

**STAKEHOLDER PARTICIPATION AND SERVICE DELIVERY IN
MUNICIPALITIES IN UGANDA: A CASE OF NTUNGAMO MUNICIPALITY**

BY

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Declaration

I **Akampa Daniel**, hereby declare that the work herein is original with exception of sources of information which are duly acknowledged and referenced and I declare that it has never been presented to any institution of higher learning.

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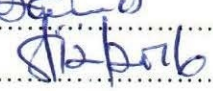
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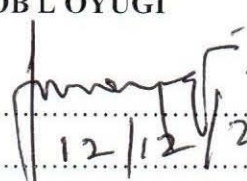
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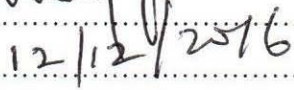
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DEDICATION

I dedicate this dissertation to all people who have had a hand in my education; My Father Mr Justus Tumwesigye Karokora, My mothers Maureen and Grace Tumwesigye as well my brothers and sisters Edwin, Caroline, Roseline, Adrine, Edison, Catherine, Joseline, Lorene, Macklin Irene and Amon who have all been a great support and comfort throughout this course. May the Lord Bless them Mightily.

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List of Abbreviations, Acronyms and Symbols

CVI	Content Validity Index
KIIs	Key informant Interviews
NDP	National Development Plan
MoFPED:	Ministry of Finance, Planning and Economic Development
NPM	New Public Management
SPSS	Statistical Package for Social Sciences
α	Alpha coefficient

Abstract

This study sought to establish influence of stakeholder participation in services delivery of Ntungamo municipality. Specifically, the study examined whether stakeholder participation in services delivery planning, budgeting and monitoring significantly influence services delivery. The study adopted a case study design and it employed quantitative and qualitative paradigms. Quantitative data was analysed using descriptive statistics, simple linear and multiple regression analyses, while qualitative data was analysed using content analysis. Data was collected using a structured questionnaire and key-informants interview guide from random sample of 320 municipality residents and 13 key informants. It was found out stakeholder participation in the planning, budgeting for and monitoring of services deliver can significantly increase the quality of services offered by municipalities. Stakeholder participation enables better identification of stakeholder needs, appropriate budgetary allocations and monitoring of effective resources utilization. This increases the provision of core services such a Garbage collection, environment management, sanitation, health and education. It was further found that service delivery results will depend on the way municipal governing agencies promote collaborative and collective decision-making with stakeholders regarding the provision of services and allocation of resources. Partisan politics, unnecessary central government interference and lack of an administration culture that supports stakeholder participation can lower the performance of municipal governments and subsequently service delivery. Thus, it was recommended that municipalities should promote political and administrative cultures that favour valuable citizens' empowerment. Strategies to maintain meaningful stakeholder participation should be enhanced by municipality leaderships. A model of stakeholder participation in services delivery by the municipality is suggested.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study Sought to explore the role and implications of stakeholder participation in the service delivery of local governments at municipal level in Uganda. This study was motivated by the need to examine how stakeholder participation can be used to explain the level of services delivery in municipalities. The emergence of the New Public Management (NPM) doctrines of the 1980s necessitated public governance institutions such as local governments to adopt, in their governance stakeholder participation. While several applications of stakeholder participation have been applied in institutional governance, empirical studies that examine the contribution of stakeholder participation to services delivery under in municipalities were limited. This left a gap in information that policy makers needed to improve the performance of Municipal level governments. Heavy responsibilities placed on towns in Uganda, require them to have governments that can understand and effectively meet the needs of stakeholders. There was need to establish differences in services delivery of towns that is caused by adopting stakeholder involvement.

This first introductory chapter presents the context and insight into the research problem; the statement of the problem; the purpose of the study; research objectives; research questions; scope of the study; significance of the study and justification of the study.

1.2 Background to the Study

1.2.1 Historical Background

The adoption of decentralised governance by municipal towns in Uganda and the need to provide more efficient services to stakeholders has enhanced the need for more effective Municipal governance. Traditionally, towns in Uganda were under total management of the central government. The central government made policies, recruited bureaucrats to manage departments that delivered services to the towns (Goodfellow, 2011). In this governance structure, the central government was the major stakeholder and the leadership of towns strived to meet service delivery standards that were set by government. In this, the needs of other stakeholders were ignored since the central government made and imposed rules governing services delivery and urban development (Kanyeihamba, 2012).

From 1990s, Uganda started adopting decentralisation and most towns become local government units. Therefore, the role of central government in the management of towns changed. The central Government become a mere stakeholder needing to take into account the needs of other stakeholders. The rules on which towns are governed were now made by multiple stakeholders. A complex, bottom-up and inclusive approach to municipal governance become operative. The central government's role in municipal governance become that of ensuring that collective choices and actions are made regarding the use of public resources. Currently the central government operates in municipal towns through policies, a government ministry to ensure commitment from the participating parties on effective distribution and use of collective goods (Vinten, 2001).

Stakeholders in Municipal towns in Uganda are increasingly demanding quality services from municipal governments. According to Grusky (1963, municipal governments are now

required to providing the best and safest services at the most efficient cost, with clear accountability on behalf of stakeholders. Services delivery measurement by stakeholders has been introduced as way to ensure that towns achieve their goals. To meet the needs of stakeholder more effectively, municipal governments need to implement more inclusive and collaborative municipal governance structures. Hence, stakeholder participation should be an established municipal level governance mechanism in Municipal towns.

1.2.2 Theoretical Background

This study was based on the stakeholder and institutional performance theories. The stakeholder theory holds that as public institutions, municipal governments are supposed to understand and strive to meet the needs of stakeholders (Kosnik, 1987). Therefore, leaderships of municipalities have an obligation to understand and promote the welfare of stakeholders. The services delivery of these municipalities is subsequently judged by their ability to add value for all their stakeholders (Herman, 1981). Therefore, leaders of municipal governments have to consider the views and welfare of stakeholders when making decisions (White, 2009).

The institutional performance theory of Cameron (2005) argues that well-performing institutions are those that take seriously the responsibility of setting and pursuing their guiding visions and missions and meeting the needs of stakeholders. Berger and Luckmann (1966, p. 87) advise that “effective institutions need to have a vision and provide useful change in the institution using the available human and non-human resources”. Ntungamo municipality is an urban governance institution that was set up by acts of parliament to provide basic life services to the stakeholders, especially the residents of the town. As such, they have visions, missions and governance structures that should guide their services

delivery to the satisfaction of stakeholders. The stakeholder and institutional performance theories were used to guide this study.

1.2.3 Conceptual Back ground

The key concepts of the study were stakeholder participation (IV) and services delivery of municipalities (DV). Stakeholder participation is a process which provides private individuals an opportunity to influence public decisions. Stakeholder Participation in governance has become popular in response to global demands for greater individual and social control over the activities of government and private agencies, and especially to the manifest failures of traditional 'top-down' management systems in less developed countries. Fielden, (2008, p.58) says that "Stakeholder participation in governance is the extent to which different stakeholders are taken into account in the planning, decision making process, implementation and monitoring process of an institution". Stake holder participation enables municipal residents, civil society organizations to take part in the decision making process, have a say on how towns are governed, services are delivered on how municipalities function (Elander, 2002). In the case of towns stakeholders are divided into five categories; government, businesses, NGOs and CBOs as well as households and individuals. According to UN Habitat (2002), the government category may include; central government, central government agencies like the police, municipal government and traditional governments such as chiefs. Businesses include; formal sector international, formal sector local and the informal sector. NGOs and CBOs may include; internationally connected NGOs, formal civil society organizations religious organizations, political parties and local, community-based organizations. The category of households included municipal residents and other individual municipal users. According to Elander (2002), all these group of stakeholder need to be represented in municipal governance.

