
ADMINISTRATIVE DECENTRALISATION AND SERVICE DELIVERY IN NATIONAL IDENTIFICATION REGISTRATION AUTHORITY: A CASE OF SHEEMA DISTRICT, UGANDA.

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ABSTRACT

This study aimed at examining the relationship between the administrative decentralisation of the National Identification and Registration Authority (NIRA) services and service delivery in the Sheema district. The study was guided by three specific objectives that are: (i) to establish the relationship between deconcentration and service delivery in NIRA, Sheema District, (ii) to determine the relationship between delegation and service delivery in NIRA, Sheema District, and (iii) to examine the relationship between devolution and service delivery in NIRA, Sheema District. The study adopted a cross-sectional research design applying a mixed methods approach. Data was collected using a self-administered questionnaire from service users and NIRA employees who were randomly selected. Data were analysed using Statistical Package for Social Sciences (SPSS). Descriptive statistics such as mean and standard deviation were used to provide the general distribution of the data among the respondents. In addition, correlation and regression analysis were used to determine the relationships between the variables. The findings revealed that there is a significant positive relationship ($r=.482$, Adjusted $R = .229$, $F(1,305) = 92.067$, $p<0.05$) between deconcentration and service delivery in NIRA, Sheema District. In addition, there is a positive significant relationship ($r=.489$, Adjusted $R = .237$, $F(1,305) = 95.975$, $p<0.01$) between delegation and service delivery in NIRA, Sheema District. Furthermore, there existed a positive significant relationship ($r=.353$, Adjusted $R = .121$, $F(1,305) = 43.296$, $p<0.05$) between devolution and service delivery in NIRA, Sheema District. And finally, there existed a significant relationship ($r=.572$, Adjusted $R = .320$, $F(3,303) = 49.019$, $p<0.01$)

between administrative decentralisation (deconcentration, delegation, and devolution) and service delivery in NIRA, Sheema district. The researcher recommends that the district-level NIRA office needs to be more deconcentrated by transferring more authority and resources from the national office to the district office. The researcher also recommends strengthening the district-level NIRA office. It may be appropriate to strengthen the district-level NIRA office's capacity by providing additional training and resources to employees and district offices can be expanded for the district-level NIRA office to deliver better services to the local community.

Keywords: Administrative Decentralization and service Delivery

Background of the study

In the last few decades, decentralization has become important for the creation of international development organizations and has been adopted and implemented by many countries in Latin America, Africa and Asia. Decentralization is seen as one of the public reform strategies to increase services (Pdu et al., 2023). Motivations for decentralization vary. It is part of the political and economic transition in Eastern Europe and the former Soviet Union; to support the transition to democracy in Latin America; It is a response to ethnic or regional conflicts in South Africa, Sri Lanka and Indonesia.; It aimed to improve the delivery of essential services in Chile, Uganda and Ivory Coast.

Improving delivery is a related motivation behind most mergers, although not obvious (Christopher, Muhindo, et al., 2022). Thus, this research contributes to the understanding of the link between the management of the National Identity Registry (NIRA) and delivery.

Statement of Issue.

NIRA began operations in April 2016 at 117 service centers across the country, including Kololo headquarters, 112 regional offices, and five regional offices in

Kampala. NIRA offices are aligned with the Regional Service Center approved by the Department of Public Affairs as of July 1, 2015.

This organizational structure forms the basis for the delivery of NIRA services (Christopher, Komunda et al., 2022). Despite the distribution of NIRA services in the district, there are still unprofitable services (COSASE, 2017). The NIRA Sheema area is underserved and there is no research to evaluate the impact of the management system on delivery. For example, millions of Ugandans still struggle to access basic public services and rights because they do not have digital numbers, years after their digital identities were issued (Mark et al., 2023).

Many in the Cheema area had to travel long distances to the NIRA headquarters in Kololo, Kampala, to change the year of birth on their ID cards, which was not resolved by the regional NIRA service center (Christopher, Muhindo et al, 2022). This poses a danger to many, especially seniors who have lost their pensions, and to the cost of transportation to and from NIRA headquarters. It is therefore necessary to examine whether the administrative management of NIRA programs affects the delivery of goods in the Hima region.

