
**FINANCIAL MANAGEMENT AND SERVICE DELIVERY IN SHEEMA DISTRICT LOCAL
GOVERNMENT****Mwesigye Justus****Metropolitan International University****ABSTRACT**

The study explored the relationship between Financial Management and Service delivery in Sheema District. It was guided by the following objectives; to examine the relationship between financial planning and service delivery in Sheema District, to assess the relationship between financial mobilization and service delivery in Sheema District and to investigate the relationship between financial control and service delivery in Sheema District. Qualitative and quantitative approaches (triangulation) were used. The study population comprised of 62 technical staff and 168 politicians at the district, members of boards and commission, staffs from sub counties and Town Councils and other members from the community. This study utilized Krejcie& Morgan (1970) sample size table to come up with an adequate sample 144 size. The sample size table allows the researcher to determine the sample size for a given population with 95% certainty. To obtain the above appropriate sample for the respondents, Krejcie& Morgan (1970). In this study, the researcher used questionnaire survey, interviews and documentary analysis to collect data. The findings revealed a relationship between Financial Planning and Service Delivery in Sheema District Local government using mean, the respondents agreed that the Goals and targets to achieve in service delivery are clearly laid down in Sheema District with very low mean=1.17 and Std=0.379. The respondents agreed that the budget conference is held every year in Sheema District mean=1.26 and Std=.439. It was also revealed that “Borrowing Funds by LGs from financial institution like banks can contributes towards service delivery in Sheema District Local Government”. The findings also revealed that “Funds are released for activities as advance in Sheema District” shows that 38% of the respondents agreed, 42% agreed with the statement, 11% were not sure and 6% disagreed, 2% strongly disagreed which means that majority of respondents agreed with the statement. The study also revealed correlation of financial mobilization and service delivery as results indicated the significance positive responses relation between financial mobilization and service delivery that is 0.058** significant at 0.01 level of a two tailed test with 230 degrees of freedom. This implies that there is a moderate positive significant relationship between financial mobilization and service delivery. It was also indicated that there is a relationship between financial mobilization and service delivery that is 0.058** significant at 0.01 level of a two tailed test with 230 degrees of freedom. This implies that there is a moderate positive significant relationship between financial mobilization and service delivery. It can be concluded that financial planning is a significant predictor of education service delivery in Sheema Local Government, Such that any improvement in financial planning could lead to better education service delivery. The researcher found out that financial planning is Sheema District Local Government should continuously improve financial planning especially in sector since it was found to be strong predictor, and has a positive relationship with education service delivery in the district.

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Key Words; Financial Management, Service Delivery, Local Government

Background to the study

Globally, in the last three decades, there has been increasing reference to the term “Financial management” in public sectors especially in local governments in both developed and developing countries (Gracious, 2023). Better provision of public services like primary education, primary health care services, water and sanitation are reasons why most countries decentralized management of finance to local government systems (fiscal decentralization)(F. Christopher, Muhindo, et al., 2022). In, Brazil, financial decentralization has been used to capture the views of the citizen as a means of making government responsive to public interest and also monitoring the quality of public services (Wegulo et al., 2023).

In Africa, many countries have likewise adopted decentralized financial management in local government system at different time. reported that South Africa, Ghana, Nigeria, and Rwanda are among the top African countries that have decentralized powers and resources to a great degree in search of inclusive, involving and participatory governance that is able to enhance quality of public services (Faith et al., 2023).

Local governments, was operationalized by the Constitution of Uganda (1995) and the Local Government Act, (1997) which intended to improved financial management (Racheal et al., 2023). Under this system Local governments can formulate, approved and execute its own budget provided it is balanced (LGA, 1997), monitor and evaluate its financial performance maintained proper books of account (T. Christopher, 2022). In Sheema district services are provided to the community by the district council and depend on funds from locally generated revenue, grants, donor funds and borrowing but there have been persistent queries raised in Audit reports and persistent criticism from the public about the quality of service delivery (F. Christopher, Komunda, et al., 2022).

