

**MANAGEMENT OF LOCAL FEES AND SERVICE DELIVERY BY LOCAL
GOVERNMENTS IN UGANDA**

CASE STUDY: KAMPALA CITY COUNCIL

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DEDICATION

This work is dedicated to my family especially my father Mr. Alex. O. Acana who has continuously supported me in all my endeavors, to my late brother, friend and confidant Leonard Owiny Alex (RIP) for always being there for me. Thank You.

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ABSTRACT

The study examines the management of locally collected fees and its effect on the quality service delivery. The study is carried out in the Kampala city council and specifically in the selected key service delivery areas; management of street lights, maintenance of law and order, provision of education services as well as provision of health care services. It is guided by the following objectives; to examine the management of local fees in Uganda, to examine the nature of service delivery by local governments in Uganda and to investigate the relationship between management of local fees and service delivery.

In terms of methodology, the study is carried out following a descriptive research design because the study requires in-depth explanation and analysis of the perceptions and opinions of respondents towards management of local fees and service provision. Non-probability (Purposive) sampling was used to select key informants. Interviews and questionnaire guides were also used in the study

From the findings, the study reveals that KCC collects many different forms of fees or taxes such as property tax, trading license, market dues and parking fees among others. Nevertheless, Poor accountability and lack of transparency is cited in management of fees. There is therefore no relationship between the fees collected and the services provided. Consequently Kampala is a dirty city, dominated by slums and poor infrastructure. Education and health facilities are so poor that private schools and hospitals have taken over. All the above services are punctuated by corruption.

The study recommends the need for involvement of the community, improvement in staff remuneration as well as involvement of the central government. It also requires effective monitoring instruments that are insufficiently developed at present.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The study sought to examine the management of locally collected fees and its effect on the quality service delivery. The study was inspired by the fact that quality of service delivery in local government is moving towards absolute failure. The researcher intended to find out whether management of local fees directly impacts or plays a significant role in the quality of services delivered. In this chapter the researcher presents the background of the study, statement of the problem, objectives, research questions, scope, significance and justification of the study alongside key terms as used.

1.1 Background of the Study

Public services are traditionally delivered through an abundance of government agencies via programs that are not connected with each other. Increasingly, the services are being delivered on behalf of the government by private and nonprofit organizations through networks. Therefore around the world, developing and developed countries alike have come to the realization that network service delivery can result in quicker gains than with centralized systems since the national governments have several options in this regard.

This network service delivery is normally manifested in decentralization and privatization. Decentralization and privatization of government services are therefore rapidly becoming key features in popular strategies for remedying problems of governance in both developed and developing countries (Rondinelli et al 1983). Rondinelli (1983, 1992) identifies four approaches to decentralization, namely, deconcentration, delegation, devolution and privatization. The first three approaches involve a process whereby central government shifts responsibility to sub-national levels. The Privatization of government services gives responsibility to private

organizations for services previously performed by the public sector. A key thesis for decentralization and private sector involvement in service provision is that, when those closest to where decisions are made are empowered to make decisions and given ownership of results, better decisions will be made. The fundamental claim is that local participation increases the efficiency and quality of services.

The process of Decentralization tends to vary from country to country depending on local circumstances. However, recent reforms to liberalize the political environment and to grant more autonomy to local governments have contributed to increasing interest in decentralized activities. For countries In the European union, for instance, the objective of decentralization is to ensure ‘better’ development, by taking greater account of the needs expressed by the population. In that regard, it aims to involve local establishments in the development process. It consists, on the one hand, in bringing together and ensuring the collaboration at different intervention levels of the potential economic and social actors. On the other, it consists of eliciting the active and determining participation of direct beneficiaries in decision-making and in the different stages of the actions that concern them.

In the United States of America, the federal and state governments have substantially increased their reliance on county government as vehicles for the implementation of federal and state programs. County government also provides general government services, especially in rural areas. The recent historical trend includes an expanded role for county governments in both areas of responsibility (Ferrell, 1989).

In Africa, decentralization gained momentum during the post-economic structural adjustment programmes (ESAP) in search of alternative ways to address development challenges of economic decline, rapid urbanization, deepening poverty and environmental degradation.

Decentralization was viewed as a new mode of development cooperation in economic technical, cultural, environmental, and political areas that repositioned local government and its stakeholders to play a more active role in the development process. Even in South Africa, the country's constitution mandates local authorities to ensure the provision of services to local communities in a sustainable manner.

In Uganda, following the takeover of power by the Museveni-led government (NRM), the country adopted a decentralization policy that sought to establish a system of governance underpinned by strong local governments. Subsequent constitutional and legal reforms established districts and sub-counties as key pillars of local governments through which effective service delivery and local governance is to be attained.

Although decentralization has been pursued over the last two decades, there is widespread consensus that the performance of local governments is less than desirable Makara(1998). The revenue base of local governments has diminished substantially, rendering them heavily dependent on central government disbursements, mainly through conditional grants. The quality of service provision is less than desirable, as well, with key services such as health care, water, sanitation, education, and access to agricultural advisory services remaining dismal. Yet, there is no evidence that the citizens who are the intended beneficiaries of the decentralization system are demanding accountability and better performance from their elected leaders (Muyomba etal 2010). It is against this background that the study intended to assess the management of local fees and quality service delivery by local governments in Uganda. Kampala city council was the case study.

1.2 Statement of the problem

The constitution of the republic of Uganda in 1995 and the enactment of the local government Act 1997 introduced fundamental changes in the administration and management of local government (Ministry of Public Service, 2005). Accordingly, Kampala city council is mandated to provide services to the people in the city.

The population of Kampala city is about 3.2 million, which indicates it is a large city. Moreover its population triples every twenty years. Kampala is also a primate city and hub of economic social, commercial, industrial and political activities that attract internal and international migrants. In Kampala City as well as other urban areas in Uganda, service delivery systems have over the years, fallen far below normal expectations of most of the urban residents (Makara 1998). Not only have planning functions faltered but financial, human and physical management of such resources is perceived as poor, ineffective and inefficient. Worse still, public officials are generally perceived as corrupt and incompetent.

The Uganda government using the local government act 1997 has put in place several measures to ensure accountable, effective, efficient and quality delivery of public services. Such measures include: an autonomous contracts committees for each district or municipality, an accounts committee for each local government and institutional scrutiny by the central government's the Inspector General of Government (IGG), the Office of the Auditor General (AG), as well as elaborate procedures to be followed in all local governments' transactions (The Financial and Accounting Regulations, 1998).

However conditions in the city are still far from desirable. For example KCC still experiences inadequate resources, influx of people to the city during the day, poor road network, poor drainage and sanitation, inadequate classrooms, unvalued properties in the city, a large workforce resulting in a large wage bill, all of which are vindictive of a city in chaos. Therefore

the study intended to assess the ways in which local fees are managed and how these are used to contribute to service delivery.

1.3 Study objectives

1.3.1 General objective

To assess the management of local fees and its effect on quality service delivery by local governments in Uganda.

1.3.2 Specific objectives

- i. To examine the management of local fees in Uganda.
- ii. To examine the nature of service delivery by local governments in Uganda.
- iii. To investigate the relationship between management of local fees and service delivery.

1.4 Research questions

- i. How are local fees managed in Kampala city council?
- ii. What is your assessment of service delivery by Kampala city council?
- iii. What is the relationship between management of local fees and service delivery?

1.5 Scope of the study

Content scope: service provision has various components. However, the study covered issues relating to how fees are levied to improve infrastructure in the city, health services, planning of the city and waste management. The research was intended to provide the basis from which policy options can be developed for use by decision-makers.

Time scope: The period of the study covered years from 2000 to 2008. This period was chosen due to the availability of data on urban service delivery and decentralization since the ideas were still fresh in the minds of the respondents

1.6 Area of study

The study was carried out in Kampala City Council (KCC). Kampala City Council is the government administrative body located within the heart of Kampala, the capital City of Uganda. According to the local government Act of 1997 and as part of decentralization programme, KCC is divided into five divisions namely: Kawempe, Nakawa, Central, Makindye and Rubaga. Each division collects its own revenue of which 65% is retained and the rest goes to the City Council Headquarters.

Kampala city council was preferred because it is the centre of business in Uganda and it handles the largest population in Uganda. Besides Kampala is the biggest local government unit and making it a case study is bound to be representative of the local governments in Uganda. It also collects the largest amount of its revenue from fees which were the centre of the study.

1.7 Significance of the study

The study will be of great importance to city planners as it tries to give factors that can lead to improved service delivery as far as management of fees is concerned. Findings will also be of great value to policy makers in regard to examining the impact of mismanagement of fees especially on service delivery. The study further adds to the existing data, to enhance and reinforce the need for evaluation of the impact of local fees on service provision.

1.8 Definition of key terms

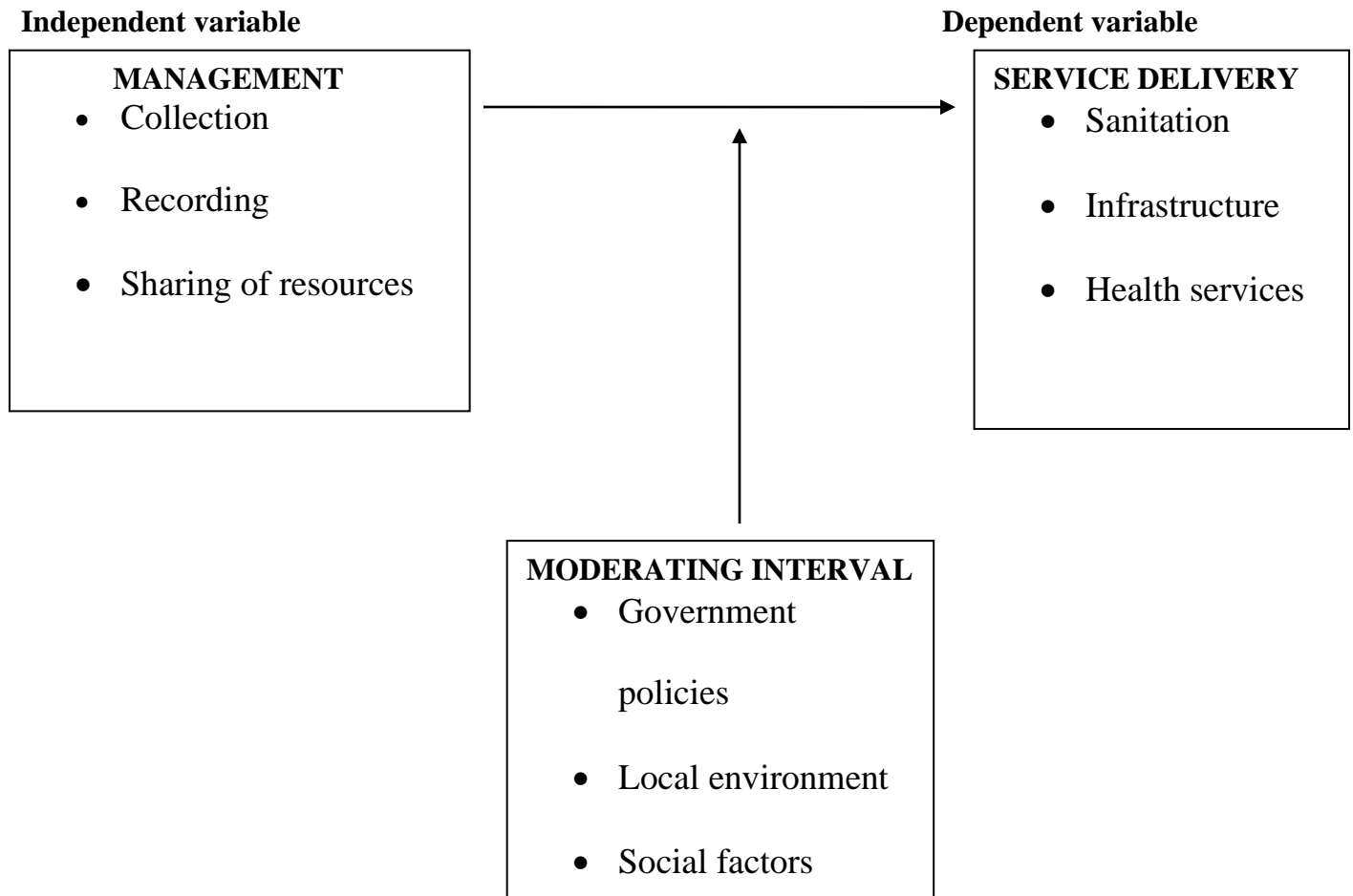
Decentralization. This is a system of government that involves the transfer of power from the central government to the lower levels

Performance. Is the degree of success achieved by accomplishing organizational relevant tasks by using resources in an efficient and effective manner.

Urban area: An area where there live large numbers of people willingly undertaking daily activities. Town cities, municipalities are urban areas. Such areas are characterized by infrastructure like buildings, roads, social amenities and communication facilities.

Urbanization: The consistent (and persistent) development of towns, their expansion and increase in complexity and diversity.

1.9 fig 1. Conceptual framework



Source: *Adopted from decentralization review (MOLG, 2004).*

Naturally systems feed into each other. For effective service delivery to be achieved, mechanisms such as effective fees collection procedures, proper and constant recording of collected revenue and even and transparent sharing of resources to the various sectors must be put in place. This eventually leads to effective service delivery in form of sanitation, infrastructure and health services. However, intervening factors such as government policies such as favoritism, local environment and social factors may hinder attainment of effective service delivery.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Decentralization and privatization of government services are increasingly featuring in popular strategies to solve problems of governance in both developed and developing countries (Rondinelli et al, 1983). This emanates partly from the difficulties associated with sustenance of services, as well as succumbing to the demands of structural adjustment programs. The adoption of decentralization as system of governance was seen as a panacea to governance problems in the developing and developed world alike. Nevertheless, several years down the road, the examination of this widely held view has produced lukewarm results. In this chapter a lot of literature relating aspects of decentralization to service delivery is reviewed. The section will further attempt to review several views of various scholars in relation to the objectives of the study.

2.2 Management of Local Fees by KCC

2.2.1 About Kampala city council

Kampala City Council (KCC) is the Kampala City government administrative body located within the heart of Kampala, the capital City of Uganda. Administratively, Kampala has undergone transformations which can be seen as the true origins of the KCC. Kampala was declared a City Council and a Capital of Uganda on October 9th 1962 after Uganda had attained her independence. KCC is headed by the City Council Chairman (who is titled "Mayor") and the Mayor has a Vice Chairman who works under him. The hierarchy is then followed down by the Councilors who are followed by the chairmen of committees under KCC. The Town Clerk then follows these committee chairmen and under the Town Clerk, there are Heads of departments.

