

The Impact Of Local Council In Implementation Of Government Programmes In Uganda: A Case Of

Kasanje Town Council, Wakiso District

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ABSTRACT

This study analyzed the impact of Local Council in Implementation of Government Programmes in Uganda. It aimed at the following objectives; to establish the relationship between technical roles of Local council and implementation of government programmes in Kasanje Town Council Wakiso District, to determine the relationship between administrative roles of Local council and implementation of government programmes in Kasanje Town Council Wakiso District, to determine the relationship between resource monitoring by Local council and implementing government programmes in Kasanje Town Council Wakiso District. The study adopted a descriptive and correlation research designs based on questionnaires and interviews to discover the findings below. Findings revealed that there was a weak positive relationship between technical factors and performance of local council committees in Ngoma Town council ($r=0.357$, Sig at 0.000) which implied that all variables moved in the same direction. The adjusted R-square of 0.105 implied that technical factors that is; training and skills contributed 10.5% effects on performance of local council committees. Findings further revealed that (Table 4.12) there was a weak positive relationship between administrative factors and performance of local council committees ($r=0.310$, Sig. at 0.000) which also implied that the variables moved in the same direction. The adjusted R-square of 0.074 implied that administrative factors contributed 7.4% effects on performance of local council committees. On objective three of the study, findings revealed (Table 4.17) that there was a weak positive relationship between administrative factors and performance of local council committees ($r=0.361$, Sig. at 0.000) which also implied that the variables moved in the same direction. The adjusted R-square of 0.108 implied that resource factors contributed 10.8% effects on performance of local council committees. The study recommends that municipal and district councils should work with other local governments through the Uganda Local Government Association (ULGA) to advocate for a change in the current budget architecture.

Key words: local council, implementation, communities and government programmes

Background of the study

According to Transparency International (2017), this suggests that local council monitoring performance depends on the ownership of technical, administrative and resource resources (Wegulo et al., 2023). Thus, in this study the factors i.e. technical, administrative and resource roles formed the independent variable and performance was considered as DV. Technical Roles In context, the ability of council committees to take on the duties and responsibilities assigned to them by the city council (Wegulo et al., 2023) was discussed in terms of implementing government programs in Kasanje City Council. Thus, in this study, technical roles/roles were conceptualized to mean training skills used by **councilors**, councilor knowledge and councilor coordination skills (Zowena et al., 2023). Administrative roles have been conceptualized to mean the predominance of

favorable leadership enabling the monitoring and implementation of government programs by local council committees (Ntirandekura, Ainebyoona, et al., 2022).

According to Brumbach (2018), the implementation of government programs can be measured by the performance levels of local council committees in the implementation and implementation of government programs in terms of timely reporting, effective advisory services and proper enforcement of council programs (Racheal et al., 2023). . For resource roles, these have been conceptualized to mean the support used by local council committees in the performance of their duties (Lubanga, 2018), particularly in the implementation and monitoring of government programmes. In this study, resource roles were measured using funding used for council committee members, level of dependence on central government and transport funding (Akankwasa et al., 2022).

According to the Kasanje Town Council researcher, it is located in Wakiso District, Central Uganda. It is one of the town councils in Wakiso District. The Government of Uganda came up with the Local Government Act of 1997 which lays down procedures for local government councils. The Act states that “Council Committees shall monitor, implement and review the performance of the respective sectors for which they have responsibility” (Paul et al., 2023) suggests that local council committees should have the required resources, technical capacity and resources. take responsibility for the implementation of government programs to ensure that service delivery informs quality, timely delivery and compliance with the implementation of council activities effectively and efficiently (Ramadhan et al., 2023). In addition, under the Kasanje budget framework (2014/16), local council committees were allocated the required funding and other required facilities in the form of training and an environment that enables them to successfully monitor government programs (Ntirandekura, Ainebyoona et al., 2022). Despite these efforts, the performance of local council committees in the implementation and implementation of government programs in Kasanje City Council was said to be inadequate. For example, according to a Transparency International (2019) report, Wakiso District and Kasanje City Council are lagging behind in the monitoring activities carried out in the area. In addition, the MOH report (2020) showed that the Kasanje town council of Wakiso district as a whole still performs poorly in the utilization of health facilities in the area, despite the budgetary allocations that the government sends to the area every year (Tasha et al., 2023). The Kasanje City Council Report (2019/20) confirms the poor performance of local council committees, stating that council committees still produce few monitoring reports compared to government projects and programs underway in the area. Some committee members are reported to be absent from board meetings in a circus (Wegulo et al., 2023). This provides a basis for conducting research to examine the impact of local council committees on the implementation of government programs in Wakiso District of Kasanje Municipal Council (Gracious, 2023).