Armstrong (2000, p.84) states that “Services delivery is a multidimensional construct that relates to the extent to which an individual or institution is able to meet the needs or interests of another”. Services delivery at institutional level is the extent to which various actors in the institution strive to meet the needs and interests, of individuals and groups. In municipalities needs or interests relate to provision of life utilities and urban infrastructure (Rogers, 1994). According to DiGaetano and Strom (2003, p.37), municipal services delivery is the efficient and effective provision of services in the core service areas. Though core service areas may slightly differ from municipal to municipal, they normally include; corporate management, provision of clean, safe drinking water, health environment, vibrant sustainable economy, quality municipal services, mobility and connectivity, quality of life amenities, safe community and social justice (Hodson *et.al*, 2012). The core service areas of Ntungamo include; Economic Growth, Integrated Municipal Transport Infrastructure, Planned and Green Urban Environment, Social Development, Health and Education and Operational Excellence and Governance

1.2.4 Contextual Back ground

Ntungamo Municipality is located in Ntungamo District which was created in 1993. The district is located in South-Western Uganda. The district shares its borders with Kabale District in the south, Rukungiri District in the west, Bushenyi, Mbarara and Isingiro districts in the north, Mbarara district in the east and the Republics of Tanzania and Rwanda in the south-east. Ntungamo municipality is made up of three sub counties which include western, central and eastern divisions. . The total population of the municipality is 18854(NPHC, 2014). The municipality is governed by the municipal council, headed by the Mayor and municipal staff headed by the Town Clerk.

Recent municipality's performance evaluations by ACODE (2013) showed that the council had enacted local laws necessary for the effective governance of the areas within their jurisdiction; ensured accountability and transparency in the conduct of council business and utilization of council funds. Poor performance was however, registered in the areas of planning and budgeting to spur development and the delivery of public services to the local population, monitoring and implementation of national priority programmes. This indicates low stakeholder participation, since planning and monitoring of delivery of public services and national priority programmes is one of the responsibilities of stakeholders.

1.3 Statement of the Problem

Ntungamo municipality operates as a corporate body since its inception in 2009. The municipal council is the supreme governing body and a management body headed by the town clerk does the day to day running of the municipality. Despite implementing these governance strictures, Kanyeihamba, G. (2015), indicates that the municipality still has significant service delivery challenges. He mentions complaints by residents of the municipality of uncoordinated housing and infrastructure development often resulting into high rents and crowded conditions. UBOS (2015), indicates that the majority of municipal dwellers are impoverished and live in poor health and sanitary conditions. The management of sewerage, garbage and roads maintenance is inadequate (Summit Business, 2015). Divisions in the municipality also complain of imbalances in resource allocation (Kaketo 2015). According to ACODE (2014), life amenities such water, electricity and internet are generally expensive and unreliable, despite the area receiving more than 70% of central government funding.

Likely, poor identification of stakeholder needs and their minimal involvement in the governance of the town was causing this trend of things. Meanwhile, limited empirical

studies had been done on how stakeholder participation could explain services delivery in municipalities, yet it was this kind of information that could guide initiatives to improve the performance of municipalities. This created a knowledge gap that this study sought to fill.

1.4 General Objective

This study explored the influence of stakeholder participation in services delivery of Ntungamo municipality.

1.5 Specific Objectives

To achieve the general objectives; the research addressed the following specific objectives;

1. To determine the influence of stakeholder Participation in planning on service delivery in Ntungamo municipality.
2. To establish the influence of stakeholder Participation in budget implementation on service delivery in Ntungamo municipality.
3. To ascertain the influence of stakeholder Participation in service delivery monitoring of Ntungamo municipality.

1.6 Research Questions

The study sought to answer the following research questions;

1. What is the influence of stakeholder Participation in planning on service delivery of Ntungamo municipality?

2. How does stakeholder Participation in budget implementation influence service delivery of Ntungamo municipality?
3. What is the contribution of stakeholder Participation in services delivery monitoring in Ntungamo municipality?

1.7 Conceptual Framework

Figure 1 below gives a graphical conceptual representation of the variables of study and how they related to one another. The independent variable was stakeholder participation while the dependent variable was services delivery of the municipality. The moderating variable was the socio -political environment in which the municipality operated.

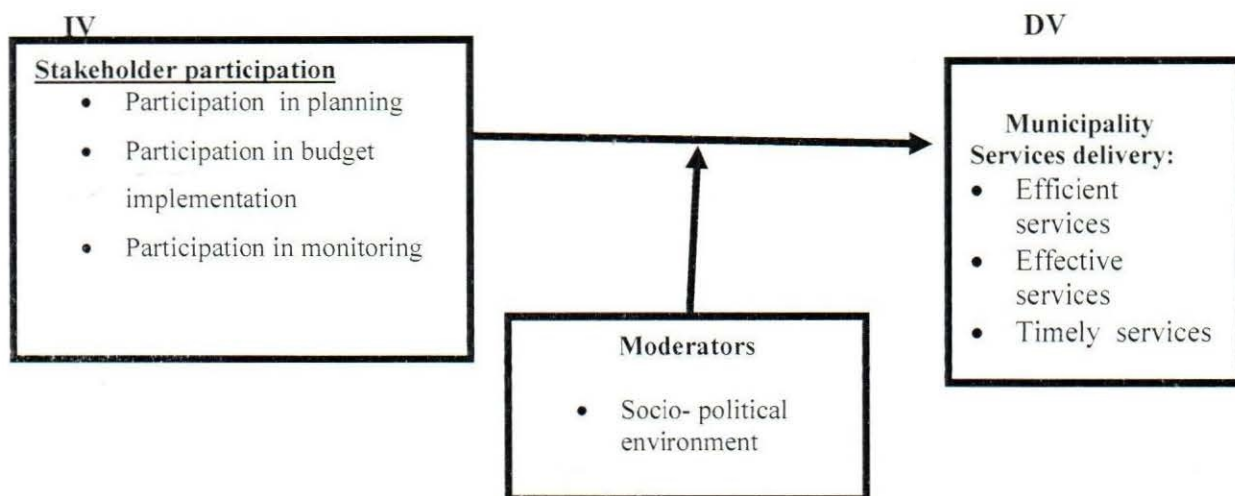


Figure 1: The Conceptual Frame Work: Adapted from: DiGaetano & Strom (2003), Hodson *et.al* (2012) and Cameron (2005) and modified by the researcher.

According to the diagram above, stakeholder participation In planning, budget implementation and monitoring of services delivery were singled as stakeholder participation practices that could cause differences in the services delivery of municipalities. DiGaetano and Strom (2003), argue that the services delivery of towns depends on how governance structures are implemented to enhance meeting of core service goals of the municipality. Stoker (1998) adds that in towns where the stakeholders and municipal governments collaborate effectively, there is higher service and output efficiency. This subsequently results into good urban infrastructure (networks of electricity, water). According to Hodson *et.al* (2012), stakeholder participation in decision making, implementation and monitoring enables better needs identification, prioritisation and accountability of municipal managers. This in the longer run improves the quality of daily urban life (Cameron, 2005) Thus, Fischer (2006) recommends towns to adopt governance structures that promote more stakeholder participation in decision making and increasing accountability and transparency of municipal managers. This relationship is moderated by the socio-political environment, in which the municipality is situated.

1.8 Significance of the Study

The findings of this study will shade more light on role of stakeholder participation and the services delivery of municipalities in decentralised environments. Thus the findings may be used to evaluate the current stakeholder participation practices in the governance of municipalities. Findings may be used to evaluate the current governance practices in the governance of Ntungamo municipality. The findings will also highlight the strengths and weakness of the current stakeholder participation guidelines on involvement in the governance of municipalities. This will enable the responsible central government ministries to initiate programmes to amend these guidelines.

The findings of this study will hopefully add to the existing body of knowledge and fill a gap in the stakeholder participation and services delivery of municipal authorities' literature. The results will offer important insights to other municipalities in Uganda.

