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MAKERERE UNIVERSITY BUSINESS SCHOOL

**IMPROVING FINANCIAL RESOURCE MOBILIZATION FOR KAMPALA
CAPITAL CITY AUTHORITY (KCCA)'s SMART CITY PROJECT**

BY

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**A RESEARCH REPORT SUBMITTED TO MAKERERE UNIVERSITY BUSINESS
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ABSTRACT

This work was guided by three specific objectives that included, assessing the effectiveness of finance mobilization in KCCA, identifying the challenges associated with finance mobilization, and to establish the mechanisms for improving finance mobilization. The study was adopted a cross sectional research design and as such, data was collected once without repeat. A quantitative approach employing questionnaires to collect data was adopted. 108 questionnaires were dispatched and a response rate of 86% was realised.

An SPSS was used to undertake the descriptive analysis. The results show that finance mobilization in KCCA was ineffective. This was largely demonstrated by low scores in such aspects as competence of grant writers, profiled sources, appropriateness of strategies, timely acquisition of funds, adequacy of funds, dues collection mechanisms, and fees payment. In terms of the challenges late mobilisation, finance mobilisation competences, unnecessary conditions set by funders, some sources of funds are more expensive than the benefits gained, misuse of funds, and legal restrictions emerged as the salient factors. Regarding mechanisms to improve finance mobilization, reskilling the personnel, profiling appropriate funders, developing a sound financial mobilisation plan and strategies, applying for funds early enough, effective utilisation of funds, incentivise people that pay their dues early, and also acquisition of modern technology were advanced.

DECLARATION

I, **JAGGWE NICHOLAS**, hereby declare that the contents of this research report are my original work, and that it has not been submitted in any other University for an award of similar type.

Sign.....

Date.....10/12/2023

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to my Academic supervisors Dr Isaac Newton Kayongo and Mr Saviour Bahikye for their invaluable support throughout the course of research.

Lastly, I want to thank my friends and workmates for their unwavering encouragement and understanding during my research journey.

DEDICATION

I dedicate this work to my family as a token of my deepest appreciation for unwavering support, encouragement and inspiration throughout this academic journey. You have been a source of motivation that has shaped my research. Thank you very much.

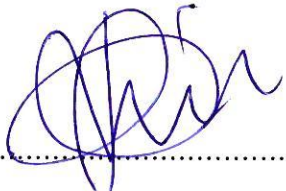
APPROVAL

This is to certify that this research report has been submitted for examination with my approval as supervisors.

Sign..........Date.....7/12/2023.....

Dr Isaac Newton Kayongo

Supervisor

Sign..........Date.....10/12/2023.....

Mr. Saviour Bahikye

Supervisor

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter has the background, the statement of the problem and the research objective and the research questions. The chapter also has the scope of the study and the significance of the study.

1.2 Background

Financial resources are critical in the project management since they are the essential to finance the various processes of the project. Throughout a project life cycle, finances are required (Broccolini et al., 2021). This may be in developing ideas, project planning, project implementation and the evaluation (Gregg et al., 2020). In the process, finances are required to cater for expenses as feasibility study, bidding exercise, and the actual undertaking of the project and its associated costs such as salaries and wages (Barroco, & Herrera, 2019). Ultimately, the success of a given project is heavily dependent on the financial resources (Ye, 2019).

Given the centrality of financial resources in project's success, the project-oriented entities ought to have a workable mechanism for financial resource mobilization. Such a mechanism would entail a strategy that clearly profiles and pursues the financial resource sources that offer an acceptable positive cost-benefit outcomes (Zhan, & Santos-Paulino, 2021). Again, the mobilization strategy should consider adequacy, predictable, sustainable and reliable sources (Polzin, 2019). Further, the strategy ought to strike a balance between the domestic and external source (Bigger, & Webber, 2021).

KCCA, the entity of interest for this study, provides an opportunity to undertake a study on the appropriate financial resource mobilization for its projects. The Authority which manages Uganda's capital city is a local government entity. As such, it is involved in different projects in the entire administration as a government entity that is meant to provide social services to the city dwellers. The various projects are related to health, education, sewerage and garbage management, transportation, roads among others. In the process, the

Authority mobilizes finances both locally through such means as rates, fines, registration fees among others, and externally through grants (Ngwomowa, 2019). For the last ten years, the Authority has consistently failed to raise adequate resources and has seen some of the earmarked projects either fail to start off, postponed, start but fail in the process, undertaken but provided in a substandard manner or even being frustrated (KCCA, 2023). For instance, the Authority has failed to consistently fail to maintain roads like Nakawa Port bell Road that are under its jurisdiction, experienced challenges in garbage collection, among others due to overreliance on foreign funds which have not been sustainable, timely and inadequate (Ngwomowa, 2019).

The Smart city project, the actual project of interest in this study, is one of the ambitious projects that KCCA has undertaken but is yet to mobilize adequate funds for the same. Kampala is set to become Uganda's first smart city. KCCA decided to undertake the project following the World Bank meeting with cities of the world. The world Bank set aside USD 3 Trillion for cities to apply for funds. The applicants had to have raised 80% of funds for the entire project from other sources and would thus apply for 20% from world Bank. KCCAs smart city project was initiated in 2019. The project is aim at the use of information communication technology (ICTs) and other means to improve quality of life, efficiency of urban operations, services and competitiveness, while ensuring that it meets the needs of present and future generations with respect to economic, social and environmental aspects. In the process, the city set to have all its services digitalized. The projected outputs include installation of the traffic control center covering 69 junctions, smart mobility in terms of parking, automation of collection of solid waste and free Wi-Fi (KCCA, 2022).

KCCAs smart city project was estimated to cost USD 900 million to be completed in 3 phases. In order to achieve the said project, KCCA planned to mobilize 70% of the money needed from external sources (50% grants, and 20% donations), the central government was to contribute 15% while the remaining 15% generated from the internal sources (KCCA, 2019). At the beginning and owing to goodwill from international institutions like World Bank, the authority was able to easily secure the \$15m (Shs56.5b) it required to start of the project (Kamukama, 2019). However, the second phase that was to start off in July 2022 has failed to kick off due to mobilization of resources. The second phase required \$ 700M and

the third phase required \$ 900M. The whole project was earmarked to start in 2019 and be completed in 2024. However, phase two failed to kick off as expected in 2022 due to lack of funds. This suggest that KCCA fall short of a good financial mobilization strategy to secure sustainable funding (Serugo, 2023). As such, there is a need to identify the mechanisms that can enhance realization of sustainable and predictable funding.

Given the centrality of an effective finance mobilization system, and there being justifiable evidence that KCCA has failed to secure enough finances to fund it smart city project, this study seeks to find out how the Authority can enhance its financial mobilization for the said project.

1.2 Statement of the problem

KCCA came up with the smart project in the year 2019 and planned to mobilize resources from (local and international donors) for its implementation (KCCA, 2019). The Authority estimated the entire cost to be USD 900 Million to be completed in 3 phases. The World Bank had promised to offer a grant of 20% for smart cities and KCCA expected raise the said percent from the grant. Specifically, the authority in 2019, was able to secure the \$15 Million from or international donors including World Bank that needed to fund the first phase of the smart city project that commenced in 2019(Kamukama, 2019; KCCA, 2019). However, it is currently struggling to commence the second phase which was earmarked to start in July 2022 as it has failed to secure the \$ 700 as the minumum \$300 m was not raised in time (KCCA, 2023; Serugo, 2023). The 70% of this was sought from external sources and by the beginning of the year the Authority had not obtained the funds and thus the project was delayed. The said state of affairs is a clear indicator of deficiency in the finance mobilisation system. As such, there is an opportunity for research to be conducted with a view of assessing the possible areas of improvements that need to be attended to enhance financial mobilisation for the said project, and hence, this study. Otherwise, failure to address the resource mobilisation is likely to continue frustrating the earmarked projects and damage the authority's reputation and image among the public.

