

MAKERERE



UNIVERSITY

**THE ROLE OF ADMINISTRATIVE JUSTICE IN PUBLIC SECTOR
MANAGEMENT IN CENTRAL UGANDA. A CASE OF WAKISO DISTRICT**

BY

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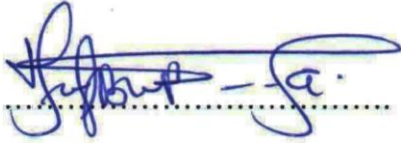
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DECLARATION

I, the undersigned declare that this research report is my original work and affirm to the best of my knowledge that it has not been presented for any academia award in any university.

Signature:

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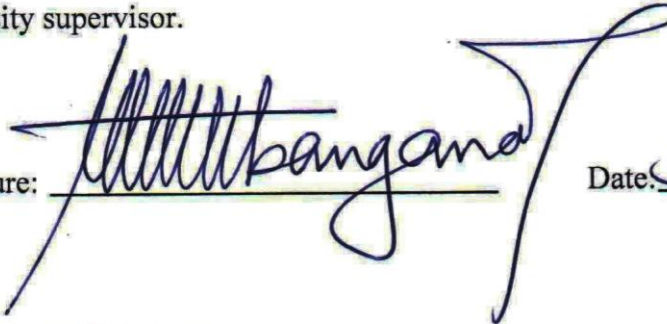
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APPROVAL

This research project has been submitted for examination with my approval as the candidate's university supervisor.

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ACRONYMS

FGR	:	First Generation of Rights
LGA	:	Local Government Act
NDP	:	National Development Plan

ABSTRACT

The objective of this study was to explore the role of administrative justice in public sector management in Central Uganda; a case study of Wakiso District. The study was motivated by the fact that administrative justice significantly influences quality service delivery in public sector. The study was guided by three research objectives: to examine the role of administrative justice in public sector management, to examine the challenges of effecting administrative justice in public sector management, to document the strategies of improving service delivery in public sector management through administrative justice.

The study used a qualitative cross-section survey design, unit of analysis was Wakiso District Local government. Primary data was collected from judgmental sampled 24 participants, using the interview guide.

Results revealed that openness and transparency, following procedures and protocol, clear direction, fair treatment of people were the dominant roles of administrative justice which enable public officers to know that everyone is entitled to reasons, a request for reasons is need, and rights must have material which promote an efficient public administration to offer desirable service. The contribution of public officers to administrative justice were sensitization of people on services available, keeping the office open for everyone to access the services, making work easy and appreciable, giving them the right needed information, directing them to right officers like those clients who get lost in the corridor. Challenges of effecting administrative justice were inadequate funding, biased attitude of people, ignorance of client, fraud and corruption, lack of democratic forms, prioritizing individual interest and lack of ethics and inadequate awareness about relevance of justice. The strategies to improve public sector management through administrative justice were knowing people-challenges, embrace moral/core values, adequate funding, well-structured organisational structure, good governance practice, regular training of staff, sensitization of the officers and the public.

The study recommends that local government should increase funding and train staff to embrace administrative justice due to its significant role in ensuring quality service delivery in public sector.

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Introduction

This chapter presents the background to the study, statement of the problem, purpose of the study, research objectives, research questions, scope of the study and conclusion.

1.1 Background

Administrative justice was developed following the consultation and need for fair treatment of people. It requires quality service delivery by those trusted with authority in public sector management (Delut, 2011). Its inception dates way back in 1828 under Section 24 of all the laws and statutes in force within the realm of England which permitted the administration of justice in the courts of New South Wales and later rolled out for adoption by officers in public sector management as a model to exercise authority fairly (Mashaw, 2009). Administrative justice is the outcome of administrative law implementation and is widely adopted by the constitutions of countries globally (Rhelodah, 2013). Administrative justice is concerned with fundamental rights which public officers are mandated to exercise when providing service to the public (Chapter 4 Constitution of Uganda). In addition, Bratex (2010) argues that the roll-out of universal credit presents rationale of extraordinary impact of exercising administrative justice in the daily lives of people in public sector management.

Furthermore, Ferric (2009) argues that the incidence of repercussions for unfair treatment of residents and inefficiencies in service delivery among public officers in public sector management led to a forward roadmap on initiation of administrative justice due to the complex issues like accountability, trust, role of state to provide equal and fair treatment to people through local government departments who deliver public service on behalf of the State. Therefore, administrative justice was first highlighted under judiciary until when its relevance necessitated adoption by public officers in public sector management to deliver quality service to people (Edwarlod, 2011).

In order to dispense proper administrative justice, Sheltel (2012) argues that the environment in which public officers operate globally requires knowledge of administrative justice to respond to rapidly changing international economic, social, political and technological trends which increases the dissatisfaction among citizens in many countries with the functions and

services provided by the government through public administrators. The continued dissatisfaction registered at various levels of both local and central administration within the country cannot be overemphasized and merits investigation. Thus, the central thesis of this study is to assess the role of administrative justice in public sector management.

Further, Roulter (2010) argues that the implementation of government policy and preparation of civil servants for working in the public service necessitates full training of public officers in administrative law in order to avail justice to people through quality services delivery. The need to exercise justice to people during delivery of services influenced the government to recommend a need for public officers/ local government decision makers to acquire training in administrative law to provide justice to people and also to translate government recommendation into reality that citizens see every day in services delivery (Colel, 2010).

In Africa, the quality of administrative justice varies depending on the democracy of an individual country. It is greatly affected by broader developments, including the wider reforms to the justice system, development in new technologies, recommendation to developing countries from developed countries on human rights and broader constitutional changes (Nooreh, 2011). The fundamental purpose of administrative justice is to provide evidence and improve understanding of how justice prevails within the public sector management. This is done through fairness and makes best use of resources while building on existing capacity and facilitates running across jurisdictions to ensure delivery of quality services to people (Veclon, 2011).

Public sector management is the principal actor in macro socio-economic policy making infrastructure and an architect of an enabling environment for national development (Tomlinson, 2011). Public sector management covers such aspects of management as productivity management, and management of human, financial and other resources (Norah, 2010). Therefore, many countries development depends on governance practices within the public sector management which is largely influenced by implementation of administrative justice to turn around the deteriorating trust caused by management impunity leading to growing dissatisfaction and lack of trust in government (Weimer, 2010).

Administrative Justice is of prime concern within the constitutional framework which is codified and its implementation in public sector management minimizes the growing dissatisfaction with government performance to meet the needs of the people in order to stimulate more equitable economic and social development (Cohel, 2009). Public sector

management is at the center of development which requires understanding and implementation of administrative justice by public officers to offer quality services to meet the need of the citizens (Charles, 2012). It involves an array of activities ranging from planning, formulation and implementation of policies, programs and projects for the delivery of goods and services to the nation through a number of government and quasi-government institutional arrangements (Department of Local Government Service Management Report, 2012). Berol (2011) argues that management of public organizations today, requires management exposure on administrative justice practices since it is the constitutional entitlement to people.

The administrative justice in the Constitution of the Republic of Uganda 1995 as amended under chapter 4 provides the cardinal drivers to wit; all people are equal before the law; all people are innocent until proven guilty; entitlement to fair hearing; all people are entitled to legal representation, a doctor or family member; and a person should be addressed in the language in which he/she understands better, follow the rule of the law; accountability, and transparency which encourage legitimate, effectiveness and widely supported by citizens, as well as a civil society that is strong, open, and capable of playing a positive role in politics and government to evoke economic growth and development.

In Uganda, people have lost trust in the public sector management due to incompetent management practices including poor service delivery, unfair treatment of citizens, corruption at all levels, misuse of power entrusted to public officers, loss of funds, unfair hearing amongst others which have attracted government attention and passing of a directive to all top public officers in management to pursue an administrative law course at Law Development Center (LDC) in order to equip them with skills to provide justice while exercising their powers (Rwamwoki, 2008). It's currently a requirement to all public accounting officers to enroll and pursue an administrative law course to ensure implementation of administrative justice in public sector. Achieving the necessary standard of public administration in public sector management requires reforms in many areas of policy and administrative justice to plan and implement the fragmented and ad hoc basis, reforms to transform the governance system and overall functioning of public administration as expected in the public sector management.

