GRANTS MANAGEMENT AND SERVICE DELIVERY IN LOCAL GOVERNMENTS

A CASE STUDY OF KIRA MUNICIPALITY

BY

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A DISSERTATION SUBMITTED TO KYAMBOGO UNIVERSITY GRADUATE SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTERS OF SCIENCE IN ORGANISATION AND PUBLIC SECTOR MANAGEMENT OF KYAMBOGO UNIVERSITY

DECEMBER, 2018
Declaration

I Ronald Bwire Obaso, hereby declare that this is an original copy of my research dissertation.

It has not been submitted to any tertiary institution or university for any academic purpose.

Signature:……………………………… Date:…………………………

Name: RONALD BWIRE OBASO
Approval

This dissertation is compiled by Ronald Bwire Obaso under the title, “Grants Management and Service Delivery in Local Governments”, taking a case study of KIRA MUNICIPALITY. It is under our supervision and it meets the requirements for the award of a degree of masters of Science in Organization and Public Sector Management of Kyambogo University.

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(SUPERVISOR)
Dedication

I dedicate this dissertation to my beloved wife Teopister Nakalema Obaso and children; Ryan Paul Obaso, and Rowena Speciosa Obaso for their indebted support and encouragement towards the completion of this piece of work.

God bless you abundantly.
Acknowledgements

I thank the Almighty God for the wisdom and guidance he granted me in all my endeavours. My sincere gratitude goes to my supervisors Dr. Jacob L Oyugi and Dr. Regis Zombeire for their enthusiastic and professional guidance which has helped me a lot to accomplish this dissertation successfully. I also thank the management of the school of Management and Entrepreneurship and Graduate School especially all my lecturers for the good job done. May the good Lord give you more knowledge and strength now and forever.

The study would have been impossible without the contribution of the employees of Kira Municipality especially the technical team and the councillors who were supportive in the interview sessions and completing the questionnaires respectively which formed the basis of the dissertation.

Finally, I thank all my course mates, friends and relatives for their support and guidance during my research study.

MAY GOD BLESS YOU ABUNDANTLY.
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<table>
<thead>
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<tbody>
<tr>
<td>CG</td>
<td>Central Government</td>
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<tr>
<td>CU</td>
<td>Church of Uganda</td>
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<td>CVI</td>
<td>Content Validity Index</td>
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<td>ESP</td>
<td>External Service Provider</td>
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<td>FY</td>
<td>Financial Year</td>
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<td>HC</td>
<td>Health Centre</td>
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<tr>
<td>KPMG</td>
<td>Klynveld Peat Marwick Goerdeler</td>
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<tr>
<td>LG</td>
<td>Local Government</td>
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<tr>
<td>LGFC</td>
<td>Local Government Finance Commission</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>PLE</td>
<td>Primary Leaving Education</td>
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<tr>
<td>SPSS</td>
<td>Statistical Program for Social Sciences</td>
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Abstract

This study intended to investigate the extent to which grants management affects service delivery in Local Governments using a case study of Kira Municipality. The study objectives were to; assess the extent to which grants planning affects service delivery, establish whether the level of grants utilization affects service delivery and examine the extent to which grants accountability affects service delivery in Kira Municipality. The study employed a case study research design and both quantitative and qualitative approaches were adopted. Data was collected from a total simple size of 76 respondents by use of questionnaires and interviews.

The study findings showed that grants planning significantly affect service delivery. It was also revealed that grants utilization significantly affects service delivery. From the third objective, the study results confirmed that there exists a significant effect of grants accountability on service delivery in Kira Municipality. From the overall results, it was revealed that grants utilization highly affects service delivery than grants planning and grants accountability in this municipality.

The study also recommends that when making decisions to transfer social service delivery from national to local levels, the political context of a country’s needs be taken into account and delivery mechanisms be tailored to community needs. The study also recommends there may be integrated social service delivery at the local level which is a necessity. This study also recommends that there may be public spending priorities as they are the government’s most powerful economic tool to meet the needs of its people, especially those who are poor and marginalized.
CHAPTER ONE
INTRODUCTION

1.1 Introduction

The intent of this study was to investigate the role of grants management on service delivery in Local Governments using a case study of Kira Municipality. This chapter covered the background to the study, statement of the problem, the purpose of the study, objectives of the study, research questions, and conceptual framework, scope of the study, the significance of the study and justification.

1.2.0 Background to the study

The background to the study is composed of the historical background, theoretical background, conceptual background and contextual background.

1.2.1 Historical Background

In recent decades, national governments have increasingly shared the responsibility for service provision with the Local Governments, in a variety of intergovernmental public arrangements that aim to increase the accountability and responsiveness of service delivery. In a developing country context, governments have experimented with different forms of decentralization to bring service delivery closer to the people (Awortwi, 2006). They have been assisted by a variety of development partners, including the main multilateral and bilateral agencies. Today, some decentralization reforms include approaches that increase the supply and quality of Local Government services, while others stimulate the demand for and community oversight of Local Government services. Several of these reforms are proving promising (Rondinelli, 1992).

Globally, conditional grants emerged in the 1970s in the education sector of the United States to improve the quality of service delivery like education and health sector by funding results
attained rather than funding according to the size of an institution or standard budgeting procedures (Grizzle, 2002). In Australia grants were structured as input focused, whereby funding by government was provided with no necessary expectation of a benefit in return. More grants are now arranged however as ‘output focused’, such that government funding is provided on condition of delivery of a service on behalf of government (Grant, 2008). Today, conditional grants are employed by a number of development organizations and governments with aim of increasing accountability, efficiency and effectiveness of funded programs and services (The Global Fund, 2009).

In South Africa, between 15 and 20% of total local government funding comes from, national and provincial grants, also known as "transfers". In the financial year 2003/2004 the total of these grants was R14.5bn. This amount is broken down as follows; 44% is unconditional funding, in the form of the local government equitable share; 39% comes from conditional grants through national line departments and17% comes via provinces and this was intended to improve service delivery like in the education and health sectors (Whelan, 2002).

Tumushabe (2003) revealed that in Africa and East Africa in particular, the ultimate aim of decentralization programme was to improve service delivery through transfer of real power (devolution) and reduction of the workload of the central government, ensuring the participation of citizens and democratic control, achieving good governance as a prerequisite for an efficient and effective public service, bringing political and administrative control over services to the point of delivery, freeing local managers from central constraints and improving the capacity of local government councils to plan, finance, and manage service delivery.
**Theoretical Background**

This study was underpinned by the Principal Agent theory. The Agency theory was developed by Ross & Mitnick (1935). The first scholars to propose, explicitly, that a theory of Principle and Agency be created, and to actually begin its creation, were Ross and Mitnick in 1935, independently and roughly concurrently. In relation to this study, the theory argue for financial accountability, equity in service delivery, prompt responsiveness to community concerns by government and can best be achieved through creation and transfer of administrative, fiscal, financial, political powers and responsibility from the Centre to autonomous local governments in respect to planning and budgeting, decision making, resource mobilization, utilization and accountability (Scott, 2010).

The principal agent theory explains how to best organize relationships in which one party (the principal who is Central Government in this case) determines the work, to another party (the agent- in this case Local Government) undertakes (Eisenhardt, 1989). The theory argues that under conditions of incomplete information and uncertainty service delivery is poor, which characterize most business settings, two agency problems arise: adverse selection and moral hazard. Adverse selection is the condition under which the principal cannot ascertain if the agent accurately represents its ability to do the work for which it is being paid. Moral hazard is the condition under which the principal cannot be sure if the agent has put forth maximal effort. In this study, the principal agent theory was also applied to clarify the issues arising on grants management and service delivery in local government.

1.2.2 Conceptual Background

This study has two main variables, the independent variable being grants management and the dependent variable, service delivery. Grants management refers to the process and methods an
organization binds in order to oversee its grants (Grant, 2008). According to Kelly, (2008) a grant is defined as an arrangement for the provision of financial assistance to an External Service Provider (ESP) to provide a service for public beneficiaries, which is intended to promote the policy objectives and strategic intent of the agency, and assist the recipient to build capacity and achieve its goals, under such terms and conditions as unilaterally determined by the agency. Grants management relates to all of the administrative tasks required to handle the money, reporting, and program implementation in a way that meets generally accepted standards as well as the requirements of the funding source (Kelly et al, 2008). By definition, Local Governments are the level of government that are closest to the people and therefore responsible for serving the political and material needs of people and communities at a specific local area (Turner, 1997).

The other variable service delivery can be defined as the provision of goods and services to all persons especially those that cannot be provided by the private sector (Kotler, 2002). Le Chen (2014) described Service delivery as a common phrase in South Africa used to describe the distribution of basic resources citizens depend on like water, electricity, sanitation, infrastructure, land, and housing. Helmsing (1995) in his study defines service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. According to Patrick (2013), service delivery refers to a relationship between policy makers, service providers, and consumers of those services, and encompasses both services and their supporting systems. Service delivery is a mechanism used by an organization to meet the needs and aspirations of the people it is meant to serve.
1.2.3 Contextual Background

Kira municipal council the scope of this study is the country’s second largest municipality located in Wakiso District. Most of the population lives in the peri-urban areas around the district. The district has a population of over 2,246,800 of which 67% has access to safe water. The functionality rate in urban and rural areas is 78% and 81% respectively. The access rates vary from 25% in Nabweru Sub-County to 95% in Kakiri, Masulita, Namayumba, Ssisa, Wakiso and Gombe Sub-Counties (Ministry of Local Government, 2011).

According to The Auditor General’s Report (2016), the budget of Local Governments (LGs) in Uganda are funded through Central Government Grants, local revenue collections, and in some cases borrowing and/or donations from Development Partners either directly to the Local Governments or indirectly through the sectors. Central Government Grants (Transfers) constitute the major source of revenues to Local Governments. Central Government grants to LGs contribute over 85% of financing to LG budgets with more than 90% of this funding coming in form of conditional grants. This heavy reliance on CG for financing has left LGs with very marginal opportunity for local fiscal autonomy and discretion in resource allocation decisions. Besides there has been a notable reduction in the Local Government’s own revenues, for example, in 2005 the Graduated Tax which was the predominant source of local revenue was suspended and later abolished in 2008.

The grant funding to the sectors in Kira Municipality has a direct correlation to the quality of services. Because the end justifies the means, financial investments in service delivery usually account for the final product in service delivery. This is coupled with the level of monitoring and
commitment to address gaps and deficiencies in implementation. The grants from the central government are mainly intended to improve different sectors with their indicators like education; primary education with indicators of children of primary school-going age, increase on enrollment, improve on pupil-classroom ratio, pupil-teacher ratio, pupil-to-desk ratio, PLE and secondary school performance; the health Care services or health sector with indicators of adding on the number of beds in the health centres, increasing the number of staff level, improving the deliveries in the health centres like medical supplies and medicine; the road sector with the indicators of kilometer of roads under routine or periodic maintenance and rehabilitated, opening up new community roads; water and sanitation sector with indicators of improving water coverage, functionality of water sources and improved water source, pit latrine coverage and collection of garbage in the municipality; environment and natural resources sector with the indicators of monitor wetland systems in the district and conduct environmental monitoring and assessment and poverty reduction to the people with disability, the women and youth groups and elderly (Wakiso Local Government Councils’ Performance and Public Service Delivery Report, 2012-2016).

