



EUROPEAN UNION



Gender Transformation & Empowerment

UWONET Policy Brief

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## ENHANCING PEOPLE CENTERED SERVICE DELIVERY

### Introduction

By definition, service delivery is getting services as effectively and quickly as possible to the intended recipient. The main objective of service delivery is to ensure physical, emotional and social needs are met and that people live and function as independently as possible within their own communities.

The aim of the Policy brief is to contribute to debates on the strengths and weaknesses of social service delivery in Uganda. People-centered and integrated services are critical for reaching universal social service coverage. People-centered service is service that is focused and organized around the social needs and expectations of people and communities.

In addition, the relationship between government and citizens is crucial. Ultimately, government is accountable to citizens for decisions taken. Many countries need to improve the substantive elements of democracy and its checks and balances to ensure that public goods are delivered according to citizens' expectations.

### Background

Uganda Women's Network through the "Sustaining Women's Leadership and Building the Women's Movement to Enhance Social Accountability Processes" Programme set out to strengthen and exploit the potential of institutions involved in strengthening social accountability.

The need to address socio-cultural factors which hamper effective participation of citizens in public decision making and undermine mechanisms for a genuine downward accountability of leaders and administrators to the community was envisioned to be addressed by this programme.

The programme implemented by UWONET worked towards enhancing human rights of vulnerable groups especially women and young people striving to achieve a Uganda society free of all forms of gender based discrimination. The programme operates in three different regions of the country.

The programme strived to increase networking in several districts and at national level to effectively engage institutions and governance structures for gender equality. The programme targeted women and young people and CSOs in the districts of Yumbe, Kotido, Abim, Agago, Lamwo and Kaboong.

### Health Sector

The development of the second National Health Policy (NHP II) – Promoting People's health to Enhance Socio-economic Development was informed by the National Development Plan (NDP) for the period 2010/11–2014/15 and the 1995 Constitution of the Republic of Uganda. The Government of Uganda (GoU) has a duty to provide basic health services to its people as an essential human right and to promote proper nutrition and healthy lifestyles. Investing in the promotion of people's health and nutrition ensures that they remain productive and contribute to national development.

The focus for the National Health Policy (NHP) II is on health promotion, disease prevention and early diagnosis and treatment of disease with emphasis on vulnerable populations. Cost-effective and affordable primary, secondary and tertiary preventive services constitute the core health interventions in this policy.

## Health service delivery Gaps in West Nile, Acholi and Karamoja regions of Uganda

### 1. Health infrastructure

Crumbling infrastructure, limited and poor-quality staff accommodation.

### 2. Staffing

The number and type of health workers needed to meet patient demand is wanting. Overall, there is a shortage of all cadres of staff, but especially doctors and nurses, who are critical for many health services.

### 3. Facilities and equipment

Rural midwives testify of how they struggle to provide a service with no delivery kit; cord clamp, sucker, gauze or cotton wool and just one pair of scissors.

### 4. Drug Stock Out

The push system of drug delivery is where national medical stores delivers drugs to health centre III and II instead of specific health units ordering for the drugs they need as per ministry of Health policy. This system is affecting service delivery in health units at the grassroots.

## Recommendations

1. Local governments should be empowered to monitor health sector financing so as to delivery effective health service delivery mechanisms
2. Public health spending is still less than what is needed, thus greater commitment of state funds is essential to the longevity of scaled-up programs, particularly treatment.
3. Higher priority must be given to per capita funding for essential drugs and uninterrupted access to drugs.
4. Implementation of pull system across all health centres to allow for ordering for drugs needed at the health unit.

## Education Sector

In 1997 the Ugandan government introduced Universal Primary Education (all children should be able to attend primary school for free) and in 2007 Universal Secondary Education. Unfortunately the demand for free education outstrips the availability of places at the free government schools.

### Education Service Delivery Gaps in West Nile, Acholi and Karamoja Regions

Years of conflict in these regions have had a devastating impact on the lives of thousands of civilians and on education infrastructure, resources and systems. Most school going children experience a variety of difficulties and challenges in their school environments.

#### 1. School Infrastructure

The poor and inadequate infrastructure; classrooms, chairs and desks, latrines, kitchen, teachers' houses even a playground. Schools that are often only half built, without any kind of teaching aids beyond a blackboard to help stimulate the children's minds.

In addition, primary schools in Karamoja have adopted a boarding system in a move to retain the children in school. However, evidence shows that this move was not well planned and prepared for. The existing structures often serve as classrooms by day and dormitories by night.

#### 2. Teacher Competence

Qualified teachers (Grade 3) are not attracted to such remote areas without adequate facilities. Furthermore the teachers are often not paid regularly or adequately and so may have low morale and commitment.