1.2 Statement of the problem

The major challenge in public sector management is administrative injustice characterized by poor quality service delivery which has deprived economic development (National Developmental Plan, 2016). Despite the existence of administrative injustice, there is inadequate investigation so far done to explore the continued injustice in the public sector management. The closest studies to this effect include Okerio, 2013; Kyekika, 2013; Kasirye, 2014. Okerio (2013) argues that administrative justice intends to influence effective public sector management which has forced the government to encourage public officers in Uganda to pursue diploma courses in administrative law as a strategy to improve on service delivery and accountability in local government, through effective dispensing of administrative justice.

However, Kyekika (2013) posits that corruption and unfair access to the legal system are still prime indicators of public sector mismanagement in Uganda which has forced people to withdraw trust from public officers. Furthermore, Kasirye (2014) argues that incompetence of public officers and excessive use of authority without implementing administrative justice necessitated them to study administrative law. Based on the available evidence from the government and citizens who experience unjust practices, this study seeks to explore the role of administrative justice in public sector management.

1.3 Purpose of the study

The intention was to explore the role of administrative justice in public sector management in Central Uganda, a case study of Wakiso District.

1.4 Objectives of the study

The study was guided by the following objectives.

- i. To examine the role of administrative justice in public sector management in Uganda.
- ii. To examine the challenges of effecting administrative justice in public sector management in Uganda
- iii. To document the strategies of improving service delivery in public sector management through administrative justice.

1.5 Research questions

The study was guided by the following research questions.

- i. What is the role of administrative justice in public sector management in Uganda, a case study of Wakiso District?
- ii. What are the challenges of effecting administrative justice in public sector management in Uganda?
- iii. What strategies can be used to improve public sector management through administrative justice?

1.6 Scope of the study

The scope of the study is categorized into content, geographical and time scope.

1.6.1 Content scope

The study focused on the role, challenges, and strategies to improve administrative justice in service delivery in public sector management in Uganda. Administrative justice is largely recommended due to its relevance like fairness in exercising powers and distribution of public resources to ensure quality service delivery in public sector management by guaranteeing people's welfare and safety.

1.6.2 Geographical scope

The study was carried out at Wakiso District local government. The district is among the densely populated districts in Uganda (Population Census, 2014) and whose inhabitants have experienced administrative injustice as cited often in the media (New vision, 23rd August, 2015).

Wakiso District is one of the Local Governments, under the Uganda Government decentralization policy, located in the middle of Uganda. The district is among those with administrative injustice as indicated in the Local government report 2017.

Wakiso District is heavily populated and by the numbers alone, would warrant that two more districts are created. Wakiso District lies in the Central Region of the country, bordering Nakaseke District and Luweero District to the north, Mukono District to the east, Kalangala District in Lake Victoria to the south, Mpigi District to the southwest and Mityana District to the northwest.

1.6.3 Time scope

The study took a period of eight months and reviewed literature for period of ten years that is from 2007 to 2017. Literature from 10 years period is recent enough to provide relevant overview on the role of administrative justice in public sector management in Uganda. The time selected for the study was sufficient to collect, analyze data and writing of research report.

1.7 Significance of the study

The study is expected to benefit the following:

a) To the Government/ Policy makers: The findings from the study will inform policy makers on the relevance of administrative justice in public sector management.

The findings from the study shall inform staff of local government in public sector management on ways of effecting administrative justice to offer quality services to the public.

The findings from the study will inform policy makers on the strategies of influencing administrative justice to public sector management.

b) To the General public: The findings from the study will inform the general public on the relevance of administrative justice in service delivery.

c) To the Researcher: The study findings will make a great contribution to the world of academia/ researchers in the role and strategies to improve administrative justice in service delivery by public sector management. The findings can act as a point of reference in their literature reviews.

Conclusion

Chapter one presents the background and the role of administrative justice in public sector management in Uganda, statement problem, purpose, objectives, research questions, the scope of the study, and significance. The next chapter reviews the related literature on role, challenges and strategies of administrative justice.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of the existing literature related to administrative justice in public sector management in view of the three respective research objectives of the study highlighted in section 2. The aim of the review is to provide a clear understanding of the study variables and to create a firm foundation for methodological development to address the gaps identified.

Administrative justice is concerned with how people interact as individuals when exercising authority and working on behalf of the government to eliminate acts that appear wrong, unfair or unjust (Welbexter, 2009). It encompasses matters of everyday importance to people, such as housing, education, health care, immigration, planning, social security and taxation.

Decentralization is the process by which the activities regarding planning and decision making are distributed or delegated away from a central authority to local governments (Cheirior, 2011). The government has given mandate to public officers in local government especially at district level to plan and make decisions on resource allocation which requires administrative justice in order to deliver quality services to people on behalf of the state (National Development Plan, NDP 2016).

Akello (2012) argues that administrative justice is a prime requirement to induce effective and efficient management by the public sector to deliver quality services to the people on behalf of the state. Public sector management focuses on the common issues which public sector managers, administrators and policy makers face in a world of over-improving efficiency and effectiveness in situations of scarce resources and rising public expectations (George, 2009). One fundamental challenge in public sector management in Uganda is injustice which needs investigation (Akebol, 2011), and this is the foundation of this study to assess the role of administrative justice in public sector management.

Orlem (2013) opines that Uganda has not realized the full potential of the administrative law course pursued by local government accounting officers given the persistent administrative injustices manifested. Public officers' actions based on political considerations, selfish interests and the like have infiltrated public sector management.

2.1 Forms of administrative Justice in public sector management

Klooh (2011) states that implementation of administrative justice in public sector management facilitates productivity, human resource management, financial and other resources to offer quality services by meeting demands of the public. It involves an array of activities ranging from planning services for the nation through local governments and other quasi-government institutional arrangements. Public sector is a portion of the economy composed of all levels of government and government-controlled enterprises. It entails government ownership or control rather than mere function and thereby includes, for example, the exercise of public authority or the implementation of public policy (Dherot, 2011).

Public justice is a tribute by the state using its own tribunals and courts to its citizenry. It is the relation between the courts and individuals who turn to the courts for restitution (The Constitution of the Republic of Uganda 1995 as amended). The objective of administration of justice is to create an atmosphere in which everybody can live without harming another. There should be obedience of the law with supremacy of government as the ideal system of justice (The Constitution of the Republic of Uganda 1995 as amended).

Thomas (2012) conjures that the promotion of the Administrative Justice Act is hoped to provide certainty as to the standard of review of administrative action as well as provide a framework of structures to augment judicial review as a means of managing the exercise of public power in public sector management. It was also believed that the injustice would be minimized after instituting a mini directive to public officers to pursue an administrative law course (Welker, 2013). Below are the forms of Administrative Justice;

Distributive administrative justice, also known as economic justice, is about fairness in what people receive, from goods to attention (Cheleb, 2011). Its roots are in social order and it is at the roots of socialism, where equality is a fundamental principle governing management of the public sector to deliver quality services. He further argues that this form of justice prevails when people have access to a fair share of something from the public office.

Procedural justice is the principle of fairness found in the idea of fair play (as opposed to the fair share of distributive justice). It prevails when people believe that a fair process was used in deciding what is to be distributed in terms of resources allocated to them through local government like road maintenance, boreholes, primary schools and the like, which should be

distributed following the right procedures of administrative justice and people having a right to a fair hearing (Kaire, 2010).

Henderson (2011) argues that administrative justice needs zero tolerance in order to influence effective public sector management and economic development. Public officers should embrace justice management practices, engagement of people during planning processes and implementation, to avoid prioritization of selfish interests and also to abstain from violation of peoples' rights. Appropriate measures should be reinforced to mitigate the vice in order to avail civil justice.

Rebrah (2009) notes that public sector management requires retributive justice to enforce the principle of fair hearing and proportional punishment administered to citizens. The government should enforce sanctions against public officers who have committed injustices to people. Furthermore, punishment in practice is more about the satisfaction of victims and those who care about them. This strays into the realm of revenge, which can be more severe than reparation as the hurt party sought to make the other party suffer in return. In such cases 'justice' is typically defined emotionally rather than with intent for fairness or prevention (Olelh, 2011).

