

# The Role of Information Technology in Public Administration in South Western Uganda. A Case Study of Kabale Municipality, Kabale District

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**Abstract:** The study was about the role of information technology in public administration and the objectives of this research are as follows; To examine the role of Information Technology in public administration, to identify the challenges encountered in using Information Technology by public administrators, to establish the strategies to improve Information Technology for effective public administration. The study used both qualitative and quantitative approaches, with a cross-sectional survey design. It was both quantitative in that it would be based on variables measured with numbers and analyzed using descriptive statistics. The study targeted a population of 60 and which included workers from the IT department. The sample population was selected from the research population based on their sex and 60 respondents were chosen. Questionnaires and Interviews were used in data collection. majority of the respondents of 72% of the total respondents agreed that information technology play an important role in public administration, 15.2% of the total respondents disagreed and only 12.8% of the total respondents were not sure. This implied that the respondents were aware of the roles played by information technology in public administration and therefore, proper implementation and great emphasis to have it improved was important. Technology accelerate development, spearhead growth and eliminate inequalities had 37.8% of the total respondents who strongly agreed, 23.2% of the total respondents agreed. 17 respondents were not sure, 10% of respondents disagreed and only 12% strongly disagreed. Information Technology can be viewed as resources that are vital to the daily tasks of individuals within the organization had 30% of the total respondents who strongly agreed, 17.3% agreed, 21.6% were not sure, 15.7% of the total respondents disagreed and 15.4 of the total respondents strongly disagreed. IT allows information to be exploited to a far greater degree and this helps to stimulate performance had 45% of the total respondents who strongly agreed, 12% agreed, 18% were not sure. 23% disagreed and 2% strongly disagreed. It helps in empowering employees and enabling management to exercise greater control over employees had 40% of the total respondents who strongly agreed, 30% agreed, none of the respondents was registered for not being sure, 19% disagreed and 11% of the total respondents strongly disagreed. It helps public organizations to share and disseminate information had 29% of the total respondents who strongly agreed, 30% agreed, 11% were not sure, 6% disagreed and 24% of the total respondents strongly disagreed. majority of the respondents represented by 70% of the total respondents agreed that there were barriers of information technology for effective public administration, 20% of the total respondents were not sure and only 10% of the total respondents disagreed. This implied that the barriers to use of information technology for effective public administration were known and proper implementation strategies were still required. The development of Information Technology, in public organizations as elsewhere, is expensive had 20% of the respondents who strongly agreed, 58.3% of the total respondents agreed, 5% of the total respondents were not sure and 16.7% disagreed and none strongly disagreed. Information technology requires highly specialized employees had 50% of the total respondents who strongly agreed, 20% of the total respondents agreed, 8% of the total respondents disagreed, 11.7% of the total respondents were not sure, 8.3% of the total respondents disagreed and 10% of the total respondents strongly disagreed. It attracts unnecessary competition between government and private organizations had 46.7% of the respondents who strongly agreed. 20% of the total respondents agreed, 18.3% of the total respondents were not sure, 6% of the total respondents disagreed and none strongly disagreed. It results to legislative and regulatory barriers that require political consent had 53.3% of the respondents who strongly agreed, 16.7% of the total respondents agreed, 5% of the total respondents were not sure 13.3% of the total respondents disagreed and 16.7% of the total respondents strongly disagreed. The use of information technology may infringe on individuals' privacy' had 25% of the respondents who strongly agreed, 38.3% of the total respondents agreed, 13.3% of the total respondents were not sure 8.3% of the total respondents disagreed, and 15% of the total respondents strongly disagreed. The government should play a leading role in developing infrastructure had 50% of the respondents who strongly agreed. 15% of the total respondents