In this study financial management is the independent variable that had three dimensions: Financial planning, with indicators as decision making and budgeting, financial mobilization with indicators of internal financial mobilization (Racheal et al., 2023), External financial mobilization and Borrowing finance, and Financial control with indicators of accountability, monitoring, reporting, auditing that is value for money (internal and external) and investigation by Local Government Public Accounts Committee (LGPAC) (Alex & Kazaara, 2023).

The study, examined the contribution of moderating variables inter-governmental relations, central government policies, conditions and guidelines on financial management and service delivery. The moderating variable influences the relationship between financial management and service delivery in local government systems (Mark et al., 2023).

Service delivery is providing for the needs of the community by organizations, services such as education, health, water and sanitation, roads are to be provided efficiently and effectively. In this study the indicators of service delivery include efficiency and effectiveness in the sectors / departments of health, education (primary), water and sanitation in Sheema District Local Government (Nasuru & Bafaki, 2023).

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Statement of the Problem

Management of Finance has remained poor for instance large amount of unaccounted for funds, revenue shortfall, wasteful expenditure, poor recovery of personal advances, lack of insurance policy for money on transit, failure to conduct annual board of survey at the end of the financial year to determine cash balances and missing vouchers among others (Polycarp et al., 2023)

In water, Health and Education sectors services have remained inadequate (Sheema District Development Plan, 2019). If this trend continues, inadequate clean water will cause water borne diseases leading to high death rate, in education sector the number of school drop outs will increased, hence higher level of illiteracy, poor qualities in grades in school (Mercy et al., 2023), however this will cause schools to produce poor educated students but also results in excessive repetition and low completion rates at government costs (Decentralization Policy strategic framework, 2016). Low access to malarial drugs, inadequate antenatal care and limited anti-retroviral drugs, lead to high maternal mortality rate, high child mortality rate and high death rate in the district (Jac & Kazaara, 2023). The study therefore aims to assess the relationship between financial management and service delivery in Sheema District Local Government.

Specific Objectives

- (i). To examine the relationship between financial planning and service delivery in Sheema District.
- (ii). To assess the relationship between financial mobilization and service delivery in Sheema District.
- (iii). To investigate the relationship between financial control and service delivery in Sheema District.

Research Hypothesis

- (i) There is a relationship between financial planning and service delivery in Sheema District
- (ii) There is a relationship between financial mobilization and service delivery in Sheema District
- (iii) There is a relationship between financial control and service delivery in Sheema District

Literature Review

The systems theory focus on understanding the organization as an open system that transforms inputs into outputs. Inputs include resources such as raw materials, technologies / equipment, people, time and financial (funds) these inputs go through a process where the planned, organized, coordinated and controlled, ultimately to meet the organization's goals. Outcomes would be products or services (Ntirandekura et al., 2022). Feedback would be information's from human resources that carry out the process among others. Feedback also comes from the larger environment of the organization for example; influences from government, society, economies and technologies. This overall system framework applies to any system, including sub-systems, departments and programs among others in the overall organization. This theory is supported by socio technical theory and contingency theory and this study will be guided by the system theory.

reporting for conditional grants shall be agreed with the responsible line ministry or donors.

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Methodology

A case study design adopting the cross-sectional sample survey was used to describe the nature and pattern of the study. The case study approach calls for the researcher to make choices from among a number of possible events; people and organization and enabled an in-depth investigation. Qualitative and quantitative approaches (triangulation) was used as promote greater understanding. Qualitative approach deals with how people understand their experiences and quantitative describe given condition or to investigate relationships, including cause and effect.

The study population comprised of technical staff and politicians at the district, members of boards and commission, staffs from sub counties and Town Councils and other members from the community (Sheema District Statistical Abstract for FY2020/2021) population because they are expected to participate in the situation ownership of projects under decentralization.

