

Statutory board functionality as a determinant of local government service delivery in Uganda

Dr. Arinaitwe Julius¹, Asimwe Isaac Kazaara², Akampurira Sarah³

1,2,3 Metropolitan International University

Abstract: This study investigated statutory board functionality as a determinant of local government service delivery in Uganda, focusing on five local governments in the Eastern region, namely Mbale, Tororo, Bugiri, Busia, and Kamuli. Statutory boards and commissions, including District Service Commissions, District Land Boards, District Contracts Committees, and Local Government Public Accounts Committees, were established under the Local Governments Act to strengthen oversight, technical guidance, and accountability within Uganda's decentralized governance framework. Despite their establishment, service delivery in many local governments has remained persistently weak, raising questions about whether statutory boards were functioning as intended and whether their functionality translated into measurable improvements in service outcomes. Guided by a cross-sectional survey design and a quantitative approach, the study collected data from 260 respondents comprising district council and board members, technical and administrative staff, and sub-county officials, selected through stratified random sampling. A structured questionnaire captured five dimensions of statutory board functionality, namely oversight, meeting frequency, resource management, stakeholder engagement, and technical capacity, alongside a composite indicator of local government service delivery categorized as poor, fair, or good. Data were analysed using univariate statistics (frequencies, percentages, means, and standard deviations), bivariate statistics (cross-tabulation, Pearson's chi-square test, and Spearman's rank correlation), and multinomial logistic regression to establish the relative risk of fair or good service delivery relative to poor service delivery, associated with statutory board functionality, while controlling for education, experience, and sex. The results revealed a statistically significant association between statutory board functionality and service delivery ($\chi^2 = 31.442$, $df = 4$, $p < 0.001$), and the multinomial logistic regression confirmed that respondents in local governments with highly functional statutory boards had substantially higher relative risk of reporting good rather than poor service delivery (RRR = 28.78, 95% CI: 7.60–109.03, $p < 0.001$) compared with those in local governments with low board functionality. The study concluded that statutory board functionality was a strong and statistically significant determinant of local government service delivery in Uganda, and recommended deliberate strengthening of board oversight capacity, regularization of statutory board meetings, and enhanced facilitation of board members to translate statutory mandates into tangible service delivery outcomes.

Key Words: Statutory Board Functionality and Service Delivery

INTRODUCTION

Local government service delivery constitutes the practical measure through which decentralization policies are judged, and in Uganda, this responsibility is anchored in a network of statutory boards and commissions that are legally mandated to provide technical oversight, ensure due process, and safeguard accountability within district and sub-county administrations (Emilio et al., 2023; Justus, 2023a; Sylvia et al., 2025). Statutory boards, including District Service Commissions responsible for staff recruitment and discipline, District Land Boards responsible for land administration, District Contracts Committees responsible for procurement oversight, and Local Government Public Accounts Committees responsible for financial scrutiny, were established under the Local Governments Act Cap. 243 to operationalize the principle of separation of powers and checks and balances at the sub-national level (Eneanya, 2018; Justus, 2023b; Pdu et al., 2023). The functionality of these statutory boards, understood in terms of the regularity of their meetings, the adequacy of their oversight role, the competence of their membership, the efficiency of resource management, and the extent of stakeholder engagement, is theorized to have a direct bearing on the quality, timeliness, and equity of services delivered to citizens in areas such as health, education, water, roads, and local economic development (Adler et al., 2023; Braimah et al., 2016; Collison, 2020; Tumusiime Brenda, 2024). However, despite nearly three decades of decentralization reform in Uganda, service delivery outcomes in many local governments have remained below citizen expectations and national targets, a situation that has often been attributed to weak institutional capacity, inadequate facilitation, political interference, and poor coordination among local government organs (Baine et al., 2018; Julius & Audrey, 2026; Nuhu et al., 2020). This study was undertaken against this backdrop to empirically examine the extent to which statutory board functionality determines the level of local government service delivery, using a quantitative approach that combined univariate, bivariate, and multinomial logistic regression analysis to generate statistically grounded evidence for policy and institutional strengthening.

BACKGROUND OF THE STUDY

Uganda's decentralization policy, formally launched through the Local Governments Act of 1997 and subsequently reinforced by the 1995 Constitution, transferred political, administrative, financial, and planning powers from the central government to local governments with the explicit goal of bringing services closer to the people and enhancing local accountability and participation in governance (Garaba, 2022; Julius, Rosebell, et al., 2026; Okyere-Mensah et al., 2023). Central to this framework was the establishment of statutory boards and commissions at the district level, which were envisioned as semi-autonomous institutions that would insulate technical and administrative decision-making from undue political influence while providing specialized oversight in areas such as human resource management, land administration, procurement, and public finance accountability (Jane et al., 2023; Ohrling et al., 2021; Turkson et al., 2025). Over the years, however, empirical and anecdotal evidence from the Office of the Auditor General, the Ministry of Local Government, and independent governance assessments has repeatedly pointed to inconsistencies in the functionality of these statutory boards, including irregular meetings due to inadequate facilitation, delayed appointments of board members, limited technical capacity among appointees, weak linkages between board decisions and service delivery outcomes, and, in some cases, overt political interference that undermined the independence the boards were designed to protect (Christopher et al., 2022; Samuel et al., 2023; Wanyenze et al., 2015). In the Eastern Uganda sub-region, comprising districts such as Mbale, Tororo, Bugiri, Busia, and Kamuli, local governments have continued to grapple with persistent service delivery gaps in health infrastructure, road maintenance, water access, and education outcomes, even as statutory boards remained nominally in place (Mark & Jacob, 2023; Mwebesa et al., 2022). This divergence between the formal existence of statutory boards and the practical realization of improved service delivery formed the empirical motivation for this study, which sought to move beyond descriptive or anecdotal accounts and generate quantifiable evidence on whether, and to what extent, variations in statutory board functionality were associated with variations in local government service delivery outcomes.