2.2 Role of administrative justice in Public sector management

Peters and Pierre (2011) argue that administrative justice avails fair treatment to people through local government departments who deliver public services on the state's behalf. This ensures justice and eliminates public violence thereby facilitating desirable public administration. In addition, Teller (2011) states that the reforms of the public sector management that have been implemented over the past several decades have stressed the role of the senior public administrator as a manager rather than a policy advisor, and that has altered the career incentives of senior public managers to following right procedure and protocol in availing administrative justice in public sector management.

In addition, Nalubah (2007) conjures that administrative justice leads to transparency in public sector management by availing justice related information deemed public. This should be the ultimate goal that should be considered when conducting all public business regardless of one's job title. If the goal of an organization is to serve the citizens to the best of their ability, then avoiding or failing to achieve transparency would cause significant damage to the relationship between them and the people they are aiming to serve.

Accordingly, Hellen (2011) argues that administrative justice induces accountability. This is to adhere to a standard of professionalism in public sector management when exercising authority and power to serve the public. Additionally, it means to understand that their professional activities are being funded by the citizenry. As such, public employees are held responsible by the citizens for upholding the mission of their organization. Accountability is an important aspect of the functionality of any organization public or private. Essentially, it reminds individuals that while they are employed as professional staff in the local government, they will be held liable for their actions which fosters administrative justice.

In the same way, Breklet (2010) notes that each public administrator should adhere to a code of ethics in order to exercise justice in the local government to enable it function properly as an organization. The administrator must be held to a high degree of ethical standards. Specifically, ethics call for administrators to display integrity, and be mindful of laws and regulations. This must be accomplished in order to successfully practice and promote transparency of government. Unfortunately, the importance of ethics in government is usually not seen especially when public officials violate laws or regulations. Because of these instances, the study endeavors to explore whether the importance of ethics in public sector management prevails in the local governments in Uganda.

Jheateh (2012) argues that administrative justice induces trust and fair hearing to all people. It is professional based, which is an important core value when considering the prestigious nature of public officers' positions in the field of public administration. In essence, administrators are hired to be visionaries, in addition to being stewards of public funds and information. To be professional is to understand the importance of justice in public sector management and to have respect for the citizens they represent. Accordingly, each public officer is to deal with issues, whether positive or negative, in a mild and straightforward manner whenever possible. Without professionalism in public administration, the overall perception of their work in the organization would be undoubtedly faltered. Thus, the need to explore the role of administrative justice in public sector management.

Tomlinson (2012) states that administrative justice leads to proper leadership in public sector management. Public sector management solely flourishes with proper leadership. Practicing leadership is setting an example of professionalism for staff members and possessing the motivation to achieve organizational goals. In doing so, leaders must have the ability to recognize the relevance of administrative justice to exercise it whenever offering services to

the public and admittedly, leadership can become a balancing act between justice and injustice. As a leader, it is of utmost importance to stay connected with staff members and the public to exercise administrative justice in the management of public sector management.

Having stated the role of administrative justice in public sector management above, there is need to establish whether it applies to Uganda.

2.3 Challenges effecting administrative justice in Public sector management

Villela (2011) opines that politicking within the public sector management is the challenge affecting administrative justice. This is due to the political differences in local government organizations. For example, at district level where political leaders divert from public or common interest to individual party interests or meeting the interest of cliques in their favor. With regard to the field of public administration, after a long period of domination by the legal approach, there are internal conflicts due to individual perception and interest which lead to administrative injustice and substandard service delivery to the public.

Edward (2010) asserts that volatility of the environment is a challenge to administrative justice. Environment context includes the external and domestic social and economic conditions as well as the institutional and organizational structure pertaining to the relationship among the executive, the legislature and the judiciary which have failed to be harmonized for unity and end up at the center of injustice in developing countries. Within this context the manner in which public officers are mentored and trained to determine how they interpret their roles and responsibilities is a challenge due to selfish interests and limited respect to address public needs (Hrealt, 2010). This is not only an attitudinal problem to administrative justice but one of institutionalized mechanism of participation, consultation and accountability. The major challenge is the degree to which adequate institutional and organizational structures exist to facilitate good and democratic governance in terms of relations between society and the state. It is therefore important to assess whether volatility of environment hinders administrative justice in public sector management.

Furthermore, Bredah (2013) conjures that the agenda setting crisis in local government is a challenge towards effective administrative justice. This induces public officers to view injustice as normal or representing a crisis situation, which is also a function of how they relate to the environmental context. In addition, Okello (2011) argues that excessive authority granted in Local Government Act (LGA) facilitates injustice as public officers tend to

exercise a lot of power and react violently to people. Under these circumstances, if such problems are not given the priority and addressed, the issue may be less a matter of public administration capacity or efficiency but one of a total breakdown in governance and accountability which leads to administrative injustice. This shows that excessive authority facilitates administrative injustice.

Wexler (2012) contends that persistent and endemic corruption is a challenge towards administrative justice since public officers give attention to only people with bribes which dilutes the fair treatment in the service delivery leading to injustice. Yoel (2013) further argues that the challenge of administrative justice is largely attributed to the socio-economic situation which is degenerated by less facilitation from the external environment while the bureaucracy has tended to see the situation in non-crisis terms and has continued to stick to bureaucratic approaches imbued in micro-politics. In the process, governance has been compromised at the same time that the capacity of the state to address the problems at stake in public sector management weakened. In other words, the resulting situation is a vicious cycle or trap in which there is paralysis in governance, public administration and public sector management reform all leading to failure to promote sustainable human development, an atmosphere highly conducive to instability. Corruption is the dominant vice in public sector management which needs assessment to evaluate its impact towards implementation of administrative justice in public sector management.

Mukandala (2010) argues that another challenge is poor or non-implementation of legislated policies of administrative justice in public sector management. Public officers deliberately desist from delivering services within their jurisdiction and end up exercising excessive powers which dilutes the welfare of its citizens, economic growth, political stability and the security of its citizens, democracy and overall accountability for its actions to its citizens. This leads to unfair democratic synergy between the local government and the society which induces injustice.

Adamolekun (2009) conjures that lack of ethics hinders the effectiveness of administrative justice in public sector management whereby public officers prioritize legal gymnastics instead of ethics. Selfishness among public officers is a catalyst toward unethical behaviors of administrative injustice. Ethical behavior is based on well-founded standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, duties, obligations, benefits to society and fairness, or specific virtues. The complexity of public administration,

governance, public sector management reform and public management in administrative justice prevails although absence of ethical practice submerge justice in public sector management (Norel, 2011). It is very important to understand that the absence of ethics reinforces administrative injustice which dilutes the quality of service delivery and economic development.

Wamono and Kikabi (2009) assert that lack of democratic forms of governance in public sector management is the challenge towards administrative justice, especially in terms of promoting the attainment of the First Generation of Rights (FGR) which include normally constitutionally enshrined rights of free speech, individual freedom, fair treatment and hearing among others. They further argue that many countries in Africa have failed to attain the procedural and judicial democracy as implied by the FGR which has led to administrative injustice in public sector management. Thus, at the broader level of governance and the state, the key challenge is one of consolidating democracy and promoting sustainable administrative justice.

Orell (2011) contends that the absence of fair hearing coupled with lack of accountability and undesirable governance practices which are promulgated with lack of complementary and supportive mechanisms to punish the culprits of injustice in society is the challenge of effective implementation of administrative justice in public sector management. Furthermore, George (2010) says that the government has a misconception about the democratic provisions of justice surrounding the triad of executive, legislative and judicial institutions, chief administrative officers to guarantee administrative justice without forms of checks and balances are the sources of administrative injustice. There is little implementation mechanism to punish guilty/violent officers in local government in Uganda which is the chronic vice against administrative justice in public sector management.

Allen (2013) argues that inadequate awareness about relevance of justice has led to a vicious cycle of injustice in public sector management. This is partially or wholly induced by limited sensitization about justice in public sector management although non-government and the government are trying to induce public officers to study administrative law courses in Uganda. In addition, Morrell (2009) emphasizes that the new forms of public management have an effect on procedural and instrumental rationality of administrative justice. This showed consistency with the organisational practice in Uganda although the argument by Allen (2013) may lack global representation as his study was carried out in Norway.

Having discussed the above universal challenges of administrative justice in public sector management, there is need to establish whether they apply to Uganda.