According to the local government Act of 1997 and as part of decentralization programme, KCC is divided into five divisions namely: Kawempe, Nakawa, Central, Makindye and Rubaga. Each division collects its own revenue of which 65% is retained and the rest goes to the City Council Headquarters. With in each division there are a number of resources that generate revenue for the city council. Some KCC revenue resources are tendered by companies while others are managed by the KCC revenue collection officials from the various divisions. The tendering companies collect revenue from these resources on behalf of KCC and submit records on revenue collection to the KCC for a given period of time (either daily basis or monthly basis depending on the agreement between the firm and KCC). Generation of revenue collection reports at KCC is done by considering collection per resource per division. The revenue collection report displays the resource identification, where it is located and how much was collected on which date.

2.2.2 KCC's Sources of Revenue and how they are managed

KCC has a number of source of revenue that include Graduated tax, Markets, Trading License, Tax Parks, Funding Agencies, Street Parking, Properties like ground rent and property rate value. The process involved in revenue collection varies from one resource to another.

Property Tax.

This is charged on every building within the boundaries of the City Council. It involves property rates (value) and ground rent. The purpose of this tax is to help KCC in providing services to residents like road network, street lighting, garbage collection, health services, and spray of mosquitoes among others. The valuers of the property use their evaluation techniques to come up with the taxable income from the property. Ground rent is payable by people who occupy City Council land by getting a lease premium (5-49 years).

Despite the existence of this law, KCC has not been collecting this tax effectively because most properties had not been valued for years. Between 1972 and 1992, there had not been any valuation in Kampala, yet this is supposed to be done every five years. However with assistance of the World Bank funding under the First Urban Project, valuations were done for most of the 15 rating zones in Kampala which was completed in 1994 Makara (2008). There is therefore improvement in the collection of property tax. A comparison of 1991 and 2003 reveals that revenue collection from property rates have actually increased about nine times. For example, KCC was collecting from this source Shs.405 million in 1991 compared to Shs.2.88 billion in 2000. During the period of this study it was revealed that improvements had been made in collection of property rates. For example, while Makindye Division collected Shs.238 million in 2002/2003, they collected Shs.630 million in 2003/2004(KCC, *Budget Framework Paper, 2002 / 2003*). However, the arrears owed to the Division amounted to Shs.7.2 billion. Thus, despite improvement in the collection of this revenue, the arrears owed (in rates) to KCC are alarming. There is people's failure or unwillingness to pay rates to a number of reasons. It was reported that the rate-payers complained that there is no value-for-money in terms of service rendered by KCC. Rates are normally paid to local councils so that they may provide services

Besides, property rates are politically sensitive in Kampala because most of the properties belong either to politicians, or politically-connected business people. (Balihuta and Ochieng 2007: 129-30) Others belong to members of local councils. Apart from that, whenever KCC issues a demand note for property rate, a good number of tax-payers run to whoever politician they know to appeal on his or her behalf. This "politics" of taxation is more complicated by the fact that Kampala district is dominated by multiparty leaders, that is, most of the members of parliament, Division chairmen and the city mayor are multipartyist, something that does not go down well

with the people in the Movement government. In many cases as the leaders in central government have been supportive of ordinary people to evade local taxes. For example some of the government leaders have been telling ordinary people that the government will fight to oust local leaders in Kampala including the mayor of the city because they do not support the Movement.

Market Charges. These include charges from stalls and lockers specifically from people who trade in the markets of KCC. This activity is normally contracted out through tendering process and the tenders normally go up to 3 years. Some of the markets under KCC include among others Owino- St. Balikuddembe, Nakasero, Sawuliyako, Bukoto, Bugolobi, Kalerwe, Kasubi.

Like the other sources of revenue for KCC, the markets have become a major source of revenue. While KCC collected Shs.533 million from the markets in 1990/1991, by 2000/2001 the actual revenue from this source was Shs.1.147.530.000. This means that the revenue almost tripled. The increase of revenue is attributed to two factors: first, KCC with a loan from the World Bank under the First Urban Project, rebuilt and expanded the markets in the city. In the markets are: Owino market, Bugolobi market, Nakawa market and Nateete market. The expansion meant that stalls increased, working conditions improved, and fees collection was streamlined. This improvement of markets has a direct relationship with the increase in revenue collection.

Increased market revenue notwithstanding, KCC still faces serious challenges in the management of markets. Today the challenge for the city authorities is to balance the primary goals of modernization of markets and the secondary goals of generating revenue from the market vendors. The secondary goal seems to have overridden the primary goal in the sense that, the privatisation of revenue collection has eaten into the profitability of the poor vendors working in the market because the levies are exorbitant. Almost invariably, KCC increases market levies

every financial year. Moreover, by KCC privatizing the collection of market levies in the markets, it undermined the local organizations that collectively articulated the interests of the market vendors. It is a contradiction that KCC needs to resolve.

Taxi /Bus park fees and Street Parking fees.

The collection of the fees from these two resources is tendered and currently UTODA (Uganda Taxi Operators and Drivers' Association) is in charge of collecting fees from taxi parks and UBOA (Uganda Bus Owners Association) is in charge of collecting fees from the bus park. These two associations must submit revenue collected for a given period to the divisions' revenue office.

To park your vehicle on the street under KCC, you have to pay some fee depending on the time you spend parking. All these fees generate revenue for KCC. This collection of street parking fees is normally tendered out to companies and currently; Multiplex Limited is doing this. The company that gets this tender must submit revenue collection records to the divisions' revenue offices for a given period of time depending on their agreement with KCC.

However, Uganda Taxi Operators and Drivers Association (UTODA) that collects parking fees, has been left with a free hand. They sometimes collect as much money as they wish and give a small proportion of the collections to KCC as revenue. This has the effect of increasing taxi fares, to the chagrin of the poor travelers, who have no say whatsoever. The intervention by KCC in the affairs of the UTODA's management of vehicle parks has somewhat helped. KCC has fixed a charge of Shs.4500 for each taxi operating in its parks. This notwithstanding, UTODA has several agents all over the city. These agents impose extra charges as passenger "loading fees". These charges have no accountability of any kind as taxi touts at various stop-over never give any receipts for the charges they impose. It has taken a court order to limit these illicit and

to some extent, extortionist acts. The point to note here is that although KCC has increased revenue from vehicle parks, neither the quality of service nor efficiency in management has improved. This is a serious issue because after the government divested its interest in the state-owned Uganda Transport Company (UTC), all transportation was left in the hands of the private sector. The theory is that competition makes the private sector more efficient than the public sector. In the case of Kampala's transport system, which relies mainly on private taxis (omnibuses) such efficiency gains have not accrued to the poorer sections of society.

Trading License. Everybody running a business within boundaries of KCC (whether a shop, private school) must operate the business under a KCC Trading License. The trading license fee depends on the size of the business. KCC elects a team from their staff to handle this task of moving from business to business checking for possession of the trading license. The business person may obtain the trading license after paying the trading license fee to division's revenue offices. The Licensing Act (1969) governs this fee. It requires that the officials of the local authority to satisfy themselves that they are appropriate for the purpose of the business being established and inspect the business premises. Like other sources of revenue to local authorities, license fees were not being collected properly in the past.

However in recent years, license fees contribute of millions of shillings to KCC. For example, in 1998/99, Shs.1.632.118.000, 1999/2000 Shs.1667.498.882, 2000/2001 Shs.2.587.775.000 (KCC, Budget Framework Paper 2002 / 2003). Despite the astronomical rise in revenue from license fees, a number of issues need to be addressed about KCC's reliance on this source strictly in terms of revenue collection.

It is argued that trading licenses are primarily intended not to boost the revenue of KCC; they are supposed to be nominal fees for enforcement of trade orders. By making trade license a source of

revenue, KCC tends to relegate their primary function. Thus, many unlicensable premises are licensed for the sake of getting revenue for KCC treasury. This may lead to licensing of some businesses whose operations are injurious to the environment or human health. The drive by KCC to levy high license fees as a major source of revenue tends to “kill” the small businesses. Further, it is suggested that owners of big businesses in the city, already pay multiple taxes to the Uganda Revenue Authority (URA) such as income tax, Value-Added-Tax, (VAT), import tax etc. to the central government and graduated tax to KCC, thus, it is not wise for the license fees to appear as if they were another tax rather than a trade order fee, which should be a nominal fee⁶⁹². In other words there is a strong view that KCC should not over emphasize license fees as a source of revenue, instead, such a fee should be attached to improvement of business environment, public health concerns and promotion of small enterprises to fight rampant poverty afflicting the majority of poor people in the city.

Funding Agencies. KCC normally receives donations from funding agencies to support projects running in divisions. The funds donated to KCC are distributed to different divisions which act as a source of revenue to the divisions. However, the management of the above taxes is punctuated by poor co-ordination between the KCC head office and the divisions’ revenue collection department. For a person at the headquarters to access information about revenue collections he must either send an office messenger or call directly to the division. Similarly, submission of reports to the head office by the divisions’ revenue officers would need a person to travel there. This takes a significant time in the organization process of KCC.

2.2.3 The level of service delivery in local government; Challenges of revenue collection.

The NRM’s decentralization programme is considered to be one of the most radical and ambitious in Africa (Asiimwe and Musisi, 2007). In Kampala, for example, 80 percent of

services have been devolved to KCC: everything except national roads, secondary and tertiary education falls within its remit. Although to some extent decentralization has its origins in the resistance-council system invented during the NRM's bush war (Golooba, 1999), in reality it had a great deal to do with the policy choices of Uganda's major donors (Wadala, 2007: 41).

Despite the ambitious scope and considerable achievements of the decentralization programme it has proved highly problematic on a number of levels. The Local Government Act provides for a very substantial redistribution of power, but when it comes to finance local authorities are rendered relatively impotent. Kampala is by no means unique in terms of the nature and scale of its planning and service delivery deficiencies. Yet while its problems may not match those of sub-Saharan Africa's two sprawling mega cities – Lagos and Kinshasa – they are nevertheless severe (Gandy 2006).

On the revenue side, there have been problems of internal as well as external nature in KCC's efforts to raise revenue. Internally, KCC faces a host of problems. First it is dealing with a city whose largest section of population is living in dire poverty, hence with limited capacity to pay taxes. Secondly, due to many years of institutional decline, KCC's capacity to deliver services was severely crippled. Thus, lack of a link between service delivery and taxes increases people's resistance or willingness to pay taxes. Thirdly, some taxes such as property rates were neglected over the years, thus getting people to pay them again, is a hurdle that KCC is attempting surmount, albeit with difficulties. Fourthly again in respect of property rates, most owners of properties in the city have accumulated arrears in rate payments. In some cases, these are very large sums of money probably beyond the ability of the property owner to pay.

Privatization and contracting out of revenue collection in KCC has also had partial success. Sourcing qualified and competent firms to do good job for KCC has not been easy. Most firms

which apply for tenders to collect revenue or to offer services are either lacking in experience or finance capital to execute the jobs to the specifications and standard required by their employer, KCC (Makara, 2008). For example during the budget conference for Makindye Division held on the 27 April 2004, it was noted that while UTODA, was contracted to oversee parking of vehicles and collect revenue for the Division in the year 2002/2003 the Division received only three remittances from this source. This has led to some business units being over-assessed, leading to resistance to tax compliance.

One of the key challenges is the management of “Boda-Boda” or motorcycles. Because there is no formal municipal public transport e.g. buses, trams, etc public transportation is in the hands of the private omnibuses whose operations are non-scheduled, confused and prone to intermittent delays for a traveler, the “boda-boda” cyclists has emerged as a spontaneous response and an alternative to the omnibus transport. By mid-1990s, there was no tax levy on “boda-boda” activities. However as their activities increased in the city, KCC began to regard their activities as a taxable source of revenue. For example in 2002 a levy of Shs.10.000 per month was imposed on each operator. This means Shs.120.000 per year. Central Division estimated its budget of 2003/2004 to raise to Shs.1518 million from “boda-boda” operations. The “politics of “boda-boda” then began with their operators resisting the payment of levies imposed by KCC authorities. The operators complained of harassment and excessive “extortion” by the companies that were tendered by KCC to collect levies from them. Consequently, the government weighed in to protect the interests of the boda boda riders. The *boda-bodas* themselves have always been strong candidates for regulation: over 3,000 ‘serious injuries’ and hundreds of deaths occur on the city’s roads every year, largely due to *boda-bodas*. Yet attempts to regulate or control them

have been frustrated at every turn. As Kent (2004) has pointed out, national leaders will tend to support decentralization only if it gives electoral advantage to their party's fortunes.

Another major challenge with the management of fees is politicization of everything. Decentralization in Uganda and particularly in Kampala has ushered in a new regime of patron–client relations involving both local government officials as well as the central government ones Makara (2008). Almost every local government business is politicized—be it collection of revenue, awarding of tenders or delivering a service to a particular group. The “politicization” of the decentralization process and its outcome in KCC undermines the rules of the games and the principles of good governance. In other words, decentralization in KCC seems to undermine Chambers' 3-P model (Procedure, professionalism and Personal Commitment): “*procedure* and rewards with more down–ward accountability, professionalism which values and respects people and the individual and *personal* commitments which seek to serve those who are weaker and more deprived Chambers (2004: pg 118). What the model implies is that decentralization is supposed to create a reversal to the formerly centralized system through these principles.

Indeed available evidence shows that in KCC, some groups and individuals who are well connected to the state have held tenders for management of certain services, regardless of their performance. For example, the Uganda Taxi Owners and Drivers Association (UTODA) which manages the taxi parks are untouchable because “big people” in government lend them covert support to retain their tender.

Another key challenge is to do the working relations that exist between the District Tender Board and the Divisions. There are persistent complaints at the Division level that the District Tender Board does not adequately consider the wishes of the Division in the awarding of tenders to service operators in their area. This is a source of conflict and failure of control. The point of

disjuncture is that on the one hand, the Tender Board awards contracts, and on the other, the Divisions officials are supposed to supervise the execution of the contract. What complicates the whole issue is not the process but the actual behavior of the contractors, who tend to think that they are answerable to the Tender Board, the KCC headquarters or some influential councilors (who sometimes canvass for them to get the tender) rather than to the Division officials – the contract supervisors. The irony is that the contractors tend to think and behave in ways which suggest that they believe they have no contractual obligations to the Division and its officials. This has caused strained relations between the Division politicians and the KCC headquarters’ and the Mayor. For example Central Division politicians have been accusing the KCC Tender Board of “delays in awarding tenders and contracting “quacks” who produce shoddy work.

Another challenge is to do with Personnel Management. KCC employees do not yet have a career succession plan and a staff development policy does not exist. This is because salaries in KCC are still pegged to the Central Government civil service salary structure, which is not at all motivating. Moreover, KCC has made matters worse, by employing some of the senior staff on lucrative contracts whereas career managers and junior staff remain on the civil service salary structures. It is known that contractual senior staff block the career advancement of other senior and middle managers and block new ideas in order to protect their jobs. In turn, senior managers, who are not on contract, press the Council to add a series of allowances on top of their salaries. Most of the top executives earn more in allowances than their official monthly salaries. The salaries of KCC employees need to be improved in order to avoid corruption tendencies in collection of taxes.