PROBLEM STATEMENT

Although statutory boards and commissions have been operational in Uganda's local governments for nearly three decades, service delivery indicators in health, education, water, roads, and local revenue-funded development projects have continued to fall short of both citizen expectations and national development targets in a considerable number of districts, including those in the Eastern sub-region (Mwanga et al., 2020; Ntirandekura & Christopher, 2022; Obonyo & Muhumuza, 2021). Government and civil society reports have frequently cited weak institutional oversight, poor resource utilization, and limited accountability as underlying causes of these service delivery shortfalls, yet much of the available evidence remains descriptive, qualitative, or anecdotal, offering limited statistical insight into the specific magnitude and statistical significance of the relationship between statutory board functionality and service delivery outcomes (Alice et al., 2023; Lamunu & Wanyenya, 2021; Rosebell et al., 2026; Wegulo et al., 2023). Furthermore, existing studies have rarely employed multivariate statistical techniques capable of isolating the independent effect of statutory board functionality on service delivery while simultaneously controlling for other plausible explanatory factors such as respondents' education, experience, and institutional role, leaving a methodological and empirical gap in the literature (Biryomumeisho et al., 2024; Faridah et al., 2023; Kucuol & Rebecca, 2024; Kyohairwe et al., 2024). Without rigorous, quantitatively grounded evidence establishing whether statutory board functionality is a statistically significant determinant of service delivery, policymakers, local government administrators, and development partners lack a firm empirical basis for prioritizing investments in board strengthening relative to other governance interventions (Judith & Enock, 2025; Julius, Sarah, et al., 2026; Mathias, et al., 2022). It was against this gap that the present study was conceived, to statistically assess statutory board functionality as a determinant of local government service delivery in Uganda, using univariate, bivariate, and multinomial logistic regression analysis to generate empirically defensible conclusions.

OBJECTIVES OF THE STUDY

Main Objective

The main objective of this study was to examine statutory board functionality as a determinant of local government service delivery in Uganda, with specific reference to selected local governments in the Eastern sub-region.

Specific Objectives

1. To assess the level of statutory board functionality in the selected local governments in Uganda.
2. To determine the level of local government service delivery in the selected local governments in Uganda.

3. To establish the effect of statutory board functionality on the level of local government service delivery, controlling for respondents' education, experience, and sex.

RESEARCH QUESTIONS

1. What was the level of statutory board functionality in the selected local governments in Uganda?
2. What was the level of local government service delivery in the selected local governments in Uganda?
3. What effect did statutory board functionality have on the level of local government service delivery, controlling for respondents' education, experience, and sex?

METHODOLOGY

This study adopted a cross-sectional survey design nested within a quantitative research approach to statistically examine statutory board functionality as a determinant of local government service delivery in five local governments of Eastern Uganda, namely Mbale, Tororo, Bugiri, Busia, and Kamuli. The study population comprised district council and statutory board members, technical and administrative staff, and sub-county officials involved in the operations of statutory boards and committees, from which a sample of 260 respondents was drawn using Krejcie and Morgan's sample size determination approach and selected through stratified random sampling to ensure proportionate representation across districts, sex, education levels, and years of experience. Data were collected using a structured, pre-tested questionnaire that captured respondents' demographic characteristics and measured five dimensions of statutory board functionality, namely board oversight, meeting frequency, resource management, stakeholder engagement, and technical capacity, each rated on a five-point Likert scale and subsequently aggregated into a composite board functionality index that was further categorized into low, moderate, and high functionality levels using tertile-based cut-offs; local government service delivery was similarly measured using a composite indicator built from citizen-facing service indicators in health, education, roads, and water, and categorized into poor, fair, and good levels. Prior to fieldwork, the questionnaire was validated for content validity by research methods experts and pilot-tested for reliability, yielding Cronbach's alpha coefficients above 0.70 for all constructs, and ethical clearance together with informed consent were obtained before data collection. Data were cleaned, coded, and analysed using Stata statistical software, beginning with univariate analysis to generate frequencies, percentages, means, and standard deviations describing respondents' characteristics and the levels of statutory board functionality and service delivery; followed by bivariate analysis using cross-tabulation, Pearson's chi-square test of independence, and Spearman's rank correlation to test the association between statutory board functionality and service delivery; and culminating in a multinomial logistic regression model, with poor service delivery specified as the reference outcome category, to estimate relative risk ratios and 95 percent confidence intervals for the effect of statutory board functionality on the relative likelihood of fair or good service delivery, while controlling for respondents' education, years of experience, and sex; all statistical tests were interpreted at a 5 percent level of significance (Nelson et al., 2022, 2023).