Problem Statement

Under the Local Government Act, Cap 243, it sets out a number of factors, including technical, administrative and resource roles aimed at revitalizing and smoothing the running of local council activities (Lydia et al., 2023). On this basis, Kasanje City Council through the Local Government Act, cap 243, has welcomed the provision of required facilities to local council committees, training on technical role and capacity to improve their performance in implementing and implementing government programs in terms of providing timely reports, advisory services and proper enforcement of council programs (Rashid et al., 2023).

In addition, in the Kasanje budget framework (2019/20), there is a greater proportion of facilitation and training of council committee members to ensure successful monitoring and implementation of government programs (Wegulo et al., 2023). Despite these efforts, the performance of the local council in implementing government programs in Kasanje Municipal Council is still being questioned. For example, declining performance levels within projects implemented such as schools, health, waste management and roads (Kanyerere & Muhammed, 2023). This is evidenced by the Auditor-General's report (2020), which cited irregularities in the roles of local council committees that led to the loss of more than 300 million schools built in the area. According to the MOH (2019) report, it further showed that Kasanje Town Council, Wakiso District generally still performs poorly in terms of utilization of performance reports, monitoring services and delayed provision of advisory services despite the budgetary resources that the government sends to the area every year (Ntirandekura & Christopher, 2022). Regardless of the efforts made by Kasanje City Council, it is not clear where the declining performance level of local councils is coming from. For this reason, this study investigated whether the local council has influence on the implementation of government programs in Kasanje Town Council, Wakiso District.

The purpose of the study

The purpose of the study is to determine the impact of Local council in implementing government programmes in Kasanje Town Council, Wakiso District.

Research 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.
3. To determine the relationship between resource monitoring by Local council and implementing government programmes in Kasanje Town Council Wakiso District.

Methodology

It employed descriptive and a Correlational research design based on both quantitative and qualitative approaches. A descriptive research design helped to describe scenarios the way they are and a Correlational design determined the relationship between variables which results in a mixed design. The study examined respondents' insight on

impacts of Local council committees. The mixed methods were used to appreciate the research problem better. The study comprised of a total population of 60 respondents. These include civil servants 17, councilors 15, opinion leaders 10, and local people 18. This was targeted because it gave a representation of all leaders within Kasanje Town Council Wakiso District. The researcher used both simple random and stratified sampling techniques. Stratified was done by categorizing respondents into groups with similar characteristics his technique was preferred because it was easy to select sample from a large population whereby each member of the population was given an equal opportunity to contribute to the study. Simple random sampling was used to make sure that Kasanje Town Council Wakiso District. members have an equal opportunity of being chosen to avoid bias. 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. 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

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

(Source: Krejcie & Morgan Model, 1970)

The researcher adopted self-administered open and closed ended questionnaires in collection of data and through questionnaires the researcher was able to get reliable information in that respondents was given chance to use the most convenient language. Large quantities of information were obtained from a big number of people in a shortest time and it were not costly. This was solved and handle through field visitation where the researcher administered questionnaires personally and using research assistants. The study used a questionnaire (appendix i) and interview guide (appendix ii) guide as tools to gather data in. Creswell (2012), "a questionnaire was a form to be used in the survey design that participants in the study complete and return to the researcher". Data was processed by editing and data coding and was analyzed after being processed. 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 (Nelson et al., 2022). Descriptive statistics was used and tables was generated. Data analysis is defined as a critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining patterns and relationships among the variable relating to it" (Krishnaswami & Ranganatham 2017). This study used quantitative and qualitative methods to analyze data obtained from questionnaires and interview.

