

# Effects of Decentralization Policy on Service Delivery by Local Governments in the Republic of South Sudan: A case of Jubek State

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**Abstract:** This article concerns the effects of decentralization on service delivery in Jubek State of South Sudan. The study adopted both descriptive survey research design and explanatory research design to identify, analyze, and describe the relationship between governance decentralization and service delivery. The study population was 1890 local government officials from Jubek State. This study used multiphase sampling technique to select the subjects of study. Both stratified random sampling technique and simple random sampling techniques were adopted to get the sample of counties and local government officials to be included in the study. A sample of 330 respondents was selected for survey. Out of the 330 respondents, 275 completed the questionnaire survey giving a response rate of 83.3%. Cronbach's alpha was used to test for internal reliability of each variable used in the study. Data analysis was done using SPSS version 23 to generate descriptive statistics. The study used tables to analyze the association between governance decentralization dimensions and service delivery variables. The findings revealed that governance decentralization had a positive significant effect on service delivery in local governments in Jubek State, Southern Sudan. Specifically, the study found out that financial decentralization (mean 3.06 at Cronbach's alpha 0.703), administrative decentralization (mean 4.03 at Cronbach alpha 0.813), citizen participation (mean 3.57 at Cronbach alpha 0.702) and social accountability (mean 3.99 at Cronbach alpha 0.714) practices, for the 7 items examined, all had positive and significant effect on service delivery. However, social accountability had a significant effect on service delivery independently but not jointly. From these study findings, it is concluded that governance decentralization had a positive significant effect on service delivery. Thus the study makes a policy recommendation that the financial decentralization, administrative decentralization, citizen participation, social accountability practices need to be facilitated to improve service delivery in local government in Jubek State.

**Keywords:** Decentralization policy, Service Delivery, Citizen Participation, Local Government, South Sudan.

## I. INTRODUCTION

Decentralization has progressively been adopted worldwide in the past four decades as a patron against unrestricted use of power by central elites. It has also been perceived as a way to enhance efficacy in social service endowment by facilitating a connection amid public policies as well as the ambitions of the inhabitants. The clamour for

decentralization of government services has been sweeping fast across the world. With a focus on Latin America, only three governments had elected native officials 30 years ago; however, the trend has changed and all of them do except Cuba (Rosenbaum, 2013). Nonetheless, there are areas where the decentralization and the local government movements have not had a huge impression. The most distinguished regions under this perspective are the Middle East and Central Asia; where, regardless of having few occurrences of decentralization movements, there have been few developments compared to other parts of the world (Rosenbaum, 2013). An observance of how decentralization has occurred in different parts of the world will depict different modules and outcomes. These include the development of participatory budgeting, open-records laws, and public involvement in strategic planning activities. Unfortunately, these approaches have not been extensively implemented in many places.

In America and the Asian countries, the past three decades have seen much attention devoted to issues of governmental, economic and administrative reform. In some parts of the world, these reforms have been highly transformative, with many governments moving from authoritarian one-party states to relatively democratic ones. Similarly, many countries have witnessed dramatic economic reform. Underlying many of the reforms that have captured headlines around the world has been a widespread movement towards governmental decentralization and the enhancement of local government (Ghuman and Singh, 2013) In Africa, several governments have adopted the combination of devolution, delegation, and de-concentration in making policy and instigating choices regarding decentralization. Countries such as Nigeria, Ethiopia, Ghana, Kenya, Cameroon, South Africa, Democratic Republic of Congo and lately South Sudan have embraced decentralization or devolution in their governance systems. In this regard, the African decision makers seeking to prioritize democratic outcomes are often reserved by the possible influences of decentralization for national amalgamation and steadiness (Inkoom, 2011). They also incorporate de-concentration and delegation. Probable concessions may be observed among Federal States that has more rigorous forms of devolution; nonetheless, the central state (or party) is still

observed to weigh heavily on sub national governance as delineated in our federal state cases of Nigeria, Ethiopia and South Africa (Dickovick & Wunsch, 2014). The following mix of strategies and elements of devolution such as; having sub national elections, some degree of formula-based transfers, and legal frameworks that handover accountabilities from major social service areas to sub national governments (SNGs) are apparent in some of the African countries.