agreed, 18.3% of the total respondents were not sure, 10% of the total respondents disagreed and 6.7% of the total respondents strongly disagreed. They should be a close collaboration between private companies and public bodies had 60% of the respondents who strongly agreed, 5% of the total respondents agreed 16.7% of the total respondents were not sure, 3.3% of the total respondents disagreed and 15% of the total respondents strongly disagreed. IT use strategy should be determined on the basis of the present situation of computerization, telecommunications, and information systems development of each country had 50% of the respondents who strongly disagreed, 33.3% agreed, 3.3% of the respondents were not sure 6.7% disagreed and 6.7% of the respondent strongly disagreed. Adequate research is required to implement this Information Technology project in public administration' ~ had 33.3% of the respondents who strongly agreed. 31.7% of the total respondents agreed, 10% of the total respondents were not sure, 13.3% of the total respondent disagreed and 11.7% of the total respondents strongly disagreed. There is an impact of information technology on public administration and information technology is becoming increasingly important public-sector resources and is tightly intertwined. Information technology is viewed as a commodity that is bought and sold in the marketplace, but it can also be viewed, in the organizational context, as a resource that is vital to the daily tasks of individuals within the organization and consequently to its overall ability to meet its objectives. Therefore, Information Technology usage not only promotes efficiencies by improving productive and administrative processes but also generates new information that can be widely shared or integrated. For example, information held in databanks in different parts of a government can be cross-matched or integrated to produce valuable new information for policy-making and program delivery - and, subject to privacy considerations, this new information can in turn be shared across government. The researcher also concludes that information technology is an indispensable resource that is the raw material for, and a product of~ virtually all government activities. Such activities as making health or defense policy, collecting taxes, providing social security services and conducting medical research are grounded in information. Moreover, the policy-making, decision-making and communication processes that pervade government's service, regulatory and research functions rely heavily on information. The transfer of information that occurs in these processes entails information flows between and among all of the many actors in the socio-economic and political system of government not limited to public administration. The study recommends that the government of the Republic of Uganda should consider Information Technology as an important tool in public administration and use it as an enabler, not a saver by itself in the pursuit of efficiency, and thus, it will be possible to deal with the uncertainties and contradictions in a more efficient way to eliminate barriers. Strategic planning for Information Technology should be the primary key to the effectiveness of the whole implementation process. This is because investing in technologies which may not prove to be viable in the long term may lead to loss of funds. Planning will also help to enhance the technological infrastructure through needs assessment and support of IT goals throughout the organization. Strategic planning is critical to the effective design and implementation of information technologies within an organization to eliminate the likely barriers. Kabale Municipality should have information systems updated regularly. Public information, as valuable information resources. Needs to be continuously explored and developed. Rapidly increasing technical performance and a continuing decline in costs will probably characterize IT for the foreseeable future. Computerization will no doubt be one of the indispensable essentials of the development process of developing countries in their efforts to modernize. In view of this, having a long-term plan is necessary for smooth and healthy development of IT use and this will help to reduce the loss of information to private individuals without the consent of the division. The central government should play a crucial role in the development of IT use in public administration. Appropriate government policies are necessary to remove distortions in any macroeconomic or social policies which would prevent efficient supply and demand for IT. Policies should provide the development and management of government information systems with legitimacy and direction, while avoiding the waste of sophisticated systems being developed in a haphazard manner, without regard for government-wide concerns and priorities. Effective communication between the information managers and top management, as well as participation by senior management in information management decisions, is important to the success of IT use in getting top management's support for needed actions and resources. This will help to improve understanding in the problems and issues and contribute to the decisions that must be made by information managers.

**Keywords:** Information, Technology, Public Administration

## SECTION ONE

### INTRODUCTION

#### Background of the study

The concept of information technology age launched in the last quarter of the 20th century has transformed itself to a concrete breakthrough, leaving its marks on the future of humanity. It will be a wrong approach to differentiate the developments in Information Technology from the solution pursuits that aim to overcome the systemic and economic problems like enhancing efficiency in industrialized countries and dealing with recession and in this sense, that elaborates on the deep-rooted changes to be implemented in the production processes and methods (TUBA TUBITAKTTGV, 2005). In fact, Information Technology significantly influenced the national economies, the understanding of efficiency and the organizational life by bringing many changes along. This change in the organizational and administrative implementations led some theoreticians to consider the possibility of the Information Technology as one of the basic methods of the 'organizational development' studies. Even, dimensions of the

developments in the area of Information Technology are so fascinating that some theoreticians claimed the Information Technology to be a “deus ex machina” (machine god) that would change the organizations completely and elaborate the obstacles towards the efficiency (Kraemer v. 2006). Similarly, for some scientists, Information Technology symbolizes, the transformation of the utopia into the fact” thanks to its effects on the social life. However, it can be understood that such approaches disregard the complex interaction between the internal and external systems comprising the organization and the elements of these systems and that these approaches attribute redundant meanings to the Information Technology. In developed countries, the use of Information Technology in public service progressed from a relatively modest emphasis on the automation of clerical functions in the mid— to late 1980s to a major effort in the 1990s to reform service delivery and internal administration Andersen, David.

