

**EXERCISING DEMOCRATIC RIGHTS AND OBLIGATIONS AS A MECHANISM FOR
IMPROVED SERVICE DELIVERY: THE CASE OF KAMPALA CITY, UGANDA**

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ABSTRACT

Empirical research exploring how the exercise of democratic rights and obligations of citizens impacts on service delivery remains limited and fragmented, leaving little scope for methodical analysis or policy endorsement. Likewise, comparative studies of the factors that account for the deviation in service delivery outcomes at the local level of governance are also somewhat rare and not reflecting the true nature of what is happening in reality. As an example, irrespective of a two decade-plus long prevalence of several democratic participatory frameworks, and the excellent legal and policy frameworks for citizen participation in Kampala, the services rendered to the citizens are still poor. This is not only attesting the statement that participatory initiatives in Uganda are more like wish lists than substantive statements that are guaranteed in practice, but also raising the question: to what extent does the exercise of democratic rights and obligations of citizens by citizen's impact on public service delivery in Uganda? So, to try and answer this question, this paper applies a

quantitative research method were a self-administered questionnaire was distributed to a representative sample of 100 participants. Thereafter, using the ordered logistic regression model of analysis, constructed on the findings the paper divulges that the exercise of democratic rights and obligations of citizens by citizens has a positive implication towards quality service delivery.

Keywords: Democratic Rights and Obligations; Citizen Participation; Public Service Delivery; Kampala.

1 INTRODUCTION

Empirical research exploring how the exercise of democratic rights and obligations of citizens by citizens impacts on service delivery remains limited and fragmented, leaving little scope for methodical analysis or policy endorsement. Moreover, comparative studies of the factors that account for deviation in service delivery outcomes, either across sectors within a country or across regions within a country, are also somewhat rare or are not reflecting the true nature of what is happening on the ground. For instance, irrespective of a two decade-plus long prevalence of several democratic participatory frameworks, and the excellent legal and policy frameworks for exercising of democratic rights and obligations of citizens in Uganda, the services rendered to the citizens are still poor. As an example of this ill reflection of reality, the delivery of health services has remained poor and the majority of people have turned to private hospitals. This attributed to staff shortages at public hospitals that are further compounded by absenteeism and the inability to retain critical specialists (The Parliament of Uganda 2012: 5).

Additionally, there is the problem of deteriorating access to drugs/medicines in health units coupled with poor management at health unit levels as well as underfunding of the health sector. This is reflected in the high number of maternal deaths ranking Uganda's maternal health as one of the worst in Africa. Uganda's maternal mortality rate in 2011 was at 438 deaths per 100,000 live births making the targeted 131 deaths per 100,000. Yet in 2014, although Chad and Somalia had the highest lifetime risk of maternal death, Uganda accounted for 2% of annual maternal deaths globally. This

translating into 492 maternal deaths per month and roughly 16 deaths per day (UBOS, 2010: 116; Kabayambi 2014: 1). Adding to this is the lack of transportation of patients to healthcare centres – where in some rural areas, small motorcycles are being used as ambulances in a bid to make emergency healthcare accessible to those in need (Think Africa Press 2013: Online). Moreover, although community roads are the nearest type of road to the majority of households, as per the national service delivery survey, these roads are characterized by poor maintenance. (UBOS 2010: XVI). So, the fact that it is widely hypothesised that citizen participation translates into effective representation and empowerment, in turn positively boosting service delivery and rural development (Blair 2000: 23; Narayan 2002: 14; Fox and Meyer 1995: 20). As discussed later, for analytical purposes, this paper examines the extent to which the exercise of democratic rights and obligations of citizens by citizens impacts on public service delivery in Kampala city.

In particular, this paper presents a detailed discussion on the fundamental catchphrases that reinforce the imperatives of exercising democratic rights and obligation of citizens. Highlights the significance of exercising democratic rights and obligations of citizens as an essence of enabling good public service delivery across nations. Using results from a quantitative questionnaire survey based on three variables notably: **broad participation, citizen satisfaction and aftermaths of citizen participation** address the hypothesis. Then last but not least proposes a comprehensive participatory framework for exercising democratic rights and obligations of citizens to improve public service delivery in Kampala.

2. FUNDAMENTAL CATCHPHRASES THAT REINFORCE THE IMPERATIVES OF EXERCISING DEMOCRATIC RIGHTS AND OBLIGATION OF CITIZENS

Benjamin Barber asserts that democracy is often understood as the majority rule and rights as private possessions of individuals, which he believes is a misinterpretation of the two concepts. For him, the success of democracy depends on the active participation of citizens and not their lack of participation. This is because, at the end of it all, the success or failure of citizens' governments lies strongly in the hands of the citizens they govern, and is dependent on the citizens' active involvement in the day-

to-day running of the government. Kobia 1991 in Sifuna (2000: 216), avows that democracy is sustained by the people who care to find out, investigate, and explore problems and issues in society with the willingness to develop a plan of action for resolutions to those problems. Moreover, Hileman (2006: 2) proclaims that just as democracy gives us certain unalienable rights, so too does it bestow upon us certain responsibilities.

