

**LOCAL GOVERNANCE PRACTICES AND QUALITY OF TRANSPORT SERVICES  
DELIVERY IN NEBBI DISTRICT LOCAL GOVERNMENT  
A CASE STUDY OF NEBBI SUB COUNTY**

**BY  
ALLAN KAJIK  
17/U/14751/GMOP/PE**

**A DISSERTATION SUBMITTED TO GRADUATE SCHOOL IN PARTIAL  
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD  
OF A MASTER'S DEGREE IN ORGANIZATION AND  
PUBLIC SECTOR MANAGEMENT OF  
KYAMABOGO UNIVERSITY**

**OCTOBER, 2019**

## DECLARATION

I, Allan Kajik, hereby declare that this dissertation titled “**Local Governance Practices and Quality of Transport Service Delivery in Nebbi District Local government: A Case Study of Nebbi Sub County**” is my original work and has never been submitted to any other Institution of Higher learning for any academic award.

Signed.....

Date.....

**ALLAN KAJIK**

17/U/14751/GMOP/PE

## APPROVAL

This serves to certify that this this dissertation titled “**Local Governance Practices and Quality of Transport Service Delivery in Nebbi District Local government: A Case Study of Nebbi Sub County**” is work done by Allan Kajik under our supervision. It is ready for submission to the Graduate School of Kyambogo University with our approval as his Supervisors.

Signature.....

Date.....

**DR. TEOPISTA KYAMANYWA**

Signature.....Date.....

**DR. DOROTHY SENDAGIRE**

## **DEDICATION**

This dissertation is dedicated to my children so as to serve as an inspiration for their academic journey. I also dedicate it to my parents for academic foundation that they laid for me. May the Almighty God extend their days on earth. I finally dedicate this work to my dear wife for her entire support towards my pursuance of this Master's course.

## **ACKNOWLEDGMENTS**

Glory to the Almighty God for the gift of life and for enabling me to take on more studies. It has been his will since day one until the time of completion of this dissertation.

I extend my sincere special gratitude to my supervisors: Dr. Teopista Kyamanywa and Dr. Dorothy Sendagire for their effort and guidance in the process of writing this dissertation irrespective of their tight schedules. May God reward them abundantly.

Further appreciation goes to all the Lecturers in School of Management and Entrepreneurship for background Lectures and critiques that they convincingly provided during class presentations. May the Almighty God reward them abundantly.

I also extend my sincere thanks to my course mates for their encouragement and for the knowledge we have been sharing ever since we enrolled for the course. May God reward them abundantly.

## TABLE OF CONTENT

DECLARATION .....	i
APPROVAL .....	ii
DEDICATION .....	iii
ACKNOWLEDGMENTS .....	iv
TABLE OF CONTENT .....	v
LIST OF TABLES .....	ix
LIST OF FIGURES .....	x
LIST OF ACRONYMS AND ABBREVIATIONS .....	xi
ABSTRACT .....	xii
<b>CHAPTER ONE:INTRODUCTION .....</b>	<b>1</b>
1.0 Introduction.....	1
1.1 Background to the study .....	1
1.2 Statement of the problem .....	11
1.3 Purpose of the Study .....	12
1.4 Objectives of the Study.....	12
1.5 Hypotheses .....	12
1.6 Scope of the Study .....	13
1.7 Justification.....	14
1.8 Significance of the Study .....	14

1.9 Conceptual Framework.....	15
1.10 Conclusion .....	16
<b>CHAPTER TWO:LITERATURE REVIEW.....</b>	<b>17</b>
2.0 Introduction.....	17
2.1 Theoretical review .....	17
2.2 Conceptual Review .....	19
2.3. Empirical Review of Related Literature .....	24
2.3.1. Relationship between Financial accountability and Quality of Transport Service delivery .....	24
2.3.2 Relationship between Transparency and quality of Transport service delivery .....	27
2.3.3. Relationship between Stakeholder Participation and quality of Transport service delivery .....	29
2.4 Literature Gap and Conclusion .....	30
<b>CHAPTER THREE:METHODOLOGY .....</b>	<b>31</b>
3.0 Introduction.....	31
3.1 Research Design.....	31
3.2 Target Population.....	31
3.3 Sampling and Sample Size Composition.....	32
3.4 Data Sources .....	33
3.5 Data collection Methods and Tools .....	33
3.6 Data Quality Control.....	35
3.7 Measurement of variables.....	37
3.8 Data Collection Procedure .....	37
3.9 Data Analysis .....	38

3.10 Ethical Considerations .....	39
3.11 Limitations to the Study.....	40
3.12 Conclusion .....	40
<b>CHAPTER FOUR:PRESENTATION, ANALYSIS, AND INTERPRETATION OF THE RESULTS.....</b>	<b>41</b>
4.0 Introduction.....	41
4.1. Background information of the respondents.....	41
4.2 Descriptive Statistics of the study variables .....	46
4.3 Inferential Statistics .....	61
4.3.1. Correlational Analysis .....	61
4.3.2 Regression Analysis.....	63
4.4 Conclusion .....	65
<b>CHAPTER FIVE:DISCUSSION OF THE FINDINGS, SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS .....</b>	<b>66</b>
5.0 Introduction.....	66
5.1 Summary of the findings.....	66
5.2 Discussion of the findings.....	68
5.3 Conclusion .....	73
5.4 Recommendations of the study.....	74
5.5 Areas for Further Research .....	74
REFERENCES .....	75
APPENDIX I:CONSENT LETTER.....	79
APPENDIX II:QUESTIONNAIRE.....	80
APPENDIX III:INTERVIEW GUIDE.....	85



APPENDIX IV: SAMPLE DETERMINATION TABLE.....	86
APPENDIX V: LETTER OF INTRODUCTION.....	87
APPENDIX VI: ACCEPTANCE LETTER.....	88

## LIST OF TABLES

Table 3.1 Sample Size distribution.....	32
Table 3.2: Computation of Content Validity Index.....	35
Table 3.3: Computation of Cronbach alpha Values.....	36
Table 4.1: Category of respondents.....	41
Table 4.2: Distribution of respondents by age bracket.....	43
Table 4.3: Descriptive Statistics on Financial Accountability.....	47
Table 4.4: Descriptive Statistics on Transparency practices in Transport Sector in Nebbi Subcounty.....	51
Table 4.5: Descriptive Statistics on Stakeholder Participation in Transport Sector in Nebbi Subcounty.....	55
Table 4.6: Descriptive Statistics on Quality of Transport Service Delivery in Nebbi Subcounty.....	58
Table 4.7: Pearson’s Correlation for study variables.....	61
Table 4.8: Relationship between Local Governance Practices and Quality of Transport Service delivery.....	63

## LIST OF FIGURES

Figure 1.1: Conceptual Framework.....	15
Figure 4.1: Demographic representation of respondents by Gender.....	42
Figure 4.2: Distribution of the respondents by qualifications.....	44
Figure 4.3: Working experience in Nebbi Sub-County Transport sector.....	45

## **LIST OF ACRONYMS AND ABBREVIATIONS**

CVI	: Content Validity Index
EU	: European Union
GoU	: Government of Uganda
IGG	: Inspector General of Government
LC	: Local council
LG	: Local Government
LGPs	: Local Governance Practices
LLGs	: Local Government units
LLGUs	: Lower Local Government Units
MDGs	: Millennium Development Goals
NDLG	: Nebbi District Local Government
OECD	: Organization for Economic Co-operation and Development
PAC	: Public Accounts Committee
PPDA	: Public Procurement and Disposal of Public Assets.
PSRP	: Public Service Reform Program
PSS	: Personal Social Services
PSU	: Public Social Utilities
SERVQUAL	: Service Quality
TANESCO	: Tanzania Electric Supply Company Limited
UBOS	: Uganda Bureau of Statistics
UN	: United Nations
UAE	: United Arab Emirates
USAID	: United States Agency for International Development
WWII	: World War II

## ABSTRACT

This study sought to examine the relationship between Local Governance Practices and Quality of Transport Service Delivery in Nebbi Subcounty. The objectives were to assess the relationship between Financial Accountability, Transparency and Stakeholder Participation and Quality of Transport Service Delivery. A case study design utilising mixed methods approach of data collection was adopted. A sample of 95 consisting of Riders, Pedestrians, Taxi Operators and Technical Officers participated. These were selected by Simple Random Sampling Techniques, Census sampling and convenience sampling. Questionnaires and Interviews Guides were used for data collection while Descriptive and Inferential Statistics were used for Analysis.

Results show there is a strong positive relationship between Financial Accountability and Quality of Transport Service Delivery ( $r = .640$ ,  $n = 95$ ,  $p < .01$ ) and hence H1 was not supported. A very strong positive correlation ( $r = .816$ ,  $n = 95$ ,  $p < .01$ ) was established between Transparency and Quality of Transport Service delivery and hence H2 was not supported. Results further established very strong positive, significant relationship between Stakeholder Participation and Quality of Transport Service Delivery ( $r = .814$ ,  $n = 95$ ,  $p < .05$ ) and hence H3 was not supported. The Local Governance Practices predicted Quality of transport Service delivery in Nebbi Subcounty by 78.6% (adjusted R square = .786).

It was concluded that Transparency, Financial Accountability and Stakeholders participation are significant predictors of the Quality of Transport Service delivery in Nebbi Subcounty. Major recommendations included strengthening the monitoring role by Inspector general of Government over proper financial accountability in Local Governments, emphasizing policy financial guidelines, and timely financial report submissions to ensure transparency. Local leaders need to take decisions through consultative meetings and use of suggestion boxes to enhance transparency so as to enhance stakeholder participation. Further research should also be done on Citizen Participation in Local Government Service Delivery Processes in Nebbi District.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This study examined the relationship between Local Governance Practices (LGPs) and Quality of Transport Service Delivery in Nebbi Sub-County. The focus of this study was propelled by unsatisfactory service delivery in the Transport Sector of Nebbi Subcounty. The preliminary survey indicated that access to roads was still low in communities of the Subcounty. This was an indication of low service delivery in this sector. Chapter one provides the background information highlighting the conceptual, historical, perspective and contextual perspectives. It also has statement of problem, purpose, objectives, research questions, scope, significance and conceptual framework. It is a basis upon which other chapters were built.

#### **1.1 Background to the study**

The background to the study was covered under historical perspective, theoretical perspective, conceptual and contextual perspective as portrayed below.

##### **1.1.1 Historical background**

Countries worldwide have been grappling with how to ensure efficiency and effectiveness in service delivery particularly in the public sector for long time. Focus of quality public service has its history dated as far back as early exploration and migrations (Harnes & Jones, 2016). A study of Glushko and Saxenian (2012) however posits the improved quest for service delivery in the post WWII challenges especially in USA, Germany and Israel. This was a period that saw global demand for quality service to improve the war ravages, though service delivery has been in existence for long.

Primarily the global focus on quality of transport service delivery is largely premised on quality, timely, effective, and comprehensive service focusing on the benefit for all. The desire for quality public service especially in the transport sector cuts across all continents (World Bank, 2017). It can also be noted that governance practices have existed since 1707 in the UK Wales, (2017), they have since spread out to all local units of administration globally. The local governance takes both delegatory and autonomy roles while ensuring quality of transport service delivery to the grass root. Indeed, quality of service delivery in Local Governments may improve if they have good governance structures, and employ recommendable LGPs. This can aid to raise their own revenues rather than relying on central transfers from Central Government.

In almost all African countries, privatization of service delivery has gained momentum. Privatization effectively includes contracting government functions out of the public sector or selling state assets (Devarajan, 2005). At independence, Sub-Saharan African countries usurped state powers to provide basic and social services such as health, Education, safe water, and telecommunications. However, the 1980s debt crisis, and contraction of fiscal revenue, prompted a re-appraisal of public sector provision, favoring privatization. By the 1990s, the international donors were demanding full-scale privatization, through the structural adjustment programs (SAP), as a condition for quality service delivery. In response, a range of services including transport works has been privatized in parts of Africa (Kirkpatrick, Parker & Zhang, 2004).

Recent years 2000 upwards, have seen tremendous improvements not only in the quality of transport service delivery but also in Governance practices. Democratically elected governments in Africa have increased, and the scope of local governance has indeed become comprehensive

focusing on the leaders and led (UN, 2017). The link and trends in local governance have a stride effect on changes in services, although this may vary per country.

In line with service delivery, the Ugandan government has acted by enhancing the flow of information and making budget transfers transparent as portrayed by (Nannyonjo, 2007). In the transport sector, for instance, stakeholders especially at Sub county level ought to display details of accountability regarding road construction funds. This is form of financial accountability and transparency in governance is seldom short lived. By 1999, capitation grants received by districts were increased and in the Transport sector it almost reached 100%. However, there was high level of notable delays in completion road related projects, and the quality of road transport in several parts remained persistently poor (Nannyonjo, 2007).

Smooth flow of information and attainment of quality of service delivery in the Transport Sector is premised on many key aspects, most especially how resources are received, controlled, utilized and accounted for. The Uganda case demystified a government process, prompting a smoother flow of information to enhance transparency, accountability, and participation, altogether working for better service delivery (Mabitsela, 2015). There is a wave of positive reaction by the public in governance issues where transparency and financial accountability cannot easily portrayed in provision of transport services to the people. It is apparent that frameworks of Local Governance exist in Uganda focusing on Stakeholder participation through decentralization policy. The core attention is on financial accountability, transparency and stakeholder's involvement since 1997. This is also well emphasized in the Millennium Development Goals (MDGs) and Uganda Vision 2040. This study primarily focused on Local Governance Practices as done in Nebbi District Local government.



Local governance is well structured in all the 127 districts in Uganda. In Nebbi District, both the Local and Lower Local Government units (LLGs) at Sub county, parish and village level have existed since 1974 (Nebbi District Local Government, NDLG, 2017). Attention towards the Local Governance Practices has been on improving service delivery especially road network as this is a means of reaching out production centres with markets. Nevertheless, by 2018, 67.7% of most feeder and access roads in Nebbi District remained unpaved and weather affected. The Quality of Transport Sector service delivery remains uneven, despite existing frameworks of Local Governance Practices.

It is absurd to note that to date, service delivery in the transport sector in Nebbi District especially in Nebbi Subcounty is somewhat tainted and remains below the desirable citizen expectation. For instance, access to roads is still low with only 10% of the community roads in a good condition, despite the amount funds that are committed to this sector by the government (Roads sector report of Nebbi Subcounty, 2018). This research focused on Quality of service delivery in Transport Sector, and its relationship with Local Governance Practices as evident in Nebbi Subcounty.

### **1.1.2 Theoretical Background**

This study was guided by two (2) theories: Stakeholder theory and the goal setting theory.

The stakeholder theory emphasizes the position and role of stakeholder in any activity. The stakeholder theory has it that the organization should be managed on behalf of its stakeholders (Freeman, 1984). The stakeholders can include owners, employees, customers, suppliers and local communities. Drawing from the theory, activities and overall output dwell strongly on the

actions pursued by an entity. The theory's emphasis is on properly blending of the roles to suit the various stakeholders, so that they can do their activities diligently. The theory is relevant to the study as service delivery is an outcome of actions of various stakeholders.

The citizens, private companies, administrators, employees, and suppliers in the community form stakeholder fraternity for Nebbi Subcounty local government. Stakeholders especially administrators are expected to handle local governance issues in a proper way to ensure better Service Delivery to stakeholders. This study therefore, based on this theory to examine the relationship between Local Governance and Service delivery in Transport Sector in Nebbi District.

In addition, reflections of this study also drew from the Goal Setting Theory. The goal setting theory as advanced by Locke (1968) who derived his inspiration from Aristotle. The goal setting theory, premises itself on action, targets, well described through goals and performance. There is a definite relationship between clearly identified goals and performance as (Locke, 1968). Goal setting theory states that specific and challenging goals, lead to higher levels of performance than do the generalized goals, harder goals sometimes make people think highly on how to achieve them. Efficiency arises from working based on set goals to achieve high performance levels, and this is ideal when services are social in nature. However, goals should not be so challenging that they will be frustrating and discouraging in nature (Ijaduola, 2008).

