

## REFERENCES

- ADB. 2005. *African development Report. 2005: Public Sector Management in Africa*. Published by the African Development Bank; New York: Oxford University Press.
- Aucoin, P. and Heintzman, R. 2000. The dialectics of accountability for performance in public management reform. *International Review of Administrative sciences*, 66(1): 45-55
- Auriacombe, C. and Mouton, J. 2007. Qualitative Field Research, *Journal of Public Administration*, 42(6): 441-457
- Bailey, K.S. 1986. *Objectives of Theory of Public Administration: Theory and Practice of Administration*. Philadelphia: American academy of political science.
- Basu, R. 1994. *Public Administration: Concepts and theories*. New Delhi: Sterling Publishers.
- Bernt, W. and Owen, S. 2000. The Ombudsman in Canada, in Gregory and Giddings (eds) *Righting the Wrongs: Ombudsman in Six Continents*. Amsterdam: IOS Press
- Blair, H. 2000. Participation and Accountability at the Periphery: Democratic Local Governance in Six Countries. *World Development*, 28(1): 21-39.
- Brynard, P.A. 1996. Realities of Citizen Participation. In Bekker, K. (ed.) *Citizen Participation in Local Government*. Pretoria: J.L. Van Schaik.
- Bryner, C.G. 2003. Public Organisations and Public Policies. In Peters, G. and J. Pierre (eds), *Handbook of Public Administration*. London: SAGE.
- Caiden E.G. 1983. *International Handbook of the Ombudsman: Country Surveys*. London: Greenwood Press.
- Cloete, J.J.N. 1981. *Introduction to Public Administration*. Pretoria: J. L. Van Schaik
- Cloete, J.J.N. 1993. *Public Administration and Management*. Pretoria: J. L. Van Schaik
- Cloete, F., Wissink, H. and De Conning, C. 2006. *Improving Public Policy*. 2<sup>nd</sup> ed. Pretoria: Van Schaik.
- Crook, C. R. 2003. Decentralisation and Poverty Reduction in Africa: The Politics of Local-Central Relations. *Public Administration and Development* 23 (1): 7-16.
- Daly, M. 1987. *Accountability among Senior Civil Servants*. Dublin: Institute of Public Administration.

- De Coninck, J. 2004. The State, Civil Society and Development Policy in Uganda. In Brock, K. *et al. Unpacking policy: Poverty Reduction in Uganda and Nigeria*, Kampala: Fountain Publishers.
- DENIVA. 2006. *Civil Society in Uganda: At the crossroads?* CIVICUS Civil Society Index Project Kampala: DENIVA
- Fourie, D.J. 2006. The Application of Good Governance in Public Financial Management. *Journal of Public Administration*, 41 (2.2): 434-443.
- Fox, W. and Meyer, I. H. 1995. *Public Administration Dictionary*. Cape Town: Juta.
- Francis, P. and James, R. 2003. Balancing Rural Poverty Reduction and Citizen Participation: The Contradictions of Uganda's Decentralisation Program. *World Development*, 31(2): 325-337.
- Gildenhuys, J.S.H. 1997. *Public Financial Management*. Pretoria: Van Schaik.
- Gildenhuys, J.S.H. 2004. *Ethics and professionalism: the battle against public corruption*. Stellenbosch: Sun Press.
- Goel, S.L. and Rajneesh, S. 2002. *Public Personnel Administration: Theory and Practice*. New Delhi: Deep & Deep Publications Ltd.
- Gregory, R and Giddings, P. (eds) 2000. *Righting the Wrongs: Ombudsman in Six Continents*. Amsterdam: IOS Press
- Grindle, M.S. 2005. *Good Enough Governance: Poverty Reduction and Reform in Developing Countries*. <http://www.blackwell-synergy.com/links/doi/10.1111/j.0952-1895.2004.00256.x/pdf>: [date accessed: 4 January 2007.]
- G8-Gleneagles Report. 2005. *Progress Report by the G8 Africa Personal Representatives on Implementation of the Africa Action Plan*. <http://www.state.g8.gov.uk>. [date accessed: 23 June 2006].
- Haque, M.S. 2000. Significance of Accountability under the new approach to Public governance. *International Review of Administrative sciences*, 66(4): 599-617.
- Harmon, M.M. and Mayer, T.M. 1986. *Organisation Theory for Public Administration*, New York: Chatelaine Publishers
- Hanekom, S.X. and Thornhill, C. 1986. *The Functions of the Public Administrator*, Durban: Butterworth Publishers
- Henry, N. 1986. *Public administration and public affairs*, 3<sup>rd</sup> Edition. London: Prentice Hall
- Hughes, E.O. 1998. *Public Management and Administration: An Introduction* (2<sup>nd</sup> ed). New York: St. Martin's Press.