2.4 Strategies of improving service delivery through administrative Justice

Gustafson (2013) points out that utilitarianism theory gives a revelation where ethical behavior holds that the common interest of humanity is the greatest strategy to induce administrative justice in public sector management. At the same time, utilitarianism focuses on the ethical relationship between the business and society, for instance, it provides that the principles of fairness, justice, honesty and integrity can form a basis for a happier society than a society without these principles (Gustafson, 2013). Furthermore, Audi (2012) contends that ethical practice enables public officers to behave well before the public by doing right and abstaining from wrong which leads to quality service delivery (Schwartz, 2005; Abyad, 2014).

However, David and Moritz (2011) provide that codes of ethics cannot be rule-based but are value based. Therefore, it is observed that ethics in an organisation is a fundamental catalyst to induce administrative justice which necessitated a study to establish whether ethics prevails among public officers in public sector entities. Therefore, effecting ethical behavior in organisations to induce administrative justice is highly recommended. Schmiedel (2013) established that moral/core values practiced in the organisation are fundamental to facilitate justice in public sector management. Furthermore, Jelovac and Jelovac (2011) recognized that the hierarchy of required ethics and core values both in private and public sector management are still questioned but it is very important to behave ethically when exercising authority during the delivery of public goods and services. Therefore, findings may lack proper suitability in Uganda.

Mugisha (2012) argues that a well-structured organisational structure of the local government facilitates administrative justice through good governance practices. The need for good governance in local government is induced by an appropriate organisational structure which closes the gap between the administrators and community to enhance supervision and timely feedback from the community like active relations offices, a suggestion box and the like. This will enable the public officers to become accountable, client oriented and efficient. The notion of good governance thus appears to directly address what is needed to be done within the internal apparatus of the state itself (the state as a whole, the public sector management, and the government bureaucracy).

Accordingly, Joniloh (2011) conjures that good governance practice is induced by the key areas of reform which include the quest for fiscal stability which has an impact on public sector management expenditures and employment, state capacity social development and economic development; the quest for managerial efficiency within government and any associated statutory bodies; capacity building to develop a new cadre of public servants suited to the new ethos of procedural and instrumental rationality; the promotion of public accountability and improved service delivery. Therefore, more awareness about governance practices should be emphasized to public officers in order to have a more unified behavior to induce administrative justice.

Charles (2012) asserts that legalizing the compulsory administrative law course for all senior public officers induces administrative justice. Legalizing the administrative law course exposes and creates awareness on how justice should prevail to ensure quality service delivery in the management of the public sector. This includes the availability or non-availability of advice and support, the various barriers people face, and their experience of procedures such as mediation and the different forms of hearing (paper, oral, and online). There is also a need to improve understanding of how administrative justice systems (and reforms) impact on different groups, who may gain in the process and who may lose, this facilitates administrative justice in public sector management.

Doreen (2011) opines that enacting and implementing laws to effect administrative justice is the nation's strategy to mitigate injustice in public sector management. Jeoleh (2009) further suggest that developing institutions of good governance, such as an accountable local administration, police force and judiciary foster administrative justice. Legislative action and executive decision-making should likewise be held accountable. Such measures are sometimes a matter of reforming state institutions or revising state laws to induce administrative justice.

Foronic (2012) postulates that massive sensitization on justice and reprimands for its violation within the national policy is a strategy to induce administrative justice. Most individuals believe that government officials should be held accountable for the institution's policies of apartheid, forced disappearance, torture, or genocide. Such breaches are typically brought to the attention of international tribunals or tried in an international court. Punishment is thought to reinforce the rules of international law and to deny those who have

violated those rules any unfair advantage. In addition, many believe that punishment deters other would-be offenders from committing similar crimes related to injustice in the future.

Weldrew (2009) says that administrative justice can be enforced through the Constitution in public sector management rather than administrative law. Public justice is that which is administered by the state using its own tribunals and courts. It is the relationship between court and an individual. When a person turns to the courts for restitution, they will fairly demand public justice is enforced in the constitution. It is granted when a right of an individual is respected with zero infringement. Furthermore, Yoldas and Divanoglu (2009) argue that ensuring public and administration of justice are essential functions of a state which go beyond administrative law and remain on paper with minimum implementation. If the state is incapable of performing these functions, I t cannot be called a state. Administration of justice implies the maintenance of peace and order within a political community by means of physical force of the state. This implies that the state is at the pivot point of inducing public officers to exercise administrative justice when exercising their authority in the delivery of service.

Dwelate (2011) affirms that massive sensitization of the public on their rights induces the effectiveness of administrative justice. This induces the reporting of violations of administrative justice for immediate attention and harmony to foster administrative justice in public sector management. There is a need for better information and a need to make better use of existing information, operation and outcomes of the systems that deliver administrative justice. Having discussed the above universal strategies to induce administrative justice in public sector management, there is need to establish whether they can be applied to Uganda.

Conclusion

In the literature reviewed, it is clear that administrative justice is still a challenge to many administrative structures as many people still struggle to obtain justice in service administration. Indeed, the literature clearly explained that politicking, agenda setting crisis, volatility and non-implementation of legislated policies and the like are severe hindrance towards administrative justice. Literature reviewed the role of administrative law with little emphasis on administrative justice and there is no multidisciplinary study so far carried out in the case study area to streamline the operation of public sector management to offer quality service delivery. Scholars reviewed that administrative justice play significant role in the

public sector management, thus need to explore whether these universal role apply to study area. The next chapter dealt with research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section presents the research methodology, which was used in the study. It comprises of the research design, study population, sample size and sampling methods, data collection sources, data analysis method and limitations of the study.

3.1 Research design

Churchill (2006) defines research design as simply a framework or plan for a study used as a guide in collection and analyzing data. It is the blue-print that is followed in completing a study. The research design helps to ensure that the study collects relevant data to the problem at hand. Therefore, in this study a qualitative cross-section survey design was used. This qualitative study design was appropriate because the role of administrative justice requires in depth understanding. Hence the adoption of qualitative design is consistent with the recommendations of Tulseh (2009) who argues that when studying situations characterized by insufficient knowledge and inductive research strategy use of qualitative design is recommended.

3.2 Unit of analysis

The unit of analysis was Wakiso district Local government and unit of measurement were staff at the district who gave their opinion about the role, the challenges experienced and the strategies to influence administrative justice in public sector management.

3.3 Study population

Population refers to the full set of cases from which a sample is taken (Saunders, 2009). Target population in statistics is the specific population about which information is desired (Saunders, 2009). According to the Wakiso District Human resource records (2018) the study population at the district was 78 public officers.

3.4 Sample size

From the target population of 78 respondents, a sample size of 25 respondents were selected for the study as supported by John W. Creswell (1998) who suggested 20-30 as an appropriate sample size in qualitative research. These included the chief administrative officer, the assistant district administrative officer, the chief financial officer and the assistant, the resident district commission and deputy, the district inspector of schools, the district internal security officer, the district lands officer, the district education officer, the district planning officer, the district human resource officer and the assistant, the district prisons officer, the district police officer, the district works and transport officer, the district agriculture officer, the district fisheries officer, the district traffic officer, the district health officer, the district legal officer, and their subordinates. The selected sample was suitable because they are the key players of administrative justice when exercising their powers to deliver goods and service to people in the district.

3.5 Sampling technique

Sampling technique is a method that assists to select part of the population to represent the whole target group and considers only data from a sampled subgroup rather than all possible cases or elements (Saunders, 2007). The study employed judgmental sampling technique as non-probability sampling techniques. According to Saunders (2007) judgmental sampling is a non-probability sampling procedure, in which the judgment of the researcher is used to select the cases that make up a sample. Judgmental technique was appropriate to select the sampled respondents to be interviewed as qualitative cross-sectional research design and are the ones with broader information as implementers of administrative justice in the district. The researcher and research assistant made appointments with the respondents and engaged them in interviews at their convenience.

3.6 Data sources

The study used primary and secondary sources of data. Primary data was collected from the respondents directly using a structured open-ended interview guide. Secondary data was collected from the district reports to establish study population, press releases, website, newspapers, dissertation and journals for related literature in chapter two.

