

**CIVIL SOCIETY ORGANIZATIONS' ADVOCACY STRATEGIES AND  
PERFORMANCE OF LOCAL GOVERNMENTS: A CASE STUDY OF  
KABALE DISTRICT**

**BY**

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### **DECLARATION**

I, Byamugisha Kakuru Robert, declare that this research dissertation is original, compiled by myself and has never been submitted for an academic award in any institution of higher learning.

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### **APPROVAL**

This is to certify that this research dissertation has been prepared under my supervision and is approved for submission to the Faculty of Arts and Social Sciences of Kabale University.

**Signature..... Date.....**

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## **DEDICATION**

The research is dedicated to my dear parents, Mr. Eriab Rwakikabuzi and Ms Glades Komwaka; brothers Isaac and David Lukogho; sisters Babrah and Ruth, who were a great source of inspiration to my education and without whose foresight, sacrifice and support I would not have gone this far. Secondly, I dedicate it to my children -- Britney, Elisha and Ibrahim -- who stood by me all the time through my research journey and whose encouragement kept me going up to the end.

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Finally, yet importantly, I take this opportunity to express my deep gratitude to the lasting memory of my loving family, course mates and friends, especially Godfrey and Charles -- who was a constant source of motivation -- for their unending support and encouragement during this report writing.

## **LIST OF ABBREVIATIONS**

ACCU:	Anti-Corruption Coalition Uganda.
CSOs:	Civil Society Organizations
DENIVA:	Development Network of Indigenous Civil Society Associations
IG:	Inspectorate of Government
LGs:	Local Governments
NDP:	National Development Plan
NGOs:	Non-Governmental Organizations
PRSP:	Poverty Reduction Strategy Papers
RMCH:	Reproductive Maternal and Child Health
SWAP:	Sector-Wide Approach
UBOS:	Uganda Bureau of Statistics
UDN:	Uganda Debt Network
US:	United States
USAID:	United States Agency for International Development
WHO:	World Health Organisation

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## **ABSTRACT**

The study was about the effect of civil society organizations advocacy strategies and the performance of local governments in Kabale District. The study was guided by three objectives namely: to identify the CSO advocacy strategies on the performance of Kabale District Local Government; to find out the challenges affecting CSOs in advocacy strategies on the performance of Kabale District Local Government; and, to establish ways to be adopted by CSOs in executing advocacy strategies on the performance of Kabale District Local Government. A descriptive research design was used and this helped in collecting data from a wide section of the study respondents. The researcher used both primary and secondary data. Secondary data was collected from the local government statements and policies while Primary data was collected directly from respondents. The study also found that the majority of the respondents responded that CSOs have participated in transformational advocacy; some agreed that CSOs provide development advocacy which helps to improve performance of local governments. The findings also show that low civic competence was the major challenge affecting the CSOs in provision of quality service delivery among rural people in Kabale district. The findings also show that public awareness programmes should be employed by CSOs so that they can easily execute their advocacy strategies so as to help in good performance of local governments, especially Kabale district. The study concludes that CSO activity within the state-governmental frameworks are the dependence of CSOs on donor support, coupled with their proliferation sometimes based on the drive for donor funding; lack of coordination among them; their pursuit of short-term rather than long-term perspectives; and significant questions relating to their internal democracy, accountability and transparency. CSOs' advocacy on social policies is particularly limited. Moreover, limited advocacy around social justice issues is coupled with a widespread conviction among citizens that only public authorities have the responsibilities to address social injustices. The study recommends that a stronger role in advocacy would benefit the long-term sustainability of CSOs by complementing the service-delivery profile of many organizations operating in these countries. Possibly, a more significant advocacy role would also contribute towards reshaping the public image of many CSOs that, due their service delivery profile, are often perceived as state agents rather than autonomous civic actors. In this context, international donors could play a significant role by investing in programmes aimed at building the capacity of CSOs in advocacy and campaigning.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter presents the background of the study, statement of the problem, objectives of the study, research questions, and scope of the study and significance of the study.

According to the Africa Development Bank report (2005), civil society is defined as “the social arena that exists between the state and citizen, and is not part of the state or the market (for-profit sector).” Civil society represents an autonomous social sphere of interactions in which individuals and groups form many types of voluntary associations and networks in order to formulate and articulate their civic interests, negotiate conflict, provide and use services. Civil society interactions allow people to engage in activities that aim to benefit the society at large. Civil society delineates norms and facilitates networks that can be trusted by the population in order to initiate coordinated public action aimed at improving social well-being. Civil society organizations (CSOs) generally emerge from civil society, although in some cases they may have links with the state and/or business corporations. CSOs generally emerge from the community, neighbourhoods, or the work arena within the context of social and other networks. CSOs provide an institutional vehicle, beyond the ties of immediate family, to satisfy shared necessities or interests, and to collectively relate to the state. It is clear from this definition that CSOs are not a homogenous entity, but comprise a wide variety of organizations that have varying levels of engagement with the government and a range of institutional capacities.

Advocacy is an organized, deliberate, systematic and strategic process intended to bring about a new or revised social or economic policy or programme. It speaks to the ability of the marginalized or disadvantaged – the powerless or poor majority –to challenge the status-quo by gaining a sense of their own power, including the capacity to define and prioritize their problems, and then acting to address and resolve them. Advocacy as citizen empowerment recognizes the fundamental tenet of democracy, that is, its overall health and strength ultimately derives from an enlightened and active citizenry. One role of a citizen is to make informed decisions about personal as well as collective concerns and interests that s/he chooses to pursue in the relevant political arenas where public decision-making takes place. Achieving the

transformational objective, i.e., turning individuals into an active and informed citizenry does not just happen. It is the result of a long-term process of learning and education which takes place in the home, the classroom, and the organizations that citizens voluntarily form to advance collective interests, solve shared problems to pursue public purposes (Salamon, 1995).

Salamon (1995) further argues that advocacy is the exercise of civic rights and duties and community obligations, that people are transformed from private individuals to public citizens. In the majority of newly democratizing countries in which USAID works, the likelihood of finding a broad-based, enlightened and active citizenry with the capacity to participate effectively in public decision-making is not great. While it would be inaccurate to state that instrumental or policy advocacy cannot take place in the absence of an informed and active citizenry, there can be little doubt that strengthening the skills of citizenship the knowledge of civic rights and duties and the practical tools, techniques and strategies to ensure and discharge them -- increases the likelihood that policy change and reform efforts will be effective, successful and sustained. In short, empowered citizens are best placed to define what issues get placed on the public agenda, and are likely to be the most committed advocates for their own as well as larger societal interests.

According to the Constitution of the Republic of Uganda( 1995) (Articles 176 and 177), Local Government is a system based on the district as a unit under which there are local governments and administrative units which include: a district council, an urban council, and a sub-county council.

In this study, CSOs are understood as a collection of non-state organizations, associations and interest groups which, collectively, help to advocate for services and enhance development in the country through various ways and efforts such as advocacy, sensitization and service provision. CSOs are organizations between the family and the state organized not for the purpose of profit. These operate autonomously outside the state.

## **1.2 Background of the study**

According to World Health Organisation (WHO) report (2012), partnership between governments, donors, the private sector and civil society has increasingly gained attraction

among international development cooperation partners since the Paris Declaration on Aid Effectiveness first articulated principles of alignment and harmonization and greater country ownership of development in 2005. The involvement of civil society institutions is crucial to this process. Their voice of accountability for community health needs in local governments is essential to ensure universal coverage and equitable access to reproductive, maternal and child health (RMCH). The advocates' role in framing issues, bringing together local governments, and monitoring international and national commitments were among the topics discussed at a WHO technical consultation entitled "Civil Society Advocacy for Reproductive, Maternal and Child Health in local Governments", held in Glion, Switzerland, on 14–16 May 2012.

Civic institutions and political activity are essential components of political society based on the principles of citizenship, rights, democratic representation and the rule of law. On the ideological spectrum (left, centre, right) liberals see civil society as a countervailing force against an unresponsive, corrupt state and exploitative corporations that disregard environmental issues and human rights abuses (Kamat, 2003). A mainstream form of political science and economics in which the spheres of politics and economics are treated as analytically distinct systems, is fundamentally concerned with and focuses on what we might term 'political development' establishing a participatory form of politics and 'good ', i.e. 'democratic' governance. Civil society can as well be a repository of diverse forms of popular resistance to government policies, and the basis of a 'counter-hegemonic' bloc of social forces engaged in a process of contesting state and other forms of class power. It is based on what might be termed a radical ideology shared belief in the need for radical change. Civil society is seen as a repository of the forces of resistance and opposition, forces that can be mobilized into a counter-hegemonic bloc (Morton, 2004). Civil society is viewed as an array of social organizations representing 'stakeholders' in a process of economic development, a strategic partner in the war against global poverty waged by the World Bank and other international development associations and agencies.

Similarly, the issue of decentralization and principles of good governance are the potentials to reduce poverty and to increase good governance at the sub-national level by decentralizing responsibilities and resources, and have become key issues in development policy in recent years (Jütting, 2005). In many developing countries decentralization efforts have been planned and

implemented as a means to improve service delivery to all citizens, to increase participation of the citizens and to improve good governance at the Local Governments level in general.

Since 1986, when the National Resistance Movement came to power, the NGO sector has seen tremendous growth. The growth in the NGO sector may be attributed to several factors. These include: enabling political environment, people's response to harsh economic environment; easy access to donor funding; increase of a spirit of voluntarism in interest groups such as the women, youth, people with disabilities etc, and the willingness of government to incorporate some NGOs in some of its strategic plans (Gariyo, 1995:1).

## **1.2 Statement of the problem**

According to the USAID/ Uganda Advocacy Assessment report (2010), civil society organizations (CSOs) engagement in advocacy have largely engaged in the service delivery arena, particularly in advocacy and watchdog functions on a limited scale at the national level. CSOs also lack coordination and have a weak institutional base, particularly at the lower local government level where capacities are weak and less organized. Therefore, they have a weak base, lack conceptual clarity on issues for advocacy, are too donor-dependent and end up pursuing 'donor issues' rather than community-generated issues. According to Uganda Bureau of Statistics (UBOS), 2014, there is lack of inadequate infrastructure at the district level due to poor performance of Local Governments (LGs) which stems from inadequate skills; local officials may not know procedures for conducting a meeting or how to conduct budgeting and planning processes. Another hurdle to local government performance is the lack of substantial resource generation mechanisms. Although Local Governments lack significant means to generate resources, they are mandated to develop and submit budgets to the Ministry of Finance at the national level in order to provide services at the local level. Since Local Governments are unable to raise funds locally, this reduces local officials' accountability to citizens and makes it more difficult to budget for local discretionary priorities.

At the Local Government level, very few CSOs possess the capacity to effectively engage the state and advocate on technical processes. Many are pointed to the need to sharpen their skills in various aspects of advocacy, ranging from community empowerment, to effective representation of community concerns, to research and policy analysis, power mapping, communications and



media, outreach and mobilization, and engagement with Local government officials. Therefore, this unfortunate trend impelled the researcher to establish the role of civil society organizations' advocacy strategies and the performance of local governments with particular reference to Kabale district.

### **1.3 Objectives of the study**

#### **1.3.1 General objective**

The general objective of the study was on civil society organizations advocacy strategies and the performance of local governments in Kabale district.

#### **1.3.2 Specific objectives**

- i. To identify the CSO advocacy strategies on the performance of Kabale District local government.
- ii. To find out the challenges affecting CSOs in advocacy strategies on the performance of Kabale District Local Government.
- iii. To establish ways to be adopted by CSOs in executing advocacy strategies on the performance of Kabale District Local Government.

### **1.4 Research Questions**

- i. What are the CSOs' advocacy strategies on the performance of local governments?
- ii. What are the challenges affecting CSOs' advocacy strategies on the performance of local governments?
- iii. What are the ways CSOs can adopt in executing of advocacy strategies on performance of local governments?

### **1.5. Scope of the study**

The study was conducted in the eleven lower local governments of Kabale District including, six sub counties, three Municipal Divisions and two town councils using Slovenes formula to obtain the sample size.

#### **1.5.1 Geographical scope**

The study was carried out in Kabale district, south western Uganda. It was originally part of Kigezi, before the districts of Rukungiri, Kanungu and Kisoro were peeled off to form separate

districts and now Rukiga and Rubanda included in Kabale district. Kabale District is bordered by Rukungiri District to the north, Rukiga District to the northeast, the Republic of Rwanda to the east and south, Rubanda district to the west and Kanungu District to the northwest. It lies approximately 420 Kilometres (260 miles), by road, southwest of Kampala, the capital city of Uganda. The coordinates of the district are: 01 15S, 30 00E. The altitude of the district ranges between 1,219 meters (3,999 ft) and 2,347 meters (7,700 ft) above sea level. This altitude makes it colder than most other districts in the country. Temperatures average about 18 °C (64 °F) during the day and 10 °C (50 °F) at night. The researcher therefore sought to carry out a study in this area to establish whether CSOs' advocacy strategies influence the performance of local governments.