Major Objective

The general objective of this study was to establish the relationship between the administrative decentralisation of the NIRA services and service delivery in the Sheema district.

Specific Objectives

- 1. To establish the relationship between deconcentration and service delivery in the National Identification Registration Authority, Sheema District.*
- 2. To determine the relationship between delegation and service delivery in National Identification Registration Authority, Sheema District.*
- 3. To examine the relationship between devolution and service delivery in National Identification Registration Authority, Sheema District.*

Research Questions

1. *What is the relationship between deconcentration and service delivery in National Identification Registration Authority, Sheema District?*
2. *What is the relationship between delegation and service delivery in National Identification Registration Authority, Sheema District?*
3. *What is the relationship between devolution and service delivery in National Identification Registration Authority, Sheema District?*

Methodology

The purpose of this study is to investigate the association between administrative decentralization and service delivery in NIRA. This chapter sets out the methodology that was used to achieve the objectives of the study. Research methodology is a way of obtaining, organizing and analyzing data and thus methodology decisions often depend on the nature of the research question or hypothesis. Methodology refers to how the research is done and its logical sequence (Polit & Hungler, 2004). The methodology includes the research design, study population, sample size and sampling techniques, instruments of research, data collection procedures, pilot test and data processing and analysis.

Research Design

The study had three research objectives: to establish the relationship between deconcentration and service delivery, to determine the relationship between delegation and service delivery, and to examine the relationship between devolution and service delivery in NIRA.

The study used a cross-sectional approach, which is a type of descriptive survey research design that involves collecting data at one point in time from a representative sample of the population of interest. The cross-sectional approach is appropriate for this study because it does not require manipulating or controlling any variables, and it allows the researcher to examine multiple variables and their

relationships at one point in time. The cross-sectional approach also helps the researcher to save time and resources, as well as to avoid ethical issues that may arise from longitudinal or experimental designs (Oromo et al., 2023).

The study used a mixed-methods strategy, which is a type of research design that combines quantitative and qualitative data collection and analysis methods in a single study (Creswell & Plano Clark, 2011). The mixed-methods strategy is suitable for this study because it enables the researcher to obtain a comprehensive and holistic understanding of administrative decentralization and service delivery phenomena, by using both numerical and textual data sources, and by integrating and triangulating the findings from different methods (Creswell & Plano Clark, 2011). The mixed-methods strategy also helps the researcher to overcome the limitations or biases of using a single method, and to enhance the validity and reliability of the results (Bryman, 2004).

Study Population

Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. In other words, the population is the aggregate of all that conforms to a given specification. According to, the population is all the elements that meet the criteria for inclusion in a study. The target population of this study involved 175056 respondents comprised of 6 Top officials, 50 employees and 175,000 service users (NIRA Human Resource Records, 2022) from the NIRA Sheema district.

Sample Size

Qualitative researchers do not normally know the number of people in the research beforehand; the sample may change in size and type during research. Generally, sample sizes larger than 30 and less than 500 are recommended for statistical data analysis. To compute the sample size, the study adopted the tables (see Appendix III). According to Krejcie and Morgan's (1970) table of sample size determination, a

population of 175,056 gives a sample of 384. Thus, a sample of 384 participants was considered for this study.

Table 1: Sample Size and sampling techniques

Category	Target Population	Sample size	Sampling Technique
Top officials (DRO, ARO, ITO, HRM, PO, ACCOUNTANT	6	6	Purposive sampling
Employees	50	44	Proportional Stratified random sampling
Service users	175,000	334	Proportional Stratified random sampling
TOTAL	175,056	384	

NIRA Human Resource Records, 2022

Data Collection techniques and tools

Primary data collection methods which can be divided into quantitative and qualitative were employed. Methods of quantitative data collection include a questionnaire survey with both closed-ended and open-ended questions. Quantitative data collection methods such as questionnaire surveys were used since they can be used to collect numerical data that can easily be analysed to provide the relationship between the variables such as determining the relationship between devolution, delegation, and deconcentration and service delivery in NIRA. The questionnaire method was selected because it has been proved to be a relatively unobtrusive and inexpensive method for data collection (Ghauri & Grønhaug, 2002).