3.7 Data collection instrument

The data was collected using an interview guide. The researcher used in-depth interviews to probe where necessary and to capture the experiences and perception of the key informants' opinion about the role and challenges of administrative justice, and strategies to improve public sector management through administrative justice. The questions on the interview guide were open-ended to stimulate discourse and allow follow up on the pertinent issues through note-taking and audio recording. Some interview questions were adopted from Villela (2011), while others were developed following the research objectives. Cressy (2002) pointed out that a network of local-physical contacts and shared interests provided in qualitative data is more beneficial in providing reliable firsthand information for the study.

3.8 Data collection procedure

An introduction letter was obtained from the coordinator, graduate programs and research, School of business and was presented to each respondent after permission from the district administration requesting for their cooperation. The researcher sought consent from individual participants for the involvement in the study through face-to-face interaction and interviewees were briefed about the subject of the study before an interview commenced. The duration for each interview was estimated to last between fifteen to twenty (15-20) minutes for recording the responses by way of writing notes. Each interview was recorded on an independent paper in the English language and transcribed. This approach is consistent with Saunders (2003) who stipulates that in-depth interviews constitute one of the vital approaches for understanding phenomena that have not been significantly studied. However, in some instances where respondents felt comfortable of being voice recorded and were recorded as observed by (Al-Yateem (2012) who argued that voice recording is relevant to supplement interviews.

3.9 Data analysis

In fulfilling the objectives of the study, qualitative data was generated from structured open-ended interviews administered to different respondents was coded, processed and analyzed using Atlas.ti software to generate thematic interpretation analysis in line with the research objectives. This enabled the researcher to classify the answers into meaningful categories so as to bring out the patterns of explanatory notes. Themes were merged especially the related ones and modified to produce meaning as attached to the data being analyzed.

3.10 Validity and reliability

According to Bryman and Bell (2003), validity and reliability in research design refers to the need to ensure that concepts used in the study measure what they are actually intended to and that this measurement is consistent and stable for all respondents. The researcher used the coding system to develop categories and themes in the study to analyze the qualitative views of the respondents. Furthermore, the researcher carried out an external check on the consistency in the data as suggested by Creswell (2013). The researcher sought consent from the respondent to establish the reliability of the data. The researcher had the ability to self-correct.

Interviews were carried out on various stages with the respondents to ensure the reliability of the information through interviewing the same informant on several occasions and making observations more than once and overtime. In every session, the researcher harmonize views at the end of each interview to identify areas of agreement and address those of disagreement to ensure credibility, neutrality or conformability, consistency or dependability and applicability or transferability of the data as suggested by (Lincoln & Guba, 1985).

3.11 Ethical consideration

The researcher followed standard ethical considerations in the process of carrying out the research study which included consent from respondents, anti plagiarism – (not producing people’s work), privacy – (not using names of the respondents and confidentiality), anonymity and researchers’ responsibility amongst others.

Summary

This chapter presents the method and procedure that were used by the researcher to conduct the study in order to answer the specific research objectives set in the first chapter. The next chapter presents the results and findings of the study.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter comprises of the findings obtained from interviews that were administered to 24 participants of this study. Findings were analyzed and presented in relation to the objectives of the study which were to; examine the role of administrative justice in public sector management, examine the challenges of effecting administrative justice in public sector management and document the strategies of improving service delivery in public sector management at Wakiso District Local Government (WDLG) through administrative justice. Numerical descriptions were attached to respondents' views for ease of qualitative analysis.

4.1 Response rate

Out of the target sample of 25 respondents, the researcher managed to interview 24 respondents which was 96% representation. This was adequate enough to generate sufficient information for the study and was above the recommendable confidence interval of 95%.

4.2 Demographic data

The demographic data covered by the study was position held, age, years in service, education level and marital status of the respondents at Wakiso district. However, due to the number of respondents involved it was possible to provide numerical description of demographical data using pie-charts.

In respect to the position held by participants at the district include assistant chief administrative office at four percent, fifteen (15) heads of department at sixty three percent and eight (08) assistant head of departments at thirty three (33 members). This implies that, the study sampled the suitable responsible district officers who practice in the administrative justice who guaranteed reliability and validity of the data.

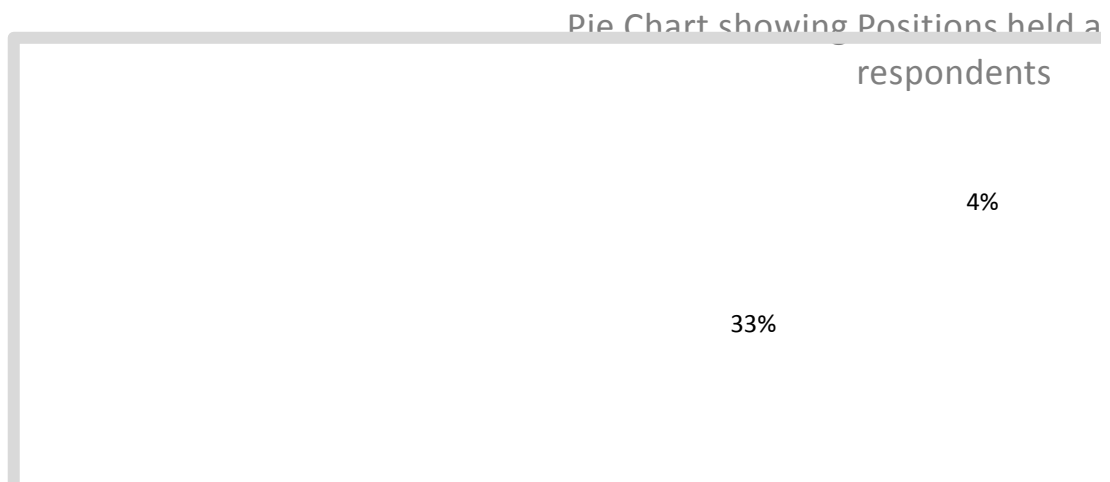


Figure 1: Pie chart showing positions held at district

Source: Primary data (2018)

In respect to the age of the participants, twenty one percent were between twenty to thirty years, fifty percent were between thirty to forty years, twenty nine percent were between forty to fifty years. Majority of the respondents at seventy-nine were above 30 years which implies that, the sampled respondents were adults who were responsible and knowledgeable which guaranteed that the validity of the information collected from them for the study are genuine responses.

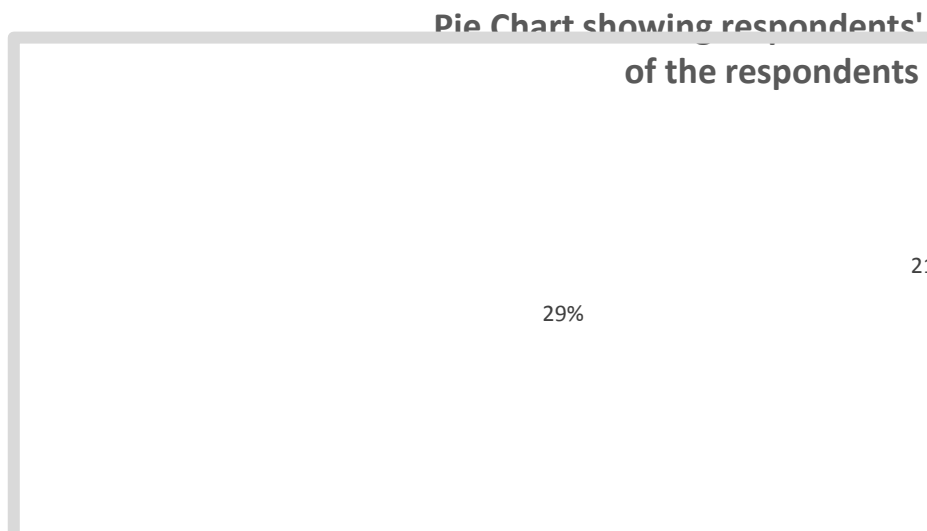


Figure 2: Pie chart showing age bracket

Source: Primary data (2018)

In respect to the years in service at the district, fifty six percent have served above five years; twenty five percent have served between one year and five years while nineteen percent have served less than a year. Majority of the respondents have served above five years, thus have adequate experience to give relevant and reliable information. Furthermore, respondents experience guaranteed their knowledge on exercising administrative justice in public sector management.