¶F. (2002). This greatly increased enthusiasm for information Technology was based on growing recognition that information Technology could transform radically the way government conducts its business. Between 1986 and 1992, the federal government’s investment in Information Technology grew at an average of over eight per cent annually to a total of more than \$2 billion.<sup>15</sup> During this same period, \$11 billion was spent obtaining Information Technology goods and services from the private sector.<sup>16</sup> By 1993, the Information Technology community in the federal government consisted of about 20,000 employees, with total salaries of about \$1 billion. These employees were responsible for installing, managing and maintaining more than 200,000 workstations, over 500 mainframe and mini-frame computers, many different computers based financial and administrative systems, and hundreds of information Technology projects.

According to John Land Kraemer (2000) Information Technology sharpens the organizations, and on the other, the organizational environment changes rapidly. For public organizations to remain “effective” in a rapidly-changing environment has begun to constitute another problem area. This problem is whether “organizational administrations” use this information in the information ocean comprised of the ever-flowing information in an effective way. In this sense, it is accepted by some scientific environments that the establishment of the connection of “Information and Administration” may take longer than expected. In order to meet the gap between Information and Administration, the organizational administrations need to activate the potential capacities of their employees. By means of the approaches, like the Total Quality Management in which the employees participate in related organizational processes and contribute to the organizational development, it seems possible to reach an upper organizational efficiency composition.

The electronical information media carried into the organizations and organizational life by the Information Technology constituted a new field for teamwork as one of the pillars of the Total Quality Management approach (Johansen vi, 1991). As can be seen, it is clear that there is an interaction between the information Technology and the concepts of “administration, organizational development, organizational culture, efficiency and organizational quality”: Today, ‘thinking-oriented education’, instead of information-oriented education has become prominent for the development of the employees. When the learning process is defined as debating, comparing, implementing the known and eliminating the misunderstandings and exploring different aspects”, the process of accessing and forming information, rather than repeating the correct information, becomes more important (Yildirim, 2003). In this framework, Total Quality approach finds its meaning in the process of Information Management in the organization.

In Kabale Municipality – South Western Uganda. Use of Information Technology (IT) in public administration has been developed in two dimensions: office automation and information systems Mc Farlan, F. Warren. (2008). The first dimension (that is to say; office automation) help to raise efficiency and productivity of office business; the second one aims at organizing and utilizing information to support administration and management, as well as policy development and decision-making, so as to improve effectiveness, efficiency, and productivity of an organization as a whole.

The Office automation used consists mainly of three components: word/text processing, data processing and calculation, and communications. Word/text processing technology includes word processors, electronic editors, xerox machines, scanners, printers, plotters, project panels, and desk-top publishing. It also contains capture devices (optical mark reading, optical character recognition, digitizer) and mass storage support (magnetic, optical: CD-ROM, WORM, CD-R/W) which were designed for accelerating data input and storage. Database and spreadsheet software are used for data processing and calculations in an office environment. Multi-function telephones, facsimile machines, electronic mail. Electronic conferencing, etc., are the tools provided by information technology to improve communications between offices. In addition to the three aspects, some other applications of computer software, such as presentation, graphics, and various business software, are also extensively used to raise the efficiency and productivity of office business.

### **Statement of the problem**

With the rapid development of information technology, particularly distributed processing and network computing, the concept of Information Technology use in the public sector has changed dramatically to increase efficiency and productivity Boar, Bemard H. (2007). Accordingly, a shift in emphasis has taken place from efficiency and productivity gains by automating routine tasks, to achievement of effectiveness expressed in terms of applying new solutions to traditional tasks and providing solutions to new tasks

through Information technology. The applications development of computers in organizations has been redirected from computerizing existing business processes of organizations to redesigning business processes and/or re-engineering organizations so as to take full advantage of and best benefit from information technology. Many government agencies and enterprises in Uganda especially Kabale Municipality are quickly restructuring their organizations to make them computer-friendly and implementing more appropriate procedures compatible with an Information Technology environment. Despite the benefits accrued from Information technology, little attention has been paid to it and few companies and government organizations are using it due to lack of funds, well trained employees and failure to streamline administrators to cope up with technology. This has raised the researcher's interest to investigate on impacts of technology on public administration in Uganda while focusing on Kabale Municipality.

### Specific Objectives of the study.

The objectives of this research are as follows;

- (i) To examine the role of Information Technology in public administration.
- (ii) To identify the challenges encountered in using Information Technology by public administrators.
- (iii) To establish the strategies to improve Information Technology for effective public administration.