But what are democratic rights and obligation? According to literature, irrespective of the above notions, the most mentioned fact in the contemporary political discourse today is the ignorance of many about the centrality of the concepts of democratic rights and obligations as many refer to them. For instance, since the 1970s, with the utmost emphasis on the free market economy, most liberals have traded the language of civic duties and responsibilities/obligations for the language of rights. That is, those more inclined towards the liberal ideology are now fronting the need to recognise and respect individual human rights as opposed to the need to promote these civic rights together with civic obligations and responsibilities (Kloppenber 2012: 12). So, for the purpose of this paper, the following section will try and unravel fundamental catchphrases that reinforce the imperatives of exercising democratic rights and obligation of citizens, which at the same time will underpin the ideals of good service delivery. These catchphrases are: **democratic rights, democratic obligations and citizen participation.**

2.1 Democratic rights

Raveloson (2008:4) asserts that rights are much more than mere components of a democracy but represent the *sine qua non* requirements of well-performing democratic systems. They are inherited to the individuality of each person in terms of protection against any inclination of the state to human beings; individuals are born with them and not even the state can withdraw them from individuals; and they form the very core of human relations that guide life in society at all levels within democratic systems.

Furthermore, Raveloson (2008:4) recognises that rights evolve in four different fields, namely:

- a) Individual personality rights – constituting of the core human rights such as the right to life and the right to free personality developments;

- b) Political civil rights – entailing those rights that ensure each citizen is able to participate without any restrictions to the political life of his/her community, i.e. freedom of speech, freedom of the press, freedom of holding meetings, and also being able to set up associations;
- c) Socio-economic rights – emphasizing all rights in relation to the minimum standard wage for survival, i.e. right to education; and
- d) Last but not least, the generation rights – demonstrating that human rights can evolve and are not fixed at the starting point, i.e. right to development aimed at reducing the gap between the rich and power, and the environmental rights.

Likewise, in the words of Thomas Jefferson (1776), rights cannot be legislated away nor should they be subject to the whim of an electoral majority. But rather for any democratic government worthy to be called so, must at least uphold fundamental rights, such as freedom of speech and expression and the right to equal protection before the law amongst others (Bureau of International Information programs 2012: 12). For Torney-Putnam 1998 in Sifuna (2002:17), rights are those entitlements which are basic to being human and are not connected to the accident of being born in a certain country or having a different skin colour. Rights include: basic rights that deal with the dignity and worth of a person; civil and political rights; and social, economic and cultural rights that emphasise matters such as the right to work, the right to maintain one's culture and language, and the right to receive adequate education.

2.2 Democratic obligations

Used synonymously with the words civic responsibility, according to Self (2012: 1), democratic obligations refer to the actions and attitudes associated with democratic governance and social participation, such as participation in government, society, and in voluntary activities by citizens. Moreover, for Gottlieb and Robinson (2002: 16), democratic obligations or civic responsibility means active participation in the public life of a community in an informed, committed, and constructive manner, with a focus on the common good. Essentially democratic obligations focusing on the need to contribute to one's community and country; to understand that one's rights must exist in balance with other prerogatives; to commit oneself to the idea that political disputes should be resolved more or less amicably; to pledge loyalty to the ideals of reasoned debate, majority rule, and protections of minority rights.

2.2 Citizen participation

Although often aligned or even interchangeably used to refer to democratic citizenship, citizen participation is commonly viewed as attempts to influence the formulation of public policy (Whitaker 1980: 240). Gaventa and Valderrama on the other hand argue that citizen participation refers to political participation but is distanced from it at least in two ways. Firstly, it abstracts both participation mediated by political parties, as well as the participation exercised by citizens when they elect political authorities. Secondly, although citizen participation has multiple meanings, it expresses the direct intervention of social agents in public activities. Thus, citizen

participation involves direct ways in which citizen's influence and exercise control in governance (Gaventa and Valderrama 1999: 4).

In light of the above definitions, it can be deduced that with rights comes obligations and the only way to put these obligations to use for example by pledging loyalty to the ideals of reasoned debate, majority rule, and protections of minority rights participating. But what is the significance of exercising democratic rights and obligation and is there a link between the exercise of democratic rights and obligations with service delivery? To try and answer these questions, the proceeding section will highlight the significance of exercising democratic rights and obligations.

3. SIGNIFICANCE OF EXERCISING DEMOCRATIC RIGHTS AND OBLIGATIONS

The utmost advantage of exercising democratic rights and obligations (citizen participation) is that it provides the vigour and vibrancy required for democracy to flourish. Citizen participation promotes legitimacy, and strengthens the civil society, which in turn promotes voter participation in elections. It is furthermore essential for inclusive growth and national ownership. Mainly due to the fact that only a strong and capable civil society can play a collaborative rather than a competitive role, can be an interlocutor with governments and other partners and also play a watchdog role on development (Gebrezghi 2013: 1). As strappingly stated by Benjamin Barber in his work entitled *Strong Democracy* (1984), governments in democratic societies are legitimate only when they have the continued support of their citizens. Whilst a society with a population that is politically ignorant, alienated and disengaged is incapable of conferring authentic democratic legitimacy and is equally incapable of holding their government to account (Barber 1984 in Poley 2007: 10).