This study utilized Krejcie& Morgan (1970) sample size table to come up with an adequate sample 144 size. The sample size table allows the researcher to determine the sample size for a given population with 95% certainty. To obtain the above appropriate sample for the respondents, Krejcie& Morgan (1970). Purposive sampling was applied at the district level for district councilors, head of departments and sections; random sampling is the process of selecting a sample in such a way that all individuals in the defined population have equal chance of being selected. Simple random sampling was applied to sub-counties, parish and village levels to analyze the participation of various stakeholders.

This was self-constructed questionnaire with semi-structured set of questions, closed ended. Semi structured questionnaire was used because large samples can be made of use and thus, the results can be made more dependable and reliable, offers the greatest assurance of unanimity, cheaper than other methods and free from bias.

Interviewing is a method of collecting data in which selected participants are asked questions in order to find out what they do, think or feel. It also permits the researcher to ask more complex questions and it takes into account verbal communications such as attitudes and behaviour of the interviewer in relation to the subject being discussed. The researcher also visited the different libraries in Kabale Municipality and information regarding the topic and research objectives were reviewed.

Data analysis was done through the interpretation of data gathered through the use of analytical and logical reasoning to determined patterns, relationships or trends. Qualitative and quantitative Data analysis were analyzed. Quantitative data from the questionnaires was sorted, coded, edited and classified into categories as per study objectives. The results from objective one and two was summarized and entered into SPSS Version 20, where frequency tables and mean scores were generated for easy interpretation of findings (Nelson et al., 2022). For objective three, correlation between financial management and service delivery in Sheema District Local Government was determined to find out whether there is positive statistical relationship between distribution of self-

study materials and home learning. This was done using Pearson correlation coefficient in E-views tool (Nelson et al., 2023).

The data collected was cleaned, sorted and edited to remove errors, analyzed data into different themes, by source of information, reading through the data to get a general sense and overall meaning, arranged data into categories and labeled those categories for analysis developed description for each category Theme and developed interpretation involving lessons learnt. Content analysis for the qualitative data was done manually.

Findings from the study

The relationship between Financial Planning and Service Delivery in Sheema District

Table 1: The relationship between Financial Planning and Service Delivery in Sheema District using mean

	N	Minimum	Maximum	Mean	Std. Deviation
Goals and targets to achieve in service delivery are clearly laid down in Sheema District	127	1	7	1.17	.379
The budget conference is held every year in Sheema District	127	1	7	1.26	.439
The finance department does prepare revenue and expenditure forecasts for years ahead in Sheema District	127	1	7	1.31	.464
The financial budget is done based on the identified needs of Sheema District LG	127	1	7	1.22	.415
There is a budget committee in Sheema LG responsible for making the budget	127	1	7	1.39	.489
There is good financial planning in Sheema District	127	1	7	1.31	.467
There is participatory budgeting involving all stake holders in Sheema Local Government	127	1	7	1.41	.491

The study findings on the Financial Planning and Service Delivery in Sheema District Local government using mean, the respondents agreed that the Goals and targets to achieve in service delivery are clearly laid down in

Sheema District with very low mean=1.17 and Std=0.379. The respondents agreed that the budget conference is held every year in Sheema District mean=1.26 and Std=.439 (Oromo et al., 2023)

The finance department does prepare revenue and expenditure forecasts for years ahead in Sheema District with mean=1.31 and Std=.464. The financial budget is done based on the identified needs of Sheema District LG with mean=1.22 and Std=.415 and there is a budget committee in Sheema LG responsible for making the budget (mean=1.39 and Std=.489). There is good financial planning in Sheema District (mean=1.31 and Std=.467) (Ramadhan et al., 2023).

There is participatory budgeting involving all stake holders in Sheema Local Government (mean=1.41 and Std=.491). The standard deviation represented the variation of responses from the mean with the highest variation being .495 an indication that the variations in responses were acceptable since the standard deviations were less than 1 (Alex et al., 2023).