The Constitution of the Republic of Uganda 1995 (as amended), and the Local Government Act (Cap 243) desolved service delivery mandates to Local Government. To deliver on this mandate, the LGs receive funding through Central Grants transfers, local revenue collections, and in some cases borrowing and/or donations from development partners. The Central Government In accordance with Article 193 of the Constitution is mandated to provide grants in three categories, namely, unconditional grants, which are the minimum grants paid to local governments to run decentralized services, conditioned grants that are given to local governments to finance programs agreed upon between the central government and the local government, and
Equalization grants paid to local governments for giving subsidies. According to Article 191 of the Constitution, and Section 80 of the Local Government Act (Cap 243), Local Governments are required to prepare their own development plans and budgets, mobilize revenues locally to facilitate funding for recurrent and development expenditure for service delivery (Auditor General, 2016).

Despite the fact that grants from the Central Government are intended to improve service delivery at Kira Municipality in terms of timely delivery, cost reduction on services, increase in the number of schools and health centres respectively, this has not been realized; there are continued cases of poor health services, education, hygiene and sanitation, for instance poor sanitation of Kireka market and wanting health facilities respectively, where the majority of health centres still lack the basic medical supplies like mattresses, delays in supply of essential medicines and stock outs have continued to be a problem, ramshackle school structures still exist, some schools have sunk in latrines especially during the rainy season and many schools lack accommodation for teachers which contributes to teacher inefficiency in attendance and teaching, safe water coverage has continued to be low as facilities constructed are not enough for the population that is on the increase, embezzlement of development funds by local council officials meant for poverty reduction among the youth and elderly (Wakiso District Local Government Annual Report, 2014-2016).
1.3 Statement of the problem

At the centre of service delivery is accountability, value for money, efficient and effective use of resources, quality of services, timeliness through proper management of grants (Shah, 2006). Like any other Local Governments in Uganda, Kira Municipality has taken advantage of the decentralization reforms as it receives grants from Central Government each financial year in an effort to enhance efficiency and effective delivery of local services, but the service delivery indicators are still wanting (Auditor General’s report on Kira Municipality, 2016). Kira Municipality has had challenges in managing its grants that the Central Government allocates to the municipality in order to meet the expectations of the people. Some health centres have old delivery beds, lack bathrooms in the labor ward, lack running water in the laboratory, and many schools have sunk in latrines, have inadequate furniture and inadequate staff (Auditor General’s report on Kira Municipality, 2016). It is upon this background that this study sought to investigate the extent to which grants management affects service delivery in Local Governments in Uganda using a case study of Kira municipality.

1.4 Purpose of the study

The purpose of the study was to investigate the extent to which grants management affects service delivery in Local Governments using a case study of Kira Municipality.

1.5 Objectives of the study

1) To assess the extent to which grants planning affects service delivery in Kira Municipality.

2) To establish whether the level of grants utilization affects service delivery in Kira Municipality.
3) To examine the extent to which grants accountability affects service delivery in Kira Municipality.

1.6 Research Questions

1) To what extent does grants’ planning affect service delivery in Kira municipality?

2) How does grants utilization affect service delivery in Kira Municipality?

3) To what extent does grants accountability affect service delivery in Kira Municipality?

1.7 Scope of the study

1.7.1 Content scope

The study concentrated on investigating the extent to which grants management affects service delivery in local governments using a case study of Kira municipality. Grants management was studied with the dimensions of grants planning, grants accountability and grants utilization. Service delivery had dimensions which include timeliness of service, cost reduction on services, number of schools and number of health centres.

1.7.2 Geographical scope

The study was conducted in Kira Municipality in Wakiso district located in the East of Mukono district and the researcher concentrated on three divisions which include Kira division, Namugogo division and Bweyogerere division. Kira municipality was chosen because it is one of the municipalities in Wakiso district that has had issues on service delivery. The other reason is that the area is accessible to the researcher and easy to collect data.

1.7.3 Time Scope

The study covered a period of five (5) years that is from 2014 – 2018 as the period of data consideration. This was suitable for determining various patterns of events as they have been put
forward by the different scholars. Information from 2014 to date from the municipal documents was also considered to complete the study. The study was conducted from February 2018 to November 2018.

1.8 Significance of the study

At the research level, the findings may bridge the gap between the theories studied in class on grants management and service delivery in local governments. The findings might contribute to the existing literature about grants management and service delivery in Local Governments since service delivery is the most valued issue in grants management in local governments and also aid in planning, accountability and utilization as far as grants management is concerned.

The research findings and recommendations may provide government and policy makers with information to enhance accountability and equity in service delivery and improve on programming and project management in regard to grants management in Local Governments.

This study may also contribute a valuable body of knowledge on grants management in Local Governments and how the identified grants management dimensions influence service delivery. Therefore, adding onto the existing knowledge on the subject and thereby form useful material for academic and policy reference

1.9 Conceptual Framework

The conceptual framework was hinged on the idea of Amin (2005) which requires that a conceptual framework is relevant to adequately present the relationship between the independent and dependent variables in the study.
In this study, the conceptual framework above shows the independent variable as grants management which is conceptualized with the dimensions of grants planning, grants accountability and grants utilization that were studied while dependent variable of service delivery was conceptualized with the dimensions of timeliness of service, cost reduction on service, number of schools and number of health centres. The major reason for studying grants planning, grants accountability and grants utilization was due to their major effect on service delivery. It was hypothesized that inadequate grants planning and grants accountability affect service delivery in terms of, timeliness of service and cost reduction on service thus failure to meet people’s expectations. The planning of grants without proper grants accountability and grants utilization which include supervision and reporting hinder good service delivery (Mackay,
In this study, data on the number of schools and number of health centres was collected using interview method. This study was intended to investigate the extent to which grants management affects service delivery in Local Governments.

1.10 Justification of the Study

The ability of a Local Government to meet national service delivery needs is a source of credibility on their part. Local Governments in Uganda are not addressing services to citizens in a manner that is effectively contributing to equitable service delivery at grassroots levels. Government structures lack coordination, transparency and accountability. There seem to be poor accountability, poor planning and poor utilization of grants while slow policy implementation adversely affects public service and eventually service delivery. It is also revealed that local governments are still struggling to have their challenges placed on the national agenda as to improve on the service delivery due to a wide variation of resources and capacities among the local communities. Therefore, it is important for this study to investigate how grants are managed in local governments with a purpose of delivering services effectively and efficiently to local communities, thus posing a motivation to conduct a study to investigate the extent to which grants management affects service delivery in Kira Municipality.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of the related literature on grants management and service delivery. Basically, the literature review mainly focused on grants planning, grants accountability, grants utilization and service delivery in general terms as perceived or put forward by different scholars and researchers to further identify the gaps and finally summary of the literature.

2.2 Theoretical review

The variables in this study include grants management being the independent variable and service delivery as the dependent variable. The independent variable is conceptualized with the dimensions of grants planning, grants utilization and grants accountability while the dependent variable which is service delivery is conceptualized with dimensions of timeliness of services, cost reduction on services, number of schools and number of health centres. Therefore, these variables were guided by the principal agency theory.

This study was underpinned by the Principal Agent theory to address the extent to which grants management affects service delivery. The Agency theory was developed by Ross & Mitnick (1935). The first scholars to propose explicitly, that a theory of Principle and Agency be created were Stephen Ross & Barry Mitnick,. The agency principle has been used to explain the effect of local development grants management on service delivery in local government by (Ikirimat, 2014). In relation to this study, the theory argue for accountability, equity in service delivery, prompt responsiveness to community concerns by government and can best be achieved through
creation and transfer of administrative, fiscal, financial, political powers and responsibility from the Centre to autonomous local governments in respect to planning, utilization and accountability (Scott, 2010).

The principal agent theory explains how to best organize relationships in which one party (the principal who is central government in this case) determines the work, to another party (the agent- in this case local government) that undertakes (Eisenhardt, 1989). The theory argues that under conditions of incomplete information and uncertainty service delivery is poor, which characterize most business settings, two agency problems arise: adverse selection and moral hazard. Adverse selection is the condition under which the principal cannot ascertain if the agent accurately represents its ability to do the work for which it is being paid and in this case the principal is confronted with the probability of loss due to risk not factored in at the time of the agreement. This occurs in the event of an asymmetrical flow of information between the principal (Central Government) and the agent (Local Government) as being entrusted by the central government as per this study. Moral hazard is the condition under which the principal cannot be sure if the agent has put forth maximal effort. Moral hazard occurs when a party provides misleading information and changes his behavior when he does not have to face consequences of the risk he takes and in this case the agent (Local Government) prepares annual reports with leading information in a bid to fulfill their role of accountability and being answerable of the allocated funds. For example the Central Government has always carried out auditing of the Local Government through the Auditor general’s office to assess and evaluate the performance of Local Governments to see whether administrators manage grants that Central Government allocates to these Local Governments meet the needs of the citizens.
However, it is revealed that in most cases, most of these Local Governments have failed to meet the needs of the citizens due to poor management of the grants because Local Government agents (administrators) cannot give accountability of the funds spent. This is because of embezzlement of the funds and the little that is delivered, the services are always poor. For example Kira municipality a case study of this study has been recorded for its poor service delivery according to the Auditor General’s Report 2016 on Kira Municipality for instance poor sanitation of Kireka market and wanting health facilities respectively, where the majority of health centres still lack the basic medical supplies like mattresses, delays in supply of essential medicines and stock outs have continued to be a problem, ramshackle structures still exist like in Kimwanyi HC II, the facility needs serious face lifting in terms of painting and re-roofing, Lack of constant running water, Lack of security guards and cleaners and Kira HC III still struggles with Old delivery beds, Lack of bathrooms in the labor ward, Lack of running water in the laboratory and Lack of Ambulance (Report Of The Auditor General On The Financial Statements of Kira Municipal Council For The Financial Year Ended 30th June, 2016).

Therefore, this theory will be of great importance on guiding this study on how Local Government grants management impact service delivery in Kira municipality as Local Government being an agent of the Central Government in Uganda. However, the study can be guided by other theories like Resource Based View theory (Dyer & Singh, 1998; Teece, Pisano, & Shuen, 1997).

2.3.0 Conceptual Review of the study

Local Governments are the level of government that are closest to the people and therefore responsible for serving the political and material needs of people and communities at a specific
local area (Turner, 1997). According to Kelly (2008) a grant is defined as an arrangement for the provision of financial assistance to an External Service Provider (ESP) to provide a service for public beneficiaries, which is intended to promote the policy objectives and strategic intent of the agency, and assist the recipient to build capacity and achieve its goals, under such terms and conditions as unilaterally determined by the agency.

Oboth (2001), noted that service delivery as far as the Local Government Act, the constitution and any other statutes that are studied, there is no definition of the phrase (service delivery) either deliberately or ignorantly. However he said, service is a system or arrangement that supplies public needs whereas delivery is periodical performance of a service. Therefore service delivery is a system or arrangement of periodical performance in supplying public needs.

2.3.1 Grants planning and service delivery

Bossert & Beauvais (2002) examined the decentralization experiences, ranging from devolution to delegation, in Ghana, the Philippines, Uganda, and Zambia. They found that in all countries health expenditures increased at the local level and decreased at the central level as a result of the decentralization reforms. However, higher spending at the local level did not result from any significant increase in revenue generation at the level but rather from increased transfers from the central government. With decentralization comes an increasing need to control costs at the local level. This meant that Central Government in these developing countries and Uganda in particular transfers funds or grants conditioned to facilitate a specific project in a bid to easily deliver local services to the citizens of the country with ease. However, this has not been the case in Local Governments in Uganda as the agents of the Central Government to deliver poor services, this could be attributed to poor planning of the grants for example Kira municipality as
the case to this study where the health centres lack medical supplies like medicines and some health centres have no beds; indicates a gap that this study intends to investigate.