1.3 Purpose of the study

This study sought to examine degree of effectiveness in the financial mobilisation system that KCCA has employed in a bid to secure funds for the smart city projects, to assess the challenges, and to propose the areas of improvement

1.4 Research objectives

- i. To examine the effectiveness of financial mobilisation for the KCCAs smart city project.
- ii. To examine the challenges facing financial mobilisation for the KCCAs smart city project.
- iii. To propose the possible strategies for improving financial mobilisation for KCCAs smart city project.

1.5 Research Questions

- i. What is the degree of effectiveness of financial mobilisation for the KCCAs smart city project?
- ii. What are the challenges facing financial mobilisation for the KCCAs smart city project?
- iii. What are the possible strategies for improving financial mobilisation for KCCAs smart city project?

1.6 Significance of the study

There is a significant amount of scholarly works that have assessed the concept of project finance mobilisation in the Ugandan context. To a large extent, a consensus has been reached that financial resource mobilisation, more so to acquire sustainable project funding is still a challenge. This study will be important in the following ways:

- i. KCCA will find the content of this work useful in understanding how to improve its financial mobilisation for its smart city project.
- ii. KCCA may use the study findings to develop policies, strategies standards and guidelines on finance mobilisation system for its projects.
- iii. This research will act as a foundation for further research that will benefit researchers in the field of projects on how to effectively mobilize funds.

- iv. Finally, this research may be used as a reference case by future scholars who may be interested in undertaking a related study.

1.7 Scope of the study

Geographical scope

This study assessed the KCCAs smart city project with a specific interest on how the financing mobilisation can be improved. SMART city project is one of the KCCAs major projects that have been recently frustrated due to lack of financial resources.

Conceptual scope

The study examined the effectiveness, challenges and the possible solutions to the financing mobilisation challenges.

Time scope

This work examined empirical literature between 2013 and 2023. This is a period that is present and still relevant.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature in relation to the theoretical review, and definitions of effective financial mobilization. It also reviews literature on the common challenges resource mobilization. Finally, it has literature regarding the possible strategies that the institution can employ to improve finance mobilization.

2 This study is anchored on the resource mobilization theory (Edwards, & Gillham, 2013). The theory suggests that institutions that offer societal solutions need to adopt a strategic mechanism that enables them to solicit and acquire different forms of resources that they require which could include time, money, skills among others in order to achieve their objectives (Atay, 2019).

The theory further avers that an effective mobilization should be one that offers benefits that outweigh the costs, the one that provides adequate, and timely resources (Edwards, & Gillham, 2013). In this study, the aim is to assess how KCCA can improve its financial mobilization effectiveness.

To acquire the needed resources, the theory purports that, the mobilization process should be viewed from an entrepreneurial perspective (Mikołajczak, 2022). Such a perspective entails envisioning, identifying the potential sources of resources and make a pursuit adopting a calculated risk (Hossain, 2022). In essence, to successfully mobilize resources, it is expected that the mobilizing process devises strategies that are innovative and would be flexible to accommodate the new realities of the changing times.

In addition, the theory portends that a potential beneficiary of resources, should pursue and promote a good working relationship with the potential resource provider (Chewinski, & Corrigan-Brown, 2022). In this regard, there ought to be a good working relationship governed by social exchanges. Such exchanges enable the resource seeker to offer a justifiable reason for the resource provider to offer the needed resources (Afolabi, 2023). In this process, the resource seeker is expected to devise workable strategies that are specifically

reasonable to the resource provider given the fact that resource providers are different in nature.

For the purpose of this study, resource mobilization theory will be used to guide finance mobilization. Drawing from the theory, the study will be reviewing whether the organization of interest have a deliberate strategy to mobilize resources. Ultimately, effective mobilization of the resources would be assessed against adequacy of finance resources that are acquired.

2.3 Project financial resource mobilization

Finances are a central part in any organization. This is so since it is the resource that an organization uses to finance all its bills. In project-oriented organizations, which happens to be the area of focus for this study be they project-oriented or not. Project-oriented institutions normally base their objectives on financial mobilization is an ongoing process for each project (Polzin et al., 2019). Ordinarily, a project is run as a standalone work which has specific goals and objectives, assigned personnel, finances, and is given a specific time frame for when they ought to be completed. In such a case, financial mobilization targets to obtain the finances required for the project.

In terms of what effectiveness of financial mobilization, it can be argued that the term refers to the successful timely raising of all the finances that are required to successfully complete a project in question (Havemann et al., 2022). As such issues of adequacy and time are critical if an organization, or a project for this matter, can be said to have had an effective financial mobilization. Adequacy as a factor in defining an effective financial mobilization is more obvious since adequate resources are required if a given project is to be successfully completed (Kulaba, 2019). Timeliness on the other hand ensures that funds are availed as in a good timeframe to ensure that the project is completed within time and at fair cost.

Moreover, while the ultimate indicator of effective financial mobilization is adequacy and timeliness, it is important to acknowledge that financial mobilization is a process. As a process, financial mobilization may involve a plan, and several phases undertaken in the execution of the plan (Pories et al., 2019). Therefore, the degree to which the plan and the respective strategies and processes are successful, is the degree to which the result, in this

case the amount and the timeliness of the finances raised, is effective. This being the case then, a checklist of the different processes and different phases which are undertaken in the financial mobilization process, could be a measure for effectiveness. As such, it would for instance be important to find out where an institution of interest had an appropriate plan and strategy for financial mobilization, and how the different processes were executed to weigh whether financial mobilization was effective.

In addition, it may also be important to note that in some organizations, more so the project-based organizations, financial mobilization can be viewed as a discipline, or accorded a department, or assigned as a responsibility to individuals, committees or teams (Aalbers, 2020). In such a case, above the timeliness and adequacy of resources mobilization, a checklist with an aim of assessing the quality of personnel in such terms as competences and experience, the composition of the team, and even the ability successfully raises the funds both in present and in future would be necessary (Wu, 2023). In this case for instance, one would want to know whether individuals are competent in developing financial mobilization plans.

Again, in project-oriented organizations, the adequacy and timeliness of funds may be dependent on the number of revenues streams an organization manages to secure. In this regard, the funds may be mobilized from different sources depending on the nature of an organization. Government bodies, like KCCA which happens to be the institution of interest, may be allowed to raise funds from multiple sources both locally and internationally (Tevapitak, & Helmsing, 2019). For instance, it can invite the public, corporate bodies, international donors and other players on board. Thus, the different sources and the amount raised from a source, may be vital towards achievement of the targeted funds (Ye, 2019). Again, where multiple sources are considered, it would be important, in attempting to gauge effective financial mobilization from a process perspective, whether the mobilisers did so in a timely manner or whether they used the right process and approach, as to enhance the eventual success.