Table 2: Shows the relationship between financial mobilization and service delivery in Sheema District

Responses	SA		A		NS		D		SD		F	%
	5		4		3		2		1			
	F	%	F	%	F	%	F	%	F	%	F	%
Revenue collection impacts on Local Government operations	53	41	51	40	7	6	10	8	6	5	127	100
Borrowing Funds by LGs from financial institution like banks can contribute towards service delivery in Sheema District Local Government	32	25	56	44	23	18	12	9	6	5	127	100
Locally raised revenue contributes towards service delivery	41	32	61	48	10	8	13	10	2	2	127	100
Developmental partners (NGOs and CBOs) contribute revenue towards service delivery in Sheema District Local Government	48	38	53	42	14	11	9	6	3	2	127	100
Unconditional grants contribute towards service delivery	45	35	57	45	5	4	13	10	7	6	127	100
Conditional grants contribute towards service delivery	56	44	32	25	23	18	12	9	6	5	127	100
Equalization grants contribute towards service delivery	61	48	41	32	10	8	13	10	2	2	127	100

Source: Primary Data, (2023)

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From the table 4 above, the response on the item “Revenue collection impacts on Local Government operations” shows that 41% of the respondents strongly agreed, 40% agreed with the statement, 6% were not sure and 8% disagreed, 5% strongly disagreed which means that majority of respondents agreed with the statement (Paul et al., 2023).

The response on the item “Borrowing Funds by LGs from financial institution like banks can contribute towards service delivery in Sheema District Local Government” shows that 25% of the respondents strongly agreed, 44% agreed with the statement, 18% were not sure and 9% disagreed, 5% strongly disagreed which means that majority of respondents agreed with the statement.

The other response on the item “Locally raised revenue contributes towards service delivery” shows that 32 % of the respondents strongly agreed, 48% agreed, 8 not sure, 12% disagreed and 2% strongly agreed (Kazaara & Christopher, 2023).

The response on the item “Developmental partners (NGOs and CBOs) contribute revenue towards service delivery in Sheema District Local Governments” shows that 38% strongly agreed, 42% agreed, 11% not sure, 6% disagreed and 2% strongly disappeared.

More so, the response on the item “Unconditional grants contribute towards service delivery” shows that 35% strongly agreed, 45% agreed, 4% not sure, 10 disagreed and 6% strongly disagreed. The other response on the item “Conditional grants contribute towards service delivery” shows that 44% strongly agreed, 25% agreed, 18% not sure, 9% disagreed and 5% strongly disappeared.

The response on the item “Equalization grants contribute towards service delivery” shows that 48% strongly agreed, 32% agreed, 8% not sure, 10% disagreed and 2% strongly disappeared.

Table 3: The relationship between financial control and service delivery in Sheema District.

Responses	SA		A		NS		D		SD		F	%
	5		4		3		2		1			
	F	%	F	%	F	%	F	%	F	%	F	%
Funds are released for activities as advance.	48	38	53	42	14	11	9	6	3	2	127	100
Advances are accounted for within one month (31days) after activities	32	25	56	44	23	18	12	9	6	5	127	100
Accountability contributes towards service delivery	41	32	61	48	10	8	13	10	2	2	127	100
District/ sub-county executive Committee monitored the implementation of Council budget	53	41	51	40	7	6	10	8	6	5	127	100

Standing Committees regularly monitored projects in their sectors	45	35	57	45	5	4	13	10	7	6	127	100
Monitoring projects has an effect on service delivery	32	25	56	44	23	18	12	9	6	5	127	100
Internal controls have been strengthened in Sheema District Local Government due to auditing of accounts	41	32	61	48	10	8	13	10	2	2	127	100
Investigation of Financial loss have improved in Sheema District Local Government	50	40	52	41	5	4	13	10	7	6	127	100

Source: Field Data, (2023)

From the table 3 above, the shows that the response on the item “Funds are released for activities as advance in Sheema District” shows that 38% of the respondents agreed, 42% agreed with the statement, 11% were not sure and 6% disagreed, 2% strongly disagreed which means that majority of respondents agreed with the statement.