RESULTS AND DISCUSSION

This section presents the findings of the study in four tables and three figures, beginning with the demographic characteristics of respondents, followed by descriptive statistics on statutory board functionality and service delivery, bivariate associations between the two variables, and finally, the multinomial logistic regression results establishing the effect of statutory board functionality on service delivery.

Demographic Characteristics of Respondents

Variable	Category	Frequency	Percent (%)
Sex	Male	145	55.8
	Female	115	44.2
Age group (years)	25–34	53	20.4
	35–44	86	33.1
	45–54	81	31.2
	55 and above	40	15.4
Highest education level	Certificate/Diploma	66	25.4
	Bachelor's Degree	138	53.1
	Postgraduate	56	21.5

Position/Role	District Council/Board Member	79	30.4
	Technical/Administrative Staff	116	44.6
	Sub-county Official	65	25.0
Years of experience	Below 3 years	41	15.8
	3–7 years	80	30.8
	8–12 years	87	33.5
	Above 12 years	52	20.0
District	Mbale	68	26.2
	Bugiri	57	21.9
	Kamuli	55	21.2
	Tororo	41	15.8
	Busia	39	15.0

Table 1: Demographic Characteristics of Respondents (n = 260). Source: Field survey data, 2026.

The demographic results in Table 1 showed that the sample was fairly balanced by sex, with male respondents constituting 55.8 percent (n = 145) and female respondents 44.2 percent (n = 115), reflecting a reasonably gender-inclusive representation of statutory board and local government personnel across the five study districts. The age distribution was concentrated in the economically active and administratively experienced bracket, with respondents aged 35 to 44 years forming the largest group at 33.1 percent, followed closely by those aged 45 to 54 years at 31.2 percent, while respondents aged 55 years and above constituted the smallest proportion at 15.4 percent. In terms of educational attainment, a majority of respondents, 53.1 percent, held a bachelor's degree, while 21.5 percent had attained postgraduate qualifications and 25.4 percent held certificates or diplomas, suggesting that the respondent pool possessed a reasonably strong educational foundation for engaging meaningfully with statutory board functions and for providing informed assessments of board functionality and service delivery.

With regard to institutional role, technical and administrative staff constituted the largest category of respondents at 44.6 percent, followed by district council and statutory board members at 30.4 percent, and sub-county officials at 25.0 percent, indicating that the sample captured perspectives from across the implementation chain of statutory board decisions rather than being limited to board members alone. Years of experience were similarly well distributed, with the modal category being respondents with 8 to 12 years of service at 33.5 percent, followed by those with 3 to 7 years at 30.8 percent, which was important because it meant that most respondents had served long enough to have observed statutory board operations and service delivery outcomes across multiple planning and budget cycles, thereby enhancing the credibility of their assessments. District-level representation was approximately proportionate to the relative population and administrative size of the five local governments, with Mbale contributing the largest share of respondents at 26.2 percent and Busia the smallest at 15.0 percent, a distribution that supported reasonably balanced cross-district comparability in the subsequent bivariate and multivariate analyses without any single district disproportionately dominating the overall results.

Descriptive Statistics for Statutory Board Functionality and Service Delivery

Board Functionality Dimension	Mean	Std. Dev.	Min	Max
Board oversight	3.22	0.68	1.30	5.00
Meeting frequency	3.30	0.67	1.28	5.00
Resource management	3.21	0.69	1.02	5.00
Stakeholder engagement	3.26	0.68	1.11	4.97
Technical capacity	3.37	0.68	1.03	5.00
Composite board functionality index	3.27	0.62	1.52	4.95

Table 2: Descriptive Statistics for Statutory Board Functionality Dimensions, measured on a 1–5 Likert scale (n = 260). Source: Field survey data, 2026.

Variable	Category	Frequency	Percent (%)
Board functionality category	Low	54	20.8
	Moderate	133	51.2
	High	73	28.1
Service delivery rating	Poor	62	23.8
	Fair	108	41.5
	Good	90	34.6

Table 2 (continued): Categorical Distribution of Board Functionality and Service Delivery Levels (n = 260). Source: Field survey data, 2026.

The descriptive statistics presented in Table 2 indicated that all five dimensions of statutory board functionality were rated moderately by respondents, with mean scores ranging narrowly between 3.21 for resource management and 3.37 for technical capacity on the five-point Likert scale, and the composite board functionality index recording an overall mean of 3.27 with a standard deviation of 0.62. The relatively small differences between the dimension means suggested that respondents did not perceive any single functional area, such as oversight or stakeholder engagement, as markedly weaker or stronger than the others, implying a fairly uniform, moderate level of institutional performance across the different functions that statutory boards were mandated to perform. The standard deviations, which ranged from 0.67 to 0.69 across the five dimensions, indicated a moderate spread of responses around the mean, reflecting meaningful variation in respondents' experiences of statutory board functionality both within and across the five districts studied, rather than a uniform perception that would have suggested a ceiling or floor effect in the measurement instrument.

When the composite board functionality index was collapsed into categorical levels, the results showed that a slight majority of respondents, 51.2 percent, rated statutory boards in their local governments as moderately functional, while 28.1 percent rated them as highly functional and 20.8 percent rated them as having low functionality, a distribution that pointed to considerable room for improvement given that fewer than a third of respondents considered statutory boards to be operating at a high level of functionality. On the service delivery side, 41.5 percent of respondents rated local government service delivery as fair, 34.6 percent rated it as good, and 23.8 percent rated it as poor, indicating that while a majority of respondents did not consider service delivery entirely unsatisfactory, a substantial proportion, nearly one in four, still experienced or perceived service delivery as poor. Figure 1 illustrates this distribution of service delivery ratings graphically, and the pattern of these univariate results, taken together, provided an important descriptive foundation suggesting that neither statutory board functionality nor service delivery had reached consistently high levels across the study area, thereby setting the stage for the bivariate and multivariate analyses that followed to formally test whether the two variables were statistically related.