RESULTS

Table 1: Descriptive statistics on how technical role of council committees in implementing government programmes in Kasanje Town Council

Statements	1		2		3		4		5		Mean	Std. Deviation
	f	%	f	%	f	%	f	%	f	%		
We are trained to perform our duties well	5	11.9	6	14.3	1	2.4	18	42.9	12	28.6	3.62	1.361
The local government organizes seminars to train its employees	3	7.1	17	40.5	4	9.5	9	21.4	9	21.4	3.10	1.340
Training workshops are periodically provided by the local government	10	23.8	6	14.3	1	2.4	19	45.2	6	14.3	3.12	1.468
The district has a number of refresher training programs for employees	7	16.7	6	14.3	2	4.8	14	33.3	13	31.0	3.48	1.486
I have gained a lot of skills at work through workshops organized at the district	5	11.9	7	16.7	3	7.1	11	26.2	16	38.1	3.62	1.447
The district gives high priority to the coaching of	0	0	12	28.6	1	2.4	20	47.6	9	21.4	2.62	1.125

staff to enhance their performance														
I have gained a lot of skills through training given by h local government	8	19.0	8		19.0	2		4.8	10	23.8	14	33.3	2.33	1.572
Awareness campaigns are promoted within the employees of the local government	5	11.9	3		7.1	2		4.8	17	40.5	15	35.7	3.81	1.330
Recordkeeping is main skill promoted within the employees of the local government	5	11.9	6		14.3	1		2.4	14	33.3	16	38.1	2.71	1.419
Average mean score	42												3.156	1.394

Source: **Field Data**, 2023

On whether respondents are trained to perform their duties well, majority agreed (Mean score= 3.62 & SD= 1.361). This implied that majority averagely agree that training is a routine requirement that influences the performance of local council committees.

On the statement stated as “The local government organizes seminars to train its employees” majority of the agreed (Mean score=3.10 and SD=1.340). This implied that seminars are usually carried out within the council however the standard deviation showed that there was no consensus on the responses (Polycarp et al., 2023).

Respondents were asked whether training workshops are periodically provided by the local government, majority agreed (Mean score=3.12 and SD=1.468). This implied that workshops are carried out within the council to enhance performance of council committees. 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 (Ntirandekura, Friday, et al., 2022b).

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 (Faridah et al., 2023). On the statement stated as “I have gained a lot of skills through training given by local government” majority of the respondents disagree (Mean score= 2.33 and SD=1.572). This implied that council members and public servants have not gained enough skills from the different trainings given to them by the leadership. This meant that record keeping and reporting skills among members of the council and civil servants are still lacking (Ronet et al., 2023).

On whether awareness campaigns are promoted within the employees of the local government, majority of the respondents agree (Mean score=3.81 and SD=1.330).

Interview results on the relationship between of technical roles of local council in implementing government programmes

Responses were captured and findings were presented and some interviewees argued that main challenges faced by local council committees were illiteracy majority of them could not read and write. Secondly majority of staff have low education levels and this could hinder them from interpreting some technical information from the technical staff. However, some respondents mentioned some important training that they had undergone that helped them to carry out daily activities and these included;

seminars, refresher training courses and study leaves.

Administrative roles

Table 2: Descriptive statistics on administrative roles

Statement	1 f	%	2 f	%	3 f	%	4 f	%	5 f	%	Mean	Std. Deviation
We always prepare reports in time	7	16.7	11	26.2	8	19.0	10	23.8	6	14.3	2.93	1.332
We have always followed rules and regulations of our activities	12	28.6	15	35.7	4	9.5	5	11.9	6	14.3	2.48	1.401
We have experience particularly in the aspect of decision making	8	19.0	16	38.1	2	4.8	10	23.8	6	14.3	2.76	1.394
Public sector services are responsible and	4	9.5	4	9.5	4	9.5	16	38.1	14	33.3	3.76	1.284

accountable to citizens and communities												
Service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but un expressed needs	1	2.4	3	7.1	1	2.4	22	52.4	15	35.7	4.12	.942
We have heard no political wrangles in the town council	4	9.5	6	14.3	3	7.1	16	38.1	13	31.0	3.67	1.319
We have set priorities in allocating resources and publicly justifying and accounting for what has been done	9	21.4	18	42.9	1	2.4	5	11.9	9	21.4	2.69	1.490
We have provided services not only at acceptable quality, but also in a timely manner.	14	33.3	10	23.8	2	4.8	3	7.1	13	31.0	2.79	1.704
Local revenue generated is met in time	9	21.4	4	9.5	2	4.8	11	26.2	16	38.1	3.50	1.596
Politics does determine the type of employee recruited.	5	11.9	8	19.0	17	40.5	5	11.9	7	16.7	3.02	1.220
Average mean score					42						3.172	1.368

Source: **Field Data**, 2023

On whether reports are prepared in time (Mean score =2.93 and SD=1.332). This implies that majority disagree that reports are prepared in time. On whether respondents have always followed rules and regulations of our

activities (Mean score=2.48 and SD=1.401). This implies that majority disagree that they have always followed rules and regulations of their activities.