The response on the item “Advances are accounted for within one month (31days) after activities” shows that 25% of the respondents agreed, 44% agreed with the statement, 18% were not sure and 9% disagreed and 5% strongly disagreed which means that majority of respondents agreed with the statement.

The response on the item “Accountability contributes towards service delivery” the respondents strongly agreed accounted for 32%, 48% agreed with the statement, 8% were not sure and 6% disagreed, 2% strongly disagreed.

Respondents were further presented with item that “District/ sub-county executive Committee monitored the implementation of Council budget in Sheema District Local Government”, and responses revealed that almost some respondents strongly agreed with the statement 41%, 40% agreed, 6% were not sure and only 8 disagreed and 5% strongly disagreed. This was further confirmed in documentary review where the researcher read through two budget conference papers for 2018 and 2019. This imply that Sheema District Local Government hold budget conferences every year and monitors the implementation of council budget.

Furthermore, the Respondents were presented with item that “Standing Committees regularly monitored projects in their sectors”. The projects include road construction projects, water construction projects among others as revealed by 45(35%) who strongly agreed, 57(45%) who agreed, 5(4%) who were not sure, 13(10%) who disagreed and 7(6%) who strongly disagreed.

The Respondents were also presented with item that “Monitoring projects has an effect on service delivery”. They respondents revealed Monitoring has helped project managers and their staff understand whether the project progressed on schedule or not, this is because under this arrangement data is continuously collected that is used by different stakeholders to streamline the operations of the project through agreed control processes as revealed by the

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respondents strongly agreed accounted for 32%, 48% agreed with the statement, 8% were not sure and 6% disagreed, 2% strongly disagreed (Rashid et al., 2023).

The Respondents were also presented with item that “Internal controls have been strengthened in Sheema District Local Government due to auditing of accounts”. This was revealed by 32% of the respondents who strongly agreed, 48% agreed with the statement, 8% were not sure and 10% disagreed and 2% strongly disagreed which means that majority of respondents agreed with the statement (Racheal et al., 2023). The Respondents were also presented with item that “Investigation of Financial loss have improved in Sheema District Local Government” This was revealed by 40% of the respondents who strongly agreed, 41% agreed with the statement, 4% were not sure and 10% disagreed and 6% strongly disagreed which means that majority of respondents agreed with the statement.

The Correlation coefficient between financial mobilization and Service delivery

Table 4: Shows the Correlation coefficient between financial mobilization and Service delivery

Correlations		Financial Mobilization	Service Delivery
Financial mobilization	Pearson Correlation	1	.058**
	Sig. (2-tailed)		.582
	N	230	230
Service delivery	Pearson Correlation	.058**	1
	Sig. (2-tailed)	.582	
	N	230	230

**, Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation of financial mobilization and service delivery, results revealed the significance positive responses relation between financial mobilization and service delivery that is 0.058** significant at 0.01 level of a two tailed test with 230 degrees of freedom. This implies that there is a moderate positive significant relationship between financial mobilization and service delivery.

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Pearson correlation of financial mobilization and service delivery, results revealed the significance positive responses relation between financial mobilization and service delivery that is 0.058** significant at 0.01 level of a two tailed test with 230 degrees of freedom. This implies that there is a moderate positive significant relationship between financial mobilization and service delivery.

Recommendations

The researcher recommends that financial planning is Sheema District Local Government should continuously improve financial planning especially in sector since it was found to be strong predictor, and has a positive relationship with education service delivery in the district.

The researcher also recommends Sheema District Local Government should continuously improve financial planning especially in all sectors since it was found to be strong predictor, and has a positive relationship with service delivery in the district.

Sheema Local Government administrators should put in place new measures to increase the tax base and local revenue collections. Some of these measures may include; encouraging more investors in the district, taxing commercial farmers/plantations that are very common in the district to supplement on existing sources of local revenue, introducing boda-boda tax, opening new markets among others.

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