

## **LUTOYI CRESCENT (2014-M102-30014)**

### **The Role of Strategic Planning on Service Delivery in Urban Authorities in Uganda: A Case Study of Masaka Municipal Council.**

The study investigated and sought to establish the role of strategic planning on service delivery in urban authorities in Uganda. Strategic planning was looked at in the perspective of municipal vision and mission, strategic goals and strategic objectives whereas service delivery also focused on timeliness, satisfaction and efficiency as the measures of service delivery. The researcher set out to establish the causes of persistent low performance from the perspective of service delivery. The study was conducted using both quantitative and qualitative approaches using survey, correlation and case study as research design. Data was collected using questionnaires and interview guide as well as review of available documents and records targeting basically the town clerk, heads of departments, management committee members, staff, politicians and opinion leaders as respondents from a population of 150 from Masaka municipality. Data was analysed using the Statistical Package for the Social Sciences (SPSS) where conclusions were drawn from tables and figures. The study revealed that: the management of the municipal council is committed to strategic planning; actively participates in monitoring and supervision of the activities of the council; all the activities of the council are instigated by the top level management; that the planning department is not efficient and understaffed; and there is an absence of regular meetings to evaluate the levels of service delivery. It was further revealed that there is a clear separation of roles, and there is a training programme for capacity building in the municipal. However, the study also found out that there is lack of information sharing among staff in the municipal council. It was also noted that there is lack of adequate funds to meet the municipal goals, that the revenue raised is not appropriate to cover the plans. The study established a significant relationship between strategic planning and service delivery. The investigation recommends the municipal profiling which should be based on what the Municipal council expects to do and what appropriate number of staff would be required to do this job. The study also recommended that the institution establishes and manages a knowledge/information management system to enable all the staff within the Municipal council to freely access and utilise the official information. There should be a strategy to improve the generation of additional funds for the Municipal council. The study, therefore, concluded that strategic planning plays a big role although with interruptions. It was established that there is a significant relationship between strategic planning and service delivery in urban authorities.

**Key Words: Strategic Planning, Service Delivery, Urban Authorities Masaka Municipal Council**