2.2.4 The relationship between management of fees and service delivery in Kampala city council

The failure or success of service delivery can be traced to failure of the central government to effectively provide goods and services. In the same vein, Langseth (1996) asserts that the failure of the government to provide social goods and services, in the 1970s and 1980s, can largely be attributed to the limited involvement of the local citizenry. Service reforms in Uganda are therefore culminate from the weakened links between the central government and local units in which the institutional links had weakened to such an extent that neither could control the other nor ensure access for the other to its resources (Birungi et al, 2000). Hence Local governments simply played a mere observatory role with no major functions, little financial resources and practically no political autonomy. The trend towards devolution of power (decentralization) from central government to local authorities which started in the 1980s was aimed at expanding the role of local citizenry in the policy-making process, strengthening local capacity for resource mobilization and power sharing in the provision of social goods and services (Lubanga 1996).

Since 1986, when the National Resistance Movement (NRM) government led by President Museveni took over power after five years of guerrilla war, Uganda has undergone dramatic political and economic transformation (Villadsen and Lubanga, 1996). Faced with a shattered economy, the National Resistance Movement (NRM) government embarked on a steady process of economic and political liberalization (Khadiagala, 1995). Progress in political liberalization is evident in a major reconstruction of politics and administration. The most significant current change in the country's transformation is the government's decentralization program.

Since 1993, and through the enactment of several laws, presidential decrees and a new constitution, the NRM government has worked towards dramatically changing the framework within which its local governments operate. The reform interventions were also envisaged to

automatically correct the existing distortions and poor performance. (Ministry of Public Service, Civil Service Reform, 1994).

Although decentralization has been pursued over the last two decades, there is widespread consensus that the performance of local governments is less than desirable. The revenue base of local governments has diminished substantially, rendering them heavily dependent on central government disbursements, mainly through conditional grants. The quality of service provision is less than desirable, as well, with key services such as health care, water, sanitation, education, and access to agricultural advisory services remaining dismal Muyomba, L., T., et.al. (2010). yet there is no evidence that the citizens who are the intended beneficiaries of the decentralization system are demanding accountability and better performance from their elected leaders.

In Kampala city, the problem is manifested in the garbage collection system. It has been noted that KCC, at the best of times has been able to collect and dispose less than fifty percent of the garbage. The rest remains uncollected and the residents use private means to get rid of it. KCC in recent years has argued that since the individuals and groups in their homestead and work places are responsible for generating solid waste, they should equally be responsible for it. Also part of this perception in KCC was reinforced by the fact that many residents in various places were privately paying some small groups (either private companies or CBOs) to collect their solid waste. This is the background upon which KCC decided to design its current policy of privatization of garbage collection. The policy is known as Kampala Waste Ordinance 2000.

Another evidence of poor service delivery is the provision of Education Services. Provision of public elementary education is a function devolved by the central government to local governments. This is partly a shared responsibility between the central government and the local governments. Under UPE, the state assumed responsibility for children's tuition fees, running

cost of schools and payment of salaries for teachers in all elementary public schools, in order to enable all children of primary school going age to attend. The government, therefore, meets most of the costs of primary education, including construction of new schools buildings. Since actual implementation of education policies is devolved to the districts and municipalities, the education grants are also devolved to these local governments. So, once the financial resources reach the treasury of each local government it takes care of the needs of its schools and workers. Although UPE has tremendously increased enrolment in primary schools, it has its own problems. Most schools are over – congested, making teaching ineffective in most government schools. The second problem associated with UPE concerns the motivation of teachers. Primary school teachers earn between Shs.100.000 – 150.000 (or on average 60 US Dollars) a month. This kind of salary can hardly motivate a teacher to do his job effectively, apart from the large numbers one has to handle in the classroom. The situation in the country is not very much different from that of Kampala city. Data from KCC shows that Kampala district has the highest number of primary schools in the country. However the reality on the ground shows that public schools under KCC are facing a real crisis. As indicated above, a teacher–pupil ratio of 1:110 is not conducive to effective teaching. KCC is to blame for poor facilities in its schools. KCC receives funds for school facility grants (SFG) as well as unconditional grants from the government. It also raises its own funds. With these funds KCC only needed to make school facility a priority, then improvement would be there. It is an incredible situation that ninety pupils have to line up for a toilet Makara, (2008). The official position of KCC is to have at least one primary school in each parish, this is not the case. For example, the following parishes have no public school: Kyanja, Mutungo, BukotoII, Kagugube, Bukesa, Kololo IV. Educationists

blame the government for not giving sufficient support and incentives to the private providers of education

Another issue is to do with Public Health, Sanitation and Environment Management services. Under the Second Schedule of the Local Government Act, the functions of medical and health are decentralized to local governments. The district authorities are responsible for hospitals and clinics in their area (except the referral ones or those responsible for medical training), health centers, first-aid- posts, dispensaries, ambulance services, maternal and child welfare, vector control, health education, environmental sanitation, and primary health care. Kampala district, being urban, is considered to be better endowed in terms of health indicators relative to the national ones. However it is important to note that KCC health facilities are too inadequate and ill-equipped to deliver effective and efficient services. KCC does not own any hospital. It owns twelve health centers across the city. Several hospitals and specialized medical service centers in the city are either owned by non- governmental organizations (especially religious organizations) or by private operators. Access to such medical facilities attracts a higher charge than the public ones. This may explain why at least half 150% of the pregnant women in Kampala still deliver unsupervised by qualified medical personnel, which is an embarrassing situation for a capital city of the country. Besides latrine availability in the city covers only 80 percent and 76 percent of spring water is contaminated with human waste. The whole of Kawempe Division except Mulago and Makerere areas does not have a planned sewer system. This combined with large, congested settlements in Bwaise, Makerere III, Kalerwe and Mulago makes sanitation a big problem. Most of these settlements are either in the wetlands or flat areas. Food contamination also poses a danger to the health of Kampala residents. There are several unauthorised food markets all over the city. Most food handlers in the markets have no

certificates of medical fitness. Some prepare food in filthy places, drawing water for making the food from unreliable sources, and sell the food in open spaces. These practices go on unabated because the KCC officials do not inspect the food.

Another weakness is observed in the poor planning system of Kampala city council. Bureaucratic tendencies exist in the implementation of KCC's planning function. The technical planners are not the final authority on the planning activities. They plan and submit plans to the politicians, who lack any technical knowledge of planning. Besides, for the implementation of structure plans KCC is not the final authority. This authority is vested with the Town and Country Planning Board, which makes recommendation for gazetting a planning area to the Minister of Lands for the final authority. This tall order of bureaucracy tends to negate the idea of participatory planning which in theory is supposed to be the basis of the planning activity in all local governments including KCC. This has undermined people's support for KCC development activities in terms of stakeholder commitment, involvement and local capacity to sustain them. Although KCC still faces a serious challenge of providing services, and it has failed to model itself into an efficient and effective organization, there are some pointers towards improvement (Conyers 2007). According to the World Bank's assessment of KCC, its implementation has resulted into the following positive changes:

- Improvement in provision of basic services such as grass cutting, street cleaning and refuse collection. Because these services were contracted out to private service providers, the overhead costs of these services were substantially reduced.
- Organizational restructuring has reduced the wage bill.

- To ensure accountability and sound financial management KCC has introduced: cost centre budgeting, preparation of realistic budgets, introduction of internal financial procedures and discipline, and strengthening of the audit function.
- Through the divestiture process, unproductive assets were sold off.
- KCC has increased stakeholder involvement in its projects.

2.4 Conclusion

The mismanagement of local fees has far-reaching implications on service delivery. It undercuts efficiency and equity, as well as the macroeconomic and institutional functions of local governments. Kampala is a clear example of a situation in which the governance realm has been ‘captured by special-interest groups and lobbies that do not have, to use Olson’s phrase, an “encompassing interest” in the productivity of the society’ and thus may prolong ‘socially inefficient’ institutions (Bardhan 2000: 246). Moreover, plans, laws and regulations that exist on paper are so frequently undermined by people within government itself for both economic and political reasons. The presence of corrupt officials encourages other officials to engage in corruption, because the probability of being detected or losing one’s reputation declines. There is therefore call to streamline the delivery of services in local governments for improved accountability.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the methodology used in the study included; a description of the design, study population, sample size, sampling procedure, methods of data collection, and procedures of data collection, management and analysis, ethical considerations and limitations of the study.

3.2 Research Design

The study was carried out following a descriptive research design. Descriptive research design was appropriate because the study required in-depth explanation and analysis of the perceptions and opinions of respondents towards management of local fees and service provision.

3.3 Area of Study

The study was carried out in Kampala City Council (KCC). Kampala City Council is the government administrative body located within the heart of Kampala, the capital City of Uganda. According to the local government Act of 1997 and as part of decentralization programme, KCC is divided into five divisions namely: Kawempe, Nakawa, Central, Makindye and Rubaga. Each division collects its own revenue of which of most is retained and the rest goes to the City Council Headquarters.

Kampala city council was preferred because it is the centre of business in Uganda and it handles the largest population in Uganda. Besides Kampala is the biggest local government unit and making it a case study is bound to be representative of the local governments in Uganda. It also collects the largest amount of its revenue from fees which were the centre of the study.

3.4 Study Population

The population of the study included: government officials such as RDCs of the different divisions of Kampala city. Other KCC stakeholders such as UTODA officials, Market leaders, KCC staff,

Division chairpersons, businessmen and members of the general public were also interviewed. Youth leaders, opinion leaders as well as senior academicians, were also vital sources of information.

3.5 Sampling techniques

Non-probability (Purposive) sampling was used to select key informants. This involved choice of respondents based on their knowledge on, and experience in, the subject of study. In this case two (2) divisions of Kampala were sampled Given that the study was qualitative in nature; generalization and key informants' evidence were highly considered. Key informants' input was supplemented by secondary data.

3.6 Sample Size

The number of respondents was not limited, given that the study is qualitative in nature, involving purposive sampling. However, 50 respondents from each of the two divisions selected (Nakawa and Central) and 10 key informants were selected to increase data sources. These included KCC division officials, and officials from central government, beneficiaries of local government programmes, opinion leaders and academicians were all sources of information. Other sources of information were meetings, seminars/conferences and workshops reports. Here free deliberations and reports helped the researcher acquire more information.

3.7 Methods of data collection/research instruments

3.7.1 Interviews.

These included both structured and unstructured interviews. Structured interviews with closed and open ended questions were employed. Unstructured interviews were used with a number of selected key informants.

3.7.2 Questionnaires.

Structured questionnaire with closed and open ended questions were also employed.

3.7.3 Documentary review.

Secondary sources of data included newspaper reports, workshops/seminars/conferences' reports, senior academicians' and observers' reports. These sources provided reliable data about the nature of service delivery in Uganda. More literature was reviewed from journals, textbooks, government documents and reports to supplement field secondary data sources named above.

3.8. Quality Control Methods

In order to collect reliable and valid data, the researcher ensured that good instruments were used. A pilot study was done to pre-test the instruments. The pre-test data was used to assess the psychometric properties of the questionnaire. According to Amin (2005), a pilot sample is done in order to identify any ambiguities, misunderstanding or inadequacies.

3.8.1 Reliability of the questionnaire

When an instrument is reliable, it yields consistent responses because it is interpreted well unlike when the desired variable is not measured reliably. Pre-testing instruments were used to help in enhancing the reliability of the instruments. Data collected was entered into the computer and analyzed using the Statistical Package for Social Sciences (SPSS) which provided for a Cronbach alpha coefficient test of reliability. The results were then presented in the appendix.

3.9 Data management and analysis

After data was collected, it was sorted, organized and questionnaires classified to ensure that information is accurate and complete. The researcher then summarized and coded the data using the SPSS program. The researcher continuously consulted with the supervisor to ensure that work is well coded and edited to reflect meaningful findings for the users.

Editing: This was done to ensure that information collected is accurate, consistent and complete. There was typing, re-writing and then editing for completeness.

Analysis. Having collected data, it was prepared and processed for analysis and later analyzed. The actual data analysis was presented through relative frequencies and percentages at univariate level. Through frequencies data was presented in tables and graphs in chapter four of the dissertation.

3.10 Ethical Considerations

The researcher carried out the study in an ethical manner. A letter from the faculty helped to introduce the researcher to the various respondents. Each respondent was given an opportunity to consent whether to provide information or not and upon consent the respondent was requested to sign to the consent form as evidence of acceptance. The researcher assured all respondents that information provided was to be treated with confidentiality and was needed just for the purpose of the study. On the consent form, respondents were assured that information provided was to be summarized in the research report without disclosure of any respondent's identity whatsoever.

3.11 Study limitations.

- Absence from office at the time of calling in was a major hindrance. Prior arrangements and phone calls helped to minimize this.
- The study touched sensitive areas of social concern, which might have raised suspicions, but clearance of the protocol and building rapport restored respondents' confidence.
- The number of respondents was limited (few), given that not all officials and local government leaders will be interviewed while others failed to return the questionnaires. Care was however taken to get as much secondary data as possible to complement the primary data collected.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents and discusses the results from the data analysis. The study was carried out in Kampala City Council and specifically, in the selected service delivery areas such as management of street lights, management of traffic, public toilets, maintenance of law and order, management of health care services and management of government aided schools. The study sought to examine the management of locally collected fees and its effect on the quality service delivery. It was guided by the following objectives;

- To assess the management of local fees and its impact on quality service delivery by local governments in Uganda.
- To examine the management of local fees in Uganda.
- To examine the nature of service delivery by local governments in Uganda.
- To investigate the relationship between management of local fees and service delivery.

The chapter is divided into different sub sections: These subsections handle the general characteristics of the participants from the study. They go ahead to describe the information on socio demographic characteristics and the relationship between local fees and service delivery. They also deal with the presentation of findings as per the study objectives.

4.2 Social – demographic characteristics of respondents.

Specification was made on the socio-demographic characteristics of the participants' sex, age, marital status, leadership experience, position held in the community and the level of education

of the respondents. The independent variables in this category of respondents contributed to the impact of management of local fees on service delivery.

4.3 Background characteristics of respondents

Out of the 120 questionnaires distributed, 98 were received from the respondents that is 81.6%. The back ground characteristics of these respondents was established in terms of the period they have worked in KCC and their education level as this would help to obtain answers the researcher believed were substantial. The tables below present results

4.3.1 Sex of the respondents

Of the 98 respondents interviewed, 63% of these were male respondents while 37% were female. This indicated that the majority of the respondents interviewed were men as compared to women. The interest in the two sexes was of paramount contribution to this study given their respective roles in service provision. For instance women are the most beneficiaries of government services while men are the key players in some of the major businesses within the jurisdiction of Kampala city council.