Figure 3: Pie chart showing years served at the district

Source: Primary data (2018)

In respect to the levels of education of the participants, eighty five percent were graduates with the degree while fifteen were master’s degree holders. All respondents were graduates who deemed to have adequate knowledge to respond to the study, thus guaranteed reliability and validity of information gathered from them about administrative justice practice at district local government.

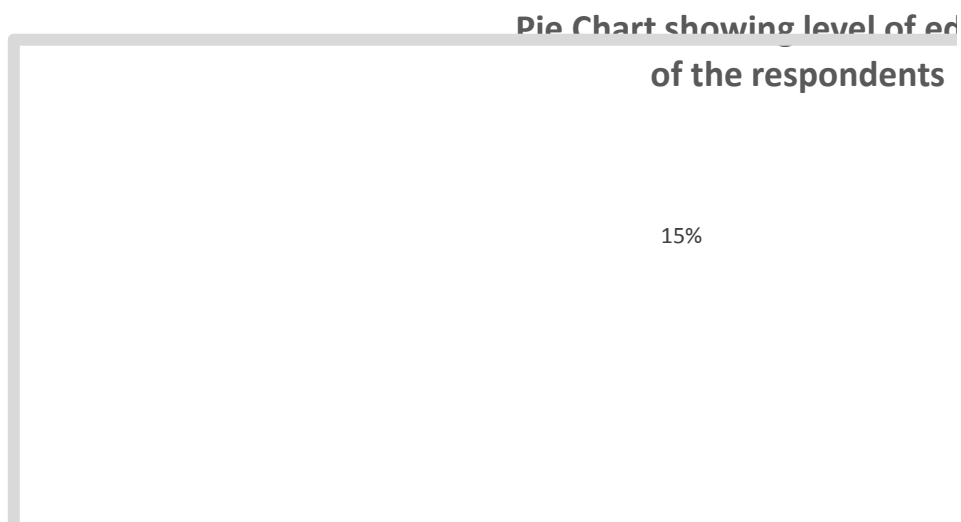


Figure 4: Pie chart showing education level of the respondents

Source: Primary data (2018)

In respect to the marital status of the participants, sixty three percent were married while thirty three percent were single. Majority of the respondents were married who seemed responsible to participate in the study, thus guaranteed reliability and validity of information gathered about administrative justice practice at district local government.

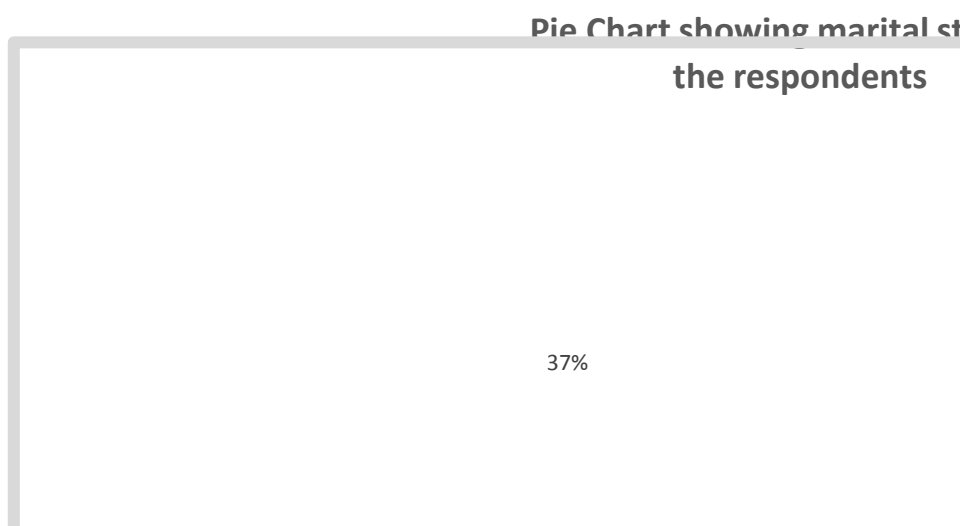


Figure 5: Pie chart showing marital status of the respondents

Source: primary data (2018)

4.3 Role of administrative justice in public sector management in Uganda

The first objective of this study was to examine the role of administrative justice in public sector management in Uganda a case of Wakiso District Local Government.

4.3.1 Forms of administrative justice practiced at the district

It was shown that when participants were asked to give their opinion on the ways of administrative justice practiced at the district, participants gave the following responses; openness, following procedures and clear direction.

a) Openness and transparency

Openness and transparency when serving people was largely mentioned as a way of practicing administrative justice at Wakiso district. The following responses related to openness: -

Participants asserted that being open and transparent to whoever needs services from the public officer is the way of practicing administrative justice since all people are entitled to get services. The open operation of the justice system is an important determinant of district legitimacy of the administration of justice which led to effective and efficient management of public sector. Furthermore, participant 21 asserted;

“transparence enables the officers to effectively convey information needed and trusted by the public, thus allow the public to know everything that happens in all district authorities and administrations. Transparency is the core value towards public administration as recommended in the Constitution which influences effective management of public sector”.

This concurs with Nalubah (2007) assert that administrative justice leads to transparency in public sector management by availing justice related information deemed public in the study conducted on managerial reforms on administrative justice.

b) Following procedures and protocol

The procedures created by local government of Uganda prescribe rules, regulations, applications, licenses and the like which public officers are required to follow when exercising their authority was mentioned as the way of practicing administrative justice at Wakiso district. Participants asserted that following the right procedure and protocol designed

to describe who, what, where, when, and why by means of establishing corporate accountability in support of the implementation of a government policy of doing things indicate administrative justice. Every person is helped without segregation in order to promote justice in service delivery. Contrary, participant 19 asserted;

“following protocol in service delivery promote administrative justice which enables citizen to safely, routinely, and consistently identify, appropriately address, and effective receive all available services equitably. The protocols at district level provide connection-oriented sessions and reliable data delivery service to the public”.

This agreed with Teller (2011) who conjures that the reforms of the public sector management that have been implemented over the past several decades have stressed the role of the senior public administrator as a manager rather than a policy advisor, and that has altered the career incentives of senior public managers to following right procedures and protocol in availing administrative justice in public sector management in the study conducted on evaluation of theories of administrative science.

However, through the process of interviewing, participant 24 disagreed with the view of strict adherence to local government procedures and protocol. He emphasized;

“such procedures and protocol are unethical and an injustice to people since they advocated for unnecessary bureaucracy and delays”.

c) Clear direction

Participants stated that giving clear direction and effective communication on what to do, when, where and what without making people to wait in the queues is the way of practicing proper leadership which influences administrative justice. This enables people to access right, relevant information and desired services on time which indicate administrative justice. Participants’ opinion agreed with Tomlinson (2012) who argues that administrative justice leads to proper leadership in public sector management in the study titled Analysis of Administrative Technical issues and civil service reform in Local Government in Burundi Country.

4.3.2 Public officers' contribution towards administrative justice

Participants asserted that welcoming everyone and rendering of necessary assistance to enable people access services on time, sensitizing them on services available, keeping office open for everyone to access the services, making work ease and appreciable, giving them the right needed information, directing them to right officers like those clients who get lost in the corridor, is public officers contribution towards administrative justice. This motivates people which is a catalyst for administrative justice. In addition, participant 10 asserted;

“attending to all people regardless of their levels on first come first serve and fair hearing to all internal and external complaints presented indicate administrative justice.”

This agreed with Jheateh (2012) who argues that administrative justice induces trust and fair hearing to all people. It is professional based, which is an important core value when considering the prestigious nature of public officers' positions in the field of public administration in the study titled evaluation of administrative justice in public sector governance.

Fair treatment of people: Participant 20 indicated;

“servicing people equally without under-looking or undermining anyone regardless of their religion, age, sex, tribe and any other form of discrimination, influences effective public sector management”. Therefore, attending to people with trust and fairness guaranteed administrative justice.

4.3.3 Relevant of administrative justice in public sector management

Participants asserted that administrative justice links collaboration of the administrators with the public. Provision of room for instant quality service delivery facilitates decision making: Participants asserted that administrative justice in public sector enable public officers to known that everyone is entitled to reasons; a request for reasons is need; and rights must have material which promotes an efficient public administration to offer desirable service. Administrative justice promotes efficiency in public administration by avoiding the unnecessary duplication of administrative duties and encourages public officials to provide reasons proactively to motivate decision makers without the need for a request.