Moreover, due to a high level of standardisation of quantitative methods, it is easy to make comparisons of findings. The questionnaire survey was conducted on the selected NIRA employees and service users.

On the other hand, qualitative data collection methods include the interview method. The interview method was applied to key informants such as DRO, ARO, ITO, HRM, PO, and Accountants.

Data Collection tools

Data was collected through instruments developed by the researcher under the supervision of university supervisors. The choice of data collection instrument is often very crucial to the success of research and thus when determining an appropriate data collection method, one has to consider the complexity of the topic, response rate, time and the targeted population (Mwangi, 2015). The data collection instruments were questionnaires. defines a questionnaire as a document that consists of several questions printed or typed in a definite order on a form or set of forms. According to Mugenda and Mugenda (2003), questionnaires are easy to analyse, easy to administer and economical in terms of time and money. This study used closed-ended questions to collect the data.

Data Analysis

The study had three research objectives: to establish the relationship between deconcentration and service delivery, to determine the relationship between delegation and service delivery, and to examine the relationship between devolution and service delivery in NIRA. To achieve these objectives, the study used both quantitative and qualitative data analysis methods, as follows:

To address the first objective, the study used the Pearson correlation coefficient to test the relationship between deconcentration and service delivery using SPSS (Nelson et al., 2022). Pearson correlation coefficient is a statistical measure that indicates the strength and direction of a linear relationship between two variables (Coopers & Schindler, 2014). The study also used simple linear regression analysis to examine the effect of deconcentration on service delivery. Simple linear regression analysis is a statistical method that models the relationship between a dependent

variable and a single independent variable and estimates the slope and intercept of the regression line (Cooper & Schindler, 2013).

RESULTS

Response Rate

Several scholars examining what response rate is sufficient in organisational research have yielded different results. In laying out the adequate response, researchers recommend the least rates going from 30% to 80%. Baruch (1999) investigated what could be an acceptable response rate in scholastic research and he revealed that the acceptable response rate was 55.6% in academic studies. The response rate of the respondents is presented in 2.

Table 2: Response Rate

Category	Target Sample	Actual	Percentage
Top officials	6	3	50
Employees	44	40	90.9
Service users	334	267	79.9
TOTAL	384	310	80.7

Source: Primary Data (2022)

The response rate of top officials from NIRA was 50% followed by 90.9% who were employees. For the service users, the response rate was 79.9%. In general, a response rate of 80.7% indicates that the researcher proceeded with the analysis of the data since obtained response rate was greater than 55.6%.

Results on the background characteristics of Respondents

Data were collected about the gender of respondents. The data was meant to inform the study of the sex composition. This would later be disaggregated according to the type of staff. Figure 1 shows the distribution of respondents' characteristics according to gender.