1.9 Justification of the Study

Municipal governments play a very important role in the lives of municipal dwellers. They provide services that contribute positively to the quality of life of their citizens, particularly those who work and reside in the cities. Towns also accommodate many businesses that support important sectors of the economy. Additionally, Municipal authorities provide employment for many people and a market to many suppliers. Viewed in this perspective, effective governance of municipal authorities benefits many stakeholders. Therefore a study on stakeholder participation and services delivery of municipal authorities was worthwhile and merited attention. Municipal authorities in Uganda needed empirical data that would be used to improve their effectiveness and thus improve their services delivery.

In addition, central governments fund more than 70 per cent of the operations of municipalities. Given that this is taxpayers' money, municipal governments have an obligation to comply with the stakeholder participation requirements of public institutions. Therefore, this study would provide valuable information to the central government that oversees the operation of municipal authorities municipal governance standards.

1.11 Scope of the Study

The scope of the study was presented under the content, geographical, and time.

1.11.1 Content Scope

The study explored how stakeholder participation influenced municipal governments' services delivery. In relation to stakeholder participation; Participation in planning, decision making and policy implementation were explored. Three indicators of municipal services delivery were measured. These were Process, service and out efficiency.

1.11.2 Geographical Scope

The study was conducted in Ntungamo Municipality, located in Ntungamo District in South-Western Uganda.

1.11.3 Time Scope

The study considered stakeholder participation in the governance of the municipality from 2009 when the town become a municipality to 2015. This time period would be appropriate to capture stakeholder participation issues during the time when the municipality had been fully operational.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the research problem. It first reviews the theories on which this study will be based and the key concepts of the study. It then, shows how this research relates to the existing body of knowledge, and identifies the gaps existing in the current body of knowledge.

2.2 Theoretical review

2.2.2 Stakeholder Theory

The Stakeholder theory sheds light into who has the opportunity to participate in municipal government decision-making processes. This theory argues that stakeholders can be instrumental in municipal services delivery if they are given their moral and legal rights to contribute to the management of towns (Ulrich, 2008). Freeman and Reed (1983, p. 89) assert that “the term ‘stakeholder’ can include public interest groups, employees, customers and shareholders”. Stakeholders can also include key government agencies and particular financial institutions. This theory advocates for Participatory governance. Participatory governance is the extent to which stakeholders take part in institutional decision-making (Blair, 2000). The theory further asserts that stakeholders who have more attributes (i.e., power, legitimacy, and urgency) and higher levels of the attributes would be more salient than those with fewer and lower levels of these attributes (White, 2009). Municipal government officials face competing demands from stakeholders, and they respond to these demands with different priorities (Ulrich, 2008). Involvement decisions are based upon municipal government officials’ response to salient stakeholders who push for participation (Yang and Callahan, 2007). In this vein, stakeholders such as citizens, businesses and NGOs,

compete to have their voices heard. In the end, the most salient stakeholders have the best chance to participate and influence the decision-making process (Mitchell et al., 1997). A stakeholder's salience depends on the stakeholder's possession of one or more relationship attributes: power, legitimacy, and urgency. Power refers to one's ability to bring about desired outcomes despite resistance. Legitimacy refers to the extent that an actor's structures and behaviors are socially accepted and expected (Turnbull, 1994). Urgency relates to the dynamics of stakeholder/government interactions. Mitchell et al. (1997) say that urgency refers to the extent that the stakeholder's claim is critical (criticality) and that government delay in attending to the claim or relationship is unacceptable to the stakeholder (time sensitivity). Therefore, leaders of municipal governments have to consider the views and welfare of stakeholders when making decisions (White, 2009).

2.2.3 Institutional Services Performance Theory

The institutional Performance theory of Cameron (2005,) argues that well-performing institutions are those that take seriously the responsibility of setting and pursuing their guiding visions and missions. DiGaetano and Strom (2003, p.124) define institutional services delivery as the "...systematic, explicit and documented process of providing individual and group services based on the mission in all aspects of an institution. A number of models are currently being used to define institutional services delivery. However, five models have been dominant and relate to Ntungamo municipality. The first one is the *goal model*. According to Cameron (2005, p. 78), the *goal model* argues that municipal authorities are effective to the extent to which they accomplish their stated goals. This implies that Ntungamo municipality can be effective, when they achieve service delivery goals that they publish to the Stakeholders. The *resource dependence model* argues that municipal authorities perform well if they acquire and effectively use needed resources (Latham & Locke, 2002). Ntungamo municipality is partly funded by the central government. Also the

town collect taxes from stakeholders. In this case, they are supposed to use these resources to achieve the stated goals. In this , it would have provided good services.

On the other hand, the *strategic constituency's model* posits that municipal authorities are effective when they satisfy their dominant stakeholders or strategic constituencies (Fischer, 2006). The stakeholders of the municipal authorities are the residents, the central government and employees. The *human relations model* argues that institutional services delivery should be seen as the extent to which the institution engages stakeholders and provides a collaborative climate (DiGaetano & Strom, 2003). The above models place emphasis on towns having structures that enable them achieve their core service areas. The views postulated by these models were used to define and measure the level of services delivery of Ntungamo municipality.

2.6 The Influence of Stakeholder Participation on Services Delivery of Municipalities

Stakeholder Participation in the planning, implementation and monitoring of services delivered by government is an important element of democratic and open societies. Participatory governance is increasingly becoming essential in determining the quality of municipal services delivery.

2.6.1 Stakeholder Participation in planning and service delivery of municipalities

Development Planning is a legal requirement for all higher and lower local governments in Uganda. Section 35 of the Local government Act (Cap 243) obliges lower local governments such as municipalities to prepare development plans incorporating plans of lower local councils in their respective areas of jurisdiction. Planning therefore forms a basic tool for

implementation of decentralized development programs and service by local governments. In addition, local government plans are key instruments that support the national development management processes in Uganda (MoFPED, 2014). As required by article 190 of the Constitution of the Republic of Uganda 1995, local government development plans are supposed to inform the National Development Plan (NDP). Local government development plans are the main modality through which strategies and activities of the NDP are cascaded to the levels where citizens can participate and benefit from them. Stakeholder participation has been widely recognized as important for improving municipal government planning and project implementation. For this reason, the national local government planning guidelines emphasise active participation of stakeholders in the planning activities. According to MoFPED (2014), the municipal planning committees are supposed to initiate and make consultations with stakeholders such as the private sector, division leaders and citizens in their areas. Divisions organise planning meetings per ward/ cell with citizens to identify key issues. Wards submit their development priorities to the divisions which subsequently forward them to the municipality for inclusion in the national development strategy.

Stakeholder participation in municipal planning is advocated for a number of reasons. First, it increases the chance for individual voices to be heard (Blair, 2000). Also, Participation promotes open-ended and public-minded discussions that reveal the real needs of stakeholders to municipal government officials. This motivates officials to put these needs in their municipal development agendas. Sharma (2000) in a study done on Cairo, noted that stakeholder participation in planning, budget implementation and monitoring, ensured a trusting relationship between municipal leaders and stakeholders. This gave stakeholders opportunity to demand for better accountability from municipal management. Van Dijk (2006) also adds that when stakeholders are empowered to communicate their needs more effectively to the municipal council, they are able to evaluate the services delivery of the

municipal management in the core services areas. This increases the inclination of municipal management to provide better service.