The goal setting theory is relevant because service delivery is an outcome of public sector set goals, plans and budgets. When the Local Government officials set targets and goals, this translates into actions. Coupled with good traits of governance, this is expected to translate into desirable service.

These two theories are paramount in that the stakeholder theory brings out the role of involvement of the people in service delivery on its success. Complementarily, the goal setting theory points out that it is very crucial to set key goals that shape targets to outcomes and direct service provision. The two theories, set goals and describes the roles of stakeholders in effecting service delivery process. This study referred to these theories in establishing relationship between Local Governance Practices and Quality of Transport Service delivery in Nebbi Subcounty.

### **1.1.3 Conceptual background**

Local Governance practices and mechanisms used by public officials at Local and Lower Local Government Units to execute their duties. They are guiding principles that determine the scope of task accomplishment. Local Governance Practices in this study was an independent variable while the Quality of Transport Service Delivery was the dependent variable.

Local Governance is the exercise of authority through political and institutional processes that are transparent and accountable and encourage public participation (UNDP, 2007). It focuses broadly on what makes institution right from top officers to lowest cadres. The Organization for Economic Co-operation and Development, OECD (2013), reflects on Local Governance as a participation, transparency and accountability, effective, equity promoting rule of law interaction, which basically show how team members in the LLGUs, relate and co-interact. It is on the basis of OECD definition that the study focused on these Local Governance practices delimiting them to Financial Accountability, Transparency and Stakeholder Participation.

This study used the UN (2007) definition of Local Governance. With regard to the World Bank (2003), Local Governance in institutions is the key to successful and satisfactory efficiency, should thus be initiated, and practiced states in order to achieve better performance. From this description, Local Governance can be best described by its Practices of accountability, participation, legitimacy, rule of law, and respect for human rights, openness, effectiveness and coherence. This study focused only on the practices of Financial Accountability, Transparency, and Stakeholder participation, which were commonly cited as weak points in Nebbi Local Government.

Accountability is the extent to which service providers are answerable to the public and institutional stakeholders for their actions (Patel & Gupta, 2015). It is the means of giving value for what is used, and manifesting awareness about accomplished roles. Every leader ought to give due accountably of his/her actions, especially when in government (Kimberly, 2014). Specifically, the study focused on financial accountability, which is giving the detail of how funds appropriated to given Road transport activities have been used in regard to the service centres. Key indicators of this can be in Operational and Fiscal Financial Accountability. Most often measures for providing credible transport services with better financial accountability fights against corruption, embezzlement, patronage, and bestowing of favours to relatives and friends. In this context, financial accountability is a key Local Governance Practice.

Key as well is Transparency in exploring Local Governance Practices. Transparency is a key arena of Good Governance. Transparency is the level of free flow of information to those concerned in a manner they understand. Transparency demands of the legislator: comprehensive and clear legislation, access to documents concerning legislative process, clear legal mandate of

national administrative authorities, clear division of responsibilities (Odoi, 2006). For administrators, it includes the right of every person to access his or her file, while respecting legitimate interests of confidentiality, professionalism and business secrecy. In this study, transparency focused on public sector services, and openness in actions taken. It was closely associated with local government leaders in Nebbi Subcounty.

Stakeholder Participation has been conceptualized as manner in which citizens are involved in formulation and implementation of decisions pertaining to their wellbeing, regardless of race, gender, political affiliation, or tribe in political and administrative process of decision-making and implementation of matters regarding the citizens themselves (Odoi, 2006). Stakeholder Participation is regarded as core principle upon which Local Governance is formed, and plays a role in Quality Service Delivery. Stakeholder Participation is key to Quality of Transport Service Delivery issues given that it acknowledges differences in society. Organizations look at participation, accountability and transparency, in many aspects of service, although service tends to vary from firm to firm. In this study, Quality of Service delivery was explored from Transport Sector.

In the same context, Quality of Service delivery as evident in Transport Sector was measured using indicators of accessibility, reliability and responsiveness. Service delivery especially, in the public sector is not only ideal, but expected of the citizens. In the transport sector, access to usable roads, and the quality of roads describe the quality of Transport services offered. Several countries in Middle East Asia including Taiwan, Singapore, United Arab Emirates (U.A.E) and Japan, have focused on transport infrastructure to express their state responsibility. To the African block, public service in the transport sector remains less attainable. It is seen that proper

service delivery is not only pro-poor, but maximizes access, participation, and strengthens the relationship between policy makers, providers, and service use (Roos, 2017). While service delivery involves a number of dimensions, this study focuses on commonly reflected indicators of tangibility, reliability, responsiveness, assurance and empathy (Cox, 2016).

Tangibles are physical facilities, tools or equipment used to provide service. The rightness in consistence of the output and responsiveness concerns of service providers are key. How service providers value the timeliness of service, assures the public of service and ways they inspire and builds confidence remain indispensable (Kawuki, 2012). As part of attaining quality service delivery in Transport sector, there is need to care for individual users needs as well the needs of the community. While these concepts sound isolated, and distinct this study explored how they are related drawing evidence from villages and parishes in Nebbi Sub-County, Nebbi District.

#### **1.1.4 Contextual background**

Quality Service delivery in the Transport Sector is not a new concept in Uganda given the country's historical background. With continued dependency on donations from international agencies like World Bank, USAID, and United Nations, quest for better service delivery is always at fore front (Gray & Marauders, 2012). This has once more made search for quality in service delivery as well key in Uganda. Market liberalization through opening up the economy to external trade, has as well worked for quality service delivery (Nambalirwa, 2012). Through the decentralization policy, Uganda has had plans of coming up with a Service Delivery System characterized by tangibility, reliability, responsiveness, assurance and empathy. All these dimensions focus on ensuring better services are provided by the stakeholders involved through enhancing better public service and governance.

Uganda adopted the decentralization policy aiming at involving people in decision-making and planning for their local needs and to advocate for services needed (Local Government Act, 1997). Consequently, this has been a means of pursuing transparency and accountability from service providers/agents of the government. For instance, the government of Uganda has put in place various expenditure tracking and reporting systems (Matembe, 2010) such as the Public Accounts Committee (PAC) of Parliament to audit government accounts, Public Procurement and Disposal of Public Assets Authority (PPDA) for responsible procurement and disposal of public assets; and Inspectorate of Government (IGG), to eliminate corruption and abuse of office as they render services. To the contrary, a lot still remain desirable in service delivery and governance at lower local units.

Such evidence can be trailed and traced from Nebbi District. Formerly known as the West Nile District (1979), Nebbi- a part in south west of West Nile region became a district in 1974 (ACODE, 2017). Lately Nebbi District have further been demarcated to give Pakwach and Nebbi Districts (Uganda Work Plan, 2017). As part of its mandate, Local Government of Nebbi District is meant to provide credible transport services to the residents, through road networks in lower local government units. While road network exists, not all Sub counties are connected and some have significant lags including Nebbi Subcounty. Nebbi Sub-county has been reported for having operational frameworks characterized by involvement of stakeholders in service provision, focuses on better service delivery through following public standing orders in implementation of projects. However, its transport sector was not yet got to the desired targets, and this study sought to explore how this relates with the local Governance Practices in Nebbi Sub-county (Nebbi District Report, 2018).

## **1.2 Statement of the problem**

In line with the decentralization policy and Local government framework, Nebbi District Local Government has focused on provided accountability for all the finances allocated, in addition to holding stakeholder meetings, and high levels of transparency (Nebbi District Local Government Performance Report, 2018). With better Local Governance Practices, the quality of transport Services are anticipated to improve to targeted standards.

To the contrary and despite amount funds committed to the roads sector by the Central government, the status and quality of roads, their accessibility, and ability to render satisfactory service to the users in Nebbi Subcounty remain tainted. The Road transport services are still below the desirable citizen expectation and access to roads is still low with only 10% of the community roads in a good condition (Roads Sector Report of Nebbi Sub County, 2018). Additionally, the Nebbi Subcounty road network stands at 123 kilometers, of which only 33 are accessible all year round. The Sub-county does not have an engineer nor any qualified road inspectors (ACODE, 2018). All these depict a poor quality of road transport service delivery for the people in Nebbi Subcounty. It is also a reflection that the Local Governance practices are not completely adhered to and some key service providers are not in place. If this persists, the means of interaction and transfer of goods via road network may deteriorate hindering access to better services in Nebbi Subcounty. No previous study was also well known to the researcher having explored the extent to which Local Governance Practices influence the Quality of Road Transport Services in Nebbi Subcounty. Hence, it was against this background that the researcher was prompted to undertake a study to examine the relationship between Local Governance Practices and Quality of Transport Service Delivery in Nebbi Sub County, Nebbi District.



### **1.3 Purpose of the Study**

To examine a relationship between Local Governance Practices and quality of Transport Service delivery in Nebbi sub county.

### **1.4 Objectives of the Study**

The study was guided by the following Objectives

- i. To analyse the relationship between Financial Accountability and Quality of Transport Service delivery in Nebbi Subcounty.
- ii. To examine the relationship between Transparency and Quality of Transport Service delivery in Nebbi Subcounty.
- iii. To ascertain the relationship between Stakeholder Participation and Quality of Transport Service delivery in Nebbi Subcounty.

### **1.5 Hypotheses**

- H1: There is no significant relationship between Financial Accountability and Quality of Transport Service delivery in Nebbi Subcounty
- H2: The relationship between Transparency and Quality of Transport Service delivery in Nebbi Subcounty is not significant.
- H3: There is no significant relationship between Stakeholder Participation and Quality of Transport Service delivery in Nebbi Subcounty.

## **1.6 Scope of the Study**

### **1.6.1 Content Scope**

The study focused on the relationship between Local Governance and Quality of Transport Service Delivery in Nebbi Subcounty. In particular, a relationship between Financial Accountability and Quality of Transport Service Delivery was explored. More so, the relationship between Transparency and Quality of Transport Service Delivery was studied. Attention was also put on ascertaining the relationship between Stakeholder Participation and Quality of Transport Service Delivery in Nebbi Subcounty.

### **1.6.2 Geographical Scope**

The study was conducted in Nebbi local government in Nebbi Subcounty. Nebbi Subcounty Local Government is located in Ocego village in the heart of Nebbi District with a total land area of 1,373 sq. km. It is bordered by Arua District in the north, Kucwiny Subcounty in the East and South and Erussi Subcounty in the west. Atyak Subcounty is in the Northwest, Democratic Republic of Congo in the west while Nebbi Town Council is surrounded by Nebbi Subcounty. Nebbi Sub-county is made of three (4) parishes namely; Kalowang, Koch, Jupangira and Pawong with 36 villages all of which constituted the geographical area of concern in this study.

### **1.6.3 Time Scope**

The study was conducted from January 2019 to June 2019. This period included preparation of research proposal, data collection, analysis, and compilation of the final report. The study specifically focused on Local Government Practices and Quality of Transport Service Delivery in Nebbi Subcounty from 2013 to 2018. This duration falls within the Nebbi Subcounty

Development Plan of 2010/20, which incorporates the delivery quality transport services to the people of Nebbi Subcounty.

### **1.7 Justification**

It is apparent that frameworks of Local Governance exist in Uganda, that is to say: effective participation observed in decentralization policy, promotion of accountability and transparency through the Public Accounts Committee (PAC), the Public Procurement and Disposal of Public Assets Authority (PPDA), and the Inspectorate of Government (IGG), among others.

However, in spite of the existence of these frameworks of Local Governance, transport quality of service delivery remain somewhat uneven, and below citizen's expectations in a number of Local Governments especially in Nebbi District. This study complemented the existing empirical literature on Service Delivery in Uganda drawing reference from Nebbi Subcounty, Nebbi District.

### **1.8 Significance of the Study**

- ii. The study may contribute to the domain of knowledge, on good governance and Service Delivery to those in the academia.
- iii. The findings of the study could be useful to the Nebbi Local Government and the Sub County in particular thereby redirecting or harmonizing priority of the Transport Sector of public projects in consonant with public wellbeing.
- iv. Policy makers especially District Planners in Uganda might also benefit from this piece of work as it will disclose areas that need urgent attention.
- v. Lastly, findings of this study may be of use to interested researchers in the field of Local Governance and Service Delivery.

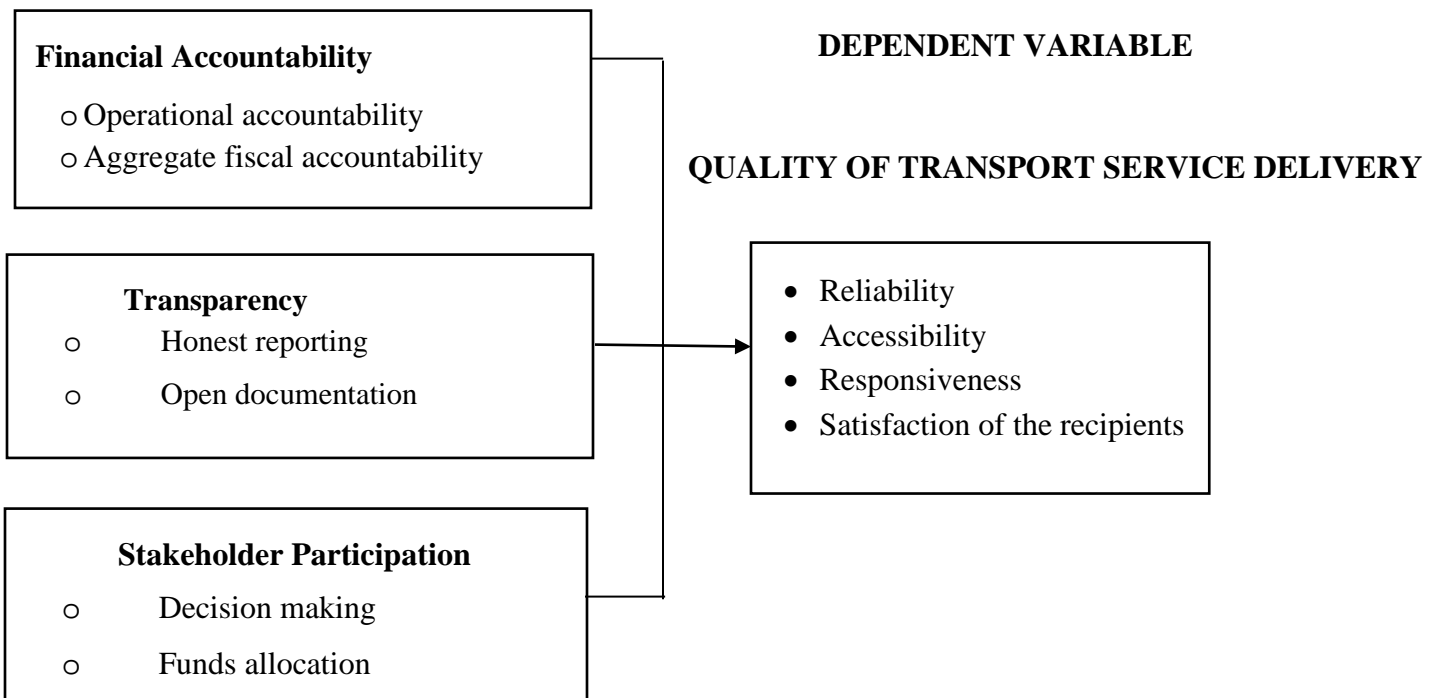
## 1.9 Conceptual Framework

The conceptual framework depicts the dimensions with in the independent and dependent variables and how these variables relate. This was drawn with guidance of theoretical perspective. The conceptual framework for this study is presented in Figure 1 below.

**Figure 1.1: Conceptual Framework**

### INDEPENDENT VARIABLE

#### LOCAL GOVERNANCE PRACTICES



**Source:** Adapted from Goran, H. Court, J and Mease, K. (2004)), Lodorfos, G. Kamina, J. and Ioannis, K. (2015 & Nambalirwa (2012).

Figure 1.1 above, is a conceptual framework for the study on the relationship between Local Governance and Service delivery in Transport Sector. Local Governance Practices examined as independent variable constructs were Financial Accountability, Transparency and Stakeholder participation. These dimensions were also studied by Goran *et al.*, (2004). The quality of Transport Service delivery was a dependent variable measured on its reliability, accessibility, responsiveness and satisfaction of the recipients, these were explored basing on Nambalirwa (2012). Specifically, the relationship between LGPs and service delivery from the transport sector in Nebbi Subcounty was explored.