IG-CADP. 2004-2009. *Inspectorate of Government Corporate and Development Plan*, Kampala: Republic of Uganda

IG-Report. 2006. Inspectorate of Government Report to Parliament, July-December, Kampala: Republic of Uganda

IG-Report. 2007. Inspectorate of Government Report to Parliament: January-June, Kampala: Republic of Uganda

JARD. 2004. *The 1st Joint Annual Review of Decentralisation*, Kampala: Ministry of Local Government, Republic of Uganda.

JARD. 2006. *The 3rd Joint Annual Review of Decentralisation*, Kampala: Ministry of Local Government, Republic of Uganda.

Kakumba, U. and Kuye, J.O. 2006. Rationalism and the Problematique of Policy Making and Analysis: the Case of Public Policy Targeting in Africa. *Journal of Public Administration*, 41(4): 807-821.

Kakumba, U. 2003. *The Challenges of Personnel Decentralisation and Local Government Performance in Uganda: The Case of Luwero District*. Unpublished Master's degree dissertation. Kampala: Makerere University.

Kayizzi-Mugerwa, S. (ed.) 2003. *Reforming Africa's Institutions: Ownership, Incentives, and Capabilities*. New York: United Nations University Press.

Keen, L. and Scase, R. 1998. *Local Government Management: The Rhetoric and Reality of change*. Buckingham: Open University press.

Kiyaga-Nsubuga, J. 2004. Decentralisation, Local Governance and Poverty Reduction: A theoretical exploration. *Basic Principles of Decentralisation: working papers*. Kampala: Uganda Management Institute.

Kiyaga-Nsubuga, J. 2001. Uganda's decentralisation policy and process: What Lessons learnt? In. Nakanyike, B. and Cole, P. (eds), *Transformations in Uganda* (MISR/CUNY Centre) pp. 1-14

Koenig-Archibugi, M. 2005. Trans-national Corporations and Public Accountability. In Held, D. and Koenig, M. A (eds.) *Global Governance and Public Accountability*. London: Blackwell Publishing

Lister, S. and Nyamugasira, W. 2003. Design Contradictions in the New Architecture of Aid? Reflections from Uganda on the Roles of Civil Society Organisation, *Development Policy Review*, 21 (1): 93-106

Lubanga, F.X. 1998. Human Resource Management and Development in the context of Decentralisation. In Nsibambi, A (ed). *Decentralisation and Civil society in Uganda: the Quest for Good Governance*. Kampala: Fountain Publishers.

- Maheshwari, S. 2002. *A Dictionary of Public Administration*. New Delhi: Orient Longman
- Makara, S. 1998. Political and Administrative Relations in Decentralisation. In Nsibambi A. (ed). *Decentralisation and Civil Society in Uganda: The Quest for Good Governance*. Kampala: Fountain Publishers.
- Mamdani Commission Report. 1989. *Report of the Commission of inquiry into the Local Government System*. Entebbe: Uganda Printing and Publishing Corporation.
- Mamdani, M. 1996. *Citizen and subject: contemporary Africa and the legacy of late colonialism*. Kampala: Fountain Publishers.
- MISR. 2000. *Decentralization and Human Resource Demand Assessment from the Perspective of the District*. Kampala: Makerere Institute of Social Research.
- Mkhonta, P.B, 2007. *Local Government in Swaziland: Requirements for Competent Administration in Urban Areas*. Unpublished Doctoral degree thesis, Pretoria: University of Pretoria.
- Mouton, J. 2001. *How to succeed in your Master's and Doctoral studies: A South African Guide and Resource Book*. Pretoria: Van Schaik Publishers
- Mukamunana, R. and Kuye, J.O. 2005. Revisiting the African Peer Review Mechanism: The Case for Leadership and Governance in Africa. *Journal of Public Administration*, 40(41):590-604.
- Muthien, Y. 2000. Democratising the South African State: the Challenges of democratic accountability and public sector reform. In Muthien Y. et al. (eds.) *Democracy and Governance Review: Mandela's Legacy 1994-1999*, Pretoria: Shereno Printers.
- Narayan, D. 2002. *Empowerment and Poverty Reduction: A Sourcebook* (World Bank, Washington D.C.
- NIS. 2003. *Second National Integrity Survey*. Republic of Uganda, Kampala: Inspectorate of Government.
- NEPAD. 2002. *The New Partnership for Africa's Development: A Summary of NEPAD Action Plans*. <http://www.nepad.org>. [date accessed: 16 September 2006].
- Normanton L.E. 1972. Public Accountability and Audit: reconnaissance. In Bruce, L.R.S and Haque, D.C (eds). *The Dilemma of Accountability in Modern Governments: Independence versus Control*. London: Macmillan.
- Nsibambi, A. (ed.) 1998. *Decentralization and Civil society in Uganda: the Quest for Good Governance*. Kampala: Fountain Publishers.
- Nsingo S.A.M. 2005. *Assessing the Performance of Public Sector Institutions in*