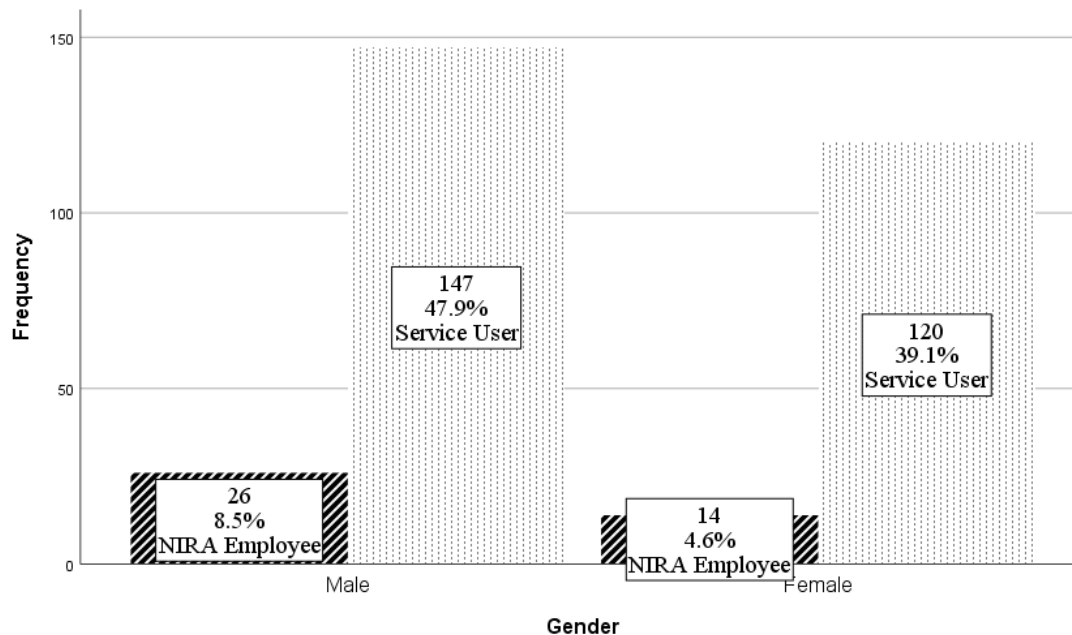


Figure 1: Gender of Respondents

Findings in figure 1 shows that for males, 8.5% of the respondents were NIRA employees and 47.9% were service users. Thus, a total of 56.4% (8.5% + 47.9%) of the respondents were males. In addition, for females, 4.6% of the respondents were NIRA employees and 39.1% of the respondents were service users. Thus, a total of 43.7% (4.6% + 39.1%) of the respondents were females. In general, this implies that there were more males than females.

Data about the age of the respondents was collected using the questionnaire. The data was meant to guide the study about the age bracket of the respondents. Findings in Figure 3 are presented which indicate the overview of the age brackets of respondents.

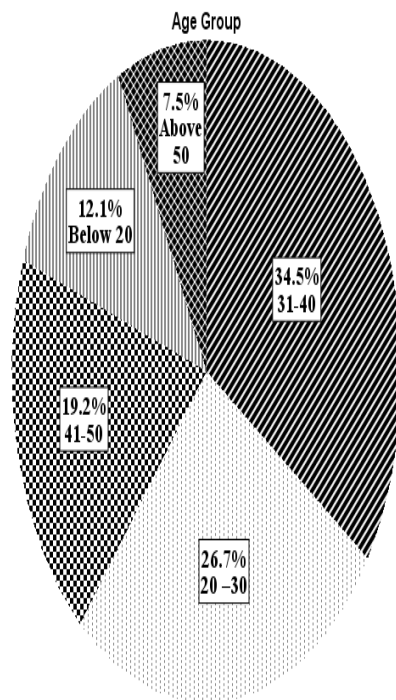


Figure 2: Age group of Respondents

The findings in figure 2 indicate that 34.5% of the respondents were in the age bracket of 31 and 40 years, and 26.7% were between the age bracket of 20 and 30 years. Furthermore, 19.2% of the respondents were in the age bracket of 41 and 50 years, 12.1% were below 20 years and 7.5% were above 50 years. This suggests that a significant portion of the survey sample was in the middle age range, which is the demographic that is most likely to be employed, have more financial stability and purchasing power, have families, be more established in their careers, and have more disposable income to contribute to the economy. In contrast, the younger age bracket is typically still in school, starting their career paths, and does not yet have the same financial stability as the middle age group.

To establish the education status of respondents, data was collected on the highest level completed by the respondent and the responses were then categorized into postgraduate, diploma, certificate, bachelor's, master, and others. Findings in Table 5 were obtained and presented.

Table 3: Level of Education

		Frequency	Per cent
Valid	Post Graduate	31	10.1
	Diploma	100	32.6
	Certificate	30	9.8
	Bachelors	87	28.3
	Others(specify)	40	13.0
	Masters	19	6.2
	Total	307	100.0

The findings in 3 indicate that 10.1% of respondents had attained a postgraduate degree as their highest level of education. In contrast, 32.6% had obtained a diploma, and 9.8% had obtained a certificate as their highest level of education. In addition, 28.3% earned a bachelor's degree and 6.2% had a master's degree. Furthermore, 13.0% of the respondents noted others (primary and secondary). This indicates that a majority of respondents had some form of higher education, with the largest proportion having a diploma. This is followed by those with a bachelor's degree, those with a certificate, those with a postgraduate degree, those with a master's degree, and those with primary and secondary education. This suggests that there is an increasing trend in the number of people in the population who have higher education, which is likely due to the rising importance of having a degree or higher qualification to be competitive in today's job market.