Steffensen (2010) contends that in planning and budgeting for local government grants across and within sectors, decision making and budgeting in the local government play a major role in determining the efficiency and effectiveness of local governments in delivering services to their citizens. Literature indicates that The Constitution of the Republic of Uganda (1995) and the Decentralization Policy empowers the Local Governments, with the responsibility of service delivery and promotion of popular participation and empowerment of local communities in decision making on matters that concern them. Article 190 of the Constitution of Uganda (1995) specifically provides that District/Municipal councils shall prepare comprehensive and integrated development plans incorporating the plans of lower Local Governments and thereafter submit to the National Planning Authority. However, basing on grants planning and budgeting for the local government in Uganda, there is little follow-up to see whether these plans are appropriate by identifying the gaps in the planning and budgeting and the people who design these plans put into consideration the mandate of the government to meet the expectations of the local citizens and this study intends to establish the extent to which grants planning affects service delivery as one of the objectives.

Wong (1995) noted that how resources are allocated is perceived to have a bearing on service delivery. Available literature suggests that the authority that determines the priority areas for spending the conditional grants is critical in determining the quality of services delivered. Literature also suggests that in a decentralized government, services are administered by local officials who are accountable to elected local councils; however, limited discretion is noted in local officials implementing their expenditure responsibilities (Boex & Martinez- Vazquez,
2004). High conditional grants imply limited discretion for Local Governments on budget decisions (LGFC, 2010). From the researcher’s view according to this literature, it can be believed Local Government authorities are normally given conditional grants from the Central Government with the aim of delivering quality services that meet the needs of local citizens. They have the responsibility to draw their own budget on how they expect to spend the allocated grants in order to deliver quality services to the local people. However, little has been discovered as to whether the local budgets are drawn by qualified personal with regard to the quality of services to be delivered. There have been complaints and challenges during the planning and budgeting for the received grants which creates a gap between planning and service delivery in Local Government which this study intends to investigate on and make appropriate recommendations in order to ensure improved service delivery in Local Government.

According to Dehn, Reinikka & Svensson (2003), it is revealed that an approach to better service delivery starts with good planning. Do not promise too much too soon, but take steps on the path to new and improved forms of service delivery. Make clear in the planning, and communicate this widely, that Local Government attaches great importance to the opinions of citizens with regard to its performance (and not just during elections). The introduction of a quality system is an important means for this. It is also important to present work on better service delivery as a programme. Local Government wants to achieve better quality performance over a long period and that requires a systematic approach which can be considered a programme with several parts. This also makes it possible to indicate both internally and externally that not everything can be done at the same time, but that in a series of steps the aim is to improve the total package of services. With which part to start is a political decision. However, this literature indicates that introduction of a quality system is an important means for presenting work on better service
delivery as a programme. The literature has not explained how the local authorities should adopt to the quality system during the planning and budgeting for the grants which this study intends to recommend by establishing the extent to which grants planning affects service delivery in Local Governments.

Forester (2002) observed that at the heart of public financial management practices are relationships among those who provide agency services and those who allocate resources to service providers. In other words those who make claims on government resources are agents and those who allocate and ration resources are principals. In this relationship, the principal contracts the agent to provide services to the public (Khan & Bartley, 2002). This explains the relationship between the Central Government of Uganda and Kira municipality Local government on the other, contracting delivery of services to the public and how this relationship explains grants planning and service delivery on the other side. Therefore, administrators at Kira municipality have to thoroughly plan for grants and they should be allocated on the intended services that meet the needs of the local citizens if they are to meet the goals and objectives of the central of government through decentralization. It’s upon this background that this study intends to establish the relationships between grants planning and service delivery in local government

Saito (2000) revealed that community participation is important in the planning process, oversight of local authorities, which is likely to influence governance issues such as political interference, procurement malpractices, as well as staffing challenges such as shortage, motivation, and high turnover of technical staff. Community participation is also crucial in ensuring compliance with transparency and accountability guidelines, allocation, efficiency, as well as equity. This implies that during grants planning, the planning and budgeting committee
should put into consideration the community members by having representatives from every community to stipulate their crucial needs so as to distribute grants efficiently and effectively in a way of benefiting the local citizens. Therefore, from this point of view, this study will be valuable in establishing the extent to which grants planning affects service delivery in local government and Kira municipality in particular.

In Bolivia, Faguet (2001) performed an in-depth study of fiscal decentralization with the objective of evaluating its influence on changes in expenditure patterns at the local level. The study showed that spending patterns changed in favor of education, water and sanitation, agriculture and urban development, in response to fiscal decentralization. Bardhan & Mookherjee (2003), in their study also noted that decentralization improved the consistency of public services with community priorities, particularly due to improved involvement in project planning and implementation. In the same country, Kaufmann, Mehrez, & Gurgur (2002) noted that local authority services were more accessible to citizens than services provided by the central government. However, from all these studies much as these studies indicate that decentralization has improved accessibility of local authority services, improved consistency of public services with priorities, little has been improved in developing countries given an example of Uganda where the health services are still poor despite the fact that Central Government allocates conditional grants to the local government to ease service delivery, like in Kira municipality where health centres don’t have medicines and medical supplies, they lack beds for the patients and the centres sometimes don’t have water which results into poor hygiene. This can be attributed to poor planning thus the need for this study to establish the extent to which grants’ planning affects service delivery in Local Government.
2.3.2 Grants utilization and service delivery

According to KPMG report (2011), outcome-based budgeting requires public sector spending to be aligned behind an approved set of governmental priorities, such as reductions in crime and unemployment or improved access to education and healthcare. Although widely used in the private sector, the approach has been slower to take hold in government settings where budget, policy, and appropriation processes are more complex and transparent, involving more administrative layers and approval steps than in the commercial environment. From this literature, it is revealed that government bodies like Local Government have not recognized the importance of outcome-based budgeting which requires public sector spending to be aligned behind an approved set of government priorities for example improved health and education services, improved accessible roads and improvement in the security of the local citizens which has affected the central governments to attain their intended goals and objectives as expected like in Uganda today, there is a lot of insecurity, inadequate health services and inadequate education services and continued unemployment.

According to Economics Intelligence Unit, (2013), it was observed that it is in the interest of the Local Government and other service providers to show that they are achieving results. There is an increasing demand by local citizens for the Local Government and Central Government to account for resources and to show results in terms of service delivery. Consequently, a growing number of public officials from the Central Government mainly from the ministry of Local Government are seeking reliable information to inform decision making, demonstrate results, and improve accountability of the grants that Central Government normally allocates to these Local Governments with them realizing improved service delivery to local communities or citizens. However, as per this study, there is big challenge on the utilization of grants from the
Central Government like in Uganda as the system cannot demonstrate with certainty, development achievements from increased public funds or grants to show improvement in the service delivery like in the health sector, education and road construction and security due to the increased insecurity in different communities. Thus this study will intend to establish whether the level of grants utilization affects service delivery.

Literature according to the World Bank, (2013) revealed that a determinant key of service delivery and performance in local government is “local oversight and supervision”, and with the myriad of inputs (funding or grants allocated by the central government and other supporting organizations or bodies) side issues and bottlenecks, this study argues that focusing on the output end of the supply chain, to demonstrating service delivery at the local and facility levels may be a way to foster planning and resource allocation that focuses on results; and ensuring there is proper resource utilization to deliver the required services. The approach is also a sure way to enhance accountability and governance; support continuous learning and improving; and in the processes enhance the Government’s image in the eyes of the citizens, especially, in rural and remote communities. Moreover, involving the community or beneficiaries promotes participation, a sense of ownership and sustainability of public investments thus enabling the central government to attain its intended goal of achieving quality service delivery through decentralized system of government. Therefore, this study will also expound whether the level of grants utilization affects service delivery.

World Bank, (2004) it was revealed that effective evaluation of government programmes requires careful analysis of the key factors that are relevant to the successful delivery of the programme, and of how these relate to each other. A simple evaluation design will only ask whether the programme has been implemented as intended and whether the pre-set objectives
have been achieved. Rigorous impact evaluations or policy analysis on the other hand, will review all the policy issues or programme design elements from the perspective of what worked best to deliver the intended outcomes and value for money. So, for instance, will the programme deliver better outcomes efficiently or effectively if it is demand driven, giving beneficiaries greater choice with regard to the service they require, or if it is supply driven and government designs a service with many of the elements pre-decided? Or, what exactly will the role of different spheres of government be in the delivery of the programme and what institutional configuration will deliver the best outcomes to recognize effective and efficient utilization of grants. However, research does not indicate how this can be possible mainly of Local Government where the Central Government gives grants to the local authority to ensure quality service delivery whether an evaluation can either be formative, that is an evaluation conducted early on in the programme or while it is still in the design phase, to help make design decisions or improve the performance of the programme, or a summative evaluation at the end of the programme, to determine whether intended outcomes have been achieved and what the main determinants of success were (World Bank, 2004).

Contrary to the agency theory, donors in this case (the central government) and beneficiaries (the local citizens) have the same goals, similar interests, and an intrinsic motivation for working together. From this perspective, monitoring and evaluation on grants utilization are exchange mechanisms for improving the performance and the efficiency of both the donor and the beneficiary. The information that results from monitoring and evaluation can help increase the knowledge of good practice and may turn into a long-term relationship with high performance and better service delivery (Van Slyke, 2007). The consequence of the agency theory is that both donors and beneficiaries must spend time and resources mitigating the gap between their
interests through grants utilization and service delivery. Thus the agency theory seems to fit the hypothesis of this study to establish whether the level of grants utilization affects service delivery.

2.3.3 Grants accountability and service delivery

According to Haque (2000) the changes in the objectives and norms of governance mean that there are corresponding adjustments in the standards of its accountability. Instead of answerability for social welfare, the rights of citizens, alleviation of poverty, fairness, impartiality and justice, public governance is becoming more and more accountable for promoting economic growth, increasing efficiency, effectiveness and productivity, encouraging competition, increasing profit and ensuring cost effectiveness. This means that the standards of public accountability now overemphasize efficiency and productivity as against public concerns like representation and equality. However, much as Haque studied accountability in Local Government and emphasized that changes and norms of governance mean that there are corresponding adjustments in the standards of its accountability, there are still challenges with service delivery due to the inadequate services that are being offered to the local citizens such as recorded inadequate health services, inadequate education services, poor sanitation among others and the entrusted personnel cannot provide proper accountability of the funds that Central Government allocates to these Local Governments for provision of better services at the local level.

Saito (2000) points out that information provision fulfills important functions in the overall communication between Local Government and local community. New information technology anticipates and supports this and has a far-reaching influence on the dynamics between
government and local community. Providing general information is an important form of service delivery with a primarily collective character. This could be information via internet such as the website of the local government. This could also be via local media or via special publications from the Local Government itself (for instance instructions on how to apply for a permit, the application procedure for a travel document and so on) and may occur verbally via information desks of a local government. The citizens’ image of Local Government is largely informed by these different types of information. It is important to keep in mind the design and aim for an unequivocal image. People must know they are communicating with their Local Government. However, this is not the case today. The information that is being provided to the citizens is wrong although scholars have written on grants management, but accountability as an element of grants management has not been studied for example Ikirimat (2014) studied local development grants’ management and service delivery in Uganda and carried out analysis on performance based grants in Wakiso district and none of her objectives looked at grants accountability thus this study will establish the extent to which grants accountability affects service delivery in Kira municipality.