2.6.2 The influence of stakeholder Participation in budget implementation on service delivery of municipalities

One of the major responsibilities of municipal authorities is to budget for services delivery and program implementation. While stakeholders may not have the technical know on budgeting, they can ensure that resources are used as they were budgeted for. This is referred to as budget implementation monitoring. Stakeholder participation in budget implementation facilitates government officials' accountability (Handley and Howell-Moroney, 2010, p. 201). Citizens, businesses and CBOs that work in the town can exert either direct or indirect pressure on the officials to be accountable to participating groups. Participation through networking and information sharing reduces the risk of groups being excluded or isolated (Small and Newman, 2001). For these reasons, participation in municipal government provides opportunities to influence government for the benefit of stakeholders. However, promoting substantive participation has never been an easy task (Handley and Howell-Moroney, 2010). Public officials' and citizens' diverse interests, commitments, and expertise normally become obstacles for civic participation. Citizen participation in budget implementation can promote efficiency and redistribution of resources collected from taxes. The most practical way is to give them opportunity to have representatives on the municipal council. In this way municipal governance will be inclusive and authority would have been assigned to stakeholders.

2.6.3 The contribution of stakeholder Participation in services delivery monitoring to service delivery of municipalities

Ruble, *et al.* (2005) advise that towns need to have structures in which representatives of stakeholder groups go and ensure that the planned and budgeted services are being provided correctly. Representatives report back to members on pertinent issues and then report back to the council. This ensures that municipalities understand the needs of stakeholders and then strive to meet them. A recent study by Van Dijk (2006,) done in Johannesburg, South Africa, Harere in Zimbabwe and Lilongwe revealed that stakeholder participation in planning and monitoring of municipal projects, successfully and sustainably improved living conditions of the urban poor. Involving them in the decision making process increased the municipal's' understanding of their needs and the ability to meet these needs.

A recent study done by Thang et al (2015, p. 28) in Vietnam, compared the relationship between stakeholder participation and municipal services delivery across cities. The findings revealed that the contribution of stakeholder participation to municipal services delivery was better in large towns than in small cities. Due to the fact that stakeholders in small towns were poorer and had insufficient empowerment, participated less in planning and decision making and municipal managements were not able to effectively meet their needs. On the other hand stakeholders in larger towns were more roganised and a unified voice and were able to demand for accountability in terms of services from municipal management. This increased their access to basic public services. While the study showed that stakeholder participation, especially for citizens had a significant importance in the management of current towns in developing countries, it was done among towns with centralized governance.

In Ntungamo municipality, stakeholder groups are represented on the municipal council. However, important questions arise with regard to their empowerment, and ability to demand for accountability from municipal management? It is also not clear whether all groups have equal participation in municipal governance?, what challenges are faced by various groups in participating in municipal government decision making, what is the nature of stakeholder participation adopted in the two towns and how does it influence municipal services delivery?.

2.7 Literature Summary and Gaps

Literature indicated that implementing stakeholder participation can improve the performance and services delivery of municipalities. When stakeholders participate in planning, budget implementation and monitoring of services delivery, they are able to clearly articulate their needs to the leaders of the municipality who subsequently have an obligation to meet these needs. While this may be true in developed countries, where there is high respect for stakeholder groups and stakeholders are able to articulate needs; it was not clear how and whether these practices affected the services delivery of municipalities that operate in decentralized environments. It was not clear who had the authority to initiate and influence the shaping of the participation agenda. The extent to which current organizational structures of municipalities in Uganda could yield to an interactive process was not well documented. There are also questions on whether all stakeholder groups had equal participation in municipal governance. The challenges faced by various groups in participating in municipal decision making and the nature of stakeholder participation adopted by need to be established.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter focuses on the techniques that were used to collect and analyse data. It describes the study design, sampling design, and instruments and procedures that will be used in collecting and analysing data.

3.2 Research Design

A case study design was used. A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984, p. 23). A case study method was employed because of its strength in allowing the researcher to concentrate on a specific situation and to identify, the various interactive issues affecting the research problem (Ary, and Razavieh, 2002). A case study was more appropriate because it enables suggestion of possible links between phenomena in the specific area (Yin, 1994). Descriptive statistics and simple linear regression were used to establish the contribution of stakeholder participation to service delivery by the Municipality.

3.3. Study Population

The target population for this study were: municipal managers, municipal council members and municipal residents. On the quantitative aspect, the study obtained responses representative of municipal residents. The NPHC (2014) indicated that the municipality has a total of 18854 people. On the qualitative aspect, the study collected intensive views from

particular selected respondents from municipal councillors and management. The district human resource records (2015) shows that the municipality has 7 officers working on the executive committee of the municipality. These include the mayor, deputy mayor, Council speaker, town clerk, deputy town clerk and two councillors selected from two divisions of the municipality. The Municipal council has 41 members.

3.4. Sample Size and Selection

The Krejcie and Morgan (1970) guide was used to determine the random sample while the non-random sample was determined using saturation. The selection procedure is summarised in the tables below.

Table 1: showing sample categories from

Category	Population	Target Sample	Actual Sample	Sampling strategy
Random sample				
Municipal residents	18854*	377	320	Simple random
Non-Random sample				
Municipal Executive	7**	5	4	Census
Municipal councillors	41**	28	13	Purposive
Total		406	333	

Source : * NPHC 2014 provisional results

*** * Ntungamo district human resources records**

As indicated in the table above, while 406 residents had been targeted, the actual number of residents who participated in the study was 320. Two groups of key informants had been targeted. They included municipal councilors and municipal executive committee members. However, the actual sample was 4 executive members and 13 councilors. This brought the total sample of key informants to 17. The total actual sample was 337 respondents.

3.5. Sampling Techniques and Procedure

Both random and non-random sampling techniques were used to select a representative sample. Random sampling strategies were used so as to give every individual in the population a chance to be part of the sample. On the other hand, Amin (2005), says that non-random sampling strategies enable the researcher to select respondents who have the information. Simple random sampling was used to select Municipality residents. This method was used in order to give more respondents in the population a chance of being part of the sample. This technique increases representatives that enable collection of a cross section of data. Purposive sampling was used to select municipal executive and council members. This sampling method was used for this sub sample in order to collect in-depth responses from respondent who are well informed about the research problem.

3.6 Data Collection Methods

Data was collected from primary sources. A survey method was adopted using a structured questionnaire and Key informant interviews to collect data.

3.6.1 Survey Questionnaire

A structured questionnaire was used to collect quantitative data. After being briefed, the respondents were given a structured questionnaire to complete. As advised by Bush and

Ortinau (2000), the questionnaire consisted of items derived from the study objectives and Likert scale responses. The respondents ticked the response that best described stakeholder participation and its influence on the services delivery of their municipality.

3.6.2 Key informant interviews

In-depth Key informant Interviews (KIIs) were used to collect data from municipal executive and council members. This method was preferred because it enables collection of reliable, in-depth information. With the use of the interview guide, the researcher was able to ask key informants in-depth questions derived from the study objectives. The key informants' responses were written down by a research assistant (Kvale & Brinkmann, 2009; Mugenda & Mugenda, 1999). The real opinions of the respondents on the research problem were sought, using appropriate probing (Amin, 2005).

3.7 Data Collection Instruments

3.7.1 Structured questionnaire for Municipal residents

A structured questionnaire was used to collect quantitative data from Municipal residents. The questionnaire had structured items. Structured questions were used to enable collection of a variety of specific data in a short period of time. Using a questionnaire allowed respondents some time to reflect on answers to avoid hasty responses (Mugenda and Mugenda, 1990). This enhanced the accuracy of data that was collected.

Section A of the questionnaire measured the demographic variables of the respondents. The demographic variables that were measured included employee category, gender and education. Section B measured the independent variable, i.e. stakeholder participation. Section C, on the other hand, measured municipal services delivery. For all items in sections

B and C the respondents responded on a five-point Likert scale on which 1 represented 'strongly disagree' and 5 'strongly agree'.

3.7.2 Interview guide for Municipal managers and council members

An interview guide was used to collect in-depth information from key informants, who were selected from among municipal executive and council members. Interviews were used because the study targeted the respondents' real opinions on the research problems. The interview questions focused on the major themes of the study (Kvale & Brinkmann, 2009).