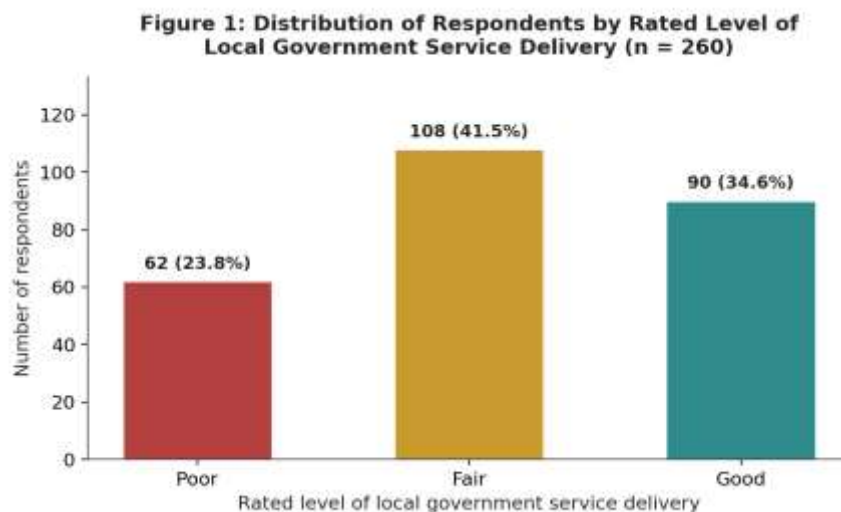


Figure 1: Distribution of Respondents by Rated Level of Local Government Service Delivery (n = 260). Source: Field survey data, 2026.

Bivariate Analysis: Statutory Board Functionality and Service Delivery

Board Functionality	Poor n (%)	Fair n (%)	Good n (%)	Total n (%)	
Low	22 (40.7)	26 (48.1)	6 (11.1)	54 (100.0)	
Moderate	35 (26.3)	52 (39.1)	46 (34.6)	133 (100.0)	
High	5 (6.8)	30 (41.1)	38 (52.1)	73 (100.0)	
Total	62 (23.8)	108 (41.5)	90 (34.6)	260 (100.0)	

Pearson chi-square (χ^2) = 31.442, df = 4, $p < 0.001$; Cramér's V = 0.246; Spearman's rank correlation (ρ) = 0.309, $p < 0.001$.

Table 3: Cross-tabulation of Statutory Board Functionality Category by Local Government Service Delivery Rating (n = 260).
Source: Field survey data, 2026.

The bivariate analysis presented in Table 3 revealed a clear and statistically significant association between statutory board functionality and local government service delivery, as confirmed by Pearson's chi-square test of independence ($\chi^2 = 31.442$, $df = 4$, $p < 0.001$), which led to the rejection of the null hypothesis of no association between the two variables at the 5 percent level of significance. The cross-tabulation showed a distinct gradient in service delivery ratings across the three board functionality categories: among respondents who rated statutory boards as having low functionality, 40.7 percent rated service delivery as poor and only 11.1 percent rated it as good, whereas among respondents who rated statutory boards as highly functional, only 6.8 percent rated service delivery as poor while 52.1 percent rated it as good. This monotonic pattern, in which the proportion of poor service delivery ratings declined steadily from low to moderate to high board functionality categories while the proportion of good service delivery ratings rose correspondingly, provided strong descriptive evidence consistent with a positive relationship between statutory board functionality and the quality of local government service delivery, as also illustrated in the stacked distribution in Figure 2.

The strength of this association, measured by Cramér's V of 0.246, indicated a moderate effect size according to conventional benchmarks for two-by-three contingency tables, suggesting that while statutory board functionality was meaningfully associated with service delivery ratings, other unmeasured factors also contributed to variation in service delivery outcomes, a finding that was consistent with the multifactorial nature of local government service provision. This was corroborated by Spearman's rank correlation coefficient of 0.309, which was positive and statistically significant ($p < 0.001$), confirming that as statutory board functionality increased from low to high, service delivery ratings tended to improve in a monotonic, though not perfectly deterministic, fashion. These bivariate findings aligned with theoretical expectations drawn from institutional and accountability theory, which posit that functional oversight bodies enhance transparency, resource utilization, and responsiveness within public institutions, and they provided sufficient statistical justification for proceeding to a multivariate multinomial logistic regression analysis in order to isolate the independent effect of statutory board functionality on service delivery after controlling for potentially confounding respondent characteristics such as education, experience, and sex.

