community, whistle blowers and some local government officials but the problem is that there is a lot of bureaucracy in implementing IGG mandate. For example, when a case was reported to the Arua regional office, they have to first consult Kampala office to be given a go ahead to investigate or not and even after investigation, the results are not shared with the Local authorities until an approval is made in the head office. Even in terms of reporting, they report directly to head office and their reports are not shared. The fact that the regional office seem to have limited independency, it becomes difficult for them to effectively implement their mandate (Interview carried out on the 20th of September in Arua Municipality).

Mutumba (2016) noted that lack of institutional independency of the IGG at the local government level question the idea of decentralization where services are supposed to be brought closer to the people.

With respect to whether the IGG has continued to investigate and prosecute individuals in cases brought before him, cumulatively the larger percentage (60%) agreed with 22.4% disagreeing. The mean = 3.85 which corresponded to agreed indicated the majority of the respondents noted that the IGG has continued to investigate and prosecute individuals in cases brought before him.

A Chairperson of the Division Council noted that

Office abuse cases are reported timely by community, whistle blowers and some local government officials but the problem is that there is a lot of bureaucracy in implementing IGG mandate. For example, when a case was reported to the Arua regional office, they have to first consult Kampala office to be given a go ahead to investigate or not and even after investigation, the results are not shared with the Local authorities until an approval is made in the head office. Even in terms of reporting, they report directly to head office and their reports are not shared. The fact that the regional office seem to have limited independency, it becomes difficult for them to effectively implement their mandate. Lack of institutional independency of the IGG at the local government level question the idea of decentralization where services are supposed to be brought closer to the people (Interview carried out on the 20th of September in Arua Municipality).

Similarly, Mulumba (2015) noted that lack of independency or bureaucracy for the IGG at the regional level has seriously affected service delivery at the municipality. For example a lot of medical equipment, medicines and funds got lost in Arua regional hospital and when the case was reported to the IGG Arua office, they had to first seek permission from the head office to start investigation which took quite a lot of time for the response. In the process, more equipment, funds and medicines were stolen making people annoyed due to the sluggish nature in which the IGG was dragging its feet on matters of paramount importance that affects millions of lives not only for Arua as a district but the whole west Nile region that depend on the regional hospital.

4. 14 Testing Research Question Three: the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery

Table 4.14: Regression Analysis for the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery

A regression analysis was further done to determine the strength of the the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery. Results are presented in the table 4.14 below.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358 ^a	.128	.103	17.01525

a. Predictors: (Constant), enforcement of the Inspectorate of Government mandate

Source primary data (2017)

The Adjusted R square value is .103; this implied that enforcement of the Inspectorate of Government mandate explained only 10.3% of service delivery. Therefore enforcement of the Inspectorate of Government mandate predict service delivery by 10.3%. From all the results the alternate hypothesis earlier postulated stated that there is a positive significant relationship between enforcement of the Inspectorate of Government mandate and service delivery is therefore upheld.

Table 4.15: Analysis of Variance Showing the Results on the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery

The Analysis of Variance was further done to determine the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery. Results are presented in the Table 4.11 below.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.219	1	11.219	.093	.761 ^b
	Residual	10503.500	79	120.730		
	Total	10514.719	80			

a. Dependent Variable: Service delivery

Source: Primary Data (2017)

These are the degrees of freedom associated with the sources of variance. The total variance has $N-1$ degrees of freedom. The Regression degrees of freedom correspond to the number of coefficients estimated minus 1. Including the intercept, there are 5 coefficients, so the model has $5-1=4$ degrees of freedom. The Error degree of freedom is the DF total minus the DF model, $102 - 1 = 101$. Mean Square are the Mean Squares, the Sum of Squares divided by their respective DF. The F-statistic is the Mean Square (Regression) divided by the Mean Square (Residual) $11.219/120.73=0.093$. The p-value is compared to some alpha level in testing the null hypothesis that all of the model coefficients are 0. The full model is statistically significant ($F = .093$, $df = 102, 1$, $sig.= .761$), even though service delivery was statistically significant ($p>.05$) by itself. The value for this table had total degrees of freedom of 102 because four observations had missing data and were not included in the analysis. The other degree of freedom corresponds to the intercept (constant) of the regression line. F-Statistics is .093, given the strength of the correlation; our model is statistically significant ($p > .0005$)

Table 4.6: Regression summary on the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery

Service delivery	Standardised B	Sig. P
P	0.358	0.000
Adjusted R ² = 0.103 F = 17.44, p = 0.000		

b. Dependent Variable: service delivery

Primary data (2017)

The results in Table 4.16 show that, enforcement of the Inspectorate of Government mandate explained 10.3% of the variation in service delivery (adjusted R² = 0.103). The R value is 0.42, which represents the simple correlation and, therefore, indicates a moderate degree of correlation. The R² value indicates how much of the dependent variable, service delivery can be explained by the independent variable. Therefore the adjusted square value of .103 implied that enforcement of the Inspectorate of Government mandate predicts service delivery; in other words service delivery is dependent on enforcement of the Inspectorate of Government mandate by 17.4%. The regression model was good/ significant (F = 20.33, p = 0.000 < 0.05). All the independent variables included ($\beta = 0.427$ and levels of enforcement of the Inspectorate of Government oversight mandate, p = 0.000). The magnitudes of the respective betas suggest that the enforcement of the Inspectorate of Government mandate most significantly predicted service delivery

The respondents were asked to give their summary opinions about enforcement of the Inspectorate of Government mandate. Several responses were given but generally their indicated that the responses on the enforcement of the Inspectorate of Government mandate were fair. In total 80 respondents provided responses indicating that enforcement of the

Inspectorate of Government mandate drafted are good but service delivery has been faced with significant challenges.

Conclusion

This Chapter focused on presenting the findings, interpretation and analysis, the next chapter focuses on the summary of findings, discussion of the findings, conclusions, recommendations and areas for further research. The researcher now turns to chapter five to present the summary of findings, discussion of the findings, conclusions and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, conclusions, recommendations and areas for further study based on the study objectives.

5.3. Summary of Findings

The summary of findings are presented on the basis of the study objectives as laid down in chapter one

5.3.1: the oversight mandate of the Inspectorate of Government

A regression analysis was carried and the findings revealed that the Adjusted R square value is 0.217; this implied that oversight mandate of the Inspectorate of Government explained only 21.7% of service delivery. Therefore oversight mandate of the Inspectorate of Government predicts service delivery by 21.7 %. From all the results the alternate hypothesis earlier stated in chapter one that there is a significant relationship between oversight mandate of the Inspectorate of Government and service delivery is therefore upheld.

5.3.2: Levels of enforcement of the Inspectorate of Government oversight mandate and Service Delivery

A regression analysis was carried and the findings revealed that the Adjusted R square value was 0.174; this implied that the levels of enforcement of the Inspectorate of Government oversight mandate explained only 17.4% of service delivery. Therefore, the levels of

enforcement of the Inspectorate of Government oversight mandate predict service delivery by 17.4%.

5.3.3: the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery

A regression analysis was carried out and findings revealed that the Adjusted R square value was .103; this implied that enforcement of the Inspectorate of Government mandate explained only 10.3% of service delivery. Therefore enforcement of the Inspectorate of Government mandate predict service delivery by 10.3%. From all the results the alternate hypothesis earlier postulated stated that there is a positive significant relationship between enforcement of the Inspectorate of Government mandate and service delivery is therefore upheld.

5.4 Conclusions

This study was designed to answer three research questions and this section will summarize the key findings of the study in relation to each research objective in order to formulate the recommendations of the study. Study conclusions were drawn basing on the different research objectives as shown below;

5.4.1 The oversight mandate of the Inspectorate of Government and service delivery

Findings revealed that there is a positive significant relationship between the oversight mandate of the Inspectorate of Government and service delivery in Arua Municipality. It was established that a number of workshops organized by the IGG's office have been held on the above subject of office abuse sponsored by different agencies, ministries and departments. It was observed that the means the district is using to fight maladministration are barazas, display of funds released to the sub county, encourage community involvement and participation in budgeting and implementation of projects. It was observed that most

awareness workshops were carried out through radio talk show. Radio talk shows were conducted on the mandate of the IGG (Regional office).

5.4.2: Levels of enforcement of the Inspectorate of Government oversight mandate and Service Delivery

From the foregoing findings however, it was revealed that there is a positive significant relationship between levels of enforcement of the Inspectorate of Government oversight mandate and service delivery in Arua Municipality. Findings revealed that sometimes the authorities rely on rumors to make arrests and when the facts are established, they fail to handle the case and may be abandoned at the end of the day. It was observed that there is unfairness because those arrested and have a lot of money are able to bail themselves out and yet those that steal small money are unable to buy or bail themselves out. It was observed that there are some gaps in the IGG measures and that is why some members of the community have formed CBOs that aims at creating awareness on accountability, transparency and participation of citizens in decisions making, so the formation of these CBOs and other civil society organizations are aimed at bridging the Gaps left by institution of IGG. Findings further revealed that the IGG office operate within the institutions or structures of government and seem to be having minimum working relationship with the local communities. Findings revealed that recovery of stolen funds/assets has not been helpful in the fight against abuse of public office in Arua district. It was observed that Assets declaration is not effective because the IGG does not make follow up on the declared wealth/assets i.e. no periodic evaluation of the system, it is done as a formality.

5.4.3: the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery

Findings revealed that there is a positive significant relationship between the enforcement of the Inspectorate of Government mandate and service delivery in Arua Municipality. Findings revealed that some projects are sometimes contracted out to a third party(s) agencies who ends up doing shoddy or substandard work, or work is abandoned, the blame unfortunately comes back to the Local government official. Office abuse is not on decline at all, the Police being a party to the arrest and investigations sometimes does not do a good job given persistent national reports that put the police unit among the top most corrupt in the country. Some personal and public money have been refunded following the intervention of the IGG office. The thieves have been apprehended although the police is not ably assisting the IGG. The collaboration of the IGG office with the police is questionable since the police and the courts do not have good image in the eyes of the public. It was observed that Office abuse cases are reported timely by community, whistle blowers and some local government officials but the problem is that there is a lot of bureaucracy in implementing IGG mandate.

5.5 Recommendations

The researcher recommended that;

5.5.1 the oversight mandate of the Inspectorate of Government

IGG Workshops should be at the community level and should be supplemented by the use of posters, banners. All awareness workshops materials should be translated to the local languages including posters, banners for effective understanding by the locals especially those who are less educated. The awareness workshops should be inform of interactive flat forms between the IGG and keys strategic partners like the business community, civil servants, community accountability structures like school management committees, project committees who will be able to give

information whether there was value for money in any project implemented at the community levels. The IGG need to be more proactive than reactive and be flexible enough. It was observed that some respondents want the incorporation of the anti-office curriculum in the education syllabus from primary school level. The IGG institution should exercise their mandate on evidence based scenarios other than relying on rumors. The IGG should consider using Gombolola Security Officials(GISOs) who can give a more correct information than the police since they are community based and are paid by the government. Besides, creating offices at the County, Sub county levels for the IGG will enhance their mandate in terms getting raw information at the community level. There is need for political will and change of individual attitudes where local government officials look at their individual interests other than the interest of the larger vulnerable population.

5.5.2 Levels of enforcement of the Inspectorate of Government oversight mandate and Service Delivery

The IGG office should be empowered with the” teeth to bite” during the process of implementing the projects other than coming for investigation after the funds are already misappropriated, this will amount to doing a postmortem. The IGG need to revisit its investigative skills because the IGG/Government ends up losing most of the office abuse cases in court and this may be due to improper investigation by the IGG. More focus should be made on changing people (Local government officials) attitudes by promoting integrity and morality because the government officials who steal project money are very heartless in the way that they focus on enriching themselves at the expenses communities who are supposed to receive the planned and funded services. The IGG need to work together with local government oversight institutions (Local government Oversight Committee), the problem is that the LG Committee are not fully facilitated to do their oversight role. Political oversight is based on money in terms of allowances and in the absence of money, monitoring is not

effective at all because in most cases the committee resorts to sampling the projects to be supervised. Government officials especially the top ones should face more stringent measures and this is only possible where there is political and leadership will and commitment to promote good governance and the rule of law in all public offices. There is need for political will and change of individual attitudes where local government officials look at their individual interests other than the interest of the larger vulnerable population. The IGG should discourage the use of staff as informers because it becomes counterproductive as it creates conflicts, suspicion and divisions within the LG and destroys the spirit of team work.

5.5.3: the specific ways in which the enforcement of the Inspectorate of Government mandate has been effective in enhancing service delivery

More focus should be made on changing people(Local government officials)attitudes by promoting integrity and morality because the government officials who steal project money are very heartless in the way that they focus on enriching themselves at the expenses communities who are supposed to receive the planned and funded services. The IGG office should be represented at the sub county level for effective reporting of cases of office abuse, increase their visibility and enhance the grassroots understanding of the IGG mandate. The Office of the IGG need to develop a more collaborative and coordinative working relationship with respectable and morally high institutions like the churches, mosques among others. The IGG office should be represented at the sub county level for effective reporting of cases of office abuse, increase their visibility and enhance the grassroots understanding of the IGG mandate. Government officials especially the top ones should face more stringent measures and this is only possible where there is political and leadership will and commitment to promote good governance and the rule of law in all public offices. The office of the IGG need to be more proactive than reactive because in most cases the information they receive through other parties turns out to be a rumor, malicious or incorrect. The Office of the IGG need to

develop a more collaborative and coordinative working relationship with respectable and morally high institutions like the churches, mosques among others. The IGG office should be represented at the sub county level for effective reporting of cases of office abuse, increase their visibility and enhance the grassroots understanding of the IGG mandate.

5.6 Limitation of the Study

There were a number of limitations associated with decisions made regarding the methodology. They relate to the choice of participants, the type of data collected and the analytic process.

The limitation in the study was related to omission of certain key components in variables. Limitations in the study that are common were that the researcher used one single questionnaire to measure all constructs. The use of findings from the questionnaire which was close ended also could have missed important information which could have been obtained through other qualitative methodologies. These recognised limitations inspired researchers to define the future research agenda.

Another limitation was the time frame in which data was collected. The data constituted a snapshot of one point on the implementation continuum. Interviews date was limited in a number of ways including the limitations present in the questions themselves and also in the nature of the responses from participants. The participant's responses were based only on the questions that the researcher asked but there could have been more information through observation hence sometimes misleading information is given during interviews.

The researcher encountered some limitations during the study especially when it came to interviewing some respondents. Some were not willing to give information unless paid and at some instances, the researcher had to wait till late in the evening when the respondents are through with their work so as to interview them.

The study used a small sample and so it was not easy to generalize results. Adopting a mixed methodological approach required a lot of skills and reading about the two approaches which was not easy.

For the key informants, given their busy schedules, some interviews were rescheduled to fit their timetables, but these also sometimes failed. The research took slightly long to conduct particular interviews which delayed the study. There was also a problem of absenteeism by some of the respondents at the designated place of carrying out the interviews. Therefore collecting data from them through the questionnaires proved to be a big challenge. In some instances, respondents wanted pay prior to providing information.

The researcher managed these problems by making use of the supportive team leader who in one instance was willing to introduce the researcher in person to the respondents a through sensitization of respondents on the importance and significance of the study. The Uganda Martyrs University letter helped to allay any fears and doubts among some respondents. Efforts were made to maintain confidentiality of the responses. The absenteeism of some officials was tackled by frequent visits to their offices, and above all establishing good rapport.

5.7 Areas for further research

The research was carried out in a public entity, there is need to carry out a similar research in a private entity. There is need to do research on challenges faced by the IGG in fighting Office abuse in Uganda

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APPENDICES

APPENDIX 1

QUESTIONNAIRE FOR COMMUNITY MEMBERS

Dear respondent,

I am Sorro Peter, a Master of Local Governance and Human Rights student of Uganda Martyrs University carrying out an academic study on the effectiveness of Inspectorate General of Government oversight role in enhancing local government service delivery: a case study of Arua Municipality. In your position, you have useful information to contribute to the success of the study. You can readily contribute this information by answering the question in this instrument. All information given will be treated confidentially for purely academic purposes and please do not indicate your name anywhere on the questionnaire.

Thank you for your cooperation.

SECTION A BIO-DATA

Please tick the most appropriate option

Age	20-29	30-39	40-49	Above 50	
Gender	Male	Female			
Marital status	Married	Single	Widowed	Divorced	
Level of Education	Masters	Bachelors	Diploma	Certificate	Others Specify

(With the aide of the scale availed tick the most appropriate answer)

Strongly Agree (SA)	Agree (A)	Not Sure (N)	Disagree (D)	Strongly Disagree (SD)
5	4	3	2	1

SECTION B
OVERSIGHT MANDATE OF THE INSPECTORATE OF GOVERNMENT
OVERSIGHT

		1	2	3	4	5
1	Integrity workshops are used to create awareness that are helpful in the fight against office abuse in Arua district					
2	Holding Seminars create awareness that is helpful in the fight against office abuse in Arua district					
3	Use of Radios and Televisions create awareness that is helpful in the fight against office abuse and maladministration in Arua district					
4	Instituting integrity ambassador's clubs in colleges/schools create awareness that is helpful in the fight against public office abuse in Arua district					
5.	Civic Education on public office abuse is done using newspapers, television and radios.					
6.	The IGG has made it a point to create awareness about the existence of the Leadership Code and Inspectorate of Government Act using rallies.					

LEVELS OF ENFORCEMENT OF THE INSPECTORATE OF GOVERNMENT
MANDATE

		1	2	3	4	5
7	Arrests are helpful in the fight against public office abuse in Arua district					
8	Prosecutions are helpful in the fight against public office abuse in the district					
9	Dismissal from the job is helpful in the fight against abuse of public					

	office in Arua district					
10	Recovery of stolen funds/assets is helpful in the fight against abuse of public office in Arua district					
11	Declaration of incomes, assets and liabilities by leaders is helpful in the fight against abuse of public office in Arua district					

WAYS IN WHICH THE ENFORCEMENT OF THE INSPECTORATE OF GOVERNMENT HAS BEEN EFFECTIVE IN SERVICE DELIVERY

		1	2	3	4	5
12	The general public seeks the assistance office of the Inspectorate whenever confronted with matters of abuse of office.					
13	Mismanagement of funds is on decrease in Arua District					
14	Favoritism e.g. based on tribe, gender, religion, birth place, political party is on decline in Arua District.					
15	Those who abuse public office have been apprehended by the IGG					
16	The leaders in Arua have made a point to declare their wealth					
17	The public office abusers have been made to refund the embezzled funds					
18	The IGG has continued to investigate and prosecute individuals in cases brought before him.					

APPENDIX 2:

INTERVIEW GUIDE FOR DISTRICT CIVIL SOCIETY ORGANISATIONS

OFFICIALS, DISTRICT ADMINISTRATIVE AND POLITICAL STAFF

1. What is your name?
2. Where do you stay?
3. Comment on the workshops that have been organised in the District about public office abuse or maladministration
4. How often are such workshops/seminars held in your district?
5. What other attempts have been made by the IGG to bring those who abuse public office to book in your District?
6. Comment on the arrest, and prosecution of those who abuse public office in your District?
7. What measures is the IGG using to create awareness about the bad side of public office abuse in Arua District
8. Comment on the effectiveness of the above mentioned measures
9. What measures can be used to fight public office abusers by the IGG besides those listed above?
10. What can be done to strengthen the mandate of the Inspectorate of Government?

APPENDIX III

DOCUMENTARY REVIEW CHECKLIST

1. PAC Reports
2. OAG Reports
3. Manuals
4. Any other relevant documents

APPENDIX IV

KREJCIE, MORGAN AND ROBERT SAMPLE SIZE (S) TABLES (1970) FOR THE GIVEN POPULATION SIZES (N)

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