3.8 Validity and Reliability of Instruments

In order to collect reliable and valid data, the researcher ensured that credible instruments are used. Credible research instruments are required to be reliable and valid. Besides, they should be easy to complete so that the respondents are motivated to provide honest responses. Instruments were pre-tested to ensure their validity and reliability. Pre-testing was also carried out in order to identify any ambiguities, misunderstanding or inadequacies (Amin, 2005).

3.8.1. Validity

To ensure validity of data collected, the face and content validity instruments was measured by the research supervisors. The supervisors examined the item interpretation and consistency of instruments. The questions found vague were eliminated or rephrased. Any ambiguities, misunderstanding and inadequacies were eliminated (Amin, 2005). With regard to face validity, the words that were used in the instruments were simple, clear and related to the research problem. Complicated terminology was eliminated from the questionnaire. A total of 7 Items were rephrased and 4 were eliminated .

With regard to content validity, the supervisors evaluated the instruments by ticking items that were relevant and crossing out those that were not relevant. A content validity test was then used to establish the validity of the instruments. The CVI was measured using the formula: Content validity index (CVI) = Number of items declared relevant / Total number of item. The results are presented in the table below.

Table 3. 1: Content validity index (CVI) of Instruments

Expert	Content validity index	
	Questionnaire	Interview guide
Supervisor 1	0.83	0.80
Supervisor 2	0.80	0.79
Average	0.81	0.80

Source: supervisors' ratings

Table 3.2 shows that the average content validity index for the questionnaire was 0.81 and that of the interview guide were 0.80. As recommended by Arya *et al.* (2002) and Amin (2005), the CVIs for all the instruments were above 0.7, a value recommended for research instruments. Construct validity of the questionnaire had been tested and operationalised in prior studies.

3.8.2. Reliability

Data from the pilot study collected from 17 residents in the central and western division was entered in the Statistical Package for Social Sciences (SPSS) and Cronbach's alpha coefficient test of reliability was calculated using the formula below:

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

where σ_x^2 is the variance of the observed total item scores, and $\sigma_{Y_i}^2$ is the variance of component i for the pilot sample. Cronbach's alpha coefficient results were analysed and all sub scales of participation in planning, Participation in budgeting ($\alpha=.803$), ($\alpha=.723$), Participation in monitoring ($\alpha =.811$) and services delivery ($\alpha =, 747$) were above Cronbach's alpha value 0.70 as recommended by (Mugenda and Mugenda , 2005) and, therefore, considered satisfactory (see Table 3.3).

Table 3.3: Reliability coefficient (Cronbach's alpha) for each variable

Variable	No. of Items	Alphas(α) at Pre-test
Participation in planning	5	.803
Participation in budgeting	5	.723
Participation in Monitoring	5	.811
Services delivery	11	.747

Source: Pilot data from the field(2016)

3.9 Measurement of Variables

A five-point Likert scale was used to measure stakeholder participation and municipal services delivery. Stakeholder participation was measured using 15 items adapted from Thang et al (2015). The perception of Municipal services delivery by municipal employees was measured using 11 items. The items that measured municipal services delivery were adapted from the international municipal services delivery standards (2011, p. 8), and the core service areas of the municipality as indicated in its strategic development plans and local government act (2007). Respondents will respond on the five-point scale on which 1 will represent 'strongly disagree' and 5 'strongly agree'.

3.10 Procedure of Data Collection

The researcher first constructed the instruments and gave them to the supervisor for approval. The supervisor ascertained the face validity and clarity of the instruments. Changes were made as recommended by the supervisor. After the approval, the researcher went out in the field. Using the authority letter from the university, the researcher introduced herself to the relevant officials at district and municipalities as well as women groups. He explained the purpose of the research and its benefits. The researcher assured the respondents of confidentiality in relation to the information they provided. He then distributed the questionnaires to the selected respondents and collected them after two weeks. The interviews were done in two days, on the days when the questionnaires were collected.

3.11 Data Analysis

3.11.1 Quantitative data analysis

Quantitative data analysis was done at different levels, namely univariate and bivariate. The data analysis at univariate level was based on descriptive statistics, specifically frequencies, percentages, the mean and standard deviation. At the bivariate level, inferential analysis, simple linear regression was done to establish the contribution of the independent variable to the dependent. As recommended by Saunders *et al*; (2003) regression is the most practical way to calculate and show a specific influence of one variable on another. Therefore, regression analysis was used to show the effect of stakeholder participation on services delivery by the municipality. The effect was estimated using simple regression line of $Y = b_0 + b_1X$; Where;

Y=Dependent Variable (Services delivery by the municipality)

X=Explanatory Variable (Stakeholder participation in ; planning, budgeting ,monitoring)

b_1 = Slope of gradient (regression Coefficient)

b_0 = intercept (value of Y when X is Zero) (constant)

Linear regression was used because it focuses on the conditional probability distribution of one variable given another variable. Data was modeled using linear predictor functions to estimate unknown model parameters. According to Zikmund (2010), simple regression analysis is used to find the “best” fit that a straight line of this kind can give. Hence regression indicated the specific contribution (deterministic relationship) of the independent variable to the dependent variable. “The quantitative responses given by each of the respondents in sections B and C were summed up to convert ordinal measurement into a continuous scale to make bivariate analysis possible. Higher scores on each of the two scales indicated higher levels of the variables in the sample.

3.11.2 Qualitative data analysis

Content Analysis was used to analyse qualitative data using methods adopted from Mugenda (2005). Mugenda (2005), advises that data should be first coded into sub-themes and categorised into themes and used to give credence to qualitative findings. Concepts were classified according to their probable causes and effects. The intensity with which certain words are used was ascertained. This enabled the researcher to establish why something was said, which subsequently lead to understanding respondents’ perceptions and beliefs. Further, responses from the interview with participants were classified and recorded according to frequency of their ideas or concept. The frequency of concepts showed the measure of direction or bias in data interpretation (Trochim, 2006).

3.12 Ethical Considerations

The issue of ethics is an important consideration in research that involves human subjects (Arya *et al.* (2000). Research ethics is appropriate behaviour of a researcher relative to the norms of society (Zikmund, 2010). This research considered ethical factors in a number of ways. Participation in the research was voluntary, and research participants were given the right to withdraw at any time of their choice in case they felt uncomfortable with the research procedure. Therefore, before the study was carried out, the researcher sought for the consent of respondents by explaining the purpose of the study to them and assuring them of their confidentiality. In addition to this, the researcher discussed the intended data collection period with the respondents before the questionnaire administration started. The researcher also assured the respondents that anonymity and confidentiality would be maintained and guaranteed.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents the findings of the study, which examined the influence of stakeholder participation in services delivery of Ntungamo municipality. Analyses addressed the three objectives that were the major focus of the study.

The study was guided by the following objectives:

1. To determine the influence of stakeholder Participation in planning on service delivery in Ntungamo municipality.
2. To establish the influence of stakeholder Participation in budget implementation on service delivery in Ntungamo municipality.
3. To ascertain the influence of stakeholder Participation in service delivery monitoring of Ntungamo municipality.

Data analysis and interpretation is presented in four parts in relation to the study objectives. In the first part, frequency counts and percentages were run to determine demographic characteristics (gender, and division of abode/work station) of respondents. In the second part, descriptive statistics were calculated to establish the levels of the independent and dependent variables. In the third part, simple linear regression analysis and key informant interviews verified the influence of the independent variables on dependent variable. Multiple regressions was also done to establish the overall contribution of stakeholder participation on services delivery.

4.2 Demographic Characteristics of Respondents

In the study, the researcher collected demographic information on respondents, which was then used to explain the findings.

4.2.1 Gender distribution of respondents

The respondents were asked to indicate their gender because the researcher wanted to make sure that the views of both males and females were adequately represented and, subsequently, to avoid differences in findings caused by gender. Through a structured questionnaire, the views of both males and females were collected as indicated below.