According to Smit & Cronje (2002), accountability denotes an answer to some authority or persons, or justification of one’s actions or inaction, which may be measured against set standards or expectations. Smit & Cronje said that “accountability implies that the responsible employees will be expected to account for outcomes, positive or negative, for that portion of the work directly under their control”. For example in case of this study, officials or local government administrators are responsible or accountable for the grants that Central Government allocates to the Local Government to provide better services to the citizens. Accountability links results directly to the actions of an individual, section, department or business unit. Despite
popular rhetoric, public accountability remains an elusive concept and a challenge for politicians, officials and the citizens. It is an important democratic tool for ensuring that public needs, legitimate demands and entitlements are addressed. Good governance demands, inter alia, accountable politicians, officials and civil society. However, although civil servants at Local Government are very aware of the intent of the grants, they have not been able to provide clear accountability on the expected services thus this study intends to establish the extent to which grants accountability affects service delivery.

As noted by Saavedra-Costas (2009), decentralization can help in strengthening accountability, which is a necessary ingredient for better service delivery. In this regard, where elected leaders are involved in making policy decisions about the delivery of essential services, decentralization grants opportunity for such leaders to hold public servants accountable to citizens. Under such circumstances, elected leaders can agitate for the removal of public officials who fail to deliver quality services. However, given a case to this study, decentralization of local services to be delivered by the central government through the Local Government has been not effective as expected due to the gaps like delays in service delivery, failure to deliver the required quality of the budgeted services like poor roads and lack of medicine and medical supplies in the health centres and the local officials or administrators cannot provide clear accountability of the allocated grants thus this study intends to close this gap by establishing the extent to which grants accountability affects service delivery.

Saavedra-Costas (2009) asserts that the assignment of functions and responsibility for outcome in the hands of lower levels of an organization should allow decisions to be made and implemented at this level. However, this corresponds to the type of decentralization that is adopted, which is therefore dependent upon the links between the Centre and the local offices of
government. Decentralization does not lend itself to simple definition but rests on deliberate change in the organization of government so that authority to command, and responsibility for outcomes, is effectively localized throughout the country. However, Saavedra –Costas much focused on local government being accountable to the Central Government but they did not consider how the Local Government should be accountable to the citizens since they are the beneficiaries of the grants that the Central Government sends to the Local Government for easy monitoring thus this study will intend to establish the extent to which grants accountability affects service delivery in Local Government in Uganda, Kira municipality in particular.

Arze & Martinez-Vazquez (2003) noted a change in expenditure composition with increasing fiscal decentralization. More specifically, the study reported a significant correlation between the level of expenditure in service delivery and decentralization, with the results being stronger in developing than developed countries. The literature further reveals that the relationship between decentralization and service delivery is not always positive. For instance, Azfar & Livingston (2002) did not find any positive effects of decentralization on efficiency and equity of public service provision in Uganda. Furthermore, Paul, Charles & Rambo, (2014) the study is limited in terms of the scope of services water supply, garbage collection, and sanitation in Local Government. However, much as these scholars have studied decentralization of service delivery by correlating the level of expenditure with service delivery, literature does not clearly bring out the extent to which grants accountability affects service delivery which this study intends to do.

Kusek (2004) revealed that public officials have a constitutional obligation to account to Parliament. They should be broadly accountable for how they spend public money, how they have achieved the purposes for which the money has been voted and how they have gone about their duties with a high degree of integrity. M&E provides the information, in a structured and
formalized manner, which allows scrutiny of public service activities at all levels. The purpose of M&E may account for the perception that M&E is “policing”. Despite the concerns that many have that one should not pursue M&E only for the purpose of accountability, as it may create suspicion and a culture of fear, when dealing with public funds or grants accountability is critically important. Accountability is governed by the Constitution and legislation such as the Public Finance Management Act, is supported by institutions such as the Auditor-General and the Public Service Commission, and failure to adhere to meeting accountability requirements is often met by sanction. However, considering this study, this has not been effective as far as mismanagement of local government grants that results into poor services and there has been no serious action taken to ensure that there is proper management of these grants and even when identified, no clear reports are presented to the public because of the political powers thus resulting into poor service delivery which calls for this study to establish the extent to which grants accountability affects service delivery.

2.4 Service delivery

Service delivery in government especially at the local government level has been evolving, and various approaches adopted depending on the context and decisions of each local government. According to Patrick (2013), service delivery refers to a relationship between policy makers, service providers, and consumers of those services, and encompasses both services and their supporting systems. Service delivery is a mechanism used by an organization to meet the needs and aspirations of the people it is meant to serve. Political and Technical Assessments of the effectiveness of public organizations such as Local Governments (LGs) occur continuously in most Countries. These review how effectively Local Governments meet the service delivery standards of the country. Confidence in Local Governments derives from demonstrated
capability to deliver services in a way that meets national and public needs. These should address
the needs of the community by providing quality services (Patrick et al, 2013). However, Local
Governments today, do not meet the needs of the local citizens as planned by the Central
Government which this study intends to investigate on.

According to Uganda, Ministry of Local Government, Local Government Sector Investment Plan
(2013) the ability of a local government to meet national service delivery needs is a source of
credibility on their part. Conversely, Local Governments face a critical test when they fail to
meet peoples’ expectations. At the centre of service delivery is accountability, value for money,
efficient and effective use of resources, improved communication and decision-making
processes. If the accountability process is weak, value for money will not be realized. Effective
service delivery is about providing the services that meet the needs of the users in the most
efficient and effective ways. Sharing best practices leads to effective and efficient service
designs and implementation. However, in most Local Governments this has not been attained
due to corruption and embezzlement of the grants that the Central Government allocates to the
Local Governments and no serious actions are taken to make a follow-up.

According to Jean, Malinda & Janneke (2007), service delivery is part of a complex of relations
between citizens and government. Service delivery involves a series of products and services of a
varying nature. With service delivery the customer comes first. The setup of the organization and
the basic attitude of employees take form according to the principles of customer logic. This is
difficult for a government, as this is something that they are often not used to. Citizen
satisfaction is crucial here. This naturally does not stand alone but is part of a broader whole that
defines the relationship between state and society. Citizen satisfaction in the interplay between
government and citizens is the determining factor for government acceptance.
Jean et al (2007) noted that good quality and affordable service delivery is also a condition for the good image of government. The meaning of good service delivery for the image that citizens have of the government is not always valued fairly. Service delivery is not an isolated something, but is part of a complex relation between government, society and citizens. Complex because it involves various dimensions, complex because it is dynamic, and complex because the government is itself a complex body. This led government to decentralize its services to local government to ease service delivery but there is still poor service delivery which this study intends to find out.

Khosa (2000), points out that reliability, trust and customer satisfaction build on each other. So service delivery is not purely an economic process. It is a determinant factor in the image of government, the position of government and the legitimate basis of its work. In this way service delivery is one of the pillars of the government’s legitimacy and that requires awareness of its effectiveness and efficiency. Provide public services in a professional and proper manner and do so at the lowest possible cost. This adds to the trust and strengthens the foundations of society. Administration and organization both benefit in their complementary responsibilities for service delivery. However, today service providers in local governments are not reliable and trustworthy due to continued corruption and embezzlement of the grants that central government allocates to these local governments thus this study intends to investigate whether the poor service delivery is due to poor grants management.

2.5 Summary of the literature review

The chapter addresses literature related to grants management in local government guided by three dimensions (grants planning, grants utilization and grants accountability) and service
delivery. The review of literature finds that effective grants management is an important route towards better service delivery to the local people to meet their needs. Literature review indicates that planning, utilization and accountability for grants that are allocated from the central government leads to better service delivery. Although the above studies in the literature by different scholars and authors highlight the importance of grants management on service delivery, most of the literature is faced with contextual and methodological gaps which needed to be addressed hence need for this study.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the process and procedures involved in conducting the research study. It helps to explain the research design, study area and population, sampling selection techniques and sample size, data collection method, validity and reliability of data, sources of data and data processing, analysis, measurement of variables, measurement of data, ethical consideration and limitation to the study.

3.2 Research design

In this study, the researcher employed a case study research design, by focusing on single entity and quantitative and qualitative approaches were adopted. A case study research design enabled the researcher carry out an in-depth analysis of the problem in the study unit (Kothari, 2004), while enabling the creation of case-specific generalizations on the research phenomena (Neuman, 2014). The use of both qualitative and quantitative approaches enabled the researcher to eliminate the element of bias associated with the application of one research approach (Mugenda and Mugenda, 2003). The quantitative and qualitative approaches enabled the researcher to quantify and qualify the relationship between grants management and service delivery in Local Government.
3.3 Study area

The study was conducted in Kira Municipality in Wakiso district located in the East of Mukono district and the researcher concentrated on three divisions which include Kira division, Namugogo division and Bweyogerere division. Kira Municipality was chosen because it is one of the municipalities in Wakiso district that has had issues on service delivery.

3.4 Study population

Study population is defined by Mugenda and Mugenda (2003) as an entire group of individuals, events, or objects having common observable characteristics. This study covered a total population of 95 individuals working directly or indirectly with in Kira Municipality Local Government. These include: Municipal Mayor, Municipal Town Clerk, 36 municipal councilors, 6 municipal planning committee members, 6 parish chiefs, 3 division chairpersons and 43 division councilors.

3.5 Sample size and selection

The sample size for this study was selected from the target population of 95 and is from this population that sample size of 76 respondents was selected using the Krejcie & Morgan (1970) table for determining sample size from a given number of population, each category of the respondents plays a big role in the management of grants towards better service delivery as illustrated in the sample frame in table 1 below;
Table 1: Target Population, Size and Sampling Technique

<table>
<thead>
<tr>
<th>Category of the respondents</th>
<th>Target population</th>
<th>Sample size</th>
<th>Sampling technique</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Mayor</td>
<td>01</td>
<td>01</td>
<td>Purposive</td>
</tr>
<tr>
<td>Municipal Town Clerk</td>
<td>01</td>
<td>01</td>
<td>Purposive</td>
</tr>
<tr>
<td>Municipal councilors</td>
<td>36</td>
<td>28</td>
<td>Simple random</td>
</tr>
<tr>
<td>Municipal planning</td>
<td>06</td>
<td>5</td>
<td>Purposive</td>
</tr>
<tr>
<td>committee members</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parish chiefs</td>
<td>06</td>
<td>5</td>
<td>Purposive</td>
</tr>
<tr>
<td>Division chairpersons</td>
<td>03</td>
<td>2</td>
<td>Purposive</td>
</tr>
<tr>
<td>Division councilors</td>
<td>43</td>
<td>34</td>
<td>Stratified simple</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>random sampling</td>
</tr>
<tr>
<td>Total</td>
<td>95</td>
<td>76</td>
<td></td>
</tr>
</tbody>
</table>

*Source: adapted from Kira municipality provisional management team July 2017, Krejcie & Morgan, (1970) table for determining sample size and modified by the researcher.*

### 3.6 Sampling technique

This study employed both probability and non-probability sampling by using simple random sampling and purposive sampling techniques in selecting the sample from the population. Simple random sampling technique is used to select a sample from the strata where each case in the population of the strata has an equal probability of being selected into the sample (Neuman, 2014). Total samples of 28 respondents who are Municipal councilors were selected. The advantage of this method gives equal chance of being selected and highlights limited bias and classification error among others. A sample of 34 respondents who are Division councilors were selected using stratified simple random sampling technique. This technique was used because it ensures that a sample stands a chance to be represented as opposed to other methods which would likely omit the sample due to small numbers in the population (Mugenda and Mugenda, 2003). The study used purposive sampling technique to select 14 respondents who are; Municipal Mayor, Municipal Town Clerk, Municipal planning committee member, Parish chiefs, Division chairpersons where the population is relatively small, and where the cases in the strata possess unique qualities (specialist skills) that are vital to the outcome of the research (Cohen,
This method was used because the selected respondents have desired information due to their knowledge and experience about the subject under study.