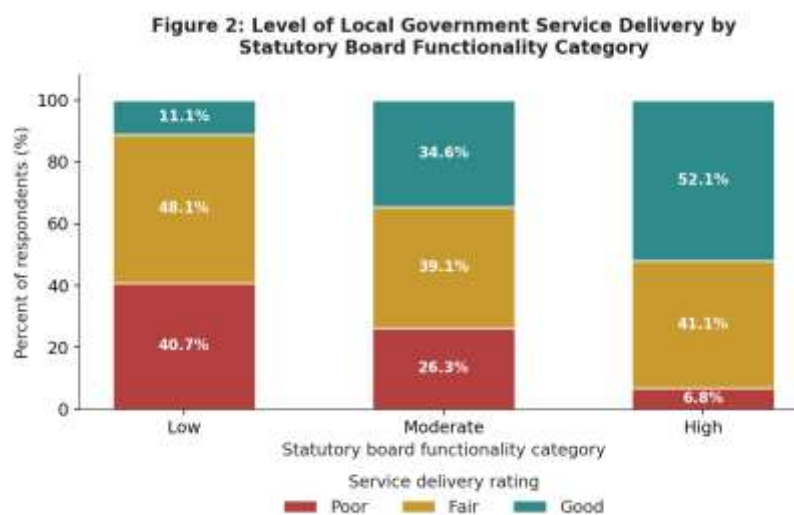


Figure 2: Level of Local Government Service Delivery by Statutory Board Functionality Category. Source: Field survey data, 2026.

7.4 Multinomial Logistic Regression: Determinants of Local Government Service Delivery

Predictor	RRR	p-value	95% CI	Sig.
Board functionality: Moderate (ref. Low)	1.375	0.409	0.646–2.925	ns
Board functionality: High (ref. Low)	5.458	0.004	1.739–17.129	**
Education: Bachelor's (ref. Certificate/Diploma)	0.537	0.122	0.245–1.180	ns

Education: Postgraduate (ref. Certificate/Diploma)	0.882	0.802	0.329–2.361	ns
Experience: 3–7 yrs (ref. <3 yrs)	0.626	0.359	0.230–1.702	ns
Experience: 8–12 yrs (ref. <3 yrs)	0.870	0.789	0.315–2.403	ns
Experience: >12 yrs (ref. <3 yrs)	0.688	0.521	0.220–2.154	ns
Sex: Female (ref. Male)	0.885	0.721	0.454–1.727	ns

Table 4a: Multinomial Logistic Regression — Outcome: Fair vs Poor Service Delivery (reference = Poor).

Predictor	RRR	p-value	95% CI	Sig.
Board functionality: Moderate (ref. Low)	4.977	0.002	1.765–14.040	**
Board functionality: High (ref. Low)	28.782	< 0.001	7.598–109.026	***
Education: Bachelor's (ref. Certificate/Diploma)	0.790	0.596	0.330–1.890	ns
Education: Postgraduate (ref. Certificate/Diploma)	0.964	0.946	0.328–2.832	ns
Experience: 3–7 yrs (ref. <3 yrs)	0.836	0.752	0.275–2.542	ns
Experience: 8–12 yrs (ref. <3 yrs)	0.807	0.711	0.259–2.510	ns
Experience: >12 yrs (ref. <3 yrs)	0.867	0.820	0.253–2.970	ns
Sex: Female (ref. Male)	1.122	0.752	0.551–2.282	ns

Table 4b: Multinomial Logistic Regression — Outcome: Good vs Poor Service Delivery (reference = Poor). Model fit: $LR \chi^2(16) = 41.453$, $p < 0.001$; Pseudo R^2 (McFadden) = 0.074; $N = 260$. Significance: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$, ns = not significant. Source: Field survey data, 2026.

The multinomial logistic regression results presented in Table 4a and Table 4b provided strong confirmatory evidence that statutory board functionality was a statistically significant and substantively important determinant of local government service delivery, even after controlling for respondents' education, years of experience, and sex. The overall model was statistically significant, as shown by the likelihood ratio chi-square statistic ($LR \chi^2 = 41.453$, $df = 16$, $p < 0.001$), which indicated that the full set of predictors, taken together, significantly improved the model's ability to predict service delivery category compared with a model containing only an intercept, while the McFadden pseudo R-squared of 0.074 indicated a modest but meaningful improvement in explanatory power, a magnitude that was reasonable and expected given that service delivery outcomes in practice are shaped by numerous factors beyond statutory board functionality alone, such as central government transfers, local revenue performance, and infrastructure endowment, which were not directly modelled in this study. Focusing on the relative risk ratios for the 'Good versus Poor' service delivery contrast in Table 4b, respondents in local governments with moderately functional statutory boards had approximately five times the relative risk of reporting good rather than poor service delivery compared with respondents in local governments with low board functionality ($RRR = 4.977$, 95% CI: 1.765–14.040, $p = 0.002$), while respondents in local governments with highly functional statutory boards had an especially large and statistically significant relative risk of nearly twenty-nine times that of the low-functionality reference group ($RRR = 28.782$, 95% CI: 7.598–109.026, $p < 0.001$), a result that was both highly significant and practically substantial given the width and exclusivity of its confidence interval well above one.