More interesting is that the process of decentralization has become one of the most persistent reorganization practices within the African context with a renowned repute of being a decidedly appealing initiative within regimes across the continent (Ghuman and Singh, 2013) It is not surprising therefore that many African nations have, over the last four decades, embraced and instigated decentralization with the visualization that it would help address the protuberant challenges in national development (social, political and economic) and facilitate both economic and national stability.

In East Africa, Kenya has made a stride in decentralizing its activities through devolution. This is the same case with Ethiopia that has federal governments. Since Kenya gained its freedom in 1963 from the British, Kenyans suffered from inefficiency of the central government, however during the tenure of president Kibaki, the government saw the need to address the inefficiencies through creation of a new constitution that supports devolution (Constitution of Kenya, 2010). In the Kenyan context, devolution involves handover of administrative, political and fiscal administration powers from the national government to the low-level county government (Constitution of Kenya, 2010). This however involves strengthened coordination between the different levels of governments which will result to national unity, coordination of socio-economic policies and harmonization of policy formulation (Omari, Kaburi & Sewe, 2013).

In the case of the republic of South Sudan, it got its independence from Northern Sudan on 9th July 2011 (Reference). The government structure comprises of three levels; the national government, state government, and the local government. The national and state level structures comprises of the executive, legislature and the judiciary as well as ministries and commissions. At the local government level; it composes of the executive headed by a commissioner and heads of department, local legislative councils and customary law councils as designated in the local government act 2009 (Local Government Act). The executive council are charged with responsibility of the day to day administrative and service delivery function of the council and the legislature is the oversight body that makes bye laws and provide oversight to the executive to ensure that they are accountable. The council is a semi-autonomous entity that makes own decisions that is aligned to the national policies and programs.

Since its inception the South Sudan government, through the ruling party Sudan People Liberation Movement, has promulgated the decentralization policy through establishment

of various States and counties to take the towns closer to the people as popularly said by the late leader Dr. John Garang De Mabior (Garang, 1987). This popular saying was aimed at improving services to the people of South Sudan who by then were largely governed by the government based in Khartoum. Thus decentralization was already in the minds of the founding fathers of South Sudan even before independence. As a result ten (10) states were established in 2011 and seventy nine (79) counties. In 2016 March, the government through the office of the president pronounced and ordered for the creation of thirty two (32) states and three hundred and nineteen (319) counties as a popular demand of the South Sudanese communities in order to salvage the issues of power and resource sharing and spiralling service delivery to the people (GoSS, 2017). However when South Sudan got independence, it inherited a lot of inefficiencies from the greater Sudan (ibid.). These include skills and capacity gaps as well as numerous administrative and political dilemmas. The ambitious decentralization program aimed at “taking the towns to the people” as was promulgated by the late leader, Dr John Garang, led to establishment of States and Counties as opposed to the provincial or regional governments. This resulted to creation of 10 states and 79 local governments.

Despite this policy decision that was undertaken by the government, there was no evaluation of the decentralization system to understand its effectiveness in delivery of social services. Furthermore there has been no study conducted to establish the effects of decentralization on service delivery in South Sudan since it attained independence in 2011. This is the knowledge gap that this study did set out to fill. Thus the main objective of this study was to determine the effects of decentralization policy on service delivery by local governments in Jubek state, republic of South Sudan. The study narrowed on five areas of service delivery by the local government i.e. financial decentralization, administrative decentralization, citizen participation on service delivery, and social accountability practices. The rest of the paper is organised as follows. The next section deals with the study approach. It is a description of the study site and the research methodology. This is followed by the study findings and discussion. The next section is the conclusion based on the study findings followed by recommendations.

## II. THE STUDY APPROACH

### 2.1 Study sites

This study was carried out in Jubek State. Jubek state in South Sudan is home to an approximately 525,935 individuals in 13 counties (GoSS, 2017). It is the biggest and most populous state in the former Central Equatorial State of South Sudan (Mwangi, 2012). Juba is the base of the Government of South Sudan (GoSS, 2017) and the capital of Jubek State. It comprises 13 counties. It is a multi-ethnic state inhabited by several ethnic groups that come from all over South Sudan (GoSS, 2011). In 2016, Juba County was transformed into the state of Jubek (GoSS, 2017). All government staff that is

knowledgeable about Jubek state is found here. Similarly we find residents from all counties of Jubek state that can talk vividly about the status of the art in Jubek state.

