

COMMUNITY PARTICIPATION AND SERVICE DELIVERY IN LOCAL GOVERNMENTS: A CASE OF RUKUNGIRI MUNICIPALITY

Authors: Mbabazi Juliet*, Assoc. Prof. Kansime Noel **, Mr. Muhangi Herbert***

^{1, 2, 3} *(Faculty of Business, Economics & Governance)*

^{1, 2, 3} *(Department of Public Administration and Management)*

Corresponding author email: julietmbabazi88@gmail.com

Abstract

This study examined the relationship between community participation and service delivery in Rukungiri Municipality, Uganda. Guided by a general objective to explore how community engagement influences local government service provision, the study pursued three specific objectives: (1) to examine the ways through which communities participate in local governance; (2) to assess the level of service delivery in the municipality; and (3) to establish the relationship between community participation and service delivery. A case study research design was employed, integrating both quantitative and qualitative approaches. Data were collected using questionnaires and interviews from a stratified sample of 352 respondents, including municipal officials and community members. Quantitative data were analyzed using SPSS (version 28), employing descriptive statistics, Pearson correlation, and linear regression analysis, while qualitative data were thematically analyzed through coding. Findings revealed that the level of community participation in leadership, service delivery, and resource contribution was generally moderate. Service delivery, while fair in some areas such as infrastructure and education, was rated below average in responsiveness and public communication. A significant positive relationship ($r = 0.644$, $p < 0.05$) was found between community participation and service delivery, with community participation accounting for 41.4% of the variance in service delivery outcomes. The study concludes that enhanced community engagement can significantly improve service delivery but must be supported by favorable policies and resources. The study recommends strategies to deepen community involvement in decision-making and improve communication channels to boost responsiveness and public trust in local governance.

Key words: Community Participation, Service Delivery, Local Governments

Background to the Study

The origins of community participation can be traced back to ancient Greece and Colonial New England (Fleck & Hanssen, 2006). Fleck & Hanssen, attribute the early roots of community participation to the city-states of ancient Greece, possibly stemming from concerns about slavery. However, alternative perspectives suggest that it is primarily a more recent phenomenon, dating back only a few centuries. In Europe, numerous official websites such as europa.eu and government portals, along with radio stations like BBC Radio and social media platforms including Twitter and Facebook, serve as vital channels for community to voice their opinions and concerns. Despite criticisms that these platforms are often perceived as ineffective and unresponsive, with decisions already predetermined, they remain significant avenues for public engagement (Grant, & Devas, 2003).

Many African nations experienced a rise in authoritarian leadership, with numerous countries falling under the control of iron-fisted dictators. In others, political instability led to frequent coups and the emergence of military regimes. This period was marked by a political culture of patronage, which facilitated widespread corruption within public administration. However, by the mid-1990s, the introduction of Poverty Reduction Strategy Papers (PRSPs) brought a shift in governance priorities. These reforms focused on capacity building in the public service by improving the work environment for civil servants, enhancing staff competencies, reforming management systems and structures, and providing better incentives. As a result, many African governments began to promote community

involvement in decision-making processes and public service delivery, including participatory initiatives such as the construction of local roads (Andrews & Shah, 2013).

In Uganda, over 60% of urban residents in informal settlements lack basic services and infrastructure such as piped water, decent housing, good roads, sewerage systems, schools, and health centers (Kiggundu, 2022). Rukungiri municipality faces challenges in service delivery, including low staffing levels, a lack of official transport for department staff, and insufficient skills and knowledge among councillors regarding their roles and responsibilities. Staff members also need mentoring in procurement, disposal planning, and contracts management (Rukungiri-District-Statistical-abstract, 2021/16) (Kiggundu, 2022).

Statement of the Problem

Community participation is increasingly recognized as a key driver for improving public service delivery through enhancing accountability, reducing corruption, and ensuring equitable resource distribution. It enables governments to better identify public needs, facilitates effective communication with citizens, and promotes transparency in service provision (Kakumba, 2010). However, despite the theoretical benefits of participatory governance, many urban areas in Uganda continue to grapple with chronic service delivery challenges. Notably, more than 60% of urban dwellers live in informal settlements characterized by poor infrastructure, including inadequate roads, drainage systems, education facilities, and health services (Mitchell, 2022).