4.4 The challenges of effecting administrative justice in public sector management in Uganda

The second objective of this study was to identify the challenges of effecting administrative justice at Wakiso District Local Government. Basing on the findings of this study, the following were obtained and are provided below.

4.4.1 The challenges of effecting administrative justice

Participants of this study disclosed the following challenges of effecting administrative justice at Wakiso district Local government which include inadequate funding, biased attitude of people, ignorance of client, fraud and corruption, lack of democratic forms, prioritizing individual interest, lack of ethics and inadequate awareness about relevance of justice.

a) Inadequate funding of the district

Participants asserted that limited funding of the district leads to financial crisis which adversely affects administrative justice. Meeting the district demands as per the budget is constrained by financial crisis which led to agenda crisis and posed a threat on resource allocation to departments which lead to financial allocation injustice. Resource constraint led to understaffing of public officers to serve the growing number of people in the district. For example at Wakiso district there are only 5 technical staff to handle land wrangles in the district, 2 environment officers. The motor vehicles and motor cycles at the district are not enough to inspect the whole district. This inadequate funding constrains the district to hire adequate number of staff to tally with the increased population which hinders effective service delivery and administrative justice. Participants' opinion agreed with Bredah (2013) in the study titled "Challenges of Governance at the Regional and Continental Levels", who argues that the agenda setting crisis in local government is a challenge towards effective administrative justice.

b) Ignorance/ biasness of client

Participants observed that some people do not want to follow the rules and regulations, do not want to listen, they want their own rules and use technical know who to get what they want, sometimes pay bribe to staff which hinders administrative justice. Participant 20 asserted;

“some members of the public visit the district for services with biased mind which makes them to request for services outside of what the district is mandated to offer, thus hinder administrative justice in public sector management”.

c) Fraud and corruption

Participants asserted that delay of salaries for payment to staff by the government force some staff to ask some facilitation/ money from people before offering the services to them, meagre salaries induce corruption which leads to administrative injustice due to the need for survival. Fraud and corruption in form of financial bribes, late and early leaving at work, servicing half a day, exchange of favors with relatives hampers public officers to exercise administrative justice at the district. Corruption is the dominant vice in public sector management. Participants’ opinion agreed with Wexlet (2012) who argues that persistent and endemic corruption is a challenge towards administrative justice since public officers give attention to only people with bribes which dilutes the fair treatment in service delivery leading to injustice in the study titled lessons from privatization and administrative justice in Developing countries.

d) Prioritizing individual interest

Participants opined that prioritizing of individual interest against organisation interest through politicking hinders administrative justice. The selfish interest led to greed for resources that public officers deviated from justice to practice injustice for profit maximization. Failure of the public officers to embrace goal congruence and prioritize their own interest within their political affiliation group is the challenge affecting administrative justice. Selfishness among public officers is a catalyst toward unethical behaviors of administrative injustice. Participants’ opinion agreed with Adamolekun (2009) in the study conducted on evaluation of cardinal principles of administrative justice in public sector, who argues that lack of ethics hinders the effectiveness of administrative justice in public sector management whereby public officers prioritize legal gymnastics instead of ethics. This opinion is further explained by Villela (2011) in the study conducted on public administrative justice and development management in action, who argues that politicking within the public sector management is the challenge affecting administrative justice. This is due to the political differences in local government organizations.

e) Lack of democratic forms

Participants argued that lack of democratic reforms in local government administration does adversely affect implementation of administrative justice. Some policies are unjust at the district like at land office Wakiso, officers attend to clients only in the morning to noon every day, therefore clients who want the services in the afternoon cannot access the officers which is the policy in the lands office which is unjust. This agreed with Wamono and Kikabi (2009) in the study conducted in Sub-Saharan Africa argued that lack of democratic forms of governance in public sector management is the challenge towards administrative justice, especially in terms of promoting the attainment of the First Generation of Rights (FGR) which include normally constitutionally enshrined rights of free speech, individual freedom, fair treatment and hearing among others.

f) Inadequate awareness about relevance of justice

Participants argued that inadequate awareness about the relevance of administrative justice by public officers due to inadequate facilitation to pursue the administrative law course is a challenge in effecting administrative justice. Only the top officers that is chief administrative officer and the assistant access such training. The C.A.O and Assistant C.A.O are supposed to organize on job training for staff but resource for this are not enough. This agrees with Allen (2013) in the study conducted on Implementation of Administrative law in public in Kenya, who argues that inadequate awareness about relevance of justice has led to a vicious cycle of injustice in public sector management.

4.4.2 Public perception about administrative justice

Participants/ clients from the public asserted that Public officers at the district are money minded and ask for money (bribe) to access any services which is injustice. There is no clear control of public officers at the district as the clients have to “facilitate” officers to get any service from the district like some refer to it as “mandatory threshold for fuel” which leads to poor services delivery. Quality services at the district are tagged to corruption and “technical know-who”, as all top managers are not bothered and claim not aware, at time give deaf ears to raised issues. Public officer have turned injustice to be the way to go!. There is negative perception of the public about the conduct of the staff at the district.

4.5 Strategies to improve public sector management through administrative justice

Participants of this study disclosed the following ways to improve public sector management through administrative justice at Wakiso district Local government which include; knowing people challenges, embrace moral/core values, adequate funding, well-structured organizational structure, good governance practice, regular training of staff, sensitization of the officers and the public.

a) Knowing people-challenges

Participants asserted that public officers should understand the need of the public by engaging the local leaders in decision making to know people challenges to facilitate administrative justice. The very purpose of knowing people-challenges is to facilitate a transparent and open mode of administrative action and decision-making, thereby furthering the aims of administrative justice. This is indeed compatible with both the letter and spirit of accountable public administration as reflected in the chapter 4 of 1995-Constitution as amended. It also provides a safeguard against arbitrariness as it is likely that a public official will be exposed if he/she acted arbitrarily.

b) Embrace moral/core values

Participants asserted that public officers need to behaved ethically and follow the code of ethics in order to exercise administrative justice. Public official has to explain why a particular decision was reached. It will be expected of that official to apply his/her mind to the relevant factors which need to be considered in order to reach a just decision. It is important to note that this relates only to the fairness of the procedure and not to the merits of the decision. Justice should not only be done but should be seen to be done. This is not only fair but it may also be conducive to public confidence in the administrative decision-making process following the acceptable morals and ethics. This agreed with Gustafson (2013) who pointed out that utilitarianism gives a revelation where ethical behavior holds that the common interest of humanity is the greatest strategy to induce administrative justice in public sector management in the study conducted on evaluation of knowledge management in public sector management.

c) Adequate funding

Participants observed that government should increase on the funding of the public sectors

with capital materials like transport facilities and increases on staff as well as to narrowing down the ration of public officers with growth number of clients. This will positively influence administrative justice. Increase on funding to train staff about the relevance of administrative justice or financing majority if not all to pursue a diploma in administrative justice as the way to influence its practice. Participants opinion concur with finding of Charles (2012) who argues that legalizing the compulsory administrative law course for all senior public officers induces administrative justice in the study conducted on evaluation of service delivery in public sector management in developing countries. Enforcing the pursuance of administrative law course exposes and creates awareness on how justice should prevail to ensure quality service delivery in the management of the public sector.

d) Well-structured organizational structure

Participants opined that public entities need to employ a well-structured organization with short bureaucracy, close supervision to ease decision making and improve service delivery. The need for good governance in local government is induced by an appropriate organizational structure which closes the gap between the administrators and community, thus influence administrative justice in public sector management. This opinion agreed with Mugisha (2012) who argues that a well-structured organizational structure of the local government facilitates administrative justice through good governance practices in the study titled adaptive learning and proactive integration of administrative justice in public service delivery.

e) Good governance practice

Participants argued that public officers have to provide automatic reasons for a particular group or class of administrative actions to avail justice to people. This sets the goal of promoting an efficient public administration and good governance to create a culture of accountability, openness and transparency in the public administration which influence administrative justice. This opinion agreed with Joniloh (2011) who argues that good governance practice is induced by the key areas of reform which include the quest for fiscal stability which has an impact on public sector management expenditures and employment, state capacity social development and economic development; the quest for managerial efficiency within government and any associated statutory bodies; capacity building to develop a new cadre of public servants suited to the new ethos of procedural and instrumental rationality; the promotion of public accountability and improved service delivery in the study

conducted on comparative lessons for the future public sector management.