On whether respondents have experience particularly in the aspect of decision making (Mean score=2.76 SD=1.394). This implies that majority disagree that have experience particularly in the aspect of decision making. On the other hand, whether public sector services are accountable to citizens and communities (Mean score=3.76 and SD=1.284). This implies that public sector services are accountable to citizens and communities (Christopher, Moses, Muhindo, & Muhammad, 2022).

On whether service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but unexpressed needs (Mean score=4.12 and SD=.942). This implies that service provision is more complex in the public sector and mostly within Kasanje Town Council. Also, on the statement that was stated as “We have heard no political wrangles in the town council” (Mean score=3.67 and SD=1.319). This implies that political wrangles are rampant in Kasanje Town Council (Ntirandekura & Christopher, 2022).

On the other hand whether the council has set priorities in allocating resources and publicly justifying and accounting for what has been done majority disagree (Mean score=2.69 and SD=1.490) and still whether the council has provided services not only at acceptable quality, but also in a timely manner (Mean score=2.79 and SD=1.704). It also means that the council has not provided services not only at acceptable quality, but also in a timely manner (Wegulo et al., 2023). On whether local revenue generated is met in time and politics does determine the type of employee recruited majority of the respondents agreed (Mean score=3.50 and SD=1.220).

Interview results on the relationship administrative roles of Local council in implementing government programmes

Respondents were asked to mention some of the challenges faced administratively within Kasanje Town Council and below were the findings; Incompetence, nepotism, lack of accountability are among the major challenges faced while running the day today activities within the town council interviewees argued that these challenges created resistance among council members due to connivance and corruption among others which led to delays in major projects and some of these delays led to poor services delivered, delays in decision making and finally failure to meet both quarterly and yearly intended projects.

Table 3: Descriptive statistics on Resource roles

Statement		1		2		3		4		5		Mean	Std. Deviation
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%			

We are given enough facilities to undertake our duties in the local council	7	16.7	8	19.0	2	4.8	10	23.8	15	35.7	3.43	1.548
Kasanje Town Council has enough vehicles to undertake its duties	4	9.5	11	26.2	1	2.4	15	35.7	11	26.2	3.43	1.382
There is still high dependence on the money received from central government	11	26.2	17	40.5	2	4.8	6	14.3	6	14.3	2.50	1.401
Transportation facilities are provided to councilors when undertaking duties in the local government	9	21.4	12	28.6	1	2.4	5	11.9	15	35.7	3.12	1.656
There is enough technical requirements like computers to undertake our duties	22	52.4	19	45.2	0	0	1	2.4	0	0	1.52	.634
Enough security has been provided for purposes of protecting government property	19	45.2	17	40.5	1	2.4	3	7.1	2	4.8	1.86	1.095
Kasanje Town Council provides sick leaves facilities	8	19.0	7	16.7	3	7.1	10	23.8	14	33.3	3.36	1.559
We have emphasized security of public property	28	66.7	10	23.8	1	2.4	2	4.8	1	2.4	1.52	.943
There is enough funds to run our departmental work	21	50.0	14	33.3	1	2.4	3	7.1	3	7.1	1.88	1.214
Average mean score		42									2.51	1.270

Source: **Field Data**, 2023

On the statement stated as “We are given enough facilities to undertake our duties in the local council majority agree (Mean score=3.43 and SD=1.548) and still Kasanje Town Council has enough vehicles to undertake its duties (Mean score=3.43 and SD= 1.382). The findings imply that the council has provided enough facilities to undertake our duties and the council has enough transport system to undertake its duties (Ntirandekura, Friday, et al., 2022a).

However, on the other hand whether there is still high dependence on the money received from central government (Mean score=2.50 and SD=1.401) and however whether transportation facilities are provided to councilors when undertaking duties in the local government majority agree (Mean score= 3.12 and SD=1.656) (Moses et al., 2022).

Respondents disagreed on the following there is enough technical requirements like computers to undertake our duties (Mean score= 1.52 and SD= .634) and on enough security has been provided for purposes of protecting government property (Mean score=1.86 and SD=1.095). This implied that there are no enough technical requirements like computers to undertake our duties within the town council (Christopher, Moses, Muhindo, & Nturanabo, 2022).