4.1: Gender of respondents (n=320)

Category	Frequency	%
Male	198	61.8
Female	122	28.2
Total	320	100.0

Source: Primary data from the field(2016)

The findings in the table above show that the majority (61.8%) of residents were male and the rest(28.2%) were female. So the views of both gender were adequately represent.

4.2.4 Division/district where the respondents work

The respondents also indicated the division in municipality where they worked. This was done to ensure that the respondents had accurate knowledge of the research questions. The findings are presented in Table 4.2 below.

Table 4.2: Divisions where respondents work/stay(n=320)

Division	Frequency	%
Central	130	40.6
western	98	30.6
Eastern	92	28.8
Total	320	100

Source: Primary data from the field(2016)

The findings in the table show that the majority(40.6) of residents were from the central division , followed by 30.6% from the western division and the by 28.8% from the eastern division all the division were adequately represented, hence the findings reflect a complete picture of municipal services.

4.3 Descriptive statistics of the Study Variables

The study examined the influence of stakeholder participation in planning, budgeting and monitoring on service delivery in Ntungamo municipality. To achieve this, mean and standard deviations of the scores of variables were calculated. This was done to establish the level of occurrence of the variables in the sample. The scores were subsequently used in the inferential data analyses. Hence, descriptive statistics for stakeholder participation in planning, budgeting, monitoring and service delivery were calculated and subsequently used in further inferential analyses.

The scores on each variable were derived by summing up the numbers representing the responses on each of the items measuring the variable, as recommended by Saunders *et al.* (2003). As advised by Zikumund (2000), this turned the scale on which the variables

were measured from nominal to ordinal, enabling quantitative analyses and interpretation. Participation in planning was measured on a scale from 5–25, participation in budgeting was measured on a scale of 5–20, and participation in monitoring on a scale of 5–25. Services delivery was measured on a scale of 11–55. The descriptive statistics of the study variables are presented in Table 4.3 below.

Table 4.3: Descriptive statistics of the study variables (N= 320)

Stat	PP	PB	PM	Serv
Mean	15.1	11.3	16.2	39.3
SD	3.9	4.7	5.0	2.4
Max	20.5	13.1	21.2	56.2
Min	5.3	4.2	6.2	13.4

Source: Primary data from the field(2016)

Key

PP = Participation in Planning

PB= Participation in budgeting

P M= participation in Monitoring

Serv= Service delivery

With regard to participation in planning, the values were (mean=15.1, SD= 3.9). As far as participation in budgeting is concerned, the values were, (mean=11.3, SD= 4.7). In relation to participation in monitoring the values were (mean=16.1, SD= 5.0). In connection with services delivery the values were (mean=39.3, SD= 2.4). Therefore, the findings show that the mean values were lower than the highest expected values indicating generally low stakeholder participation in planning, budgeting and monitoring of services delivery by the

municipality. This implies that not all stakeholder groups in the Municipality are represented in municipal planning; hence some relevant views of stakeholders on town development are left out during planning and decision making. The findings also point to low empowerment of Stakeholder groups to participate in budgeting processes, so stakeholders have few opportunities to contribute to estimated expenditures on development projects and avenues for resources mobilisation. It was also likely that Stakeholders do not fully participate in monitoring service delivery of the Municipality and were not able to supervise administrative and managerial roles of municipal authority officers. This scenario may also have negatively affected the level of service delivery by the municipality. These conclusions were explored further in the sections below.

4.4 Regression Analysis

Simple linear regression analysis was done to establish the influence of the independent variables to the dependent variable. Regression analysis was based on the assumption that a linear relationship exists between dependent and independent variables over the spectrum of values. Scores of the independent variables (stakeholder participation in planning, budget implementation and monitoring) were regressed with scores of the independent variable (Service delivery of the municipality). The findings are presented in the sections below.

4.4.1 The influence of stakeholder Participation in planning on service delivery in Ntungamo municipality.

The first objective of the study was to determine the influence of stakeholder Participation in planning on service delivery in Ntungamo municipality. Scores on participation in planning (mean=15.1, SD= 3.9) were regressed with scores on services delivery (mean=39.3, SD= 2.4). The findings are shown in Table 4.5 below.

Table 4.5: Simple regression results of participation in planning vs. Services delivery

R	R ²	Ad R ²	B	Beta	F Stat	Sig.
0.19	.036	.034	2.10	.19	121.3	.01*

Source: Primary data from the field(2016)

**Values significant at 0.05 level (2-tailed)*

Predictor: participation in Planning, dependent variable: Services delivery

The findings in the table above show that stakeholder participation in planning had a low but positive effect on the services delivery of the municipality. Participation in planning, explained only 3.4% of the variation in services delivery by the municipality. The beta and F-statistics being positive implied that participation in planning positively predicted services delivery. In other words, the efficiency of services delivery of the municipality is dependent on stakeholder participation in planning by 3.4 %. The regression model was also significant (F = 121.3, p < 0.05).

However, descriptive statistics had indicated that lower values on stakeholder participation in planning. The cause of was explored using key informant interviews. Key informants indicated that there is some community representation in the planning of services delivery but, it was not engaging enough. Stakeholders were represented mainly through their councillors. However, key informants complained that representation is not very inclusive and many times does not achieve its intended purpose. The councillor for western region said that;

“Representation is rather limited to a few categories of stakeholders, who are not able to full present the needs of the community”.

The Councillor for People with disabilities complained that there is a very big communication gap between the technocrats of the council and the councillors. He explained:

“In planning meetings, the technocrats withhold certain information and use technical language that is difficult to understand by the community representatives”.

As a result community participation is just perfunctory since they do not make significant contributions due to lack of pertinent information. Another representative of the central division also complained that in most cases, the stakeholders are not aware of what is going on since,

“obligations of the councillors are overlooked making it very difficult to holding the service providers accountable”.

These findings from the key informants show that community participation in planning is not engaging enough and it is used just as rubber stamp by the municipal council for sanctioning their policies.

4.6 The influence of stakeholder Participation in budget implementation on service delivery in Ntungamo municipality.

The second objective of the study was to establish the influence of stakeholder Participation in budget implementation on service delivery in Ntungamo municipality. Scores on stakeholder participation in budgeting (mean=11.3, SD= 4.7) were regressed with scores on services delivery(mean=39.3, SD= 2.4) .The findings are shown in Table 4.6 below.

Table 4.6 : Simple regression results of participation in Budgeting vs. Services delivery

R	R ²	Ad R ²	B	Beta	F Stat	Sig.
0.23	.052	.050	0.57	.23	91.3	.02*

Source: Primary data from the field(2016)

**Values significant at 0.05 level (2-tailed).*

Predictor: participation in budgeting, dependent variable: services delivery by the municipality

The findings in the table above show that stakeholder participation in budgeting had a low but positive effect on the services delivery of the municipality. Participation in budgeting, explained 5 % of the variation in services delivery by the municipality. Therefore, The beta and F-statistics being positive implied that participation in budgeting positively predicted services delivery. In other words, the efficiency of services delivery of the municipality is dependent on stakeholder participation in budgeting by 5 %. The regression model was also significant (F = 91.3, p < 0.05).

The level of stakeholder participation was further explored using key informant interviews. The findings from the key informants indicate low stakeholder involvement in the budgeting for municipal services. The councillor for the eastern region complained that ;

“councillors are only given the opportunity to look at the budgets for the first time in the approval meetings, actual budgets are prepared by the municipality”.

The deputy town clear added that;

“majority of stakeholders feel that the municipality is cheating them, on inflated taxes and costs for services ”.

This has resulted into low compliance to payment of taxes and services. Very few pay their taxes promptly or in advance, though they have the ability to pay. A law enforcement officer of the municipality intimated that ;

“Stakeholders feel that transparency in pricing and billing is nonexistent. This is the reason why some people only pay after being arrested or charged”

This scenario has resulted from minimal stakeholder involvement in budgeting. Pricing, and levying taxes. So there is no stakeholder ownership of budgets, costs and taxes.