### **1.10 Conclusion**

In public sector, the role of Good Governance is paramount. The various practices undertaken are vital for provision of various services. In this introductory chapter of this study, attention has been drawn on the Local Governance Practices of Financial Accountability, transparency, and Stakeholder participation in the event of delivering Transport Services. The chapter focused primarily on the Quality of Transport Service Delivery in Nebbi Subcounty, Nebbi District. The chapter also describes and defines the problem that the study sought to address and highlights objectives, research hypotheses set for the study, conceptual framework, significance, and justification for undertaking the study and hence a foundation to undertake this study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter provides review of relevant literature related to Local Governance Practices and Quality of Transport Service Delivery in Local Governments. Presentation of the chapter is in four sections: theoretical review, conceptual review, empirical review of related literature basing on study objectives, and conclusion. Particularly focus has been placed on cited related theories and concepts. The literature on the relationship between Financial Accountability and Quality of Transport Service Delivery, Transparency and Quality of Transport Service Delivery as well as Stakeholder participation and Quality of Transport Service Delivery in Local Governments has been reviewed. Major source of literature are journals, reports, and research papers as presented.

#### **2.1 Theoretical review**

This study was informed and guided by the Stakeholder and the goal setting theories. These two theories are not entirely new but have been widely used in the Public sector related discourses before. The stakeholder theory underpins the relevance of stakeholder roles, and defining these roles for purposes of better outputs in the organization. Freeman (1984) reveals that to each activity in an organization, the role and position of the stakeholder is key. The stakeholders may be within or from outside the organizational structure (Harrison, Freeman & Abreu, 2015).

Harrison *et al.*, (2015) further reveals that the stakeholder theory shows and remains the most ethical approach to effective management for both private and public entities in many ways. It supports team work, co-operation among various stakeholders, and a full blend of ideas, in decision making. This acts as an engine for effective service delivery, and credible outcome.

This makes the theory relevant in studying the relationship between Local Governance and service delivery in the Transport Sector in Local Governments.

Recent research however critiques the stakeholders and assert that there are more apparent changes in business environment that tend to present contradictory narrations regarding the stakeholder theory, and how it supports business, and ethical conduct. These contradictions for instance emerge on who are the key stakeholders, whose stakeholder's decisions take priority in case of divergent opinions. Thus, while the stakeholder theory is key, this study sought to complement it with the goal setting theory in exploring the relationship between Local Governance Practices and Quality of Transport Service delivery.

Complementarily, this study was also guided by the Goal Setting Theory. The goal setting theory draws from the inspiration of Locke and Aristotle (Locke, 1968). The theory contends that there is a definite relationship between clearly identified goals and performance. To each activity, there is a goal and the goals out to determine the targets, objectives set, and subsequently the outcome (Verbeeten, 2008). The theory is so relevant in the public sector: it translates into desired quantity, quality and behavioral performance levels, as actions are taken in line with set goals (Verbeeten, 2008).

More so, Ahamed, Yurtkora & Kola (2017) also asserted that the goal setting theory acts a moderating aspect between stakeholders and tasks to be accomplished, motivating, and guiding directions and decisions. Despite the view that different goals may not be in reality a reflection of what is on ground, the goal setting theory reduced uncoordinated activity in the organization.

The goal setting theory is relevant because service delivery is an outcome of public sector set goals, plans and budgets.

From the above review, it can be noted that despite shortcoming in each case for each theory, they in particular complement and contribute to understanding of concepts of administration, management, decision making and performance which are key in governance and service delivery. Thus, they are relevant for this study, and were referred to in exploring the relationship between Local Governance Practices and Quality of Transport Service delivery.

## **2.2 Conceptual Review**

This study based on two Concepts-Local Governance Principles and Quality of Transport Service delivery. There is hardly any doubt that these concepts have wide literature attached to them, and this section explores related literature on these concepts.

### **2.2.1 Local Governance Practices**

Governance is a concept that has evolved over time, and well recognized differently by different scholars. Needless to say, Governance whether on local or central is a function of many arenas (Goran, Court & Mease, 2004). The notion of Local Governance was originally developed as an answer to the lack of sustainable economic growth in some places of the world and therefore initially had a profound economic and technical aspect (Rijken, 2008). It was brought in by development organizations when it was established that economic aid was able to balance macro-economic relations in the first case but that it was more difficult to reach sustainable growth (Roos, 2008).



The concepts also focused on key dimensions of transparency, accountability, service quality and delivery, transparency, valuable and reliable output, among others. Fukayama (2013) further describes governance as about the performance of agents in carrying out the wishes of principals, and not about goals that principals set as described in the government tools. It involved a blend capacity, power, autonomy, authority to use the given resources for service delivery to the public. In the course of studying the concept of governance, efforts need also to be drawn to levels of governance.

Governance is done by government. - Agencies that can facilitate governance to do its functions better or when not well maintained to worsen (Fukuyama, 2013). Government is a group of people with authority and power to rule and direct policies and/or activities of the state. This may be at central level, federal level, state level, or local level depending on the type of government in place. In both instances, there are local levels of governance, which define structures at the grassroots levels. In the Uganda Local Government Structure, these are described as local councils established by articles 3 (2) to 5 of the Constitution (Local Government Act, 1997, Constitution of Uganda, 1995). They fall within the Main Local Governments at district level and Lower Local governments (LLGs) at Sub county, Parish and Village level. In his writing on Decentralization, Odhiambo (2010) considers local Governance basing on the Local council (LC) system.

The common denominator in the above Local Governance structure is the rationale. The basis for which they were established and decentralized- to reach services closer to the people (Odhiambo, 2010). While the literature and description may be diverse, credible local governance is that which serves the public. For instance, Local Governance is realization of fundamental values of

democracy, rule of law, human rights and social justice by all governmental or non-governmental authorities whose legal acts or activities affect the position of citizens (Rijken, 2008). Local government services are viewed in terms of services accessed their quality and distribution. In this study, attention was on transparency (openness) in rendering of these services, accountability (giving each detail of activity done and resources used) and inclusiveness (participation of not only officials, but also all stakeholders).

Stakeholder Participation has been conceptualized as the manner in which citizens are involved in the formulation and implementation of decisions pertaining to their wellbeing, regardless of race, gender, political affiliation, or tribe in the political and administrative process of decision-making and implementation of matters regarding the citizens themselves (UNECAP, 2010).

Transparency refers to the level of free flow of information to those concerned in a manner they understand (Amos, 2003). Accountability is the extent to which service providers are answerable to the public and institutional stakeholders for their actions and the means by which awareness is manifested (Roos, 2008). The above literature however did not expound in detail the scope of these Local Governance Practices as from the local setting of Nebbi District, which made it pertinent to undertake a study in Nebbi Subcounty regarding Local Governance.

### **2.2.2. Quality of Transport Service Delivery**

Services unlike goods are value-based and the quality of service is directly and indirectly felt on rendering or receiving the specific service (Saidia, 2010). Service delivery is hence a core reflection of performance and benchmark used to assess task accomplishments. Several studies have looked not only at the concept of service but also service quality. For instance, Quality

Service Delivery seen as is a protracted, cyclic process for coming up with and delivering user focused services (Lewis & Booms, 1983).

According to Lewis and Booms (1983), service quality is a measure of how well a given service lines with the customer's expectations. More recent studies including Lodorfos, Kamina & Ioannis (2015) in their study considered service delivery quality as effectiveness in coordinating, organizing, and performing given tasks than translate into services. To this effect service, delivery is a concept that has been widely defined over time. In a related view, Pauwet *al.* (2002) notes quality of service in the transport sector is the extent to which the roads network is able to render its purpose- facilitating unseasonal movement of goods, people and services. Quality Road Transport is realized when there is a vast catchment served by road network, the roads are accessible and usable in all seasons, and can accommodate the traffic flow in the community.

There quite a number of indicators that Local Governance has been a priority in Uganda. However, irrespective of the existence of such frameworks of Local Governance, Service Delivery in Uganda remains in disarray (UBOS, 2010). Quality Service Delivery is characterized by a high level of corruption, inequality, inadequate capacity for effective accountability of financial resources, persistent shortages in infrastructure implementation, inadequate community support, and limited communication amongst stakeholders (Ministry of Education and Sports, 2009). In terms of education, for instance, (UBOS, 2010) states that provision of adequate infrastructure for the children enrolled in primary schools is a key requirement, and remains a challenge to the education sector, revealing that approximately one in every three pupils enrolled in primary schools do not have adequate seating and writing space.

Quality of Transport service delivery is a seldom a function of many indicators, and which are vivid in the performance outcome of various road networks in place. A study by World Bank defined Quality of service delivery in the context of public sector basing on its indicators. The emphasis in the study is that quality service delivery is that which put the needs of citizens at the center of their service delivery mechanisms (World Bank, 2018). Though shortfall of the extent to which these services are at the center in terms of quantity, quality, distribution, availability, it indicates that all public administrators should always ensure service delivery mechanisms respond to the needs and expectations of citizens.

An earlier perspective of service delivery is depicted by Roos, who reported that service delivery that is only pro-poor is not ideal. Quality service delivery should not only maximize access, participation, and strengthens the relationship between policy makers, providers, and service use, but also ensures high accessibility and satisfaction of the beneficiaries (Roos, 2017).

Cox (2016), notes that attaining this level of service delivery is key but a function of who does what and how reliable, effective, transparent, and accountable is the system. This study tend to implicate that there could be a relationship between governance or management of resources, and quality of service, though this has not been explored in the context of the local government setting in Uganda. To ascertain this, this study focused on the relationship of Local Governance Practices and Service Delivery, reflecting on Transport public service sector in Nebbi District.

## **2.3. Empirical Review of Related Literature**

### **2.3.1. Relationship between Financial accountability and Quality of Transport Service delivery**

Financial Accountability especially among members of the society and their leaders is a very critical asset to all governments if they are to ensure the delivery of services effectively. As such, the relationship between Service Delivery and Financial Accountability depends on how citizens and their political leaders practice their roles and responsibilities (World Bank, 2018). Citizens become accountable when they are rallied to exercise their voting rights, and put their political mandate by “trustee” to their elected leaders. That is to say, citizen’s vote for leaders who are evaluated based on their political mandates towards the delivery of services (OECD, 2008). It is the same people who decide on what services are needed, where they are needed, how they are delivered and when they are delivered. This pattern of questions is important to quality service delivery as they highlight who is accountable to whom (OECD, 2008).

On the other hand, leaders account or are held accountable in explaining what have been reached at, using national resources. How resources, ideas, decisions, have been translated into action points (Wales, 2017). Leaders much give not only account of financial resources, but also of assets in their custody. Harnes and Leeis (2015) re-affirmed role of accountability recognizing that assets are resources several times unaccounted or yet, the take a large share in capital and wealth creation. It hence ought to be an asset- resource-service output description of what was available, what has been utilized and what (Jones & Kingston, 2009) remains. The above authors focus on accountability as a means of taking responsibly to give detail of what you had been trusted with to the beneficiaries, and stakeholders. However, they do not narrow out the discussion to the local setting, and defined set of services offered.

It follows from the above that accountability is also linked to Service Delivery in such a way that, where effective and efficient mechanisms of enhancing accountability are in place, corruption by means of outright bribery, theft of public property or embezzlement, patronage, and the bestowing of favors to relatives and friends would be minimized (OECD, 2008). Pauwet *al.* (2002) notes that, one of the leading cause of poor Service Delivery is poor conduct of staff through the dubious acts of corruption, embezzlement and patronage. These causative factors are also pointed as noted above in OECD (2008). Nevertheless, not all local governments are performing poor because there is an influx of these social administrative ills. In some instances, general system in weak and service delivery is not only delayed, but uneven and unsatisfactory.

The Government of Uganda, GoU (2019) through the Accountability sector report, 2017/18 - 2019/20 revealed that public accountability is an ideal ingredient for successful service delivery. Key areas cited in the report included ensuring high levels of accountability in the finance and management as well as audit sections in the public entities. This report however focused on the general national platform and not district specific profiles. Therefore, details regarding financial accountability remain scantily studied for local entities especially Lower local governments.

Related to this is the study done by Kiyemba (2018) who while focusing Wakiso District tried to explore specifics of financial accountability in the local context. Nevertheless, he also focused on Wakiso District, which is more of an urban setting, and in central region of Uganda. Therefore, related to the study were indeed vital if focused on a lower local government setting- preferably a sub county and in another region. This made this study on the relationship between Local Governance Practices and quality of Transport service delivery in Nebbi Subcounty timely and relevant.

Ntongo (2012) also undertook a related study focusing on service delivery in the local government setting. In her focus on the subject, she established that there is a significant positive relationship between the internal controls, financial accountability, and service delivery when focusing on Kampala District. This was a key finding, although her focus involved also internal controls (outside the scope of the current study), and was done in the health sector. The detail could be associated with the transport sector only when a study is done in the transport sector. This leaves a gap therefore, for exploring the concept of local governance (accountability attribute) and service delivery, but drawing from the transport sector.

In a recent study, done by OECD (2018), they also focused on the aspect of Financial Accountability and Quality of service delivery. Preliminary findings in their study showed that not only professional development and training can usher in quality service delivery in financial management, but also high levels of accountability. In their conclusion, OECD (2018) further re-echoed the relevancy of high levels of accountability for better public service as cited in (Kiyemba 2018; Ntongo, 2012), though they did not lean to any sector. From the above literature, it can be revealed that studied have cited different perspectives in which accountability relate with service delivery, and this study in Nebbi Subcounty aimed at complementing these previous studies.

### **2.3.2 Relationship between Transparency and quality of Transport service delivery**

Transparency is the level of free flow of information to those concerned in a manner they understand (Graham, 2003). Accountability and transparency are interrelated concepts and the one complements the other. In many studies, Transparency is seen as a core aspect and engine of quality service delivery, and finance management (World Bank, 2018; OECD, 2018). In a related context, UNDP (2007) also emphasized that there can be no proper Financial Accountability without transparency. Thus proper Accountability requires Transparency as well.

In the study by Graham (2003), he revealed that the principle of transparency is that it makes a number of demands of the legislator or any other public officer. These demands include comprehensive and clear legislation, access to documents concerning the legislative process, clear legal mandate of national administrative authorities, clear division of responsibilities and the same has to be reflected in the process of trying to provide services to people where the providers of such services should be very open. For the administrations, it includes the right of every person to have access to his or her file, while respecting the legitimate interests of confidentiality and of professional and business secrecy. It furthermore requires that decisions be clear and well-reasoned, and that they be public. This detail by Graham may be achieved in some local governments and contrary in others. Hence this study focused on local governments in Uganda especially Nebbi Subcounty Local Government in Nebbi District.

According to Saada (2017), good governance is good for effective service delivery, especially when it meets the transparent attribute. Good and highly transparent governance contribute to quality service delivery through minimizing corruption, delays and facilitating a smooth faster implementation of day-to-day public service activities (Saada, 2017). This view directly shows a directly proportional relationship between good governance especially on aspect of transparency



and service delivery. The contrary is the study was done in Tanzania, and in the Electrical sector, giving detail of that scope. This study however, focused on the Ugandan scope and in the Transport sector from Nebbi District.

Ling and Dawn (2014), while describing the global scope of transparency and its relevancy in public governance, also assert the relationship that exists between transparent governance and service delivery. Ling and Dawn (2014) report that transparency initiates goodwill, proper resource utilization, and results into better sharing of information and ideas. The public and the leaders are all aware and have information about the stake at hand. Additionally, Ling and Dawn (2014)'s assertion is closely linked to a study by the United Republic of Tanzania, report (2008) in transport, where it was cited that improving transport sector requires having well informed and transport system right from the village to the ministry embedded within the national framework plan. These authors agree to the value of transparency in effective service delivery, although their scope is outside the Ugandan scope, and detail of Tanzania transport sector differs from that of Uganda. This informs this study but call for a local context in Uganda to explore and take up these above authors findings.