Further, in addition to mobilizing the required funds for a given project, it would be important to assess the cost incurred either presently or in future to assess the effectiveness of financial mobilization (yang et al., 2021). Undoubtedly, a cost benefit yardstick may be

vital in this case. Notably, the costs involved may be both quantitative and qualitative in nature. Quantitative costs may be tangible costs that may be measured as a actual cost incurred in obtaining, say a million shillings. In such a case, the cost could be displayed in terms of percentage. In terms of qualitative cost, it could for instance, be in line with the effect of a fund raised from a given source or using a given means, the cost of reputation, the way it impacts on the independence of the beneficiaries, social costs such as the effect on traditional values and culture, and related issues. As such, an evaluation of costs incurred as against the benefits gained.

2.4 Challenges in project financial resource mobilization

Financial mobilization is a process that could be faced with many challenges that need to be overcome if the exercise is to be effective. It is thus important for organizations to map the different challenges that they are likely to face in order to be prepared to address them.

Weakness in financial mobilization plans is one of the challenges commonly faced by project-oriented organizations (Setyowati, 2020). Notably, such organizations may have to mobilize funds from different sources that may require different criteria and different approaches. For instance, a government institution like KCCA that may need to raise funds from the public, the central government, international bodies, and international donors may be required to meet a certain criterion. Such bodies may have a procedure for which a funds seeker may need to observe, have a calendar by which proposals ought to be submitted and also the format. Failure to follow such procedures may result to rejection of proposals, delays, or submitting late when the call have been closed. In such cases therefore, it is important to plan for targeted funds. Such a plan may need an organization to profile different funders, know the application process, and tailor their proposals to the expectation of grant, donor, or the payer's they target (Hatcher et al., 2020). Some of these procedures may require expertise in such areas as grant writing and mobilization. Unfortunately, not all the organizations have better plans, and this becomes a challenge towards financial mobilization.

In addition, competence and skill set among members of an organization that are assigned the task of financial mobilization may not be up-to-date and this poses a challenge (Zhang,

2020). Financial mobilization, especially for project-oriented organizations is normally assigned to individuals or departments. Notably, some sources, especially related with donors, international bodies, and government to government keeps on changes and would require the personnel assigned the duty of mobilizing the funds to possess a threshold of competences such as grant writing skills, negotiation skills, and even lobbying skills (Joshi, & Yenneti, 2020). Nonetheless, some of the individuals and teams in the mobilization team, lack adequate skills and this pose a challenge.

Complexity in mobilizing funds from some sources is yet another challenge that organizations face in the bid to mobilize resources (Barua, 2020). Notably, some sources especially international bodies like World Bank, external governments, and external donors, which local governments like KCCA may consider mobilizing funds in form of grants, loans or donations, may have a complex application procedures. Such complexity may be related to the time taken from application to approval if one is to succeed, the reporting criteria, the nature of contract that may be entered, or the requirement that are needed. Indeed, in some cases, the international sources may have what has been termed as” strings attached” that the funds seeker May be uncomfortable to follow. In other cases, some funders may instead of offering funds, would seek partnership where the earlier does work and gets some benefits out of it. In such a complex situation, any funds seeker may encounter a challenge in deciding whether to mobilize funds from a given source or not. In the process, the organization may be delayed in terms of funds access or may not have enough funds to finance a given projects. This partly explains why some earmarked projects either fail to start as planned, are delayed, or even commence and get stalled.

Relatedly, where the intended source of funds is local sources, the challenge may be in terms of the amount raised, the costs of raising the funds, and the legality of doing so. In this regard, the challenge of internal funds mobilization is more experienced in the developing nations like Uganda (Moser et al., 2019). Notably, a local government body like the KCCA, have several options of internally raising funds for its projects. This could be through levies charged, fees meted, penalties and other fees. It can also seek direct donations from both individuals and corporate bodies. In the process the common challenges that the mobilization process may face could be on different folds. On one-fold, the legal framework

may come into play. In this regard, the law governing the raising of funds may limit the amount and the types of the funds and from whom the fees and charges can be meted. For instance, the legal framework may only allow a small percent of charges. Relatedly, given the legal framework restrictions, the amount of money raised from the fees may not be adequate. Further, the cost of obtaining the funds especially in respect to fees and fines may be high and the entity may instead of incurring such costs decide not to pursue some of the mobilization methods. As such, internal finance mobilization may equally pose its own kind of complexity thus posing a challenge.

Further, in cases where the funds sought are in form of a loan, both the interest thereof and repayment period could pose a challenge to the finance mobilization process (Bergman, & Foxon, 2020). In this regard, some of the option that an organization may adopt is to secure a loan that is refundable. The challenge in this case is obtaining a low-cost loans. In some cases, the loans may have a high interest rate, and this may frustrate the bid to obtain the funds for a given project. On another situation, the period by which an entity may be offered to repay the loan may not be appropriate for the funds seeker. In such a case, a fund seeker may encounter a challenge of whether to accept some terms attached to funds that come as a loan or not.

2.5 Mechanisms to improve project finance mobilization.

Finance mobilization requires that organizations possess certain capabilities, qualities and characteristics. This is so since the finances needed to finance some projects may be very high. The following discussion provides measures that can be undertaken to enhance finance mobilization effectiveness.

Early and proper mobilization plan could be a measure that would enhance finance mobilization (Tkachenko et al., 2019). In this respect, it is important to note that, an effective finance mobilization plan, is one that can provide enough funds, and in timely manner, to fund an earmarked project. Again, the different sources, which could be both internal and external, require different processes to be followed before accessing the funds. This being the case then, it would be important that an appropriate plan and undertaken early enough is necessary. As such, organization can improve the possibility of effectiveness

in funds mobilization if they have a good plan and strategies thereof, done early enough to guide the process.

Relatedly, profiling the different possible sources and pursuing the most appropriate ones would be a measure to improve the financial mobilization (Zhan, & Santos-Paulino, 2021). In this case, it is important to note that institutions may have a multitude of possible sources both internally and externally. These sources have different criteria to offer. Some of the criteria are simple and straighter forward while others are very complex. Other sources could be costly while others could be easy. It would be important that a profiling is undertaken to establish the best options for organizations to pursue.

Reskilling the personnel or gaining knowledge on the modern finance mobilization strategies is also a measure that can be undertaken to enhance financial mobilization effectiveness (Sparkes et al., 2019). In this regard, it is notable that finance mobilization is a process that requires adequate strategy, plans, and effective communications. This may require properly written proposals, negotiations, or lobbying for funds. Moreover, the processes keeps changing given advancements in some aspects say, technology. Undoubtedly, such demands would require the respective personnel to possess a threshold of competences and skills. As such, reskilling the personnel involved in finance mobilization would be a necessary measure in order to enhance the finance mobilization.

Transparency and accountability in usage of funds should be enhanced (Amos et al., 2021). Notably, funders and different sources of finances will normally require an accountability for funds that have been obtained previously (Sen, 2019). As such, a subsequent finance mobilization campaign may as be successful as the accountability that an organization has shown in a previous amount. In some cases, especially relating to donors and international bodies, the disbursement of the funds to a given beneficiary is done in phases as the projects may also be done in phases. Equally, in public institutions like KCCA the public is a stakeholder and would require accountability. Upon assessing the previous spending of funds, the various sources may exercise their rights to withhold or refuse to offer the funds. As such, it is important that organization enhance transparency and accountability to enhance the chances of obtaining funds.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter provides an elaboration on the methodology that was adopted in carrying the study. Included in this chapter is the research design, study population, and sample size and the reliability. It also has ethical consideration.