4.7: The influence of stakeholder Participation in service delivery monitoring of Ntungamo municipality

The last objective of the study was to ascertain the influence of stakeholder Participation in service delivery monitoring of Ntungamo municipality. Scores on participation in services monitoring (mean=16.1, SD= 5.0), were regressed with scores on services delivery (mean=39.3, SD= 2.4). The findings are shown in Table 4.7 below.

Table 4.7: Simple regression results of participation service delivery monitoring vs. Service delivery

R	R ²	Ad R ²	B	Beta	F Stat	Sig.
0.47	.221	.219	1.23	.47	331.4	.01*

Source: Primary data from the field(2016)

**Values significant at 0.05 level (2-tailed)*

Predictor: participation in monitoring, dependent variable: Services delivery

The findings in the table above show that stakeholder participation in monitoring also has a positive effect on the services delivery of the municipality. Participation in service delivery monitoring , explained 21.9% of the variation in services delivery by the municipality. The beta and F-statistics being positive implied that participation in monitoring positively predicted services delivery of the municipality. In other words, the efficiency of services delivery of the municipality is dependent on stakeholder participation in monitoring by 21.9 %. The regression model was also significant (F = 331.4, p < 0.05).

The views of key informants on the extent of stakeholder participation in service monitoring were explored using interviews. Key informants indicated just average stakeholder involvement in municipal services monitoring. A councillor from the central division revealed that there is no;

“time table for monitoring of services planning implementation by the councillors”.

A councilor representing women added that,

“without monitoring tools and guidelines it is impossible to do meaningful monitoring” .

Monitoring can only be effective if it is well planned and has tools and objectives. The available mechanism of monitoring is not good. The current monitoring is done by mouth. There is no checklist to guide monitoring and no preset parameters to monitor. There is need to provide for a checklist and tools to guide monitoring of service provision.

4.8: Overall influence of Stakeholder participation on Services delivery by the municipality

Finally, the researcher investigated the combined effect of the three aspects of stakeholder participation on the efficiency of services delivery of the municipality. To achieve this aim, a multiple regression test was run. The three independent variables – participation in planning, budgeting and monitoring – were regressed with efficiency of services delivery. The table below shows this effect.

Table 4: 12: Multiple regression analysis of Overall influence of Stakeholder participation on Services delivery by the municipality

Model	Unstandardised coefficients			
	B	Std. error	Beta	Sig.
1 (constant)	4.123	6.123		.000
Planning	.410	.122	.511	.031
Budgeting	.169	.221	.312	.028
Monitoring	.367	.146	.413	.042

Dependent variable: Services delivery by municipality; F = 154.12; R square adjusted = 31.2%

The findings in the table above show that, stakeholder participation in planning (beta = .511; p = .031), participation in budgeting (beta = .312; p = .028) and, stakeholder participation in

monitoring (beta = .413; p = .042) were a significant predictor of variance in the services delivery of the municipality; in the model, stakeholder participation accounted for 31.2 % (R square change = .312, F = 154.12) in the efficiency of services delivery by the municipality.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a discussion, conclusion and recommendations of the study that examined the influence of stakeholder participation in municipal services planning, budgeting and monitoring on services delivery. A discussion of the findings is presented first, followed by a conclusion and finally by recommendations for action and further research.

5.2 Discussion

5.2.1 : The influence of stakeholder Participation in planning on service delivery in Ntungamo municipality

The first objective of the study was to determine the influence of stakeholder Participation in planning on service delivery in Ntungamo municipality. The findings revealed that stakeholder participation in planning for municipal services has a positive of 3.4 % to services delivery by the municipality. Hence the participation of stakeholders in planning for services is a significant factor in the performance of municipal governments. However, the contribution was very low, indicating limited opportunities for stakeholder to participate in services delivery planning. This finish agrees with Ulrich, (2008), stakeholders can be instrumental in planning municipal services delivery if they are given their moral and legal rights to contribute to the management of towns. Also the effectiveness of participation in planning depended on effective representation of all stakeholder groups in municipal council planning committee and the council seeking of relevant stakeholder views on services delivery and implementing them (Blair, 2000) . In the case of Ntungamo municipality, the

findings revealed that while stakeholders are represented on the planning committees, their influence was low because their views on services delivery were rarely sought. This finding agrees with Mitchell et al.(1997) who said that for stakeholder participation in planning to be effective it has to be engaging. However, it was evident that in Ntungamo, it was used just as rubber stamp by the municipal council for sanctioning their policies. This was likely the reason why the contribution of participation in planning by stakeholders on services delivery was small. The findings showed that there was some representation in the planning of services, but Participation was not very inclusive. Participation was limited to a few stakeholder groups who don't fully present the needs of the community. Only CBOs and NGOs were represented and citizens who are key stakeholders were not well represented. A communication gap between the technocrats and the councillors who represented the citizens also existed in the planning meetings. The councillors had very little information and skills on municipal planning. The majority were not able to understand the issues that were being deliberated on by municipal technocrats. Hence as indicated by Sharma (2000), lack of empowerment by stakeholder representatives made it difficult for them to articulate the needs of the community. So the interests of the municipal officials always went through.

5.2.2: The influence of stakeholder Participation in budget implementation on service delivery in Ntungamo municipality

The second objective of the study was to establish the influence of stakeholder Participation in budget implementation on service delivery in Ntungamo municipality. Stakeholder participation in budget implementation had a low, but positive contribution of 5% to service delivery by the municipality. The positive but low value pointed to the significance of stakeholder participation in budgeting and limited opportunities for stakeholder to participate

in budgeting for service delivery. The findings revealed that stakeholder groups were not well empowered to participate in the budgeting processes. Though stakeholder participation in budgeting is significant in improving the quality of services delivery by the municipality, in the case of Ntungamo, this participation was low. The representatives of the community did not have sufficient opportunity to look at the budgets before attending the budgeting committees. Most of them saw them for the first time in the approval meetings. The actual budgets were prepared by the municipality and stakeholders were not able to understand the estimated expenditures on development projects and avenues for resources mobilisation. According to Van Dijk (2006) lack of a good understanding of the budget estimated makes it difficult for stakeholders to assess whether the budget meets their needs or not. This was also a sign of lack of empowerment on the side of stakeholders to communicate their needs more effectively to the municipal council. Failure by the stakeholders to evaluate sufficiency of funds allocated to services delivery in the core services areas by the municipal management make it difficult for them to participate in monitoring.

5.2.3 : The influence of stakeholder Participation in service delivery monitoring of Ntungamo municipality

The last objective of the study was to ascertain the influence of stakeholder Participation in service delivery monitoring of Ntungamo municipality. Stakeholder participation in monitoring contributed to about 22% to service delivery by the municipality. The contribution of participation in monitoring was the highest among the three variables indicating it is probably the one most implemented or most significant. However, findings indicated inadequate Stakeholders participation in monitoring service delivery of the Municipality. Stakeholders were not able to supervise administrative and managerial roles of municipal authority officers. The municipal council did not have a time table for monitoring

of services planning implementation by the councillors. Even the few councillors who took the initiative to monitor did not have monitoring tools and guidelines. According to Handley and Howell-Moroney (2010) monitoring of services delivery by stakeholders can only be effective and meaningful if they have the tools and data on the implementation of projects. However, it was revealed that municipal officers do not provide information that can be used in monitoring by stakeholders.