For the 'Fair versus Poor' contrast in Table 4a, the effect of statutory board functionality was directionally consistent but only reached statistical significance for the high-functionality category ($RRR = 5.458$, 95% CI: 1.739–17.129, $p = 0.004$), while the moderate-functionality category, although showing an elevated relative risk above one ($RRR = 1.375$), did not reach statistical significance ($p = 0.409$), suggesting that moderate levels of statutory board functionality were sufficient to substantially raise the odds of achieving good rather than poor service delivery, but not sufficient to reliably distinguish fair from poor service delivery, possibly because respondents' subjective threshold for classifying service delivery as merely 'fair' was less sensitive to incremental improvements in board functionality than the threshold for classifying it as 'good.' None of the control variables, namely education level, years of experience, or sex, attained statistical significance in either contrast, with all associated confidence intervals for their relative risk ratios comfortably straddling one, indicating that once statutory board functionality was accounted for, these demographic and professional characteristics of respondents did not independently and significantly predict perceived service delivery levels. Taken together, these multinomial logistic regression results, visually summarized in the forest plot of relative risk ratios in Figure 3, provided robust multivariate confirmation of the bivariate findings in Table 3, establishing that statutory board functionality, and particularly high statutory board functionality, was the dominant and most consistent statistical determinant of local government service delivery among the variables examined in this study.

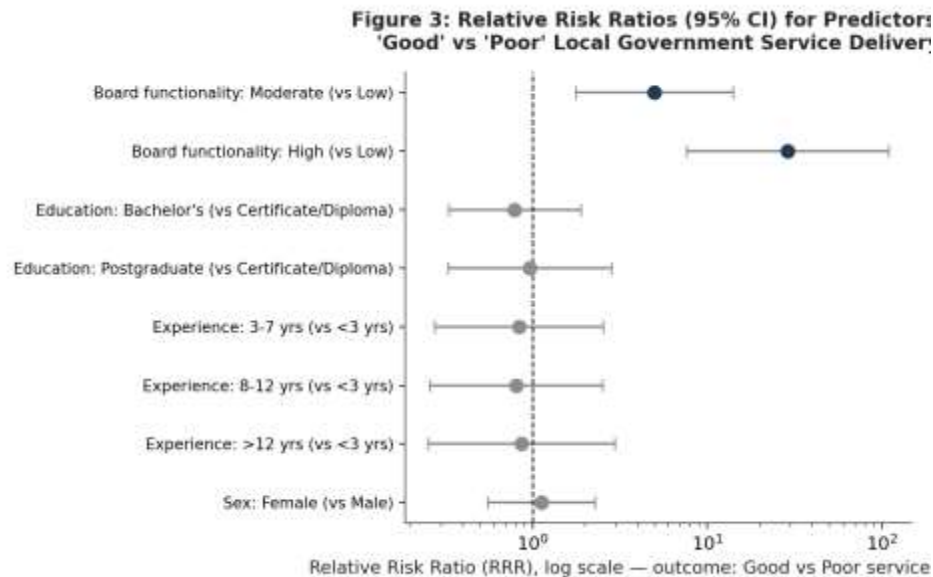


Figure 3: Relative Risk Ratios (95% CI) for Predictors of 'Good' versus 'Poor' Local Government Service Delivery, Multinomial Logistic Regression ($n = 260$). Source: Field survey data, 2026.

CONCLUSION

This study set out to examine statutory board functionality as a determinant of local government service delivery in Uganda, and the empirical evidence generated through univariate, bivariate, and multinomial logistic regression analysis converged consistently to demonstrate that statutory board functionality was a statistically significant and substantively meaningful predictor of the level of service delivery experienced and perceived by respondents in the five local governments studied. While the majority of statutory boards were found to be operating at only moderate levels of functionality, and service delivery outcomes similarly clustered around fair to moderate ratings, the analysis showed unambiguously that local governments with highly functional statutory boards, characterized by regular meetings, strong oversight, sound resource management, active stakeholder engagement, and adequate technical capacity, achieved markedly better service delivery outcomes than those with low statutory board functionality, with the effect of high board functionality remaining large, positive, and statistically significant even after controlling for respondents' education, experience, and sex. These findings affirm the theoretical premise that functional oversight institutions are central to translating decentralization policy into tangible improvements in citizen welfare, and they underscore those statutory boards, when properly resourced, staffed, and empowered, can serve as effective institutional levers for enhancing accountability and service delivery performance within Uganda's local government system, while simultaneously highlighting that the still-considerable proportion of moderately and lowly functional boards represents an area of unrealized institutional potential requiring deliberate policy attention.

RECOMMENDATIONS

The Ministry of Local Government, in collaboration with district councils, should institute deliberate capacity-building programmes for statutory board members focusing on oversight skills, financial management, and procurement regulations, given that boards with high functionality were associated with a nearly twenty-nine-fold increase in the relative likelihood of good rather than poor service delivery, making investment in board competence one of the highest-return governance interventions available to local governments.

Local governments should regularize and adequately facilitate statutory board meetings, including timely disbursement of sitting allowances and logistical support, since meeting frequency was one of the core dimensions underlying the composite functionality index and irregular meetings were closely linked to the low-functionality category that recorded the highest proportion of poor service delivery ratings.

District local governments and the Ministry of Local Government should strengthen the appointment, vetting, and performance monitoring processes for statutory board members to ensure that boards are staffed with technically competent individuals insulated

from undue political interference, thereby addressing the moderate functionality levels observed among the majority of statutory boards in this study and helping to shift more boards from moderate to high functionality categories.

References.