3.7 Study procedure

Using an introduction letter from the Head of Graduate School, the researcher sought permission from authorities in charge of research and development from Kira municipality to conduct the research. The researcher then made contact with the various authorities to whom the letter was addressed to make appointments as to when the study was to be carried out to enable proper planning. On the agreed dates, the researcher went to the various divisions within the municipality to meet the respondents and collect the data. The data collection was carried out for a period of two weeks. In the event of any incompleteness of the data collecting exercise, the researcher rescheduled the appointments on consultation with the respondents. After data collection, data analysis was done and a report was made, which marked the final activity of the research process.

3.8 Data collection methods.

This study utilized both qualitative and quantitative data collection methods where data was collected from both primary and secondary sources. The primary data was used because it is reliable and dependable with accurate information without bias (Mugenda and Mugenda, 2003) and the primary source included the questionnaire and interviews. Secondary data was used because it helps to make primary data collection more specific since with the help of secondary data, we are able to make out what are the gaps and deficiencies and what additional information needs to be collected. The source of secondary data was documentary review which includes textbooks, journals, documents and organization reports about grants management (Mugenda and Mugenda, 2003).
Quantitative methods involved the use of close ended questionnaires and a documentary review on grants management was also conducted. Qualitative method involved the use of open ended interviews.

3.8.1 Questionnaires Survey.

A questionnaire is a pre-formulated written set of questions to which respondents’ record their answers usually within rather closely defined alternatives (Sekaran, 2003). The questionnaires were personally administered to the respondents and feedback about the related topic was shared with the researcher easily. However, personally administered questionnaires are easy to use when the survey is confined to a local area and the organization is willing to assemble groups of employees to respond to the questionnaires. This method is also economical in terms of time management as questionnaires are easy to fill and take less of the respondent’s time and that of the researcher in administering and analyzing them (Amin, 2005). The questionnaires were addressed to a total of 64 respondents who included Municipal councilors and Division councilors.

3.8.2 Interview

Interview is a data collection method which basically involves the researcher and the respondent, during the process a researcher follows the designed interview guide to help him/her precede with his/her research (Mugenda and Mugenda, 1999). In this study, face to face interviews were carried out personally using open ended questions with the aim of getting information from respondents and the responses were written down for analysis. This method puts the researcher in a better position to judge the role of grants management and service delivery in local governments. The researcher created a friendly environment for the respondents with the aim of obtaining accurate and reliable data, (Mugenda and Mugenda, 1999). The use of interviews is
because it helps with more accurate screening. The interviews were held with 14 respondents 
who included Municipal Mayor, Municipal Town Clerk, Municipal planning committee 
members, Parish chiefs and Division chairpersons.

### 3.8.3 Documentary Review

Documentary review is a way of collecting data by reviewing existing documents. The document 
may be internal to a program or organization or external to the organization. Information was 
obtained through documentary evidence which also include audio and visual evidences. The 
researcher also looked at published documents, reports, and programme logs, performance 
ratings on staff, journals, grants management reports and newsletters that have grants 
management in relation to Local Governments in Uganda and Kira Municipality in Wakiso 
district in particular. This data collection method enabled the researcher to obtain a good source 
of background information, and is relatively inexpensive and unobtrusive.

### 3.9.0 Data Collection Instruments.

Data was collected using three instruments, questionnaires, interview guides and documentary 
review check lists.

#### 3.9.1 Self-Administered Questionnaires

According to Mugenda and Mugenda (1999), use of self-administered questionnaires allows the 
researcher to collect data from many respondents in the shortest time and the researcher analyzes 
all the respondents’ answers. Sekaran (2003) asserts that structured questionnaires with closed 
ended questions are used to collect information from the randomly sampled respondents using a 
Likert scale questionnaire with a five category response continuum of Strongly Agree (SA), 
Agree (A), Not Sure (NS), Disagree (D), and Strongly Disagree (SD). The self-administered
questionnaires were used because respondents answer at their convenience and the low cost-per-completion makes it an economical method of surveying large samples.

3.9.2 Interview Guide

The interview guide was developed by the researcher and guided using semi-structured and unstructured interviews which contains open ended questions. The interview guide was prepared basing on the research objectives. This method allowed the researcher to obtain in depth information and allow a face to face contact with the respondents. The researcher took lead on the respondents’ answers and gauge on how to handle the interview process.

3.9.3 Documentary Review Check List

The researcher looked at secondary data sources relevant to grants management and service delivery and analyzed the information. Secondary data sources included the local government budgets, project reports, local government staff performance; local government grants development systems reports, minutes of the previous report among others. The documentary analysis generated both quantitative and qualitative information that helped analyze the research problem.

3.10 Validity and reliability of data.

A pilot study was conducted to test the reliability and validity of the research. According to Orodho (2003), a pilot test helps to test the reliability and validity of data collection instruments.

3.10.1 Validity of data

Validity refers to the extent to which an instrument measures what is supposed to measure, data needs not only to be reliable but also true and accurate (Joppe, 2000). A valid instrument can be measured using a content validity index for quality assurance and in this case the questionnaires
were examined by research experts and two supervisors for corrections and adjustments for content validity. Validity was determined by the use of Content validity Index (CVI). CVI of between 0.7 and 1 which shows the instruments to be valid for the study (Orodho, 2003). Content validity ensures that the measures include an adequate and representative set of items that tap the concept.

\[
CVI = \frac{\text{Total number of valid questions in the questionnaires}}{\text{Total number of questions in the questionnaires}}
\]

\[
CVI = \frac{26}{35} = 0.743
\]

Therefore, this result implies 26 of 35 items on instrument were declared to be valid and the rest were discarded as indicated in Denscombe, (1998) and these were finally considered in the questionnaire for data collection

3.10.2 Reliability of data

Reliability refers to the consistence, stability, or dependability of the data. Whenever an investigator measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results (Cooper & Schindler, 2003). A reliable measurement is one that if repeated a second time gives the same results as it did the first time. If the results are different, then the measurement is unreliable (Mugenda and Mugenda, 2003). To measure the reliability of the data collection instruments an internal consistency technique using Cronbach's alpha was applied to the gathered data (Mugenda and Mugenda, 2003). Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability and a minimum coefficient of 0.7 or higher is assumed as suggested by Mugenda and Mugenda (2003) as indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005).
To ensure the reliability of an instrument, a pilot study was conducted from Mukono Municipality since it has the same characteristics as the target population of the study (Heiner, 2007). Twenty (20) questionnaires were administered to Mukono Municipality staff where fifteen were realized for test. Collected data was analyzed using SPSS and Cronbach’s alpha coefficient was determined. The questionnaires were reliable if Cronbach’s alpha coefficient is above 0.70 as recommended by (Katamba & Nsubuga, 2014).

### Table 2: Reliability Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants planning</td>
<td>.783</td>
<td>7</td>
</tr>
<tr>
<td>Grants utilization</td>
<td>.766</td>
<td>6</td>
</tr>
<tr>
<td>Grants accountability</td>
<td>.818</td>
<td>7</td>
</tr>
<tr>
<td>Service delivery</td>
<td>.853</td>
<td>6</td>
</tr>
</tbody>
</table>

*Source: Primary data*

The results in table 2 above indicate that reliability test using Cronbach's Alpha ranges from 0.853 to 0.766. This implies that items adopted in the questionnaire were deemed highly reliable as recommended by Katamba et al, (2014) Cronbach’s alpha coefficient has to be above 0.70

#### 3.11.0 Data analysis

Data analysis refers to the process which involves a number of closely related operations, which are performed with the intent of summarizing the data collected, organizing it in such a manner that answers the researcher’s questions and hypothesis (Amin, 2005). Data was analyzed both quantitatively and qualitatively.
3.11.1 Quantitative data analysis

The data collected was summarized using descriptive analysis and inferential statistics that include frequencies and measures of central tendency i.e. mean and standard deviation. Statistics by use of SPSS programme (IBM Version 20) was computed to enable the researcher to meaningfully describe a distribution of scores or measurements. The data was represented in the form of descriptive tabulations, percentages, and frequencies. Inferential statistics by using a regression analysis was run to explain the extent to which grants management affects service delivery in local governments (Mugenda and Mugenda, 1999).

3.11.2 Qualitative data analysis

Qualitative data collected was compiled, edited, coded, and categorized through finding patterns, trends and relationships from the information gathered. This data was used to describe and draw conclusions on how grants management is a core of service delivery. Primary data collected like interviewees responses were analyzed using content analysis technique and finding patterns were discussed in line with the research objectives in order to establish areas of convergence and divergence. According to Mugenda and Mugenda (1999), the researcher’s interest is to analyze information in a systematic manner so as to come up with meaningful conclusions and recommendations.

3.12 Measurement of variables

The measurement of variables was conducted using the works of Sekaran (2004) and three scales were used; nominal, ordinal and interval. Nominal data was basically used to measure social demographic characteristics of the respondents by measuring their level of education, length of
services, and gender among others. An interval scale was used to sum and determine the magnitude of difference of the responses to the questions on a 5 Likert scale. The differences assigned to each interval were ranked in order and the quality of the magnitudes of the differences in the variable determined (Denscombe, 2000). An ordinal scale of measure was used to measure numerical data where 5- Likert scale was used to grants management and service delivery. A five Likert scale sought respondents to give their opinion or view on the items or statements on instruments basing on their degree of agreement which included Strong Agree (5), Agree(4), undecided, Disagree (2), and Strongly Disagree(1). This choice of measurement with each point on the scale carried a numerical score which was used to measure the respondent’s attitudes, perceptions, values and behaviors of individuals. The measurement has an advantage that it enabled data to be further subjected to further manipulation in order to generate descriptive statistics (Amin, 2005).

3.13. Limitations of the Study

(i) Most of the respondents might be very suspicious of this study, thinking that is a poly to gain information about the organization’s operations. It took a lot of time by the researcher to explain to them that this research is mainly to help them understand the importance of proper grants management towards improving service delivery.

(ii) The researcher may also experience time constraint in data collection, analyzing data and in final presentation of the report as he had to convince the respondents about the importance of the study. However, the researcher managed to overcome this problem by ensuring that time element is put into consideration and all appointments agreed with the supervisors and respondents are fully meet.
(iii) The researcher experienced a problem of non-response from respondents who might be given questionnaires to fill. However, the researcher assured the respondents that any information given is to be treated with utmost confidentiality.
CHAPTER FOUR
PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

In this chapter, the data analysis and interpretation are presented. This was done using both qualitative and quantitative data. It is systematically organized according to the variables, and research questions that guided the study and it is divided into three sections. The first section presents analyses and the results regarding the background information. The second section presents analyses and interprets the results on the research findings.

4.2 Response rate

Table 3: Data response table

<table>
<thead>
<tr>
<th></th>
<th>Target No</th>
<th>Realised No</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaire</td>
<td>62</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Interview</td>
<td>14</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>63</td>
<td>82.89</td>
</tr>
</tbody>
</table>

Source: Primary data

From table 3 above, the researcher was able to collect information on 63 (approximately 82.89%), out of 76 from the targeted population. However, out of the 62 questionnaires expected to be filled and returned by the respondents, 54 were filled and returned which was a good response rate for the research to base on for data analysis as according to (Mugenda & Mugenda, 2003). The respondents who were interviewed by the researcher were 9 out of 14 respondents expected to provide qualitative information to add on the quantitative data.

4.3.0 Background information.

In this section, data is presented on the socio-demographic composition of the sample obtained through the questionnaire which included; gender, age bracket, level of education, length of service of the respondents. All the tables, charts and graphs are based on the 54 questionnaires
returned and filled by the respondents, thus giving the quantitative analysis. The purpose of collecting demographic data on respondents was to help in establishing the respondent sample characteristics and be able to form appropriate opinions about the research findings. The detailed analysis of these characteristics and interpretation are presented in the following subsections.

4.3.1 Gender distribution

The study aimed at establishing the gender of the respondents. This information was gathered using a questionnaire administered to the employees at Kira municipality from different divisions within Kira municipality and the respondents included municipal and division councilors. The results are presented in figure 2.

![Gender Distribution Chart]

**Figure 2: Gender of the respondent**

*Source: Primary data*

Findings from figure 2 illustrates that 51.85% of the majority respondents were male, 48.15% of the respondents were female. This finding implies that the study was representative since both female and male were captured. Therefore, in this municipality male employees participate more
in grants management to ensure timeliness of service and cost reduction on service delivery to the citizens than their counter parts.

4.3.2 Age distribution

The study aimed at establishing the age of the respondents. The findings are presented in figure 4 below;

![Age of respondents](image)

**Figure 3 : Age of respondents**

*Source: Primary data*

The findings in figure 3 above illustrates that 42.59% of the respondents in this municipality are between the ages of 19-35, 38.89% are between the ages of 36-50. This finding implies that this study was representative since the age category of respondents was regarded mature enough to understand and appreciate the issues of grants management and service delivery. They are still young to work with the aim of attaining the municipal goal and objective. However, much as 9.259% is a small percentage that represents respondents of between the age 51-60 and above 61, these are important to the organisation reason being they are mature enough and they have vast knowledge and experience on grants management.
4.3.3 Level of education distribution

This aimed at establishing the level of education distribution of the respondents. The findings are illustrated in figure 4 below.

![Figure 4: Level of education of the respondents](image)

**Figure 4: Level of education of the respondents**

**Source: Primary data**

Figure 4 above indicates that 38.89% of the respondents are certificate and diploma holders respectively, 20.37% have at least attained bachelor’s degree, and 1.852% have attained education up to master’s level. The result would mean that all respondents in the study were literate, could interpret the questionnaire as required and believed to have provided their reliable and valuable opinion on grants management and service delivery. However, this finding implies that most individuals involved in grants management hold minimum education of which some would not be having adequate knowledge on grants management thus there is need to have more employees with at least a degree qualification to take up these positions like municipal and division councilors since the councils at different administration levels are the ones mandated
with the approval of all council activities.

### 4.3.4 Length of services distribution

This aimed at establishing the length of service distribution of the respondents. The findings are illustrated in figure 5 below.

![Length of service](image)

**Figure 5:** Length of service

*Source: Primary data.*

Results from figure 5, indicate that 40.74% of the respondents have worked with this organization for a period above 6 years, 33.33% have worked for a period between 1-3 years, 25.93% have worked between 4-6 years. These study findings revealed a good working environment which has given a platform for most individuals to stay longer driving their capability to perform the assigned duties and responsibilities as strategically, tactically and operationally with the issues to do with grants management and service delivery. This finding
implies that at least individuals in this municipality have stayed for a period above 6 years which gives a good experience on grants management and service delivery.

4.4.0 Research findings

This explains the findings in this study as they are presented according to the objectives of the study.

4.4.1 Grants planning and service delivery

This objective intended to assess the extent to which grants’ planning affects service delivery in Kira Municipality. The magnitude of the mean score suggests the extent grants planning affects service delivery which is depicted by the measurement indicator. A5-Likert scale ranging from 1 which represented strongly disagree to 5 which reflected strongly agree was used where SD=strongly disagreed=disagree=undecided, A=agree and SA=strongly agree. Mean scores are interpreted as follows: 4.20-5.00 (very high); 3.4-4.19 (high); 2.60-3.39 (average); 1.80-2.59 (low); and 1.00-1.79 (very low). The results are presented in table 4.
Table 4: Findings on grants planning and service delivery

<table>
<thead>
<tr>
<th>Variable items</th>
<th>N</th>
<th>Percentage</th>
<th>Measures of central tendency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SD</td>
<td>D</td>
</tr>
<tr>
<td>Satisfactory planning is done at all levels</td>
<td>54</td>
<td>3.7</td>
<td>11.1</td>
</tr>
<tr>
<td>Planning puts into consideration employee motivation for improved service delivery</td>
<td>54</td>
<td>0.0</td>
<td>1.9</td>
</tr>
<tr>
<td>We ensure capacity and allocate resources effectively</td>
<td>54</td>
<td>1.9</td>
<td>5.6</td>
</tr>
<tr>
<td>Bottom up approach of planning is always followed in planning for grants</td>
<td>54</td>
<td>0.0</td>
<td>11.1</td>
</tr>
<tr>
<td>Government policy affects grants planning</td>
<td>54</td>
<td>1.9</td>
<td>3.7</td>
</tr>
<tr>
<td>In plan design we put into consideration the mandate of the government to meet the expectations of the local citizens</td>
<td>54</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>There is community participation in the planning process</td>
<td>54</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Average mean</td>
<td>54</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Primary data*

Results in table 4 above indicate that the extent to which grants planning affects service delivery in Kira Municipality was high with overall mean of (4.0000, SD=.46353) as per respondents’ opinions. To attain this, respondents agreed that government policy affects grants planning at 55.6% with a mean of (4.1481, SD=.83344), at a mean of (4.0926, SD=.55859), respondents agreed that in plan design they put into consideration the mandate of the government to meet the expectations of the local citizens. However, much as high mean score was revealed, the results in table 4 further indicate lower mean below the average of (3.7407,SD=0. 97488) which revealed that satisfactory planning done at all levels is not appealing to attain the quality of service delivery.
To support the above quantitative findings on the extent to which grants planning affects service delivery in Kira Municipality, qualitative findings from interviews were also revealed as one key informant revealed that..... “if local governments could participate in the design and streamlining of grants to tackle pertinent issues in local governments, quality and more satisfying services would be delivered.” However, the finding of this key informant is line with the quantitative finding which revealed an average satisfactory planning done at all levels. This implies that if local governments could participate in the design of grants, there will be proper satisfactory planning at all levels in the local governments thus improving timeliness of service delivery.

To ensure satisfactory planning at all levels, data from documentary review revealed that the Municipality had allocated in the Education department as follows: construction of a 5 stance pit latrine at Kirinya CU primary school and Hassan Trabi primary school in F/Y 2017/2018 at sh. 78, 164, 703, renovation of classrooms at Kireka Umea primary school and St Gonzaga Kamuli primary school respectively at sh.87, 171, 674. Construction of 2 classroom blocks at Kirinya Catholic primary school at sh.76, 033, 939 and at Kirinya CU primary school at sh.78, 164, 703 and each classroom was furnished with desks for pupils to sit on. This confirms that in the Municipality, there is consideration of the mandate of the government to meet the expectations of the local citizens. (Primary data, 2018)

4.4.2.1 Regression analysis results measuring the extent to which grants planning affects service delivery in Kira Municipality.

A regression analysis technique was used for the study to measure the extent to which grants planning affects service delivery in Kira Municipality and the findings are presented in the Table 5 below.
Table 5: Regression results on measuring whether the level of grants planning affects service delivery

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Grants planning

The model summary table above indicates R squared 0.087 of the adjusted R squared (0.069) which explains the variation between grants planning and service delivery. This finding implies that grants’ planning explains the variation in the dependent variable (service delivery) by 8.7% and the 91.3% can be explained by other variables or factors other than grants planning.

<table>
<thead>
<tr>
<th>ANOVA&lt;sup&gt;a&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>1 Regression</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Grants planning

The ANOVA table above representing findings on grants planning indicates a significance level in this model. It puts a positive effect grants planning has on service delivery because this table shows the significance of 0.030 which is less than 0.05.

<table>
<thead>
<tr>
<th>Coefficients&lt;sup&gt;a&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
</tr>
<tr>
<td>Grants planning</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Service delivery
Service delivery (SD) = 3.100 + 0.276 Grants planning (GP)
The coefficient results in the table above indicate that 3.100 is the average value of service delivery when all other variables are constant. This implies that an increase in service delivery can occur due to the per unit increase in grants planning. If there is 1 unit increase in grants planning, then the average change in service delivery will be 0.276.

4.4.2 Grants utilization and service delivery

This objective intended to establish whether the level of grants utilization affects service delivery. The magnitude of the mean score suggests the level of grants utilization affects service delivery is depicted by that measurement indicator. A 5-Likert scale ranging from 1 which represented strongly disagree to 5 which reflected strongly agree was used where SD=strongly disagreed=disagree=undecided, A=agree and SA=strongly agree. Mean scores are interpreted as follows: 4.20-5.00 (very high); 3.4-4.19 (high); 2.60-3.39 (average); 1.80-2.59 (low); and 1.00-1.79 (very low). The results are presented in table 6.

Table 6: Findings on grants utilization and service delivery

<table>
<thead>
<tr>
<th>Variable items</th>
<th>N</th>
<th>Percentage opinion</th>
<th>Measures of central tendency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spending is aligned behind approved set of service priorities</td>
<td>54</td>
<td>0.0</td>
<td>3.7</td>
</tr>
<tr>
<td>We normally assess the achievement of objectives of the grants against failure</td>
<td>54</td>
<td>1.9</td>
<td>1.9</td>
</tr>
<tr>
<td>We always spend only on the activities within citizens demand</td>
<td>54</td>
<td>0.0</td>
<td>40.7</td>
</tr>
<tr>
<td>We are committed to address gaps and deficiencies in implementation of planned activities</td>
<td>54</td>
<td>1.9</td>
<td>0.0</td>
</tr>
<tr>
<td>Central government always intervenes for any mismanagement of grants</td>
<td>54</td>
<td>0.0</td>
<td>5.6</td>
</tr>
<tr>
<td>Government policy influences grants utilization</td>
<td>54</td>
<td>0.0</td>
<td>1.9</td>
</tr>
<tr>
<td>Average mean score</td>
<td>54</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: primary data
The results in table 6 above report a high overall mean of (4.0340, SD= 0.47625) of how grants utilization affects service delivery. To support this finding, the results in table 4 indicate that respondents went ahead and strongly agreed at 59.3% with a mean of (4.5000, SD=0.69364) that government policy influences grants utilization and a mean of (4.2407, SD=0.82268) as respondents agreed that central government always intervenes for any mismanagement of grants. However, the results further indicate an average mean of (3.2222, SD=1.17629) at 40.7% as respondents disagreed that they always spend only on the activities within citizens demand and this affects the quality of service delivery.

To support the above quantitative findings on the extent to which grants utilisation affects service delivery in Kira Municipality, qualitative findings from interviews were also revealed as one key informant revealed that.....“Conditions placed on grants aren’t favorable, inconsistent in flow and with unpredictable life span.” However this finding is in line with the quantitative finding that revealed that the Municipality is not always spending only on activities within citizens’ demand. This implies that service delivery is affected because the demands of citizens are not directly met as the Municipality can’t spend on citizens’ demands.

To support high level of grants utilization, data from documentary review revealed that over the years, that’s to say, from financial years 2014/2015, 2016/2017 and 2017/2018, tarmac roads: Kira – Kiwologoma (6 km), Azam – Makanga (2 km), Kungu – Najjera (1 km), Bethan – Kamuli (1 km) and Kira – Kito (2 km) were all done. The following institutions also got services for example; Kimwanyi Umea primary school received a classroom and pit latrine facilities, Melissa primary school, Nambogo memorial primary school, and Buwaate primary school all received an eight stance pit latrine. Nambogo memorial primary school and Kira primary school both received water tanks, besides Nakwelo community secondary school received a classroom block and desks for students to sit on. This is in agreement with the quantitative findings that revealed that spending is aligned behind approved set of service priorities with an aim of providing service delivery to the local citizens. (Primary data, 2018)
4.4.2.1 Regression analysis results measuring whether the level of grants utilization affects service delivery in Kira Municipality

To measure whether the level of grants utilization affects service delivery in Kira Municipality, regression analysis was ran and the results are indicated in table 7 below.

Table 7: Regression results on measuring whether the level of grants utilization affects service delivery

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Grants utilization

The model summary table above, indicates R squared 0.221 of the adjusted R squared (0.206) explains the variation between the two variables. This finding implies that grants utilization explains the variation in the dependent variable by 22.1% and the 77.9% can be explained by other variables other than grants utilization.

<table>
<thead>
<tr>
<th>ANOVAa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>1 Regression</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Service delivery
b. Predictors: (Constant), Grants utilization

The ANOVA table above indicates a significance level in this model. It puts a positive effect of grants utilization on service delivery because this table shows the significance of 0.00 which is less than 0.05.
Service delivery (SD) = 2.474 + 0.429 Grants utilization (GU)

The coefficient results in the table above indicate that 2.474 is the average value of service delivery when all other variables are constant. This implies that an increase in service delivery can occur due to the per unit increase in grants utilization. If there is 1 unit increase in grants utilization, then the average change in service delivery will be 0.429.

4.4.3 Grants accountability and service delivery

This objective intended to assess the extent to which grants accountability affects service delivery and a descriptive analysis was done to draw results for conclusion. The magnitude of the mean score suggests the extent to which grants accountability affects service delivery is depicted by that measurement indicator. A5-Likert scale ranging from 1 which represented strongly disagree to 5 which reflected strongly agree was used where SD=strongly disagreed=disagree=undecided, A=agree and SA=strongly agree. Mean scores are interpreted as follows: 4.20-5.00 (very high); 3.4-4.19 (high); 2.60-3.39 (average); 1.80-2.59 (low); and 1.00-1.79 (very low). The results are presented in table 8.
Table 8: Findings on grants accountability and service delivery

<table>
<thead>
<tr>
<th>Variable items</th>
<th>N</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have annual reports on the spent funds from government</td>
<td>54</td>
<td>3.7</td>
<td>3.7</td>
<td>74.1</td>
<td>18.5</td>
<td>4.0741</td>
<td>0.60973</td>
</tr>
<tr>
<td>Employees are responsible and expected to give an account for outcomes for portion of the work directly under their control</td>
<td>54</td>
<td>0.0</td>
<td>1.9</td>
<td>64.8</td>
<td>33.3</td>
<td>4.3148</td>
<td>0.50746</td>
</tr>
<tr>
<td>We are broadly accountable for how public money is spent</td>
<td>54</td>
<td>0.0</td>
<td>3.7</td>
<td>48.1</td>
<td>48.1</td>
<td>4.4444</td>
<td>0.57188</td>
</tr>
<tr>
<td>There is accessibility to information regarding funds spent to the public</td>
<td>54</td>
<td>14.8</td>
<td>5.6</td>
<td>57.4</td>
<td>22.2</td>
<td>3.8704</td>
<td>0.93256</td>
</tr>
<tr>
<td>There are guidelines to guide the utilization and management of grants for proper accountability</td>
<td>54</td>
<td>0.0</td>
<td>3.7</td>
<td>61.1</td>
<td>35.2</td>
<td>4.3148</td>
<td>0.54337</td>
</tr>
<tr>
<td>We have the capacity to manage funds for efficient and effective service delivery</td>
<td>54</td>
<td>0.0</td>
<td>1.9</td>
<td>51.9</td>
<td>46.3</td>
<td>4.4444</td>
<td>0.53787</td>
</tr>
<tr>
<td>There is an audit team to ensure compliance standards are observed</td>
<td>54</td>
<td>1.9</td>
<td>3.7</td>
<td>48.1</td>
<td>46.3</td>
<td>4.3889</td>
<td>0.65637</td>
</tr>
<tr>
<td>Average mean score</td>
<td>54</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.2646</td>
<td>0.36013</td>
</tr>
</tbody>
</table>

Source: Primary data

From table 8 above, the results indicate a very high overall mean of (4.2646, SD=0.36013) as the whole respondents opined that grants accountability affects service delivery, this result was however attained at a very high mean of (4.4444, SD=.53787) as revealed that civil servants in this municipality have the capacity to manage funds for efficient and effective service delivery and broadly accountable for how public money is spent. However, much as an overall mean was high, the results are not appealing as there is limited accessibility to information regarding funds spent to the public and this was revealed at a mean of (3.8704,SD=0. 93256).

To support the above quantitative findings, qualitative findings were also gathered. From the findings, one key informant revealed that…..”certain category of information was regarded confidential as some of them were working under an oath of secrecy and besides, one required an authorization from the town clerk to access information.” However, this is in line with the quantitative findings that showed that there is limited accessibility to information regarding funds spent to the public. This implies that the citizens’ role as far as grants accountability is concerned is limited which affects the quality of service delivery.

To support quantitative findings on grants accountability further, documentary review revealed some activities were funds had been spent: mass circumcision, sensitization
workshops, face up lift of Kimwanyi health center II in the health department. Built classroom blocks and gave out desks to primary schools for pupils to sit on for example, Kijabijjo primary school, Nambogo memorial primary school, Mellisa primary school, Kimwanyi Umea primary school, Kitukutwe primary school, Bulondo Catholic primary school and kira primary school. This implies that the Municipality broadly accounts for how public money is spent and has the capacity to manage funds for efficient and effective service delivery. (Primary data, 2018)

4.4.3.1 Regression analysis results measuring the extent to which grants accountability affects service delivery in Kira Municipality

A regression analysis technique was used for the study to measure the extent to which grants accountability affects service delivery in Kira Municipality and the findings are presented in the Table 9 below.

Table 9: Regression analysis results on grants accountability and service delivery.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.367a</td>
<td>.135</td>
<td>.118</td>
<td>.40750</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Grants accountability

From the model summary table above, it indicates R squared 0.135 of the adjusted R squared (0.118). This finding implies that grants accountability explains the variation in the dependent variable by 13.5% and the 86.5% can be explained by other variables other than grants accountability.
<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>1.347</td>
<td>1</td>
<td>1.347</td>
<td>8.109</td>
<td>.006b</td>
</tr>
<tr>
<td>Residual</td>
<td>8.635</td>
<td>52</td>
<td>.166</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>9.981</td>
<td>53</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Service delivery
b. Predictors: (Constant), Grants accountability

The ANOVA table indicates a significance level in this model. It puts a positive effect grants accountability on service delivery because this table shows the significance of 0.06 which is less than 0.05.

\[ \text{Service delivery (SD)} = 2.316 + 0.443 \times \text{Grants accountability (GA)} \]

The coefficient table above indicates that 2.316 is the average value of service delivery when all other variables are constant. The results indicate that an increase in service delivery will be due to the per unit increase in grants accountability. If there is an increase in 1 unit of grants accountability, then the average change in service delivery will be 0.443.

4.4.4 Service delivery

Descriptive analysis was conducted to measure delivery. The magnitude of the mean score suggests the level of quality depicted by that measurement indicator. A 5-Likert scale ranging
from 1 which represented strongly disagree to 5 which reflected strongly agree was used where SD=strongly disagreed=disagree=undecided, A=agree and SA=strongly agree. Mean scores are interpreted as follows: 4.20-5.00 (very high); 3.4-4.19 (high); 2.60-3.39 (average); 1.80-2.59 (low); and 1.00-1.79 (very low). The results are presented in table 10.

**Table 10: Findings on service delivery**

<table>
<thead>
<tr>
<th>Variable items</th>
<th>N</th>
<th>Percentage Opinion</th>
<th>Central Tendency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SD</td>
<td>D</td>
</tr>
<tr>
<td>Customer trust and satisfaction is the basis of our work</td>
<td>54</td>
<td>0.0</td>
<td>1.9</td>
</tr>
<tr>
<td>We provide public services in a professional and proper manner at the lowest cost</td>
<td>54</td>
<td>0.0</td>
<td>3.7</td>
</tr>
<tr>
<td>We provide quality services for value for money</td>
<td>54</td>
<td>0.0</td>
<td>1.9</td>
</tr>
<tr>
<td>There is efficiency and effectiveness in service delivery through proper grants management</td>
<td>54</td>
<td>0.0</td>
<td>1.9</td>
</tr>
<tr>
<td>We respond to citizens’ concerns to meet their needs</td>
<td>54</td>
<td>0.0</td>
<td>9.3</td>
</tr>
<tr>
<td>Community services are accessed easily</td>
<td>54</td>
<td>0.0</td>
<td>5.6</td>
</tr>
<tr>
<td><strong>Average mean score</strong></td>
<td>54</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: primary data*

The results in table 10 indicate a very high mean of (4.2037 and SD=0.43397) implying high quality services in the municipality. The high mean is supported by a mean of (4.3333, SD=0.61430) as respondents agreed that there is efficiency and effectiveness in service delivery through proper grants management and a mean of (4.2963, SD=.63334) indicating Customer trust and satisfaction is the basis of our work and as individuals in this provide public services in a professional and proper manner at the lowest cost. However, much as the results indicate a high mean, a mean of (4.0000, SD=0.84675) the municipality responds to citizens’ concerns to meet their needs and also ensures quality services are delivered.

*To support the above quantitative findings on service delivery, further findings were gathered. From the findings, one key informant revealed that…… “the 22 public primary schools and the 4 public secondary schools, are highly congested.” However, this is in line with quantitative findings which revealed that community services are easily accessed.*
To further support this finding, documentary review revealed that, in each of the divisions of the Municipality, there is a public health centre for the citizen to access especially primary health care.
CHAPTER FIVE
DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents discussion and the summary of the study findings as presented in chapter four, conclusions and recommendations plus areas for further research.

5.2 Discussions of the study findings.
This subsection looks at the discussion of the findings which are discussed according to the respective research questions as earlier presented in chapter one.

5.2.1 Grants planning and service delivery

The first objective of this study was to assess the extent to which grants planning affects service delivery in Kira Municipality. The findings revealed that grants planning significantly affects service delivery. It was revealed that government policy affects grants planning and in plan design the responsible personals put into consideration the mandate of the government to meet the expectations of the local citizens. This finding can be related to the literature which indicates that The Constitution of the Republic of Uganda (1995) and the Decentralization Policy empower the Local Governments, with the responsibility of service delivery and promotion of popular participation and empowerment of local communities in decision making on matters that concern them. Article 190 of the Constitution of Uganda (1995) specifically provides that District/Municipal councils shall prepare comprehensive and integrated development plans incorporating the plans of lower Local Governments and thereafter submit to the National Planning Authority.
The finding in table 4 chapter four also reports that there is an average satisfactory planning done at all levels as per the majority respondents. This finding confirms the findings revealed by Bolivia, Faguet (2001) as performed an in-depth study of fiscal decentralization with the objective of evaluating its influence on changes in expenditure patterns at the local level. The study showed that spending patterns changed in favor of education, water and sanitation, agriculture and urban development, in response to fiscal decentralization. Thus the average satisfactory planning done at all levels can also be improved as Bolivia, Faguet revealed a change in favor of education, water and sanitation, agriculture and urban development, in response to fiscal decentralization

5.2.2 Grants utilization and service delivery.

The findings on the second objective intended to establish whether the level of grants utilization affects service delivery in Kira Municipality. It was revealed that grants utilization significantly affects service delivery. The results in chapter four of this study indicated a high mean as revealed that central government always intervenes for any mismanagement of grants and government policy influences grants utilization. These finding can be supported by the Literature according to the World Bank, (2013) which revealed that a determinant key of service delivery and performance in local government is “local oversight and supervision”, and with the myriad of inputs (funding or grants allocated by the central government and other supporting organizations or bodies) side issues and bottlenecks. The approach is also a sure way to enhance accountability and governance, avoid mismanagement of grants, support continuous learning and improving and in the processes enhance the Government’s image in the eyes of the citizens, especially, in rural and remote communities.
The results further indicate that there is always low spending on only the activities within citizens’ demand. According to the World Bank, (2004) it was revealed that effective evaluation of government programmes requires careful analysis of the key factors that are relevant to the successful delivery of the programme, and of how these relate to each other. A simple evaluation design will only ask whether the programme has been implemented as intended and whether the pre-set objectives have been achieved. Therefore, it’s better to put into consideration the spending programme of the grants whether it will deliver better outcomes efficiently or effectively if it is demand driven, giving beneficiaries greater choice with regard to the services they require.