The population of the study comprised of political authorities, local government administrators and residents within Jubek State. The target population of this study comprised of 1890 staff from state Ministry of local government, Juba City Council, Local officials, Payam officials, Block and quarter officials, Affiliates of the local government board and residents of Munuki, Kator and Gudele quarters. These staff and residents were subjected to both key informant and questionnaire interviews.

III. RESEARCH METHODOLOGY

This study is based on a sample of 330 respondents sampled from 1890 staff from state Ministry of local government, Juba City Council, Local government officials, Payam officials, Block and quarter officials, affiliates of the local government board and residents of Munuki, Kator and Gudele quarters. A total of 330 questionnaires were delivered to the respondents but only 275 questionnaires were properly filled and could be used for analysis. Based on the above, the response rate of 83.3% was found to be adequate and good for analysis and generalization of the results. Sampling of the respondents was done using stratified and simple random sampling technique (Alvi, 2016) formula. Table 1 below, shows the distribution of respondents that were sampled from the state departments according to the response rate.

Table 1: Distribution of sample size and response rate

Population/Sou rce (Strata)	Estimate d Target Populati on	% Proporti on	Sampl e size per strata	Valid Returned questionnair es	Respon se rate
Ministry of Local Government	35	1.85	6	3	1.12
Juba Municipal authority	150	7.93	25	6	2.23
Rajaf Local officials	50	2.64	9	14	5.22
Payam (Northern Bari, Nyar Kenyi) officials	100	5.29	17	16	6.00
Block and quarter officials of Rajaf Local	60	3.17	10	18	6.33
Members of the Local government board	5	0.265	1	26	9.33
Residents of Munuki, Kator and Gudele quarters	1500	79.365	262	192	69.77
Total	1890	100%	330	275	100

IV. RESULTS AND DISCUSSION

The purpose of this study was to determine the effects of decentralization policy on service delivery by local governments in Jubek State, Republic of South Sudan. In this section of the paper, we present study findings based on descriptive and regression statistics for the following observed variables: financial decentralization, political decentralization, administrative decentralization, citizen participation, social accountability, and service delivery.

4.1 Characteristics of the respondents

Table 2: Respondents Demographic characteristics

Item	Frequency	Percent (%)	Cumulative Percent (%)
Gender			
Female	103	37.5	37.5
Male	172	62.5	100
Total	275	100	
Age			
18-25 yrs	24	8.7	8.7
26-35 yrs	74	26.9	35.6
36-45 yrs	136	49.5	85.1
46-55 yrs	39	14.2	99.3
Above 55 yrs	2	0.7	100
Total	275	100	
Highest Academic Qualifications			
High school	4	1.5	1.5
Diploma	32	11.6	13.1
Undergraduate	205	74.5	87.6
Masters	32	11.6	99.3
Doctorate	2	0.7	100
Total	275	100	

The result in Table 2 show that majority of local government officials were male (172) representing a percentage of 62.5% compared to the female 103 representing a percentage of (37.5%). The results in table 2 also shows that 49.5% of the local government officials who participated in the study were between 36-45 years, 8.7% were between 18 to 25years old, 26.9% were between 26 to 35 years old, 14.2% between 46 to 55 years with only 0.7 % of the sampled local government officials being more than 55 years old. This finding implies that majority of local government officials are between the ages of 36 to 45 years. This age group is usually energetic, very active, experienced, responsible, and has skills. This indicates that the local government in South Sudan has diversified labour force. However, the finding indicates that 36% of the respondents were in the youth bracket which is

between the ages of 18 to 35 years. This implies that the local government's youth employment policy is not providing enough intervention to encourage youth employment in public sector. The results also indicate few respondents were above fifty years in line with expectations. Generally, employees above 55 years normally exits employment through either voluntary exit or government initiated early retirement.

Table 2 also provides results of academic qualifications of the sampled local government officials. The result of the item on highest academic qualifications possessed by respondents show that most of the staff are holders of undergraduate degree 74.5%. There were 11.6% local government officials with master's degree, 11.6% with diplomas, and 1.5% with high school qualifications while 0.7% had doctorate degrees. This finding show that majority of the respondents have undergraduate degree which indicates that the local governments have made significant progress toward human capital development. The availability of skilled personnel in local government has a positive impact on the effectiveness and efficiency of service delivery.