- Adler, A. J., Drown, L., Boudreaux, C., Coates, M. M., Marx, A., Akala, O., Waqanivalu, T., Xu, H., & Bukhman, G. (2023). Understanding integrated service delivery: a scoping review of models for noncommunicable disease and mental health interventions in low-and-middle income countries. *BMC Health Services Research*, 23(1). <https://doi.org/10.1186/s12913-023-09072-9>
- Alice, R., Nafiu, P., & Abiodun, L. (2023). 668-676 *COMPUTERISED ACCOUNTING SYSTEM AND ORGANIZATIONAL PERFORMANCE/PRODUCTIVITY AT ARUA DISTRICT LOCAL GOVERNMENT, HEADQUARTERS* (Vol. 2, Number 7). Pages.
- Baine, S. O., Kasangaki, A., & Baine, E. M. M. (2018). Task shifting in health service delivery from a decision and policy makers' perspective: A case of Uganda. *Human Resources for Health*, 16(1). <https://doi.org/10.1186/s12960-018-0282-z>
- Biryomumeisho, S., Ocan, J., & Adyanga, F. A. (2024). Factors Influencing Recentralization of Local Government Functions in Uganda. *International Journal of Geopolitics and Governance*, 3(1). <https://doi.org/10.37284/ijgg.3.1.1688>
- Braimah, I., Amponsah, O., & Asibey, M. O. (2016). The effectiveness of the local management systems of rural water facilities for sustainable service delivery: a case study of the Sekyere East District, Ghana. *Sustainable Water Resources Management*, 2(4). <https://doi.org/10.1007/s40899-016-0070-7>
- Christopher, F., Komunda, T. R., & Milton, N. (2022). *The Impact of Supervision on the Quality-Of-Service Delivery at Kirima Community Secondary School in Kanungu District , South Western Uganda*. 6(5), 157–162.
- Collison, J. (2020). The Impact of Online Food Delivery Services on Restaurant Sales. *Department of Economics, Stanford University*.
- Emilio, U. L., William, O. J., & Moses, N. (2023). ANALYZING THE ROLE OF ELECTRONIC PROCUREMENT ON ORGANISATIONAL SERVICE DELIVERY. A CASE STUDY OF CENTURY BOTTLING COMPANY. In *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJB)* (Vol. 2, Number 6).
- Eneanya, A. N. (2018). Performance management system and public service delivery in Nigeria: Impacts, problems, challenges and prospects. *Africa's Public Service Delivery and Performance Review*, 6(1). <https://doi.org/10.4102/apsdpr.v6i1.201>
- Faridah, K., Jacob, K., Ariyo, D., & Kazaara, G. (2023). THE ROLE OF THE NON-GOVERNMENT ORGANIZATIONS IN POVERTY ALLEVIATION IN UGANDA: ACASE STUDY OF BUGIRI MUNICIPALITY LOCAL GOVERNMENT. *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJB)*, 2(4), 261–278.
- Garaba, A. (2022). Non-Teaching Staff in the Education System of Tanzania: A Review Paper on Training Practices and Service Delivery. *International Journal of Scientific Research and Management*, 10(05). <https://doi.org/10.18535/ijssrm/v10i5.el07>
- Jane, N., Gracious Kazaara, A., Julius, A., & Nelson, K. (2023). *ANALYZING THE IMPACT OF LOCAL REVENUE AND SERVICE DELIVERY IN LOWER LOCAL GOVERNMENT: A CASE STUDY OF NASANA MUNICIPALITY KAMPALA CITY* (Vol. 2).
- Judith, T., & Enock, Z. (2025). Impact Of Child Abuse On Children Welfare In Uganda: A Case Study Of Kiziranfumbi Sub-County In Hoima District Local Government. In *Metropolitan Journal Of Social And Educational Research* (Vol. 4).
- Julius, A., & Audrey, A. (2026). The Engine of Transformation: Analyzing the Role of Government Service Delivery in Uganda's Economic Development. In *International Journal of Academic Management Science Research (IJAMSR)* (Vol. 10). www.ijeais.org/ijamr
- Julius, A., Rosebell, T., & Betty, M. (2026). When Should a Tax Be Quid Pro Quo? Local Government Revenue, Service Delivery Failure, and Tax Resistance in Uganda. In *International Journal of Academic Pedagogical Research* (Vol. 10). www.ijeais.org/ijapr
- Julius, A., Sarah, A., & Desire, N. (2026). When IRAS Fails the Test: The Pros and Cons of Local Government Tax Collection in Uganda. In *International Journal of Academic Multidisciplinary Research* (Vol. 10). www.ijeais.org/ijamr