3.2 Research design

In this study, a cross sectional design is appropriate and thus was adopted. The design entails collection of data once without repeat (Babbie, 2014). This design was line with the resources available, in particular the time set aside for this study. Further a quantitative approach, which is an objective means of data collection, whose data can be analysed statistically and presented in means, percentages, correlations, and other quantifiable means (Cresswell, 2014) was deemed appropriate and was thus adopted.

3.3 Study Population

The population included 150 staff of KCCA that are involved in finance, projects, and management team (KCCA, 2023). These personnel are actively involved in finance mobilization.

3.4 Sample size determination

The sample size was determined in line with Krejcie and Morgan table of 1970. The table indicates that a sample size of 108 respondents is appropriate for this study. This is the sample that was targeted for this study.

3.5 Sampling technique

A stratified random sampling technique was employed to select the actual respondents for this study. The strata, provides the different categories of employees regarding the population per stratum (Teams in project,management,finance). Thus, stratified sampling helped to guide the number of employees that were given the questionnaires.

A random sampling was done once the number per category is selected through stratified technique. The random ensures that each employee per strata had an equal opportunity to be selected. Recruiting of respondent using such a technique enhances objectivity and generalizability of results. Specifically, a list of all the eligible respondents will be made and then a computerized shuffling was done to ensure the simple random sampling method is achieved.

The above sample size was read off from the Krejci and Morgan table of 1970.

3.6 Data collection method

The questionnaire that was for this study contained statements examining the different research objectives. It contained options that the respondent rated anchoring their responses on a 5-point Likert scale such that, 1= Strongly Disagree, 2 Disagree, 3 uncertain, 4 Agree, and 5= Strongly Agree.

3.7 Measurement tool

To measure the effectiveness of the resource mobilization, a tool developed after reading the works of Awuor (2015) was employed. To measure the challenges, a tool adopted from the works of Chumba (2023) was used. Finally, a tool developed by Agyapong (2012) was used to measure the proposed mechanisms to improve the effectiveness of mobilization programme.

3.7 Reliability Analysis

Reliability refers to the consistency with which a respondent can answer similar questions many times as long as the conditions remain the same. To ensure this is achieved, a Cronbach alpha coefficient test was conducted. As can be seen, the scores were above 0.7 (Nunnally, 1978) which is considered highly reliable will be retained.

Table 1: Reliability analysis

	N	Cronbach Alpha
Effectiveness of finance mobilization	9	.740
Challenges of finance mobilization	9	.716
Mechanisms to improve finance mobilization	9	.703

3.8 Validity of the research instrument

Validity is the degree of accuracy a research instrument is in measuring the intended variables. To ensure this is achieved, the questionnaire that was used for the purpose of this study was mainly be adopted from the previous scholars who have developed a validated instrument. Further, the views and recommendation of the supervisors were factored in.

3.9 Data Analysis

Of the 108 questionnaires distributed, 93 questionnaires were retrieved by the time the data collection was completed. Upon review, all the questionnaires were found to be appropriate for analyses. As such, 86.1 % response rate was realised. These questionnaires were then entered into SPSS package for analysis. Descriptive statistics were used to show the general characteristics of the respondents mainly gender. Means and standard deviations were used to assess the effectiveness, challenges, and proposed mechanisms.

3.10 Ethical Considerations

A researcher is required to observe ethical principles when conducting a study (Creswell, 2014). These principles include, among others, recruitment of respondents on voluntary basis, being observant to the intellectual property and authorship, and ensuring anonymity of the respondents. All the said principles and other guidelines included in the Makerere University Research Handbook were adhered to.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter contains the results of the study and the interpretation to the same. The chapter also provides an explanation on each of the analysis and the reason for the same. In particular, the chapter shows the results on the general characteristics of the respondents, the correlation analysis, and the regression analysis.

4.2 The background characteristics of the Respondents

This section provides descriptive results related to the characteristics of the participants. It is shown in such terms as gender, educational levels, the period they have served in their current institutions, and age. The results are summarized in table 4.1 below.

Table 2: Characteristics of the respondents

Gender of the respondent		
	Frequency	Percent
Male	54	58.1
Female	39	41.9
Total	93	100
Marital status of the respondent		
Single	31	33.3
Married	56	60.2
Widow	4	4.3
Widower	2	2.2
Total	93	100
Age of the respondent		
20-29 Years	14	15.1
30-39 Years	23	24.7
40-49 Years	48	51.6

50-59 Years	8	8.6
Total	93	100
Education qualification		
Ordinary Diploma	9	9.7
Bachelor's Degree	64	68.8
Postgraduate Diploma	16	17.3
Master's degree	4	4.3
Total	93	100
Years of service of the respondent		
Less than 1 Year	5	5.4
1-2 Years	18	19.4
3-4 Years	18	19.4
4-6 Years	24	25.8
8-10 Years	28	30.1
Total	93	100

Gender

The results show that male accounted for a slightly higher number of respondents for this study representing 58.1%. Their female counterparts accounted for the remaining 41.9 %. Given the representation of the employees involved in finance mobilization is evenly distributed, it can be argued that KCCA focuses more on merit than gender when hiring the employees.

Marital status

The result show that majority of the respondents were married, and their percentage was 56%. The respondents that were single were 33.3% while the ones that had lost their spouse was 6.5%. This suggests that employees in KCCA value families.

Age group

The result show that majority of the respondents were aged between 40-49 years constituting 51.6 %. The employees that were between 30 and 39 were 24.7%. Employees that were aged between 20 and 29 were 15.1%. This shows that majority of the employees are energetic and in their vibrant age as employees. The employees that were above 50 were 8.6%.

Education level

The findings indicate that majority of the respondents had a bachelor's degree as the highest level of education. This category constituted 68.8% while the respondents that had a master's degree were 4.3%. The respondents that had a post graduate diploma were 17.3%. The respondents that had an ordinary diploma were 9.7%. This suggests that most of the entry jobs in KCCA require a minimum of bachelor degree.

Years of service

The result show that majority of the respondents had served the organization for between 8 and 10 constituting 30.1% of the respondents. The respondents that had served the organization for between 4 and 6 years were 25.8% and the ones between 1 and 2 were 24.8%. The respondents that had served the organization for between 3 and 4 years were 19.4%. As such the respondents had served the institution for long enough and are thus in a position to respond to the issues of finance mobilization that this study sought to examine.

4.2 Effectiveness of financial mobilization in KCCA

The following section presents responses related to the effectiveness of financial mobilization in KCCA. The interpretation of the finding is based on the mean scores against the 5-point Likert scale that was used for the purpose of this study. The interpretation is such that, a response averaging 1 and 2 indicate disagreement with statement posed, 3 uncertain, and 4 and 5 agree. The summary of the results is as shown in table 4.2 below.