*Zimbabwe: A Case Study Approach*. Unpublished Doctoral Degree Thesis University of Pretoria.

OAG-Report. 2006. *The Report and Opinion of the Auditor-General to Parliament for the year ending June 30<sup>th</sup> 2006*, Kampala: Republic of Uganda

OAG-Policy Statement. 2007. *Office of the Auditor-General Policy Statement for Financial Year 2007/2008*, Kampala: Republic of Uganda

Olum, Y. 2004. *The Transition and its Implications on Participatory Democracy*. Discussion of a paper presented by Minister of Local Government, during the Constitutional Day Conference, held on 6<sup>th</sup> October 2004 at Hotel Africana, Kampala.

Oloka-Onyango, J. and Barya, J.J. 1997. Civil society and the political economy of foreign aid in Uganda. *Democratization*, 4(2):113- 138

Olowu, D. 2003. Local Institutional and Political Structures and Processes: Recent Experiences in Africa. *Public Administration and Development*, 23(1): 41-52

Pauw, J.C., Woods, G., Van der Linde, G.J.A., Fourie, D.J. and Visser, C.B. 2002. *Managing Public Money: a system from the South*. Sandown: Heinemann Publishers

Peters, B.G. 1995. *The Politics of Bureaucracy*. (4<sup>th</sup> ed), New York: Longman Inc.

Pfiffner, M.J. and Prethus, R. 1960. *Public Administration*. New York: Ronald Press

Romzek, S.B. 2000. Dynamics of public sector accountability in an era of reform. *International Review of Administrative Sciences*, 66(1): 21-44

Roux, N., Brynard, P.A., Botes, S.P. and Fourie, D.J. 1997. *Critical Issues in public management and administration in South Africa*. Pretoria: Kagiso Tertiary.

Rugambwa, J. 2004. Accountability and Citizen Participation in Local Governance in Uganda. *Basic Principles of Decentralisation: working papers*. Kampala: Uganda Management Institute.

Schwella, E., Burger, J., Muller, J.J. Fox, W. 1996. *Public Resource Management*. Cape Town: Juta & Co.

Shafritz J. M. 1985. *Dictionary of Public Administration*. New York: The Facts on file dictionary

Smoke, P. 2003. Decentralisation in Africa: Goals, Dimensions, Myths and Challenges. *Public Administration and Development*, 23(1): 7-16

The Daily Monitor. 2004. How decentralisation took corruption to the districts. *Daily Monitor*, 1<sup>st</sup> February: 14-15. Kampala, the Monitor Publications.

The Daily Monitor. 2006. I never drunk Otafiire's wine, - IGG Mwendha. *Daily Monitor* 2<sup>nd</sup> June: 2. The Monitor Publications.

The Daily Monitor. 2007. Districts fail to account for Shs10billion. *Daily monitor*, Feb 2007:8. Kampala, the Monitor Publications

Thornhill, C. and Hanekom, S. X. 1995. *The Public Sector Manager*, Durban: Butterworth Publishers

Tukahebwa, G. 1998. The Role of District Councils in Decentralisation. In Nsibambi, A. (ed.) *Decentralisation and Civil society in Uganda: The Quest for Good Governance*. Kampala: Fountain Publishers.

UDN. 2001. *Dossier. Corruption in Uganda*, Kampala: Uganda Debt Network

Uganda. 1995. *The Constitution of the Republic of Uganda, 1995*. Kampala: Government Printers.

Uganda. 1997. *The Local Governments Act, 1997*. Kampala: Government Printers.