Additionally, one can assert that the exercise of democratic rights and obligations leads to fitting services more accurately to local conditions and recipient demands. It also impacts on how policy preferences are formed (Duarte and Azfar 2007: 96). As put by Keefer and Khemani, (Keefer and Khemani 2005: 6), the success or failure of service provision depends heavily on the private characteristics of the service recipients – such as how healthy they are or how academically astute. This is to say that by citizen participation derives government awareness, which helps government

and policy makers to know exactly who needs what, where and when. Citizen participation also helps policy makers learn which policies are likely to be explosive or unpopular and how to avoid such policy failures. All of which are critical elements in service delivery (Whitaker 1980: 240; Denhardt & Denhardt 2000: 552 and Irvin & Stansbury 2004: 56).

More so, exercising democratic rights and obligations – especially in multiparty democracies – can vastly improve social outcomes, as balanced inputs from citizens participating allows political parties to compromise and find solutions to previously intractable problems (Irvin and Stansbury 2004: 57).

In terms of the education and health sectors, according to literature (Nelson 2007: 37), citizen participation may improve parents' and communities' understanding and knowledge of education and health services, encouraging them to contribute time, money and/or labour to support local facilities and promote accountability and better performance by health directors and staff. Participation in schools and/or clinics can also lead to more vigorous and better-informed pressure on bureaucrats, legislators, and political leaders at all levels to improve service delivery performance (Gershberg, 2004: 429)

Furthermore, exercising democratic rights and obligations strengthens beneficiary control (service providers' accountability to citizens) – a critical element in service provision. This is especially true in democratic states that are rife with maladministration and corruption, where the institutions assigned to monitor service providers are weak and malfunctioning, and act under an incentive system that provides little incentives to effectively monitor the service providers (Bjorkman and Svensson 2007: 2). Moreover, given the fact that diversity in society is inevitable, citizen participation helps to bridge societal cleavages, creates civil virtues, and fosters social cohesion also satisfying the needs of individuals to develop bonds and attachments amongst each other (Paffenholz and Spurk 2006: 8).

Conversely, exercising democratic rights and obligations encourages on-site participation by users of welfare services, based on the belief that citizens should personally engage in shaping the services they demand. It provides a bedrock for

multi-stakeholder organizations to be formed and requires that users that is the citizens become co-producers of the services they require. This upholding of what is now known as “citizen-centred service which helps highlight the challenge of access by positioning citizen satisfaction as the criterion for success and basis on which public sector service delivery can be measured” (Pestoff 2009: 203; Institute for Citizen-Centred Service (ICCS) 2013: Online). Citizen participation can also lead to the creation of new collective actors, which in turn encourages the construction of new political preconceptions (Cornwall 2010: 8), which are relevant in public policy formulation – especially in the health and education sectors that are constantly evolving, and in need of new ideas.

4. DATA AND MEASUREMENT

To test the hypothesis, this research used a quantitative method and considering the entire population (1,720,000 people) of Kampala City (UBOS, 2002) as the study area and allowing for a 10% level of significance, a sample size of 100 respondents was obtained as illustrated below.

$$\text{Sample size: } n = \frac{1720000}{1 + 1720000(0.1)^2} = 100 \text{ respondents}$$

n=100 respondents

Israel (2013: 4).

Representatives were selected from three division urban councils to represent the citizens. For instance, from the entire sample (n=100), the total number of respondents per division obtained was divided by the total population (653,430 people) of the three divisions (Kawempe, Makindye and Kampala Central), and multiplied by 100 giving the number of respondents per division as expressed below.

- Kawempe Division = $(262,165 / 653,430) * 100 = 40.1 = 40$ respondents;
- Makindye Division = $(303,171 / 653,430) * 100 = 46.4 = 46$ respondents; and
- Kampala Central Division = $(88,094 / 653,430) * 100 = 13.5 = 14$ respondents.

Upon ascertaining the required number of respondents at each division, simple random sampling techniques were used to select the participating households. Irrespective of the lower level zone within the divisions, comprehensive lists of all households within each division were accessed at each division's head offices through the electoral commission registers, after which a random selection of household representatives was made. In particular, numbers were written on pieces of paper, rolled and then placed in a closed, dark basket. The pieces of paper were then randomly picked from the basket and checked. A corresponding number was then checked from the voter's register and the name of individual recorded. Household details of such a selected individual were taken and the selected individual located for interviewing. In an event that no representative of the selected household was present at the time of the interview, a respondent from the nearest household participated in the study.