Furthermore, the data was collected on the type of respondent. The respondents were categorised in terms of NIRA employees and service workers. This allowed the researcher to gain an understanding of how different types of respondents responded to the survey, as well as any differences in the data between them.

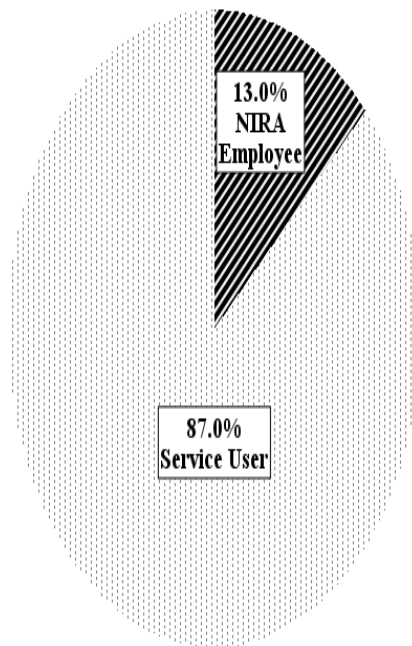


Figure 3: Category of Respondents

The results in figure 3 show that 87.0% of the respondents were service users and 13.0% were NIRA employees. This indicates that the majority of respondents in the survey were service users, which shows that the survey was able to capture a wide range of experiences and perspectives from people who have used the service. Having a wide range of perspectives is important to get a holistic view of the service and to identify areas of improvement. The high percentage of service users in the survey provides a strong foundation for making decisions and changes to the service.

Descriptive statistics

Data on deconcentration was gathered from both NIRA employees and service users using the questionnaire as indicated in Appendix IV (section B). Five items were used to collect the perspectives of NIRA employees and service users on deconcentration as applied to NIRA. The items were measured using a 5-point Likert scale [1 for Strongly Disagree (SD), 2 for Disagree (D), 3 for Neutral, 4 for Agree (A), and 5 for Strongly Agree(A)].

Table 4: The Perspectives of NIRA employees about deconcentration items

	SD		D		N		A		SA		Total		
	f	(%)	f	(%)	f	(%)	F	(%)	f	(%)	f	Mean	Std
The decision-making authority has been decentralized to different levels of the organization.	0	(.0)	6	(15.0)	18	(45.0)	13	(32.5)	3	(7.5)	40	3.33	.83
The deconcentration of decision-making has resulted in improved service delivery	5	(12.5)	4	(10.0)	13	(32.5)	13	(32.5)	5	(12.5)	40	3.23	1.19
Deconcentration has increased my ability to respond to customer needs and demands	1	(2.5)	13	(32.5)	7	(17.5)	18	(45.0)	1	(2.5)	40	3.13	.99
The deconcentration of decision-making has improved communication and coordination within the organization.	0	(.0)	5	(12.5)	17	(42.5)	11	(27.5)	7	(17.5)	40	3.50	.93
Deconcentration has given me more control over my work and improved job satisfaction.	8	(20.0)	2	(5.0)	12	(30.0)	13	(32.5)	5	(12.5)	40	3.12	1.30
Mean interpretation. Note that the Mean for the 5-point Likert scale is 3 thus, a value less than that translates to disagreed and a value greater than 3 translates to agreed.													

Source: Primary Data (2022) - NIRA employees.

The findings in 4 reveal that in general, the respondents agreed that the decision-making authority has been decentralised to different levels of the organization as evidenced by the Mean of 3.33 and standard deviation of .83. This indicates that the majority of respondents agreed that the decision-making authority had been decentralised, as the mean score was greater than 3 (which indicates agreement). Furthermore, the low standard deviation indicates that the responses were quite consistent in this regard.

In addition, the results indicate that the majority of the respondents agreed that deconcentration of decision-making has resulted in improved service delivery as evidenced by a mean of 3.23 and a standard deviation of 1.19. This means that most of the respondents felt that decentralizing decision-making has had a positive effect on service delivery, as the majority of them gave a rating of 3.23 or higher on the survey (Christopher, Moses, et al., 2022). This is further evidenced by the fact that the standard deviation of 1.19 indicates that the responses were fairly consistent.