Uganda. 1998. *The Local Government Finance and Accounting Regulations, 1998*. Entebbe: UPPC

Uganda. 2002. *The Inspectorate of Government Act, 2002*. Entebbe: UPPC.

Uganda. 2002. *The Leadership Code Act, 2002*. Kampala: Government Printers.

Uganda. 2003. *Public Finance and Accountability Act, 2003*. Entebbe: UPPC.

Uganda. 2003. *The Public Procurement and Disposal of Assets Act, 2003*. Kampala: Government Printers.

UNDP. 2005. *Human Development Report 2005: International Cooperation at Crossroads*. New York: UNDP.

Van der Waldt, G. 2004. *Managing Performance in the Public Sector*. Pretoria: Van Schaik

Van Dijk, H.G. 2003. *Critical issues impacting on skills development in the Department of Public Service and Administration: trends and options*. Unpublished PhD thesis, Pretoria: University of Pretoria.

Welman, C., Kruger F. and Mitchell, B. 2005. *Research Methodology, Third Edition*. Cape Town: Oxford University Press

White, D. L. 1955. *Introduction to the Study of Public Administration*. New York: Macmillan

Wolf, A. 2000. Symposium on accountability in public administration: reconciling democracy, efficiency and ethics, *International Review of Administrative Sciences*, 66(1):16-20

## **APPENDIX 1: Interview Guide for External Control Agencies – Office of Auditor-General (OAG) and the Inspectorate of Government (IG)**

*You are kindly requested to assist by participating in the face-to-face interview that seeks to evaluate your agency's role towards the enhancement of accountability in Uganda's local government. The research is conducted in respect of the need to fulfil the requirements for a Doctoral Degree pursued by the researcher at the University of Pretoria, South Africa.*

**Research Title:** External Control Systems and the Enhancement of Accountability in Local Government: The Case of Uganda.

**Researcher:** Umar Kakumba, BA (SS), Dip. Bus Admin., MA (PAM), PhD (Candidate-University of Pretoria)

1. What capacity do you have as an external control agency to enhance accountability in the districts, in terms of:
  - Human Resource Capacity
  - Parent and enabling legislation
  - Financial Resource and other facilitation
  - Support from other government agencies and stakeholders
  - Organisational structure/ capacity.
2. How has your agency supported local government systems and processes in terms of:
  - Financial management systems
  - Employment and organisational systems
3. What are the limitations to your institution's support on local government employment and financial management systems?
4. What has your institution done to ensure the establishment and implementation of legislation and policy pertaining to accountability in the local government sphere?
5. What are the limitations to your institution's effort to establish and implement legislations?
6. Does your institution collaborate with the civil society on matters pertaining to promoting accountability in local government? If so, in what ways? If not, why?
7. What are your limitations towards the collaboration and support for civil society in enhancing accountability in the districts?
8. How can your institution improve its oversight function of the district local governments?

**Thank you very much**

## **APPENDIX 2: Interview Guide for Key Respondents in District Local Government**

*You are kindly requested to assist by participating in the face-to-face interview that seeks to evaluate the role of the central government's agencies of the Auditor-General (OAG) and the Inspectorate of Government (IG) towards the enhancement of accountability in local governments. The research is conducted in respect of the need to fulfil the requirements for a Doctoral Degree pursued by the researcher at the University of Pretoria, South Africa.*

**Research Title: External Control Systems and the Enhancement of Accountability in Local Government: The Case of Uganda.**

**Researcher: Umar Kakumba, BA (SS), Dip. Bus Admin., MA (PAM), PhD (Candidate-University of Pretoria)**

1. What particular roles do you think the central government agencies of the IG and OAG play in fostering the Public officials' performance and accountability in the districts?
2. How effective have been the agencies of the IG and OAG in spearheading investigations and recommending remedial action on matters pertaining to the promotion of public official's performance and accountability in the district?
3. Of what contribution have been the IG and OAG towards the strengthening of the following activities in the district:
  - Internal Controls & Audit
  - Monitoring & Evaluation
  - Procurement Policy & Practice
  - Reporting Requirements
  - Conditions of employment
  - Performance Management
  - Training & Development
4. What factors do you think limits the institutions of the IG, and the OAG, from performing their oversight and supervisory role over local governments' performance?
5. What are the other potential difficulties in implementing measures designed to enhance public officials' performance and accountability in local government?
6. How can the IG and OAG improve on their oversight role of ensuring that accountability and effective performance is enhanced in local governments?

**Thank you, very much for your time!!!**