### **1.5.2 Content Scope**

The study considered the content scope on civil society organization advocacy strategies and the performance of local governments of Kabale District. The content scope covered the CSOs advocacy strategies, challenges affecting CSOs in advocacy strategies and ways to be adopted by CSOs in the execution of the advocacy strategies for the effective performance of local governments.

### **1.5.3 Time Scope**

The study covered the period of five (5) financial years back from 2012 to 2017 on civil society organizations advocacy strategies and the performance of local governments. This is because 2012-2017 was when citizens were demanding for increased service delivery from local government which compelled CSOs to step up their advocacy strategies aimed at influencing the performance of local governments

## **1.6 Significance of the study**

The findings of the study may be utilized for improving the participation and relationship of Local Governments and CSOs actors to enable them identify their strengths and weaknesses to improve their partnership for increased efficiency on accountability, good governance and efficient service delivery.

Future researchers may find the information valuable as it may provide an important contribution to the literature in addition to the already established information on decentralization, roles of CSOs and the performance of local governments, especially on Uganda's experience; and it may serve as guide in undertaking similar studies.

The study findings will be helpful in identifying the advocacy strategies that CSOs have designed in influencing the performance of local governments a case of Kabale District

The study findings will further help the researcher to acquire practical skills that may inspire him to carry out more research studies on related topics. This is because during the process of carrying out the study, the researcher may come up with the new inspiring ideas that need further interrogation.

### **1.7 Operational definitions**

The World Bank report (2012) defines **Civil Society** as "a wide array of non-governmental and not for profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethnical, cultural, political, scientific, religious or philanthropic considerations".

**Decentralization** is a transfer of public functions from higher tiers to lower tiers of governance. It can be administrative, fiscal, political or a mixture of these (Jütting, 2004).

According to UNDP (1997), **Governance** "is the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interest, exercise legal rights, meet their obligations and mediate their differences." Good governance as per BMZ (2002) includes five criteria, such as (1) respect for human rights, (2) popular participation in political decision-making, (3) rule of law and certainty of the law, (4) a market friendly and social economic order, and (5) development oriented state action aimed at sustainable development, fight against corruption and efficient public administration.

Advocacy refers to the process in which CSOs undertake to speak on behalf of the poor people on issues that affect them. CSOs should speak on behalf of the poor to fight for some benefits on their behalf. They should lobby on policy issues or on issues of transparency and accountability in government activities. They should be involved in budgeting and formulation of public policies and other relevant legislation so as to protect the interests of the poor. CSOs should also detect government's unjust acts in its operations. They should also call for amendments in public policies if they notice that the interests of the poor are not represented. CSOs may participate not only through advocacy but also through sensitization.

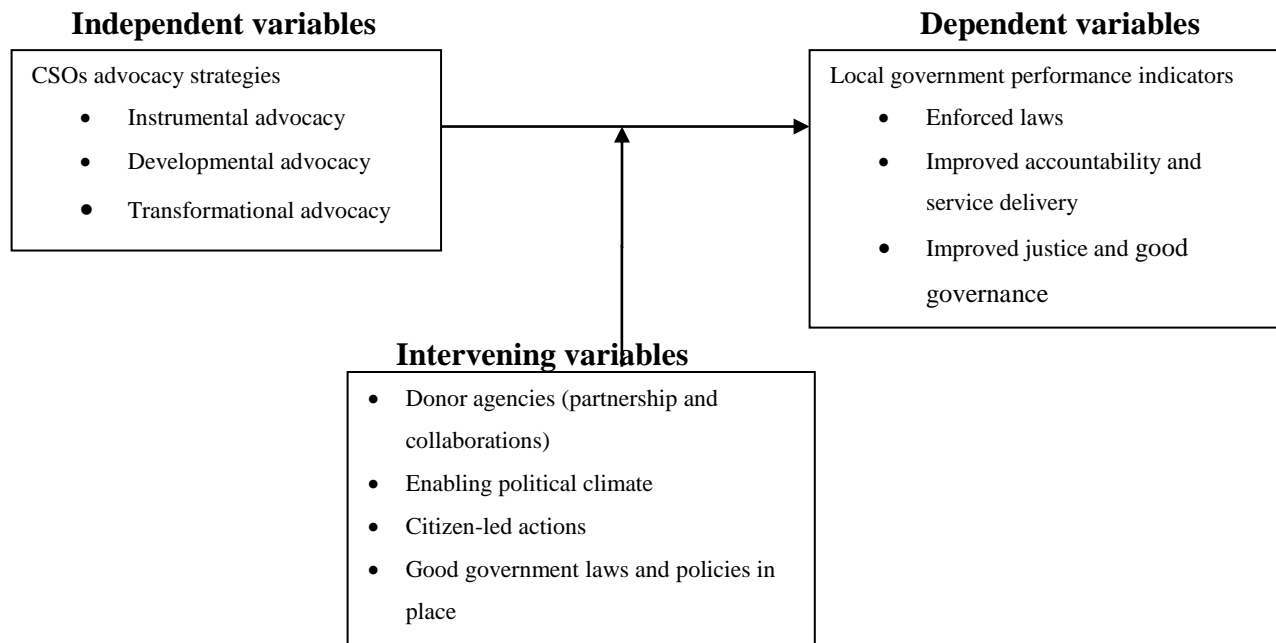
**Advocacy** is an organized, deliberate, systematic and strategic process intended to bring about a new or revised social or economic policy or programme. According to Salamon (1995) advocacy is the exercise of civic rights and duties and community obligations, that people are transformed from private individuals to public citizens.

According to the Constitution of the Republic of Uganda( 1995) (Articles 176 and 177), **Local Government** is a system based on the district as a unit under which there are local governments and administrative units which include; a district council, an urban council, and a sub-county council.

### **1.8 Conceptual framework**

A conceptual framework is a model intended to help the researcher to develop and present the context for studying the research problem and acts as a map for understanding the relationship between and among the variables in the study and to communicate the relationship (Kombo & Tromp, 2006).

*Fig.1.1 Conceptual model*



**Source:** Adapted from Rugambwa, 2004.

Fig.1.1 shows the linkage between different CSOs' advocacy strategies as policy dialogue, fostering participation, improved reporting and monitoring systems and local government performance indicators including enforced laws, improved accountability and service delivery, and improved justice and good governance. It shows CSOs' advocacy strategies as independent variables as related to the dependent variables of local government performance. The researcher also identified intervening variables which may influence local government performance. These include: donor agencies (partnership and collaborations), enabling political climate, citizen-led actions and good government laws and policies in place. The researcher controlled the effect of the intervening variables by randomly selecting them because randomization, according to Amin (2005), is one of the ways to attempt to control many intervening variables at the same time.

The study used a conceptual model on CSOs' strategies focusing on advocacy, sensitization and service delivery in local governments. These strategies may affect the impact of civil society participation on local government performance. If CSOs employ the right advocacy, sensitization strategies and efforts, they are likely to cause a positive impact on service delivery in local

governments. Similarly, if local governments consistently and adequately provide relevant services to the poor they are likely to have a positive impact on poverty reduction.

Effective participation by CSOs through advocacy, sensitization and service provision is expected to have an impact on local government performance. These changes may include: development of policies that represent the interests of the citizens, amendment of policies that previously relegated the interests of citizens. The changes may also include increased access to food, increased number of children attending school, increased access to income, among others. In addition, there has to be a sense of satisfaction among the beneficiaries of the services. In simple terms, there must be a variance in the lives of the people before and after the efforts brought about by the participation of CSOs.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents review of the literature on civil society organizations' advocacy strategies and the performance of local governments of Kabale District. The presentation follows the order of the objectives which are: to examine the CSOs' advocacy strategies on the performance of local governments in Kabale District; to analyse the challenges affecting CSOs' advocacy strategies on influencing local government performance in Kabale District; and to establish the remedies for enhancing the capacity of CSOs to influence local government performance in Kabale District.

#### **2.2 CSOs advocacy strategies**

According to DENIVA (2006), there are three different components of a comprehensive advocacy strategy – transformational, developmental and instrumental – which have been identified from a review of the relevant literature, and through discussions with organizations providing advocacy training. These components can be loosely conceived of and correlated with stages ranging along an advocacy strategy's continuum, moving from citizen empowerment (transformational), to civil society strengthening (developmental), and concluding with policy influence (instrumental). As discussed in greater detail below, each of these advocacy components or stages provide a gauge for what types of interventions will best promote and ensure effective and sustained political change and policy reform. Depending on where a country falls along this continuum – from those with a politically empowered citizenry and a politically-active civil society to those where the majority of citizens have little or no say in public matters and where civil society is weak or non-existent will determine, to a large extent, which components are incorporated into a given advocacy strategy.

The fact that continuum models are static in nature, that is, they assume linear progressions of development and depend on snap-shots taken at a given point in time to identify a stage – we also portray our advocacy strategies framework as a dynamic set of circular interrelationships in which each component also reinforces the other two through backward and forward linkages best

thought of as a virtuous circle. Depending on the perspective, citizen empowerment, civil society strengthening, or policy influence could be the necessary link requiring emphasis in an advocacy programme strategy; or it could be all three simultaneously.

### **2.2.1. Instrumental advocacy**

The process by which concrete policy outcomes or reforms are achieved is what is normally associated with advocacy, as are the well-defined steps and set of skills and techniques that make the achievement of these outcomes possible. If “doing advocacy” or being an effective advocacy organization was as simple, *inter-alia*, as knowing how to mount a campaign, using the media, or “mapping” power actors and their relationships, there would probably be no policies or reforms left to influence, and we would all be living in some conception of our own ideal world.

The research that underlies this Resource Guide has made three points abundantly clear concerning the formulation of an advocacy strategy. First, as important as the tools and tactics of instrumental advocacy are to the achievement of a desired policy outcome, the two other components that precede it along the continuum – citizen empowerment and civil society strengthening – are likely to be essential requisites of an overall strategy of effective and sustainable advocacy. Secondly, while these two components can be viewed as preconditions to the achievement of a desired policy outcome (instrumental objective), it is also clear that there exists a strong backward linkage in which the act of pursuing a specific policy outcome both strengthens civil society and empowers citizens. Similarly, we can say that without an empowered citizenry, the likelihood of a vibrant civil society developing to represent and press or the interests of the individual vis-a-vis the state and market is not great. Thus, like development in general, achieving democracy-building objectives is more the result of an iterative and interactive process than a linear one ... a virtuous circle, in short.

Finally, and perhaps most importantly, not only does the pursuit of an instrumental advocacy objective contribute to the empowerment of citizens, the strengthening of civil society, and the building of social capital (see below), it is a true indication of the legitimacy with which people view their political system. The ability and willingness of citizens and their organizations to undertake instrumental advocacy demonstrates an unparalleled commitment to constitutionalism and the rule of law as the favoured solution to political decision-making and change. Each of the



following three sections provide a discussion of one component objective of the overall advocacy strategy explained here, which has the ultimate goal of achieving a discrete economic, social or political reform or policy change. This includes a brief conceptual overview of the advocacy objective, how it is defined in that context, and the set of skills and experience that an organization must develop to achieve the advocacy objective or train others in its use.

### **2.2.2 Transformational Advocacy**

Advocacy is the ability of the marginalized or disadvantaged – the powerless or poor majority – to challenge the status-quo by gaining a sense of their own power, including the capacity to define and prioritize their problems, and then acting to address and resolve them. Advocacy as citizen empowerment recognizes the fundamental tenet of democracy, that is, its overall health and strength ultimately derives from an enlightened and active citizenry. One role of a citizen is to make informed decisions about personal as well as collective concerns and interests that s/he chooses to pursue in the relevant political arenas where public decision-making takes place. Achieving the transformational objective, that is, turning individuals into an active and informed citizenry, does not just happen. It is the result of a long-term process of learning and education which takes place in the home, the classroom, and the organizations that citizens voluntarily form to advance collective interests, solve shared problems or, as Salamon (1995) notes, “to pursue public purposes.” It is in the exercise of civic rights and duties and community obligations that people are transformed from private individuals to public citizens.

In the majority of newly democratizing countries in which USAID works, the likelihood of finding a broad-based, enlightened and active citizenry with the capacity to participate effectively in public decision-making is not great. While it would be inaccurate to state that instrumental or policy advocacy cannot take place in the absence of an informed and active citizenry, there can be little doubt that strengthening the skills of citizenship – the knowledge of civic rights and duties and the practical tools, techniques and strategies to ensure and discharge them -- increases the likelihood that policy change and reform efforts will be effective, successful and sustained. In short, empowered citizens are best placed to define what issues get placed on the public agenda, and are likely to be the most committed advocates for their own as well as larger societal interests.

While the transformational objective contributes to the achievement of policy goals, the reverse of this maxim is equally true. Phrased differently, the two objectives are mutually reinforcing and strengthen an overall advocacy strategy aimed at policy change. Instrumentalist advocacy contributes to the transformational objective by demonstrating real, immediate, and concrete improvements in people's lives. The mere act of participating in the process of instrumental advocacy by people and groups that were previously denied such a role is an empowering experience and broadens citizenship to previously disenfranchised groups. A transformational strategy component that does not have a specific objective of winning tangible results for those most concerned is just as likely to lead to frustration and cynicism, as it is empowerment. In our interviews with both US CSOs providing advocacy training and USAID Democracy Officers responsible for regional programming, a significant number of both respondent groups made it clear that a focus on citizen empowerment and citizenship building was an important component of their advocacy strategies and programming. But even the most "progressive" CSOs implementing a comprehensive advocacy strategy acknowledged that achieving measurable policy outcomes or "winning" was an essential objective of their citizen empowerment programmes as a review of their training programmes demonstrated (Lister, 2003).

### **2.2.3 Developmental Advocacy**

The ability of citizens to organize themselves collectively to alter the existing relations of power by providing themselves with a lasting institutional capacity to identify, articulate and act on their concerns, interests and aspirations, including the ability to achieve specific and well-defined policy outcomes. Advocacy as strengthening civil society and building social capital has the objective of altering the relations of power. In most USAID-assisted countries, power asymmetries are the typical sociopolitical feature of relations between those who control the institutions of the state and those governed by those institutions. A strong civil society is intimately linked to a strong democracy that in turn practices good governance. Because both civil society and democracy are normative terms, so too is advocacy as broadly conceived in this strategy. Civil society (the realm of voluntary association and civic values) is the advocate for and defender of society – and the citizens and communities that compose it – vis-a-vis the state (the realm of political authority and coercion) and the market (the realm of trade and exchange).

The developmental objective of advocacy assumes an imbalance in power relations between the politically organized and society at large which is politically unorganized. Civil society thus provides the unorganized and/or powerless with an intermediating set of organizations, mainly of their own creation, capable of accessing arenas of power and decision-making so that their collective voice is heard and acted on. Strengthening civil society then, carries with it a commitment, value or vision to “righting” the imbalance in power relations that exist between societies on the one hand, and the realms of state and market on the other. Please note that this does not mean making civil society stronger than the state. Rather, it means moving CSOs individually and civil society collectively along a continuum of capacity development through targeted interventions of training and technical assistance to a point of parity with the state and market. As discussed below, a civil society that is operating purely in an adversarial or oppositional role to the state and market indicates weakness in all three political realms and democracy itself; while a civil society that is viewed and conducts itself as a legitimate partner in governance matters at the local and national levels is likely to be associated with a strong and healthy democracy.

Building a functional capacity for effective and sustained civic advocacy goes beyond building strong, lasting, democratically run citizen organizations with well trained staff as important as these may be. The principal means by which society permanently alters power relations with the realms of state and market is through the construction of a civil society-wide institutional and normative infrastructure to support individual CSOs that choose to engage in advocacy. If we want CSOs capable of undertaking effective advocacy, then ensuring there are specialized CSOs to undertake such functions as: addressing a wide range of capacity building needs including those related to advocacy; conducting research and formulating policy independent of the state and market; developing and promoting the voluntary adherence to a sector-wide standard or codes of conduct; protecting and promoting the rights of the sector; and seeking new and innovative sources of CSO financing.

Effective advocacy, or achieving a well-defined policy outcome, is most likely to occur with an autonomous and strong civil society that has a permanent institutional capability to:

- i. Access the political arenas where public policy and decision-making take place;

- ii. Articulate and press for desired policy change and reform vis-a-vis concerned public decision makers;
- iii. Ensure that decisions once made are then implemented;
- iv. Continually monitor policy implementation; and,
- v. Where necessary, reformulate policies that no longer serve their initial purpose.

## **2.3 Challenges affecting CSOs' advocacy strategies on influencing local government performance in Kabale District**

It should be noted that the rationale for devolving political power and responsibility to the local governments in Uganda was to empower the population through their popularly elected local councils. Thus they could effectively participate in the governance of their areas. Over time, however, this cardinal goal of decentralization seems to be elusive. According to the JARD (2006:11), whereas the processes of policy formulation, planning, and implementation have been opened up to civil society to participate at the district and lower levels of local government, there has hardly been active involvement of civil society in the systematic collection, analysis and dissemination of monitoring information in service delivery (JARD, 2004:3). As a result, the practical arrangements of civil society participation were reported to be less responsive to the needs and rights of, especially, the poor community members. There are several operational challenges that have affected CSOs' ability to hold the government to account, which are explored below.

### **2.3.1. Regulatory environment**

The legal and regulatory environment for civil society was reported to be disabling due to the rather cumbersome and elaborate procedures for registering CSOs, which, according to the umbrella CSO agency, might even soon be tightened. The CSO representatives interviewed reported that the space within which they operate was continuously being restricted by government agencies. Controlling space is reportedly done by demanding multiple registrations and accreditation of CSOs at various levels, which make their operations costly in terms of money and time. Registration can be denied or delayed, as it was reportedly in the case for the National NGO Forum, whose registration took four years and the reasons were never made clear. This is coupled with the tax requirements imposed on CSOs.

An earlier report by DENIVA (2006) described the regulatory restrictions in the form of government's ambivalent attitude on what constitutes allowable advocacy activities for CSOs, especially when they stray into what it considers the political arena". As a result, most CSO activity concentrates on service delivery and citizens' economic and social welfare– a sphere of operation where the state feels little challenged – as opposed to the CSO advocacy role and holding government accountable, where the government's image can apparently be dented by reports that implicate government officials of impropriety.

### **2.3.2. Enmeshing civil society with the state**

The engagement of CSOs by local government agencies, especially in contracting service delivery is reported to have closely enmeshed the civil society with the state, thereby making the demarcation between civil society and government rather blurred. Lister and Nyamugasira (2003:96) pointed out that “the boundaries between public and private, legal and illegal, even state and society, are vague” and as a consequence there are high levels of corruption and an elevated importance for personal contacts and networks in relation between civil society and state organs. This explains why CSOs are often praised by the state agencies, not necessarily for acting as instruments for checking the latter's excesses and accountability, but for their facilitative role in alleviating poverty, improving conditions of health and education. Whereas there is some engagement of CSOs by government in policy processes, the basis on which it takes place was reported to be unclear or contradictory. The district officials and CSO representatives interviewed related that there is little discussion or no clarity regarding which groups constitute legitimate participants in policy processes. It was reported that inclusion in policy process is very unpredictable and civil society often relates with government agencies through patronage and clientelism means. This revelation collaborates with the earlier findings of Lister and Nyamugasira (2003), who conclude that participation in the policy processes is by invitation from government officials, who often choose to exclude those CSOs known to be critical in policy formulation process.

### **2.3.3. Business/pecuniary interests**

The pursuit of business interests through contracting-out of service delivery continues to undermine the conventional focus of CSOs that is based on non-profit orientation. This culture is prompted by the desire on the part of CSOs to complement the work of government, rather than questioning it, mainly because they find it beneficial when they win contracts from government for service delivery work. CSOs are scared to challenge government agencies and risk cultivating an adversarial relationship in fear of “biting the hand that feeds” them (interview, NGO Forum, March, 2010). According to De Coninck (2004), many individuals have turned to creating CSOs as a means of employment. “CSOs, thus have in effect taken a dual mandate: that of ensuring the leader’s/founder’s own personal survival (and that of their extended families) as well as that of alleviating poverty in their respective communities” (De Coninck, 2004).

### **2.3.4. Urban-elite capture**

While there have been attempts to encourage especially the NGOs to enlist the less well-off communities, they are reported to be dominated by the elite and urban middle class. This has increased doubts as to whether such organizations can effectively represent a society that is predominantly agrarian. The DENIVA (2006) study reiterated several researches that found the “upper class” to be dominating the leadership of many CSOs, especially the NGOs. The NGO survey carried out in 2003 showed that, within the district local governments, NGOs were urban-based or urban-oriented, and one-fifth was located in Kampala (DENIVA, 2006:31). This ambivalence was earlier aptly put by Mamdani (1996) as reflected in Oloka-Onyango and Barya (1997:121), with particular reference to NGOs.

From the above observations, one could offer salutation to the growth of CSOs in Uganda, but with some caution, if not outright trepidation. Rugambwa (2004) argues that CSOs’ weak internal structure and lack of broad representation of the popular voice often make them susceptible to manipulation and renders their position rather superficial in pursuing accountability. Evidently, this orientation cannot suit the CSOs’ expected role of pulling forth accountability from others, when they do not exercise the virtue themselves.

### **2.3.5. Donor drive**

The donor factor looms over the mushrooming numbers of CSOs across the country, and particularly in hitherto no-go areas of societal interest. The growth of civil society action non issues such as environment, women, population, and governance have over time, been a response to the donor interest in those areas and the funding that follows it. This means that a number of CSOs have sprung up, not under the conviction that they could play a genuine role in enforcing better performance from public sector agencies, but for the sake of clinching a piece from the donor prize. Respondents from DENIVA reported that NGOs must depend on foreign funds for over 80% of their activities, to which local contributions can only cover a paltry 2,5%.

Foreign aid has been at the centre of not only defining the activism and methodology of CSO activities in Uganda, but has also been responsible for the factional differences and conflicts within CSOs. For example, in the Poverty Reduction Strategic Papers (PRSP) framework which facilitated donor support through a sector-wide approach (SWAP), donors required CSOs to play sub-contracted agents of government, in order to access donor funds through sectoral ministries to provide services to communities. While this architecture of aid recognized the role of CSOs in procuring accountability, they (CSOs) acted primarily as sub-contractors of government which could provide services to communities (Lister and Nyamugasira, 2003). The above issues form the operational environment and factors that affect the CSOs' capacity to hold the government accountable. Therefore, they are unable to effectively play their anticipated role of promoting accountability in local government.

### **2.3.6. Coordination and networking**

Poor coordination and networking arrangements of most CSO activities create some confusion and make it difficult for external agencies to work with the CSOs. Often, individual CSOs trade accusations and counter accusations with their umbrella bodies whom they accuse of poor communication and coordination. However, the umbrella bodies like the NGO Forum and DENIVA also allege that some individual CSO member groups, sometimes, make unrealistic demands of material expectations from their network bodies. As a result, some CSOs are

unwilling to join networks or abandon them for lack of benefits, duplication of work, and dominance by powerful members (DENIVA, 2006). Such episodes display unnecessary competition and bickering amongst the CSOs, which undermine their credibility in the eyes of the different stakeholders in the fight against public sector wastefulness.

#### **2.3.7. Financing difficulties**

The financing difficulties of CSOs render them dependent on sources that increase their vulnerability to compromise the rather good virtues that they stand for. Firstly, the looming levels of poverty make it difficult for the CSOs to raise meaningful membership fees from their members, and hence a high degree of donor dependence and accountability towards them, rather than to the members. Secondly, the need to stay afloat has sent many CSOs to seek handouts from governmental bodies like the district local governments, whom they are ironically supposed to monitor and demand accountability on behalf of the citizenry. Thirdly, CSOs' engagement in contracting-out of service delivery, whatever it is worth, makes them pursuers of business interests and appendages of the local government establishment, with less enthusiasm in promoting strong bonds with the community and downward accountability.

#### **2.3.8. Low civic competence**

Whereas decentralization has increased civic awareness and popular political participation of the masses in electing local leaders, there is still a lack of a vibrant civil society when it comes to demanding accountability for service delivery from local government officials (Kakumba, 2010). In Uganda, for example, cases of low civic competence are exacerbated by widespread poverty and illiteracy in the countryside. More confusion is created by the existence and proliferation of too many, too small and sharply divided CSOs with pseudo pro-people agendas, which often makes it difficult for the public to know who is capable of handling their interests effectively.

#### **2.3.9. Social perceptions**

What has come out from the community appraisals undertaken by the Inspectorate of Government (IG) survey is that there is a tendency by various sections in the civil society to regard bribes, as a form of gratification and appreciation of a good gesture extended to them by public officials (NIS, 2008). Indeed, society has lived with the maladies of public sector wastefulness for a long time and somehow seems to have accepted it, probably as a way of life.



The long history of repression, deprivation, and centralized regimes in poor countries reinforce the stereotype that society views public service provision as a favour to the community. Likewise, some cultural practices that view the extension of tributes to those elevated in leadership positions and status as a sign of respect and good manners, only serve to support the reluctance to condemn certain acts of corruption.

One of the major factors constraining community participation in Uganda's local government is the lack of civic competence caused by low levels of awareness (Kakumba, 2010). This makes the public unable to demand quality services and to hold their leaders accountable in local government. Building capacity for civic competence, thus, requires civil society to be sensitized about their rights and role, and empowered through participation in policy decision-making.

#### **2.4 Ways adopted by CSOs in execution of advocacy strategies in Kabale District Local Government**

Several intervention mechanisms have been undertaken by the Inspectorate of Government (IG) to promote awareness and civic competence among the public (civil society). In particular, the IG has a duty to foster the elimination of corruption, abuse of authority and of public office (Constitution of the Republic of Uganda, 1995 Art. 225). Some of the interventions made by the IG include: media awareness programmes, integrity surveys, monitoring and evaluation, inter-agency forum, and sensitization workshops.

##### **2.4.1. Public awareness programmes**

Public awareness programmes have been undertaken by the IG through: radio and television programmes; publication of booklets and flyers; and newspaper insert advertisements, to educate the public about the nature and evils of corruption. During 2005-2008, the public awareness programmes were funded by the African Development Bank through the Institutional Support Project for Good Governance. Another form of public awareness that targets the youth in academic institutions has given rise to the formation of integrity clubs, especially at universities, and whose launching is fully supported by the Inspectorate of Government (IG-Report, 2009).

These programmes continue to encourage the public to report corrupt practices and to create dialogue and interaction with the IG in promoting public sector accountability. Representatives from civil society reported that these media programmes have indeed made a positive impact on informing the civil society about its role in promoting accountability and effective service delivery.

Although the public awareness programmes have indeed increased IG intervention, several district respondents noted that their visibility and accessibility are still very low, especially in upcountry localities. Gregory and Giddings (2000:5) argue that “a complaint handling mechanism is likely to be useless if potential complainants are unaware of its existence and ignorant of its functions; and it can be of equally less value if it is difficult to reach”. Thus the IG, which operates as Uganda’s Ombudsman, must strive to be understood and be accessible to various communities, if it is to expedite its arbitration role in the public realm effectively.

#### **2.4.2. Community/Household surveys, monitoring and evaluation**

Community/household surveys undertaken by the IG under the national integrity survey are perhaps the most significant of the external control interventions towards building the capacity of civil society in Uganda. It is an important mechanism of engaging civil society in monitoring and evaluation, and combating corruption in the country. The surveys that were carried out in 1998, 2003 and 2008 have helped to gauge the public perception about corruption, which has formed the basis for identifying and dealing with the gaps that undermine accountability and effective resource utilization. Public perceptions were generated on issues like bribery, nepotism, forms and causes of corruption, quality of service delivery (IG Report, 2008).

According to the community survey of 2008, the proportion of those who admitted to have paid bribes in the course of their contacts with government service providers was small, but conversely, over 80% of respondents admitted to the general view that bribery was a common occurrence (NIS, 2008). This implies that respondents were reluctant to admit to having paid bribes, but were quick to acknowledge its existence in general terms. This fact was reinforced by the admission from respondents that they only, but occasionally, received receipts in respect of payments made to local authorities. Such surveys that give opportunity for engagement between the external control agencies and civil society have created a critical informative exchange that

strengthens civil society awareness of the dilemmas of public service provision and the available options of dealing with them.

#### **2.4.3. Inter-agency forum**

The inter-agency fora spearheaded by the external control agencies of the IG and OAG present an important intervention and avenue through which representatives of civil society groups are enlisted in combating public resource wastefulness. The most notable CSO coalitions in these fora include the Anti-Corruption Coalition of Uganda (ACCU), Transparency Uganda Chapter, and the Uganda Debt Network (UDN). These fora facilitate interaction and dialogue among the various stakeholder agencies in the fight against graft. They often pass resolutions that either pronounce public condemnation of any act of public resource abuse, or make demands and recommendations that influence policy decision-making and reform.

One notable example of the inter-agency resolutions that has informed policy is the establishment of the special Anti-corruption Court, which was inaugurated in 2010. The other influence of this forum on policy was the demand to banish the highly corrupt District Tender Boards (DTB), upon which a new legal instrument was recently established to replace them with contracts committees. The committees currently constitute the top civil servants and technical officials, as opposed to the earlier arrangement where local politicians nominated their cronies on DTBs to extend clienteles and perpetuate shady business deals. The civil servants are bound by the Public Service Standing Orders and a wide range of disciplinary measures if they did not act properly, unlike local politicians who would usually walk scot-free, after being implicated in tendering scandals (Auditor General's report, 2010).

#### **2.4.4. Training and capacity building**

A number of external agencies including international organizations, consultancy firms and academic institutions carry out capacity-building programmes for CSOs; however, there is a concern that most of these initiatives are limited to the urban-based and elite NGOs. This explains why the regional survey respondents gave a low score when asked about the existing infrastructure for supporting CSOs in capacity building in Uganda -- 57% said it was very limited, 30% indicated moderate, and only 13% indicated that the existing infrastructure was at least significant enough to provide capacity building (DENIVA, 2006).

Capacity development requires both an environment conducive to organizational strengthening, and the existence of basic core capacities. Currently, steps are being taken to help CSOs and donors to think more strategically about capacity development. One such initiative is the preparation of Codes of Conduct for Civil Society. Codes of conduct for ethical behaviour have been recently been developed by the NGO Policy Forum and the Foundation of Civil Society. Another initiative that can enhance the environment for organizational strengthening is the emerging dialogue between CSOs and donors regarding aid modalities and the need to align aid to civil society with the PARIS declaration and even more with the Action Agenda from Accra. As a result of this dialogue initiated by the NGO Policy Forum, donors commissioned a consultancy to prepare “Guidelines for Civil Society support” (Ingelstad and Karlsen, 2007), which proposes common principles for Development Partners’ support to civil society organizations. The impact of these initiatives depends on the commitment of both donors and civil society organizations to follow up on the recommended steps. In line with the principles of coherence, synergy and complementarities, it would make sense for the Belgium Cooperation to adhere to these “Guidelines for Civil Society Support” and also join the donor group that is linked to the “civil society support” group. Additionally, there are many options to support Civil Society. In this document three options are outlined:

- i. Funding and capacity building support to CSOs at regional level;
- ii. Support to accountability via Deepening Democracy Programme and the media;
- iii. Support to democracy through Civic Education and Public Debates.

## **2.5 Research gap**

The review of literature has provided a backing for the research questions made in chapter 1 sec. 1.6 that there is a relationship between Civil Society Advocacy strategies and the performance of local governments. The researcher would therefore like to go ahead and statistically prove the relationship between the three variables (independent, dependent and intervening) with cross-reference to the literature reviewed.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methodology that was used in the study. It gives a summary of the research design, study population and sample size, data collection instruments, data type, data processing and presentation and the challenges that were encountered during the process of data collection and analysis.

#### **3.2 Research design**

The study used descriptive research design in nature and this helped in collecting data from a wide section of the study respondents. This kind of study design was preferred as it generated quick results (Burns, 2000). This helped the researcher to earn more understanding on perceptions, attitudes and knowledge about the topic under study. The research design was suitable in the sense that the information collected was analysing how CSOs' advocacy strategies influence the performance of local governments. In addition, the study was mainly qualitative in nature though some aspect of the study was presented as quantitative data.

#### **3.3 Study Population**

Target population is defined as a compute set of individuals, cases/objects with some common observable characteristics of a particular nature distinct from other population. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. This definition ensures that population of interest is homogeneous. Population studies are more representative because everyone has equal chance to be included in the final sample that is drawn, according to Mugenda (1999). The study targeted a population of 118 respondents including sub county chiefs (13), chairmen local council III (13), Sub County and Division speakers (13), community development officers (13), 4 parish chiefs from each sub county (52), District speaker, Local Council V Chairperon, Chief accounting officer, District planner, District development officer and 10 CSO leaders from the District (Kabale District Planner's Report, 2016). The study used the above categories of people since they were stakeholders in CSOs and believed to be knowledgeable about CSOs' advocacy strategies and the performance of local government.

### **3.4 Sampling procedure**

#### **3.4.1 Selection of sub counties**

Kabale district comprises eight (08) sub counties, two (02) town councils and three (03) divisions in a municipality. All the top management of these administrative units was selected to provide thesis information about CSOs' advocacy strategies and the performance of local governments. Purposive and Snowball sampling technique was employed when selecting respondents to participate in the study from Kabale district (Amin, 2005).

#### **3.4.2 Selection of respondents**

Respondents were grouped into eleven stratas: Sub county chiefs, chairperson local council III, sub county speakers, community development officers, 5 parish chiefs from each sub county, district speaker, and district chairperson local council V, chief accounting officer, District planner, and District Community Development Officer were randomly selected. Simple random sampling was preferred because it is non-biased. In all, 118 respondents were selected for the study. Since the target population was small, the researcher decided to take the whole target population to be the sample size.

### **3.5 Data collection method**

The study used both primary and secondary data and this was done through the utilization of quantitative approach of data collection. In quantitative approach, the design was developed at the beginning of the research and deviation of any kind was not permitted as such deviation was thought to cause problems. Data collection methods were standardized and fixed leaving no options for correction and adjustment.

#### **3.5.1 Questionnaire method**

A questionnaire is a device made of questions dealing with characteristics given to a group or to an individual. According to Donald (1972), a questionnaire is either mailed or administered personally to a group of individuals. The researcher used a questionnaire to get information in details. The questionnaire was administered to all respondents in the study because they were literate and it gave them a degree of freedom to respond to all the set questions.

### **3.5.2 Documentary review method**

The study also used secondary data including written documents such as notices, journals, textbooks, administrative and public records, magazines and policy papers. The reason for using secondary information was mainly to help the researcher to place the findings within a more general context by comparing and integrating the research findings to the existing literature about the study problem.

### **3. 6 Research instruments**

The study used two categories of research instruments -- self-administered questionnaire and documentary review guide. Both open and close-ended questions were designed for each category of respondents.

#### **3.6.1 Questionnaire**

These were self- administered to both the respondents since they knew how to read and write and they were always busy during the day time which made face-to-face interview complicated to get their opinions, perceptions and attitudes on the CSOs' advocacy strategies and local government performance. The questionnaire was designed in such a way to provide for both open and closed ended questions. The questionnaire method was preferred because it was a time-saving tool.

### **3. 7 Reliability and Validity of Research Instruments**

Reliability of the instruments was obtained by using the test- retest reliability. Fraenkel and Wallen (1996) argue that for most educational research, stability of scores over a period of two months is usually viewed as sufficient evidence of test-retest reliability. Therefore the researcher tested and retested the instruments on a small number of respondents in an interval of two weeks. The researcher computed the reliability for multi-item opinion questions using SPSS computer software. The items were tested using Cronbach Alpha and to give a reliability figure above 0.7 (Kaplan and Saccuz, 1993).

**Validity:** Instruments are supposed to measure accurately what they are supposed to measure. Therefore, before they were used administered, they were first examine by colleagues taking the same programme as the researcher's. They were examined by the supervisor as this ensured that

the terms used in the questionnaire and interview guides were accurately defined and properly assumed.

The content validity index was computed as follows:

$$CVI = \frac{K}{N} = \frac{\text{Agreed items by both judges as suitable}}{\text{Total number of items in the questionnaire}}$$

The content validity index (CVI) was then computed. If content validity index was above 0.7 it was then accepted (Amin, 2005: 288).

**Reliability:** An instrument is reliable if it measures consistently what it is supposed to measure. Even if other researchers administer it, it should produce the same results. In this study, the test re-test method was used to establish reliability. The tools of data collection were experimented more than once on different instances to the same sample by different data gatherers.

The reliability of the instruments was established using Cronbach's Alpha, according to Amin (2005). The researcher used the Cronbach Alpha coefficient in order to establish reliability. This was calculated using the formula as follows:

$$\alpha = \frac{k}{k-1} \left( 1 - \frac{\sum Sd^2 i}{\sum Sd^2 t} \right)$$

(Where:  $\alpha$ = alpha coefficient,  $k$ = number of items,  $\Sigma$ = summation,  $SD^2 i$ = squared standard deviation within each item and  $SD^2 t$ = total standard deviation squared). If it is above 0.7 it is accepted (Amin, 2005).

### 3.8 Ethical consideration

When human beings are used as study participants in research investigations, care must be exercised in ensuring that the rights of those respondents are protected. The researcher respected human dignity by not revealing the identity of the respondents in the study. In this regard, a letter of introduction was obtained from the Director of Graduate Studies and Research, Faculty of Arts and Social Sciences of Kabale University, seeking permission to conduct the study after being directed by the supervisor to do so. The letter was presented to the respondents in the study area for permission and informed consent to conduct the study. Once the permission was granted, the researcher distributed the questionnaires to the respondents in addition to interviewing them.



### **3.9 Data analysis and management**

Data analysis was done after collecting the raw data from the field, editing and checking for accuracy of information, consistency and uniformity. The collected data was analysed both quantitatively and qualitatively. Quantitative data was grouped and statistical description such as tables showing frequencies, percentages and graphs were developed for better representation of the study findings.

Qualitative data refers to the data collected from respondents that cannot be easily presented in numerical form. The researcher analysed this type of data by only identifying the responses from respondents that were relevant to the research problem at hand (Stergios,1991; Vlahos, 1984). Such data was analysed in way of explaining the facts collected from the field under which the researcher was in position to use themes developed from the study objectives as the researcher was also in position to quote respondents' responses.

### **3.10. Limitations of the study**

During the process of data collection, the following limitations were encountered by the researcher. The researcher sometimes could not find all respondents in the study area, especially CSOs and lower local government leaders, as at times they had fixed programmes in doing their work. The researcher would however arrange with them to fix appropriate time in order to collect reliable and valid information.

There were intervening variables which were beyond the researcher's control such as respondents' honesty, personal bias and uncontrolled setting of the study. As a remedy the researcher explained objectives to the respondents and educated them about the purpose of the study.

**Instrumentation:** The research instruments on resource availability and utilization were not standardized. Therefore, a validity and reliability test was done to produce credible measurement of the research variables.

**Testing:** The use of research assistants can bring about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the

questionnaires and explanations given to the respondents. To minimize this threat, the research assistants were oriented and briefed on the procedures to be done in data collection.

**Attrition/Mortality:** Not all questionnaires were returned completely answered. Some were not retrieved at all due to intervening factors on the part of the respondents such as travels, sickness, hospitalization and withdrawal from participation. In anticipation of this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were reminded not to leave any item in the questionnaires unanswered and closely followed up as to the date of retrieval.

## **CHAPTER FOUR**

### **PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS**

#### **4. 1 Introduction**

This chapter presents the findings of the study. The researcher used sub county and district top leaders in the selected sub counties, town councils and divisions in Kabale municipality and Kabale district as a whole to collect the required data for the study. Data analysis was based on the study objectives namely: to establish the role the CSOs' advocacy strategies, challenges affecting CSOs in advocacy strategies and ways to be adopted by CSOs in execution of the advocacy strategies for the effective performance of local governments of Kabale district. Variables and research presentation were based on research questions using systematic approach. The main issues discussed in this section include the following: Questionnaires return-rate, demographic information of the respondents and the schools and responses to the research questions.

##### **4.1.1 Questionnaire Return Rate for Respondents**

The study involved 13 lower local government units namely: Sub counties, town councils, and municipality divisions in Kabale municipality Kabale District. Questionnaires were used as the instruments for the study. All the 4 questionnaires administered to district respondents in randomly selected government units were collected. This represented 100 per cent return rate. Out of 118 questionnaires administered to lower local government units, were all returned filled because it was easy to find such leaders in their homes during the lockdown since they could not work every day.

#### **4.2 Data presentation and interpretation**

A number of variables pertaining to the respondents' background were considered during the study. Respondents' age, sex and level of education, status of respondents were the key variables that were explored. The researcher considered the age, sex, marital status and education levels of respondents. The biographic data was very essential for the researcher and the study in order to describe the best respondents selected for the study as presented in the Table 4.2.1 below

##### **4.2.1 Demographic Characteristics of Respondents**

Various demographic characteristics of these respondents were obtained and are detailed in the following tables. These included gender, age, and education, employment, status and marital status.

#### 4.2.2 Descriptive on bio data of respondents

**Table 1: Shows descriptive on bio data of respondents**

	Table showing age of respondents	Table showing education levels of respondents	Table showing marital status of respondents	Table showing occupation of respondents
N	118	118	118	118
Valid	0	0	0	0
Missing				
Mean	2.3740			
Median	2.0000			
Std. Deviation	.99488			
Variance	.990			

**Source: Primary Data (2020)**

The results in the Table 1 above show statistics on mean which indicates 2.3740, median of 2.00, standard deviation of 0.99488 and the variance of 0.990. This shows that demographic characteristics on age of respondents were well represented in the study.

#### 4.2.3 Gender of respondents

Gender was an attribute that was considered among the demographic characteristics. The distribution of the respondents by gender is presented in Table 2.

**Table 2: Shows Distribution of study participants by Sex**

Category	Female (f)	Percentage (%)	Male (m)	Percentage (%)	Total Frequency
Sub county chiefs	04	3.7	09	8.3	13

Chairperson local council III	01	0.9	12	10.2	13
Sub county speakers	02	1.7	11	9.3	13
Parish chiefs from each Sub County	19	16.1	33	28.0	52
District speaker,	01	0.9	00	00	01
District chairperson local council V	00	00	01	0.9	01
Chief accounting officer	00	00	01	0.9	01
Community Development Officers	05	4.2	08	6.8	13
District Community Development Officer	00	00	01	0.9	01
CSOs employees	04	3.4	06	5.1	10
<b>Total</b>	<b>36</b>	<b>30.5</b>	<b>82</b>	<b>70.49</b>	<b>118</b>

**Source: Primary Data, 2020**

**Table 3: Shows gender of respondent**

N Valid			131	
Missing			0	
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	82	70.5	70.5	70.5
Female	36	30.5	30.5	100.0
Total	118	100.0	100.0	

**Source: Primary data, (2020)**

Table 3 above summarises the gender of the respondents. From the table, it shows that the majority of respondents (70.5%) were males while the rest (30.5%) were females. This was due to the fact that most households were led by men and even those who worked with local government, most of them were men due to the result of political beliefs where men are the top leaders. Males were more than females because of the African traditional attitude towards girl child education, as asserted by Nakunja (2013). The general finding from this data implies that

the responses are relatively balanced according to gender. Thus the views in this study are representative in regard to gender. Gender characteristics present different perceptions and appreciation as regards contribution to education.

#### **4.2.4 Age of respondents**

The age of the respondents was another demographic element obtained from the study participants. The age composition of the study respondents was also an important factor in the process of understanding civil society organizations' advocacy strategies and the performance of local governments in Kabale district. This was so because different age groups were assumed to understand the study variables differently yet considered vital to the study.

**Table 4: Showing age of respondents**

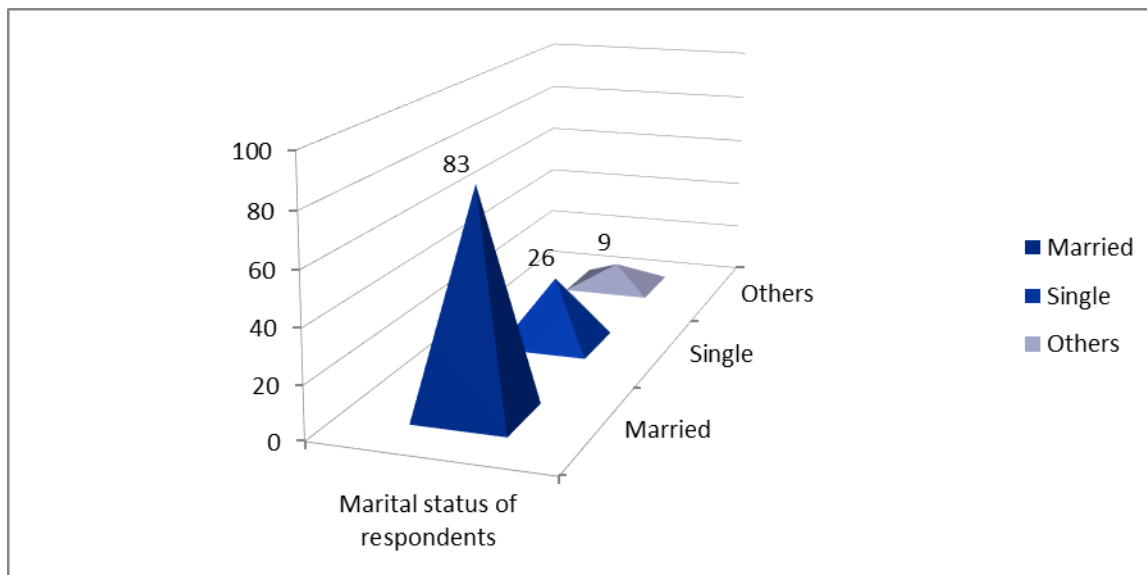
	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid 20-31	21	17.8	24.4	24.4
31-40	46	39.0	26.7	51.1
41-50	29	24.6	35.9	87.0
51-60	22	18.6	13.0	100.0
Total	118	100.0	100.0	

**Source: Primary Data 2020**

Table 4 above shows that the majority of the study participants (39%) were aged between 31 and 40 years. The least age bracket of the study participants were 17.8% in the age bracket of 20-30 years and above. There were more study participants (24.6%) between the 41 and 50 years age bracket, while those ones above 50 years were represented by 18.6%. These findings indicate that the study participants were mature and cut across the active age brackets of the civil service. This implies that the study participants were in position to give reliable and mature information. Different age groups perceive and respond to CSOs' strategies and performance of local governments differently.

#### **4.2.5 Marital Status of Respondents**

**Figure 1 Shows the Marital Status of Respondents**



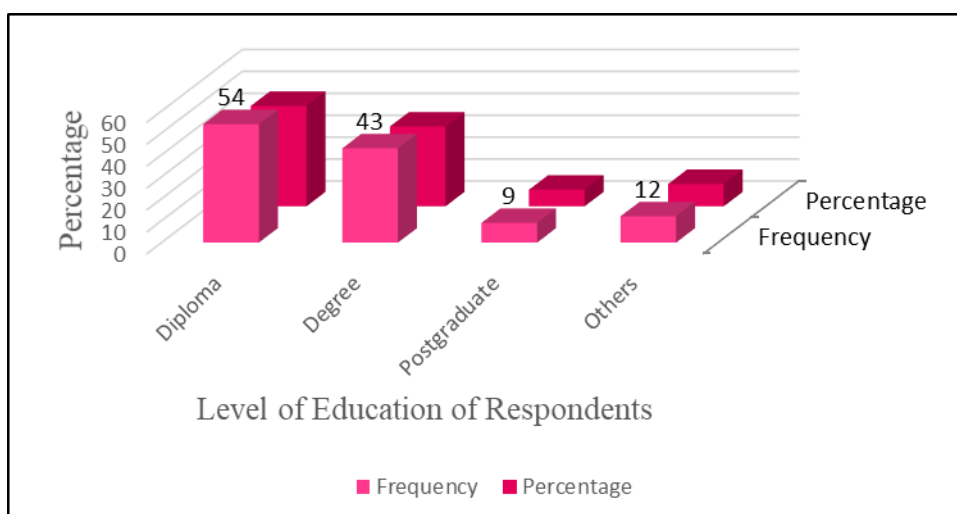
**Source: Field Research (2020)**

According to the results presented above in Figure 1 shows that the highest number of respondents {83(70.3%)} were married the least status being the others with 09(7.6%). Other status also contributed as singles were represented by 26(22.1%) of the respondents. This was done by the researcher to have different views from these different statuses depending on how they understood CSOs' advocacy strategy and performance of local governments.

#### 4.2.6 Education of respondents

Education was yet another demographic characteristic considered from the study participants.

**Table 5: Shows the level of education of respondents**



### Source: Primary Data 2020

Table 5 above the shows that the majority of the study participants (45.8%) had diplomas as their highest level of education while the least percentage were those who had postgraduate as their highest level of education with 7.6%. 36.4% of the participants had degrees as their highest level of education, 10.2% of the respondents had attained other qualifications of education like secondary and primary levels.

### 4.3 Presentation of Data

This section presents the empirical findings as established from the field. The findings are presented logically according to the study objectives and as per the method of analysis.

To this end, inferential statistics are presented followed by qualitative data from oral interviews.

This section presents the empirical findings as established from the field. The findings are presented logically according to the study objectives and as per the method of analysis.

**Table 6: Shows descriptive Statistics of data**

	N	Minimum	Maximum	Mean	Std. Deviation
Age of respondent in complete years	118	2	5	3.20	1.105
Level of education	118	1	3	1.65	.671
Experience of LG employees	118	1	9	4.15	2.560
Distance to school	118	1	5	2.60	1.142
Distance to health care centre	118	1	4	2.45	1.050
Valid N (list wise)	118				

*Source: Primary Data, 2020*

Table 6 above shows description of relevant information about respondents' bio data whereby age of respondents had a min of 2 and a max of 5 having the mean of 3.20 and the standard deviation of 1.105. This shows that age of respondents was very important as it shows the maturity of respondents and their knowledge on CSOs' strategies and performance of local governments. Level of education of respondents had a min of 1 and a max of 3 having the mean of 1.65 and the standard deviation of 0.671. This was important because it shows what civil society employees have got different development ideas on local governments to help citizens get services that help them to meet their basic necessities of life. Experience of LG employees



had a min of 1 and a max of 9 having the mean of 4.15 and the standard deviation of 2.560, which shows that number of years of respondents worked in local government was very important as it shows the level of development in the area through local government initiatives and programmes because the moment citizens have enough services like education, health, etc for the family, it will help them acquire even other services like nutrition, housing, etc. Distance to schools and hospitals also was important as it shows the distance that one has to cover to get such services and according to the results a min of 1 and a max of 9 and 4 respectively having the mean of 2.60 and 2.45 and the standard deviation of 1.142 and 1.050 respectively, which shows that the local government administration on rural development has been effective especially in providing education and health services in Kabale district.

#### **4.3.1 CSO advocacy strategies on the performance of Kabale District local government**

The research question was answered to establish CSO advocacy strategies on the performance of Kabale District local government.

**Table 7: Showing CSO advocacy strategies on the performance of Kabale District local government**

S/N	VARIABLES	SA		A		D		SD	
		F	%	F	%	F	%	F	%
1	Transformational advocacy	49	41.5	66	56	03	2.6	-	-
2	Developmental advocacy	43	36.4	69	58.5	06	5.1	-	-
4	Instrumental advocacy	41	34.7	73	61.9	04	3.4	-	-
5	Capacity building advocacy	29	24.6	82	69.5	05	4.2	02	1.7

**Source: Field data, 2020**

Table 7 above shows the CSO advocacy strategies on the performance of Kabale District local government. The majority of the respondents represented by 41.5% strongly agreed that CSOs have participated in transformational advocacy, followed by 56% who agreed with the point

while 2.6% of the respondents disagreed. Achieving the transformational objective, that is, turning individuals into an active and informed citizenry does not just happen. It is the result of a long-term process of learning and education which takes place in the home, the classroom, and the organizations that citizens voluntarily form to advance collective interests, solve shared problems or, as Salamon (1995) notes, “to pursue public purposes.” It is in the exercise of civic rights and duties and community obligations that people are transformed from private individuals to public citizens.

The majority of the respondents with 36.4% strongly agreed that CSOs provide development advocacy, 58.5% of the respondents agreed with provision of development strategies while 5.1% of the respondents disagreed with the point of development strategies by CSOs to citizens. Kakumba (2010) notes that strengthening civil society carries with it a commitment, value or vision to “right” the imbalance in power relations that exists between societies on the one hand and the realms of state and market on the other. Please note that this does not mean making civil society stronger than the state. Rather it means moving CSOs individually and civil society collectively along a continuum of capacity development through targeted interventions of training and technical assistance to a point of parity with the state and market. If we want CSOs capable of undertaking effective advocacy, then we should ensure there are specialized CSOs to undertake such functions as: addressing a wide range of capacity building needs including those related to advocacy; conducting research and formulating policy independent of the state and market; developing and promoting the voluntary adherence to a sector-wide standard or codes of conduct; protecting and promoting the rights of the sector; and seeking new and innovative sources of CSO financing.

The majority of the respondents with 34.7% strongly agreed that CSOs provide instrumental advocacy, 61.9% of the respondents agreed with provision of instrumental strategies while 3.4% of the respondents disagreed with the point of instrumental strategies by CSOs to citizens. Nyang’oro (1999) agrees that as important as the tools and tactics of instrumental advocacy are to the achievement of a desired policy outcome, the two other components that precede it along the continuum citizen empowerment and civil society strengthening are likely to be essential requisites of an overall strategy of effective and sustainable advocacy. Secondly, while these two components can be viewed as preconditions to the achievement of a desired policy outcome

(instrumental objective), it is also clear that there exists a strong backward linkage in which the act of pursuing a specific policy outcome both strengthens civil society and empowers citizens. Similarly, we can say that without an empowered citizenry the likelihood of a vibrant civil society developing to represent and press for the interests of the individual vis-a-vis the state and market is not great. Thus, like development in general, achieving democracy-building objectives is more the result of an iterative and interactive process than a linear one, a virtuous circle in short. The majority of the respondents with 24.6% strongly agreed that CSOs provide capacity building advocacy, 69.5% of the respondents agreed with provision of capacity building strategies while 4.2% of the respondents disagreed with the point of instrumental strategies by CSOs to citizens and 1.7% of the respondents strongly disagreed with the statement.

#### **4.3.2 Challenges affecting CSOs in advocacy strategies on the performance of Kabale District Local Government**

The research question was answered by establishing the challenges affecting CSOs in advocacy strategies on the performance of Kabale District Local Government.

**Table 8: Showing challenges affecting CSOs in advocacy strategies on the performance of Kabale District Local Government**

S/N	VARIABLES	SA		A		D		SD	
		F	%	F	%	F	%	F	%
1	Enhancing civil society with state	29	27.3	52	44.1	23	19.5	14	11.9
2	Urban elite capture	43	36.4	69	58.5	06	5.1	-	-
3	Financing difficulties	41	34.7	73	61.9	04	3.4	-	-
4	Coordination and networking	29	24.6	82	69.5	05	4.2	02	1.7
5	Low civic competence	44	37.3	71	60.8	02	1.7	01	0.8
6	Regulatory environment	51	43.7	61	52.2	06	5.1	-	-

7	Donor drive	49	41.5	66	55.9	03	2.6	-	-
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**Source: Field data, 2020**

Table 8 shows the merged results from respondents about the challenges facing challenges affecting CSOs intervention while delivering watchdog services among rural people of Uganda. The findings show that low civic competence was the major challenge affecting the CSOs in provision of quality service delivery among rural people in Kabale district which was strongly agreed by 37.3% of the respondents, 60.8% of the respondents agreed that low civic competence is a challenging factor affecting quality of service delivery in the area and 0.8% of the respondents disagreed with the point of low civic competence.

According to the research findings in the Table 8, most of the respondents represented by 36.4% strongly agreed that urban elite capture is one of the challenges affecting quality service delivery to rural people by CSOs, 58.5% of the respondents agreed that urban elite capture is a challenging factor affecting quality service delivery in the area and 5.1% of the respondents disagreed that urban elite capture is not among the factors affecting quality service delivery.

A half of the respondents (52.2%) strongly disagreed with regulatory environment as one of the challenges affecting quality service delivery in the area, 43.7% of the respondents agreed that regulatory environment was a challenging factor affecting CSOs in delivering quality service delivery in the rural areas of Kabale district, while 5.1% of the respondents disagreed that regulatory environment is one of the leading factors affecting CSOs while delivering quality services among rural people, and none of the respondents strongly disagreed that regulatory environment is one of the factors affecting CSOs in quality service delivery in rural area of Kabale district.

All the respondents represented by 100% strongly agreed that insufficient funds was one of the biggest challenging factor affecting CSOs in quality delivery in Uganda particularly Kabale district. 41.5% of the respondents strongly agreed that donor drive was one of the leading challenges affecting CSOs strategies in implementing quality service delivery among rural areas in Uganda, particularly in Kabale district, 55.9% of the respondents agreed that donor drive is a challenge to CSOs strategies in fostering good performance of local governments in service delivery among rural people, while 2.6% of the respondents disagreed with donor drive as a

challenge to CSOs' strategies in fostering performance of local governments service delivery among rural people in the area.

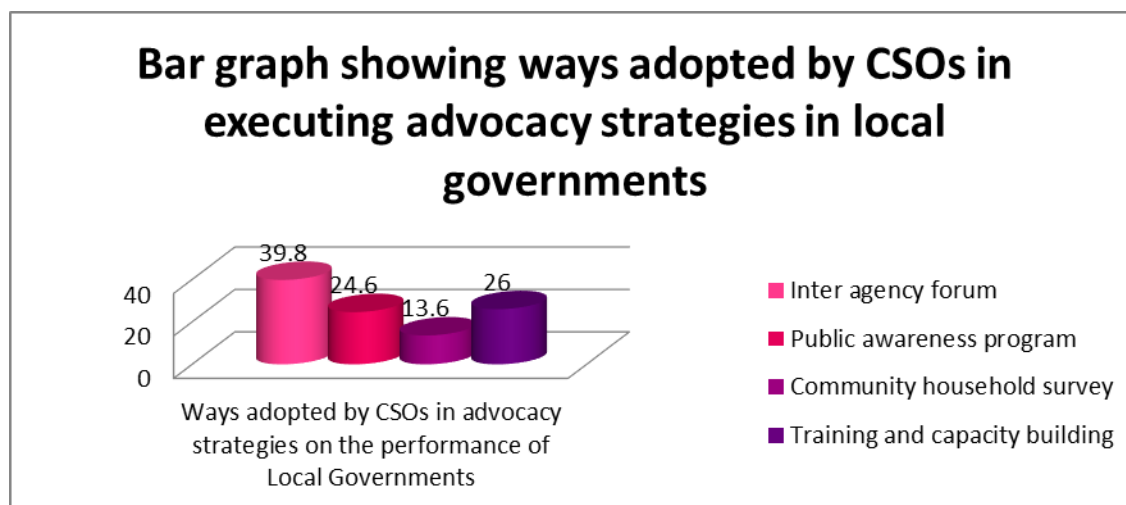
According to the findings in Table 8 above, most of the respondents represented by 24.6% strongly agreed with coordination and networking as a factor affecting CSOs strategies in fostering performance of local governments quality service delivery in rural areas, 69.5% of the respondents agreed with the point of lack of coordination and networking as one of the challenges affecting CSOs to deliver quality services to rural people of Kabale district, while 4.2% of the respondents disagreed with the point that coordination and networking is one of the challenging factors affecting CSOs to deliver quality service delivery in the area.

Over twenty-four and a half per cent (24.6%) of the respondents strongly agreed that enhancing civil society with state, 44.1% agreed that enhancing civil society with state as one of the major challenges affecting CSOs' strategies in fostering performance of local governments in delivering quality services in the rural areas. 44.1% of the respondents agreed and 19.5% of the respondents disagreed with enhancing CSOs' strategies in fostering performance of local governments as a challenge to CSOs in delivering quality services to rural people.

#### **4.3.3 Ways to be adopted by CSOs in executing advocacy strategies on the performance of Kabale District Local Government**

Ways to be adopted by CSOs in executing advocacy strategies on the performance of Kabale District Local Government were established using the findings from the table below.

**Figure 2: Showing the ways to be adopted by CSOs in executing advocacy strategies on the performance of Kabale District Local Government**



**Source: Field data, 2020**

The findings in Figure 2 show the ways to be adopted by CSOs in executing advocacy strategies on the performance of Kabale District Local Government service delivery among rural people. Figure 2 above shows that public awareness programmes should be employed by CSOs so that they can easily execute their advocacy strategies and help in good performance of local governments, especially Kabale district. This was reported by 47(39.8%) of respondents. During 2005-2008, the public awareness programmes were funded by the African Development Bank through the Institutional Support Project for Good Governance. Another form of public awareness that targets the youth in academic institutions has given rise to the formation of integrity clubs, especially at universities, and whose launching is fully supported by the Inspectorate of Government (IG-Report, 2009).

The majority of the respondents represented by 24.6% strongly agreed that CSOs need to have high community household survey that will help to know what people need so that their advocacy strategies can reach even those in rural areas. It implies that respondents were reluctant to admit to having paid bribes, but were quick to acknowledge its existence in general terms. This fact was reinforced by the admission from respondents that they only, but occasionally, received receipts in respect of payments made to local authorities. Such surveys that give opportunity for engagement between the external control agencies and civil society have created a critical informative exchange that strengthens civil society awareness of the dilemmas of public service provision and the available options of dealing with them.

Respondents represented by 22% agreed that CSOs need to have enough training and capacity building that will help have more knowledge and skills so that their advocacy strategies can reach even those who are in positions that need much knowledge and experience. Capacity development requires both an environment conducive to organizational strengthening, and the existence of basic core capacities. Currently, steps are being taken to help CSOs and donors to think more strategically about capacity development. One such initiative is the preparation of Codes of Conduct for Civil Society. Codes of conduct for ethical behaviour have been recently developed by the NGO Policy Forum and the Foundation of Civil Society. Another initiative that can enhance the environment for organizational strengthening is the emerging dialogue between CSOs and donors regarding aid modalities and the need to align aid to civil society with the PARIS Declaration and even more with the Action Agenda from Accra. As a result of this dialogue initiated by the NGO Policy Forum, donors commissioned a consultancy to prepare “Guidelines for Civil Society support” (Ingelstad and Karlsen, 2007), which proposes common principles for Development Partners’ support to civil society organizations.

Some of the respondents represented by 13.6% strongly agreed that CSOs need much of inter-agency forum to share ways of how their advocacy strategies can reach people even in rural areas. One notable example of the inter-agency resolutions that has informed policy is the establishment of the special Anti-corruption Court, which was inaugurated in 2010. The other influence of this forum on policy was the demand to banish the highly corrupt District Tender Boards (DTB) upon which a new legal instrument was recently established to replace them with Contracts Committees. The committees currently constitute the top civil servants and technical officials, as opposed to the earlier arrangement where local politicians nominated their cronies on DTBs to extend clienteles and perpetuate shady business deals. The civil servants are bound by the Public Service Standing Orders and a wide range of disciplinary measures if they do not act properly, unlike local politicians who would usually walk scot-free, after being implicated in tendering scandals (Auditor General’s report, 2010).

**Table 9: Showing CSO advocacy strategies on the performance of Kabale District local government**

S/N	VARIABLES	SA		A		D		SD	
		F	%	F	%	F	%	F	%
1	Transformational advocacy	49	41.5	66	56	03	2.6	-	-
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5	Capacity building advocacy	29	24.6	82	69.5	05	4.2	02	1.7

**Source: Field data, 2020**

Table 9 above shows the CSO advocacy strategies on the performance of Kabale District Local Government in Uganda. The majority of the respondents presented by 41.5% strongly agreed that CSOs have participated in transformational advocacy, followed by 56% who agreed with the point while 2.6% of the respondents disagreed. Achieving the transformational objective that is, turning individuals into an active and informed citizenry does not just happen. It is the result of a long-term process of learning and education which takes place in the home, the classroom, and the organizations that citizens voluntarily form to advance collective interests, solve shared problems or, as Salamon (1995) notes, “to pursue public purposes.” It is in the exercise of civic rights and duties and community obligations that people are transformed from private individuals to public citizens.

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#### **4.3.4 Relationship between civil society organizations' advocacy strategies and the performance of local governments in Kabale district**

To test the relationship between on civil society organizations' advocacy strategies and the performance of local governments, the use of correlation of coefficient analysis on the data collected was used and facilitated the estimation of the relative importance of the other identified

explanatory variables as well. The correlation of coefficient method used on the next page was specified in the previous chapter.

**Table 10: Showing relationship between on civil society organizations advocacy strategies and the performance of local governments in Kabale District**

	Euclidean Distance																			
	1:1	2:1	3:1	4:1	5:1	6:1	7:1	8:1	9:2	10:2	11:2	12:3	13:3	14:3	15:3	16:3	17:3	18:3	19:1	20:1
1:	.00	.00	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0
1	0	0	0	0	0	0	0	00	00	00	00	00	00	00	00	00	00	00	00	00
2:	.00	.00	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0
1	0	0	0	0	0	0	0	00	00	00	00	00	00	00	00	00	00	00	00	00
3:	.00	.00	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0
1	0	0	0	0	0	0	0	00	00	00	00	00	00	00	00	00	00	00	00	00
4:	.00	.00	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0
1	0	0	0	0	0	0	0	00	00	00	00	00	00	00	00	00	00	00	00	00
5:	.00	.00	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0
1	0	0	0	0	0	0	0	00	00	00	00	00	00	00	00	00	00	00	00	00
6:	.00	.00	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0
1	0	0	0	0	0	0	0	00	00	00	00	00	00	00	00	00	00	00	00	00
7:	.00	.00	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0
1	0	0	0	0	0	0	0	00	00	00	00	00	00	00	00	00	00	00	00	00
8:	1.0	1.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
1	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00	00	00	00	00	00
9:	1.0	1.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
2	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00	00	00	00	00	00
10	1.0	1.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
:2	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00	00	00	00	00	00
11	1.0	1.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
:2	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00	00	00	00	00	00
12	1.0	1.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
:3	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00	00	00	00	00	00
13	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0
:3	00	00	00	00	00	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00
14	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0
:3	00	00	00	00	00	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00
15	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0
:3	00	00	00	00	00	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00
16	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0
:3	00	00	00	00	00	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00
17	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00	.00	.00	1.0	1.0	1.0
:3	00	00	00	00	00	00	00	00	00	00	00	00	0	0	0	0	0	00	00	00
18	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00
:3	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	0	0	0
19	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00
:1	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	0	0	0
20	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	.00	.00	.00
:1	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00	0	0	0

**Source: Primary Data (2020)**

The table above shows the correlation co-efficient of positive 2 dependent and 3 on independent variables which indicates a positive relationship between civil society organizations' advocacy strategies and the performance of local governments in Kabale district. The results show that

there is strong positive relationship between the variables. This stipulates that with proper enforced laws, improved accountability and service delivery, improved justice and good governance helps in the aspect of rural development and therefore the local government should put much emphasis on the stated variables.

## Regression

**Table 4.11: Regression local government administration and rural development**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462(a)	.214	.121	1.036

a Predictors: (Constant), education, health

The results from the table above show that the local government has tried to provide services to people especially in rural areas. This is shown by 0.214 of the R square as indicated in the table above. The results here agree with the results of Lukwago (2009) it is the aggregate of energy, knowledge, skills, behavior, cultural attributes and moral disposition of a people living within a particular social, political and economic setting.

**Table 4.12: Relationship between local government administration and rural development**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.954	2	2.477	2.308	.130(a)
	Residual	18.246	17	1.073		
	Total	23.200	19			

a) Predictors: (Constant), Distance to school, Number of children

b) Dependent Variable: Proper enforced laws, improved accountability and service delivery, improved justice and good governance

Table 12 above indicates a positive relationship between CSOs' advocacy strategies and local government performance in Local government. The results show that there is strong positive relationship of 4.954 between the variables. This stipulates that with proper instrumental advocacy, developmental advocacy, and transformational advocacy helps in the aspect of good

governance and therefore the local government should put much emphasis on the stated variables. The finding here supports the findings of United Nations (2009) document on “Poverty and Self-Reliance” proposed that, among other vital factors, provision of management skills and production skills are the best strategy for eliminating rural poverty and inequality. But the most discounting factor is economic deregulation. Since colonial times, rural development has been instituted in the Ugandan economy in one form or another. OXFAM (2008) observed: “Efforts made by successive Ugandan governments have been, at worse more of propaganda and at best more of ad hoc than concise systematic measures to promote development”.

**Table 4.13: Relationship between local government administration and rural development**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.097	.635		3.305	.004
	Health	.167	.097	.388	1.726	.102
	Education	.157	.217	.162	.721	.481

**Source: Primary Data (2020)**

From the findings in Table 13 above, there is a strong positive relationship between CSOs. advocacy strategies on local government performance at Pearson correlation coefficient at 0.004. This implies that for every kind of activity involved in by CSOs, it increases on community development opportunities generated by the local government. For instance, each project done in local governments is an opportunity to community development, hence more efforts should be made to enhance their performance so as to increase on their contribution to development.

## **4.4 Discussion of Findings**

### **4.4.1 CSO advocacy strategies on the performance of Kabale District local government**

The majority of the respondents presented that CSOs have participated in transformational advocacy achieving the transformational objective that is, turning individuals into an active and informed citizenry does not just happen. It is the result of a long-term process of learning and education which takes place in the home, the classroom, and the organizations that citizens voluntarily form to advance collective interests, solve shared problems or, as Salamon (1995)

notes, “to pursue public purposes.” It is in the exercise of civic rights and duties and community obligations, that people are transformed from private individuals to public citizens.

The majority of the respondents agreed that CSOs provide development advocacy strategies to citizens. Kakumba (2010) notes that strengthening civil society carries with it a commitment, value or vision to “righting” the imbalance in power relations that exist between societies on the one hand, and the realms of state and market on the other. Please note that this does not mean making civil society stronger than the state. Rather it means moving CSOs individually and civil society collectively along a continuum of capacity development through targeted interventions of training and technical assistance to a point of parity with the state and market. If we want CSOs capable of undertaking effective advocacy, then ensuring there are specialized CSOs to undertake such functions as: addressing a wide range of capacity building needs including those related to advocacy; conducting research and formulating policy independent of the state and market; developing and promoting the voluntary adherence to a sector-wide standard or codes of conduct; protecting and promoting the rights of the sector; and seeking new and innovative sources of CSO financing.

The majority of the respondents agreed that CSOs provide instrumental advocacy to citizens. The finding here agrees with the results of Nyang’oro (1999) that as important as the tools and tactics of instrumental advocacy are to the achievement of a desired policy outcome, the two other components that precede it along the continuum, citizen empowerment and civil society strengthening, are likely to be essential requisites of an overall strategy of effective and sustainable advocacy. Secondly, while these two components can be viewed as preconditions to the achievement of a desired policy outcome (instrumental objective), it is also clear that there exists a strong backward linkage in which the act of pursuing a specific policy outcome both strengthens civil society and empowers citizens. Similarly, we can say that without an empowered citizenry the likelihood of a vibrant civil society developing to represent and press for the interests of the individual vis-a-vis the state and market is not great. Thus, like development in general, achieving democracy-building objectives is more the result of an iterative and interactive process than a linear one a virtuous circles, in short.

#### **4.4.2. Challenges affecting CSOs in advocacy strategies on the performance of Kabale District Local Government in Kabale District**

Respondents about the challenges facing challenges affecting CSOs intervention while delivering watchdog services among rural people of Uganda. The findings show that low civic competence was the major challenge affecting the CSOs in provision of quality service delivery among rural people in Kabale district. The results here supports the findings of Kakumba (2010), who asserted that whereas decentralization has increased civic awareness and popular political participation of the masses in electing local leaders, there is still a lack of a vibrant civil society when it comes to demanding accountability for service delivery from local government officials (Kakumba, 2010). In Uganda, for example, cases of low civic competence are exacerbated by widespread poverty and illiteracy in the countryside. More confusion is created by the existence and proliferation of too many, too small and sharply divided CSOs with pseudo pro-people agendas, which often makes it difficult for the public to know who is capable of handling their interests effectively.

Regulatory environment as one of the challenges affecting quality service delivery in the area is one of the leading factors affecting CSOs while delivering quality services among rural people and none of the respondents strongly disagreed that regulatory environment is one of the factors affecting CSOs in quality service delivery in rural area of Kabale district. The finding here agrees with the report of DENIVA (2006) which described the regulatory restrictions in the form of government's ambivalent attitude on what constitutes allowable advocacy activities for CSOs, especially when they stray into what it considers the political arena. As a result, most CSO activity concentrates on service delivery and citizens' economic and social welfare a sphere of operation where the state feels little challenged – as opposed to the CSO advocacy role and holding government accountable, where the government's image can apparently be dented by reports that implicate government officials in impropriety.

Respondents agreed that enhancing civil society with state was one of the major challenges affecting CSOs' strategies in fostering performance of local governments in delivering quality services in the rural areas. The results here support the findings of Lister and Nyamugasira (2003:96) who pointed out that “the boundaries between public and private, legal and illegal, even state and society, are vague” and as a consequence there are high levels of corruption and

an elevated importance for personal contacts and networks in relation between civil society and state organs. This explains why CSOs are often praised by the state agencies, not necessarily for acting as instruments for checking the latter's excesses and accountability, but for their facilitative role in alleviating poverty, improving conditions of health and education. Whereas there is some engagement of CSOs by government in policy processes, the basis on which it takes place was reported to be unclear or contradictory. The district officials and CSO representatives interviewed related that there is little discussion or no clarity regarding which groups constitute legitimate participants in policy processes.

#### **4.4.3. Ways to be adopted by CSOs in executing advocacy strategies on the performance of Kabale District Local Government**

The findings show the ways to be adopted by CSOs in executing advocacy strategies on the performance of Kabale District Local Government service delivery among rural people. Public awareness programmes should be employed by CSOs so that they can easily execute their advocacy strategies and help in good performance of local governments especially Kabale district. CSOs have played a critical role in fostering individuals' knowledge, which can eventually lead to incremental policy changes or create policy windows. Whether they instigate opportunities directly, respond to them, or simply lay their foundations, to create policy windows CSOs must be adept at understanding and negotiating the contexts in which they work. In the long term, the role that many CSOs play in education may develop a well-informed community, with the capacity to pinpoint and articulate development problems in the future (Arko-Cobbah, 2004). For example, Arko-Cobbah argues that libraries in South Africa have been important repositories for information on good governance, maintaining the possibility for policy shift as enthusiasm on the subject waxes and wanes.

Respondents pointed out that CSOs need to have enough training and capacity building that will help them have more knowledge and skills so that their advocacy strategies can reach even those who are in positions that need much knowledge and experience. Capacity development requires both an environment conducive to organizational strengthening, and the existence of basic core capacities. Currently, steps are being taken to help CSOs and donors to think more strategically about capacity development. One such initiative is the preparation of Codes of Conduct for Civil Society. Codes of conduct for ethical behaviour have been recently been developed by the NGO

Policy Forum and the Foundation of Civil Society. Another initiative that can enhance the environment for organizational strengthening is the emerging dialogue between CSOs and donors regarding aid modalities and the need to align aid to civil society with the PARIS Declaration and even more with the Action Agenda from Accra. As a result of this dialogue initiated by the NGO Policy Forum, donors commissioned a consultancy to prepare “Guidelines for Civil Society support” (Ingelstad and Karlsen, 2007), which proposes common principles for Development Partners’ support to civil society organizations.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter provides the discussion, interpretation, conclusions and recommendations of the study findings on the role of civil society organizations advocacy strategies and the performance of local governments with particular reference to Kabale district. The discussion and interpretation of the findings flow from the entire responses as obtained from the respondents in the field. The discussion and interpretation has been presented according to research questions and in line with the study objectives. It is on the basis of the discussion and interpretation of field study findings that conclusions and recommendations are made.

#### **5.2. Summary of findings**

A sample size of 118 questionnaires respondents were considered for the study. According to Table 1 above, male participants constituted the majority with 70%, while the females were 36(30.5%). Table 2 shows, that majority of the study participants (39%) were aged between 31 - 40 years. The least age bracket of the study participants were 17.8% in the age bracket of 20-30 years and above. There were more study participants (24.6%) between the 41-50 years age bracket, while those ones above 50 years were represented (18.6%). These findings indicate that the study participants were mature and cut across the active age brackets of the civil service. This implies that the study participants were in position to give reliable and mature information. Different age groups perceive and respond to CSOs strategies and performance of local governments differently. Table 3 shows that the majority of the study participants (45.8%) had diplomas as their highest level of education while the least were those who had postgraduate as their highest level of education with 7.6%. 36.4% of the participants had degrees as their highest level of education, 10.2% of the respondents had attained other qualifications of education like secondary and primary levels.

##### **5.2.1. CSO advocacy strategies on the performance of Kabale District local government**

The majority of the respondents represented by 41.5% strongly agreed that CSOs have participated in transformational advocacy, followed by 56% who agreed with the point while

2.6% of the respondents disagreed. The majority of the respondents with 36.4% strongly agreed that CSOs provide development advocacy, 58.5% of the respondents agreed with provision of development strategies while 5.1% of the respondents disagreed with the point of development strategies by CSOs to citizens.

The majority of the respondents (34.7%) strongly agreed that CSOs provide instrumental advocacy, 61.9% of the respondents agreed with provision of instrumental strategies while 3.4% of the respondents disagreed with the point of instrumental strategies by CSOs to citizens. The majority of the respondents with 24.6% strongly agreed that CSOs provide capacity building advocacy, 69.5% of the respondents agreed with provision of capacity building strategies while 4.2% of the respondents disagreed with the point of instrumental strategies by CSOs to citizens and 1.7% of the respondents strongly disagreed with the statement.

#### **5.2.2. Challenges affecting CSOs in advocacy strategies on the performance of Kabale District Local Government**

The findings show that low civic competence was the major challenge affecting the CSOs in provision of quality service delivery among rural people in Kabale district which was strongly agreed to by 37.3% of the respondents, 60.8% of the respondents agreed that low civic competence is a challenging factor affecting quality of service delivery in the area and 0.8% of the respondents disagreed with the point of low civic competence.

According to the research findings in Table 4.6, most of the respondents presented by 36.4% strongly agreed that urban elite capture is one of the challenges affecting quality service delivery to rural people by CSOs, 58.5% of the respondents agreed that urban elite capture is a challenging factor affecting quality service delivery in the area and 5.1% of the respondents disagreed that urban elite capture is among the factors affecting quality service delivery.

A half of the respondents (52.2%) strongly disagreed with regulatory environment as one of the challenges affecting quality service delivery in the area, 43.7% of the respondents agreed with regulatory environment as a challenging factor affecting CSOs in delivering quality service delivery in the rural areas of Kabale district, while 5.1% of the respondents disagreed that regulatory environment is one of the leading factors affecting CSOs in the delivery of quality services among rural people and none of the respondents strongly disagreed that regulatory

environment is one of the factors affecting CSOs in quality service delivery in rural area of Kabale district.

All the respondents, represented by 100%, strongly agreed that insufficient funds was one of the most challenging factors affecting CSOs in quality delivery in Uganda particularly Kabale district. 41.5% of the respondents strongly agreed that donor drive was one of the leading challenges affecting CSOs strategies in implementing quality service delivery among rural areas in Uganda particularly in Kabale district, 55.9% of the respondents agreed that donor drive was a challenge to CSOs strategies in fostering good performance of local governments in service delivery on rural people while 2.6% of the respondents disagreed with donor drive was a challenge to CSOs strategies in fostering performance of local governments service delivery among rural people in the area.

Most of the respondents represented by 24.6% strongly agreed with cordination and networking as a factor affecting CSOs strategies in fostering performance of local governments quality service delivery in rural areas, 69.5% of the respondents agreed with the point of lack of coordination and networking as one of the challenge affecting CSOs to deliver quality services to rural people of Kabale district, while 4.2% of the respondents disagreed with a point that coordination and networking is one of the challenging factors affecting CSOs to deliver quality service delivery in the area.

Over twenty-four and a half (24.6%) of the respondents strongly agreed that enhancing civil society with state and 44.1% agreed that enhancing civil society with state was one of the major challenges affecting CSOs' strategies in fostering performance of local governments in delivering quality services in the rural areas. 44.1% of the respondents agreed and 19.5% of the respondents disagreed with enhancing CSOs strategies in fostering performance of local governments as a challenge to CSOs in delivering quality services to rural people.

### **5.2.3. Ways to be adopted by CSOs in executing advocacy strategies on the performance of Kabale District Local Government**

Figure 2 above, shows that public awareness programmes should be employed by CSOs so that they can easily execute their advocacy strategies so as to help in good performance of local governments especially Kabale district, this was reported by 47(39.8%) of respondents. During 2005-2008, the public awareness programmes were funded by the African Development Bank

through the Institutional Support Project for Good Governance. Another form of public awareness that targets the youth in academic institutions has given rise to the formation of integrity clubs, especially at universities, and whose launching is fully supported by the Inspectorate of Government (IG-Report, 2009). Majority of the respondents presented by 24.6% strongly agreed that CSOs need to have high community household survey that will help know what people need so as their advocacy strategies can reach even those in rural areas.

Respondents represented by 22% agreed that that CSOs need to have enough training and capacity building that will help have more knowledge and skills so as their advocacy strategies can reach even those who are in positions that need much knowledge and experience. Capacity development requires both an environment conducive to organizational strengthening, and the existence of basic core capacities.

### **5.3. Conclusions**

The above presentation and discussion have revealed far-reaching operational dilemmas associated with civil society in Uganda. These include the enmeshing and control of CSO activity within the state-governmental framework; the dependence of CSOs on donor support, coupled with their proliferation sometimes based on the drive for donor funding; lack of coordination between them; their pursuit of short-term rather than long-term perspectives; and significant questions relating to their internal democracy, accountability and transparency. These factors create doubt on their capability to foster accountability in the public sector. It also creates suspicion and difficulty for CSOs to be trusted and supported by other external control agencies and stakeholders in the struggle against public sector decadence. The evaluation has nonetheless indicated promising interventions, especially from the external agencies of the IG and OAG that have undertaken awareness programmes, training and capacity building, community surveys, which should be enhanced to support civil society capacity and civic competence.

Society has lived with the maladies of public sector wastefulness for a long time, they somehow, seem to have accepted it probably as a way of life, the challenge therefore, remains on how to enlist and sustain all stakeholder support, especially the civil society in the fight against abuse of public authority and resource misuse. It remains an equally big question as to whether civil society in Uganda should confine itself to a somewhat docile role, focusing on service delivery

and sub-contracting from government, or whether it will reorient its capacity to galvanize the socio-economic and political make-up of Uganda, to restate its position as a vanguard of accountability in local government.

CSOs' advocacy on social policies is particularly limited. Moreover, limited advocacy around social justice issues is coupled with a widespread conviction among citizens that only public authorities have the responsibilities to address social injustices. The limited commitment by civil society towards advocacy on social policies raises the question of how civil society will be able to speak for the marginalized and the poor in the future, particularly if one considers that most governments have introduced policies of fiscal austerity and cuts in social expenditure.

#### **5.4. Recommendations**

The following recommendations were made in line with the objectives:

A stronger role in advocacy would benefit the long-term sustainability of CSOs by complementing the service-delivery profile of many organizations operating in these countries. Possibly, a more significant advocacy role would also contribute towards reshaping the public image of many CSOs that, due their service delivery profile, are often perceived as state agents rather than autonomous civic actors. In this context, international donors could play a significant role by investing in programmes aimed at building the capacity of CSOs in advocacy and campaigning.

Evidence can be used to make CSOs' work more effective. Gathering evidence can be a tool for CSOs to evaluate and improve the impact of their work, share lessons with others, and capture the institutional memory and knowledge held within organizations.

A stronger interaction between CSOs and the local government appears to be another crucial factor for ensuring long-term sustainability, as it would make it easier for CSOs to access public funds to support their activities. For this interaction to be positive, though, the rules of engagement need to be set out clearly and the allocation of public funds must become transparent. An institutionalized interaction between organized civil society and government would also create the conditions for a more open policy-making process, possibly characterized by more significant input from CSOs. It is important to note, however, that a closer relationship with governments could threaten the autonomy and the watchdog's role of CSOs, which are often viewed as elitist organizations and money-seekers rather than citizens' advocates.

The analysis undertaken in this report suggests that CSOs should focus on consolidating their role at the grassroots level, as a means of regaining public support and encouraging citizen participation. As some positive examples (e.g. environmental organizations) show, this would enhance their credibility as ‘voice of the people’ and would also strengthen their capacity to influence public policy and achieve greater financial sustainability (e.g. through membership fees).

CSOs should fully embrace the importance of financial transparency. In societies where corruption and clientelism affect various sectors of social and economic life, it is of utmost importance that CSOs strive to distinguish themselves as transparent and honest actors.

Donors should also encourage CSOs to build networks with like-minded stakeholders so as to share responsibilities, exchange know-how and expertise, and build critical mass to support campaigns and play a stronger role in advocacy processes hence local government performance. Finally, CSOs should develop specific skills to attract the attention of the media, which could be an important ally in supporting advocacy campaigns.

## **5.5 Areas for Further Research**

- i. How does the nature of a CSO (think tank, service delivery NGO, and faith-based group) affect the way that evidence is used in its work?
- ii. How does transformational advocacy strategy strengthen local government performance?
- iii. How does instrumental advocacy strategy strengthen local government performance?
- iv. How does developmental advocacy strategy strengthen local government performance?
- v. This study was carried out in Kabale district, another study needs to be carried out in the whole of Uganda to assess the CSOs’ advocacy strategy on local government performance.
- vi. More research should be carried out on the influence of donation to CSOs on their service delivery in Uganda.

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## APPENDICES

### Appendix 1: Questionnaire for Respondents

Dear sir/madam,

I am KakuruByamugishaRobert; a student of Kabale University in the final year carrying out a research study on the topic, “CSOs advocacy strategies and the performance of local governments of Kabale District” This is to fulfill the partial requirements for the award of a master degree of Public Administration and management. You are requested to spare some of your valuable time and respond to the questions provided here below. Please be assured that the information/ responses given will be used for only academic purposes and will be treated with utmost high degree of confidentiality.

**Thank You In Advance**

**Note: Please tick or fill in the appropriate response in the spaces provided.**

#### SECTION A: BACKGROUND OF THE RESPONDENTS

1. Gender of the respondent

a). Male ☐ b). Female ☐

2. Age of the respondent

a). Below 25 years ☐ b). 26-35 years ☐  
c). 36-45 years ☐ d). 46-55 years ☐  
e). above 55 years ☐

3. Marital status of the respondent

a). Married ☐ b). Single ☐  
c). Widowed ☐ d). Separated/divorced ☐

4. Education level of the respondent

a). Secondary ☐ b). Diploma ☐  
c). Degree ☐

d). others (specify) .....

5. For how long have you been in this Sub County, town council, municipality, district?

- (a) Less than 5 years ☐ (b) 5 — 10 years ☐  
(c) 11 — 15 ☐ (d) 15 and above ☐

6. Position in the Sub County, /town council,/ municipality, /district?

.....

## **SECTION B: CSOS ADVOCACY STRATEGIES AND THE PERFORMANCE OF LOCAL GOVERNMENTS**

7. Are you aware of existence of CSOs in this Sub County/ town council/ municipality/district?

- (a) Yes ☐ (b) No ☐

If “Yes”, would you mention some and what they do?

.....

.....

.....

.....

8. What are the advocacy strategies that CSOs have promoted in your Sub County, town council, municipality, district to influence the performance of local governments

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.....

9. How has CSOs advocacy strategies been able to improve the performance of local governments?

- (a) Increasing ☐ (b) Moderate ☐  
(c) Declining ☐

9. What is the performance of local governments due to the interventions of CSOs advocacy strategies?

- (a) Increasing ☐  
(b) Moderate ☐  
(c) Declining ☐

10. How do you rate the performance of local governments due to CSOs advocacy strategies?

- (a) Good ☐  
(b) Poor ☐  
(c) Very poor ☐

11. Give reason/s for your answer?

- (a) Yes ☐  
(b) No ☐

Why?

.....  
.....  
.....  
.....

12. Do you think CSOs advocacy strategies have been able to improve the performance of local governments?

- (a) Yes ☐  
(b) No ☐

13. If “Yes”, what has been improved due to the interventions of CSOs advocacy strategies?

- (a) Positive effect ☐  
(b) Negative effect ☐

Give reason/s for your response?

.....  
.....  
.....  
.....

## **SECTION C: CHALLENGES MET BY CSOs IN EXECUTING ADVOCACY STRATEGIES AND THE PERFORMANCE OF LOCAL GOVERNMENTS**

14. Has this sub county/ town council/Municipality/District been benefiting from the CSOs Advocacyprograms?

(a) Yes ☐

(b) No ☐

If “Yes”, list such benefits received by your Sub County/ town council/ Municipality/ District.

.....  
.....  
.....  
.....

If “No” What could have hindered your sub county/ town council/ Municipality/ District from benefitting from the CSO advocacy programs?

.....  
.....  
.....  
.....  
.....

15. Are you faced with challenges as a sub county/ town council/ Municipality/ District as a result of CSOs advocacy programs?

(a).Yes ☐

(b)No ☐

If “Yes”, mention such challenges Faced?

.....  
.....  
.....  
.....  
.....

**SECTION D: REMEDIES FOR ENHANCING THE CAPACITY OF CSOs TO INFLUENCE LOCAL GOVERNMENT PERFORMANCE IN KABALE DISTRICT.**

15. In your own opinion, what do you think could be done to enhance the capacity of CSOs advocacy strategies to influence local government performance in your Sub County/ town council/ Municipality or District?

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**THANK YOU VERY MUCH**