In Rukungiri Municipality, these challenges are both visible and persistent. The quality of services remains significantly low, with frequent reports of poorly maintained roads, inefficient waste management systems, and unreliable access to clean and safe water. These issues compromise not only the health of residents but also hinder economic activity and community well-being (Rukungiri Municipality Five-Year Development Plan 2020/21–2024/25). Service accessibility is equally problematic, especially in peri-urban and informal settlements where essential facilities such as schools, health centers, and sanitation infrastructure are either absent or located far from residential areas, making them inaccessible to many, particularly the poor and vulnerable (Mitchell, 2022).

Many community members remain unaware of the services they are entitled to, or the development programs being implemented, largely due to inadequate information dissemination mechanisms and limited civic education (Kakumba, 2010). Citizens frequently express dissatisfaction with service delays, unresponsiveness of public officials, and a disconnect between local government priorities and community needs. This disconnect reflects broader institutional inefficiencies and a lack of community involvement in decision-making processes, all of which contribute to poor service delivery outcomes (Kiggundu, 2022).

This study seeks to examine the role of community participation in enhancing service delivery in Rukungiri Municipality.

Objectives of the study

This covers both general and specific objectives.

General objective

To examine the relationship between community participation and service delivery in Rukungiri municipality.

Specific objectives

- 1) To examine ways of community participation in local government of Rukungiri municipality.
- 2) To assess the level of service delivery in local government of Rukungiri municipality.
- 3) To establish the relationship between community participation and service delivery in local government of Rukungiri municipality.

Significance of this study

This study is significant in several ways.

Firstly, the findings may benefit the Government of Uganda and particularly the community leaders in Rukungiri Municipal Council by providing insights into how communities can be more effectively involved in the delivery of public services. Understanding the dynamics of community participation will enable leaders to adopt more inclusive and participatory governance practices.

Secondly, the study may assist local leaders and policymakers in identifying and addressing gaps in the current quality of service delivery. By examining the experiences and perspectives of both community members and service providers, the research can help leaders to improve planning, resource allocation, and accountability measures that enhance the effectiveness and responsiveness of services.

Thirdly, the findings may highlight various challenges and barriers that hinder community participation in service delivery. This could guide government institutions and development partners in designing appropriate interventions to enhance inclusiveness and local ownership of development initiatives. Overcoming these barriers is critical for achieving sustainable and equitable development.

LITERATURE REVIEW

Ways of Community Participation in local governments

Participation plays a crucial role in enhancing life situations, especially for individuals facing poverty and disadvantage, including those with disabilities and their families. The extent of participation's contribution to health development remains a subject of disagreement. This is followed by an exploration of the reasons supporting participation in health development and its impact on the evolution of community-based rehabilitation programs (CBR). The discussion also delves into various ways of defining and evaluating community participation. The subsequent section highlights key issues that demand attention when considering participation as a foundation for planning CBR programs, drawing examples from the Ugandan context. The conclusion underscores the intricate nature and challenges associated with participation, confronting planners and managers of community-based health and disability initiatives (Pande, 2008).

Planners and professionals exhibit a lack of consensus regarding the role of community participation in enhancing the lives of individuals, especially those grappling with

poverty and disadvantage. Some completely disregard its significance, while others perceive it as a 'magic bullet' capable of driving improvements, particularly in the realm of poverty alleviation. Despite this divergence of opinions, community participation remains advocated as a pivotal element in development. Although the emphasis on participation fluctuates over time, it is currently recognized by numerous governments, United Nations agencies, and non-governmental organizations (NGOs) as crucial for program planning and poverty alleviation (World Bank, 1996).

Community participation has been a consistent focus in development discussions over the last five decades. During the 1960s and 1970s, it gained prominence in development initiatives, emphasizing sustainability and fairness, especially for marginalized populations. The World Health Organization (WHO) made community participation a cornerstone of health policy during the Alma Ata conference in 1978. The adoption of Primary Health Care as government policy by WHO members signaled the recognition of involving the intended beneficiaries in the design and collective efficiency of services and programs. This acceptance was driven by several considerations, including the underutilization and misuse of services when the target population is not engaged, the untapped financial, material, and human resources within communities, the idea that individuals' actions significantly impact their health, and the belief in social justice, affirming the right of all, particularly the poor and disadvantaged, to participate in decisions affecting their lives (Who/ Unicef, 1978; Rifkin, 1990).