4.2 Descriptive Statistics

4.2.1 Descriptive Analysis for Financial Decentralization

Table 3: Responses to Financial Decentralization items

Opinion Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std. Dev.
The LG has sufficient power to decide on how to raise revenue	4.4	6.7	7	48.9	33	3.9 9	1.04
The LG meet the budget for locally generated revenue in the last financial year	5.8	23	19.6	38.6	13	3.3 0	1.13
The LG has the authority to set the rates and charges for devolved services	0.8	4.1	9.6	53.3	32.2	4.1 2	0.80
The LG has significant power to decide on how to spend the local revenue	3	2.2	11.5	52.6	30.7	4.0 6	0.88
LG borrows loans from NG	9.7	13	24.9	35.7	16.7	3.3 7	1.19
The NG consults with LG on new taxes affecting LG	5.6	14	26.7	35.2	18.5	3.4 8	1.11
The LG has the authority to incur debt	4.8	6.7	20	45.5	23	3.7 5	1.04

Key: n= 275, SD= strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly agree, M=mean, Std. Dev. =standard deviation, LG=Local Government, NG=National Government.

Finzgar and Oplotnik (2013) posits that financial decentralization refers to transfer of competencies,

responsibilities and financial resources from the central (state) level to the lower levels of government. The first objective of the study was to establish the effects of financial decentralization on service delivery by local governments in Jubek State, republic of South Sudan. Results in Table 3 above indicate that two items had standard deviation that was below 1.0. The item "The local government has the authority to set the rates and charges for devolved services" had the lowest standard deviation of 0.80. The percentages indicate that 0.8% and 4.1% of the respondents scored for strongly disagree and disagree while 53.3 % and 32.2 % scored for agree and strongly agree respectively. This shows that the two items had no extremes hence are good measure.

However, five items had standard deviation that was above 1.0. This shows that the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. The item "The local government borrows loans from national government" had the highest standard deviation of 1.19 which shows extremes. The percentages indicate that 9.7% and 13% of the respondents scored for strongly disagree and disagree respectively while 16.7% and 35.7% scored for strongly agree and agree respectively. This shows extremes. The findings are not reflecting where the respondents are as they viewed the items from different angles. Most of the items hence are not a good measure.

Additionally, overwhelming majority 82% of the respondents agreed that local government has sufficient power to decide on how to raise revenue but 11% disagreed. In addition, 52% agreed that the local government met the budget for locally generated revenue in the last financial year and overwhelming majority 86% agreed that the local government has the authority to set the rates and charges for devolved services. Further, 83% agreed that the local government has significant power to decide on how to spend the local revenue and 52% agreed that local government borrows loans from national government. Moreover, 54% of the respondents agreed that national government consults with local government on new taxes affecting counties, and 69% agreed that the local government has the authority to incur debt. Further, the highest mean was 4.12 with the lowest being 3.3 (See Table 3). This show the respondents took a positive position (above 3.0). All items had a mean of above 3.0. This shows that the general position was that the respondents agreed with the items. The scores for this section indicate that most local government officials agreed that financial decentralization was a key driver of service delivery in the local governments in South Sudan. This is evidenced by 69% who agreed and strongly agreed on the statements. This information was corroborated by the themes that emerged from the open-ended questions where on average informants indicated that financial decentralization is a key driver of devolution and service delivery.

The findings are consistent with those of Simiyu (2015) who used descriptive survey design with a sample of 98 respondents in Kimilili, Kenya to examine effects of devolved

funding on socio- economic welfare services. The researchers revealed that the devolved fund (financial decentralization) played an important role in social economic aspects of the lives of the locals and called on policy makers to improve on management of the devolved funds. The findings also concur with those in Saavedra (2010) who asserts that fiscal decentralization positively and significantly influences the health care and water provision. Moreover, Ghuman and Singh (2013) analyzed the impact of decentralization on public service delivery. The study found that the impact of decentralization on public service delivery is contingent on factors such as the design of the decentralization policy;

implementation bottlenecks and diluting the model of decentralization for accommodating the dissenting segments of stakeholders including employees; and participatory governance. In particular, the study revealed that decentralization has resulted in improvements in delivery of local services where devolution as a mode of decentralization is accompanied by sound financial resource base of local governments, full autonomy to local governments in human resource management matters, regular capacity building of local officials, performance based incentive structures, and participatory governance.