## SECTION THREE

### METHODOLOGY

#### Research Design

The study used both qualitative and quantitative approaches, with a cross-sectional survey design. It was both quantitative in that it would be based on variables measured with numbers and analyzed using descriptive statistics. It was qualitative in that the analyzed data was interpreted by words in order to give meaning to the presented numerals. Using this triangulated approach, the study was derived and describe findings on the impact of information technology on public administration. The study was cross sectional with great interest in relating the variables of interest. The study was also used as a survey because it involved a large number of respondents from whom data was collected using questionnaires.

#### Research Population

The study targeted a population of 60 and which included workers from the IT department of Kabale Municipality, CEO from the municipality, CDOs, Sub County chiefs and other stake holders. The respondents were chosen because they are believed to be having enough knowledge about the impact of information technology on public administration.

#### Sample size

A sample is a portion of the population that represents the entire population, because of time and resource the researcher was not interfacing with the entire research population, this was prompt the researcher to choose a sample.

The sample population was selected from the research population based on their sex and 60 respondents were chosen for the purpose of this study using the table below.

Category	Number of respondents	Percentage
Male	40	60
Female	20	20
Total	60	100

Source: Primary Data, November, 2020

#### Data collection methods

The researcher obtained data primarily through the primary data collection methods from the field using the following important instruments:

#### Questionnaires

These are inter-related questions designed by the researcher and given to the respondents in order to fill in data/information. Here, self-administered questionnaires were employed containing both open and close-ended questions. These reduced costs of movement and also because the researcher is dealing with literate people who have the capacity of filling the forms.

### Interviews

The researcher conducted face-to-face interactions with the interviewee and herself with the sole aim of soliciting data. The researcher used both formal and informal interviews with the respondents. This was enabled the researcher to get more information in greater depth, reduce resistance and also obtain personal information and views concerning information technology and public administration.

### Data processing

In this section the researcher ensured that responses and data collected was processed into logical, consistent and relevant information. The researcher classified answers to the questions into categories as a process which involves editing, copying and tabulating the research findings as will be presented in chapter four of this research study.

### Data presentation and analysis

Once the researcher obtained the necessary data from the field, the researcher was analyzed, and interpret it in relation to the objectives of the study. The researcher presented the findings in form of tables, graphs and pie charts. Analysis and presentation of the findings in this way was enhance the easy understanding of the interface made thereby improving reliability and validity.

## SECTION FOUR

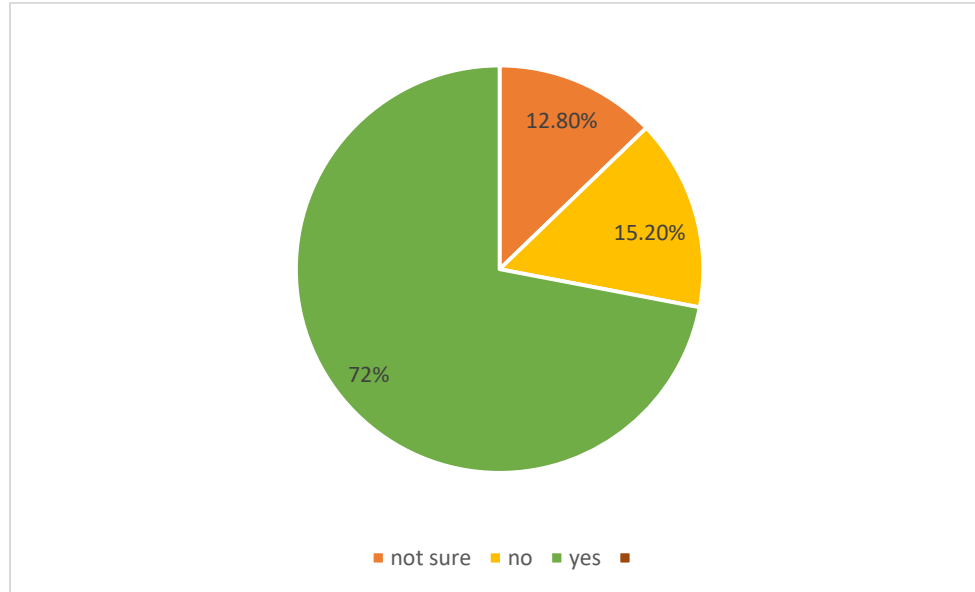
### PRESENTATION, ANALYSIS OF DATA AND INTERPRETATION

#### The role of information Technology in public administration

The respondents were asked whether information technology plays any role in public administration and the researcher expressed this in the pie chart below.