The development of Community Based Rehabilitation (CBR) for individuals with disabilities in developing countries stemmed from the principles of Primary Health Care. Recognizing the inadequacies of institutional rehabilitation, the Alma Ata declaration expanded Primary Health Care to include rehabilitation as its fourth component, alongside promotion, prevention, and curative services (Who/ Unicef, 1978). O'Toole (1996) highlighted the importance of bringing about incremental improvements across entire populations rather than providing elite care. This approach also acknowledged that nonprofessionals with limited training could play pivotal roles in service delivery.

Levels of Service Delivery in local governments

Governments should provide tax-free services such as education, healthcare, water, sanitation, and basic infrastructure to communities, as these are essential for human development and economic growth (Tanzi, 2017; Musgrave, 1959). Decentralized forms of service delivery must prioritize measuring and monitoring outcomes to ensure real gains for the poor (Ostrom, 1990). In education, challenges include funding, governance, and sex disparities, which undermine equity and access (Unterhalter, 2017). Healthcare services are plagued by issues such as corruption, inadequate trained personnel, and poor infrastructure, which lead to inefficiencies and inequitable access (Lewis, 2006). Continuous sensitization is crucial for community clarity and accuracy to prevent diseases and promote hygiene (Montgomery and Elimelech, 2007), while infrastructure improvements are vital for

sustaining economic development (Aschauer, 1989).

A positive correlation exists between community participation and service delivery, particularly in primary healthcare services, as supported by the work of Arnstein (1969) and Rifkin (1986). Factors like access to information, effective use of information, and awareness of community rights positively influence community participation in local government services offered (Gaventa, 2021). However, the lack of political participation hinders effective service delivery and transparency (Putnam, 1993). Effective community participation enhances public trust, and the failure of services often results from a lack of accountability to marginalized populations (Mansuri and Rao, 2013). Emphasizing community participation requires a nuanced understanding of context, social and political factors, and the importance of supporting robust public institutions (Cornwall, 2008). Lessons from experience guide policymakers and civic organizations toward promoting context-specific participatory processes that strengthen the enabling environment (Hickey and Mohan, 2005).

Local governments play a critical role in delivering essential services to their communities, with service quality being a primary focus. Service quality is not only about providing access to schools but also ensuring that educational facilities are adequately equipped with qualified teachers, relevant learning materials, and conducive learning environments. According to Makanyeza et al. (2013), the effectiveness of local governments

in delivering educational services significantly impacts community development and empowerment. Local governments, therefore, have a responsibility to collaborate with stakeholders to implement policies that enhance the quality of education at the grassroots level, ensuring that all children have access to effective learning opportunities.

Accessibility of services are another crucial aspect of local government service delivery. Health services at the local level involve providing primary healthcare, disease prevention, and health promotion activities. A study by Maseko (2022) indicates that when local governments invest in health infrastructure, such as clinics and hospitals, and ensure the availability of essential medical supplies, they contribute significantly to the overall well-being of the population. The decentralization of health services allows for better responsiveness to community needs and more efficient resource allocation, leading to improved health outcomes and increased public satisfaction with local governance.

Access to clean water and improved sanitation, along with the development of infrastructure, are fundamental services that local governments must prioritize. These services are essential for public health and the general quality of life in communities. As noted by Kurian and McCarney (2010), local governments are at the forefront of ensuring that communities have access to clean water and effective sanitation systems, which are critical in preventing waterborne diseases. Moreover, the development and maintenance of infrastructure, such as roads, bridges, and public transport

systems, are vital for economic growth and social development. Proper investment in these areas leads to better service delivery and a higher standard of living for residents.

Local governments also play a pivotal role in ensuring that educational services are inclusive and cater to all segments of the population, particularly marginalized and vulnerable groups. This includes children with disabilities, those from low-income families, and girls in rural areas who may face barriers to accessing education. As highlighted by UNESCO (2017), local governments need to implement targeted interventions and allocate resources effectively to bridge educational gaps and promote equity. By doing so, they contribute to the Sustainable Development Goal of ensuring inclusive and equitable service quality for all.

The relationship between community participation and service delivery in local government

Community participation in local government refers to the active involvement of citizens in planning, decision-making, implementation, and evaluation of public services and development projects (Rondinelli, 2006). This engagement is seen as a fundamental pillar of democratic governance and is believed to lead to more responsive and sustainable service delivery. Scholars argue that when citizens are directly involved, local governments are more likely to prioritize services that align with actual community needs (Gaventa, 2004). Despite this conceptual appreciation, there is limited empirical evidence linking specific forms of community participation with improved service

outcomes in rural African contexts. This study fills the gap by empirically examining the types and extent of community participation and how they affect service delivery in Ugandan local governments.