Table 3: Effectiveness of finance mobilization

Effectiveness of finance mobilisation	Mean	Std. Deviation
KCCA has competent grant writers	3.38	0.359
KCCA always plans early for funds required for its projects	3.55	0.298
KCCA has profiled a long list of finance sources and pursues it	2.8	0.315
KCCA has appropriate strategies for finance mobilization	3.05	0.386
KCCA has knowledgeable people that can mobilize finances both locally and abroad	2.23	0.979
In general, KCCA has always been able to mobilize enough funds for its projects	2.69	0.359
The people that owe KCCA dues pay in time	2.46	0.388
KCCA has an effective dues collection mechanism	2.53	0.23
In general, KCCA has always timely acquired funds for its projects	3.2	0.479
Grand Mean	2.87	0.421

The result show that the respondents believed that finance mobilisation in KCCA more has not been effective. The grand mean was (Mean=2.87, SD=.421) which falls under disagree category.

In regard to individual aspects that acts as indicators of financial mobilisation effectiveness, one aspect met a threshold of what could be considered to be a good indicator of financial mobilisation. This regards to early planning of the finances the Authority needs. Accordingly, the response to the aspect, “KCCA always plans early for funds required for its projects (Mean=3.55, SD=.298)”, which tends towards “agree”. As such, it can be said that, there is visible evidence that KCCA attempts to plan early and have a budget of the funds it requires for its projects.

There were also some aspects that received an uncertain response. These indicators included the competence of grant writers, having profiled a long list of financial sources and pursuit of the same, and having appropriate strategies for finance mobilisation. The results regarding the said

aspects can be seen to reflect aspects of, “KCCA has competent grant writers (Mean=3.38, SD=.359A)”, “KCCA has profiled a long list of finance sources and pursues it (Mean=2.8, SD=.315)”, and, “KCCA has appropriate strategies for finance mobilization (Mean=3.05, SD=.386).” The scores to the said aspects are tending towards 3 which is an “uncertain” score. This means that the respondents cannot fully qualify the said aspects of finance mobilization as being effective in KCCA.

In another set of responses, the respondents to this study disagreed that KCCA has been effective in finance mobilization. Specifically, the aspects that the respondents felt KCCA had failed include, having knowledgeable people that are capable of mobilizing funds locally and abroad, getting enough funds, effectiveness of dues collection mechanisms, and having people that owe the authority pay in time. The responses to the aspects, “KCCA has knowledgeable people that can mobilize finances both locally and abroad (Mean=2.23, SD=.979)”, “In general KCCA has always been able to mobilize enough funds for its projects (Mean=2.69, SD=.359)”, “The people that owe KCCA dues pay in time (Mean=2.46, SD=.388)”, and, “KCCA has an effective dues collection mechanism (Mean=2.53, SD=.23)”. These responses tend towards 2 which is disagree. These are the main aspects that indicate that KCCA have failed to have an effective finance mobilisation.

4.3 Challenges of finance mobilization

The following section presents in respect to the challenges facing finance mobilization in KCCA. The statements advanced are in line with what previous scholars have identified as the common challenges facing finance mobilization for various projects. The study thus, attempted to assess whether the commonly found challenges are the ones that KCCA is facing. The interpretation of the finding is based on the mean scores such that, a response averaging 1 and 2 indicate disagreement with statement posed, 3 uncertain, and 4 and 5 agree. The summary of the results is as shown in table 4.3 below.

Table 4: Challenges of finance mobilization

Challenges of finance mobilization	Mean	Std. Deviation
KCCA sometimes starts mobilization for funds when it is late	4.01	0.182
KCCA staff lack competences that are required to effectively mobilize funds	3.83	0.282
Some of the available funders attach unnecessary requirement before giving out funds	4.22	0.358
Some of the available sources of funds are more expensive than the benefit gained	3.92	0.503
KCCA at times suffer from receiving funds due to misuse of previous funds	4.13	0.416
Some of the funders have a very complex criteria for applying for funds	3.67	0.429
The legal regime restricts KCCA on the amount and the number of fees it can charge locals in a bid for local mobilization	4.09	0.319
Some people that are meant to pay dues to KCCA have devised means of avoiding payments	3.7	0.292
The cost of collection of some of the KCCA funds is higher than benefits	3.91	0.349
Grand Mean	3.93	0.347

From the above results, it was clear that the respondents agreed that some of the common challenges that face finance mobilisation, are the same that KCCA is facing. This is so since the aggregate mean (Mean=3.93, SD=.347) which is agree.

In some of bundles of responses, it can be seen that the respondents believe that KCCA starts finance mobilisation late for a given project, the Authority have staff that lack finance mobilisation competences, some of the funders attach unnecessary requirements before giving funds, and some sources of funds are more expensive than the benefits gained. The

responses on statements that sought whether the said challenges are the ones that KCCA is facing are in agreement. It can for instance, be seen that, “KCCA sometimes starts mobilization for funds when it is late (Mean=4.01, SD=.182)”, “KCCA staff lack competences that are required to effectively mobilize funds(Mean=2.83, SD=.282)”, “Some of the available funders attach unnecessary requirement before giving out funds(Mean=4.22, SD=.358)”, and, “Some of the available source of funds are more expensive than the benefit gained(Mean=3.92, SD=.503).”

In another set of responses, the respondents agreed that challenges related to misuse of funds, complexity in apply some of the available funding opportunities, and legal restrictions as to levies were advanced as challenges that are affecting finance mobilization in KCCA. This can be seen in responses to the items such as, “KCCA at times suffer from receiving funds due to misuse of previous funds (Mean=4.13, SD=.416)”, “Some of the funders have a very complex criteria for applying for funds(Mean=3.67, SD=.429)”, and, “The legal regime restricts KCCA on the amount and the number of fees it can charge locals in a bid for local mobilization(Mean=4.09, SD=.319).

In addition, the authority was said to face a challenge where some of the clients who are meant to pay levies have devised means of avoiding the payments. This can be seen in response to the statement, “Some people that are meant to pay dues to KCCA have devised means of avoiding payments (Mean=3.7, SD=.292).

Equally, the respondents felt that the cost of collection of some of the KCCA funds was higher than the benefits. This can be seen from the response to, “The cost of collection of some of the KCCA funds is higher than benefits(Mean=3.91, SD=.349).”

4.4 Mechanisms to improve finance mobilization.

The following section presents responses in respect to the mechanisms that KCCA can employ to improve finance mobilizations. The statements advanced are in line with what previous scholars have identified as mechanisms that can improve finance mobilisation. The interpretation of the finding is based on the mean scores such that, a response averaging 1

and 2 indicate disagreement with statement posed, 3 uncertain, and 4 and 5 agree. The summary of the results is as shown in table 4.4 below.

Table 5: Mechanisms to improve finance mobilisation.

Mechanisms to improve finance mobilization	Mean	Std. Deviation
KCCA need to reskill its finance mobilizers	4.32	0.336
KCCA should have a profile of all the appropriate funders	3.54	0.419
KCCA should develop a sound financial mobilization plan and strategies	3.72	0.237
KCCA should utilize the funds it receives effectively and show accountability	3.81	0.253
KCCA should always apply for funds early enough	3.95	0.403
KCCA should train the grant writers on effective mobilization processes	3.86	0.347
KCCA should train its revenue collectors to enhance the revenue collection	3.62	0.276
KCCA should incentivize people who pay their debts early	4.06	0.397
KCCA should use the modern digital capabilities to enhance finance mobilization	3.81	0.182
Grand Mean	3.85	0.316

The result showed that the respondents agreed that the popular mechanisms that have been documented arising from previous studies, are the ones that KCCA needs to adopt in order to foster financial mobilisation. This is so since the grand mean was (Mean=3.85, SD=.316) which is tending towards agree.