#### 3. Instruction Materials

Limited of teaching/learning materials in schools doesn't motivate teachers to use a variety of teaching methods to make learning interesting to their pupils. To make the situation worse, some schools have neither libraries nor alternative space to keep school books. The books in such cases are kept in the head teachers office or home.

The thematic curriculum is also a big issue because it is difficult to implement in some schools. The local languages are not written as text books except Luganda. Some teachers cannot read and write these languages and therefore cannot teach it.

#### 4. Automatic promotion

There is automatic promotion under UPE, no repetition of classes whether a pupil has learnt anything or not. The quality of pupils produced is therefore relatively poor.

### Recommendations

1. Government should allocate more resources for building more classrooms, teacher's houses and latrines for rural schools.
2. Government should allocate resources for recruitment of primary teachers as a matter of priority to be posted in these remote schools.
3. Government should operationalize policy on allowances school staff posted in hard to reach and hard to stay schools.
4. Local government should be empowered to carry out monitoring activities in all primary schools, buy essential educational materials and organize refresher courses for teachers.

### Water sector

Water of adequate quantity and quality is essential to sustaining human life and meeting the Millennium Development Goals (MDGs). Uganda has made notable progress in rural water sector coordination and performance, and has increased rural access to improved water sources. Although progress has been made countrywide in providing access to improved water sources, challenges remain in many districts.

#### Water Service Delivery gaps in West Nile, Acholi and Karamoja Regions

Uganda's water sector faces growing challenges in terms of sustainability of water supplies.

##### 1. Coverage

The established water source points are not of walking distance forcing citizens to fetch water from unsafe sources such as streams and rivers.

##### 2. Maintenance of facilities

According to the 2010 sector performance report, functionality dropped from 83% in 2008/09 to 81% in 2009/10, despite the founding of a national level thematic working group on functionality. This means that around 1 out of 5 water supply systems in the country is not functioning at any given time.

### Recommendations

1. Local governments should be empowered to orient the water user committees on their roles and responsibilities
2. High priority on resource allocation for the recruitment and retention of pump mechanics across the country

### Roads Sector

Road Transport is the dominant mode of transport in Uganda, accounting for over 95 per cent of the volume of freight and human movement. Further roads are the only form of access to rural communities. Improving road infrastructure is a priority area in the National Development Plan (NDP) of the Ugandan Government, as the weak infrastructure is one of the key constraints to economic development in Uganda as it increases the costs of trade. In addition good road infrastructure is important in the eradication of poverty, as it contributes to improved production and productivity, improved access to markets, social service delivery (health, education, etc.) and time savings.

#### Roads Service Delivery Gaps in West Nile, Acholi and Karamoja regions

##### 1. Accessibility

A number of the community roads are of poor quality and are impassable especially during the rainy seasons. In addition footpaths to some villages are lacking.

##### 2. Maintenance of roads

The roads are governed and controlled by UNRA under the Central Government. The Local Government is not authorized to carry out repairs or maintenance or construction of roads. This creates a delay due to the bureaucracies cited in the Central Government.

## Recommendations

1. Fast tracking of the rehabilitation and continuous maintenance of national, district and community access roads
2. Priority resource allocations be made for continued improvement of road networks infrastructure. This will build on the steady progress made in the roads sector over the past years.

## Agricultural Sector

The Government's vision for the agriculture sector is to transform the sector from a peasantry farming system to commercial agriculture through improved productivity and production as well as market access. In Uganda, 80% of the population depends on agricultural production while in the rural areas more than 85% of the total population depend on agriculture as the main source of livelihood either as pure subsistence or with little commercial farming.

### Agricultural Service Delivery Gaps in West Nile, Acholi and Karamoja regions

#### 1. Quality of inputs

Some District Livelihood Support Programmes have been reported to have provided poor quality inputs such as goats compared to what was promised at the commencement. In addition other inputs such as cassava cuttings are distributed during the off seasons and they end up rotting.

## Recommendations

1. Local Governments should be empowered to monitor livelihood programmes being implemented the districts.
2. Creation of marketing avenues and networks across the country.

## Conclusion

There is a general consensus that improving community involvement and increasing accountability of service providers to their constituencies is a good way to improve service delivery outcomes. Community participation in service delivery significantly enhances the responsiveness and accountability of service providers to community members. Effective provision of basic services can contribute to state legitimacy and is vital for poverty reduction.

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Gender Policy Brief for Uganda's Agriculture Sector – Forum for Women in Democracy (FOWODE)

### Contact

Executive Director

Uganda Women's Network (UWONET),

Plot 198 Old Kiira Road Ntinda - Kampala, Uganda

Phone: +256 414 286 539,

Email: [info@uwonet.or.ug](mailto:info@uwonet.or.ug)

Website: [www.uwonet.or.ug](http://www.uwonet.or.ug)

Blog: <http://uwonetnews.blogspot.com>

Facebook: <https://www.facebook.com/uwonet>

Twitter: @uwonet

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