4.1 Measure of the Research Variables in the Study

Given that the empirical data needed was specifically directed at assessing the extent to which the exercising democratic rights and obligations of citizens impacts on public service delivery in Uganda. To gather concrete evidence, as well as develop a standard measure for the exercise of democratic rights and obligations of citizens, in this study the measurable elements in the form of independent variables were identified, each of which were measured using indicators. The indicators are, namely:

- **Broad participation:**
 1. Knowledge on democracy, responsibilities and citizen participation procedure;
 2. Involvement in decision making process; and
 3. Perceptions towards citizen participation initiatives.
- **Citizen Satisfaction:**
 1. Satisfaction with the service delivery outcomes of the citizen participation process;
 2. Satisfaction with the citizen participation process; and
 3. Satisfaction with the performance of citizen participation facilitators.
- **Aftermaths of citizen participation:**
 1. Consideration of citizen recommendations in decision-making (action);

2. Feedback; and
3. Communication.

4.2 Statistical analysis and findings

In this research, data is analysed at a multivariate level, using an ordered logistic regression model to determine the factors within the variables responsible for quality of services delivered. Where only p-values of less than 0.05 were considered statistically significant. Similarly, to affirm whether the indicators within the identified variables (broad participation, citizen satisfaction and aftermath of citizen participation) were risk factors for the quality of service delivery. Odds ratios (OR) were used to compare the relative odds of the occurrence of the outcome of interest (public service delivery), given exposure to the variable of interest (broad participation, citizen satisfaction and aftermath of citizen participation).

See **Table 1** – Results Of The Ordered Logit Regression Model Showing The Indicators With In The Variables That Affect The Quality Of Services Delivered In Kampala City.

Table 1: Results Of The Ordered Logit Regression Model Showing The Indicators With In The Variables That Affect The Quality Of Services Delivered In Kampala City.

Independent Variables	Expected sign of the coefficient	Coefficient	p-value	Odd ratio
BROAD PARTICIPATION				
Knowledge of Democratic characteristics				
Freedom of expression	+	-1.366617	0.012	.2549682**
Freedom of press/media	+	-1.239543	0.004	.2895166**
Equality before the law	+	-1.65738	0.000	.1906379**
Free and fair election	+	-1.285585	0.002	.2764889**
Religious freedom	+	-.6947	0.251	.4992242**
Freedom of association	+	-1.175975	0.006	.3085179**
Absence of discrimination	+	-1.332638	0.001	.2637805**
Citizen involvement in decision making process				
Citizens involvement in the planning process	+	-.8146723	0.024	.4427844**

Citizens involved in decisions made	+	- 3.53586 8	0.049	.0291334**
Considering voices of different community groups in decision-making				
LC1 chairpersons	+	- .710756 8	0.683	.4912723**
Local councillors	+	2.20372 6	0.035	9.058707***
Members of parliament)	+	2.25874 3	0.013	9.571047***
Lord mayor	+	3.09861 8	0.001	22.1673***
KCCA	+	.867331 7	0.319	2.38055***
Citizens	+	3.01058 9	0.000	20.29935***
Civil servants	+	2.10187 4	0.015	8.181486***
NGOs	+	2.27652 5	0.000	9.742762***
Media	+	- 1.23741 4	0.468	.2901336**
CITIZEN SATISFACTION				
Satisfaction with the services	+	- 6.60557 3	0.000	.0013528**
Satisfaction with services providers	+	- 2.90673 5	0.007	.0546539**

Satisfaction with the Performance of leaders				
LC111 chairpersons	+	- 1.23943 7	0.013	.2895471**
Members of parliament	+	- 1.33817 2	0.033	1.069816***
Lord Mayor	+	.354357 1	0.506	1.425264***
AFTERMATH OF CITIZEN PARTICIPATION				
Local authorities report back the people after service delivery	+	0.36661 7	0.015	1.2549682***
Citizens are given feedback on decision processes	+	- 0.23954 3	0.043	0.1876166**
Citizens decisions are respected by authorities	+	1.95738	0.000	2.1306379***
Community suggested solutions are given adequate consideration	+	- 1.82558 5	0.002	.3964889**

The odds ratios interpreted as follows: * OR=1 Exposure does not affect odds of outcome; ** OR>1 Exposure associated with higher odds of outcome and *OR<1 Exposure associated with lower odds of outcome.**

VARIABLE 1: BROAD PARTICIPATION AS DETERMINANT OF QUALITY SERVICE DELIVERY

Broad participation in this study was measured using sub-indicators, namely: knowledge of democratic characteristics, citizen's responsibilities, citizen participation procedures, access to citizen participation initiatives, citizen involvement in decision-making processes, and perception towards citizen participation initiatives. All of which were explored in the survey as presented in the findings below.

Democratic characteristics as determinants of quality of service delivery

From Table 1, regression results reveal that six out of the seven democratic characteristics have a statistically significant relationship with the quality of services delivered. All seven have negative coefficients, irrespective of expected positive coefficients based on literature. For example, freedom of expression as a determinant of public service delivery was seen to be significant at ($p=0.012$) with a negative coefficient ($\beta= -1.367$). This meaning that the reduction in freedom of expression by one unit will result in the reduction of the quality of public services delivered in Kampala communities from very good to very poor by 0.255 odds. Therefore, the fact that freedom of expression empowers communities to take a leading role in decisions that affect their lives within their communities, gaining the ability to influence quality of all services delivered is very important.

Also based on Table1, regression results indicated a negative coefficient ($\beta= -1.240$) for freedom of press/media as a determinant of quality public service delivery from the analysis despite the significance of the result ($p= 0.004$). The negativity denoting that a reduction in freedom of press/media by one unit results in the reduction of the quality of public services delivered in Kampala from very good to very poor by 0.290 Odds. This bringing the researcher to the conclusion that communities that have press/media freedom are more likely to have quality services delivered in their areas compared to those that do not have any press/media freedom. Therefore, as a democratic indicator, practicing freedom of press/media within the governance structure of any country or district, greatly contributes to improving quality of service delivery due to its ability to

popularise within the communication systems for people to have information adequate enough to be able to influence change within their communities.

For equality before the law as a determinant of quality of public service delivery, regression results showed a statistically significant relationship ($p=0.000$) and a negative coefficient ($\beta= -1.657$). This implying that equality before the law is an important characteristic of democracy and that has a critical effect on service delivery whereby a reduction in equality before the law of all people irrespective of their differences by one unit surely results in the reduction of the quality of public services delivered in Kampala from very good to very poor by 0.191 odds. This rightly in principle implying that acknowledging equality within our communities can have a considerable change in the quality of services delivered within our society, which consequently can result into a change in way of life within communities.

Additionally, hypothetically having free and fair elections in any society contributes to a sense of direction that promotes democracy in that society, resulting into stability and consequently improved services to the people. Also, the regression analysis for the sub-indicator free and fair election was statistically significant ($p=0.002$) though the coefficient was negative ($\beta= -1.286$). This implying that a reduction in opportunity for free and fair elections in communities of Kampala districts results into a reduction in the of the quality of public services delivered from very good to very poor by 0.276 odds. It is thus important to note that in societies where there are no systems to ensure free and fair elections, service delivery and quality of services will be poor.

Furthermore, although religion is an aspect that is controversial in many ways, such as its influence development, both positively and negatively, for religious freedom as a determinant of quality of public service delivery, results depicted that there was no statistically significant relationship and the coefficient was negative ($p= 0.251$; $\beta= - .6947$). The negative coefficient, however, symbolising that infringement on citizens' religious freedom by even one unit leads to a reduction in the quality of services delivered from very good to very poor by 0.499 odds.

Freedom of association as a determinant of quality of service delivery was proved statistically significant from the regression results ($p=0.006$) with a negative coefficient

($\beta = -1.176$). The negative coefficient ($\beta = -1.176$) signifying that a reduction in citizens' freedom of association results in the reduction of the quality of public services delivered in Kampala communities from very good to very poor by 0.309 Odds. Thus, as characteristic of democracy, referring to the right of an individual to belong to a certain group or organisation in which they have a common understanding and belief, practicing freedom of association within the governance structure of any country or district out rightly contributes to improving quality of public service delivery.

Results for absence of discrimination as a determinant of quality of public service delivery indicated a statistically significant relationship with a negative coefficient ($p=0.001$; $\beta = -1.333$). A negative coefficient of ($\beta = -1.333$) denoting that a deterioration in non-discrimination practices results in the reduction of the quality of public services delivered in Kampala communities from very good to very poor by 0.264 odds. The practices of non-discriminatory policies in Uganda thus need to be enforced to ensure improvement in service delivery and free access to services for all.

Citizen involvement in decision-making processes as determinants of quality of service delivery

Regarding measuring citizens' involvement in planning processes as a determinant of quality of public service delivery, the regression results indicated a significant relationship and a negative coefficient ($\beta = -0.815$, $p = 0.024$). The negative in the coefficient indicating that a reduction in citizens' involvement in planning processes by one unit results in the reduction of the quality of public services delivered in Kampala communities from very good to very poor by 0.443 odds. It is thus critical to consider citizen involvement in the planning process to allow for ownership and improved service delivery within society given the significance of the result ($p = 0.024$).

For citizens' involvement in decision-making as a determinant of quality of public service delivery, results showed a significant relationship and a negative coefficient ($\beta = -3.536$, $p = 0.049$). The negative in the coefficient ($\beta = -3.536$) indicating that a reduction in citizens' involvement in decision-making processes by one unit results in the reduction of the quality of public services delivered in Kampala communities from very good to very poor by 0.029 odds. Therefore, for the successful exercise of democratic rights that can demand quality services to prevail, involvement of communities on decision-making is important according to the results.

Likewise, when it came to the sub-indicator 'considering voices of different community groups in decision-making' as determinant of quality of services, from **Table 1**, results showed that out of the nine voices of different community groups in decision-making, seven had a statistically significant relationship with the quality of services. For instance, with regards to considering the voices of local councillors in decision-making as determinant of quality of services, regression result showed a statistically significant relationship between the two variables and a positive coefficient ($\beta = 2.204$, $p = 0.035$). This meaning that that for an increase in the level of influence on decision-making by local councillors by just one unit, a significant ($p = 0.035$) increase in quality of services is attained by 9.058 odds. Thus bringing us to the deduction that local councillors are very important in influencing decision-making on service delivery-related issues, and, therefore, need to be encouraged to get involved in service delivery decision-making processes.