In terms of individual aspects, the results in one list of responses agreed that KCCA would need to reskill its finance mobilisers, train grant writes, and train revenue collectors. This can be seen in response to the respective items as, “KCCA need to reskill its finance mobilizers (Mean=4.32, SD=.336)”, “KCCA should train the grant writers on effective

mobilization processes (Mean=3.86, SD=.347)", and" KCCA should train its revenue collectors to enhance the revenue collection (Mean=3.62, SD=.276)". According to the answers, KCCA should update its personnel's who are involved in different roles of finance mobilisation skills.

In addition, the respondents felt that KCCA needs to apply for funds early enough and also effective utilise the funds it receives. This can be seen in the affirmative responses to statements that sought to examine the said aspects like, "KCCA should always apply for funds early enough (Mean=3.95, SD=.403)", and "KCCA should utilize the funds it receives effectively and show accountability (Mean=3.81, SD=.253)." The said aspects relate to proper utilisation of funds.

Further, the respondents indicated that KCCA needs to profile all appropriate funders, develop a sound financial mobilisation plan and strategies, incentivise people that pay their dues early, and also acquire modern technology to foster finance mobilisation. This can be seen in responses to the respective aspects such that, "KCCA should have a profile of all the appropriate funders (Mean=3.54, SD=.419)", and "KCCA should develop a sound financial mobilization plan and strategies (Mean=3.72, SD=.237)", "KCCA should incentivize people who pay their debts early (Mean=4.06, SD=.397), and, "KCCA should use the modern digital capabilities to enhance finance mobilization (Mean=3.81, SD=.182).

In conclusion, it can be advanced that, according to the findings of this study, KCCA needs to employ the mechanisms that have been found to be instrumental in fostering finance mobilizations in different contexts.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a discussion on the finding comparing it with other findings in the literature. It also has the implications of the results, and provides conclusions. Limitations to the study are also raised and the future research opportunities.

5.2 Effectiveness of financial mobilization

The result show that KCCA financial mobilisation has been largely ineffective. Majority of the aspects that account for financial mobilisation effectiveness received a ‘disagree’ response. On a positive note, however, the respondents believed that KCCA early planed early for finances it needs for a given project. It is in such aspects relating to competence of grant writers, having profiled a long list of financial sources and pursuit of the same, appropriate strategies for finance mobilisation, timely acquisition of funds, having knowledgeable people that are capable of mobilizing funds locally and abroad, getting enough funds, effectiveness of dues collection mechanisms, and having people that owe the authority pay in time were highlighted as areas that KCCA has not fully been effective. There are several explanations that can be advanced to explain the finding.

Early planning of the finances the Authority needs was an aspect that the respondents felt that KCCA has fared well. As an indicator of effectiveness in finance mobilisation, early planning is critical (Desalegn, & Tangl, 2022). Early planning entails budgeting for finances that would be needed for a project, which paves way for mobilisation (Amighini et al., 2022). Institutions that plan early have a better chance to formulate the subsequent strategies that are vital for finance mobilisation (Kalaidjian, & Robinson, 2022).

Competence of grant writers received an uncertain response in this study which suggests that there is no strong evidence in favour of this aspect. In institutions that apply for funds from donors normally require competent grant writer (Havemann et al., 2022). These writers are able to tailor the requirements of their organisation with the donors. As such, weakness in terms of competences of grant writers becomes negatively affects the

effectiveness of finance mobilisations as this can lead to large number of rejected proposals (Boleat, 2022).

The response regarding to profiling of the potential donors and granters and pursuit of the same was indicated as being weak. This again negatively affects finance mobilisation. An explanation to this is based on the fact that, a large pool of potential funders is better. Project-based institutions are heavily dependents on the number of donors (Kumar et al., 2022). The best practice has been to profile and pursue a large number of potential funders since many will only fund a percentage of a project (Nedopil-Wang et al., 2022). Big government projects like KCCA would foster the funding if they had a large pool of potential funders (Sugianto et al., 2022).

Appropriateness of the strategies for finance mobilisation that KCCA employed also received a poor ranking. Inappropriate strategies are one of the indicators of finance mobilisation ineffectiveness (Zafar et al., 2022). Strategies refers to the mechanisms that an institution pursues in a bid to solicit for funds from the different sources. Notably, different targets call for different strategies (McNeill, & Pierotti, 2023). In this case, it could be that KCCA is using similar strategies targeting different funders. This can negatively affect the effectiveness of finance mobilisation. The available literature show that appropriateness of strategies is key towards the financial mobilisation (McNeill, & Pierotti, 2023).

Timeliness in the acquisition of funds was also funds which is another test for financial mobilisation effectiveness was ranked poorly. In essence, the respondents felt that KCCA has not been receiving funds in a timely manner. An effective financial mobilisation results to timely acquisition of funds (SoRelle, 2023). Failure to receive funds in time negatively affects the effectiveness as it may find the project cost increase or may affect the time earmarked to deliver the project (Rehman, & Islam, 2023).

Relatedly, getting enough funds, effectiveness of dues collection mechanisms, and having people that owe the authority pay in time were highlighted as areas that KCCA has not fully been effective in finance mobilization. The ultimate indicator of a success in finance mobilization is when adequate funds are raised to fund an earmarked project (Polzin et al.,

2019). In essence a response that indicates that KCCA has not been able to raise adequate funds for its projects is a clear indicator of an ineffective finance mobilization.

Effectiveness of dues collection mechanisms was also faulted which also indicates that finance mobilization in KCCA has not been ineffective. Notably, one of the funding sources for the authority are the levies charged for different services the authority offers to the populace. In terms of financial mobilization principles, the ability to collect all the dues owed to an institution is an indicator of effective finance mobilization (Havemann et al., 2022). As such, the findings indicating that the authority has not been able to collect all the dues suggests that finance mobilization has not been effective.

Further, the results in respect to creditors that owe the authority paying in time received a poor rating. In essence, not all the people or institutions that owe the authority pay in time. Again, the principles of finance mobilization have early payment of dues as an indicator of effectiveness (Hatcher et al., 2020). As an indicator of ineffectiveness, failure to collect dues in time reduces the funds that are available for organizations to use. Such a delay can affect the performance of an earmarked project.

5.3 Challenges affecting finance mobilization.

From the above results, it was clear that, the common challenges that are associated with finance mobilization, are the ones that KCCA is facing. In the order of importance, some of the available funders attach unnecessary requirement before giving out funds, KCCA starting mobilization for funds when it is late, and misuse of previous funds. The respondents also indicated that the legal regime restricts KCCA on the amount and the number of fees it can charge locals in a bid for local mobilization which stands as a challenge. In addition, the respondents indicated high cost of collection, some of the available sources being expensive, and staff lack competences as another set of challenges. Furthermore, the respondents noted that some people have devised means of avoiding payments, and some of the funders have a very complex criteria for applying for funds as being challenges. The following is a discussion of the above results.

Late mobilisation of funds for some of the projects has been advanced as a challenge. As a challenge, late mobilisation can be elaborated from the finance mobilization principles. In

this regard, the principles, more so in regard to project-based institutions, require that planning for funds and mobilisation of the same is done early enough as to enhance the acquisition of funds early enough (Wu, 2023). Nonetheless, as a result of other challenges, some institutions start to mobilize the funds late. This becomes a challenge on the ground that, an institution may not be able to acquire the funds it requires in a timely manner and also the possibility of raising less than adequate funds becomes high (Bergman, & Foxon, 2020). As such, late mobilisation of funds has been ranked among the challenges that affect finance mobilization.

