

**ANALYSING THE IMPACT OF LOCAL COUNCIL IN IMPLEMENTATION OF
GOVERNMENT PROGRAMMES IN UGANDA: A CASE OF
KASANJE TOWN COUCIL, WAKISO DISTRICT**

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ABSTRACT

This research investigation investigated the function that local councils played in Uganda's execution of presidential initiatives.

It sought to accomplish the following purposes: build a connection here between engineering positions of local council and the application of federal programs in Kasanje Town Council Wakiso District; establish an association between the management positions of local council and the execution of federal programs in Kasanje Town Council Wakiso District; and establish an association between local council's enterprise resource planning functions and the deployment of government services in Kas.

To arrive at the following conclusions, the study used descriptive and correlational research methods based on polls and interviews. Results showed a weakly positive association ($r=0.357$, Sig at 0.000) between technical parameters and the effectiveness of local council members in Ngoma Town Council, indicating that all variables progressed in the same manner. The corrected R-square of 0.105 suggested that technical criteria, such as education and experience, had an impact on local council committee effectiveness by 10.5%.

The report suggests that in order to promote a modification to the present budgetary framework, municipal and district councils should collaborate with other city authorities and through Uganda Local Government Association (ULGA).

Key words: local council and government programmes

Background of the study

In an endeavor to substantially improve service quality, the creation and execution of government programs have received so much attention in modern political management of regional government on a global scale (Lubanga, 2017).

Decentralization was therefore implemented in European nations with a focus on ensuring that functions, authority (administrative and political), and people are distributed from a central authority in order to accomplish urban and rural development (De-Tocqueville, 2015).

This resulted in the establishment of local councils with committees to carry out the task of carrying out government programs locally (Klugman, 2016).

Many variables, though, have been identified as impeding efficient government program oversight. For example, it has been shown that council panel members in Brazil and Scotland suffer from an excessive reliance on government spending, an absence of technical expertise, and a lack of the necessary resources to carry out their tasks (Cascio, 2015).

Delegation of authority during colonial times brought about the surveillance and administration of government programs in African nations that were developing, but it wasn't until the 1990s when most governments began to accept World Bank programs that this practice became a serious strategy (World Bank, 2014).

Designing and overseeing government programs was planned and carried out in a very centralized manner during colonial and comment times (Cascio, 2017). Several African republics, including Ghana and Nigeria, embrace fragmented management at the moment. Local council members have been constituted to carry out the duty of administering government programs (Cascio, 2017). Yet, a number of issues that local council members had to deal with seem to have affected their performance (Cascio, 2017).

Decentralization began to take hold in Uganda in the 1990s with the intention of improving productivity with County Council plans, urban areas, and sub-counties, with their goals being

carried out by qualified HR (Republic of Uganda, 2018). Federalism was promoted as a strategy that would provide local councils the authority to plan, decide, and handling multiple services and activities on a local level on a legal, political, bureaucratic, and financial basis.

The transition often occurs from higher administration ranks to the central administration and its departments (Nsibambi, 2015).

The work has been accomplished since the 1990s to make sure that government programs are monitored effectively and efficiently, but according to Basheka (2018), council working groups in both district and town councils have insufficient technical capacity, assistance to help, and a variety of procedural matters to carry out their duties.

Basheka (2018). (2018).

Problem Statement

The Local Government Act, Cap. 243, specifies a variety of elements, such as technical, managerial, and resource functions, intended to energize and facilitate the operation of local authority functions.

On the basis of this, Kasanje Town Council encouraged the statutory requirement of Local Council Committee meetings with the adequate infrastructure, technical roles, and capacity skills training in order to enhance their effectiveness in implementing and principles of administration programs in terms of timely report delivering, advisory services, and intelligent control of council programs. This was done through Local Government Act cap. 243.

Additionally, in an attempt to guarantee the successful surveillance and execution of government programs, the Kasanje Budget Framework (2019/20) allocates a larger portion of funds for municipal member of the committee assistance and guidance and retraining.

Specific objectives

- 1. To establish the relationship between technical roles of Local council and implementation of government programmes in Kasanje Town Council Wakiso District.*
 - 2. To determine the relationship between administrative roles of Local council and implementation of government programmes in Kasanje Town Council Wakiso District.*
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3. *To determine the relationship between resource monitoring by Local council and implementing government programmes in Kasanje Town Council Wakiso District.*

Research questions

1. *Is there a relationship between technical roles of Local council and implementation of government programmes in Kasanje Town Council Wakiso District?*
2. *What is the relationship between administrative roles of Local council and implementation of government programmes in Kasanje Town Council Wakiso District?*
3. *What is the relationship between resource monitoring by Local council in implementation and government programmes in Kasanje Town Council Wakiso District?*

Methodology

Research design

A multiple data collection design was produced by using a correlational design to establish the link between variables and a descriptive methodology to depict scenarios as they are.

The study looked at the opinions of participants regarding the effects of local authority committees.

To better recognize the study's problem, mixed methodologies were applied.

Study participants

There were 60 responders in total for the survey.

They include local residents (18), government employees (17), councilors (15), and political commentators (10).

This was chosen because it represented all of the influential people in the Kasanje Town Council Wakiso District.

sample size, sampling protocol, and sampling procedures

This chapter examined the research sample, sample size, and sampling methods for the study.

Sampling technique

The investigator utilized probability random in addition to basic random sample.

Stratified involved grouping respondents into categories based on common traits.

His method was chosen because it was simple to choose a sample from a sizable community, giving every person in the community an equal opportunity to provide input to the study.

To eliminate bias, a simple random sampling procedure was utilized to ensure that each Kasanje Town Council Wakiso District member had an equal chance of being picked.

Sampling procedure

In order to choose the 52 respondents' that form the sample size, the researcher serialized all the 60 respondents from 1 to 60 following an alphabetic order of their names. The 60 serial numbers

each was written on a piece of paper and folded. The 60 folded pieces of paper was put in a tin. The researcher randomly picked a piece of paper at a time until 52 pieces of paper are picked from the tin. The serial numbers that appeared on the 52 pieces of paper that was randomly picked, matched to the categorize stratus they represent thus forming the sample of the 52 respondents which was used for this research study.

Sample size

The sample size was determined basing on Krejcie and Morgan model (1970). Therefore, for this particular study, was made up of 52 respondents categorized as Civil servants 15, Councilors 13, Opinion leaders, 8 and Local people 16 as distributed below;

Table 1: Showing sample size distribution in Kasanje Town Council Wakiso District

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

(Source: Krejcie &Morgan Model, 1970)

Data collection sources

Data sources included primary and secondary data sources;

Primary data

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

Secondary data

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

Data collection methods

The researcher used a sample survey method which was conducted through questionnaire and interviews. "Data are evidences and other related materials, previous and current, working as a foundation for research" (Ranagnatham, 2017). In the context of the study, data was needed for social research, might be generally categorized in data relating to human beings, organizations and territorial areas.

Questionnaires

Often a lot of people are afraid to present in person, which results in poor concept manifestation. In order to collect data, the researcher used personality open-ended and closed-ended surveys. By using surveys, the investigator was able to obtain accurate information since participants were given the opportunity to express themselves in a way that was comfortable for them. Vast amounts of data were quickly and cheaply gathered from a lot of different sources. This was addressed and resolved through fieldwork, during which the researcher directly presented assessments and made use of study helpers.

Interviews

The method was used in to give in-depth information for expanding the study, this method helps in giving detailed information that is effective for the study. The method was preferred because it give in depth information and there was room to ask more questions that are necessary for the study.

Data analysis

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

RESULTS

Response rate

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

Background information of the participants

Contributors were divided into groups based on their gender, age, educational status, position, and the length of time they had worked for the Kasanje Town Council.

All of this material was important because it demonstrated how prior knowledge affected the effectiveness of local council members inside that Kasanje Town Council Wakiso District in the areas of technical, operational, and economic functions.

Gender of the participants

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

Table 2: Gender of the respondents

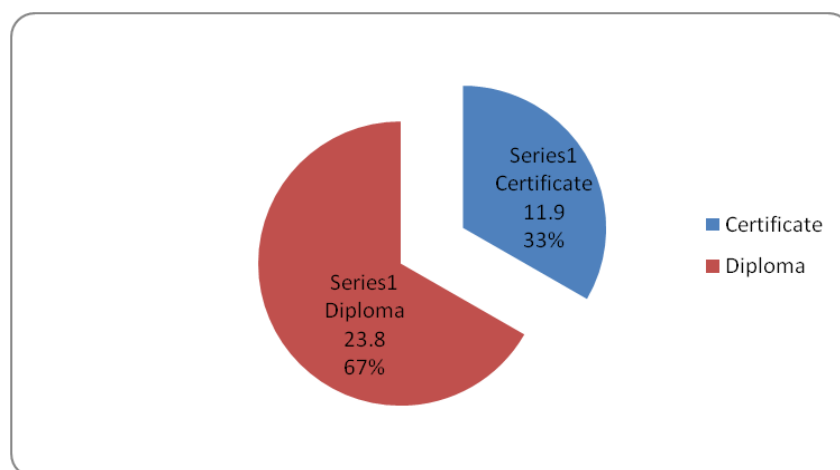
		Frequency	Percent
Valid	Male	15	35.7
	Female	27	64.3
	Total	42	100.0

Source: **Field Data, 2023**

From table 2 above, 64.3% were female while 35.7% were males. This gave an implication that females have involved much in the running of the council activities, however the study was inclusive because it involved both male and female. It also means it gave mixed ideas on how gender was affected by factors affecting the performance of local council committees in

implementing and implementing government programmes in Kasanje Town Council. This can also be illustrated in figure 1 below.

Figure 1: Gender of the respondents



Source: **Field Data**, 2023

Age of the participants

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

Table 3: Age of the participants

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

Source: Field Data, 2023

Table 3 above revealed that majority 47.6% were between ages 20-29 followed by 23.8% between the ages 30-39, 19.0% were between the ages of 40-49 years and the least were between 50 years and above. This implied that majority of respondents were fresh and young and they could easily interpret and assess how factors such as resource, technical and administrative roles influenced the performance of local council committees in Kasanje Town Council.

Education level of the respondents

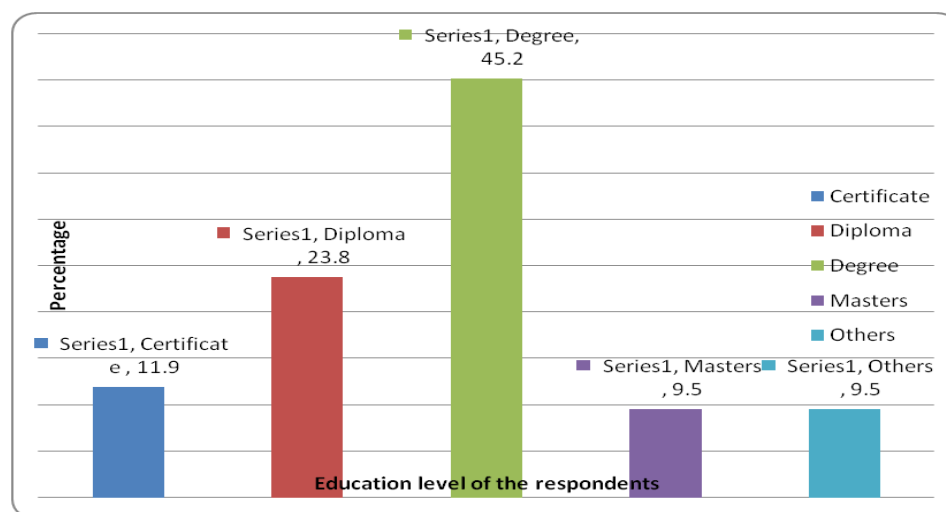
Table 4: Education level of participants

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

Source: Field Data, 2023

Table 4 above revealed 45.2% of participants were degree holders, 23.8% were diploma holders, 11.9% were certificate holders and 4.8% had master's degree. These findings implied that majority had capacity interpret the questionnaires. This can also be evidenced in figure 2 below.

Figure 1: Education level of Participants



Source: *Field Data*, 2023

Position of participants

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

Table 5: Position of the respondents

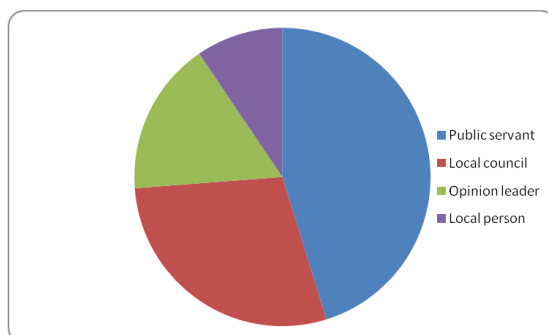
	Frequency	Percent
Valid Public servant	15	35.7
Local council	12	28.6
Opinion leader	8	19.0
Local person	7	16.7
Total	42	100.0

Source: *Field Data*, 2023

Table 5 majority 35.7% were public servants 28.6% were local councilors, 19.0% were opinion leaders and 16.7% were local persons. These findings implied that information about factors influencing the performance of local council committees was from a reliable source.

This can also be seen in figure 4.3 below.

Figure 2: Position of the respondents



Source: *Field Data*, 2023

Number of years spent in Kasanje Town Council

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

Table 6: Period spent while working in Kasanje Town Council

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

Source: *Field Data*, 2023

From table 6 above, 47.6% of Participants had served the council for 6-10 years, 23.8% 15years, and 11.9% for less than 1 year. This implied that majority had got enough experience in relation to how technical, administrative and resource roles influenced the performance of Local council committees within Kasanje Town Council Wakiso District.

Roles performed by local council in implementing government programmes

This section looks at three categories of roles affecting the performance of local council committees within Kasanje Town Council as these were categorized as; technical, administrative and Resource roles.

Technical roles

In this section respondents were asked how technical roles influenced the performance of local council committees within Kasanje Town Council. Using descriptive statistics and a Likert scale answer format ranging from 1-SD to 5- SA, the following were the responses on how technical roles influenced the performance of local council committees within Kasanje Town Council below;

Table 7: Descriptive statistics on how technical role of council committees in implementing government programmes in Kasanje Town Council

Statements	1		2		3		f
	f	%	f	%	f	%	
<i>We are trained to perform our duties well</i>	5	11.9	6	14.3	1	2.4	18
<i>The local government organizes seminars to train its employees</i>	3	7.1	17	40.5	4	9.5	9
<i>Training workshops are periodically provided by the local government</i>	10	23.8	6	14.3	1	2.4	19
<i>The district has a number of refresher training programs for employees</i>	7	16.7	6	14.3	2	4.8	14
<i>I have gained a lot of skills at work through workshops organized at the district</i>	5	11.9	7	16.7	3	7.1	11
<i>The district gives high priority to the coaching of staff to enhance their performance</i>	0	0	12	28.6	1	2.4	20

<i>I have gained a lot of skills through training given by h local government</i>	8	19.0	8		19.0	2		4.8	10
<i>Awareness campaigns are promoted within the employees of the local government</i>	5	11.9	3		7.1	2		4.8	17
<i>Recordkeeping is main skill promoted within the employees of the local government</i>	5	11.9	6		14.3	1		2.4	14
Average mean score	42								

Source: **Field Data**, 2023

The proportion of participants (Mean score= 3.62 & SD= 1.361) believed that they had received adequate training to carry out their job.

This implied that the vast majority of individuals generally concur that local council committee effectiveness is impacted by training as a routine necessity.

Most people (Mean score=3.10 and SD=1.340) agreed with the statement "The local government is providing seminars to train its staff."

Although this suggested that workshops are typically held inside the council, the standard deviation revealed that there was no agreement on the answers.

When asked if the local government is providing workshops and seminars occasionally, the majority of the participants said yes (Mean score=3.12 and SD=1.468).

This suggested that workshops were held within the government to improve the effectiveness of council panels. On the statement stated as "The district has a number of refresher training programs for employees, majority of the respondents agreed (Mean score=3.48 and SD=1.486). This implies that refresher courses and trainings are mandatory within local governments.

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

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

The majority of those surveyed disagree with the claim that "I have developed a lot of abilities through training provided by local government" (Mean score= 2.33 and SD=1.572).

This suggested that despite the various trainings provided to them by the administration, council members and other public employees had not developed the necessary abilities.

This indicated that both members of the council and government officials still lacked adequate register and proposed intelligent.

The vast majority of those polled (Mean score=3.81 and SD=1.330) agreed that local government personnel are encouraged to participate in awareness campaigns.

Conclusions

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

Recommendations

The findings revealed that the various forms of training could not result into acquisition of necessary skills that could enhance performance among local council members. Therefore, the researcher recommends that local councils should exhibit willingness to plan and fund training town council personnels to meet the technical competence required and efficiently monitor government programmes.

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