f) Regular training of staff

Participants observed that public officers need to be reminded about the relevance of administrative justice to themselves and public. The need to exercise justice to people during delivery of services influenced the government to recommend a need for public officers/ local government decision makers to acquire training in administrative law to provide justice to people and also to translate government recommendation into reality that citizens see every day in services delivery. This agreed with Roulter (2010) who argues that the implementation of government policy and preparation of civil servants for working in the public service necessitates full training of public officers in administrative law in order to avail justice to people through quality services delivery in the study titled transfers of public officer and effective public sector management in the in the study titled transfers of public officer and effective public sector management.

g) Sensitization of the officers and the public

Participants opined that public officers and the public need sensitization about each ones role about the administrative justice. The public need to know their expectation from the public officer and the role of the officers to offer the needed expected service to the public. The equilibrium between the public officer commitment to serve and public/ client ability to receive and appreciate influence administrative justice. This agreed with Foronic (2012) who argues that massive sensitization on justice and reprimands for its violation within the national policy is a strategy to induce administrative justice in the study conducted on evaluation of regional and continental and global levels of public sector management in Russia. Furthermore, Dwelate (2011) argues that massive sensitization of the public on their rights induces the effectiveness of administrative justice in the study titled the challenge of bureaucracy on implementation of efficient for promoting governance delivery of quality services. This induces the reporting of violations of administrative justice for immediate attention and harmony to foster administrative justice in public sector management.

Conclusion

This chapter presents the findings and interpretation on role, challenges and strategies to improve administrative justice to influence public sector management. The next chapter presents the summary of findings, conclusion and recommendations of the study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings, conclusions and recommendations basing on the results obtained from the previous chapter four of this report. Once data has been presented and interpreted, it is then discussed and thereafter conclusions and recommendations are made. Lastly are the areas for further study.

5.1 Summary of findings

Below are the discussions of the finding on the role of administrative justice in public sector management at Wakiso District Local Government.

5.1.1 Role of administrative justice in public sector management in Uganda

This section presents summary findings on first objective about the role of administrative justice in public sector management in Wakiso District Local Government. The dominant roles were openness and transparency, following procedures and protocol, clear direction, fair treatment of people. Furthermore, administrative justice enables public officers to know that everyone is entitled to reasons, a request for reasons is need, and rights must have material which promote an efficient public administration to offer desirable service. The contribution of public officers to administrative justice were through sensitization of people on services available, keeping office open for everyone to access the services, making work easy and appreciable, giving them the right needed information, directing them to right officers like those clients who get lost in the corridors.

5.1.2 Challenges of effecting administrative justice in public sector management in Uganda

The dominant challenges of effecting administrative justice at Wakiso district Local government were inadequate funding, biased attitude of people, ignorance of client, fraud and corruption, lack of democratic forms, prioritizing individual interest and lack of ethics, inadequate awareness about relevance of justice. The public perception about administrative justice is negative due to non-stop soliciting of bribes by public officers like known mandatory threshold for fuel to facilitate the field visit.

5.1.3 Strategies to improve public sector management through administrative justice

The strategies to improve public sector management through administrative justice were knowing people-challenges, embrace moral/core values, adequate funding, well-structured organisational structure, good governance practice, regular training of staff, sensitization of the officers and the public. This encourages the reporting of violations of administrative justice for immediate attention and harmony to foster administrative justice in public sector management.

5.2 Conclusions

According to the findings on objective one, the role of administrative justice were openness and transparency, following procedures and protocol, clear direction and fair treatment of people which enables public officers to know that everyone is entitled to reasons, a request for reasons is a need, and rights must have material which promote an efficient public administration to offer desirable service. The contribution of public officers to administrative justice were through sensitization of people on services available, keeping office open for everyone to access the services, making work easy and appreciable, giving them the right needed information, directing them to right officers like those clients who get lost in the corridors.

The dominant challenges of effecting administrative justice were inadequate funding, biased attitude of people, ignorance of client, fraud and corruption, lack of democratic reforms, prioritizing individual interest and lack of ethics, inadequate awareness about relevance of justice. The public perception about administrative justice is negative due to non-stop soliciting of bribes by public officers like known mandatory threshold for fuel to facilitate the field visit.

The strategies to improve public sector management through administrative justice were knowing people-challenges, embrace moral/core values, adequate funding, well-structured organisational structure, good governance practice, regular training of staff, sensitization of the officers and the public.

5.3 Recommendations

Based on the findings and the analysis of the research done, it is recommended that local government should embrace administrative justice due to its significant role in ensuring quality service delivery.

The government should increase on the funding of the public sectors to enable them hold on job training of public officers about the appropriate ways of practicing administrative justice to influence effective public sector management.

Public sector should recruit more skilled staff to solve the challenge of under staffing especially in critical department like lands to match the ratio of staff to people, thus aid to improve administrative justice.

Public sector should invest more resources to boost infrastructure in relation to Information Communication Technology (ICT) and building to create space for handling of increasing numbers of clients in the district.

Public sector should also sensitize people on the nature of service offered at the district and their respective role to access them and there is need to provide support desk to effectively handle injustice cases to induce administrative justice.

Public sector should follow the procedure, protocol and regulations of adopting administrative justice when exercising their authority during and after service delivery to public.

5.4 Area of further research study

- i) Evaluation of administrative justice on financial accountability in the public sector.
- ii) Decentralization and administrative justice in public sector management.
- iii) Effect of ICT on administrative justice in public sector management.

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APPENDICES

APPENDIX I: CONSENT NOTE



CONSENT FORM FOR KEY INFORMANTS INTERVIEWS

I hereby agree to freely participate in this research study about the role of administrative justice in public sector management at Wakiso district without duress, threat or undue influence. I understand the brief content and purpose of the study as explained by the researcher. I will have to attend to an interview session as administered by the researcher. The participation to the study is not a rigid mutual contract therefore I may withdraw my participation at any point on my own wish. I also appreciate the fact that my participation will remain confidential; my personal identity will not be exposed nor used except after my consent. The participation in study will not pose any harm or risk to myself, office and the district.

Researcher's Name: Kajuga K.B Paul

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Signature of the participant

Date.....

Research supervisor: Dr. Tibaingana Anthony

Email: atibaingana@gmail.com

Tel: +256702134978

APPENDIX II: INTERVIEW GUIDE

Background/ Demographic information

General. Salutation of the individual participant

1. What is your position at the Wakiso district?
2. Could you please state your age?
3. How long have you been serving at the district?
4. What is your level of the education?
5. What is your marital status?

Non-demographic:

6. What ways of administrative justice are being practiced at district?
7. What is your contribution towards administrative justices at the district?
8. Could you please, state how relevant is administrative justice in the management of the district?
9. How do you relate administrative justice with public sector management?
10. What is your view of the public perception about the administrative justice at the district?
11. What are the challenges you face in effecting administrative justice at the district?

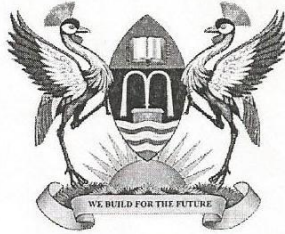
Or; could you please explain the factors contributing to administrative injustice at the district?

12. Explain how administrative justice can improve quality service delivery at the district?
13. Explain the strategies that you can use to effect administrative justice at the district?
14. Explain how you can influence administrative justice amongst the district staff?
15. How long do you take to approve a departmental process?

Thank you very much for participation in the study

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College of Business and Management Sciences (CoBAMS)

School of Business

OFFICE OF THE DEAN

26th September 2018

TO WHOM IT MAY CONCERN:

Dear Sir/Madam,

Re: PAUL KAJUGA 2016/HD06/12574

This is to introduce to you Paul Kajuga a second year student of Makerere University, College of Business and Management Sciences pursuing a Master Degree in Business Administration.

As part of the programme, he/she is undertaking research on "Administrative Justice

We will be glad if you would accord him/her all the necessary assistance he/she may require pertaining to his/her research.

In case you need additional information, please do not hesitate to contact the undersigned.

Yours faithfully,

Dr. Umar Kakumba (PhD)
DEAN,
SCHOOL OF BUSINESS.