Staff that lack finance mobilisation competences was also advanced as a challenge that KCCA is facing. As a challenge, when an institution has incompetent finance mobilization staff, the roles they play in the various finance mobilization processes are negatively affected (Kulaba, 2019). The available literature suggests that, in finance mobilization, staff play a significant role in formulation of strategies, drafting of funding proposals, and actual mobilization and lobbying for funds (Tevapitak, & Helmsing, 2019). To effectively play the said roles, employees charged in the various processes, are expected to possess a threshold of competences and these competences keeps changing based on the new developments in funding, donor policies and other project financing (Zhang, 2020). As such, if the staff's skills are not updated, it becomes a challenge in finance mobilization as they may not be aware of the new realities in the mobilization strategies.

Some of the funders attach unnecessary requirements before giving funds and complexity in apply some of the available funding opportunities were, further, advanced as one of the challenges that KCCA is facing in finance mobilization. As a challenge, such conditions may restrict the amount the authority can obtain or discourage the authority from considering such a source. On one account, imposing many conditions may make the process of mobilization be lengthy or dismissive. On the other hand, some conditions may be contrary or in be in violation of adored values or ethics and as such an institution like KCCA may not accept such terms (Barua, 2020). There is evidence that some funders have given conditions that violate the values of potential beneficiaries (Moser et al., 2019)

Some sources of funds are more expensive than the benefits gained, and cost of collection of some of the KCCA funds being higher than the benefits were considered to be a challenge that KCCA is facing. The challenge can be explained from finance management principles. In this regard, where the cost of obtaining funds is higher than the benefits accrued, then such a funding process is considered a challenge. The cost-benefit rule of thumb requires that the benefits must outweigh the cost if a given source of funding is to be considered appropriate (Aalbers, 2020). As such, if the cost of obtaining funds is high then they pose a challenge to finance mobilisation.

Misuse of funds was also advanced as a challenge that KCCA is facing in its finance mobilization process. Practically, misuse of funds becomes a finance mobilization process in subsequent period after the previous funding has been secured. Misuse of funds is a form of failure in accountability and leads to loss of confidence with the potential funders (Joshi, & Yenneti, 2020). The available literature show that some funders like world bank, grantors and donors require an accountability from beneficiaries before advancing funds (Tevapitak, & Helmsing, 2019). In the instances where the beneficiaries have misused funds, these funders fail to offer funds in the subsequent applications (Amos et al., 2021). As such, misuse of funds poses a challenge to the subsequent finance mobilization processes.

Legal restrictions as to levies that KCCA can charge was also considered a challenge in finance mobilization. KCCA is a public institution and is such limited to surcharges it can impose on the services and other fees. In some of the services it offers, KCCA charge below the market price. Many public institutions across the world have restrictions on the charges levied and this may equally restrict the amount of funds from the internal-revenue generating activities (Tevapitak, & Helmsing, 2019).

Finally, it emerges that, some of the clients who are meant to pay levies have devised means of avoiding the payments. As a problem, such avoidance denies the Authority an optimal funds mobilization (Tkachenko et al., 2019). In such a case, the higher the percentage of the defaulters the serious the challenge is. Undoubtedly some institutions have fallen short of funds due to defaulting clients.

5.3 Mechanisms to improve finance mobilization.

The result showed that the popular strategies that have been employed in the past are the ones that KCCA need to employ to enhance its finance mobilization effectiveness. In particular and in the order of importance, the respondents indicated that KCCA should, reskill its finance mobilizers, incentivize people who pay their debts early, and apply for funds early enough. It should also train the grant writers on effective mobilization processes, use the modern digital capabilities to enhance finance mobilization, and utilize the funds it receives effectively and show accountability. In addition, the respondents felt that KCCA should develop a sound financial mobilization plan and strategies, train its revenue collectors, have a profile of all the appropriate funders. The said mechanisms can be explained as follows.

Reskilling finance mobilisers, training grant writes, and training revenue collectors were advanced as a critical set of mechanisms that KCCA can employ to foster finance mobilization. As an explanation, finance mobilization for organisations like KCCA would entail applying for grants, donations, and even collection of revenue for charged services. The different key players like grant writers, mobilizers and revenue collectors would thus be important in enhancing finance mobilization process (Polzin et al., 2019). Competent key personnel is one of the pre-requisites of effective finance mobilization and as such, a proposal on reskilling of these personnel is justifiable (Havemann et al., 2022).

Profiling of appropriate funders and pursuit of the same was also advanced as a mechanism of finance mobilization. As an explanation, finance mobilization calls for diligence in identifying the possible funders who are likely to offer the funds that an institution requires. Some funders provide funds for specific types of projects. As a best practice, it is important to profile the possible funders and tailor their pursuits to the best suited funders (Sen, 2019). Otherwise, seeking for funds from possible donors that do not match is an ineffective finance mobilization (Amos et al., 2021). As such, it is important that KCCA profiles the potential funders as one of the critical mechanisms towards improving finance mobilization.

Further, the respondents advanced the developing a sound financial mobilisation plan and strategies as another mechanism of enhancing financial mobilization. As mechanism, appropriate plans and strategies are a key success factors for different processes whose end is to acquire funds to finance projects. Such plans and strategies provide a framework by which the different players who hold different roles in the process of finance mobilization can follow (Bergman, & Foxon, 2020). Effectiveness of any process is as good as the plans and strategies developed (Kulaba, 2019). Therefore, the proposal of development of a sound mobilisation plan and strategies, is backed by finance mobilization best practices.

In addition, applying for funds early enough has been advanced as another mechanism that KCCA can employ to foster finance mobilization. This can be explained from project financing perspective. In this regard, mobilization for funds of an earmarked project is expected to be done early enough (Polzin et al., 2019). Evidence from projects that are financed by multiple funders show that different funders have different time periods that they expect an application for funding to be made (Amos et al., 2021). As such, in order to enhance the success of obtaining funds, institutions seeking for funds from different funders need to be aware of the application period and do it early in order to enhance their chance of success. In some occasions some applicants are time barred for given funds. As such, the view that KCCA should ensure that it applies for funding early enough is well enshrined in project finance principles.

Effective utilisation of funds is yet another mechanism that the respondent to this study felt was vital for enhancing finance mobilization. The said view can be explained from the principles of transparency and accountability (Polzin et al., 2019). In this regard, subsequent support and trust is gained if a beneficiary of a given fund is able to provide a clear account of how well the previous funds were utilized. Evidence has shown the withholding or denial of funds to institutions that fail to be accountable of funds (Tkachenko et al., 2019). On the other hand, a good audit report indicating that funds obtained were utilized well, enhances the chances of being funded in a subsequent application since funders are interested in seeing value for money that they offer (Moser et al., 2019).

Moreover, the respondents felt that KCCA needs to incentivise creditors that pay their dues early as a means of enhancing finance mobilization. As a positive mechanism, incentives have been a long-standing strategy that have been employed to obtain funds more so from creditors (Wu, 2023). Such incentives could be for example offering discounts to encourage creditors pay early or any other benefit (Bergman, & Foxon, 2020). Given the fact that fees and levies are one of the sources of funds, incentives to creditors would be a positive means of encouraging early payments.