5.3 Conclusion

The study has revealed that the stakeholder participation in the planning, budgeting for and monitoring of services deliver can significantly increase the quality of services offered by municipalities. Stakeholder participation enables better identification of stakeholder needs, appropriate budgetary allocations and monitoring of effective resources utilization. This increase the provision of core services such a Garbage collection, environment management, sanitation, health and education. However, service delivery results will depend on the way municipal governing agencies promote collaborative and collective decision-making and stakeholder participation regarding the provision of services and allocation of resources. Partisan politics, unnecessary central government interference and lack of an administration culture that supports stakeholder participation can lower the performance of municipal governments and subsequently service delivery. Hence, having political and administrative cultures that favour valuable corporate governance practices and citizens' empowerment strategies to maintain meaningful stakeholder participation is important in the performance of city governments.

5.4 Recommendations for Action

In view of the findings, the following recommends are made;

Stakeholder Participation in Planning

A larger section of the community is left out by the limited representation of a few groups . Representation in planning should be expanded to include most of the sections of the community such as women, people with disabilities, farmers and so forth.

In the planning meetings the Municipal technocrats should use a down to earth language so that they can reach even those who are not well educated.

Mechanisms should be put in place to involve the community representative's in identifying their community needs. Community consultative meetings on the services needs of the area, and these needs can be met effectively should be held regularly.

The 2014 local government planning framework should be actively implemented by municipalities.

Stakeholder participation in Budgeting

Programs to empower councillors with effective participation and engagement techniques are needed in this area. These will raise the stakeholders' capacity to effectively participate in the management of services delivery in their areas.

Stakeholder participation in Monitoring

Currently, there are no guidelines on community participation in monitoring services delivery. These should be written and effectively distributed by both central and local governments.

A tool that contains monitoring guidelines for community participation should be written and explained to the councillors.

The community should be empowered through community seminars to do their area services delivery monitoring and then have a formal methods of passing on their observations to the municipality.

5.5 Contribution of the Study

1. Model of stakeholder participation in services delivery by the municipality

The researcher suggests a model of stakeholder participation in services delivery starting from awareness education of citizens on national services delivery goals of the country indicated in the national Development plan (NDP) followed by citizens' identification of their services delivery needs that are in line with the NDP, every after 4 months in every LC1, supervised by the town agents and forwarding of these proprieties to the municipality planning committees by the division CEO.

2. Value of stakeholder participation in services delivery by the municipality

The study has revealed that the stakeholder participation that originated from profit-oriented organizations is relevant to services delivery in municipal councils in African settings. Implementing more stakeholder participation in planning, budgeting and monitoring services delivery can improve the quality of service delivery in towns. However, the quality of service delivery depends on the way municipal governing agencies promote collaborative and collective decision-making and stakeholder participation regarding the provision of services and allocation of resources.

5.6 Recommendations for Further Research

The findings of this research point to the need for further research in the following areas:

- a) Comparative analysis of the variation of the influence of stakeholder participation on services delivery of municipalities across the county is needed to establish salient issues in stakeholder participation in municipal governments.
- b) The researcher recommends that further research should be carried out on appropriate strategies to develop effective stakeholder participation in service delivery management at municipal levels.
- c) A study should also be done on how to effectively empower the community to participate in services delivery management.
- d) A model of stakeholder participation relevant to Uganda should be investigated.

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APPENDICES

Appendix 1: Questionnaire for Municipality Residents

Dear respondent,

I'm Akampa Daniel a pursuing a master degree in organisation, public policy and management of Kyambogo university I'm conducting a study titled: "I am interested in exploring the level stakeholder participation in the governance of Ntungamo municipality and its influence on services delivery of the Municipality. Stakeholders are persons, group or organization that has interest or concern in an organization or a business and thus, you have been selected to participate in this study since you a stakeholder in this municipality. I kindly request you to candidly complete this questionnaire. The information you give will be treated with utmost confidentiality and it will be used for academic purpose for which it was collected.

Thank you.

Section A: Demographic Data of Respondents

Please tick what is most appropriate to you:

1. Write the division in which you stay or operate from

Central western Eastern

2. Gender

Male	Female
1	2

Section B: Stakeholder participation

3. *Please circle the number on the scale that best indicates the extent to which corporate governance is practiced in the governance of your municipal.*

1 = Strongly Disagree (SD) 2 = Disagree (D)

3 = Not Sure (NS)

4 = Agree (A)

5 = Strongly Agree (SA)

Stake holder Participation					
In planning					
All stakeholder groups in the Municipality are represented on the municipal council planning committee	1	2	3	4	5
Views of stakeholders are sought during municipal planning meetings					
Meetings that plan for municipal services are made in every community					
Municipal leadership fully implements relevant views of stakeholders on municipality development	1	2	3	4	5
Stakeholders actively participate in making decisions concerning the running of the municipal	1	2	3	4	5
In Budget implementation					
Municipal management has empowered Stakeholder groups to make budget estimates on services delivery	1	2	3	4	5
Municipal management provides to stakeholder groups estimated incomes of the municipality	1	2	3	4	5
Municipal management consults stakeholder groups on how to expend available resources	1	2	3	4	5
Avenues for Stakeholder groups to freely ascertain how resources are being used are available	1	2	3	4	5
Stakeholder groups are given opportunity to suggest sources of income for the municipality	1	2	3	4	5

In Monitoring					
stakeholders supervise administrative and managerial roles of municipal authority officers	1	2	3	4	5
Stakeholders participate in monitoring service delivery of the Municipal	1	2	3	4	5
Stakeholders participate in reviewing the services delivery of municipal management	1	2	3	4	5
Stakeholders participate in ensuring that planned services are delivery as planned					
Stakeholders are normally part of the monitoring team of all services provided by the municipality					

Section C: Services delivery of the Municipality

10. In this section, please circle the number on the scale that best indicates the level of the Municipality's Services delivery in the aspects below.

The Services delivery of your Municipality	1	2	3	4	5
Stakeholder participation has maintained sustainable natural resources in the municipality					
stakeholder participation has enabled the municipality to provide clean, safe drinking water	1	2	3	4	5
Stakeholder participation helps in maintaining a health and green physical environment	1	2	3	4	5
Stakeholder participation helps in providing quality health care services	1	2	3	4	5
stakeholder participation helps in the provision of quality education	1	2	3	4	5

services from the municipality					
Stakeholder participation helps in maintaining good transport services in the municipality.	1	2	3	4	5
Stakeholder participation helps in the provision of quality of life amenities.	1	2	3	4	5
stakeholder participation aids in providing a safe community	1	2	3	4	5
stakeholder participation helps in providing modern and affordable housing	1	2	3	4	5
stakeholder participation helps in the provision of good market (Business Centre) Infrastructure	1	2	3	4	5
stakeholder participation also helps in the provision of good youth development facilities	1	2	3	4	5

Give suggestions for improving the services delivery of your Municipal

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.....

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Thank you for your kind co-operation.

Appendix 2: Interview guide for Municipal managers and Council members

1. Who are the major stakeholders that participate in the governance of your municipal?
2. To what extent do stakeholders participate in the governance of the municipal?
3. What structures are available to encourage more stakeholder participation?
4. What stakeholders participation challenges are faced in the governance of your municipal?

5. How has stakeholder participation affected the services delivery of the municipal?
6. What general services delivery challenges are being faced by the municipal?
7. To what extent do they originate from the governance structures?
8. What improvements are needed in the governance of the municipal so as to further increase its services delivery?

**Appendix 3: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN
POPULATION**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

Improving Stakeholder participation

- NAADS should initiate opportunities for more stakeholder participation to improve on effective identification of stakeholder needs
- There is need for a structure of stakeholder participation in NAADS. This structure should be made with consultation of farmers.

- Farmers need to be empowered through community education on effective stakeholder engagement.
- The farmers' voice through involvement in decision making in the NAADS programme should increase and be heard, since they are the beneficiaries of the programme.
- Farmers seem to have developed an i do not care attitude towards NAADS operations. Participatory governance, through farmers committees should be strengthened by NAADS. This will increase farmers' ownership of the programme and subsequently involvement.
- NAADS should give farmers' committees more autonomy to make decisions regarding the running of NAADS enterprises.