5.2.3 Grants accountability and service delivery.

From the last objective of this study which intended to examine the extent to which grants accountability affects service delivery in Kira Municipality, the results indicate that grants accountability significantly affects service delivery. It was revealed that respondents agreed that they have the capacity to manage funds for efficient and effective service delivery and broadly accountable for how public money is spent. This confirms the literature revealed by Smit et al (2002), that accountability denotes an answer to some authority or persons, or justification of one’s actions or inaction, which may be measured against set standards or expectations. He further said that “accountability implies that the responsible employees will be expected to account for outcomes, positive or negative, for that portion of the work directly under their control”.

The study results further indicate that there is limited accessibility to information regarding funds spent to the public. This finding can be related to the literature revealed by Saito (2000) as it points out that information provision fulfills important functions in the overall communication
between Local Government and local community. New information technology anticipates and supports this and has a far-reaching influence on the dynamics between government and local community. Providing general information is an important form of service delivery with a primarily collective character. Therefore, limited access to information hinders provision of general information on the money spent to the public which affects service delivery.

5.3 Summary of major Findings

5.3.1. Grants planning and service delivery.

The study findings revealed that grants planning significantly affects service delivery in Kira Municipality. The significant effect was observed at coefficient of 0.276 and significant level of 0.030 which is below 0.05 and R squared of \( r^2 0.087 \).

5.3.2. Grants utilization and service delivery.

The study results revealed that grants utilization significantly affects service delivery in Kira Municipality. The results indicate a coefficient of 0.429 with significant level of 0.000 signifying a strong significant effect of grants utilization on service delivery.

5.3.3. Grants accountability and service delivery.

The study findings confirmed the existence of a significant effect of grants accountability on service delivery in Kira Municipality. This was observed at a coefficient of 0.443 at significant level of 0.006 which is below 0.5 and R squared of (0.135) signifying a strong significant effect of grants accountability on service delivery.
5.4 Conclusions

5.4.1 Grants planning and service delivery.

The study reveals that grants’ planning significantly affects service delivery in Kira municipality at coefficient of 0.276 and $r^2$ (0.087). However, despite of a significant effect, results indicate that there is a gap in grants planning as satisfactory planning at all levels is average and the bottom up approach of planning that is always followed in planning for grants needs to be improved to see better service delivery by the citizens.

5.4.2 Grants utilization and service delivery.

The study reveals that grants utilization significantly affects service delivery in Kira municipality which was observed at a coefficient of 0.429 and $r^2$ (0.221). However, despite of the significant effect, grants utilization needs to be improved for better quality service delivery as the results indicated that grants are not always spent only on the activities within citizens’ demand yet they are the beneficiaries of grants.

5.4.3 Grants accountability and service delivery.

The study reveals that grants accountability significantly affects service delivery in Kira municipality. However, despite of a significant effect observed at coefficient of 0.443 and $R^2$ (0.135), there is still need to improve on accessibility to information regarding funds spent to the public. This is because the public needs to be informed on how allocated grants are being spent by the agents of central government.

5.5 Recommendations

5.5.1 Grants planning and service delivery.
This study recommends that the municipality may adopt strategic-performance-management systems, which should assign accountability for initiatives and make their progress more transparent, can take many forms at all levels of managing grants. In this case transparency can be achieved through regular reviews and the use of financial as well as nonfinancial metrics to determine whether grants are properly allocated and will meet the needs of the citizens.

The study also recommends that to ensure satisfactory planning and bottom up approach of planning, the municipality may adopt integrated human-resources systems into the strategic plan. Simply monitoring the execution of strategic initiatives is not sufficient: their successful implementation also depends on how managers are evaluated like in this case proper planning for the allocation of the grants needs to be into consideration at all level. An advantage of this approach is that it motivates managers to flag any problems early in the implementation of a strategic initiative (which determines the size of bonuses) so that the company can solve them thus this can be important for the municipality to improve on service delivery if there is improved satisfactory planning.

5.5.2 Grants utilization and service delivery.

The study recommends that when making decisions to transfer social service delivery from national to local levels, the political context of a country’s needs be taken into account and delivery mechanisms be tailored to community needs.

The study also recommends there may be integrated social service delivery at the local level which is a necessity. In order to facilitate it, one needs to move from a vertical to a horizontal management orientation at the local government level.
This study also recommends that possibilities of partnerships with the non-governmental and private sector may be looked at closely especially when economies of scale are to make it likely that the private and/or non-governmental sector will be able to guarantee sustained delivery.

5.3 Grants accountability and service delivery

This study recommends that by establishing public spending priorities, they are the government’s most powerful economic tool to meet the needs of its people, especially those who are poor and marginalized. Whether it is about health, education, or pensions, the most well-meaning public policy has little impact on poverty until it is matched with sufficient public resources, and unless those resources are used effectively to provide public services thus local government authority may provide information on the spent grants that the central government allocates to them to deliver quality services to its citizen and by ensuring transparence on their expenditure.

5.6 Areas for Further Study / Research

The study focused on only how grants planning, grants utilization and grants accountability affect service delivery. Since the study was carried out in local governments in Uganda, a similar study may be conducted in order to investigate the extent to which grants management affects service delivery in central government in Uganda.

The findings in this study indicated that the proposed grants management dimensions (Grants planning, grants utilization and grants accountability) explain service delivery by only 24.8% and 75.2% is explained by other factors than the dimensions used in grants management. However, more research may be carried out to investigate the influence of organizational policy on service delivery in local government in Uganda.
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APPENDENCES

APPENDIX I

QUESTIONNAIRE
RESEARCH STUDY FOR MASTERS DEGREE OF SCIENCE IN ORGANIZATION AND PUBLIC SECTOR MANAGEMENT, KYAMBOGO UNIVERSITY

Dear respondent,

I am a master’s student pursuing a Master of Science degree in Organization and Public Sector Management of Kyambogo University. I am conducting a study to investigate the extent to which grants management affects service delivery in Local Governments in Uganda using a case study of Kira Municipality. You have been selected to participate in this survey because of your exclusive knowledge and I believe that you can provide trustworthy and appropriate information to boost the study.

The information collected in this survey is purely for academic purposes and shall be treated with utmost confidentiality.

I am looking forward to your cooperation.

Thank you.

Yours sincerely,

RONALD BWIRE OBASO
Questionnaire

Section A: Background information (Kindly tick the appropriate box corresponding to a particular question)

A1. Gender

Male ☐ Female ☐

A2. Age group (please tick appropriate group)

Below 18 ☐ 19-35 ☐ 36-50 ☐ 51-60 ☐ Above 61 ☐

A3. Education Level (please tick appropriate group)

Certificate ☐ Diploma ☐ Bachelor’s degree ☐ Masters ☐ PHD ☐

A4. Length of service (please tick appropriate group)

1-3 years ☐ 4-6 years ☐ Above 6 ☐

For the following sections B, C, D and E, please tick the appropriate box corresponding to a particular question. The abbreviations to the right hand corner of the questionnaire mean;

SD – Strongly disagree, D – Disagree, U – Undecided, A – Agree and SA – Strongly Agree

SECTION B

B. GRANTS PLANNING

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
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<tbody>
<tr>
<td>1</td>
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<td>6</td>
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</table>
There is community participation in the planning process

**SECTION C**

**C. GRANTS UTILIZATION.**

<table>
<thead>
<tr>
<th></th>
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<th>D</th>
<th>U</th>
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<th>SA</th>
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<tbody>
<tr>
<td>1</td>
<td>Spending is aligned behind approved set of service priorities.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>We normally assess the achievement of objectives of the grants against failure</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td>We always spend only on the activities within citizens’ demand</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>We are committed to address gaps and deficiencies in implementation of planned activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Central government always intervenes for any mismanagement of grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Government policy influences grants utilization</td>
<td></td>
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</table>

**D. GRANTS ACCOUNTABILITY.**

<table>
<thead>
<tr>
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<th>U</th>
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<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We have annual reports on the spent funds from the government</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>Employees are responsible and expected to give an account for outcomes for the portion of the work directly under their control</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We are broadly accountable for how public money is spent</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>There is accessibility to information regarding funds spent to the public.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td>We have the capacity to management funds for efficient and effective service delivery.</td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>There is an audit team to ensure that compliance standards are observed</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7</td>
<td>Untimely release of grants affects efficient service delivery.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8</td>
<td>Government policy guides grants accountability</td>
<td></td>
<td></td>
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</tbody>
</table>
## E. SERVICE DELIVERY.

<table>
<thead>
<tr>
<th></th>
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<th>SD</th>
<th>D</th>
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<tbody>
<tr>
<td>1</td>
<td>Customer trust and satisfaction is the basis of our work</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>We provide public services in a professional and proper manner at the lowest cost</td>
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</tr>
<tr>
<td>3</td>
<td>We provide quality services for value for money</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>There is efficiency and effectiveness in service delivery through proper grants management</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>We always respond to citizen’s concerns to meet their needs</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Community services are accessed easily</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**THANK YOU**
Dear respondent,

I am Ronald Bwire Obaso a master student pursuing a Master of Science degree in Organization and Public Sector Management of Kyambogo University. I am conducting a study to examine the role of grants management on service delivery in Local Government in Uganda using case study of Kira Municipality. You have been selected to participate in this survey because of your exclusive knowledge and I believe that you can provide trustworthy and appropriate information to boost the study.

The information collected in this survey is purely for academic purposes and shall be treated with utmost confidentiality.

I am looking forward to your cooperation.

Questions:

1) Do you participate in grants planning?
2) If yes, at what level?
3) Describe your experience with grants management and service delivery
4) Outline the key components that you would use in grants management for better service delivery
5) To what extent does grants’ planning affect service delivery? Explain your answer.
6) How does the level grants utilization affect service delivery?
7) To what extent does grants accountability affect service delivery? Explain your answer.
8) Explain your experience in providing public health services
9) Explain your experience in providing public education services
10) What are some of the challenges encountered during grants management?
11) What do you think can enable you to improve service delivery in this municipality?
12) Does government policy affect grants planning and grants utilization in terms of allocation of funds to schools and health centres?
13) If yes, how much is allocated to schools and health centres?
14) Please explain the status of schools and health facilities in terms of numbers in the municipality.

15) Is there any effect government policy puts on grants utilization for cost reduction on services? Explain your answer.

16) Does government policy affect grants planning and grants accountability for timeliness of services? Explain your answer.
APPENDIX III

DOCUMENTARY CHECKLIST

Check of annual reports

Check of council minutes

Check project reports

Municipal assessment for the period under study