Modern technology also ranked among the mechanisms that the respondents to this study advanced as being important in fostering finance mobilization. As a mechanism, modern technology can be explained from the perspective of technology advancement and the ensuing benefits (Hatcher et al., 2020). In this respect, technology has enhanced efficiency in financial mobilization in a number of ways. On one hand, technology makes it easy to map and profile potential funders both locally and abroad. It also hastens communication process between the different parties involved. Further technology can enhance the administration effectiveness of the funds (Zhang, 2020). As such, finance mobilization can be enhanced through adoption of modern technology.

5.5 Conclusions

The study sought to assess the effectiveness of finance mobilization in KCCA, the challenges and to propose the mechanisms to improve finance mobilization. The study concludes that, in general, finance mobilization in the authority has not been effective.

The results showed poor scores in the indicators of competence of grant writers, profiled sources, appropriateness of strategies, timely acquisition of funds, adequacy of funds, dues collection mechanisms, and fees defaults.

In terms of challenges, late mobilisation, finance mobilisation competences, unnecessary conditions set by funders, some sources of funds are more expensive than the benefits gained, misuse of funds, and legal restrictions were the challenges advanced.

In regard to the mechanisms to improve finance mobilization reskilling the personnel, profiling appropriate funders, developing a sound financial mobilisation plan and strategies,

applying for funds early enough, effective utilisation of funds, incentivise people that pay their dues early, and also acquire modern technology to foster finance mobilisation were advanced.

5.6 Recommendations

Based on the findings the following recommendation can be drawn:

- KCCA should reskill its personnel that are involved in finance mobilization processes. This can enhance the capacity for mobilization.
- KCCA should develop a sound financial mobilisation plan and strategies. This can guide the personnel involved in the finance mobilization process.
- KCCA should adopt a precedence of applying for funds early enough from the various sources. This would enhance the chances of obtaining optimal finances.
- KCCA should utilise the finances that it receives well and provide accountability reports. This would foster the chances of acquiring funds in the subsequent applications.
- KCCA should adopt modern technology that can foster finance mobilisation.

5.7 Limitations of the study

There are several limitations that can be attributed to this study as advanced.

This study employed a cross sectional study design and as such the results reflect the employees' perspective at one point in time. The study therefore fails to establish a cause-effect model.

The study further employed only one approach, the quantitative, where the participants were only restricted to pre-set answers. As such, the respondents were not accorded an opportunity to make further individual comments that would have been important for the study.

Finally, the study only assessed only assessed only one of the City Council in Uganda. As such, it is not possible to offer a comparison with other cities to clearly assess the level of revenue management in Ugandan cities.

5.8 Recommendation for further studies

Given the findings and the limitations of this study, future researchers have the following opportunities to conduct a related study:

Future researchers have an opportunity to carry out a similar study employing a longitudinal design.

There is also an opportunity to conduct a similar study by employing a mixed approach.

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APPENDICES
QUESTIONNAIRE

(i) Introduction

Dear Participant,

I am a student of Makerere University Business School, pursuing a Master of Business Administration and currently carrying out research titled **“IMPROVING FINANCE MOBILIZATION”**

You have been identified as a key and valuable respondent in carrying out this research. It is purely academic research. Your responses will be treated with utmost confidentiality and will purely be used for the purpose of this study. It is a humble request that to you therefore, spare part of your valuable time and answer the following questions.

Your cooperation is highly appreciated.

Please Tick where applicable

(ii) Background information

Sex: Male ☐ Female ☐

Marital status: Single ☐ Married ☐ Widow ☐ Widower ☐

Age

20-29	30-39	40-49	50-59	60 and above
1	2	3	4	5

Education Background

Certificate	Ordinary Diploma	Bachelor's Degree	Postgraduate Diploma	Master's Degree
1	2	3	4	5

Years of Service

Less than 1 year	1-2 years	3-4 years	4-6 years	8-10 years	Above 10 years
1	2	3	4	5	6

Effectiveness of finance mobilization

Please carefully read the following statements and relate them to your organisation, then respond to the best answer 1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5= Strongly Agree

Effectiveness of FINANCE MOBILIZATION						
		S D	D	NAND	A	S A
EF1	KCCA has competent grant writers	1	2	3	4	5
EF2	KCCA always plans early for funds required for its projects	1	2	3	4	5
EF3	KCCA has profiled a long list of finance sources and pursues it	1	2	3	4	5
EF4	KCCA has appropriate strategies for finance mobilization	1	2	3	4	5
EF5	KCCA has knowledgeable people that can mobilize finances both locally and abroad	1	2	3	4	5
EF6	In general KCCA has always been able to mobilize enough funds for its projects	1	2	3	4	5
EF7	The people that owe KCCA dues pay in time	1	2	3	4	5
EF8	KCCA has an effective dues collection mechanism	1	2	3	4	5
EF9	In general, KCCA has always timely acquired funds for its projects	1	2	3	4	5

Challenges of Finance mobilization

Please reflect on the challenges that affect cost management in your organisation. Choose the best answer to respond to the following statements such that **1=Strongly Disagree**, **2=Disagree**, **3= Neither Agree nor Disagree**, **4=Agree**, **5= Strongly Agree**

Challenges of finance mobilization						
		S D	D	NAND	A	S A
CM1	KCCA sometimes starts mobilization for funds when it is late	1	2	3	4	5
CM2	KCCA staff lack competences that are required to effectively mobilize funds	1	2	3	4	5
CM3	Some of the available funders attach unnecessary requirement before giving out funds	1	2	3	4	5
CM4	Some of the available source of funds are more expensive than the benefit gained	1	2	3	4	5
CM5	KCCA at times suffer from receiving funds due to misuse of previous funds	1	2	3	4	5
CM6	Some of the funders have a very complex criteria for applying for funds	1	2	3	4	5
CM 7	The legal regime restricts KCCA on the amount and the number of fees it can charge locals in a bid for local mobilization	1	2	3	4	5
CM8	Some people that are meant to pay dues to KCCA have devised means of avoiding payments	1	2	3	4	5
CM9	The cost of collection of some of the KCCA is higher than benefits	1	2	3	4	5

Mechanisms to improve financial mobilization.

Please carefully read the following statements suggesting the ways to improve financial mobilization in your organisation, then respond to the best answer that reflects your work such that 1=**Strongly Disagree**, 2=**Disagree**, 3= **Neither Agree nor Disagree**, 4=**Agree**, 5= **Strongly Agree**

Improving financial mobilization						
		SD	D	NAND	A	SA
IM1	KCCA need to reskill its finance mobilizers	1	2	3	4	5
IM2	KCCA should have a profile of all the appropriate funders	1	2	3	4	5
IM3	KCCA should develop a sound financial mobilization plan and strategies	1	2	3	4	5
IM4	KCCA should utilize the funds it receives effectively and show accountability	1	2	3	4	5
IM5	KCCA should always apply for funds early enough	1	2	3	4	5
IM6	KCCA should train the grant writers on effective mobilization processes	1	2	3	4	5
IM7	KCCA should train its revenue collectors to enhance the revenue collection	1	2	3	4	5
IM8	KCCA should incentivize people who pay their debts early	1	2	3	4	5
IM9	KCCA should use the modern digital capabilities to enhance finance mobilization	1	2	3	4	5