### **2.3.3. Relationship between Stakeholder Participation and quality of Transport service delivery**

Stakeholder Participation concentrates on the way how natives indulge in formulation and implementation of decisions concerning their wellbeing, regardless of race, gender, political affiliation, or tribe in political and administrative, stages of decision-making and implementation of issues in line with the citizens themselves (Odi, 2010). Participation is considered to be the core principle upon which Local Governance is based, and thus plays a critical role in service delivery. Participation can be regarded as fundamental when it comes to solving Service Delivery issues given that it acknowledges the differences in society, regardless of how it is measured.

It is very fruitful to note that different groups in society may participate with different intensions in line with what makes better Service Delivery. For example, clients (parents) in the education sector may participate in anticipation of low-cost accessibility to schools, safety, and sanitation, as well as quality education that improves their children's life chances.

According to Godenhjelm and Jan-Erik (2013), their paper, relevancy of stakeholder involvement in public activities is highly emphasized and is pointed out as a key ingredient in service delivery. Drawing from the projects funded by European Union (EU), it was noted that high level of stakeholder involvement is very key for timely, effective, and comprehensive service delivery in the projects. This assertion shows that clearly the value of stakeholder active engagement is critical in services related activities. In a related study, Lodorfos (2015) revealed that stakeholder service delivery is key when there is a high-level transparency and involvement of the people in various tasks within the framework. These aspects were explored and found

relevant, and this study seeks to ascertain the extent to which stakeholder engagement yields and influences service delivery. Reflections were drawn from transport sector in Nebbi Subcounty.

#### **2.4 Literature Gap and Conclusion**

With emphasis of decentralization in Uganda, more of the political and fiscal power is in the Local governments. Several times, the composition of the Local Councils and other related forms of governance at the District and LLGs play significant role in service delivery. As reflected in the above literature, the two concepts are closely related in various aspects, although the literature is not exhaustive in regard to how accountability, transparency and stakeholder engagement relate with quality of service delivery. More so, the context and findings cited in the literature differ in many aspects, depending on geography and sector studied. To that extent, it leaves a gap to explore these concepts in the Ugandan perspective, and reflecting entirely on the transport sector. Hence, this study focused on examining relationship between good governance (accountability, transparency, and stakeholder participation), and quality of service offered in the transport sector in Nebbi Subcounty, Nebbi District.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the study design, population, sampling techniques, sample size, data collection instruments and quality control, data analysis and ethical considerations in the study.

#### **3.1 Research Design**

A case study was adopted for this study. Drawing from the case of Nebbi Sub-county Transport sector, the study surveyed all the parishes mainly focusing on the road patterns, and road users. As revealed by Yin (2009), a case study helps to provide an exemplifying case. In this case, Nebbi Subcounty served as an example of a local government. For purpose of getting detailed data from a heterogeneous population of road users and local leaders, the study adopted both quantitative and qualitative approaches. Using both quantitative and qualitative approaches is good as weaknesses in one approach are neutralized by the merits in the other (Creswell, 2014). The study obtained both statistics and opinions, which provided detailed findings regarding the relationship between local governance and quality of service delivery in Nebbi Sub-county.

#### **3.2 Target Population**

The study population consisted of 125 respondents in Nebbi Sub-county particularly those in the Transport Sector. The population is a sum total of all people who qualify to take part in the study (Amin, 2005). Focus of this study involved users, and technocrats at Nebbi Sub-county in the roads sector. From the Nebbi District, most of the road users were pedestrians however, only 30 were considered. From the records of the Subcounty, there are close to 75 riders working along

the roads in Nebbi Subcounty, and a few taxis (10) connect the sub county to the neighborhood sub counties. At the Subcounty, ten technocrats officials were engaged in road related works.

### 3.3 Sampling and Sample Size Composition

The study used census sampling, simple random sampling as well as convenience sampling to obtain information from the respondents of Nebbi Subcounty using the interview guides and questionnaires. Table 3.1 shows the category of respondents, population, sample size composition, sampling technique as well as the tool used to obtain the information.

**Table 3.1 Sample Size distribution**

Category	Population(N)	Sample	Technique	Tool
Riders	63	57	Simple Random Sampling	Questionnaire
Technocrats	10	10	Census	Interview guide
Taxi operators	10	10	Census	Questionnaire
Pedestrians	30	28	Convenience Sampling	Questionnaire
<b>Total</b>	<b>113</b>	<b>95</b>		

*Source: Field Data: April 2019 with reference to Krejcie and Morgan (1970) as modified by the researcher.*

Census sampling techniques was used to obtain data from technocrats using an interview guide and well as the taxi operators using a questionnaire, this technique was adopted because the number of these operators was well known basing on their offices and stages of work for taxis and riders.

Simple random technique was used to obtain data from the riders using a questionnaire who were randomly selected given that any of them provided related information about how the local

leaders treat them, and the services of transport in the area. More so, Simple Random Sampling helps provide a non-biased sample (Kombo & Tromp, 2010). The choice of the above sampling techniques provided a representative sample to provide relevant information about Local Governance Practices and Quality of Transport Service Delivery in the study.

Convenience sampling was also used to obtain data from the pedestrians using a questionnaire, this technique was adopted so as to allow the researcher select respondents that were close to hand and easy to reach because it was not possible to reach all the pedestrians.

### **3.4 Data Sources**

Data was obtained from primary sources. Primary data was solicited from the respondents, which was collected using both questionnaires and interview guide. Here residents were of Nebbi Sub-county were availed with questionnaires that consisted of only unstructured questions. Then the interview guide was used to collect data for triangulation purposes. Primary data is factual and first-hand (Yin, 2009), so highly considered reliable and relevant to explain the position of the study variables.

### **3.5 Data collection Methods and Tools**

#### **3.5.1 Data collection Methods**

Data for the research was collected using two methods. These included questioning and face-face interviewing methods. A self-administered questionnaire is used to save time, allows high response rate, and is convenience for both the researcher and respondents (Bryman, 2016). Additionally, interviewing method was also used to collect data. Interviewing is a data collection method that entails exchanging verbal messages (Amin, 2005), and is widely used when there is need for an in-depth data (Yin, 2001). An interview guide was utilized. The choice of these

methods was relevant for purposes of obtaining complementary, detailed data from all respondents in the short time of the study.

### **3.5.2. Data Collection Tools**

The study was based on the identified methods to design the questionnaire and face-to-face interview guides. Complementing these tools was literature reviewed any other documents that were accessible in the study area.

#### **Structured Questionnaire**

A questionnaire is a list of pre-designed set of questions to which the respondents give their opinion, by way of responses. Questionnaires are widely used for purposes of ensuring convenience, ensuring high response rate and allowing high level of confidentiality (Oso& Onen, 2010). A questionnaire consisting of close-ended questions arranged on the Likert scale of 1-5 (Appendix II) was used. The questionnaire had questions on bio data information and study objectives, for purposes of establishing the relationship between local governance and quality of service delivery in the transport sector in Nebbi Subcounty. Questionnaires were administered on all road users (taxi operators, riders and other pedestrian users).

#### **Interview Guides**

The researcher also prepared and administered an interview guide. An interview guide may be structured or unstructured (Amin, 2005), and for this study a semi structured face-to-face interview guide will be prepared (as shown in Appendix III). The choice of questions depended on the attributes (transparency, accountability, stakeholder participation and service delivery). The interview guide was administered to all technical staff of Nebbi Subcounty in the study.

Interview guides are widely used in case studies where there is need for an in-depth coverage of information from the participants (Yin, 2009). An interview also helps to collect large amounts of data in a short time. Above all, Interview guide also served for triangulation purposes. Where rider could not properly read and write in English, the researcher utilized the services of the translator/ interpreter who asked the same questionnaire questions orally.

### 3.6 Data Quality Control

#### 3.6.1 Validity and Reliability

Validity refers to the measure of truth or falsity of the data obtained through using the research instrument. It is classified as internal and external validity of the measuring instrument (Burns & Grove 2001). In this study, the tools were pre-tested by administering them to at least 15 persons in Nebbi Town Council. Results of the pre-test were used to compute the Content Validity Index (CVI).

$$\text{Content Validity index (CVI)} = \frac{\text{Agreed item by all judges suitable}}{\text{Total number of items judged}}$$

Based on the computation from the above formula, the results of the CVI are presented in Table 3.2 below

**Table 3.2: Computation of Content Validity Index (CVI)**

Variables	Total Items	Valid Items	CVI
Financial Accountability	11	10	.91
Transparency	12	10	.83
Stakeholder participation	11	10	.91
Quality of Transport Service delivery	13	10	.77
Average CVI	<b>47</b>	<b>40</b>	<b>.855</b>



A CVI of 0.855 was obtained in regard to the tools. This was above 0.7 which implied that the tool items were valid as recommended by Amin (2005). In addition, face validity were obtained by consulting supervisor on the questionnaire items, removing those suggested too be deleted and adding in other relevant ones.

### 3.6.2 Reliability

Reliability means the consistence of the tools to prove similar or related answers over repeated circumstances of administering (Kombo & Tromp, 2010). To ascertain reliability, the tools were subjected to SPSS version 23, and their Cronbach alpha values tested. The results from the Cronbach Alpha test was as presented in table 3.3 below

**Table 3.3: Cronbach alpha Values**

Variables	Items tested	Cronbach alpha
Financial Accountability	10	.893
Transparency	10	.799
Stakeholder participation	10	.836
Quality of Transport Service delivery	10	.901
<b>Cronbach Alpha (average)</b>	<b>40</b>	<b>.857</b>

As recommended by Cronbach (1946), any tool with alpha values of 0.7 is reliable for a study and from the tests it was established that this study tools has an average alpha value of .857. All the statements in the questionnaire were subjected to the Cronbach alpha test, and their alpha values were above 0.7. Thus, the study tools were considered reliable and retained for the study.

### **3.7 Measurement of variables**

#### **3.7.1 Local Governance Practices**

This is the independent variable of the study and was operationalized using Financial Accountability, Transparency and Stakeholder Participation. The items under these Constructs were further measured basing on the five point likert scale ranging from “strongly disagree (1)” to “strongly agree (5)”. This approach to measure the LGPs was also adopted in earlier similar studies such as (Lodorfos *et al.*, 2015; Nambalirwa, 2012).

#### **3.7.2 Quality of Transport Service Delivery**

This is the dependent variable of the study and it was operationalized using reliability, accessibility, responsiveness, satisfaction of the recipients, and quality of Transport services. The items that were used to measure these constructs were put on a five point likert scale ranging from “strongly disagree” to “strongly agree” and means were computed to enable analysis, a similar measurement was adopted by other researchers. The measurement of quality service was done basing on earlier studies especially Lodorfos, *et al.*, (2015).

### **3.8 Data Collection Procedure**

Data collection was done on only selected and consenting participants in Nebbi Subcounty. The researcher obtained a formal letter from Graduate School- Kyambogo University, which was presented to the authorities in Nebbi Subcounty, and each study respondent. The letter was introduced and requested for participation from the selected sample. An acceptance letter was also sought from Nebbi Sub-county to allow respondents confide in the study.

The researcher trained an assistant about data collection to assist him in the field. The researcher with the help of a trained assistant located different taxis and riders stages and administer questionnaires. At the stage, users were also contacted especially those waiting for taxis. Questionnaires were administered and collected instantly given that the respondents were on transit and were not traced thereafter. Interviews were held with each of the technical officer in office. After a period of five (5) working days, all data collection was arranged for processing and analysis.

### **3.9 Data Analysis**

Qualitative and quantitative approaches were used to analyze the data collected.

Quantitatively all data collected by use of the questionnaires were entered into SPSS ver. 23 for analysis. Descriptive statistics especially (mean, standard deviations, frequencies and percentages) were used for biodata and likert statements. Additionally, Pearson Product Moment correlation coefficient was utilized to establish the relationship between the study variables. Correlations are widely used to ascertain the association of two linear variables regarding how they relate (Pallant, 2010). Thereafter, a regression analysis was also performed to support the relationship between Local Governance Practices and Quality of transport service delivery as well as the predictive ability of Local Governance Practices on Quality of Transport Service delivery.

Qualitative data from interviews was analyzed using thematic analysis. Each of the constructs: accountability, transparency, stakeholder participation and service delivery was a theme. Information collected in interviews under these themes was presented as direct quotations or paraphrased statements to account for attributes/opinions respondents had regarding the

relationship of local governance and quality service delivery in the transport sector services in Nebbi Subcounty.

### **3.10 Ethical Considerations**

Ethical considerations were upheld by ensuring high level of confidentiality, seeking for informed respondents consent, and privacy.

Confidentiality of the respondents' views and opinions was held. The researcher ensured that all responses provided were kept and locked before, during and after analysis. High levels of confidentiality were adhered to by treating respondents' views anonymous.

Consent of respondents is ideal and participants must understand and give their informed consent to participate in study. Participants had complete understanding of the purpose, methods, what was demanded of them and risks/ no risk involved when they participated in the study. Only respondents who gave their informed consent voluntarily were involved in the study.

Privacy is the right of the respondents' personality to be separated from the study. The researcher attached high value to respondents' individual privacy (Yin, 2009). Any sensitive data about the study when provided, was paraphrased and presented unanimously in the study. More so, most of the information read was paraphrased to relate it to the current study as well as avoid any traces of plagiarism.

### **3.11 Limitations to the Study**

The study like any other inquiry was prone to a number of challenges constraining the process.

In first instance, there was difficulty in accessing and having some transport users since they are always mobile. The researcher developed a rapport with available respondents at various stages and ensured that the questionnaires are simplified to save time for the respondent.

Concealment of data especially those in public service. It is always considered that some information is classified, and may not be easily used by public, yet such information is key for social science research. For purposes of getting necessary information for the study, the researcher used triangulation method so as to ensure accuracy in data collection.

### **3.12 Conclusion**

This chapter presents the methods that were used to collect the data. It summarizes the study design, area and hence sets pace the scope of investigation done by the researcher. The chapter points out the set target population, the sample size and the appropriate sampling techniques that were used to attain the sample. Data collection methods, instruments, and approaches of ascertaining valid and reliability findings in this study were also set as described in this chapter. The chapter further outlines the data processing, analysis and presentation approaches adopted. In Summary, the chapter presents the methodological concerns that were adopted in examining the relationship between Local Governance Practices, and Quality of the transport Service delivery in Nebbi Subcounty, Nebbi District. It is a practical setup for the researcher to ascertain the study results, which are presented in the next chapter of this study.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS, AND INTERPRETATION OF THE RESULTS

#### 4.0 Introduction

This chapter presents the findings that were obtained from Nebbi Subcounty Transport Sector. The findings were on Local Governance Practices and Quality of Transport Service delivery in Nebbi District Local Government. The chapter presents background information of the respondents and included in the study, descriptive statics of the research variables, and inferential findings based on the specific objectives of the study.

#### 4.1. Background information of respondents

A total of 95 respondents fully participated in the study. These included Riders, Technocrats, Tax operators and Pedestrians. Based on these respondents, the researcher established the demographic and general information from the respondents. The explored aspects were category of respondent, gender, age, educational qualification, and the duration spent working/using Transport system in Nebbi Subcounty. Detail of the findings is presented below.

##### 4.1.1 Category of respondents

The proportion of respondents basing on their category was established in table 4.1 below

**Table 4.3: Category of respondents**

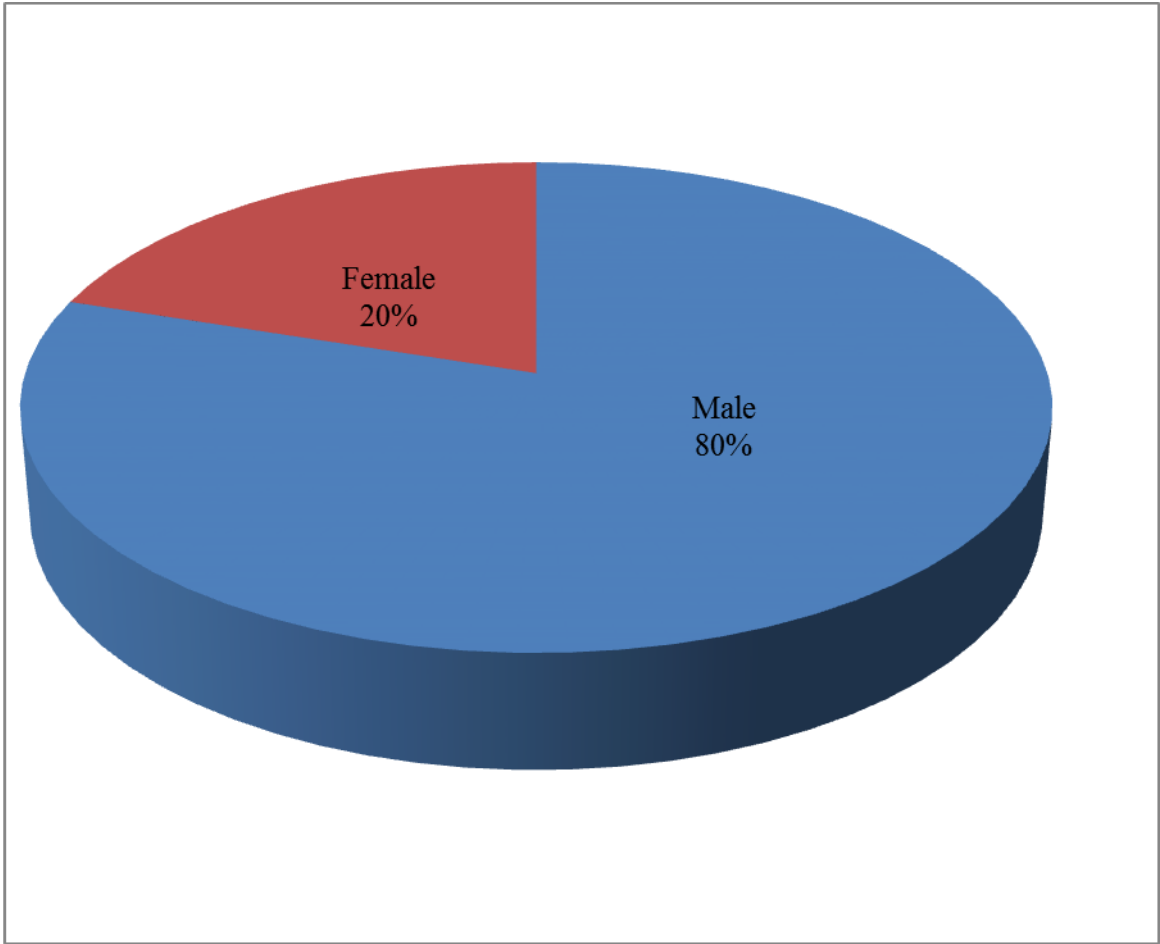
<b>Category</b>	<b>Frequency (n=95)</b>	<b>Percent (%)</b>
Riders	50	52.6
Taxi Operators	10	10.5
Pedestrians	28	29.5
Technocrats	7	7.4
<b>Total</b>	<b>95</b>	<b>100.0</b>

*Source: Field data May 2019*

Results from Table 4.1 indicate that majority were riders (52.6%), and Pedestrians (29.5%). The taxi operators constituted 10.5% and the technocrats serving in Nebbi Subcounty and responsible for handling transport services were 7.4%. This distribution implies that all stakeholders, directly using or controlling the transport service sector in the Subcounty were engaged in the Study. This implies that the study attracted views of both the users and leaders as regards Governance Practices and the Quality of Service Delivery in Nebbi Sub-county.

**4.1.2 Gender of Respondents**

The proportion of respondents basing on their gender was established as in graph below



**Figure 4.1: Demographic representation of respondents by Gender**  
*Source: Field Data May 2019*

The findings as shown in figure 4.1 revealed that majority of the respondents were male (80%) while the female (20%). This indicates that the study was gender sensitive, although the sector especially taxi operators and riders were mainly males. This provided a comprehensive perspective regarding Local Governance Practices and Quality of Transport Services in Nebbi Subcounty from a gender inclusive point of view.

#### 4.1.3 Distribution of respondents by age bracket

The study sought to find out the age of respondents in Nebbi Sub County Transport Sector. The distribution of respondents according to their age was presented in Table 4.2.

**Table 4.2: Distribution of respondents by age bracket**

Age bracket	Frequency (n=95)	Percent (%)
20-30	46	48.4
31-40	35	36.8
41-50	11	11.6
50 and above	3	3.2

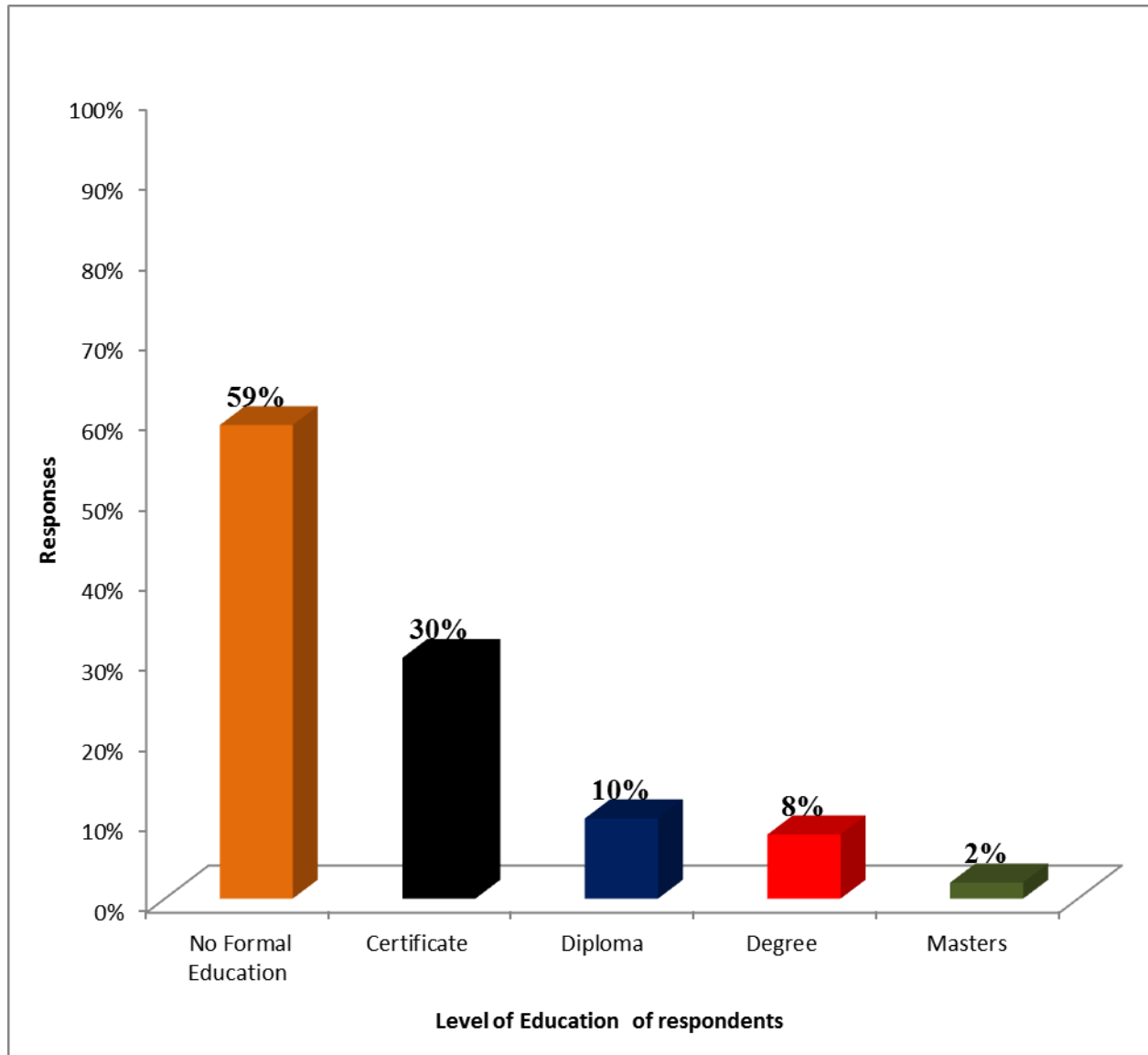
*Source: Field Data: May, 2019*

Results in Table 4.2 showed that most (48.4%) of the respondents were in the age range between 20-30 years, while 36.8% of the respondents were between 31-40 years. Others were 41-50 years (11.6%) and few participants were 50 years and above (3.2%). The distribution implies that most road users in Nebbi Subcounty were below 50 years, hence actively using the road sector to earn a living as taxi operators, riders, and for other personal businesses.



#### 4.1.4 Education qualification of the respondents

The study sought to find out the qualifications (highest held) by respondents. The distribution obtained is shown in Figure 4.2 below.



**Figure 4.2: Distribution of the respondents by qualifications**

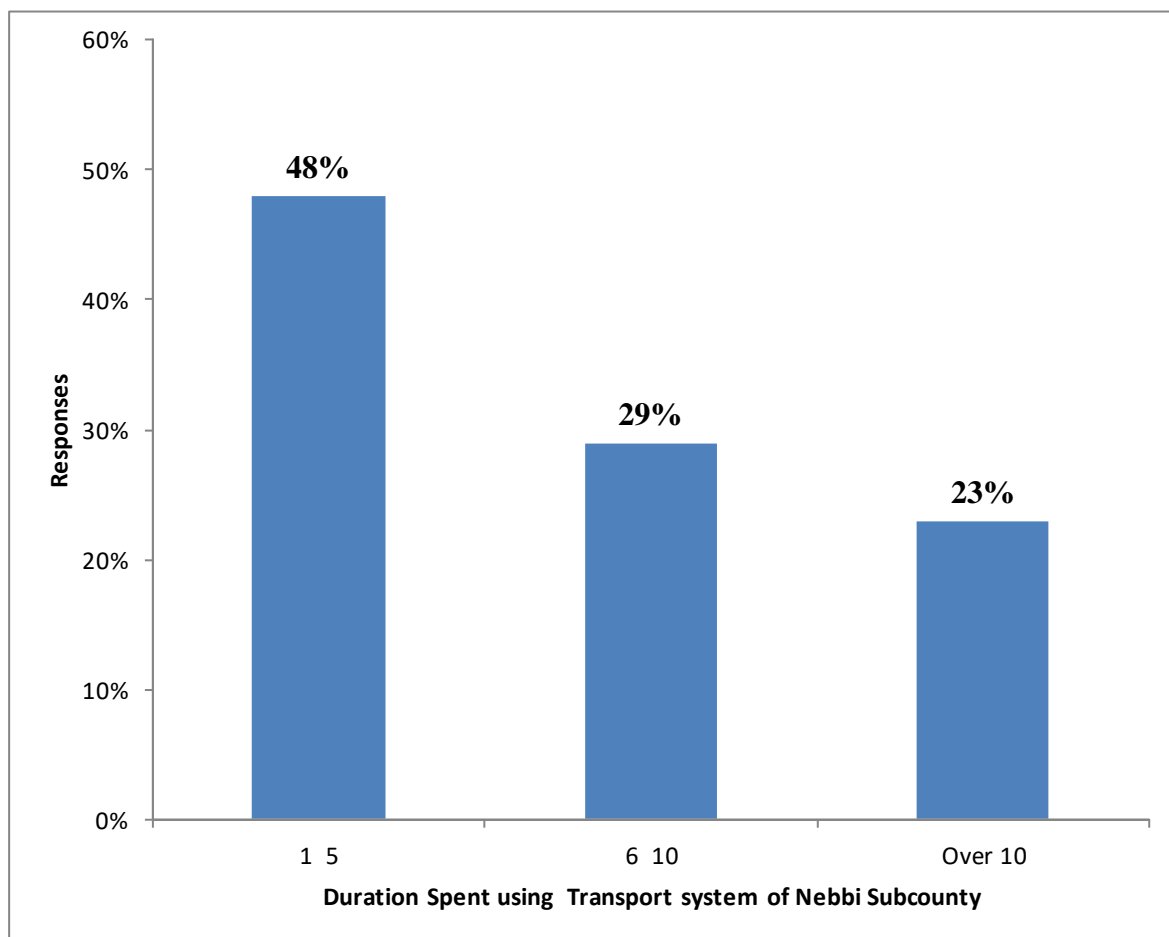
*Source: Field data May, 2019*

The results in table 4.2 show that majority respondents did not have any formal education (59%). On the contrary, 30% of respondents held certificate education, and 10% had Diploma. A few others had degrees (8%) and Master Degree (2%). Most of the public users of the roads were not highly educated, but were able to give their opinions regarding the quality of Transport

service delivery in the area and Local Governance Practices emphasized. The staff (technocrats) was rather highly educated with Bachelor and Master's degree. Given the level of education, the study obtained detailed opinions about the study.

#### 4.1.5 Working experience in Nebbi Subcounty Transport sector

Opinions were also obtained regarding the duration respondents had spent operating and using the Road Transport sector in Nebbi Subcounty. This was meant to explain their experiences on Local Governance Practices and Quality of Transport Services offered. The results are presented in Figure 4.3.



**Figure 4.3: Working experience in Nebbi Subcounty Transport sector**

*Source: Field Data May 2019*

Results in Figure 4.3 above show that 48% of the respondents revealed they had spent 1-5 years using the transport system in Nebbi Subcounty, 29% mentioned a duration between 6-10 years and least 23% had spent over 10years. The distribution implies that different opinions were obtained regarding most recent users and long term users of transport System in Nebbi Subcounty. This provided detailed experiences they have encountered basing on the Local Governance Practices and the quality of transport service delivery received in the area.

#### **4.2 Descriptive Statistics of the study variables**

The study focused on exploring the detail of various variables under the study. These variables included Financial Accountability, Transparency, Stakeholder Participation and Quality of Transport Service delivery. In response to these variables, the study questionnaire focused on obtained descriptive opinions of participants about the variables.

The items in the questionnaire were weighed on a 5-point likert scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). They were scored as 1, 2, 3, 4 and 5 respectively for further analysis. The details are presented in descriptive statistics shown by the values of the respective means and standard deviations of the key empirical references. Each of the variable statements are described below.

#### 4.2.1 Descriptive Statements on Financial Accountability

The details of the descriptive statistics on Financial Accountability are presented in Table 4.3.

**Table 4.3: Descriptive Statistics on Financial Accountability**

<b>Descriptive Statements</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
Accountability is provided for the funding provided to improve transport facilities	1	5	2.25	0.494
All contractors hired to do the selected roads complete them well and in time using funds provided	1	5	4.19	0.891
The roads in Nebbi Subcounty are rehabilitated by district budget allocations	1	5	4.15	1.288
The Sub-County prepares annual financial reports regarding roads and the transport sector.	1	5	3.80	1.078
The Sub-County adheres to approved budgets and targets as planned for the transport sector	1	5	2.18	0.451
Funds allocated to the transport sector are properly used and accounted for in light of the services in the sector	1	5	2.42	0.448
Nebbi Subcounty uses qualified staff to do its road network system	1	5	2.73	1.324
Subcounty officials give detailed report on funds spent on transport sector	1	5	1.95	1.432
Information about transport services available is pinned on Subcounty notice board for all users	1	5	4.18	1.376
Engineers comply to set financial standards and estimates approved by Local Government	1	5	3.63	.782
<b>Grand mean</b>	<b>1</b>	<b>5</b>	<b>3.15</b>	<b>.878</b>

*Source: Field Data May 2019, n=95*

Results in Table 4.3 show that to some extent Financial Accountability as part of the Local Governance practices was upheld to deliver Transport Service delivery in Nebbi District (Grand mean= 3.15, std. deviation= .878). The respondents were in agreement that financial accountability the Local Government Officials ensured that all contractors hired to do the selected roads complete them well and in time using funds provided (mean=4.19, std. deviation, .891), and also agreed that Information about transport services available is pinned on Subcounty notice board for all users (Mean = 4.18, std. deviation=1.376).

It was also established that most roads in Nebbi Subcounty were also rehabilitated as described in the budgets approved (Mean= 4.15, std. deviation= 1.288). The results further indicate that respondents tended to agree with the assertion that Nebbi Subcounty prepares annual financial reports regarding roads and the overall transport sector (Mean= 3.8, std. deviation = 1.078), and also ensured that engineers when contracted to offer services they comply to the set financial standards and estimates approved by Local Governments (Mean= 3.63; std. deviation= .782).

The results indicated further that respondents did not agree with the view that in due course of providing transport services the Nebbi Subcounty uses qualified staff to do its road network system (mean= 2.73, std. deviation = 1.324), and also majority disagreed to the opinion statement that funds allocated to the transport sector are properly used and accounted for in light of the services in the sector (Mean= 2.42, std. deviation = .448).

The study also noted that not at all times is accountability is provided for the funding provided to improve transport facilities (Mean= 2.25, std deviation= .494) in Nebbi Subcounty. Respondents further point out that Nebbi Subcounty did not on most occasions adheres to approved budgets and targets as planned for the transport sector (Mean = 2.18, std. deviation .451), and that the

Subcounty officials did not give detailed report on funds spent on transport sector to all stakeholders (Mean= 1.95, std. deviation = 1.432).

The results show a high level of consistence in the opinions presented on the aspects of Local Governance transparency as shown in Table 4.3 above, as majority opinions provided had a standard deviation of less than 1, with a few exception statements. Basing on the results (Table 4.3), the Grand mean = 3.15, and std. deviation = .878\_ indicates that there was a higher level of agreement that Nebbi Subcounty endeavors to practice proper financial accountability although the level is still largely not effective.

From Interviews it was also observed that efforts by Local Government officials to partake financial accountability were suggested. For instance Interviewee 1 had this to say,

*“The sub county usually compiles with the annual plans and budgets. During planning, the priorities including those of roads are identified right from the village levels, to the parish up to the Subcounty and those priorities are put in the coming financial year and money released based on the planned activities and no way the sub county is allowed to change those priorities in the course of Implementation”.*

Additionally, another interviewee supported the above findings and was quoted narrating;

*“We normally make reports and avail them to the responsible stake holders to access to encourage them to make inquiries”*

From the above perspective, it can be considered that as part of financial accountability, Nebbi Subcounty ensured proper reporting and prioritization of needs basing on financial resources available. Better documentation was also emphasized as part of financial accountability.

In relation to this, one of the respondents said;

*“We have to request for money through vouchers which are verified as a way of being sure and accountable”*

Financial accountability was also linked with non-financial measures such as inspection, and payments were done after careful authentication of work done. In explaining this aspect, one respondent said:

*“Standard is available, the district engineer of road oversees and ensures that a standard is put in place which is issued before payment is effected, engineers inspect the roads maintained and issue certificates to authorize payments based on the standard”.*

Generally, there were efforts to undertake credible financial accountability among leaders in Nebbi Subcounty, although the overall financial accountability status was found not to the desired levels.

#### 4.2.2 Transparency in the Quality of Transport Service Delivery

The details of the descriptive statistics Local Governance Transparency in Nebbi Subcounty was established and is presented in Table 4.4 below.

**Table 4.4: Descriptive Statistics on Transparency practices in Transport Sector in Nebbi Subcounty**

<b>Descriptive Statements</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
The Subcounty officers signs contracts before allowing them to begin construction works	1	5	4.52	.071
The Sub-County has invested in human staff to regularly work on the roads	1	5	2.01	.233
The Subcounty reports to the local leaders any changes in the Subcounty roads' budget	1	5	4.07	1.315
Decisions are reached after a Subcounty consultative meeting with all road users	1	5	2.40	.316
All Information about transport is freely shared to lower local leaders who communicate it to the public	1	5	2.57	1.730
Road Charges by transport operators are uniform and officially acknowledged by all users	1	5	4.92	.345
Subcounty officials consider improving road network improvement by way of voting	1	5	3.96	.220
The views and opinions of the public are listened to by local leaders about the transport sector	1	5	2.32	.065
The Sub-County has open and comprehensive stakeholder engagement	1	5	2.02	1.368
Strong commitment towards improvement in road network in the Subcounty is encouraged by most leaders	1	5	4.03	1.171
<b>Grand mean</b>	<b>1</b>	<b>5</b>	<b>4.52</b>	<b>.071</b>

Source: Field Data, May 2019, n= 95



Results in table 4.4 show the details of the opinions of respondents regarding the status of transparency in the delivery of transport services in Nebbi Subcounty. Results show a number of aspects in which the Local Government leaders emphasized transparency, and whether they did not. Majority respondents strongly agreed (Mean =4.92, std, deviation .345) to the view that the Subcounty ensured transparency by ensuring that road charges by transport operators are uniform and officially acknowledged by all users, while other participants revealed that the Subcounty officers signs contracts before allowing them to begin construction works (Mean= 4.52, std. deviation .071).

Respondents agreed with the view that Subcounty reports to the local leaders any changes in the Subcounty roads' budget (Mean= 4.07, std. deviation= 1.315), and that Subcounty officials consider improving road network improvement by way of voting as a way of being transparent in their roles (Mean= 3.96, Std, deviation=.220). It was hence agreed up that there is strong commitment towards improvement in road network in the Subcounty and this was encouraged by most of the leaders (Mean =4.03, std. deviation 1.171).

The study results in Table 4.4 also indicate that respondents did not agree with the view that all Information about transport is freely shared to lower local leaders who communicate it to the public (Mean =2.57, std deviation = 1.73), and several times it was the Subcounty officials who reached on decisions without necessarily undertaking consultative meeting with all road users (Mean=2.4, std deviation= .316). More so, the respondents disagreed with the view that as means of ensuring transparency the Sub-County has open and comprehensive stakeholder engagement (Mean= 2.02, std deviation= 1.368). Neither did they agree to the statement that the Sub-County has invested in human staff to regularly work on the roads (Mean= 2.01, std. deviation = .233). In all, respondents disagreed with the assertion that as a way of being

transparent, the views and views and opinions of the public were listened to by local leaders about the transport sector (Mean= 2.32, std. deviation = .065).

Basing on the results, (Grand mean= 4.52; std. deviation = .071), and this is an indication that majority of the respondents agreed with the statements on transparency levels in Local Governance in Nebbi Subcounty. There were also a few variation in the responses provide since the standard deviation was less than 1.

Regarding the aspect of Transparency, several other opinions were raised in the interviews. One of the interviewees, for instance noted that: One of the interviewees, revealed;

*“there is need for being open and clear in whatever you do. As a leader, people are watching... and every blunder you make costs you the esteem, and respect people have in you.....”*

In a related perspective, another technocrat added:

*“We try as much as possible to be inclusive in decision making,... though final decisions have to be taken by final/top officials..... In some instances, the local people are asked to give their views... bid for tenders and contracts to do the roads.... but all the same... he who has the best requirements is finally chosen”*

In respect to the documents given and contractual work done, one of the interviewees remarked:

*“for the last five years, I have been working at this Subcounty.... if you do not have documents required...whether you are who or whose son, we do not give you a tender to do a road.. These roads are used by all of us, and when you do them poorly, all of us suffer...”*

In a another perspective, one other interviewee said”

*“Usually we come to know about who got the tender, when it has already been given. Sometimes they are not open, and fair enough to all of us”*

From the above, it can be observed that transparency was not only key but essential or better Local Governance in the provision of transparent services in Nebbi Subcounty. However, different opinions were obtained as regards the effectiveness of Transparency Practices among the leaders of Nebbi Subcounty.

#### **4.2.3 Stakeholder Participation in Transport Service Delivery in Nebbi Subcounty**

Opinions were obtained regarding the status of Stakeholder participation in the Transport Service delivery within Nebbi Subcounty. The details of the descriptive statistics obtained on this perspective are presented in Table 4.5 below.

**Table 4.5: Descriptive Statistics on Stakeholder Participation in Transport Sector in Nebbi Subcounty**

<b>Descriptive Statements</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
Citizens are given opportunity to get involved in some decisions concerning transport services	1	5	3.58	1.686
Involvement of local people improves quality of supplies to contractors of roads	1	5	1.98	0.271
At Nebbi Sub-County, ideas from the public are valued in the service delivery process	1	5	1.88	1.237
Citizen participation enhances coordination of activities in the Transport sector of Nebbi Sub-County	1	5	3.29	0.597
Involving citizens enhances Negotiation for priorities	1	5	3.83	0.534
Participation improves planning for specific areas of responsibility	1	5	3.41	1.41
Participation of citizens has reduced damage to bridges, culverts and road reserves	1	5	3.94	0.597
Participation enables Nebbi Sub-County to get credibility.	1	5	2.67	1.54
Local government listens to people’s complaints regarding transport services	1	5	2.15	1.345
The Subcounty mainly uses officials and staff in Transport sector from the District	1	5	3.58	1.686
<b>Grand Mean</b>	<b>1</b>	<b>5</b>	<b>2.673</b>	<b>0.9217</b>

*Source: Field Data May 2019, n= 95*

The results in table 4.5 show that the respondents are closer to agreement with the various statements regarding Stakeholders’ participation in Local Governance Activities regarding transport service delivery. Majority of the respondents tended to agree that participation of citizens has reduced damage to bridges, culverts and road reserves (mean = 3.94, std. deviation= .597), and that involving citizens enhances negotiation for better priorities in the transport sector (Mean=3.83, std. deviation=.534).

Stakeholder participation was also revealed as key in improving planning for specific areas of responsibility within Nebbi Subcounty (Mean= 3.41, std. deviation 1.41), and respondents also suggested that citizen participation enhances coordination of activities in the Transport sector of Nebbi Sub-County (Mean= 3.29, std. deviation = .597).

From the study, it was pointed out that in some instances (not quite often), citizens are given opportunity to get involved in some decisions concerning transport services (Mean = 3.58, Std. deviation = 1.686) and in most instances, the Subcounty mainly uses officials and staff in the Transport sector from the District Headquarters (Mean = 3.58, Std. deviation = 1.686). This reduced the level of citizens' participation as stakeholders in the transport sector in their Subcounty.

Further results show that majority of the respondents did not agree with the view that Participation enables Nebbi Sub-County to get credibility (Mean= 2.67, std. deviation 1.54), and neither did they support the opinion that their Local government listens to people's complaints regarding transport services (Mean = 2.15, std. deviation = 1.345). A few respondents agreed with the perspective that the involvement of local people improves quality of supplies to contractors of roads since most contractors come with their own employees (Mean= 1.98, std. deviation = .271) and it was also disagreed by respondents that at Nebbi Sub-County, ideas from the public are valued in the service delivery process (Mean= 1.88, std. deviation= 1.237).

Generally, the overall Stakeholder participation was still low, given that the opinions were largely pointed out in the disagreement dimension (grand Mean= 2.673). These perspectives were highly consistent for they attracted a standard deviation score (std. deviation= .9217).

During the interviews with key technocrats at Nebbi Subcounty, several complementary opinions were given in regard to stakeholder participation in the transport sector. In his views, one of the interviewee said:

*“ when deciding on key projects, various stakeholders including citizens, operatives bring their representatives to a consultative meeting in which decisions are made, so they become part of the decision making team toward implementation of the projects.”*

*“Normally, where necessary the government solicits for various interventions for service delivery such as machinery, human resource, soliciting for more funds, among others to enable quality service delivery”*

Supporting this view, one other interviewee at Nebbi Subcounty added;

*“A needs assessment is done by the help of the local people, so their involvement in the whole process can have a genuine impact on the quality of supplies to contractor of roads”*

Additionally, the operator supported the statement and was quoted narrating;

*“Yes, the involvement and participation of citizens has a key correspondence on the coordination of activities, since they have a role in decision making as well demanding for accountability from the sub-county office”.*

More to that one of the staff also supported the above view and was quoted saying;

*“Participation of citizens increases the level of accountability in the local government.”*

The above results show that the level of stakeholder participation was still below the expected by users of the transport services in Nebbi Subcounty. However, significant efforts were pointed out as being pursued for better and quality Transport Service Delivery in Nebbi Subcounty.

#### 4.2.4 Descriptive statistics on Quality of Transport Service Delivery

Responses relating to the Quality of Transport service delivery in Nebbi Subcounty were established and are presented in table 4.6

**Table 4.6: Descriptive Statistics on Quality of Transport Service Delivery in Nebbi Subcounty**

<b>Descriptive Statements</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is a large coverage of tarmac road surface in this Subcounty	1	5	2.65	0.693
In Each village, there is an all-weather marrum road	1	5	3.48	1.398
Most roads in this Subcounty are well rehabilitated and in good user condition	1	5	2.64	0.604
The services offered by road users are cheap and cost friendly	1	5	4.67	1.316
Roads in Nebbi Subcounty are convenient for use by both cars, bicycles and motorcycles	1	5	4.02	0.994
Subcounty leaders respond to all road repairs needed in impassable roads in time	1	5	3.25	1.444
Nebbi roads are in use during the rainy and excessive dry seasons	1	5	2.54	1.59
Subcounty has full time employees to service roads on monthly basis	1	5	2.44	0.562
The Government uses its staff and machinery to improve the condition of the roads annually	1	5	4.14	0.172
Roads in Nebbi Subcounty can be used during day and night without any fears by users	1	5	2.65	0.693
<b>Grand mean</b>	<b>1</b>	<b>5</b>	<b>2.983</b>	<b>0.877</b>

*Source: Field Data May 2019, n=95*

Table 4.6 shows the descriptive statistics related to the quality of transport service delivery at Nebbi sub-county. It shows that majority of the respondents strongly agreed with the view that the road transport services in the Subcounty are cheap and cost friendly (Mean= 4.67, std. deviation = 1.316), and that Roads in Nebbi Subcounty are convenient for use by both cars, bicycles and motorcycles (Mean= 4.02, std= .0994). Further results show that in each village, there is at least an all-weather marrum road (mean = 3.48, std. deviation= 1.398), although tarmac roads were unevenly distributed and few shown by respondents' view (Mean= 2.65, std. deviation = .693). For most of the roads, the respondents agreed that the Government (District Local Government) uses its staff and machinery to improve the condition of the roads annually (Mean=4.14, std. deviation = 1.398).

According to the study respondents, majority were not sure whether their Subcounty leaders respond to all roads repairs needed in impassable roads in time (Mean = 3.25, std. deviation 1.444), which shows weaknesses in service delivery, and hence were not certain when all roads are safe for use both during day and night (Mean=2.65, std. deviation= .695). The respondents however tended to disagree with the opinions that most roads in this Subcounty are well rehabilitated and in good user condition (Mean= 2.64, std. deviation =.604), and they also disagreed with the assertion that roads in Nebbi Subcounty good for use during the rainy and excessive dry seasons (Mean = 2.54, std. deviation= 1.59). In most occasions the Subcounty did not have full time employees to service roads on monthly basis and this opinion was revealed by (Mean= 2.44, and std. deviation = .562).



Basing on the results above, (Grand Mean= 2.983, std. deviation = .877), the study respondent tend to disagree with most of the statements, a reflection that the Quality of Transport Service Delivery in Nebbi Subcounty was not yet good to desirable standards. This was also supported by consistency of the opinions as with a standard deviation less than 1. In a complementary perspective, interview opinions also showed mixed (areas of achievement and areas that required improvement in Transport Service delivery in Nebbi Subcounty. In the opinion of one of the interviewees she said:

*“we cannot say... we have done much as Nebbi Subcounty.... but all I know and can say is.. We have tried our best. At least each village is accessible with a road, and our people can go on with their business, movements along our roads”*

In a related perspective, interviewee II, also added that:

*“The riders (boda boda) have made Transport service delivery cheaper and faster. It is now possible for one to move to Town (Nebbi Town) in a short time than it used to be. Our roads are safe, and have a few areas to fix to make the best in the region”*

While pointing out some areas of weakness and for improvement, other interviews revealed that:

*“Indeed, there are some areas we need to focus on.... for Instance, some sections of our roads are not well fixed with lighting system.... there are some dark spots which may threaten road users at night.... some bridges need repairs.... and some culverts are covered with grass.... we look into improving these areas....”*

*“There is a lot more we can do.... have the best people, involve the local people and then the roads will be properly used. For example.... after regular warnings, people stopped stealing and vandalizing road signs.... This can also be done in areas where the people’ are not protecting road facilities”*

From the above perspective, it can be indicated clearly that the Quality of Transport Sector and primarily focus being on Road transport, is yet to be better in Nebbi Subcounty. There have been efforts in place, but yet more effort is desirable.

### 4.3 Inferential Statistics

#### 4.3.1. Correlational Analysis

To establish the relationship between variables, and hence forth address the study objectives and hypotheses, the correlations were computed. Results regarding the correlations between Financial accountability and Quality of transport Service Delivery, Transparency and Quality of transport Service Delivery, as well as the relationship between Stakeholder participation and Quality of transport Service Delivery were focused on. A Pearson correlation was used and findings were as presented in Table 4.7 below.

**Table 4.7: Pearson’s Correlation for study variables**

<b>Variables</b>	<b>FA</b>	<b>T</b>	<b>SP</b>	<b>TSD</b>
Financial Accountability (FA)	1			
Transparency(T)	.000	1		
Stakeholders Participation (SP)	.603**	.621**	.1	
Transport Service delivery (TSD)	<b>.640**</b>	<b>.816**</b>	<b>.814*</b>	1

*\*Correlation is significant at 0.05level (2-tailed),\*\*Correlation is significant at 0.01level (2-tailed)*

Results in table 4.7 above show the results from the correlations computed. The findings show that there was a strong positive correlation ( $r = .640$ ,  $n = 95$ ,  $p < .01$ ) between Financial accountability and Quality of Transport Service Delivery. This implies that any improvements made in the quality of transport Service delivery can be associated positively with the level of Financial Accountability attained in the Local Governance structure of Nebbi Subcounty. The results are significant and hence the H1: “*There is no significant relationship between Financial Accountability and Quality of Transport Service Delivery*” was not supported.

A very strong positive correlation ( $r = .816, n = 95, p < .01$ ) was obtained regarding the relationship between Transparency attribute among the Local Governance Units and Quality of Transport Service delivery in Nebbi Subcounty. This implies that with improved transparency levels in Local Governance, the quality of Transport Service Delivery is also prone to improve. This also reveals that poor Quality in the Transport Service Delivery may also be associated with the low levels of transparency in Local Governance. The findings were significant, and therefore the H2 which states, *“The relationship between Transparency and Quality of Transport Service Delivery is not significant”* was not supported.

Table 4.7 further reveals that there is very strong positive correlation ( $r = .814, n = 95, p < .05$ ) between Stakeholder participation and quality of Transport Service Delivery in Nebbi Subcounty. This suggests that Quality of Transport Service Delivery is highly associated with the involvement of different stakeholders in the transport sector. High quality of Transport Service Delivery is highly associated with the Stakeholders' Involvement. The study established significant results, and hence the H3 which states, *“There is no significant relationship between Stakeholder Participation and Quality of Transport Service Delivery”* was not supported.

### 4.3.2 Regression Analysis

In order to derive the co-efficient of determination and to also appreciate the predictive power of the Local Governance Practices on Quality of Transport Service Delivery, a multiple linear Regression Analysis (MLRA) was adopted. The findings are presented below.

**Table 4.8: Regression Analysis results for the relationship between Local Governance Practices relate with Quality of transport Service delivery**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.891 <sup>a</sup>	.793	.786	.54258		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.723	3	34.241	116.310	.000 <sup>b</sup>
	Residual	26.790	91	.294		
	Total	129.512	94			
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.562	.215		2.608	.001
	Financial Accountability	.134	.065	.129	2.066	.002
	Transparency	.650	.081	.506	7.983	.000
	Stakeholder Participation	.416	.072	.384	5.792	.000

*a. Dependent Variable: Quality of Transport Service Delivery*

Table 4.8 shows the results of the regression analysis between Local Governance Practices (independent variable) and Quality of transport Service delivery (dependent variable). The results show that the predictors of the independent variable- Local Governance Practices (Financial Accountability, transparency, and Stakeholder Participation) positively predict the variation in the changes of the dependent- Quality of transport Service delivery. Results in Table 4.8 reveal that the Quality of transport Service delivery in Nebbi Subcounty can be predicted by 78.6% (adjusted R square = .786) by the Local Governance Practices done in the Sub county.

Basing on F-value = 116.30 with statistical P-Value = .000 which is typically ( $P < .05$ ) signifies that the model using the predictors did a good job of predicting the outcome variable and that there is a significant relationship between the set of predictors (Financial Accountability, Transparency and Stakeholder participation) and the dependent variable (quality of transport delivery), therefore, there is a relationship between Local Governance Practices and Quality of Transport Service Delivery

More so, result show that all the predictors were significant ( $p < .05$ ) and as such the model was the best fit. The study established that transparency was the most desirable predictor of Good Local Governance ( $\beta = .506$ ), followed by Stakeholder participation ( $\beta = .384$ ), and Financial Accountability was the least noted with the  $\beta = .129$ . Overall the Local Governance practices positively related with Quality of transport Service delivery.

#### **4.4 Conclusion**

In conclusion, this chapter has explored and presented the findings of this study on the relationship between Local Governance Practices and Quality of Transport Service Delivery in Nebbi Subcounty, Nebbi District. The chapter observed the general information that descriptive the various participants in the study. It also details the descriptive statistics that explain the status of various LGPs and Quality of Transport Service delivery, basing on opinions of respondents. Correlation statistics have also been adopted to establish the relationship between various LGPs and to address the study objectives and hypotheses set by the study. In the end the chapter explores a regression analysis that describe the relationship between the two major variables- Local Governance Practices and Quality of Transport Service Delivery. Overall the chapter comprise of a detailed excursion of the findings that were attained in the study. The next chapter presents the Discussion, Conclusions and overall recommendations made in regard to these study findings.

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS, SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.0 Introduction**

This study sought to examine the relationship between Local Governance Practices and Quality Transport Service Delivery in Nebbi Sub-County. In the previous chapter, findings were established and presented. This chapter presents the discussion of these findings. It also generates conclusions related to the findings and cites recommendation about the study.

#### **5.1 Summary of the findings**

This part presents the summarized results of the study.

##### **5.1.1. Relationship between Financial Accountability and Quality of Transport Service Delivery**

The study found out that Financial Accountability is one of the key pillars of Local Governance practices, although in Nebbi Subcounty results show that it was still below desired standards. The study found out that several Financial Accountability practices such as seeking official authentication of the payments as per budget allocations, reporting, proper staffing and adherence to the required financial standards by Engineers were pointed out. Basically, the study found out a strong positive relationship Financial Accountability and Quality of Transport Service Delivery ( $r = .640$ ,  $n = 95$ ,  $p < .01$ ). Better financial Accounting as a Local Government practice was significantly associated with the Quality of transport services offered by the Local Government in Nebbi Subcounty. The set null hypothesis was also rejected basing on this study findings.

### **5.1.2 Relationship between Transparency and Quality of Transport Service Delivery**

Regarding the Transparency practice of Local Governance, results show that to large extent there were minimal levels of transparency. A few areas of Good Local Governance transparency practices were identified, in efforts to communicate to the local leaders and masses, use of the noticeboards to communicate, proper selection of Contractors among others. Less investment was done on engaging local people, training local human resources, and most often employees were hired by the district to offer transport services on road works. Overall, a very strong positive correlation ( $r = .816$ ,  $n = 95$ ,  $p < .01$ ) was as a relationship indicator between Local Governance Transparency and Quality of Transport Service delivery. Hence, high levels of Transparency among local leaders were highly associated with the quality of Transport Service delivered to the people. In the same context, the null hypothesis that was set was rejected.

### **5.1.3 Relationship between Stakeholder Participation and Quality of Transport Service Delivery**

Stakeholders are core elements in assessing the quality of any service delivery. Results in this study show that to some extent Nebbi Subcounty undertook some form of Stakeholder participation in providing transport services. Notable instances according to results include involving citizens to guard against vandalisation of bridges, culverts, and to some extent to listen to their views, complains and comments on the quality of work done. However, stakeholder's views were less considered at the time of decision making. The study also established that there is a significant relationship between Stakeholder Participation and Quality of Transport Service Delivery depicted by correlation ( $r = .814$ ,  $n = 95$ ,  $p < .05$ ). Therefore, the higher the level of engagement and involvement of different stakeholders, the better the Quality of Transport Service Delivery. A null hypothesis that was set in regard to this objective was rejected.



## **5.2 Discussion of the findings**

The study examined the relation between Local Governance Practices and Quality of Transport Service Delivery. More specifically, it focused on Financial Accountability, Transparency, Stakeholder Participation LGPs and Quality service delivery

### **5.2.1 Financial Accountability and Quality of Transport Service Delivery**

Results of the study (Table 4.3) showed that Financial accountability was a key Local Governance Practice mainly done through pinning detail of the various financial votes done on transport on notice boards, ensuring that contract return value for money by doing and completing the projects in time, as per given costs, and ensuring that the Subcounty accounts for financial support provided from the Nebbi District Local Government. Several times this influenced the quality of roads done, and the user ability lifespan of the works done. Hence for better and quality road works, proper financial accountability is ideal. This finding agrees with the earlier view held by Wales (2017) that when leaders are aware that they are to be held accountable for the resources used or held, they tend to do the right and better quality of work. Nevertheless, not all leaders were giving desirable Financial Accountability and this could be a reason to account why the transport service delivery was on average still below standard.

Other forms of financial accountability were revealed through the fact that the Local Government officials were required to submit reports, and adhere to budget estimates and projections, These however were not well followed which showed laxity in Financial Accountability of local leaders and this agrees with the OECD (2018) which reported that the relevancy of high levels of accountability for better public service is key, but the extent to which all core benchmark areas are implemented is rather low.

The study results also show that in other instances financial accountability required Local Government units to provide financial expenditure made on workers who rehabilitate roads, but several times, these were not hired from the sub county but from the district. In ideal, the overall financial accountability was still poor and this agrees with the Government of Uganda Audit report (2019) where it was noted that though public accountability is an ideal ingredient for successful service delivery, a few local government were doing this mandate properly.

The study findings showed that there is a high and significant positive relation between Financial Accountability and Quality of Transport Service Delivery (Table 4.7). More so, financial Accountability when well implemented predicted 12.9% of the overall provision of credible and quality transport services to the people in Nebbi Subcounty (Table 4.8). This positive association between Financial Accountability and Quality of Transport Service Delivery relate closely with the earlier findings in the World Bank (2018) report, where it was revealed that Service delivery and accountability are key for Citizens and their proper implementation and provision help leaders to practice well their mandate, and citizens to reap a lot out of their leaders.

### **5.2.2 Transparency and Quality of Transport service delivery in Nebbi Subcounty**

Transparency is also core element in local governance in most local government units as it is for the central government. This narrative also points close to Saada (2017) perspective that good governance is good when there is a high moral level of transparency. The study findings showed that as part of its mandate to ensure better and transparent service delivery, Subcounty officers signs contracts before allowing them to begin construction works, reports to the local leaders any changes in the Subcounty roads' budget and ensure that all Subcounty officials consider improving road network improvement by way of voting.

This means of ensuring high level of transparency improve and ensured quality service done by various officials and stakeholders at various points in the transport sector. This subsequently allows proper flow of instructions, information and control mechanisms from leaders to the led. These findings agree with the earlier view of Graham (2003) who revealed that transparency like accountability allows the leaders to give detail information to those concerned in the manner they can understand so as to help them take part in assessment of the projects at hand.

The study findings also revealed that transparency was also being done on costs of using transport. The local government had significant checks and balances to ensure that transport operators charge uniform and manageable transport fare and charges. The study hence ensured that the public access this information through their local leaders and transport users associations. This made it easy to facilitate transparency levels in this transport service sector. This finding agrees with World Bank and OECD (2018) who in their studies cited that transparency is a core aspect and engine of quality service delivery, and finance management.

From the findings of the study, it was established that in most instances decisions are done by leaders without holding a comprehensive stakeholders engagement, and in most cases the views of the local public may not be considered. This to a great extent constrained the level of transparency in decision making, and subsequent use of transport services. It contravenes the expectations of Local Governance transparency practice. This finding contravenes what was pointed out in Ling & Dawn (2014) who reported that transparency initiates goodwill, proper resource utilization, and results into better sharing of information and ideas.

The study noted that there was a strong, significant and positive relationship between Transparency and Quality of Transport service delivery in Nebbi Subcounty (Table 4.7). It was further established that overall, transparency accounts for 50.6% of the Transport Service Delivery scope in Nebbi Subcounty. This indicated that if high levels of transparency are upheld by local government leaders, the quality of transport sector services are more likely to improve by more than half its initial status. These findings agree with Ling and Dawn (2014) who reported that transparency and its relevancy are key for better service delivery. In this instance both the study done by Ling and Dawn (2014) in Tanzania and this currently done in Uganda share common findings and given closely related insights.

### **5.2.3 Stakeholder Participation and Quality of Transport Service Delivery**

The study explored the practice of Stakeholder Participation is evidently undertaken in Nebbi Subcounty and its Transport Sector. Results show that as part of their mandate, stakeholders have a role to play in enhances coordination of activities in the Transport sector of Nebbi Sub-County and also reducing damage to bridges, culverts and road reserves as means of social responsibility (table 4.5). This shows that although the locals were not actively engaged in decision making, but their participation was found to be a noble cause for better transport services in the area. These agree with Odi, (2010) who revealed that stakeholder participation concentrates on the way how natives indulge in formulation and implementation of decisions concerning their wellbeing, regardless of race, gender, political affiliation, or tribe in political and administrative. This involvement contributes both in ideas, proper use and retention of the social service facilities for the current and future generations.

Ideas from the public are not well valued, although their relevancy is key in ensuring better transport services. For example there was need to have better ideas from the taxi operators and riders who occasional and on routine use the roads in place in design roads structures [which was hardly done]. The study results rather show that a few of the local people are involved in support roads contractors yet they could supply them with quality of supplies, more so, the public views are not largely considered in service delivery, and in most cases the leaders at Nebbi Subcounty were not concerned with most complains of people regarding transport services. These findings differ from Godenhjelm and Jan-Erik (2013), in their paper where they reported that the relevancy of stakeholder involvement in public activities is highly emphasized and is pointed out as a key ingredient in service delivery.

From findings it was established that involving citizens enhances negotiation for priorities and participation improves planning for specific areas of responsibility. Findings were in agreement with Lodorfos (2015) who revealed that stakeholder participation in service delivery is key when the level of transparency and involvement of the people in various tasks within the framework is emphasized. More so, there was a significant, and very high positive relationship established between Stakeholder participation and quality of Transport Service Delivery in Nebbi Subcounty (Table 4.7). Stakeholder participation also predicted 38.4% of the overall transport service delivery in Nebbi Subcounty (table 4.8). All these are a reflection that better and inclusive involvement of Stakeholders in Transport Service delivery by local leaders is vital. These findings also agree with Glushko & Saxenian (2012) who recounted that engagements by local leaders without the citizenry participation is weak and may not yield substantive outcomes in the short and long run, Better Local Governance ought to focus on Stakeholders participation as also encourage in earlier study of (Lodorfos, 2015).

The study established that Local Governance practices (Financial accountability, Transparency and Stakeholder participation) were found to have a significant relationship with the Quality of Services delivered in transport sector, (Table 4.8). This indicates that the better the LGPs, the better and high level of Quality provided in the transport service sector. This perspective agrees with the earlier perspective of Saada (2017) who reported that good governance is good for effective service delivery and contributes to smother implementation of public services in most countries.

### **5.3 Conclusion**

In light with the above findings, the study makes the following conclusions:

There is a strong positive correlation between Financial Accountability and Quality of Transport Service Delivery in Nebbi Subcounty, Nebbi District. Financial accountability done relates with the quality of transport service delivery by 12.9 percent.

Transparency is very key for better quality services in transport sector in Nebbi Subcounty. Transparency is the highest local governance attribute that affects the quality of Transport Service Delivery in Nebbi Subcounty by close to 50.6 percent.

There is a very strong positive correlation between Stakeholder participation and quality of Transport Service Delivery in Nebbi Subcounty. Although the status of Stakeholder Participation is still low in most of the Transport Sector services in Nebbi Subcounty, its accounts for 38.4 percent of the Quality of transport Service delivery.

#### **5.4 Recommendations of the study**

Basing on the findings and conclusions above, the following recommendations can be made:

There is need to emphasis proper financial accountability, this can be done through, and submission of financial reports on transport sector, the Inspector general of Government also needs to use strong monitoring mechanism on Local Government and Lower Local Governments (Subcounties) to account properly for better and quality services.

There is also a need to enhance transparency and this can be done though strengthening the policy guidelines that regulate the conduct and working of various contractors such as the Financial Standards, and a requirement for the Contractors to file their audit reports periodically. This was being done at minimal levels and ought to be improved and as well local leaders need to take into account decisions after involving several local leaders in consultative meetings.

Stake holder participation also needs to be enhanced through, engaging the stakeholders at all levels of planning, and service delivery process, as these stakeholders contribute a lot in coordination and monitoring of the various projects. An activity where stakeholders participate may be long lasting and facilities protected.

#### **5.5 Areas for Further Research**

In future, a study needs to be done on Citizen Participation in Local Government Service Delivery Processes in Nebbi District

Other academicians should also get interested in studying the effect of Local Government Councils' Performance on the Quality of Service Delivery in Uganda.

## REFERENCES

- Ahamed, M., Yurtkora, E.S. and Kola, V. (2017). Application of goal setting theory. Press Academia Procedia (PAP), .3 (1), 796-801
- Albu, C.N., Albu, N. and Fekete, S. (2010). Context of possible IFRS for SMEs Implementation. *An exploratory study, Accounting and Management Information Systems*, 9, 1:45-71.
- Asiime. (2015). Obstacles Hindering the effective governance of banking sector. *Good Governance in the Public sector*. Arusha.
- Bank, W. (2006). *Decade of measuring the quality of governance*, . Washington: World Bank.
- Bashasha, B. (2011). *Decentralisation and Rural Service Delivery in Uganda: Development Strategy and Governance Division*. . Kampala Uganda: Makerere University.
- Bryman, A. (2016). Social Research Methods. (5<sup>th</sup> Ed.). Oxford, Oxford University Press (OUP), 181-270
- Creswell, J.W. (2014). *Research Design: Qualitative and Quantitative Approaches*. Sage, London
- EU. (2005). The new SME Definition. *Enterprise and Industry Publications*, 5-20.
- Fukuyama, F. (2013). What is Governance? Commentary. *An International Journal of Policy, Administration and Institutions*, 26(3), 347-368.
- Godenhjelm, G. and Jan-Erik, J. (2013). The Effect of Stakeholder Inclusion on Public Sector Project Innovation. ECPR General Conference Sciences, Bordeaux, September 2013
- Goran, H. Court, J and Mease, K. (2004). Making Sense of Governance: Empirical Evidence from Sixteen Developing Countries (2<sup>nd</sup>. Ed.) Lynne Rienner, Colorado: USA. 9-17
- Government of Uganda, GoU (2019). Accountability sector report, 2017/18 - 2019/20
- Graham. (2003). *Principles for good governance in the 21st Century*. Oxford: Blackwell publisher.



- Harrison, J. Freeman, E. and Abreu, C. (2015). Stakeholder Theory as an Ethical Approach to Effective Management: applying the theory to multiple contexts. *Review of Business Management Journal*, 17 (55), 858-869
- Ijaduola. (2008). Achieving the Millennium Development Goals(MDGs) in Nigeria: . *Journal of Research in National Development*, 2-6.
- Kiyemba, R. (2018). Determinants of financial accountability in Local Government in Uganda: A case study of Wakiso District Local Council. Makerere University Library, Kampala: Uganda
- Kombo, D. and Tromp, A. (2010). *Proposal and thesis writing*. Nairobi: Kenya. Pauline Publications.
- Krejcie, R. V.,and Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*,30, 607-610
- Ling, C and Wing, R. (2014), Evidence of Development Impact from Institutional Change. A Review of the Evidence on Open Budgeting. A World Bank Publication. Washington. DC. USA.
- Lodorfos, G. Kamina, J.and Ioannis, K. (2015). The Impact of Service Delivery System Effectiveness on Service Quality: *A Hierarchical Approach*.
- Matembe, M. (2010). *The Connection Between Anti-Corruption Institutions and Promoting Good Governance. Conference on Promoting Good Governance for Ombudsman and Anti-Corruption Office in the Institutions in Africa Organised*. Tangier,Morocco: CAFRAD.
- Mbabazi, T. (2011). A sure friendly guide for Research and Research Methods. (2<sup>nd</sup> Ed.) Jontain Brothers Limited, Entebbe.
- Ministry of Education and Sports. (2009). *Joint Monitoring of PAF Programmes in the Education Sector: A report on 3rd Joint Monitoring Exercise*. Kampala: Ministry of Education.
- Mullerova, L., Pasekova M, & Hyblova, E. (2010). Harmonization of financia reporting of small and medium sized enterprises. *Modern Accoutning and Auditing*, 6, 1:55-64.

- Nambalirwa, S. (2012). *Governance nexus and service delivery in Uganda*. Newyork: University of Free State.
- Ntongo, V. (2012). Internal Controls, Financial Accountability and Service Delivery in Private Health Providers of Kampala District. Makerere University Kampala; Uganda
- Odhiambo. (2010). Decentralization in Uganda is Highly criticized than Acclaimed. Makerere University, Kampala: Uganda
- Odoi. (2006). *Governance, Development and Aid Effectiveness: A Quick Guide to Complex Relationships*. Kampala.
- OECD (2018). Analysis of the Professionalization of the Senior Civil Service and the Way Forward for the Western Balkans. SIGMA paper. No. 55
- OECD. (2013). Government at a Glance 2013. OECD. Retrieved on 10th January, 2014 from: doi:10.1787/gov\_glance-2013-en.
- Oso, Y. O. and Onen, D. (2010). *A general Guide to Writing Research Proposal and Report*. (2nd Ed.) School of Education, Makerere University.
- Pallant, J. (2005). A handbook of Statistical Analyses using SPSS. SPSS Survival Manual. (2<sup>nd</sup> Ed.) Allen & Unwin. Book house- Sydney, Australia.
- Parasuraman. (1999). A Conceptual Model of Service Quality and Its Implications for Future Research. . *Journal of Marketing*,, 49(4), 41-50.
- Pauw. (2002). *Managing Public Money: A system from the South*. Sandown: *Managing Public Money:A system from the South*. (2002). Sandown:: Heinemann Publishers.
- Rajendra, S. Freeman, R. E.,and Phillips, R. (2018). Tensions in Stakeholder Theory. *Business and Society*. SAGE Journals, 3 (1).
- Rijken. (2008). *Good Governance:P.E.R.11.1-15*. Delivery and Accountability Report Series.
- Saada, A.L. (2017). The Role of Good Governance Practices in Enhancing Service Delivery in Public Institutions in Tanzania: The Case Study of the Tanzania Electric Supply Company Ltd. Open University of Tanzania.
- Uganda Bureau of StatisticsUBOS. (2010). *Statistical Abstract*. Kampala: UBOS.

- Uganda Bureau of Statistics, UBOS (2017). National Housing and Population Census. Final report, April 2017.
- UNDP. (2007). *Re-conceptualising Governance: Discussion Paper 2. Internet: <http://www.pogar.org/publications/>*. UNDP.
- UNECAP. (2010). *What is Good Governance?*  
*<http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/gg/>*
- United of Republic of Tanzania, (2008). Dar-es -salaam transport system and development Plan. Institutional Reform for urban Transport Development. technical report 3. Dar-es-salaam, Tanzania.
- Verbeeten, P. (2008). Performance management practices in public sector organizations. *Accounting, Auditing, and Accountability journal*, 21 (3), 427-454.
- World Bank Group. 2018. Indicators of Citizen-Centric Public Service Delivery. World Bank, Washington, DC. © World Bank.
- World Bank. (1989). *Sub-Saharan Africa: From Crisis to Sustainable Development*, . Washington,: World Bank.
- Yin, R. (2009). *Case study Research Design; Designs and Methods*. (4<sup>th</sup> Ed.), Los Angeles, USA: SAGE.

**APPENDIX I**

**CONSENT LETTER**

Kyambogo University  
Graduate School  
P.o. Box 1, Kyambogo-Uganda  
12/05/2019

Dear Sir/ Madam,

I am a student of Kyambogo University pursuing this study survey leading to the award of a Masters degree in Organization and Public Sector Management participate in this study. The topic of study is, Local Governance Practices and Quality of Transport Service Delivery in Nebbi District Local Government: A Case Study of Nebbi Sub County. Therefore, you are being contacted through questionnaires to provide us with some information on these aspects.

The purpose of this communication is to ask for your consent regarding this study and to request for information from you through filling the attached copy of questionnaire. ***If you consent to be part of this study, please confirm by signing the tear-off portion below, and send it back to me.*** This is an academic study and thus your responses will be used for academic purposes and treated with utmost confidentiality.

Yours faithfully,

**ALLAN KAJIK**

***Graduate Student/Researcher***

Kyambogo University

Tel: 0787433739

---

If you have read, understood the above, and you are willing to participate in the study, please sign and give the appropriate date we can contact you below. Thank you.

Sign:..... Date available:.....

**THANK YOU FOR YOUR CO-OPERATION**

**APPENDIX II**  
**QUESTIONNAIRE**  
**FOR USERS IN THE TRANSPORT SECTOR IN NEBBI SUB-COUNTY**

Dear respondent,

I am Allan Kajik, a graduate student of Kyambogo University; conducting a study on “**Local Governance Practices and Quality of Transport Service Delivery in Nebbi District Local government: A Case Study of Nebbi Sub County**”. This study is a requirement for the partial fulfillment for the award of degree of Master in Organization and Public Sector Management of Kyambogo University and it is purely for academic purposes. The information given will be treated with utmost confidentiality. I am therefore requesting you to assist me by filling in this questionnaire. Your co-operation will be highly appreciated.

**SECTION A: GENERAL INFORMATION.**

**Instruction:** Please tick the most appropriate option.

1. Category name of respondent  
Riders [  ]      Taxi Operator      [  ]      Pedestrian [  ]
2. Gender :  
Male [  ]      Female      [  ]
3. Age Bracket  
18-30 years [  ]      31-40years [  ]      41-50 years [  ]      50 and above [  ]
4. Education Level  
No formal Education [  ]      Certificate [  ]      Diploma [  ]  
Degree [  ]      Post graduate degree [  ]
5. How long have you worked with Nebbi Sub-County Transport sector?  
1-5 years [  ]      6-10 years [  ]      Over 11 years [  ]

For questions in parts I and II, please respond to the assertion statements provided and respond in accordance with your level of agreement.

The rating scale is

1. **Strongly Agree (1), Agree (2), Not sure (3), Disagree (4), Strongly disagree (5).**

## **PART 1: LOCAL GOVERNANCE PRACTICES**

### **Section B: Accountability in the Transport Sector of Nebbi Sub-County.**

7. In your view, which of the following statements explains the status of Financial Accountability in the Transport Sector at Nebbi sub-county?

Code	Assertion statement	Response rating				
		1	2	3	4	5
1	Accountability is provided for the funding provided to improve transport facilities					
2	All contractors used do the selected roads and complete well in time					
3	The roads in Nebbi Subcounty are rehabilitated by district budget allocations					
4	The Sub-County prepares annual financial reports regarding roads and the transport sector.					
5	The Sub-County adheres to approved budgets and targets as planned for the transport sector					
6	Funds allocated to the transport sector are properly used and accounted for in light of the services in the sector					
7	Nebbi Subcounty uses qualified staff to do its road network system					
8	Subcounty officials give detailed report on funds spent on transport sector					
9	Information about transport services available is pinned on Subcounty notice board for all users					
10	Engineers comply to set standards and measurements in constructing transport facilities					

**Section C: Transparency in the Transport Sector of Nebbi Sub-County.**

8. Which of the following statements explains the status of Local Governance Transparency in offering Transport services in Nebbi Subcounty?

Rating: *Strongly Agree (1), Agree (2), Not sure (3), Disagree (4), Strongly disagree (5).*

Code	Assertion statement	Response rating				
		1	2	3	4	5
C						
1	The Subcounty officers sign contracts in open day for all users to know					
2	The Subcounty has invested in human staff to regularly work on the roads					
3	The Subcounty determines interventions necessary to optimize achievement of intended outcomes					
4	Decisions are reached after a Subcounty consultative meeting with all road users					
5	Free information about transport related activities promotes quality usage of roads					
6	Road Charges by transport operators are uniform and officially acknowledged by all users					
7	Subcounty officials consider improving road network improvement by way of voting					
8	The views and opinions of the public are listened to by local leaders about the transport sector					
9	The Subcounty has open and comprehensive stakeholder engagement					
10	Strong commitment towards improvement in the road network in the Subcounty					

**Section D: Stakeholder Participation in the Transport Sector of Nebbi Subcounty.**

9. Which of the following statements explains the status of Stakeholder Participation in road transport Service Delivery at Nebbi Subcounty?

Rating: *Strongly Agree (1), Agree (2), Not sure (3), Disagree (4), Strongly disagree (5).*

Code D	Assertion Statements					
		1	2	3	4	5
1	Citizens are given opportunity to get involved in some decisions concerning transport services					
2	Involvement of local people improves quality of supplies to contractors of roads					
3	At Nebbi Sub-County, ideas from the public are valued in the service delivery process					
4	Citizen participation enhances coordination of activities in the Transport sector of Nebbi Sub-County					
5	Involving citizens enhances Negotiation for priorities					
6	Participation improves planning for specific areas of responsibility					
7	Participation of citizens has reduced damage to bridges, culverts and road reserves					
8	Participation enables Nebbi Sub-County to get credibility					
9	Local government listens to people's complaints regarding transport services					
10	The Subcounty mainly uses officials and staff in Transport sector from the District					



**PART II: QUALITY OF TRANSPORT SERVICE DELIVERY**

**Section E: Service delivery in the Transport Sector of Nebbi Subcounty**

9. Which of the following statements explains the scope and the state of service delivery in the Transport Sector of Nebbi Subcounty?

Rating: *Strongly Agree (1), Agree (2), Not sure (3), Disagree (4), Strongly disagree (5).*

Code	Assertion Statements					
		1	2	3	4	5
E						
1	Our village has tarmac road for better usage throughout the year					
2	In Each village, there is an all-weather marrum road					
3	Most roads in this Subcounty are well rehabilitated and in good user condition					
4	The services offered by road users are cheap and cost friendly					
5	Roads in Nebbi Subcounty are convenient for use by both cars, bicycles and motorcycles					
6	Subcounty leaders respond to all road repairs needed in impassable roads in time					
7	Nebbi roads are in use during the rainy and excessive dry seasons					
8	Subcounty has full time employees to service roads on monthly basis					
9	The Government uses its staff and machinery to improve the condition of the roads annually					
10	Roads in Nebbi Subcounty can be used during day and night without any fears by users					

**Thank you for your co-operation**

**APPENDIX III**  
**INTERVIEW GUIDE**

**Questions**

**Accountability**

1. Does Nebbi Subcounty give accountability regarding its transport services? In which way?
2. Are there financial accountability standards put in place by Nebbi Sub-county sufficient to guarantee quality transport service in the Subcounty? Explain.
3. In your opinion, how would you rate Nebbi Subcounty in terms of accountability in its transport sector's annual performance?
4. Does Nebbi Subcounty comply with the set annual plans and budgets regarding transport services? In which way?

**Transparency**

5. Are there interventions put in place by Nebbi Subcounty Administration to regulate service delivery, good enough to warrant quality service? Explain how.

**Participation**

6. Are service recipients ideas valued when it comes to decision-making? Explain how.
7. In which way does peoples participation in decision-making impact on service delivery?
8. What challenges hinder participation of the community in provision of transport services in Nebbi Subcounty?

## APPENDIX IV

### SAMPLE DETERMINATION TABLE

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

**APPENDIX V**  
**LETTER OF INTRODUCTION**

**APPENDIX VI**  
**ACCEPTANCE LETTER**