Community participation has been recognized as a mechanism for promoting accountability and transparency in local service delivery. According to Fung and Wright (2003), participatory governance models increase public scrutiny of local officials, thereby reducing corruption and misallocation of resources. Similarly, Olowu (2003) suggests that participatory mechanisms such as community meetings and citizen report cards improve transparency. However, much of the literature focuses on urban settings or relies on theoretical frameworks without robust data. This study addresses the gap by investigating how participatory practices influence accountability and service outcomes in the rural context of Ugandan local governments.

Empirical studies suggest a strong link between citizen engagement and the quality of services such as education, health, and water supply. Mansuri and Rao (2013) argue that communities that are involved in planning and monitoring projects experience better outcomes due to local ownership and oversight. Similarly, Narayan (2002) highlights that participation ensures services are demand-driven, enhancing their relevance and quality. Yet, there is insufficient focus on how different demographic groups—such as women, youth, and the elderly—experience participation and its outcomes differently. This study bridges this gap by analyzing the inclusivity of community

participation and its implications for equitable service delivery in local government.

Effective community participation often relies on institutional frameworks such as participatory budgeting, village councils, and local committees. These structures facilitate dialogue between citizens and authorities (Blair, 2000). However, studies by Devas and Grant (2003) reveal that institutional mechanisms are often weak or manipulated by elites, limiting genuine participation. Despite these concerns, there is limited empirical inquiry into how institutional design affects the functionality of participation. This study addresses this gap by assessing the strength and operation of participation structures in Ugandan local governments and their impact on service delivery.

Numerous challenges undermine effective community involvement, including limited capacity, political interference, and lack of awareness (Nabatchi & Leighninger, 2015). In many contexts, citizens lack the skills, knowledge, or resources to engage meaningfully in local governance. Additionally, power dynamics often exclude marginalized groups from participating. Although these barriers are well documented, few studies have explored practical strategies that have succeeded in overcoming them in similar local government settings. This study contributes by exploring contextual enablers of effective community participation that can be replicated or scaled within Ugandan districts.

Participation is often assumed to enhance not only service quality but also efficiency by

reducing wastage and improving resource targeting (World Bank, 2004). Participatory processes allow for better alignment between community needs and government interventions, thus enhancing allocative efficiency. Nonetheless, empirical results are mixed, and in some cases, participation has been found to slow down decision-making or cause implementation delays (Cooke & Kothari, 2001).

Political leadership plays a critical role in facilitating or hindering community participation. Studies by Cornwall and Coelho (2007) emphasize that supportive political environments promote inclusive and meaningful participation, whereas politically hostile contexts lead to tokenism. However, few

studies systematically analyze the interplay between political will and citizen engagement at the local level. This research addresses the gap by exploring how local political dynamics affect the implementation and outcomes of participatory processes in service delivery.

RESEARCH METHODOLOGY

Research Design

For this study, a case study research design was employed, as described by Yin (1984). The case study design is recognized as a research strategy that focuses on comprehending the dynamics within a singular setting. Yin (1984) suggests that case studies often utilize a combination of data collection methods such as interviews, questionnaires, and observations.

Study Population and Sample size

Population	Sample size	Sampling technique
Mayor	1	Purposive
Division chairpersons	3	Purposive
Commercial officers	3	Purposive
Community development officers	2	Purposive
Municipal councilors	24	Simple random
Ward councilors	12	Simple random
Town agents	24	Simple random
Chairperson LC I	29	Simple random
Household heads (Community members)	254	Simple random
Total	352	

Research Instruments

Self-Administered Questionnaire

A predetermined set of questions was designed for Municipal Councilors, Ward Councilors, Town Agents and Household Heads to fill out themselves. This method ensured minimal errors and high confidentiality, utilizing a five-point Likert scale for flexibility.

Interview Guide

An interview guide containing well-planned questions was used for interviews with the Municipality Mayor, Division Chairpersons, Commercial Officers, and Community Development Officers and Chairperson LC I. This approach aimed to uncover detailed

information beyond what questionnaires could capture.

Data Source

Primary Data

Primary data from household heads in Rukungiri municipality communities was collected using questionnaires.