**Figure 3: Showing whether information technology play any role in public administration.**

#### Responses



**Source: Primary Data, November, 2020**

From the chart above, majority of the respondents of 72% of the total respondents agreed that information technology play an important role in public administration, 15.2% of the total respondents disagreed and only 12.8% of the total respondents were not sure.

This implied that the respondents were aware of the roles played by information technology in public administration and therefore, proper implementation and great emphasis to have it improved was important.

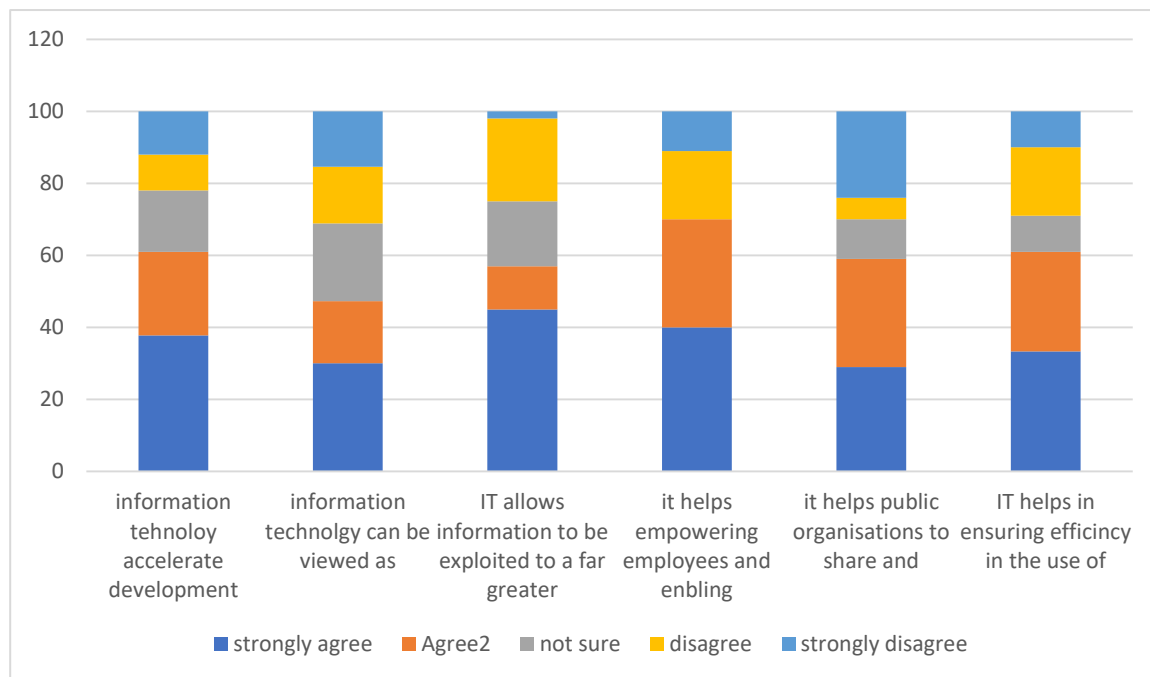


**Table 4: Showing responses to the role of information technology in public administration**

Roles of information technology	%	%	%	%	%	%
	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree	Total
Information Technology accelerate development, spearhead growth and eliminate inequalities	37.8	23.2	17	10	12	100
Information Technology can be viewed as resources that are vital to the daily tasks of individuals within the organization	30	17.3	21.6	15.7	15.4	100
IT allows information to be exploited to a far greater degree and this helps to stimulate performance	45	12	18	23	2	100
It helps in empowering employees and enabling management to exercise greater control over employees	40	30	0	19	11	100
It helps public organizations to share and disseminate information	29	30	11	6	24	100
IT helps in ensuring efficiency in the use of resources and rationalizing the operations	33.3	27.7	10	19	10	100

Source: Primary Data, November, 2020

**Figure (iii) Showing the respondents who strongly agreed, agreed, not sure, disagreed and strongly disagreed, to the roles of information technology in public administration.**