Furthermore, considering the voices of members of parliament in decision-making as a determinant of quality services, regression results showed a statistically significant relationship with a positive coefficient on the quality of services delivered ($\beta = 2.258$, $p < 0.013$). The positive coefficient signifying that an increase in level of consideration the voice of parliamentarians by one unit increases the quality of services from very poor to very good by 9.571 odds. Therefore, based on the fact that considering the voices of members of parliament in decision-making as a determinant of quality services is very significant (p -value 0.013), for effective delivery of quality services, results suggest that it is prudent to involve MPs at all levels of the planning process.

Additionally, considering the Lord Mayor's input in decision-making as determinant of quality of services also had a statistically significant relationship with quality of services and a positive coefficient at ($\beta = 3.098$; $p = 0.001$). This suggesting that an increased consideration of the in the Lord Mayor's input in decision-making by one unit increases the quality of services delivery by 22.167 odds. Therefore, for effective delivery of quality services, results suggest that it is prudent to take into consideration the voice of the Lord Mayor in decision-making.

Also, looking at considering the voices of civil servants in decision-making as determinant of quality of services, based on the regression results, there was a statistically significant relationship between the two variables and a positive coefficient observed ($\beta = 2.101$, $p < 0.015$). These findings specifically revealing that an increase in the consideration of the voices of civil servants by one unit would result in an increase in the quality of services delivered by 8.181 odds from very poor to very good. This meaning that the quality of services delivered to local citizens when civil servants' voices are taken into consideration is twice as much as the quality of services that would be delivered without involvement of civil servants. Therefore, based on the results, it is imperative to encourage the consideration of civil servants in decision-making for the delivery of quality services.

Furthermore, with regards to considering the voices of NGOs/CSOs in decision-making as determinant of quality of services, the regression results showed a statistically significant relationship and a positive coefficient ($\beta = 2.276$; $p = 0.000$). This meaning that an increase in the level of consideration of the voices of NGOs/CSOs in decision-making by one unit would significantly ($p = 0.000$) result in an improvement in quality of services from very poor to very good by 9.743 odds. This result may be because decisions from NGOs are evidence-based on the field through research. Or simply because they are always implementing their activities in their communities and they know what the community is lacking and what is appropriate for them.

Last but not least, looking at the consideration of the media's voice in decision-making as determinant of quality of services delivered, from Table 1, results showed that there was no significant relationship whatsoever and the coefficient was negative too ($p =$

0.468; $\beta = -1.237$). This meaning that a reduction ($\beta = -1.237$) in the consideration of the voice of the media in decision-making by one unit reduces the quality of services delivered. Thus implying that there is no significant relationship between the media and the services delivered is something that can lead to deduction that maybe it is because media just airs out or publishes what decisions have been made but they have little to no power to influence decisions made.

VARIABLE 2: CITIZEN SATISFACTION AS DETERMINANT OF QUALITY OF SERVICE DELIVERY

From the satisfaction perspective as a variable for exercising democratic rights, three satisfaction indicators were used. Firstly, whether or not respondents were satisfied with services, secondly, whether respondents were satisfied with the service providers or not, and, thirdly, whether or not citizens were satisfied with the performance of citizen participation facilitators as revealed in Table 1 above.

For example, with regards to satisfaction with the services as a determinant of quality services, results showed that there was a statistically significant relationship and a negative coefficient ($\beta = -6.606$; $p = 0.000$). This indicating that a reduction in the level of satisfaction with the services by one unit would significantly ($p = 0.000$) result in decreased quality of services offered by 0.01 odds.

Additionally, with satisfaction with service providers as a determinant of quality of services, based on Table 1, results showed a significant relationship and a negative coefficient ($p = 0.007$; $\beta = -2.907$). This meaning that that a decrease ($\beta = -2.907$) in the level of satisfaction with services providers would significantly ($p = 0.007$) lead to reduction of quality of services by 0.546 odds.

For satisfaction with the performance of citizen participation facilitators as a determinant of quality of services, results pertaining to the satisfaction with the level of performance by LC111 as a determinant of quality service delivery showed a statistically significant relationship and a negative coefficient ($p = 0.013$; $\beta = -1.239$). This meaning that a reduction ($\beta = -1.239$) in the level of performance by LC111 by just one unit would significantly ($p = 0.013$) lead to a reduction in quality of services delivered by 0.289 odds.

Likewise, satisfaction with the performance of members of parliament as a determinant of quality of services delivered, results showed a statistically significant relationship and a negative coefficient ($p = 0.033$; $\beta = -1.338$). This also implying that a reduction in performance of MPs would significantly ($p = 0.033$) lead to a reduction in quality of services delivered by 1.069 odds. Satisfaction with the performance of the Lord Mayor as a determinant of quality of services delivered, results showed a positive coefficient and no significant relationship. This meaning that although an increase in the satisfaction of the performance of the Lord Mayor increases the quality of services, there is no significant relationship between the two variables.

VARIABLE 3: AFTERMATH OF CITIZEN PARTICIPATION AS A DETERMINANT OF QUALITY OF SERVICE DELIVERY

Just like broad participation and citizen satisfaction, to establish the determinants within the independent variable (aftermath of citizen participation) responsible for quality of services delivered, **aftermath of citizen participation** was measured specifically looking at action taken on recommendations, feedback and communication to citizens of the next step after participation. All represented in the following statements: **Local authorities often report back to the people after service delivery; citizens are given feedback on decision-making processes; citizens' decisions are always respected by the authorities; and solutions proposed by the community are given adequate consideration**, as depicted in **Table 1**, discussed below.