Secondary Data

Secondary data was gathered through literature review from textbooks, internet sources, reports, magazines, and journals.

Data Analysis

Qualitative Data Analysis

Qualitative data gathered through interviews were first subjected to a thorough editing process. This involved carefully reviewing the transcripts to identify and correct any errors or inconsistencies introduced during the responses, ensuring accuracy and clarity. After editing, the data were systematically coded. Coding entailed categorizing the raw responses by assigning labels or codes to recurring themes, concepts, or ideas. This process allowed for the organization and reduction of large volumes of qualitative data into meaningful and manageable categories.

These categories facilitated the identification of patterns, relationships, and key insights relevant to the research objectives. The coding process helped to transform raw narrative data into a structured format, making it easier to interpret and draw conclusions aligned with the study's aims.

Quantitative Data Analysis

Quantitative data obtained from the questionnaires were first cleaned and sorted to ensure completeness and consistency. The cleaned data were then entered into IBM SPSS Statistics software, version 28, for statistical analysis. Descriptive statistics were computed to summarize the basic features of the data, including frequencies, means, and standard deviations.

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Component/factor analysis of the ways of Community Participation

The responses ranged from strongly disagree (Minimum-100) up to strongly agree (maximum-5.00).

Factor analysis	N	Minimum	Maximum	Mean	Std. Deviation
Leadership and decision making	323	1.00	5.00	2.6855	1.35634
Collective efficiency	323	1.00	5.00	2.8023	1.36655
Resource contribution	323	1.00	5.00	2.6530	1.39262
Level of community participation	323	1.00	5.00	2.7136	1.51169
Valid N (list wise)	323				

Source: Primary data, 2024

Study findings from Table 4.5 revealed that planning and decision-making had a mean score of 2.6855 and the deviation from the mean was 1.35634, Since the mean was greater than 2.5000 and the standard deviation was less than 2.5000, then it implies that the level of community participation in Leadership and decision making by people in Rukungiri Municipality is slightly above average and is described as medium.

Results from the study in Table 4.5 also revealed that community participation in service delivery in Rukungiri Municipality had a mean score of 2.8023 and the deviation from the mean was 1.36655. Since the mean was greater than 2.5000 and the standard deviation was less than 2.5000, then it implies that community participation in service delivery had collective efficiency, in Rukungiri Municipality, is also slightly above average.

Analysis of Quality of Service Delivery

The responses ranged from strongly disagree (Minimum 1.00) up to strongly agree (maximum 5.00)

Factor analysis	N	Minimum	Maximum	Mean	Std. Deviation
Service quality	323	1.00	5.00	2.7905	1.32881
Accessibility of services	323	1.00	5.00	2.8372	1.38957
Community clarity and accuracy	323	1.00	5.00	2.4308	1.47682
Customer satisfaction and people's needs	323	1.00	5.00	2.4060	1.23521
Quality of Service delivery	323	1.00	5.00	2.6161	1.37777
Valid N (listwise)					

Source: Primary data, 2024

Study findings from table 4.10 revealed that service quality had a mean score of 2.7905 and the deviation from the mean was 1.32881. Since the mean was greater than 2.5000 and the standard deviation was less than 2.5000, then it implies that the service quality delivered to people of Rukungiri Municipality is slightly above average and thus described as fair.

it implies that the Accessibility of services delivered to people of Rukungiri Municipality is slightly above average and thus also described as fair.

Study findings also revealed that Accessibility of services had a mean score of 2.8372 and the deviation from the mean was 1.38957. Since the mean was greater than 2.5000 and the standard deviation was less than 2.5000, then it implies that the quality of community clarity and accuracy delivered to people of Rukungiri Municipality is slightly below average and thus described as poor.

Study findings also revealed that community clarity and accuracy had a mean score of 2.4308 and the deviation from the mean was 1.47682. Since the mean was less than 2.5000 and the standard deviation was less than 2.5000, then it implies that the quality of community clarity and accuracy delivered to people of Rukungiri Municipality is slightly below average and thus described as poor.

The relationship between community participation and service delivery in Rukungiri municipality

The third objective was to establish the relationship between community participation and service delivery in Rukungiri municipality as stated in chapter one of this report.

Table 4.11: Correlation between Community Participation and Service Delivery.