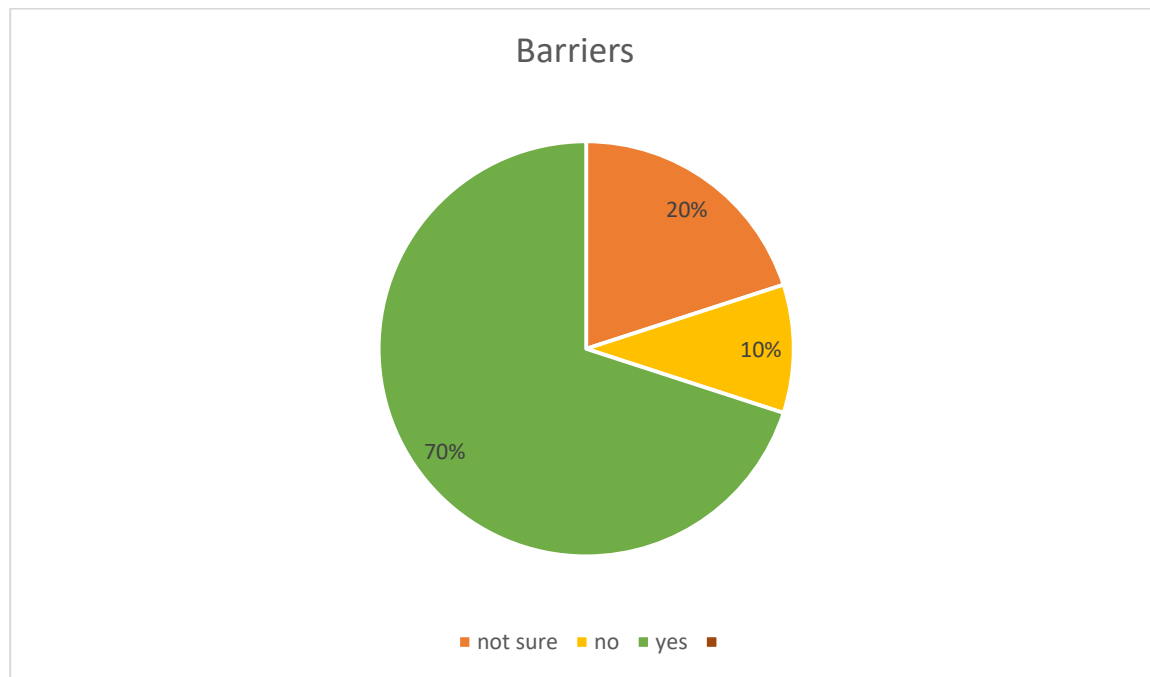
Source: Primary Data, November, 2020

According to the researchers' findings on the table and the graph above on the roles of information technology in public administration, information Technology accelerate development, spearhead growth and eliminate inequalities had 37.8% of the total respondents who strongly agreed, 23.2% of the total respondents agreed. 17 respondents were not sure, 10% of respondents disagreed and only 12% strongly disagreed. Information Technology can be viewed as resources that are vital to the daily tasks of individuals within the organization had 30% of the total respondents who strongly agreed, 17.3% agreed, 21.6% were not sure, 15.7% of the total respondents disagreed and 15.4 of the total respondents strongly disagreed. IT allows information to be exploited to a far greater degree and this helps to stimulate performance had 45% of the total respondents who strongly agreed, 12% agreed, 18% were not sure. 23% disagreed and 2% strongly disagreed. It helps in empowering employees and enabling management to exercise greater control over employees had 40% of the total respondents who strongly agreed, 30% agreed, none of the respondents was registered for not being sure, 19% disagreed and 11% of the total respondents strongly disagreed. It helps public organizations to share and disseminate information had 29% of the total respondents who strongly agreed, 30% agreed, 11% were not sure, 6% disagreed and 24% of the total respondents strongly disagreed. Information Technology helps in ensuring efficiency in the use of resources and rationalizing the operations had 33.3% of the total respondents who strongly agreed, 27.7% agreed. 10% were not sure, 19% disagreed and 10% of the total respondents strongly disagreed, This implied that contemporary Information Technology allows information to be exploited to a far greater degree than older technological and material-based alternatives. It also implied that for effective public administration to prevail, information technology has got to be implemented. This fact underpins the shift from the industrial to the information economy. In the industrial economy, the methods of production are too complicated and require the advanced technology.

**Barriers to use of Information Technology in public administration.**

The respondents were asked whether there are barriers to use of Information Technology in public administration and the responses were expressed by the graph as shown below.

**Figure (IV):**



**Source: Primary Data, November, 2020**

Based on the above figure, majority of the respondents represented by 70% of the total respondents agreed that there were barriers of information technology for effective public administration, 20% of the total respondents were not sure and only 10% of the total respondents disagreed. This implied that the barriers to use of information technology for effective public administration were known and proper implementation strategies were still required. The respondents were asked to tick based on their level of understanding in regard to the barriers to effective implementation of information technology for effective public administration and the responses were expressed in the table below.