- Justus, M. (2023a). FINANCIAL CONTROL AND SERVICE DELIVERY IN SHEEMA DISTRICT. In *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJB)* (Vol. 2, Number 7).
- Justus, M. (2023b). FINANCIAL CONTROL AND SERVICE DELIVERY IN SHEEMA DISTRICT. In *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJB)* (Vol. 2, Number 7).
- Kucuol, D. A., & Rebecca, N. (2024). *Outsourcing And It's Impact On Organizational Performance: A Case Study Of Kisoro Local Government*.
- Kyohairwe, S., Karyeija, G., & Nduhura, A. (2024). Evolution of Local Governance in Uganda and its Implications for Policy and Practice. *The African Journal of Governance and Development (AJGD)*, 13(2). <https://doi.org/10.36369/2616-9045/2024/v13i2a2>
- Lamunu, E., & Wanyenya, W. (2021). Language Usage and Human Resource Performance in Local Governments in Uganda: A Case of Bududa District. *East African Journal of Arts and Social Sciences*, 3(1). <https://doi.org/10.37284/eajass.3.1.271>
- Mark, S. J., & Jacob, K. (2023). *The Impact of Health Workers 'Motivation on the Delivery of Health Services in Uganda : A Case Study of Mbale Regional Referral Hospital in Mbale City Local Government*. 7(4), 32–37.
- Mathias, A., Affiong Mathias, A., & Blessing, N. (2022). Psychosocial determinant of teenage pregnancy among selected secondary school students in akamkpa local government area, cross river state, nigeria. *Global Journal of Pure and Applied Sciences*, 28(1). <https://doi.org/10.4314/gjpas.v28i1.7>
- Mwanga, Y., Maniragaba, F., & Ariho, P. (2020). The Effects of Central Government Transfers on Local Revenue Collection by Urban Local Governments in Uganda: A Case of Selected Municipal Councils. *International Journal of Business and Economics Research*, 9(5). <https://doi.org/10.11648/j.ijber.20200905.16>
- Mwebesa, E., Kagaayi, J., Ssebagereka, A., Nakafeero, M., Ssenkusu, J. M., Guwatudde, D., & Tumwesigye, N. M. (2022). Effect of four or more antenatal care visits on facility delivery and early postnatal care services utilization in Uganda: a propensity score matched analysis. *BMC Pregnancy and Childbirth*, 22(1). <https://doi.org/10.1186/s12884-021-04354-8>
- Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata*. 6(7), 84–122.
- Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views*. 7(3), 124–145.
- Ntirandekura, M., & Christopher, F. (2022). Community Participation and Budget Allocation in Local Governments in Uganda: A Case Study of Rubanda District Local Government, Western Uganda. In *International Journal of Academic Multidisciplinary Research* (Vol. 6). www.ijeais.org/ijamr
- Nuhu, S., Mpambije, C. J., & Ngussa, K. (2020). Challenges in health service delivery under public-private partnership in Tanzania: Stakeholders' views from Dar es Salaam region. *BMC Health Services Research*, 20(1). <https://doi.org/10.1186/s12913-020-05638-z>
- Obonyo, J. F., & Muhumuza, W. (2021). The nexus between the traditional system of governance and the local government system in Karamoja, Uganda. *Commonwealth Journal of Local Governance*. <https://doi.org/10.5130/cjlg.vi25.8042>
- Ohrling, M., Tolf, S., Solberg-Carlsson, K., & Brommels, M. (2021). That's how it should work: the perceptions of a senior management on the value of decentralisation in a service delivery organisation. *Journal of Health Organization and Management*, 35(5). <https://doi.org/10.1108/JHOM-12-2020-0474>
- Okyere-Mensah, H., Appiah Brempong, E., Babon-Ayeng, P., & Kissi, E. (2023). Assessing Client Satisfaction with Health Service Delivery under the National Health Insurance Scheme: The Case of Komfo Anokye Teaching Hospital. *Advances in Public Health*, 2023. <https://doi.org/10.1155/2023/5527246>
- Pdu, A. C. O., Government, M. L., Gracious, A., & Kazaara, A. I. (2023). *Corruption Practices on Service Delivery in the Public Sector in*. 7(3), 312–319.
- Rosebell, T., Kazaara, A. I., & Audrey, A. (2026). Participatory Budgeting and the Transparency Claim in Ugandan Local Governments: A Critical Analysis of Theory and Practice. In *International Journal of Academic Multidisciplinary Research* (Vol. 10). www.ijeais.org/ijamr

- Samuel, S., Gracious Kazaara, A., Nelson, K., & Kazaara, A. I. (2023). *EXAMINING THE IMPACT OF CONTRACTOR SELECTION ON SERVICE DELIVERY IN THE PUBLIC SECTOR, A CASE STUDY OF KAWOLO HOSPITAL, LUGAZI MUNICIPALITY Background to the Study* (Vol. 2, Number 1). Online.
- Sylvia, N., Matovu, K., & Rebecca, N. (2025). Impact Of Technology On Social Service Delivery: A Case Of Kasanda District Background of the Study. In *Journal Of Social And Educational Research* (Vol. 4).
- Tumusiime Brenda, U. (2024). *Implementation Of The Revenue Enhancement Plan And Service Delivery In Butiaba Sub County, Buliisa District* (Vol. 3, Number 1).
- Turkson, P. K., Coppson, C. N. D., & Turkson, A. J. (2025). Indicators and Dimensions of Clients' Satisfaction With Veterinary Services Delivery Performance in a Companion Animal Hospital in Accra, Ghana. *Veterinary Medicine and Science*, 11(3). <https://doi.org/10.1002/vms3.70331>
- Wanyenze, R. K., Matovu, J. K. B., Kamya, M. R., Tumwesigye, N. M., Nannyonga, M., & Wagner, G. J. (2015). Fertility desires and unmet need for family planning among HIV infected individuals in two HIV clinics with differing models of family planning service delivery. *BMC Women's Health*, 15(1). <https://doi.org/10.1186/s12905-014-0158-x>
- Wegulo, N. A., Ariyo, D., Kazaara, G., Kazaara, A. I., Deus, T., Moses, N., & Charles, N. (2023). Effect Of Public Sector Monitoring And Evaluation On Promoting Good Governance In Uganda, A Case Study Of Ministry Of Local Government. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr