

Decentralization and service delivery in government aided primary schools of Buremba Sub-County

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ABSTRACT

This study mainly focused on how decentralizations have led to effective service delivery in Government Aided Primary Schools in Buremba Sub County, Kiruhura District. This research specifically focused on finding out the role of decentralization towards service delivery, the challenges faced in the decentralization process and the solutions employed to overcome the challenges faced in Buremba Sub County. The study was conducted within Buremba sub County, and the focus was on how decentralization policies have led to service delivery in local governments. It was conducted in April 2018, and focus was on elected local leaders, opposition leaders and the local citizens within the municipality. Data was collected using random and purposive sampling techniques with the help of questionnaires and interview guides, using a descriptive design which included both qualitative and quantitative data collection methods. Data was collected, analyzed and interpreted using tables and graphs respectively using questionnaires and interview guides. The study comprised of 80 respondents, of who included 40 elected local council leaders with in the municipality, 20 opposition political and 20 local citizens. These were purposively and randomly selected. Findings disclosed that decentralization has improved on the extent of delivery like in education, health, agricultural advisory services and rural infrastructure. Though contradictions indicate that there is a decline in service delivery mainly due to corruption and misallocation of funds, there is a problem of financing and donor influence, where donors give funding with strings attached which reduces efficiency and allocation of resources to the neediest areas. Corruption from the administrative part, unrealistic projections and political influence has limited decentralization program implementation. However, through various measures, including increasing domestic funding and establishing training and information exchange networks at several levels, both at Community and national or regional levels, various forms of experience have been shared and achieved. This has been improved through seeking legal assistance where there is the interpretation of the law poses. Lastly, by stopping political influence, has to a large extent affected the implementation of the decentralization program.

Keywords: Decentralization, service delivery, government, and primary schools

INTRODUCTION

Globally, decentralization aims at massive reconstruction of the socio-economic conditions of some countries [1, 2, 3]. For example the post-apartheid restructuring in South Africa emphasized the importance of sub-national levels by adopting the term "separate spheres of government" in its new constitution [4, 5, 6]. In most developing countries in the third world categorization, the reestablishment of local government has been a key element in the post-conflict reconstruction of their democratic social and political way of life [7,8]. Meanwhile,

the current reconstruction of Arab countries like Iraq, Libya, Egypt and attempts in decentralization of Syria and Yemen are now on the fore fronts of the social political and social decentralization which is largely imposed from outside and also involves a strong emphasis on elected local government [9,10]. But decentralization is also often adopted by national level elites as a strategy for mobilizing and maintaining regional power bases in elementary education [1]. In Africa, decentralization is the social, economic and political transformation,

where powers and responsibilities are brought to the people to account, manage and administer the government development policies, but under the government supervision [2]. In Africa, decentralization is based on three interlinked aspects that is political and legislative empowerment of the people, fiscal devolution, and control of the administrative machinery by the local councils to improve on education [11].

Locally in Uganda, It is now over twenty years since decentralisation was adopted as a system of government but the quality of service delivery and the accountability for government resources at the local level remains just as deplorable as the extent to which the masses are involved in the planning and implementation of government programmes in their localities. This paper examines the challenges that inhibit the realisation of the noble objectives of decentralisation, notwithstanding the apparently

Aim of the study

The study mainly focused on how decentralizations have led to effective service delivery in Government Aided

Kukundakwe and Samanya impressive institutional and legal framework. However in Uganda, the first step in its decentralization process was the enactment of the 1987 Resistance Council/Committee's (RC's) Statute 9, which legalized RCs and gave them powers in their areas of jurisdiction at the local level [3]. Currently, decentralization in Uganda is taking place alongside broad economic and political reforms and should be seen in the context of these fundamental reforms. Uganda's 1995 constitution and 1997 Local Government Act specify prospects for Improved Service Delivery. In Uganda, decentralization has been seen as a way of reconstructing states afflicted by conflict, especially where that conflict arises from ethnic diversity. In Uganda, following the civil war, Museveni sought to reconstruct the state from the bottom up, through local "Resistance Councils", which were subsequently transformed into Local Councils [4].

Primary Schools in Buremba Sub County, Kiruhura District.

Research questions

- a) What is the role of decentralization towards service delivery in Buremba Sub County?
- b) Are there challenges faced in the decentralization process in Buremba Sub County?
- c) What are the solutions employed to overcome the challenges faced in Buremba Sub County?

Data analysis

Data from the field was sorted, edited and recorded in order to enhance the validity, accuracy, relevance and correctness of the findings. The findings were analyzed

by the researcher so as to sort out what was presented using percentages, charts and frequency distribution tables.

METHODOLOGY

Research Design

The researcher surveyed descriptive design which included both qualitative and quantitative data collection methods. Data was collected, analyzed and interpreted using tables and graphs respectively. The researcher distributed

questionnaires to more than a half of the targeted population, and the others were interviewed. This was done to ensure whether the information got matched with the two methods employed.

Target Population

The study comprised of 80 respondents, of who included 40 elected local council leaders with in the municipality, 20 opposition political and 20 local citizens. These were purposively and randomly selected. Random sampling was where respondents being chosen were not

considered in accordance to sex, employment level, education level and other qualifications. The targeted population all had an equal chance of being selected in this method. Purposive sampling was where respondents were chosen by first considering their technical

knowledge in a particular field, also, they were chosen for typical and useful cases

to be selected which saved time in the process on data collection.

Sample size selection

In sample size determination the formula below was used:

decentralization. 50% of public members benefiting from decentralization.

$$n = \frac{Z^2PQ}{D^2}$$

Therefore the p =0.5

Q= Standardize 1.0-P=0.5

Where n= desired sample size.

D= Degree of accuracy desired using 10%, or 0.1

Z=Standard normal deviation taken at 1.45 at confidence level of 45%.

In this case, 45% confidence level has 5% error.

P=proportion of the members of the public members benefiting from Hence:

$$n = \frac{Z^2PQ}{D^2} = 1.45(0.5 \times 0.5) = \frac{0.174 \times 0.25}{0.01}$$

$$= \frac{0.45}{0.01} = 40.2$$

$$= 40$$

Using the above method the desired sample size was 40.

Sources of Data

The researcher collected from both primary and secondary sources. In primary sources the researcher solved the problem using the questionnaire and interview. The questionnaire was used because it was free from bias of respondents and was used to get information which may not have been

easily observed' but was got in writing. In secondary sources of data, the researcher analyzed documents like stored records concerning the subject matter. For example bulletins, handouts journals, textbooks and all available information records.

Research Instruments

The researcher used interview schedules and questionnaires as

research instruments to get information.

Questionnaires

These were used to collect primary data from respondents. The researcher designed one general questionnaire for all the respondents which contained both structured and un structured questions.

For questionnaires, respondents were able to answer in privacy which covered the large population in the shortest time possible. This was important because of little time given for the study.

Interviews

This involved face to face interactions between the researcher and respondents. Standardized interview guides were used which contained formulated lists to get

real information. This helped the researcher to gain control over the line of questioning which may not been easily got with the other method.

Data Analysis

The quantitative data collected was statistically analysed and documented using Microsoft Excel and Word version 2007 which was then analyzed using SPSS

v.16. The analyzed data was then presented in form of tables, which formed a basis for discussion, conclusion among others.

Data management

The filled in questionnaires were checked for validity before leaving the data collection site. Data was coded and entered correctly in the computer. The

questionnaires were kept properly in a locker to avoid access by unauthorized personnel and losses.

Quality Control Techniques

During research, the researcher took notes against each question asked and

answered respectively in their corresponding orders. Two sampling

techniques of eliminating extraneous variables and holding factors constant were used so as to reduce substantially the effect that extraneous variables had

Validity and reliability

To ensure reliability and validity of instruments, the questionnaires and interview guides were first taken to supervisors for comments which then after were perfected and administered.

Ethical Consideration

The researcher having formulated the topic of study and completed the proposal, the researcher got the introductory letter introducing him to the location where research was carried out.

Limitations of the Study

Limited financial resource was a limiting factor because the research work needed huge sums of money to be cashed in carrying out various activities like transportation, facilitate meals and refreshments plus the purchase of stationery. The time available was not enough for the research study. The field work needed some ample time to accomplish no matter the time was much more limited as in any other economic resource. Failure to meet the respondents during the collection of data was another problem. This required the researcher to make other appointments, thereby making research work tiresome. The

on the dependent variable. This objectively focused on relevant information leaving out the irrelevant ones.

Information was then coded, edited and classified, after which the researcher presented, interpreted and analyzed the collected data, after which, a final report was drafted.

The researcher then administered the questionnaires to selected respondents. To add more data, other selected respondents were subjected to interviews.

following strategies were put in place to have the above limitations mitigated. The problem of limited finance was solved through mobilizing enough funds and proper use of limited funds like bargaining for reduced prices where necessary. The problem of limited time was solved by the use of well-designed and thought of time tables, which was systematically followed. The problem of few respondents was solved by the use of questionnaires because they were answered at ones convenient time, and also finding other respondents to reach the number of the targeted population.

RESULTS

Response rate

The study targeted to get responses from 50 respondents, but responses were got from 40 respondents in the following categories. 40 respondents, of which

included 10 Head teachers, 5 Board chairs and 25 teachers who were engaged in the prosperity for all programs

Table 1: Response rate

Category	Number	Percentage
Headteachers	10	25%
Board chairs	5	12.5%
Teachers	25	62.5%
Total	40	100%

Source: Field Findings, (2018)

According to the study, 25% of the respondents were local leaders, 12.5% were opposition political leaders and

62.5% of the respondents were those who were the local citizens.

Background Information about Respondents

Here, the researcher presents the number of people who were involved in the study, their categories in terms of age, gender,

marital status and educational background.

Response According to gender.

The study first targeted to find out the background of respondents. In this, it targeted the gender category of

respondents, which manifested that the study was comprised of 25 females and 10 males.

Table 2. Gender of respondents

Category	Frequency	Percentage
Male	15	37.5%
Female	25	62.5%
Total	40	100%

Source: Field Findings, (2018)

From table 1, the study mainly focused on the gender of all respondents. It was found out that 37.5% of the respondents were males and 62.5% were females. This

meant there was gender balance in the study. This was further presented as follows.

Responses according to marital status**Table 3: Showing Marital status of respondents**

Marital status	Frequency	Percentage
Single	15	37.5%
Married	20	50%
Divorced	5	12.5%
Total	40	100%

Source: Field Findings, (2018)

From the table above, 37.5% of the respondents were single (youth), 50% and 12.5% were married. This shows that according to the study, many respondents were responsible citizens in the

organization, so they knew on the government programs of prosperity for all, and how to use the decentralization programs to achieve local development.

Education Level of respondents

The research involved different educational levels including primary, secondary, diploma and degree

educational levels. It is presented on the table as follows.

Table 4: Showing the level of education of all respondents

The study found out that different respondents had numerous levels of

education which is described as follows:

Response	Frequency	Percentage
Primary	15	37.5%
Secondary	15	37.5%
Diploma	7	17.5%
Degree	3	7.5%
Total	40	100%

Source: Field Findings, (2018)

From table above, it shows that majority of the respondents 37.5% had attained the primary and secondary levels of education with 37.5% respectively, while 17.5% had attained the diploma level of education and 7.5% had a degree

education level. This education background was overwhelming in that each respondent knew how to read and write, and thus properly filled the questionnaires to answer the questions asked.

Age of respondents

The study found out that the respondents were of different age levels, which included 18-30, 31-40, 41-50 and those who were above 51.

Table 5: Age component of respondents

Age bracket	Frequency	Percentage
18 -30	5	12.5%
31 -40	10	25%
41 -50	15	37.5%
Above 51	10	25%
Total	40	100%

Source: Field Findings, (2018)

From the above table, majority of the respondents lied between 41-50 with 37.5% and those between 31-40 years and above 51 years of age with 25% respectively. This means that most of

these respondents were in their youthful stages and were still energetic to work hard, innovate and renovate the government programs in which they were participating in.

Religion

The respondents were grouped by the researcher in four religious affiliations, which included Pentecost, Catholics, Protestants and Moslems. Religious

affiliations helped the researcher to analyze religious views as pertained decentralization and service delivery.

Table 6: Showing religious affiliations

Level of education	Number of respondents	Percentage
Pentecost	5	12.5%
Catholic	10	25%
Protestant	15	37.5%
Moslems	10	25%
Total	40	100%

Source: Field Findings, (2018)

Majority of respondents were Protestants with 37.5%, while Pentecostals were the least with only 12.5% of the total number

of respondents. The Moslems and Catholics both had 25% of the total respondents.

Findings about the decentralization program

According to findings from Buremba Sub County, decentralization was found to be the transfer real power to the districts, thereby reducing the workload of the remote government officials. This aims at bringing political and administrative control over services to the point that they can actually be delivered, thereby improving accountability and effectiveness and promoting people's ownership of programs and projects executed in their districts. According to questionnaires distributed, decentralization has helped to freeing

local managers from central government constraints and, as a long-term goal, allow them to develop organizational structures tailored to local circumstances, it helps to improve financial accountability and responsibility by establishing a clear link between payment of taxes and provision of services they finance and improving the capacity of local councils to plan, finance, and manage the delivery of services to their constituents. On the other hand, the economic justification for decentralization in Buremba Sub County, was found to be aimed at a locative and

productive efficiency aimed at improving public service economic delivery. This involves efficiency and better matching of

The role of decentralization towards service delivery

According to interviews conducted during the study, the role of decentralization according to opposition political leaders and the majority of local citizens should be aimed at improving service delivery which was formerly in the hands of the government. The opposition disclosed “... it is thus because of the failure of

Kukundakwe and Samanya public services to local preferences, productive efficiency and increased accountability.

government capacity, that decentralization came in to improve on the delivery of education, health, services, and Study findings disclosed that the decentralization program has improved in different ways service delivery. This was disclosed as follows.

Table 7: Showing improvement of services due to decentralization

Type of service	Before decentralization (%)	After decentralization (%)
Education	20	35
Academic advisory services	10	20
Rural roads	15	20
Health	10	15
Democratic sensitization	5	10

Source: Field Findings, (2018)

Statistics from Buremba Sub County indicated that there was a massive growth of service delivery as far as decentralization effects other than the manner which occurred before decentralization. Comparing services which included education, academic advisory services, rural roads, health and democratic sensitization which before sensitization were accounting 20%, 10%, 15%, 10% and 15% respectively, extended drastically to 35%, 20%, 20% 15% and 10% in their corresponding orders. These were presented as follows.

However, opposition leaders disclosed that due to economic development and civic development which has been experienced in Buremba Sub County, there is a decline in service delivery mainly due to corruption and misallocation of funds by the government. They disclosed the poor quality of education in government schools and health centers which really show poor service delivery due to corruption.

Challenges faced in the decentralization process

Table 8: Showing challenges limiting decentralization primary schools

Challenge	Frequency	Percentage
Poor planning	10	25%
Corruption	10	25%
Limited sensitization	5	12.5%
Lack of funding	10	25%
Donor influence	5	12.5%
Total	40	100%

Source: Field Findings, (2018)

From the study, 25% of the respondents disclosed that poor planning as the most challenge which affect the decentralization program. Another group

of respondents gave their views that corruption and misuse funds by those involved in the programs decentralization with 25%. Other challenges were found to

be limited sensitization through mass education and limited funding have also limited decentralization program with 25% and donor influence with 12.5% respectively. Financing and donor influence. The most problem facing the Ugandan decentralization program was found to be lack of funding and donor influence. Though it is being slowly mitigated, the donors have a big influence through the non-governmental organizations and community based organizations which penetrate into rural areas of the country. Donors give funding with strings attached which reduces efficiency and allocation of resources to the neediest areas. Responses also indicated that the decentralization program is faced corruption which is threatening to tear it apart. Corruption from the administrative part to the implementation part where poor inputs are bought and supplied to those who are closely related to those in control has made the program loose meaning. As a result, this has led to poor results which have limited the performance of the decentralization programmed areas like in education, health and infrastructural set up. This has drastically reduced program implementation as far as decentralization is concerned. Unrealistic projections. Many people think their problems will be solved in the shortest time. Governments also have got poor projections in terms of future support in terms of rural

Kukundakwe and Samanya improvement and support services. Combined with poor and incomplete planning, the decentralization programs and plans must have the key elements that lenders and other professional personnel always look out for. In order to follow their planning structures, the planner should thus have and put into consideration a number of issues like the current political environment, financial status, past failures of the related program, anticipated failures and ways of avoiding them. This would lead to improved program implementation. Due to poor projections, many local leaders and citizens do not get access to the training concerning decentralization programs. This as a result of poor technical knowledge about decentralization and due to limited understanding of the decentralization programs reduces its implementation potential. This is worsened according to opposition political leaders the political influence from the ruling parties which has disguised the plan for decentralization to be limited to certain tribes and family members. The study found out that due to this political influence, it has led to poor allocation of government resources on the other hand. Some other political heads have connected informal sectors to their political party values, which have limited their growth and development.

Solutions employed to overcome the challenges faced

The government was found to have implemented various measures to overcome the challenges faced during the decentralization process.

Table 9: Showing solutions to problems facing decentralization

Solution	Frequency	Percentage (%)
Increasing funding	15	37.5
Training and information exchange	10	25
Legal assistance	5	12.5
Sensitization	5	12.5
Political influence	5	12.5
Total	40	100%

Source: Field Findings, (2018)

According to findings, 15(37.5%) of the respondents disclosed that the government has focused on increasing the funding and by extension the effectiveness of the Community programs. This has helped in effectively enhancing the implementation and successful process. Secondly, 10(25%) disclosed that the government is establishing training and information exchange networks at several levels, both at Community and national or regional. This has been through organizing specialist seminars or other forms of experience sharing (exchange of best practices, financing of pilot projects). This has helped in creating a training centre for Community judges and lawyers drawing on the experiences of the decentralization programs in other areas of operation through the formulation of Public Administration. 5(12.5%) still had views where there is the seeking legal assistance where there is the interpretation of the law poses problems, when the concepts of Community law have to be applied in relatively diverse national legal systems. This has helped in increasing the effectiveness mainly through reducing corruption and misallocation. The study also found out

Kukundakwe and Samanya that 5(12.5%) disclosed that there are numerous steps which have been taken to implement the governments' decentralization program. During the study, mass sensitization, financial support topped the ways which were used to solve the challenges limiting the implementation of prosperity for all program. 5(12.5%) of the responses explained that through massive sensitization and training, may be used which would help in making people aware of the situation taking place within the outside political, social and economic environment, which would help the participants acquire skills in decentralization management. 5(12.5%) of the responses further disclosed that reduction in political influence was too found to be the solution as most people regard decentralization programs as National Resistance Movement oriented. This to some extent affected the implementation of the program in areas which were not supporting the current government. However, with mass sensitization by the government on the role of decentralization has been misunderstood due to discrimination among the political grounds has reduced.