**Table 5: Showing barriers to effective implementation of information technology in public**

Barriers that result from the use of Information Technology in public administration	Strongly Agree		Agree		Not Sure		Disagree		strongly Disagree		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
The development of IT, in public organizations as elsewhere.is expensive	12	20	35	58.3	3	5	10	16.7	0	0	60	100
Information technology requires highly specialized employees	30	50	12	20	7	11.7	5	8.3	6	10	60	100
It attracts unnecessary competition between government and private organizations.	28	46.7	12	20	11	18.3	4	6	0	0	60	100
It results to legislative and regulatory barriers that require political consent	32	53.3	10	16.7	3	5	8	13.3	10	16.7	60	100
The use of information technology may infringe on individuals' privacy	15	25	23	38.3	8	13.3	5	8.3	9	15	60	100



staff from different jurisdictions have to be satisfied; and financial rules have to harmonized which is difficult	18	30	21	35	13	21.6	4	6.7	4	6.7	60	100
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Source: Primary Data, November, 2020

The data collected above shows that in relation to the barriers to effective implementation of information technology for effective public administration, the research was based on the agreement parameters of strongly agreed, agreed, not sure, disagree and strongly disagreed. The development of Information Technology, in public organizations as elsewhere, s expensive had 20% of the respondents who strongly agreed, 58.3% of the total respondents agreed, 5% of the total respondents were not sure and I 6.7% disagreed and none strongly disagreed. Information technology requires highly specialized employees had 50% of the total respondents who strongly agreed, 20% of the total respondents agreed, 8% of the total respondents disagreed, 11.7% of the total respondents were not sure, 8.3% of the total respondents disagreed and 10% of the total respondents strongly disagreed. It attracts unnecessary competition between government and private organizations had 46.7% of the respondents who strongly agreed. 20% of the total respondent s agreed, 1 8.3% of the total respondents were not sure, 6% of the total respondents disagreed and none strongly disagreed. It results to legislative and regulatory barriers that require political consent had 53.3% of the respondents who strongly agreed, I 6.7% of the total respondents agreed, 5% of the total respondents were not sure 13.3% of the total respondents disagreed and 16.7% of the total respondents strongly disagreed. The use of information technology may infringe on individuals’ privacy’ had 25% of the respondents who strongly agreed, 38.3% of the total respondents agreed, 13.3 % of the total respondents were not sure 8.3% of the total respondents disagreed, and I 5% of the total respondents strongly disagreed. Staff from different jurisdictions have to be satisfied; and financial rules have to harmonize which is difficult had 30% of the respondents who strongly agreed, 35% of the total respondents agreed. 21 .6% of the total respondents were not sure, 6.7% of the total respondents disagreed and 6.7% of the total respondents strongly disagreed. The above information implied that the workers and other stakeholders were well aware of the barriers to implementation of information technology for effective public administration. Therefore, it remains a duty of government to implement the strategies and recommendations as will be presented in this research.

**4.2.3 Strategies to improve Information Technology for effective public administration.**

Strategies to improve IT for effective public administration	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
The government should play a leading role in developing infrastructure	30	50	9	15	11	18.3	6	10	4	6.7	60	100
They should be a close collaboration between private companies and public bodies	36	60	3	5	10	16.7	2	3.3	0	0	60	100

IT use strategy should be determined on the basis of the present situation of computerization, telecommunications, and information systems development of each country	30	50	20	33.3	2	3.3	4	6.7	4	6.7	60	100
Adequate research is required to implement this IT project in public administration	20	33.3	19	31.7	6	10	8	13.3	7	11.7	60	100
Working conditions and human resources should be developed	15	25	24	40	5	8.3	6	10	10	16.7	60	100
Local government administrators should focus on the creation of an organizational culture where IT is valued as a necessary and integral part of the operations	17	28.3	13	21.7	15	25	5	8.3	10	16.7	60	100