However, whether Kasanje Town Council provides sick leaves facilities majority agree (Mean score=3.36 and SD=1.559) this implies that management provides sick leaves facilities to workers. On the following statements whether members have emphasized security of public property and whether there are enough funds to run our departmental work (Mean score= 1.52 and SD=.943). This implies that members have emphasized security of public property and there are enough funds to run our departmental work.

Interview results on the relationship between Resource roles of local council in implementing government programmes

Respondents were asked to mention some of the challenges faced in availability of resources within Kasanje Town Council and below were the findings; insufficient office rooms, transport facilities, welfare and other personal welfare are faced during the stud. But some interviewees argued that the council has provided some of these activities but not at maximum but to a larger extent majority of the respondents were happy with welfare services provided by the town council in ensuring that government programmes within Kasanje Town Council were monitored efficiently and effectively.

Table 4: Descriptive statistics on performance of local councils in implementing government programmes

	1		2		3		4		5		Mean	Std. Deviation
	f	%	f	%	f	%	f	%	f	%		

Our level of project implementation has steadily improved	4	9.5	3	7.1	1	2.4	19	45.2	15	35.7	3.90	1.246
We have always hit the annual targets as per the budgets in our town council	11	26.2	15	35.7	0	0	9	21.4	7	16.7	2.67	1.493
The annual revenue collections have increased every after year	6	14.3	9	21.4	1	2.4	16	38.1	10	23.8	3.36	1.428
The quarterly and annual reports have been enhanced for quality service delivery	19	45.2	11	26.2	2	4.8	4	9.5	6	14.3	2.21	1.474
Public sector services are responsible and accountable to citizens and communities	7	16.7	5	11.9	3	7.1	16	38.1	11	26.2	3.45	1.435
Service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but un expressed needs	6	14.3	4	9.5	2	3.8	14	33.3	16	38.1	3.71	1.436
We have provided services not only at acceptable quality, but also in a timely manner.	8	18.0	7	16.7	3	7.1	14	33.3	10	23.8	3.26	1.483
We have always hit the annual targets as per the budgets	5	11.9	4	9.5	1	2.4	25	59.5	7	16.7	3.60	1.231
Average mean score	42										3.36	1.374

Source: **Field Data**, 2023

Respondents were asked whether the level of project implementation has steadily improved (Mean score=3.90 and SD=1.246). Majority of the respondents agree which implied that level of project implementation has steadily improved and on whether the council has always hit the annual targets as per the budgets in our town council majority agree (Mean score= 2.67 and SD=1.493). This implies that various goals set by the council have not always been met on an annual basis.

On the other hand, whether the annual revenue collections have increased every after year (Mean score=3.36 and SD=1.428). This implies that the annual revenue collections have increased every after year and whether the quarterly and annual reports have been enhanced for quality service delivery majority disagreed (Mean score=2.21 and SD=1.474). This implies that the quarterly and annual reports have not been enhanced for quality service delivery.

Respondents were asked whether public sector services are responsible and accountable to citizens and communities (Mean score=3.45 and SD=1.435). This implies that majority agree and public sector services are responsible and accountable to citizens and communities and on whether service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but unexpressed needs, majority agree (Mean score=3.71 and SD=1.436).

Respondents were asked whether Kasanje Town Council usually set priorities in allocating resources and publicly justifying and accounting for what has been done (Mean score= 3.79 and SD=1.094). This implies that priorities are usually set in allocating resources and publicly justifying and accounting for what has been done.

Majority of the respondents agreed that the council has provided services not only at acceptable quality, but also in a timely manner (Mean score=3.26 and SD=1.483) and on whether they usually hit the annual targets as per the budgets (Mean score=3.60 and SD=1.231).

Conclusions

According to findings the dimensions of accountability in public service included conflict of interest, loyalty and neglect. Accountability relates to the social norm where the accountable, the accountees, the stakeholders expect the former to behave accountably. This implies that the officer in charge must promote the accountees' interest, to fully disclose their personal interest, to be responsible for wrongdoings.

Most councilors did not have diaries or notebooks while others used loose record options and cell phones that could not be tendered as evidence of performance at the time of the assessment. The high dependency on central government transfers makes the district a mere agent of the central government rather than fully fledged local government as envisaged under Article 178 of the Constitution.

Recommendations

Since 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.

Since findings revealed that accountability for actions are not always taken during implementation of programmes and projects by the contractors and no effect supervision as well as the much needed role of holding contractors accountable by the Local councils, the researcher recommends that internal rules, norms and an independent commissions should be instruments to hold civil servants and local council members in administration of government accountable.

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