Table 5: Descriptive Statistics of Deconcentration Items - Service Users

	SD		D		N		A		SA		Total		
	f	(%)	f	(%)	f	(%)	f	(%)	f	(%)	f	Mean	Std
I have noticed an improvement in the quality of services since the decision-making authority has been decentralized.	17	(6.4)	35	(13.1)	106	(39.7)	77	(28.8)	32	(12.0)	267	3.27	1.04
The decentralization of decision-making has made it easier for me to receive the services I need.	37	(13.9)	43	(16.1)	63	(23.6)	79	(29.6)	45	(16.9)	267	3.19	1.29
The staff of the National	5	(1.9)	53	(19.9)	74	(27.7)	120	(44.9)	15	(5.6)	267	3.33	.92

Identification Registration Authority are more responsive to my needs and demands since the decision-making authority has been decentralized.												
The decentralization of decision-making has improved the overall service delivery process.	10(3.7)	35(13.1)	102(38.2)	59(22.1)	61(22.8)	267	3.47	1.09				
I am more satisfied with the services provided by the National Identification Registration Authority since the decision-making authority has been decentralized.	60(22.5)	31(11.6)	79(29.6)	54(20.2)	43(16.1)	267	2.96	1.37				

Source: Primary Data (2022) - Service Users

The results in 5 revealed that the mean of 3.27 and standard deviation of 1.04 indicated that the majority of the service users agreed that they have noticed an improvement in the quality of services since the decision-making authority has been decentralised. This suggests that the decentralisation of decision-making authority has led to an improvement in service quality, as evidenced by the high mean score and low standard deviation. This indicates that most of the service users are in agreement that the quality of services has improved.

The mean of 3.19 and standard deviation of 1.29 revealed that service users agreed that the Decentralisation of decision-making has made it easier for them to receive the services they need. This shows that service users generally felt that the

Decentralisation of decision-making had improved their access to services, as the mean score was higher than average and the standard deviation was relatively low, indicating that most users experienced the same level of satisfaction.

For the statement “The staff of the National Identification Registration Authority are more responsive to my needs and demands since the decision-making authority has been decentralized”, the majority of the service users agreed to the statement as evidenced by a mean of 3.33 and a standard deviation of .92. This indicates that the staff are making an effort to provide better service due to the decentralization of decision-making, which is well-received by service users.

Furthermore, for the statement, “The decentralization of decision-making has improved the overall service delivery process”, the results indicated that the majority of the service users agreed to the statement as evidenced by the mean of 3.47 and the standard deviation of 1.09. This shows that service users generally believe that decentralizing decision-making has allowed services to be delivered more efficiently and effectively. It also means that the service users have better access to services and information, which has improved their overall satisfaction with the services they receive.

Table 7: Descriptive Statistics on Service Delivery Items

	SD		D		N		A		SA		Total	
	f	(%)	f	(%)	f	(%)	f	(%)	f	(%)	f	MeanStd
<i>I find it easy to access services offered by NIRA.</i>	31	10.1	70	22.8	77	25.1	97	31.6	32	10.4	307	3.09 1.17
<i>The location of NIRA offices is convenient for me to access.</i>	20	6.5	120	39.1	85	27.7	51	16.6	31	10.1	307	2.85 1.10
<i>The hours of operation of NIRA offices are convenient for me.</i>	21	6.8	58	18.9	117	38.1	95	30.9	16	5.2	307	3.09 .99
<i>I find the wait time to receive</i>	20	6.5	52	16.9	112	36.5	86	28.0	37	12.1	307	3.22 1.07

services at NIRA offices to be reasonable.													
The agency responds to customers' complaints promptly	309.8	72	23.599	32.271	23.135	11.430	73.03	1.15					
The agency reacts to any changes in policy, law and new government directives immediately	258.1	64	20.814	045.656	18.222	7.2	3072.95	1.00					
The agency evaluates progress made in the organization from time to time against set targets	3912.762		20.290	29.357	18.659	19.230	73.11	1.29					
The agency delivers its services/products promptly without any delay	4013.070		22.878	25.496	31.323	7.5	3072.97	1.17					
The services offered by NIRA are of high quality	247.8	29	9.4	97	31.612	139.436	11.730	73.38	1.06				
I received prompt and accurate services from NIRA	103.3	23	7.5	12641.012	942.019	6.2	3073.40	.84					
I experienced errors or inaccuracies in the services provided by NIRA	278.8	15	4.9	10935.512	942.027	8.8	3073.37	1.02					
I believe that the staff at NIRA are knowledgeable and well-trained in providing high-quality services	278.8	23	7.5	94	30.611	838.445	14.730	73.43	1.10				
NIRA Sheema meets the needs of the clients.	8126.457		18.635	11.443	14.091	29.630	73.02	1.60					