Source: Primary Data, November, 2020

In reference to the table above, concerning the strategies to improve Information Technology for effective public administration, the presentations have been made in line with responses made using the scale that measured responses on strongly agreed, agreed, not sure, disagreed and strongly disagreed. The responses are presented as follows. The government should play a leading role in developing infrastructure had 50% of the respondents who strongly agreed. 5% of the total respondents agreed, 18.3% of the total respondents were not sure, 10% of the total respondents disagreed and 6.7% of the total respondents strongly disagreed. They should be a close collaboration between private companies and public bodies had 60% of the respondents who strongly agreed, 5% of the total respondents agreed 16.7% of the total respondents were not sure, 3.3% of the total respondents disagreed and 15% of the total respondents strongly disagreed. IT use strategy should be determined on the basis of the present situation of computerization, telecommunications, and information systems development of each country had 50% of the respondents who strongly disagreed, 33.3% agreed, 3.3% of the respondents were not sure 6.7% disagreed and 6.7% of the respondent strongly disagreed. Adequate research is required to implement this Information Technology project in public administration had 33.3% of the respondents who strongly agreed. 31.7% of the total respondents agreed, 10% of the total respondents were not sure, 13.3% of the total respondent disagreed and 11.7% of the total respondents strongly disagreed. Working conditions and human resources should be developed had 25% of the respondents who strongly agreed. 40% of the total respondents agreed. 8.3% of the total respondents were not sure, 10% of the total respondents disagreed and 16.7% of the total respondents strongly disagreed. Local government administrators should focus on the creation of an organizational culture where Information Technology is valued as a necessary and integral part of the operations had 28.3% of the respondents who strongly agreed. 21.7% of the total respondents agreed, 25% of the total respondents were not sure, 8.3% of the total respondents disagreed and 6.7% of the total respondents strongly disagreed. The strategies as were devised by the researcher and presented in the questionnaire were all supported by the respondents. Majority strongly agreed that there should be a close collaboration between private companies and public bodies with 60% of the total respondents. This was followed by 50% who strongly agreed that information Technology use strategy should be determined on the basis of the present situation of computerization, telecommunications, and information systems development of each country and that the government should play a leading role in developing infrastructure. Others responded that local government administrators should focus on the

creation of an organizational culture where Information Technology is valued as a necessary and integral part of the operations and developing working conditions for human resources.

## **SECTION FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **Conclusion**

There is an impact of information technology on public administration and information technology is becoming increasingly important public-sector resources and is tightly intertwined. Information technology is viewed as a commodity that is bought and sold in the marketplace, but it can also be viewed, in the organizational context, as a resource that is vital to the daily tasks of individuals within the organization and consequently to its overall ability to meet its objectives. Therefore, Information Technology usage not only promotes efficiencies by improving productive and administrative processes but also generates new information that can be widely shared or integrated. For example, information held in databanks in different parts of a government can be cross-matched or integrated to produce valuable new information for policy-making and program delivery - and, subject to privacy considerations, this new information can in turn be shared across government. The researcher also concludes that information technology is an indispensable resource that is the raw material for, and a product of~ virtually all government activities. Such activities as making health or defense policy, collecting taxes, providing social security services and conducting medical research are grounded in information. Moreover, the policy-making, decision-making and communication processes that pervade government's service, regulatory and research functions rely heavily on information. The transfer of information that occurs in these processes entails information flows between and among all of the many actors in the socio—economic and political system of government not limited to public administration.

#### **Recommendations**

The government of the Republic of Uganda should consider Information Technology as an important tool in public administration and use it as an enabler, not a saver by itself in the pursuit of efficiency, and thus, it will be possible to deal with the uncertainties and contradictions in a more efficient way to eliminate barriers.

Strategic planning for Information Technology should be the primary key to the effectiveness of the whole implementation process. This is because investing in technologies which may not prove to be viable in the long term may lead to loss of funds. Planning will also help to enhance the technological infrastructure through needs assessment and support of IT goals throughout the organization. Strategic planning is critical to the effective design and implementation of information technologies within an organization to eliminate the likely barriers.

Kabale Municipality should have information systems updated regularly. Public information, as valuable information resources. Needs to be continuously explored and developed. Rapidly increasing technical performance and a continuing decline in costs will probably characterize IT for the foreseeable future. Computerization will no doubt be one of the indispensable essentials of the development process of developing countries in their efforts to modernize. In view of this, having a long—term plan is necessary for smooth and healthy development of IT use and this will help to reduce the loss of information to private individuals without the consent of the division.

The central government should play a crucial role in the development of IT use in public administration. Appropriate government policies are necessary to remove distortions in any macroeconomic or social policies which would prevent efficient supply and demand for IT. Policies should provide the development and management of government information systems with legitimacy and direction, while avoiding the waste of sophisticated systems being developed in a haphazard manner, without regard for government-wide concerns and priorities.

Effective communication between the information managers and top management, as well as participation by senior management in information management decisions, is important to the success of IT use in getting top management's support for needed actions and resources. This will help to improve understanding in the problems and issues and contribute to the decisions that must be made by information managers.

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