For the sub-indicator local authorities often report back to the people after service delivery as a determinant of quality of services delivered, just like the expected coefficient sign based on literature, regression results indicated a positive coefficient and a statistically significant relationship ($p = 0.015$; $\beta = 0.366$). This meaning that an increase in reporting back to citizens by one unit results in the increment of the quality of public services delivered in Kampala communities from very poor to very good by 1.254 odds. It is thus very important to consider reporting back to citizens since it significantly ($p = 0.015$) influences the quality of services delivered at a 5% level of significance.

Likewise, with regards to giving feedback to citizens on decision processes as a determinant of quality of services delivered, results showed a negative coefficient and a statistically significant relationship ($\beta = -0.239$; $p = 0.043$). This implying that a reduction in giving feedback to citizens significantly reduces ($\beta = -0.239$; $p = 0.043$) the quality of services by 0.239 units.

Respecting citizens' decisions as a determinant of quality of services delivered on the other hand, the results of the ordered Logit showed a statistically significant relationship ($p = 0.000$) and a positive coefficient ($\beta = 1.95738$). This meaning that respecting or honouring citizens' decisions enhances delivery of quality of services by almost twice (1.957) units as compared to the quality of services rendered in communities in which citizen's opinions are not taken into consideration.

For the indicator 'community suggested solutions are given adequate consideration', a determinant of quality of services delivered, based on Table 1, there was a statistically significant relationship and a negative coefficient. Thus implying that from the results, a reduction in taking into consideration community-suggested solutions significantly leads to a reduction in the quality of services ($\beta = -1.825$, $p = 0.002$). Therefore, giving adequate considerations to community-suggested solutions is also a very important factor to consider if a service provider is to provide quality services.

4.3 Findings and Implications

Based on the descriptive statistical analysis results, the research had the following findings and implications. First and foremost, most of the sub-indicators had a statistically positive relationship with service delivery in Kampala, the sample area. For example, under the broad participation indicator, regression results reveal that six out of the seven democratic characteristics have a statistically significant relationship with the quality of services delivered. Regarding citizens' involvement, results showed a statistically significant relationship towards involving citizens both in planning processes and decision-making processes as a determinant of quality of public service delivery. Moreover, considering voices of different community groups in decision-making as determinant of quality of services, results showed that out of the nine voices

of different community groups in decision-making, seven had a statistically significant relationship with the services delivered.

Secondly, from the citizen satisfaction perspective, as an indicator for exercising democratic rights, satisfaction with the services as a determinant of quality services, and satisfaction with service providers as a determinant of quality of services, results showed that there was a statistically significant relationship. Moreover, satisfaction with the performance of citizen participation facilitators as a determinant of quality of services out of the three categories of participants considered, results showed that two (LC11 chairpersons and members of parliament) had a significant relationship.

Thirdly, regarding the aftermath of citizen participation, for all the sub-indicators used – viz. local authorities often report back to the people after service delivery, citizens are given feedback on decision-making processes; citizens' decisions are always respected by the authorities, and solutions proposed by the community are given adequate consideration – results showed a significant relationship towards the quality of services delivered in Kampala.

From the findings above, it can be suggested that the exercise of democratic rights and obligations of citizens by citizens has a positive implication towards quality service delivery.

5. CONCLUSION AND RECOMMENDATION

Drawing from the empirical findings above, and existing literature, it can be suggested that the exercise of democratic rights and obligations of citizens by citizens has a positive implication towards quality service delivery in Kampala City. Therefore, based on the management model that structure follows strategy, it is first and foremost recommended that in order to provide a chain of how citizens and their political leaders exercise their rights and responsibilities. Kampala City Council Authority (KCCA) together with other districts need to adopt a clear **comprehensive institutional community participation structure**. A structure indicating who reports to whom, who is in charge of what, how citizens are supposed to participate, and what happens after one participates. Provides an organised and accessible process by which the Kampala

city receives and responds to input from every division on planning and development decisions in a timely fashion.

Organised in a decentralised manner, within the authority, the structure should be headed by district councillors and representatives from the administrative authority directorates. These councillors and representatives should be bestowed with a role of providing technical and administrative assistance, as well as capacity-building support to the city-wide citizen participation agency, division councils, and division Community interest group coalition and division Neighbourhood groups.

Next within the structure should be a city-wide citizen participation advisory group, chaired by a citizen representative, consisting of the five division Mayors, five town clerks, one community-interest group representative from each division, a representative from the Auditor General's office, a representative from the ministries of Health, Education, Water and Environment, Finance, and Gender and Social Services. The citizen participation agency should specifically serving as a platform for the resolving of grievances, assessment and possible refinement of suggestions from the division councils, division communication group and division neighbourhood groups.