		CP	SD
CP	Pearson Correlation	1	.641**
	sig. (2-tailed)		.000
	N	323	323
SD	Pearson Correlation	.644**	1
	sig. (2-tailed)	.000	
	N	323	323

**Correlation is significant at the 0.01 level (2-tailed)

Source: Primary data, 2024.

Findings from table 4.11 revealed that the Pearson correlation was 0.644" and it is statistically significant at the 0.01 level (2-tailed) for 323 respondents. This shows that there is a substantial positive correlation between community participation (CP) and service delivery (SD) in Rukungiri Municipality which is statistically significant. Since the p-value (0.000) is less than 0.01, then the hypothesis "there is a relationship between community participation and service delivery in Rukungiri Municipality" was thus accepted. This implies that if the level community participation improves in form of leadership and decision making, resource contribution,

then quality of service delivery could also improve. The above findings are consistent with the past findings of Rosenheck who found out a strong positive correlation between community participation and service delivery most especially in primary Accessibility of services (Rosenheck et al., 2011) and lack of political participation hinders effective service delivery and may as well create an avenue for lack of transparency and accountability that is necessary for efficient use of available funds for the benefits of the people in the society (Abe & Monisola, 2022).

Table 4.1: Regression model summary of community participation against service delivery.

Model Summary					
Model	R	R Square			change statics

			Adjusted R Square	std. Error of the Estimate	R square change	F Change	df1	df2	Sig. F Change
1	.644 ^a	.414	.407	3.90266	.414	5.774	1	321	.000
a Predictors: (Constant), CP									

Source: Primary data, 2022

Findings from table 4.12 which shows the regression model summary of community participation against service delivery indicate that the It value (co-efficient of determination) is 0.414 and the p value is 0.000 which is less than 0.01. This means 41.4% of the variability in quality of service delivery in Rukungiri Municipality is explained for determined by level of community participation. A co-efficient of determination of 0.414 also means that the co-efficient of non-determination ($1-R^2$) is 0.586 which implies that other factors (Intervening Variables) such as government policy and physical environment account for 58.6% of the service delivery in Rukungiri Municipality.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions to the Study

The study concludes that level community participation in leadership and decision making by people in Rukungiri Municipality was medium, level of participation in service delivery was also medium, level of participation in resource contribution was also medium and the overall level of community participation in Rukungiri Municipality was medium.

The study concludes that service quality delivered to people in Rukungiri Municipality Based on the mean scores from the study findings, the overall quality of service delivery in Rukungiri Municipality was mixed and both rated slightly above average, indicating a fair level of performance in these areas. However, community clarity and accuracy and customer satisfaction and people's needs were rated slightly below average, suggesting poor performance in effectively communicating with the public and meeting their expectations. These results imply that while some aspects of service delivery are being handled fairly, significant improvements are still needed in areas related to public engagement and responsiveness to citizen needs.

The study also concludes that there is a substantial positive relationship between community participation and service delivery in Rukungiri Municipality and that 41.4% of the quality of service delivery in Rukungiri Municipality is explained for determined by level of community participation. Other factors (Intervening Variables) such as inflation and government policy and physical environment account for 58.6% of the level of community participation in Rukungiri Municipality.

Recommendations to the Study

The researcher recommends that Rukungiri Municipal Council and other district local governments should enhance community participation by actively involving citizens in leadership and decision-making processes.

Additionally, the researcher suggests that Rukungiri Municipality should intensify sensitization efforts to educate the public on the benefits of participating in government programmes. Awareness campaigns can help address misconceptions, build trust, and encourage citizens to take part in local governance and development.

Furthermore, the researcher proposes that a legal framework be established to mandate the inclusion of at least one community representative on every planning and collective efficiency committee within villages. This legal requirement would institutionalize community participation and ensure that local voices are consistently reflected in service delivery programs and implementation.

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To improve service delivery, the researcher recommends that Rukungiri Municipal Council and other district local governments should strengthen mechanisms that promote community involvement in all stages of district programmes.

Moreover, the researcher calls for the establishment of strong control systems aimed at minimizing corruption within service delivery channels.

The researcher finds a significant positive relationship between community participation and service delivery, with participation accounting for 41.4% of the variability in the quality of services provided. Based on this finding, it is recommended that Rukungiri Municipality increase efforts to involve community members in planning, implementation, and monitoring of services. Greater community engagement will likely enhance transparency, responsiveness, and efficiency in service delivery, thereby improving the overall quality and sustainability of development efforts in the municipality.

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