<i>The clients are satisfied with the amount of help they obtain from NIRA Sheema</i>	52	16.968	22.118	5.9	92	30.077	25.130	73.24	1.47
<i>I am satisfied with the overall quality of services offered by NIRA</i>	69	22.531	10.138	12.499	32.270	22.830	73.23	1.48	
<i>The client would recommend services offered by NIRA Sheema to others</i>	46	15.064	20.814	4.6	94	30.689	29.030	73.38	1.46

Source: Primary Data (2022)

For the statement, “I find it easy to access services offered by NIRA”, the results indicate that the majority of the respondents agreed to the statement as evidenced by the mean of 3.09 and standard deviation of 1.17. This suggests that the majority of respondents had a positive perception of the services offered by NIRA, as they found it easy to access them. This is further evidenced by the fact that the mean score was above 3, indicating that the respondents mostly agreed with the statement.

For the statement, “The location of NIRA offices is convenient for me to access”, the results indicate that the majority of the respondents disagreed with the statement as indicated by the mean of 2.85 and a standard deviation of 1.10. This suggests that the majority of the respondents found it difficult to get to the NIRA offices due to their location. This could be due to the offices being located too far away from the respondents. Even though the majority of respondents found it difficult to access the NIRA offices due to their location, there were still some who considered the location to be convenient. This could be attributed to the offices being located close by.

For the statement, “The hours of operation of NIRA offices are convenient for me”, the majority of the respondents agreed to the statement as evidenced by a mean of 3.09 and a standard deviation of .99. This indicates that most people found the hours

of operation of NIRA offices to be convenient for them, as the mean score was well above the midpoint of 3. The narrow standard deviation of .99 shows that the majority of respondents did not have any major differences in opinion. Thus, it can be concluded that NIRA offices have convenient hours of operation that suit the needs of the majority of people.

Table 8: Correlations Between Deconcentration and Service Delivery

		<i>Service Delivery</i>	<i>Deconcentration</i>
<i>Service Delivery</i>	<i>Pearson Correlation</i>	1	.482**
	<i>Sig. (2-tailed)</i>		.000
	<i>N</i>	307	307
<i>Deconcentration</i>	<i>Pearson Correlation</i>	.482**	1
	<i>Sig. (2-tailed)</i>	.000	
	<i>N</i>	307	307
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data NIRA (2022) - Employees and Service Users

In this case, the R-value of .482 between deconcentration and service delivery in NIRA Sheema district indicates that there is a moderate positive relationship between the two variables. A value of .482 on a scale that ranges from -1 to 1 indicates that the two variables are positively correlated, meaning that as one variable increases, the other variable tends to increase as well. For instance, in NIRA Sheema district, if the rate of deconcentration increases, then the delivery of services is likely to increase as well. This is because the value of .482 is higher than 0, which is the midpoint of the scale. This indicates that the two variables are more strongly correlated than they are negatively correlated, meaning that as one variable increases, the other one is likely to increase as well. Additionally, regression analysis was conducted to analyse the relationship between the two variables and to estimate the magnitude of the relationship.

Regression results**Table 9: Model Summary of Deconcentration and Service Delivery**

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate		
1		.482 ^a	.232	.229	.53830		
a. Predictors: (Constant), Deconcentration							
Model		Sum of Squares		df	Mean Square	F	Sig.
1	Regression	26.678		1	26.678	92.067	.000 ^b
	Residual	88.379		305	.290		
	Total	115.057		306			
a. Dependent Variable: Service Delivery							
b. Predictors: (Constant), Deconcentration							
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.851	.141			13.116	.000
	Deconcentration	.407	.042	.482		9.595	.000
a. Dependent Variable: Service Delivery							

The *r* value of .482 suggests that there is a moderate positive relationship between the level of deconcentration within NIRA Sheema district and the service delivery. This indicates that when the level of deconcentration increases, the service delivery tends to increase at a moderate rate as well (Nelson et al., 2023). This suggests that decentralizing services can have a positive impact on service delivery. For instance, when the role of the central government is limited to providing resources and strategic direction, state agencies such as NIRA tend to be better equipped to identify and respond to the needs of community members.

According to the adjusted R-squared value of .229 between deconcentration and service delivery in NIRA Sheema district, 22.9% of the variability in service delivery can be explained by variation in deconcentration. The deconcentration in the National Identification and Registration Authority (NIRA) Sheema district has a significant but moderate impact on service delivery. The value of .229 is relatively low, which suggests that other factors besides deconcentration are likely to be impacting service delivery. It may be necessary to consider other variables such as resource allocation, training, and organizational culture in order to improve service delivery. Deconcentration is not enough to ensure better service delivery. It must be accompanied by other efforts, such as training staff to use the new technology, or allocating resources to the agency to ensure adequate staffing levels. Without these other variables, deconcentration may not be enough to have a meaningful impact on service delivery. In addition, Table 10 was used to assess whether the model was fit for the data.

To determine how the sample group is similar to the population group in terms of variability, the F statistic is used. In other words, an F statistic that is close to the critical value indicates that the sample group is similar to the population group in terms of variability. A p-value is a measurement of statistical significance that indicates whether a relationship between variables is statistically significant if the model is fitted to the data effectively. A p-value that is well below the threshold of 0.05 indicates that the relationship between the variables is statistically significant. Thus, the model was a perfect fit for the data as indicated by the $F(1,305) = 92.067$ with a p-value of 0.000 which was less than 0.05. Thus, the null hypothesis “there is no significant relationship between deconcentration and service delivery in NIRA Sheema district” was rejected and the null hypothesis was accepted. Thus, there is a significant positive relationship between deconcentration and service delivery in NIRA Sheema district. The findings of this study indicate that there is a positive significant relationship between deconcentration and service delivery at the National

Identification Registration Authority (NIRA) in Sheema District, Uganda. It could suggest that the decentralization of authority and resources from the national-level NIRA to the district-level NIRA office has had a positive impact on the efficiency and effectiveness of the service delivery process. This result implies that decentralizing authority and resources has enabled the district-level NIRA office to better meet the needs of the local population and ensure that service delivery is provided efficiently and effectively.

The findings in Table 10 indicated beta value of 0.407 between deconcentration and service delivery in NIRA Sheema district is significant. In this case, while holding other factors constant, a beta value of 0.407 indicates that a unit increase in deconcentration leads to an increment of 0.407 units in service delivery. Thus, the following regression equation,

$$\text{Service delivery} = 1.851 + .407 \text{ Deconcentration}$$

Among the potential benefits of deconcentration on service delivery are Improved efficiency and effectiveness: It is easier for the district-level NIRA office to respond to the local community's needs and priorities if authority and resources are transferred from the national level to the district level.

Conclusions

The study concluded that administrative decentralization, in terms of deconcentration, delegation, and devolution, can enhance service delivery in NIRA Sheema district. By transferring more authority and resources from the national level to the district level, NIRA can improve its responsiveness, efficiency, effectiveness, accountability, and quality of service delivery to the local community. The study also concluded that administrative decentralization can have positive impacts on the social and economic development of the local community, as well as on the national unity and cohesion of the country

Recommendations

To improve service delivery, the district-level NIRA office needs more deconcentration. This means transferring more authority and resources from the national office to the district office, which may enable the district office to respond more effectively to local community needs and priorities, make more decisions, and allocate resources more efficiently. This recommendation is aligned with the first objective and finding.

To improve service delivery, communication and coordination between the national-level and district-level NIRA offices should be improved. This may include establishing clear channels of communication and holding regular meetings to discuss priorities and coordinate efforts. This recommendation is aligned with the second objective and finding. By improving communication and coordination, delegation can be more effective and efficient. The researcher also recommends expanding delegation by transferring more authority and responsibilities from the national level to the district-level office or giving the district-level office greater autonomy in making decisions and allocating resources.

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