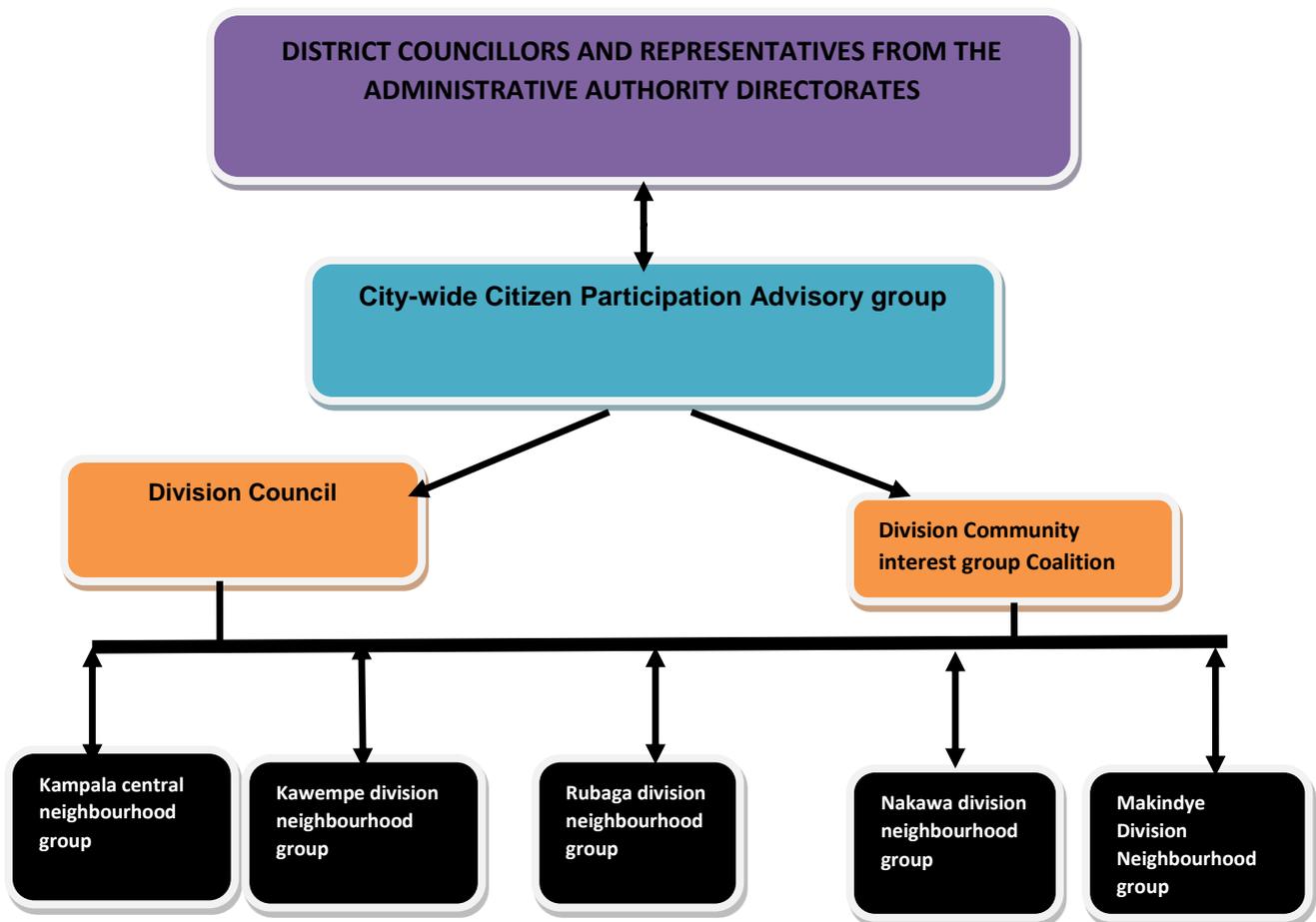
Thereafter, the division Councils, made up of a consortium of multiple division councillors from the five divisions. These councils basically represent various parishes in the five divisions. These councils should be mandated to facilitate communication, coordination and liaise with the neighbourhood groups to ensure that all relevant information is effectively and efficiently disseminated to all stakeholders, as well as provide resources and support to the division neighbourhood groups.

To avoid this structure from encouraging invited participation, there should be a division community interest group coalition made up of various interest groups based in the five divisions. Mandated to specifically nurture voice and trust within communities, build a critical consciousness, advocate for the inclusion of women, children, the illiterate, the poor and excluded people at the very local level, and empower calls for better accountability. Then, last but not least, a division neighbourhood group. This group should be formed by citizens from the various parish

neighbourhoods, acting on issues affecting the quality of life, human development and sustainability of the neighbourhood. Entitled to receive direct and detailed access to public records that concern or impact the quality of life in their neighbourhoods, divisions and districts. As well as submit in writing formal statements detailing neighbourhood views on issues of local, district or city-wide concern and also serve as the communication channel between the division councils and the people in the area.

See **Figure 1** for the proposed comprehensive institutional community participation structure.

RECOMMENDED COMPREHENSIVE INSTITUTIONAL COMMUNITY PARTICIPATION STRUCTURE FOR KAMPALA CITY COUNCIL AUTHORITY (KCCA)



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