DISCUSSION

Research Question one: What is the role of decentralization towards service delivery in primary schools?

Data presentation and analysis found out that decentralization should be aimed at improving service delivery which was formerly in the hands of the government. It was found out that decentralization aims at improving on the delivery of education, health, agricultural advisory services and rural infrastructure like rural roads, water and electricity. Statistics indicated that there was a massive growth of service delivery as far as decentralization in different services

Research Question two: What are the challenges faced in the decentralization process?

Findings indicated that there is a problem of financing and donor influence. The most problem facing the Ugandan decentralization program was found to be lack of funding and donor influence. Donors give funding with strings attached which reduces efficiency and allocation of resources to the neediest areas. Corruption from the administrative part

which included education, agricultural advisory services, rural roads, health and democratic sensitization. However, contradictions came from opposition leaders who disclosed that due to economic development and civic development which has been experienced, there is a decline in service delivery mainly due to corruption and misallocation of funds by the government.

to the implementation part where poor inputs are bought and supplied to those who are closely related to those in control has made the program loose meaning. As a result, this has led to poor results which have limited the performance of the decentralization programmed areas like in education, health and infrastructural set up. Due to unrealistic projections,

governments have got poor projections in terms of income allocations and supervision directory, which have been formulated to unsettle clear decentralization programs, which has

Research Question three: What are solutions employed to overcome the challenges faced in decentralization in schools?

Findings indicated that the government has employed various measures to overcome the challenges faced during the implementation process of decentralization. These included working on sources of finance like local revenue collection improvement to increase funding which would effectively help in program implementation, and establishing training and information exchange networks at several levels, both at Community and national or regional levels through organizing specialist

Decentralization has improved on the extent of delivery like in education, health, agricultural advisory services and rural infrastructure. Though contradictions indicate that there is a decline in service delivery mainly due to corruption and misallocation of funds, there is a problem of financing and donor influence, where donors give funding with strings attached which reduces efficiency and allocation of resources to the neediest areas. Corruption from the administrative part, unrealistic projections and political influence has limited decentralization program

After the study, the researcher recommends the following in order to improve the nature and operations of decentralization in the country. There is need for a deliberate plan by the district to facilitate upcoming political leaders with financial and technical nurturing to help them reach a level of attracting mass support. This can also work as a motivation to people who have the capacity and they will realize additional democratic culture in the government. Also, the government should take up opposition political leaders' ideas. This would eventually help in increasing political support for the people who view democracy as a form of decentralization and sensitization increment. For proper

Kukundakwe and Samanya worsened and disguised the plan for decentralization to be limited to certain tribes and family members and above all, political support.

seminars or other forms of experience sharing. Through seeking legal assistance where there is the interpretation of the law and mass sensitization, people have gained experience on how to use financial resources. This has made people to be aware of the situation taking place within and outside the political, social and economic environments. Lastly, by stopping political influence, it has to a large extent affected the implementation of the decentralization program

CONCLUSION

implementation. However, through various measures, including increasing domestic funding and establishing training and information exchange networks at several levels, both at Community and national or regional levels, various forms of experience have been shared and achieved. This has been improved through seeking legal assistance where there is the interpretation of the law poses. Lastly, by stopping political influence, has to a large extent affected the implementation of the decentralization program in primary schools.

RECOMMENDATIONS

coordination and linkages of decentralization programs, there is need to put in place a unit by the Ministry of Finance and Economic Planning which will help in the national Planning, positioning the micro finance and therefore decentralization programs can be properly budgeted for. There should be the reviewing of different implementation guidelines of decentralization to favour and answer the question of equitable distribution of resources and opportunities is missing. There is therefore, need to develop affirmative strategies for special interest groups like widows, orphans, HIV/AIDS victims, the Elderly and how such can benefit from decentralization programs.

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