4.3.2 Age and marital status of respondents

The study sought to establish the age, religion and marital status of respondents. Findings are presented in the Table below.

Table 4.1 showing Age and marital status of respondents

Variable	Sub category	(n)	%
Age (in years)	35+	42	42.8
	25 – 34	38	38.7
	15 – 24	18	18.3
	Total	98	100
Marital status	Married	47	48
	Single	32	32.6
	Separated/divorced	16	16.3
	widowed	03	3.1
	Total	98	100

Source: Primary Data

Of the respondents interviewed, (42.8%) were aged 35 years and above, 38.7% were between 25 and 34 years while 18.3% were aged 15-24 years. This indicated that the majority of the respondents interviewed were adults.. About 48% of the respondents were married, 32.6% were unmarried women and 16.3% were separated or divorced. 3.1% were also widowed.

4.3.3 Period of work or service in Kampala City council

The study sought to establish the period in terms of years the respondents have worked or stayed in the division. The findings are presented in the table below

Table 4.2 showing the Period of work or service in Kampala city council

Response	Frequency	Percentage
Less than 1 year	36	36.7%
2-4 years	29	29.5%
5-7 years	19	19.3%
More than 8 years	14	14.2%
Total	98	100.0

Source: primary data

From the table above, it was found out from 36.7% of respondents had spent less than one year staying or working in KCC. Also of the respondents that participated in the study 29.5% had stayed in KCC for 5-7 years, 19.3% for 2-4 years and 14.2% for more than 8 years. Therefore majority had stayed or worked in KCC for more than two years, hence answers that were given

were assumed valid and reliable as the researcher utilized these respondents experience to know whole process of management of local fees.

4.3.4 Education level of respondents

The study further sought to establish the education level of all respondents under Kampala city council. This was to help inform the study as opinions depended on their knowledge and understanding of service delivery issues.

Table 4.3 Education level of respondents

Response	Frequency	Percentage(%)
Certificate	19	19.3
Diploma	20	20.4
Bachelors' degree	32	32.6
Masters degree	18	18.3
None	09	9.1
Total	98	100.0

Source: primary data

The education of respondents was established and from the findings, it was revealed that majority 32.6% of respondents had bachelors level of education and 18.3% had a Masters degree. 20.4% of the respondents had a diploma, 19.3% certificate while only 9.1% never mentioned having academic qualifications. Therefore majority respondents that participated in the study were educated beyond a diploma level hence the argument that information given in this study is appropriate and holds significance in this study.

4.4. Management of Local Fees in Kampala City Council

The study further sought to establish the way local fees in Kampala city council is managed. This was done with the purpose of establishing whether actually all the taxes are paid and duly collected. This was conducted basing on the types of fees in KCC, the amounts paid by the

respondents, the considerations taken when levying the fees and those responsible for the levying and collection of these fees.

4.4.1 Types of fees in Kampala City Council

The study attempted to identify the types of fees in Kampala city council. Results were obtained from the questionnaire in multiple responses since the questionnaire was basically open-ended with a few closed ended questions. Findings are presented in the Table below.

Table 4.4 Types of fees in Kampala City Council

Response	Response	Percentage (%)
Parking fee	37	37.7
Trading license	21	21.4
Ground rent	16	16.3
Value Added Tax	12	12.2
Hygiene and cleanliness fee	08	8.4
Others	04	4.0
Total	98	100%

Source: Primary data

From the findings it was revealed that 37.7% of the respondents mentioned parking fees as the most common type paid. Trading license (21.4%) came second followed by ground rent (16.3%). Value added tax (12.2%) and hygiene and cleanliness fee (8.4%) were also mentioned. Others (4.0%) mentioned several un-receipted charges such as loading fee for taxis and paying for security.

4.4.2 Knowledge of the amount payable for each of these taxes

The study further sought to establish whether respondents were aware of the mount payable for each of these fees. The results are presented below;

Table 4.5 Knowledge of the amount payable for each of these taxes

Variable	Sub category	Number (N)	%
Parking fee	Yes	37	37.7
	Not sure	42	43
	No	19	19.3
	Total	98	100
Trading license	Yes	56	57
	Not sure	42	43
	No	00	00
	Total	98	100
Ground rent	Yes	46	47
	Not sure	39	40
	No	13	13
	Total	98	100
Value Added Tax	Yes	53	54.0
	Not sure	37	37.7
	No	08	8.3
	Total	98	100
Hygiene and cleanliness fee	Yes	38	38.7
	Not sure	42	42.8
	No	18	18.4
	Total	98	100

Source: Primary Data

From the findings, there were mixed fortunes on the knowledge of availability of some of these taxes. Whereas majority of respondents showed awareness of trading license fees (57%), 43% were also not sure of the presence of the above. Value added tax had 54% of the respondents showing awareness with 37.7% not sure while 8.3% showed complete ignorance of the above. For ground rent, 47% showed knowledge with 40% not sure while 13% were totally ignorant of the presence of this fee. Hygiene and cleanliness fee had majority of the respondents not sure of their availability with 42.8%, while 38.7% acknowledged their awareness of the fee and the minority 18.4% completely unaware of the fees levied on hygiene and cleanliness. Parking fees was no different from hygiene and cleanliness as the majority were not sure of the fees levied

weighing in at 43%, followed by 37.7% who expressed awareness of the fees and a minority 19.3% showing complete ignorance of parking fees.

From the in-depth interviews (IDIs) by the key informants it was evident that most people were not aware of the existence of some of these taxes as one key informant when asked, observed;

“Hygiene and cleanliness fee? You are telling me for the first time. When did this start? But nobody has come up to educate most of us about the presence of some these taxes”

There is evidence of lack of clear sensitization about the presence of some of these taxes. Even on further scrutiny, most of the respondents expressed ignorance on the amount of money payable to each of the taxes.

4.5 Considerations made for payment of local fees

The study further sought to get the views of the respondents on the considerations made when levying fees. This was done to determine whether there is fairness in this exercise. The results are presented below;

Table 4.6 Considerations made for payment of local fees

Response	Response	Percentage (%)
The size of the business	41	41.8
Nature of the business	27	27.5
Location of the business	16	16.3
Others	14	14.3
Total	98	100

Source: Primary data

From the findings, 41.8% of the respondents revealed that the size of the business is considered first, 27.5% mentioned the nature of the business while 16.3% mentioned the location of the business. Others 14.3% mentioned other considerations such as the skills and expertise involved as well as the amount of money generated from the business.

Whereas most of the respondents mentioned some of the above considerations, they equally pointed out their reservations reflected in the unfairness. Some of them expressed displeasure with the above considerations. In an interview with one of the key informants who is a KCC official, he admitted the weakness of some of these considerations;

“It is sometimes difficult to estimate the size or nature of business as most of these traders or businessmen do not even keep their books of accounts. In fact most of them complain.”

The increased complaints about the above considerations were further echoed by one of the respondents who is a trader;

“I trade in second hand goods of which some of them fetch as low as 500shs. How do you come and determine the amount of money to be paid?”

The above considerations were raised as part of the findings of the study to determine the fairness of the above.

4.6 The frequency of payment of fees to Kampala city council

The study further sought to establish the number of times respondent pay fees. This was intended to establish whether or not this is effective or not. The results are presented as follows;

Table 4.7. The frequency of payment of fees to Kampala city council

Variable	Response	Percentage (%)
Daily	38	38.7
Weekly	25	25.5
Once every 2 weeks	13	13.2
Monthly	09	9.2
Once every 2 months	06	6.1
Not specific	07	7.2
Total	98	100

Source: Primary data

From the respondents 38.7% said that fees were collected daily, 25.5% said that fees was collected weekly while 13.2% said that fees was collected once every 2 weeks. 9.2% said fees

were collected monthly while 6.1% of the respondents said that fees were collected once every 2 months. 7.2% on the other hand said that the collection of fees was not specific or dependant on the days hence was collected anytime. The inconsistencies in the collection schedules may be as a result of Seasonal variations for example actual licenses and graduated tax sometimes drop, many uncoordinated players in city management among others. (ww2.unhabitant.org/programmes/ump/Kampala).

4.6.1 Effectiveness of the collection schedules for fees

The study further sought to establish whether the above schedules for collection of fees were effective in management of local fees. The results are presented as follows;

Table 4.8. Effectiveness of the collection schedules for fees

Response	Frequency n=98	Percentage (%)
Daily		
Very effective	21	21.4
Fairly effective	61	62.2
Not effective	16	16.3
Weekly		
Very effective	48	48.9
Fairly effective	42	42.8
Not effective	08	8.3
Once every 2 weeks		
Very effective	68	69.3
Fairly effective	24	24.4
Not effective	06	6.3
Monthly		
Very effective	36	36.7
Fairly effective	32	32.6
Not effective	30	30.7
Once every 2 months		
Very effective	-	0
Fairly effective	20	20.4
Not effective	78	79.5
Unspecified days		
Very effective	28	28.5
Fairly effective	21	21.5
Not effective	49	50

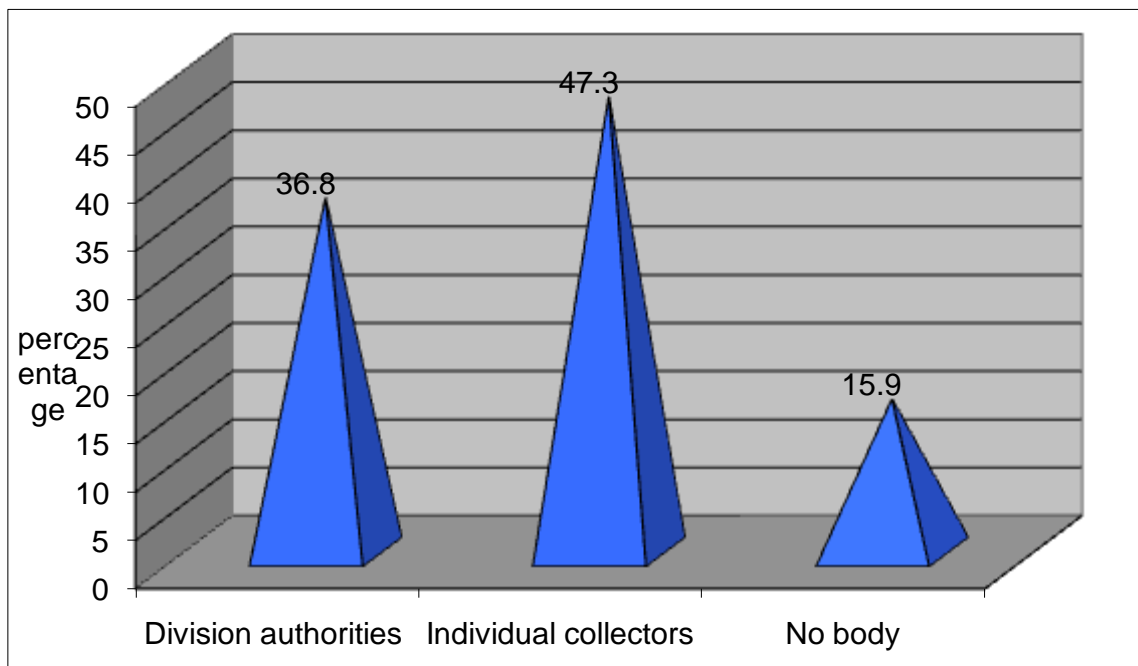
Source: Primary data

Most of the respondents said that weekly (48.9%) and every two weeks (69.3%) are very effective times of fees collection. However for the respondents who disagreed with daily (16.3%) and weekly (8.3%) collection schedules argued that it would not be financially viable to collect fees everyday from the traders as they would have to be transferred to the clients. There were also mixed responses from those who said that fees should be collected monthly with (36.7%) saying it is very effective, 32.6% fairly effective and 30.7% saying it is not effective. There were strong disagreements from respondents from the argument that fees collected once every 2 months with 79.5%. For the unspecified days, 50% said this is not effective as this would greatly affect their businesses.

4.6.2 Payment for the collection of waste.

The study further sought to establish the authorities to whom residents pay the collected fees. The results are presented as follows

Figure 1. Authorities to whom residents pay for the collection of fees



Source: Primary Data

From the above findings, most of the residents pay for the collected fees to individual or privately contracted collectors (47.3%) while 36.8% pay to division authorities. 15.9% claimed that they pay fees to nobody. Most of the respondents when asked why they largely pay to individual collectors, they attributed it to convenience reasons arguing that individual collectors are readily available with clear schedules or days when they collect fees. On the other hand, respondents paid less to the division authorities because they take long to appear and even insist on paying the accumulated fees. This is in line with Kirega (2007) assertion that that a number of modern municipalities in Uganda, K.C.C inclusive have granted contracting out a permanent status in their revenue generating machinery. It was thus concluded that contracting out is a relatively better revenue collection method that can be used to manage markets although K.C.C needs to put in place a stronger mechanism for monitoring the work done by the contractors.

4.6.3 Participation and Consultation in Local Public services

The study further sought to establish whether Kampala city residents are consulted on the projects and activities undertaken by Kampala city council. The results are presented as follows;

Table 4.9 Participation and Consultation in Local Public Investments

Activity	Frequency	Percent (%)
Road construction	18	18.3
Sanitation and toilets	20	20.4
Levying taxes	11	11.2
School construction	12	12.2
Street lights	13	13.2
Poverty eradication projects	10	10.2
Garbage collection	14	14.3
Total	98	100

Source: Primary data

Roads and sanitation have a high percentage in the table because these are the areas where KCC activities have been more visible. The rest of the areas show that residents are not consulted hence the poor performance. For instance, when introducing any taxes, only 11.2% of the

respondents said that they have been consulted which shows a low level of performance. Even other services like school construction, street lights and poverty eradication projects performed poorly in consultation with 11.2%, 12.%, 13.2% and 10.2% respectively. It is important to note that Local participation is meaningless if local councils have no financial means of translating decisions into services. As Douglas et al (2008) assert; limited collective efforts at the community level and virtually no significant intervention by the relevant local government at the divisional levels is the beginning of the failure of service delivery.

4.6.4 Challenges faced in the management of local fees

The study further sought to establish the challenges faced in the management and collection of local fees in Kampala city council

Table 4.10 Challenges faced in the management of local fees

Challenge	Frequency	Percentage (%)
Poor accountability and Corruption	25	25.5
Unfair/high fees	19	19.4
Poor Enforcement	16	16.3
Bribery	13	13.3
Poor sensitization	10	10.2
Political interference	07	7.1
Bureaucracy	06	6.1
Others	02	2.1
Total	98	100

Source: Primary data

From the above findings, in table 4.10, poor accountability (25.5%) featured prominently with several respondents complaining of lack of transparency by the authorities to whom they pay the taxes. Some wondered what the taxes they pay are used since they see no results in terms of services. Other respondents complained of unnecessarily high charges or fees (19.2%) that are payable to the authorities. For instance most respondents complained of double taxation where they pay daily, weekly and monthly dues all at the same time for the same business. Respondents

also complained of poor enforcement (16.3%) with several of them describing KCC tax collection officials as “rude and arrogant” when collecting taxes. This therefore meant that these officials were unpopular among the residents. Bribery (13.3%) was equally highlighted manifested in KCC tax collection officials who receive some money in exchange for non-payment of taxes. Poor sensitization (10.2%) was also pointed out with some of the respondents pointing out that they do not even know the existence of some of these taxes. Political interference (7.1%) was also mentioned as another challenge whereby some orders from State House stopping payment of certain dues was making the collection of the rest of the taxes very complicated since the traders tended to resist all of the others. Bureaucratic tendencies (6.1%) were also mentioned with delays in listening to complaints about taxes and receipts. Others (2.1%) complained of the limited number of tax collection officials and the emergency of informal establishments that made levying very difficult. The KCC executive summary recognizes some of the discussed challenges such as political interference. Since most of the types of sources of revenue to K.C.C are the direct taxes which are usually unpopular and need enforcement to collect for instance, both the 1979 rates decree and the Local Governments Act 1997, provide for attachment of property to enforce compliance, it is difficult to dispose of rate payers properties, leave alone close them down for example Uganda House that houses a number of government institutions and private offices. Its closure would not be politically expedient. (K.C.C, Executive summary). Studies by Shelfer et al. (1993) indicate that corruption affects greatly the prices and the level of public service provision. At the same time corruption can reduce government revenues thus eroding the quality of the services provided. As Makara (1998)reports; the system of decentralization has been infiltrated to the level that It has moved from the managerial and political crises of the 1970s and 1980s to a new stage where patronage

politics, pervasive privatization of the public realm, alienation of local stakeholders and “self-serving” politics have taken a centre stage. Although the decentralization policy has put in place measures to control corruption by ensuring that most of the decisions are arrived at through committees, this has not changed the popular view that KCC is largely a corrupt institution. Respondents asserted that it is difficult to get any KCC official for consultation on any local matters.

4.7 The level of service delivery in Kampala city council

The study further sought to establish the level of service delivery within Kampala city council. This was analyzed basing on the management of services such as street lights, traffic, public toilets and sanitation, maintenance of law and order, management of health care services and government-aided schools in KCC.

4.7.1 The management of street lights

The study further sought to establish the management of street lights with an intention to seek the views of residents to ensure the effectiveness of the above. The study began by seeking views on how they rate the performance of KCC in the management of street lights. The views are presented below;

Table 4.11 Performance ratings in the management of street lights by KCC

Variable	Frequency	Percent (%)
Adequate	30	30.6
Fair	22	22.5
Inadequate	28	28.5
Don't know	18	18.4
Total	98	100

Source: primary data

From the above findings, only 30.6% of the respondents claimed that the management of street lights is adequate while 22.5% said it was fair. 28.5% said the management was inadequate while

28.5% said it was inadequate and even pointed out the need for more of these lights. For the respondents who said that it was inadequate, some said that most street lights have spent many years out of use yet KCC does not even repair them. 18.4% of the respondents alleged that they do not know the existence of street lights. They further claimed that apart from residents of very rich individuals that have lights, the rest of the areas are dark and even when they complain, KCC takes long to repair them.

Participation and involvement of the community leaders in the management of street lights

The study also sought to establish the responsiveness of the community leaders towards management of the above. The study asked respondents how they persuaded or attracted their leaders towards the management of street lights. Their views are presented as follows

Table 4.12 Participation and involvement of the community leaders in the management of street lights

Variable	Frequency	Percent (%)
Mobilization	19	19.4
Sensitization	16	16.3
Advertisement	12	12.2
Self-impose	28	28.5
Persuade members	17	17.3
Others	06	6.1
Total	98	100

Source: Primary data

The study findings report of mixed results on some of the ways in which the public engage their leaders to participate in the management of street lights. Whereas 19.4% said that they mobilized their leaders, 16.3% said they sensitized them while 12.2% advertised. 28.5% of the respondents said that they imposed themselves on the leaders to show their displeasure while 17.3% said they persuaded them.

Community involvement in the management of street lights

The study further sought to establish whether the communities are involved in the management of street lights. The study found negative results. The study on consultation with LC I officials of Nakawa division, found out that most residents when called for meetings on management of waste do not honor the invitations. This was confirmed by the study findings;

Table 4.13 showing attendance of LC I meetings in Nakawa division

Attendance	Frequency	Percent
YES	37	37.7%
NO	61	62.3%
TOTAL	98	100

Source: primary data

The results of the above findings are self explanatory. 62.3% of the respondents said they had not attended any meetings called by LCs in a space of six months with only 37.7% having attended.

4.8 Management of Traffic Congestion

The study further sought to assess whether the traffic in Kampala city is effectively managed. The results are discussed as follows;

4.8.1 The assessment of the traffic situation in Kampala city

Most residents when asked to make an assessment of the above expressed dissatisfaction about the above. Some for example the management of the above is not adequate. Whereas it was established that the police and UTODA are responsible for traffic, KCC needs to be involved. Many complained of spending many hours in traffic jams largely attributed to narrow roads and many vehicles on the road. The poor management of traffic can be summed up by the views of one key respondent as follows;

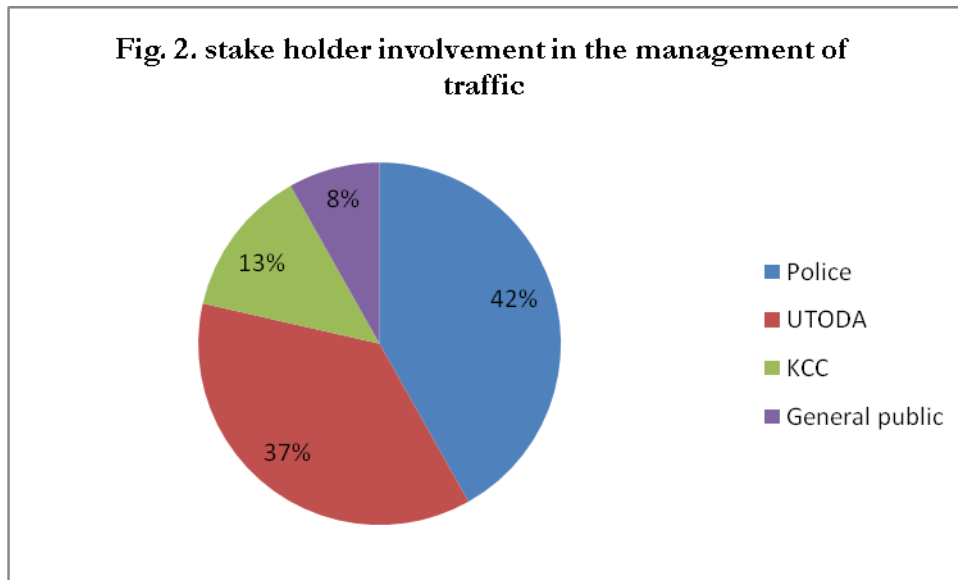
“Kampala city council lacks adequate planning for the city. Some of the roads have been turned into street parking yet they are narrow. On top of that, taxis park anywhere, boda bodas do not

obey the traffic rules while big trucks like those of cargo and fuel are also allowed into this city with its narrows roads. This makes the entire traffic situation very dire”.

There is therefore poor planning on the part of KCC to manage traffic. Whereas the police and UTODA, try to enforce this, they are overstretched and sometimes when they are absent, then business will come to a standstill. Most of the traffic lights have gone defunct and have instead been replaced by whistles blown by the above officials. This means that when they retire late in the night, then there are many risks of accidents at some of the major road junctions in the city

4.8.2 Involvement of the major stakeholders in traffic management

The study further sought to establish whether all the stakeholders play their roles in the management of traffic. The results are presented below;



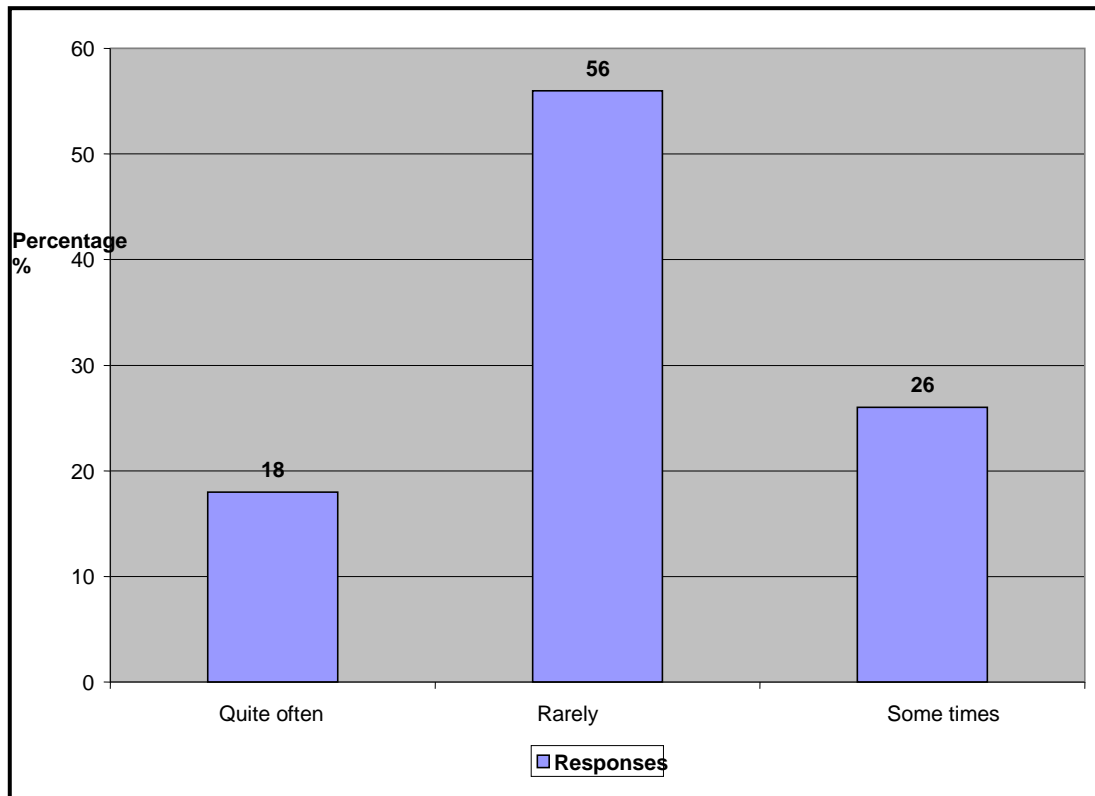
Source: primary data

From the findings, 42% of the respondents agreed that the police is doing a lot of work in traffic management while 37% said UTODA is also playing a key role. However, only 13% said that KCC was involved and 8% for the general public.

4.9 MANAGEMENT OF PUBLIC TOILETS

The study sought to establish whether public toilets are managed effectively by Kampala city council. The results are presented as follows;

Figure 3 whether public toilets are managed effectively by Kampala city council



Source: Primary Data

As shown in the above figure, a bigger proportion of respondents (56%) believe that public toilets are rarely catered for. 26% mentioned that public toilets are sometimes well managed while 18% mentioned that public toilets are quite often well catered for. The worst case in terms of municipal responsibilities is its lack of capacity to collect solid waste (garbage) and manage public toilets which both fall under sanitation. Most of Kampala's residents feed on *matooke* (green bananas) and other fresh foods. The *matooke* meal preparation leaves large amounts of peeling and the meal is also cooked in banana leaves. These contribute significantly to the

amount of solid waste in the city. It is estimated that on the average, Kampala residents produce 1kg of solid waste per capita. With the ever increasing population in the city, the challenge of waste management has been enormous. This is further enumerated by Sikyajula, (2003) who asserts that In Kampala, about 900 tonnes of solid waste are generated daily, of which only about 40% is collected and disposed of by Kampala City Council (KCC), while the rest is indiscriminately disposed of. The unplanned settlements which have been erected by their owners haphazardly without proper drains also add to the dilemma. On the other hand, it is due to the uncollected heaps of solid waste which block the existing drainage systems where they happen to exist.

4.9.1 Views and opinions on the amount paid for the use of public toilets

The study went ahead to seek views on the amount paid for the use of public toilets. The study sought to establish whether or not they pay a uniform rate or they are charged different rates.

Whereas some (40%) declared a rate of 200/=, others (60%) said they were charged 100shs for use of a public toilet. This discrepancy was not clearly explained. Some KCC officials when interviewed were non-committal on why people were charged differently for the use of public toilets. In fact several respondents when interviewed about the comparison of public and private toilets preferred private toilets because the latter are well maintained and very clean. Some respondents wondered why KCC collects money from the use of public toilets without using the same money to maintain hygiene and cleanliness. Attempts to get figures on the amount of money collected from the public toilets each financial year were futile.

4.10 MAINTENANCE OF LAW AND ORDER IN KAMPALA CITY COUNCIL

The study further sought views from the respondents on how law and order is maintained in Kampala city council. This was because much as the police was responsible, there was need to

involve the rest of the communities in maintenance of laws and order. The views are presented below.

The study began by asking respondents of the different groups responsible for the above in their communities. The results are presented as follows

Table 4.14 Different groups responsible for maintenance of law and order

Variable	Frequency	Percentage (%)
Uganda Police	44	44.8
Private security agencies	28	28.6
KCC enforcement officers	17	17.4
Community policing	09	9.2
Total	98	100

Source: primary data

From the findings, it was revealed that 44.8% of the respondents were aware of Uganda Police as responsible for maintenance of law and order in the city while private security agencies scored 28.6%. KCC enforcement had 17.4% while community policing came up with only 9.2%. This signals the limited involvement of KCC in maintenance of law and order while the communities were equally not involved.

Some respondents (businessmen) expressed their dissatisfaction with KCC law enforcement division who are only effective when collecting fees without paying due consideration to other key areas like hygiene and observance of rules. The views of one of the respondents summarize it thus;

“KCC law enforcers are only serious when they come to collect taxes. But when hawkers go on the streets to display their goods, there is no interference. So what is their work? They do not even punish those who dump rubbish anywhere”.

Indeed some even accused these KCC staff for taking bribes in favor of some people when enforcing the law. This was largely reflected in the shoddy construction work going on in some

of the buildings in the city. Some buildings do not follow the agreed plan yet the KCC enforcement officers were monitoring some of these activities.

The study further sought to establish whether maintenances of security through community policing was a priority. This was carried out in the key residential areas within the divisions of Kampala such as Nakawa and Rubaga division. This was done through finding out the specific roles and responsibilities of the responsibilities in the maintenance of law and order. The results are presented below;

Table 4.14 Specific roles and responsibilities of the major stakeholders in the maintenance of law and order.

Variable	Frequency	Percentage (%)
Mobilization	18	18.4
Sensitization	14	14.3
Patron	22	22.4
Community trainer	09	9.2
Fundraising	19	19.4
None	16	16.4
Total	98	100

Source: Primary data

From the above findings, 18.4% said that they were involved in mobilization while 14.3 %said they were playing a sensitization role. 22.4% said they contributed when asked towards community policing while 19.4% also helped to fundraise for community policing. However 16.4% of the respondent said they did not participate at all in community policing.

Leaders of the different interest parts of the city were asked whether maintenance of law and order is discussed at meetings and the results show that this is not the case as the results below demonstrate;

Table 4.15 activities discussed at community meetings

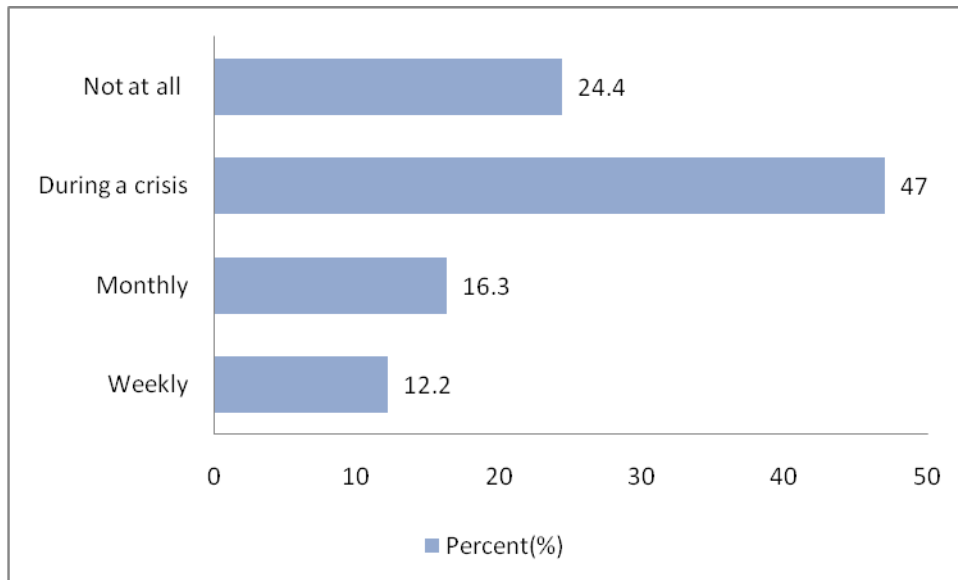
Activity	Frequency	Percent (%)
Land wrangles	18	18.4
Sanitation and toilets	20	20.4
Family disputes	17	17.3
Law and order	12	12.3
Poverty eradication projects	14	14.3
Garbage collection	17	17.3
Total	98	100

Source: primary data

From the above findings, sanitation and toilets featured prominently in community meetings with 20.4% of the respondents mentioning it while land wrangles (18.4%) also featured prominently. Family disputes and garbage collection all scored 17.3% while Law and order scored only 12.3% which shows how it is taken for granted.

The study further sought to establish when meetings are called for the maintenance of law and order. The results are presented as follows

Figure 4. Frequency of meetings for law and order



Source: primary data

From the above findings, 24.4% of the respondents said that they do not at all call meetings on law and order while 47% said they only call meetings during the times of crisis. 16.3% said they call meetings on a monthly basis. 12.2% said they call meetings weekly.

4.11 MANAGEMENT OF HEALTH CARE SERVICES

The study also sought to establish whether health care services in the city are well managed. The results are presented in discussion form while others are presented in form of figures.

The management of health care services in Kampala city council

Under the Local Government Act, the functions of medical and health are decentralized to local governments. The district authorities are responsible for hospitals and clinics in their area (except the referral ones or those responsible for medical training), health centres, first-aid- posts, dispensaries, ambulance services, maternal and child welfare, vector control, health education, environmental sanitation, and primary health care. Medical and health services, like education, are a priority of the government as part of its policy to fight poverty. Thus, local governments have responsibility to ensure that they too, make it a priority. Kampala district, being urban, is considered to be better endowed in terms of health indicators relative to the national ones. The table below shows the indicators

Table 4.16: Showing National and Kampala Health Indicators

Health Indicator	Kampala(%)	National(%)
Life expectancy	56	43
Infant Mortality Rate	83	97
Mortality Rate	129	147
Teenage Pregnancy Rate	5.21	6.9
Routine Immunization	18.5	16.6

Source: *KCC Budget Framework Paper 2002/2003, p. 14*

On a critical note, the above indicators show a very marginal difference between Kampala and the national average indicators except for life expectancy. The generally poor health indicators

for Kampala may be attributed to rampant poverty, inadequate public health facilities in the city and poor sanitation. KCC health facilities are too inadequate and ill– equipped to deliver effective and efficient services. KCC does not own any hospital. It owns twelve health centres across the city. Several hospitals and specialized medical service centres in the city are either owned by non– governmental organizations (especially religious organizations) or by private operators. Access to such medical facilities attracts a higher charge than the public ones. This may explain why at least half 150% of the pregnant women in Kampala still deliver unsupervised by qualified medical personnel, which is an embarrassing situation for a capital city of the country.

Most of KCC’s efforts in the health sector have concentrated on public health education, sanitation and environmental concerns. Interviews with KCC’s health workers revealed that the greatest emphasis is on sanitation. It was reported that latrine availability in the city covers only 80 percent and 76 percent of spring water is contaminated with human waste. our own observations in Kimwanyi, the slum area of Wandegeya suburb, two kilometres, and Nanfuka Zone in Nateete about four kilometers from the city centre, respectively, showed that people in these areas are living in very dangerous conditions. Drainage is also very poor. During the times when it is raining, this flat area is flooded all over. Just like Kimwanyi, the residents of Nanfuka Zone live in very dangerous health conditions.

Another important public health concern is vector control. This is an aspect which relates to household health. In all Divisions, there are vector control officers but their function is practically of no value to society because they lack chemicals and equipment to fumigate homes or bushes. Fumigation of homes has been left entirely to the private sector. This is a critical failing on the part of KCC since it could have contributed to the uncontrolled breeding of

mosquitoes, which are a menace in the spreading of malaria, the number one killer disease in the country.

Food contamination also poses a danger to the health of Kampala residents. It was reported that there are several unauthorized food markets all over the city. Most food handlers in the markets have no certificates of medical fitness. Some prepare food in filthy places, drawing water for making the food from unreliable sources, and sell the food in open spaces. These practices go on unabated because the KCC officials do not inspect the food.

KCC officials interviewed reported that most of the city orders are not enforced for two reasons. They complained that the Public Health Act is obsolete, that is, most of the sanctions attract minor penalties and fines. Secondly, that, there is a perceived view within KCC that since most people are poverty – stricken, they should be left to do anything to survive. These factors have made Kampala a disorderly city. Very delicate foods such as untreated milk and uninspected meat are sold widely in the city.

4.12 MANAGEMENT OF EDUCATION SERVICES IN KAMPALA CITY

Provision of public elementary education is a function devolved by the central government to local governments. This is partly a shared responsibility between the central government and the local governments. The overall education policy framework is a responsibility of a central government. Under decentralization, the central government identified education, especially elementary education, as a key priority area of the government's effort to fight poverty. In pursuance of this goal, the government of Uganda introduced the policy of universal primary education (UPE). Under UPE, the state assumed responsibility for children's tuition fees, running cost of schools and payment of salaries for teachers in all elementary public schools, in order to enable all children of primary school going age to attend. The government, therefore,

meets most of the costs of primary education, including construction of new schools buildings. As a result of the UPE policy, enrollment in primary schools increased from 2.6 million in 1997 to 6.695.998 children in 2001

In the case of Kampala district, the situation is not very much different from other districts in terms of implementing UPE programme. In 2004 the pupil–classroom ratio in Kampala stood at 63. In the whole district there are 1.065 classrooms for 66.863 children in public schools. Data from KCC shows that Kampala district has the highest number of primary schools in the country. There are 793 primary schools, 459 pre primary schools 218 secondary schools and 33 tertiary institutions. Of these, the government owned primary schools are 83. However, the UPE programme is not limited to only the government owned schools. Thus, there are 228 government–aided primary schools. The rest are private schools. The enrolment in UPE schools stands at 130.339 pupils. KCC employs 1413 primary school teachers. Despite this high number of teachers and schools, the teacher – pupil ratio is reported to be 1:110 in primary one and two and 1:55 in primary three to seven. Facilities are also inadequate, for example, the toilet facilities are at a ratio of 90 pupils per toilet781. The government UPE policy is that the pupil – toilet ratio should be 25 to 1.

In terms of financing, KCC accords high priority to education. In its 2000/2001 budget, KCC spent 13.02 percent, (Shs.10.6 billion) on education (KCC, Budget Framework Paper 2002/2003). Education budget allocation was only second to Works and Technical services which consumed 44.6 percent (Shs36.3 billion) of the budget. This is clearly in line with KCC's education objectives which include: improvement of the quality of universal primary education, service, greater enrolment and retention of children in the school system and development of capacity of its department of education to be able to deliver better and more efficient services.

The policy goals include: provision of more school based facilities, well trained teachers, and improvement of performance, effective planning, supervision and monitoring. The above objectives and goals indicate that KCC is committed to improvement and provision of quality education for the children of its residents. This too, is in tandem with the overall central government policy on education which aims at providing access to education to all Ugandan children under the UPE programme.

While the commitment of KCC to provision of quality education service appears sound, the reality on the ground shows that public schools under KCC are facing a real crisis. As indicated above, a teacher–pupil ratio of 1:110 is not conducive to effective teaching. A programme for special–needs–education has been initiated by government at Kyambogo University. However it is not replicated at lower levels of the school system. Yet, KCC is handicapped by the government’s policy of staff ceiling. KCC receives the money for the payment of teachers from the government. And the latter releases the money on the basis of approved staffing levels. In other words, KCC has no liberty to increase the number of teachers in its school without approval of the government. On the other hand, KCC is to blame for poor facilities in its schools. KCC receives funds for school facility grants (SFG) as well as unconditional grants from the government. It also raises its own funds. With these funds KCC only needed to make school facility a priority, then improvement would be there. It is an incredible situation that ninety pupils have to line up for a toilet. Even in the area of constructing schools, most other districts have done much better with the SFG than KCC which has constructed only five new schools since 1997. This means that a crisis in provision of education in Kampala would have been rife had it not be for the large number of private schools. This again may be the explanation as to why many children drop out of schools after primary one or two.

During the course of this study we were able to establish that while the official position of KCC is to have at least one primary school in each parish, this is not the case. For example, the following parishes have no public school: Kyanja, Mutungo, BukotoII, Kagugube, Bukesa, Kololo I V. Educationists blame the government for not giving sufficient support and incentives to the private providers of education. There is also the issue of equity in access to education at two levels, at the level of gender and for children with disabilities. There is a general tendency for more girls than boys to enrol at the lower level of primary school, but girls tend to drop out in large numbers than boys as they progress to higher classes. In Kampala, by the time the children attend primary five to seven the gender is one to two

The higher dropout rate for female children is attributed to factors such as: employment in informal activities, AIDS illnesses, early pregnancies and the negative attributes of some parents towards females in attaining higher levels of levels of education. It was reported that most female children living in slum areas⁷⁸⁵ such as Naguru, Kataza, Katanga, Bwaise, Nateete etc have a very high incidence of dropping out of school in the first two or three years of the school system. Most of the public primary schools in Kampala which used to record excellent performance in national examinations are no longer able to do so. This has forced most of the middle class parents to opt out of the public schools, and to take their children to private ones. This means that public schools serve mainly the children of the poor who have no options. While the government praises itself for introducing UPE as mass education referred to as *boona basome* (all must study), some cynical critics of the deteriorating standards in UPE schools call it *boona bakone* (all must be half-baked).

Our study found out that 76.9 percent of parents had primary school going children while 23.1 did not. When asked about their preference of school for their children (public or private) 69.2

percent reported that they take their children to private schools while 30.8 of those with school going children reported that they take them to public schools. This finding was done purposely in economically disadvantaged areas of the city, though the respondents were randomly selected. It would be expected that the majority of parents in poor areas such as Bukesa, Nateete, Kimwanyi, Bwaise etc take their children to public schools. When probed to state the reasons why they take children either to public or private schools, the results are as follows;

Table 4.16 showing preference for private over public schools

Reason	Frequency	Percent (%)
Lack of government schools in their neighborhood	27	27.5
Presence of private schools in their neighborhood	20	20.4
Poor performance in public schools	35	35.7
Small populations in private schools	16	16.4
Total	98	100

Source: primary data

Most of the parents who take children to private schools cited reasons such as lack of government schools in their neighbourhood (27.5%) while there were several private schools in their area(20.4%). Most parents prefer the schools in their neighbourhoods because the children walk there to study, which cuts down the costs of transport. Although private schools are generally more costly than public schools, the parents are allowed by the school authorities to pay on a piecemeal basis which eases the financial burden on the parents. A good number of respondents also cited the deteriorating standards of performance in public schools (35.7%) as the reason for their preference of private schools.

On the other hand, those parents who take their children to public schools say they are more affordable. For example, one respondent reported that KCC had done them great to construct a

new public school in their area. Thus, going by this logic, it reasonable interprets the overwhelming preference of private schools by the majority of parents interviewed, to absence of public schools in their neighborhoods. Therefore, although KCC and the government are taking education, especially universal primary education as a key priority, the facilities, motivation of staff, instructional materials and the learning environment in the public schools are still inadequate and fall far short of parents' and children's expectations in Kampala. Had it not been for the large private sector investment in education, no one knows what kind of crisis KCC would be faced with. This is in tandem with Dele Olowu (2000) who asserts that advent of the failure of the decentralization system is when it cannot transform state society relations to a level where legitimate concerns of society are effectively articulated and responded to. For example, the motion of transparency, one of the cardinal principles of decentralization has suffered most in the poor services offered by KCC.

4.13 THE RELATIONSHIP BETWEEN MANAGEMENT OF LOCAL FEES AND SERVICE DELIVERY

The study also sought to establish whether there is a relationship between the fees collected and service delivery. This was bearing in mind that KCC collects a lot of money but some of the service delivery mechanisms are still lacking in many aspects. From the findings the study discovered that all the key sources of revenue for KCC have shown growth over the years. However, much of this growth is due to the new drive towards privatization of the collection of revenue on behalf of KCC. It is a testimony to the fact KCC has failed to collect revenue. Improved revenue performance in KCC is largely a result of privatization of revenue collection. Evidence exists to support the suggestion that privatization of revenue collection reduces administrative costs and greatly improves revenue growth for local governments. Also, the Local

Government Act 1997 provides a sufficient framework for effective provision of services by the private sector through the District Tender Board. Competitive tendering serves as a means of bringing more efficient private sector actors on board. A comparative look at the revenue from various sources of revenue before and after full scale contracting out in KCC shows that the latter works better.

Table 4.17 Showing KCC (before privatization) Sources of Revenue (October 1998 to June 2005) in Millions of Shillings

Source of Revenue	Actual Income	Performance (percentage)
Housing	34.2	846.5
Graduated Tax	78.3	616.9
Ground Rent	448.5	250.3
Rates	351.3	33.2
Markets	24.9	70.1
Car Parks	1	31
Licenses	3	22
Abattoir	16	9
Weigh bridge	13	1
Other income	1	3
	2.754.2 100	

Source: *KCC Treasurer, Income and Expenditure Statement October 1998 to June 2005*

Table 4.18: Showing Revenue after Privatization of Revenue Collection (Millions of Uganda Shillings)

Source of Funding	1999/2000	1999/2000	2000/2001	2000/2001	2001/2002	2001/2002 July – Oct 2001
KCC Local Funding	Estimates (000)	Actual (000)	Estimates (000)	Actual (000)	Estimates (000)	Actual (000)
Graduated Tax	4.706.250	3.636.195.	5.070.950.	3.192.993.	3.610.643.0	393.235.50
Property Rates	3.372.074 .277	2.105.169. 196	3.821.076. 677	3.197.599.	3.197.599.0	877.507.99 2
Ground Rent	350.000.0	442.350.98 7	535.924.78 2	727.199.	727.199.	133.472.04 5
Housing	329.675.2 63	310.865.29 0	348.920.35 0	347.260.	347.260.	81.762.660
Licenses	1.667.498 .882	1.821.310. 856	2.600.000.	2.684.587.	2.684.587.	797.966.95
Vehicle Parks	2.189.940	1.955.133. 200	3.548.905. 200	3.718.700. 000	3.718.700.0 00	712.771.65 0
Markets	839.309.	329.447.15 1	1.454.765. 500	1.517.204. 000	1.517.204.0 00	491.158.00 8
Debt Realization	3.094.707 .920	1.146.881. 267	6.027.449. 630	9.437.852. 000	9.437.852.0 00	9.673.095
Other Income	1.766.784 .056	2.187.171. 097	2.006.380. 817	1.558.622. 000	1.558.622.0 00	1.562.771. 857
Capital	1.506.364 .	1733.742.4 89	1.655.810. 809	1.920.000.	1.920.000.0	2.013.889. 379
Total Local Funding	19.822.60 3.398	16.168.266 .855	27.070.183 .765	28.719.666 .000	28.719.666. 00	7.074.209. 136

Source: KCC, Budget Framework Paper 2002 / 2003

A comparative look at the above tables shows that in 1991/92 KCC was collecting a mere Shs.2.7billion in revenue. By the end of the financial year 2000/2001, it collected Shs.22.1 billion, a leap of ten times, in actual collections. Some of these sources of revenue have continued to grow for example, collections from vehicle parks presently contribute Shs.4 billion to the coffers of KCC, that is, Shs.3.2 billion from the main parks and Shs.828 million from the street parking per annum. KCC also privatized collection of other fees and rates. For example

KCC contracted the collection of licence fees in the Central Division to Victoria Insglass at Shs.2.52 billion per annum. It has raised the collection of revenue from this source by 80 percent in recent years⁷⁰⁷. The privatization of market levies has increased income to KCC, for example when Owino market (the largest market in Kampala) was being managed by Owino Traders Association; it was contributing Shs.50 million per month to KCC's coffers. However after fully contracting it to a business company, it fetches for KCC Shs.104 million a month that is Shs.1.08 billion a year. This is more than double the amount the association of the Owino traders were paying to KCC.

However, KCC just like all other local governments in Uganda have experienced declines in their local revenue since 1997/98. As the following statement from one of the KCC officials reports,

“Whereas transfers from Central Government have been growing rapidly (from Shs.204billion to in 1997/98 to 616 billion shillings in 2005/06) the growth in local revenue has been disappointing. There is decline and low local revenue to sustain improvements in service delivery, and how to handle the future maintenance requirements of assets now being created in local governments”

It is also imperative to note that despite the growth in KCC's revenue, its local collections constitute only 34 percent of its budget per annum. This too, is not an enviable position. The bulk of the service requirements, especially the capital expenditure area is financed by the central government and donors.

There is a general perception that local authorities are responsible for the taxpayers' money, and are the ones to deliver the services. Indeed when we interviewed the citizens this confusion about

private providers and local authorities was not easily understood by most of the ordinary people.

One respondent said:

Tulaba bakola nguudo, oba bani, nze simanyi''

(I see some people doing the road, who they are I don't know).

In view of the above the respondents to our questionnaire reported the following results.

Table 4.19: Showing Citizens Preference of a Service Provider in their Area

Agency	Frequency	Percent
Local Authority	16	16.3
Central Government	10	10.2
NGOs	37	37.7
CBO	31	31.6
Not Clear	04	4.2
Total	98	100

Source: primary data

There above results show that there is a more positive image amongst the Kampala citizens towards NGOs and CBOs than that of both local and central government agencies in service delivery. This could probably be attributed to the feeling that the government agencies simply collect taxes and deliver less services or the population considers them as corrupt.

Several reasons were advanced to this question that was open-ended. Their responses\ include: NGOs are not corrupt, their projects benefit the people directly, NGOs involve people in their projects and are transparent with money. On the part of the government agencies, the respondent reported that the central government had come up with a bod boda scheme the local authorities were attending to drains and water sources.

What also emerges from the above perception is that the local government officials have little contact with the people, in terms of consultations, debates and sensitisation over issues and programmes done in the communities. Only in cases where the community, largely through their local councils, have demanded for a project, do they appreciate the contribution local authorities.

Otherwise, the assumption that the strategic framework for reform, would lead to demand-driven projects does not seem to have materialised in practice, albeit, in exceptional cases. Indeed the Minister for Local Government has observed that even officials at the local level “may not know which grant is supporting which project or how much the project will cost. They may not even have a hand in ensuring the quality of work although the project may be taking place in their sub-country. Urban service delivery in most African countries has deteriorated over the years (1970s and 1980s) due to a combination of institutional decay, collapse of management systems, fiscal crises and subsequent loss of confidence by the residents in their political and bureaucratic leadership. This situation is described by Philip Amis (1998) that in the Uganda context, especially the urban one; it would be “misleading to discuss institutions in terms of crisis when decay has been going on for at least twenty years.

In KCC the critical problems of finances and financial management make service provision more difficult to attain. Not only are financial resources very scarce in KCC, the little available is mismanaged or misappropriated. KCC also lacks competent managers, including finance managers. Thirdly, although KCC is allowed by the law to borrow for long term and medium term investments, it has not been able to borrow for those purposes. Instead it prefers short term borrowing in form of overdrafts from banks, which attract high interest. Thus, KCC is perennially indebted to the banks. Fourthly, the financial management and accounting systems has totally collapsed

It is equally important to note although there is poor revenue collection, people are willing to pay taxes. When we interviewed respondents in Kampala about their willingness to pay taxes, the following were the responses in the table below.

Table 4.20: Showing residents' willingness to pay local taxes

Issue	Frequency	Percent
Willing to pay if tax leads to development	36	36.7
I would dodge taxes if I can	10	10.2
I would pay some taxes and not others	12	12.2
I would pay those taxes that correspond to services rendered	31	31.6
I have no option but pay	09	9.3
Total	98	100

Source: primary data

From the table above, there is evidence that most citizens are willing to pay taxes, if the taxes lead to development 36.7% and if they lead to better service delivery 31.6%. Only a minority 10.2% say they are unwilling to pay taxes. Therefore given the high percentage of people willing to pay taxes, the problem of failure by KCC to raise revenue is largely due to poor or lack of services that the citizens expect it to offer.

However revenue collection, notwithstanding, the problems in KCC are numerous. In carrying out the study, a look at the major services, we got a damning report from the respondents. Our respondents in the disadvantaged areas reported that there had only been slight improvements in their road network construction and maintenance. The challenges involved in providing infrastructural services in Kampala are numerous. In all the five Divisions of Kampala, there is one qualified Engineer in each Division, against the established posts of five per division. On the side of the plant and machinery, the Divisions, which are the nerve-centres of service provision, share one grader between themselves. In other words, the capacity of the Divisions to routinely maintain roads is severely constrained by lack of equipment. These two problems are compounded by another problem of inadequate financial resources.

In most cases, residents reported that their leaders do not always consult them on development projects and many areas (at LC1) have no such projects. Residents reported that although they are usually consulted, their ideas are rarely implemented. This is sometimes due to the perceived pecuniary interests that local leaders have in the implementation of projects. The residents reported that they are usually consulted by LCs at the early stages of conceiving projects but not in the implementation process because,

“We shall ask how much money they were given for the project which they are usually unwilling to reveal, so we are consulted on the project but not on money spent.”

In another area, in Rubaga Division, the respondents reported that the problem with consultations is that they are done when the policy makers have already made up their minds about what they want and that the “consultation” becomes a mere formality.

One respondent asserted:

We have been consulted on the garbage collection fee that is about to be introduced. Although many residents here do not approve of it, we know that KCC and private companies have already fixed the fee.

From the above perspectives, it is clear that the modes and rationale for consultations or participation are varied. The dominant perception amongst the ordinary citizens is that corruption in government structures is widespread, they are merely cosmetic and that popular decisions are not always implemented.

On the issue of garbage (solid waste), this is one critical area where KCC has registered the worst score in their performance. Heaps of uncollected garbage constitutes what the Public Health Act describes as “nuisance”. In Uganda’s urban areas, this is indeed as a nuisance everywhere. Although the Public Health Act obliges “every local authority to take all lawful,

necessary and reasonable practicable measures for preventing occurrence of, or for dealing with any outbreak or prevalence of, any infections, communicable or preventable disease, to safeguard and promote the public health . . .”, this function of urban authorities has posed a key challenge to KCC. This would in fact, has not been a big problem if it were collected regularly and in time and perhaps recycled.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the important findings of the study as undertaken by the researcher. The conclusions and recommendations are also presented based on the general findings in the study. The recommendations made would be used to influence policy especially in the Uganda's management of local revenue. These recommendations would also benefit intended further research on the same study. Also recommended were periodic studies to be conducted to establish the impact of involvement and participation of the communities in management of local revenue.

5.2 Summary

Kampala as a district had obvious advantages over all other districts and municipal local governments in terms of collecting revenue from graduated tax because of being a capital city. Most senior civil servants, powerful industrialists and business people live and work in Kampala. These are high income citizens or workers. Because most of the senior civil servants and business executives have higher income compared to peasants in the rural districts, they normally pay the highest annual levy per person.

However KCC still faces a short fall in collection of revenue. The reason advanced by KCC for low returns on tax include: poor assessment of tax-payers, late printing of tax tickets, most workers in Kampala paying tax in other district surrounding Kampala, political interference (for example councilors discourage their residents from paying taxes and enforcement of tax is usually late.

There were mixed fortunes on the knowledge of availability of some of these taxes. Whereas majority of respondents showed awareness of some fees, others were also not sure of the presence of the above. However there is clear evidenced of many taxes being paid to KCC.

When paying taxes, considerations are made towards paying taxes but some of these considerations were highly disputed by most residents citing them as unfair.

Several respondents cited Poor accountability in management of fees with several respondents complaining of lack of transparency by the authorities to whom they pay the taxes. Some wondered what the taxes they pay are used since they see no results in terms of services. Other respondents complained of unnecessarily high charges or fees that are payable to the authorities. Respondents also complained of poor enforcement with several of them describing KCC tax collection officials as “rude and arrogant” when collecting taxes. This therefore meant that these officials were unpopular among the residents. Bribery was equally highlighted manifested in KCC tax collection officials who receive some money in exchange for non-payment of taxes. Poor sensitization was also pointed out with some of the respondents pointing out that they do not even know the existence of some of these taxes. Political interference was also mentioned as another challenge whereby some orders from State House stopping payment of certain dues was making the collection of the rest of the taxes very complicated since the traders tended to resist all of the others. Bureaucratic tendencies were also mentioned with delays in listening to complaints about taxes and receipts. Others complained of the limited number of tax collection officials and the emergency of informal establishments that made levying very difficult.

5.3 Conclusions

Decentralization under which KCC operates is considered part of the processes of rebuilding state capacities and public sector reforms in Africa since 1980s. It is part of a deliberate effort to

make local institutions work for the people. Decentralization is a deliberate policy, intended to decongest the centre, reduce bureaucratic delays, increase local participation in and implementation of programmes, increase mobilization of local resources for development, enhance efficient and effective utilization of resources for development, encourage popular accountability and transparency in decision making, hence accelerated development.

However it is important to note that Local participation is meaningless if local councils have no financial means of translating decisions into services. Most respondents interviewed during the study argued that the failure of KCC to provide services was associated with lack of good governance, which is associated with the prevalence of rampant corruption. Although the decentralization policy has put in place measures to control corruption by ensuring that most of the decisions are arrived at through committees, this has not changed the popular view that KCC is largely a corrupt institution. Respondents asserted that it is difficult to get any KCC official to do anything for a client without the latter parting with some form of inducement. To a large extent this is raised as the reason why many people embark on erecting illegal structures in most parts of the city. It is argued by the respondents that prospective small property developers dodge the process of getting building plans approved by KCC authorities because it could sometimes cost (in illegal payments) as much as the cost of constructing the house itself. In short, corruption has been a hindrance to the development process in Kampala.

The challenges encountered in service delivery range from failed state institutions, poor service delivery, demotivated local government officials, corruption and inefficiency as well as lack of resources to execute policies. The main problem is lack of policies that are pro-poor, that significantly reduce poverty and address social maladjustment. Whereas several attempts have been made to create a more efficient and effective organization, aiming to improve services on a

sustained basis, the results have not been encouraging. The people have lost confidence in the formal institutions. For example, in Kampala city only 10 percent of primary school education is provided by the State. The rest is in the hands of the private sector or religious organizations. The situation is worse in the health sector. Although KCC maintains health centers in each of its five Divisions, these hardly receive medical supplies.

The problem of service delivery in KCC is spread across many sectors. For example, although KCC is responsible for the provision of primary school education in the city, the last primary school was built in 1958 during the colonial times. Thus, over the years, private schools had become the main sources of education service, for example, by 1997 there were 78 public primary schools. At the same time sanitation in these schools was deplorable as most of the schools had pit latrines that threatened the health of the pupils. Water-borne diseases in schools have been prevalent. KCC asserts that water-borne toilets are “too expensive“. After the introduction of the universal primary education policy by the central government in 1997, KCC estimated that to accommodate all the children in primary schools, it needed 1013 more new classrooms to implement the new government’s policy.

The worst case in terms of municipal responsibilities is its lack of capacity to collect solid waste (garbage). Most of Kampala’s residents feed on *matooke* (green bananas) and other fresh foods. The *matooke* meal preparation leaves large amounts of peeling and the meal is also cooked in banana leaves. These contribute significantly to the amount of solid waste in the city. It is estimated that on the average, Kampala residents produce 1kg of solid waste per capita. With the ever increasing population in the city, the challenge of waste management has been enormous. This is a candid observation and analysis of the consequences of service failure in solid waste management. Most of Kampala’s outlying areas face serious drainage problems as well as floods

whenever it rains heavily. This is partly due to unplanned settlements which have been erected by their owners haphazardly without proper drains. On the other hand, it is due to the uncollected heaps of solid waste which block the existing drainage systems where they happen to exist.

In KCC the critical problems of finances and financial management make service provision more difficult to attain. Not only are financial resources very scarce in KCC, the little available is mismanaged or misappropriated. KCC also lacks competent managers, including finance managers. Thirdly, although KCC is allowed by the law to borrow for long term and medium term investments, it has not been able to borrow for those purposes. Instead it prefers short term borrowing in form of overdrafts from banks, which attract high interest. Thus, KCC is perennially indebted to the banks. Fourthly, the financial management and accounting systems has totally collapsed.

5.4 Recommendations

The management of K.C.C needs to address the issues of effective political participation, technical competence, efficient and effective use of public resources, popular accountability and above all planned livelihoods and poverty reduction; that way; the internal engine for economic development and social transformation will be switched on. However designing an effective urban policy which encompasses ideas of democratic decentralization will need a shift in official attitudes.

The capacity of leaders on capacity building and revenue management needs to be built. This would enable the leaders to have adequate and up to-date information that could be passed on to communities for better awareness on payment of fees. Leaders in the divisions should be invited to give basic education and information on importance of taxes. Since many leaders were

strong forces of influence in their respective communities, this would be an opportunity to increase awareness.

There is need to involve District authority who in turn involve community leaders who will then sensitize community members in revenue management since they are the key stakeholders. This would involve sensitization on the effects of poor revenue as well as the need to make some formal contribution.

Government, working with Municipal authorities need to put in place deliberate anti-poverty strategies, like mobilization on a continuous basis and helping groups of the poor access loans to engage in productive work. Enough resources should be allocated to these direct interventions. This would result into solving the problem of poor revenue collection as well lack of enough resources for service delivery.

Larson and Ribot (2005:7) suggest that an effective decentralization should focus on creating local institutions with real power to deal with undemocratic elements in society, local governments themselves should be strong and democratic and the central state should be strengthened by decentralization. Larson and Ribot suggest further that the State should “be back-in” rather than being “out” – that way decentralization will have a great potential for success. It appears useful to suggest that the key issues in a programme of empowering the less privileged in the urban areas should be to give power to the people and their institutions rather than keeping it either in central or local governments. A classic example was Uganda’s experiment with Resistance Councils in the mid 1980s – when the local people enjoyed real power (Sabiti Makara 1992, Ddungu 1989). This proposal may appear populist but these two cases represented a situation of how people’s power can effectively deal with serious problems by cultivating trust, horizontal power relations, initiating innovations and pragmatism and

succeeding where the governments fatally fail. Remodeling decentralization along those lines appears like a solution to the frustrations of formalistic state-controlled process of decentralization. This way, the principles of non-subordination and subsidiary will have real meanings to the ordinary citizen's empowerment and benefits in decentralization. At the time of writing this thesis, the central government had retaken Kampala city under the new law, Kampala city council authority with the executive director being in charge. It remains to be seen whether achievements can be made under this.

5.5 Areas for further research

There is need to carry out further research in the area regarding community participation in assessment of taxes. This seems to be a contentious area where many people want to be consulted on the amount or types of fees to be paid by the people.

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APPENDICES

Appendix I

6.1 Questionnaire

Dear respondent,

I am undertaking a master of from the University of..... I am requesting you to fill this questionnaire, which is aimed at collecting data on the corruption in civil service and its impact on service delivery. You have been selected to be one of my respondents in this study. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. The study will ensure your anonymity and confidentiality of answers and responses.

Thank you very much for your cooperation.

In the following tick the most appropriate answer to you and in open ended question express your opinions as required.

A. Background information of respondents

(This is a personal data needed to find out the category of the person that provided this data.

- 1. Division
- 2. Sub County

(Where Applicable)

3. Sex for respondent: 1. Male Female

4. Marital Status

Single Married Widow Widower

5. Position in community LC1 C/P LC2 C/P LC3 C/P Opinion Leader
Clan elders others specify.....

6. a) What is your level of education?

Ordinary level

Advanced level

Tertiary level

b) What is your age?

.....

B. MANAGEMENT OF LOCAL FEES IN KAMPALA CITY COUNCIL

7. How many types of fees do you know of in Kampala city?

.....

8. Which of these fees do you pay?

.....

9. How much are you required to pay?

.....

10. Which of the following considerations is made for your payment of this fee?

A. the size of the business

B. nature of the business

C. location of the business

D any other

11. Who levies this fee on behalf of KCC?

.....
.....

12. a) Which of the following organizations is responsible for collection of this tax?

a. KCC officials b. private contracted companies

b) Which of the above do you prefer to collect this tax and why?

.....
.....

Give reasons for your answer.

13. How frequently do you pay this tax?

Daily

Weekly

Monthly

Quarter a year

Half a year

Once a year

Others, specify

.....

14. Comment on the behavior of the fees collection officials

.....
.....
.....

15. In your view, is the fees paid too much?

YES NO

Give reasons for your answer.

.....
.....

16. a) Are you consulted on the amount of tax to be paid?

YES NO

b) if yes, on what matters?

.....
.....

17. a) Have you ever protested against the payment of this tax?

YES NO

b) Give reasons for any of your answers above.

.....
.....

18. What are some of the challenges do you face with the management of this tax?

.....
.....

.....
19. What are your suggestions towards improvement of the management of this tax?

.....
.....
.....

C. THE LEVEL OF SERVICE DELIVERY IN KAMPALA CITY COUNCIL

D. MANAGEMENT OF STREET LIGHTS

20. What is your experience and participation in management of street lights in your division?

.....
.....

21. Do you think they are adequately managed?

YES NO

Give reasons for your answer.

.....
.....

22. a) Do you often demand accountability for the proper management of the above?

YES NO

b) To which office do you send your complaints? Specify

.....
.....

23. How do you attract community leaders to participate in management of street lights?

Mobilization sensitization advertise self impose persuade members others

specify.....

24. How would you rate the performance of your division in management of street lights?

Adequate fair inadequate don't know

Comment on your choice.....

.....

.....

25. Does the community get involved in management of street lights?

Always Sometimes Don't know

Comment on your choice above

.....

.....

26. What do you think should be done to improve the management of street lights

.....

.....

II MANAGEMENT OF TRAFFIC CONGESTION

27. What is your assessment of the traffic situation in Kampala city?

.....

.....

28. Do you think the sector is properly managed?

YES

NO

Give reasons for your answer.

.....
.....

29. Who are the major stakeholders?

.....
.....

30. is each of the stakeholders doing his or her work appropriately?

YES NO

Give reasons for your answer.

.....
.....

31. Are you given the platform to express your dissatisfaction with the management of the above?

YES NO

Give reasons for your answer.

.....
.....

32. How would you rate the performance of your division in management of traffic congestion?

Adequate fair inadequate don't know

33. Does the community get involved in management of traffic congestion?

Always Sometimes Don't know

Comment on your choice above

.....
.....

34. What in your view should be done to improve on the above?

]

III. MANAGEMENT OF PUBLIC TOILETS,

35. What are your views about the management of the public toilets?

.....
.....
.....

36. In your view, is this department well managed by KCC?

YES NO

Give reasons for your answer.

.....
.....

37. Are you aware of the major stakeholders?

YES

NO

Give reasons for your answer.

.....
.....

38. do you pay for the use of these tilets?

YES

NO

If YES, how much?

.....
.....

39. In your view is this fee fair?

YES

NO

Give reasons for your answer.

.....
.....

40. is the money collected efficiently used?

YES

NO

Give reasons for your answer.

.....
.....

41. Comment on the level of hygiene in toilets.

.....
.....
.....
.....

42. In your view, what should be done to improve on the management of public toilets in KCC?

.....
.....
.....
.....

IV. MAINTENANCE OF LAW AND ORDER

43. What are your major roles and responsibilities in maintenance of law and order?

Mobilization sensitization patron Community trainers fundraising

44. How do you attract community leaders to participate maintenance of law and order?

Mobilisation sensitisation advertise self impose persuade members others

specify.....

45. How would you rate the performance of your division maintenance of law and order?

Adequate fair inadequate don't know

Comment on your choice.....

.....
.....

46 Is maintenance of law and order a priority in your community?

Always Sometimes don't know

Comment on your choice above.....

47. Do you have a say in your area with regard to maintenance of law and order?

Always Sometimes Don't know

Comment on your choice.....

48. Does the community get involved in maintenance of law and order conducted within the community?

Always Sometimes Don't know

Comment on your choice above

.....
.....

49. How often do you call community meetings on the maintenance of law and order?

Weekly Monthly only when there is a crisis others

Specify.....

.....
.....

50. How can the above sector be improved?

.....
.....

V. MANAGEMENT OF HEALTH CARE SERVICES

51. Comment on the management of health care services within your division?

.....
.....

52. What are some of the major challenges does the health care sector face?

.....
.....

53. Do you have a say in your area with regard to health care service delivery?

Always Sometimes Don't know

Comment on your choice.....

54. Does the community get involved in health service delivery activities conducted within the community?

Always Sometimes Don't know

55. What are some of the aspects of healthcare are a priority to the division authorities your area?.....

.....
.....

56. How often do you call community meetings on the improvement of health care services?

Weekly Monthly only when there is a crisis others

Specify.....

.....
.....

.....
57. What do you think should be done to improve on the health sector within the division?

.....
.....
.....
.....

VI. MANAGEMENT OF GOVERNMENT AIDED SCHOOLS

58. What is your assessment of the management of the education system by KCC?

.....
.....
.....
.....

59. Is it doing what is required?

YES NO

Give reasons for your answer.

.....
.....

60. How do you rate it compared to the privately owned schools?

.....
.....
.....
.....

61. Do you have a say in your area in the management of the education system?

Always Sometimes Don't know

Comment on your choice.....

62. Does the community get involved in the management of the education system?

Always Sometimes Don't know

Comment on your choice above

.....
.....

63. What are some of the immediate problems facing the education system in your division?

.....
.....
.....

64. What are some of the immediate solutions towards improvement of the above-named system?

.....
.....
.....

D. THE RELATIONSHIP BETWEEN LOCAL FEES AND SERVICE DELIVERY

65. Are you aware of the community needs on service delivery in your community?

Yes No

Give reasons for your answer

.....
.....
.....

66.a) How do you ensure that the community health problems reach KCC OFFICIALS?

.....
.....

b) Are you often given a platform to demand accountability from KCC for any of the services?

Yes No

Give reasons for your answer

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.....

C). what kind of response do you get from the authorities?

.....
.....
.....

67. Do officials from KCC or the division visit your community?

No Yes

If yes how often is this done.....
.....

68. Do they only visit you when there is a crisis or is it part of their work schedule?

No Yes

69. How do your leaders reach the communities to provide support on service delivery?

Comment.....
.....
.....

70. How do you secure services for your community? Through

NGO Government individuals Church Don't know

Comment on your choice.....

71. i) Do you think that KCC involves community leaders in your area to promote effective service delivery to the community members?

No Yes

ii) Please explain how this is done

.....
.....
.....

72. Are there Community Based Organizations (CBOs) that work and support your community?

No Yes

If yes, mention some of their contributions to the community

.....
.....

73. How best do you think services could be improved upon in your community?

- i.
- ii.
- iii.
- iv.

≠ **End** ≠

Thank you very much for your time

APPENDIX II

Research instrument 2

Key informant interview schedule

1. What is your understanding of the management of local fees?

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.....

2. . What is your understanding of service delivery programmes in your community?

.....
.....

3. What is the link between service delivery and payment of local fees?

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.....
.....

4. What role does KCC or your leaders play in the implementation of service delivery programmes?.....

.....
.....

5. Mention some of the roles you think community leaders could play in the management of locally generated revenues with in your area

- i.
- ii.

- iii.
- iv.
- v.
- vi.

6. Mention some of the challenges that you think leaders face in the process of ensuring adequate utilization of locally generated revenue.

- i.
- ii.
- iii.
- iv.

7. What do you think could be done to enable community leaders improve on their roles in regard to service delivery

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8. How can KCC management be mobilized to effectively implement services in the city?

.....

.....

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9. Is there any mechanism put in place to monitor and evaluate KCC leaders' competencies while mobilizing and implementing services?

14. Do you think KCC leaders can spearhead the fight against poor service delivery in your community?

Yes No

If Yes/No Give reasons for your answer

.....

≠ **End** ≠

Thank you very much for your time.

APPENDIX II

Research instrument 2

Key informant interview schedule

12. What is your understanding of the management of local fees?

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13. . What is your understanding of service delivery programmes in your community?

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.....

14. What is the link between service delivery and payment of local fees?

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.....

15. What role does KCC or your leaders play in the implementation of service delivery programmes?.....

.....
.....

16. Mention some of the roles you think community leaders could play in the management of locally generated revenues with in your area

vii.
viii.

- ix.
- x.
- xi.
- xii.

17. Mention some of the challenges that you think leaders face in the process of ensuring adequate utilization of locally generated revenue.

- v.
- vi.
- vii.
- viii.

.....

18. What do you think could be done to enable community leaders improve on their roles in regard to service delivery

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19. How can KCC management be mobilized to effectively implement services in the city?

.....
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20. Is there any mechanism put in place to monitor and evaluate KCC leaders' competencies while mobilizing and implementing services?

.....
Comment to your answer

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.....
21. Mention some of the community agencies or groups that promote service delivery programmes in your area.

.....
.....
22. Is there any form of motivation or capacity building package designed for your community to pay taxes to KCC?

No Yes

Give reasons for your choice

.....
.....
12. What can be done to promote involvement and participation of the people in payment of taxes?

.....
.....
14. As a leader what would be your immediate need/concerns in the promotion of service delivery programmes in your community

14. Do you think KCC leaders can spearhead the fight against poor service delivery in your community?

Yes No

If Yes/No Give reasons for your answer

.....

≠ **End** ≠

Thank you very much for your time.