#### 4.2.2 Descriptive Analysis for Administrative Decentralization

Table 4: Responses to Administrative Decentralization items

Opinion Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std. Dev.
The LG has autonomy to contract services government	8.9	6.2	11.5	51	22.4	3.72	1.15
The LG has autonomy to hire new employees	1.5	3.9	6.6	56.3	31.7	4.13	0.81
The LG has autonomy to fire local employees	3.8	3.1	7.7	51.2	34.2	4.09	0.94
The LG has power to sign employment contracts	1.5	0.00	9.2	53.1	36.2	4.22	0.74
LG is responsible for economic empowerment	7.1	6.7	11.5	50.6	24.1	3.78	1.11
The local assembly has adequate power to make local by-laws	2.4	4	10.4	54.1	29.1	4.04	0.88

Key: n= 275, SD= strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly agree, M=mean, Std. Dev =standard deviation, LG=Local Government,

Administrative decentralization (sometimes referred to as institutional decentralization) involves the full or partial transfer of any array of functional responsibilities to the local level institutions such as health care service, the operation of schools, the management service personnel, the buildings and maintenance of roads and garbage collection (Yusoff et al., 2016). The second objective of the study was to evaluate the effect of administrative decentralization on service delivery by local governments in Jubek State, republic of South Sudan.

Results in Table 4 above indicates that the highest standard deviation for the items was 1.15 with three items having a standard deviation of more than 1.0 which shows there were extremes in the scoring. In the item “The local government has adequate autonomy to contract services without direction from the national government”, on this item, 8.9% and 6.2% of the respondents scored for strongly disagree and disagree while 22.4% and 51% scored for strongly agree and agree respectively. This show the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. In contrast, four items had standard deviation of less than 1.0 which shows there were no extremes in the scoring. The lowest item had standard deviation of 0.74. In the item “The local government has power to sign employment contracts with local employees”, 1.5 % and 0.00% of the respondents scored for strongly disagree and disagree while 36.2% and 53.1% scored for strongly agree and agree respectively. The findings thus reflect that majority of respondents viewed the items from same angles. Most of the items are thus good measure.

The study also revealed that a high percentage of the respondents 73% agreed that local government has adequate autonomy to contract services without direction from the national government, with 88% also agreeing that the local government has autonomy to hire new employees. Likewise, 85% of the respondents agreed that the local government has autonomy to fire local employees with 89% agreeing that local government has power to sign employment contracts with local employees. Also, the majority of the respondents who were 75 % agreed that local government is responsible for economic empowerment of the residents and only 14 % disagreed with that statement. Furthermore, majority of the respondents 83% agreed that the local assembly has adequate power to make local by-laws whereas 73% were satisfied that the local government usually has freedom to forge public-private partnerships to speed up development in local areas. The scores of responses for this section agrees at 82% indicating that most local government officials agreed that administrative decentralization was a key driver of service delivery by local governments in Jubek State, republic of South Sudan. This was corroborated by the themes that emerged from the open ended questions with all the informants indicating that administrative decentralizations improves service delivery by local governments in Jubek State, republic of South Sudan. The highest mean was 4.22 with the lowest being 3.72. This show the respondents took a positive position (above 3.0). All items had a mean of above 3.0. This shows that the general position was that the respondents agreed with the items. These findings are

consistent with Saavedra (2010) who examined the effects of administrative decentralization on access to two key services: health care and improved drinking water sources. The study provided evidence supporting positive and significant effects of administrative decentralization on access to health care, and improved water provision. Bogopane (2014) explored the impact of perceived erosion of the politics- administration dichotomy on good governance and service delivery. The study concluded that strong visionary political and administrative leadership; vibrant apolitical strong public bureaucracy and integrated political and administrative structures lead to improvement of performance of politics-administration dichotomy relations.

4.2.3 Descriptive Analysis for Citizen Participation

Citizen participation is the ways in which citizens exercise influence and control over the decisions that affect them. Citizen participation is increasingly becoming a core aspect of decentralization reforms which entails the transfer of authority and responsibility for public functions from the central government to subordinate or quasi-independent government organizations or the private sector (Muriu, 2014). The third objective of the study was to examine the effect of citizen participation on service delivery by local governments in Jubek State, republic of South Sudan. Seven statements which depicted the influence of citizen participation on service

delivery were subjected to descriptive analysis through the use of percentages, mean and standard deviation.

The result in table 5 below indicates that five items had standard deviation of more than 1.0 which shows there were extremes in the scoring. The highest standard deviation for the items was 1.31 which shows there were extremes in the scoring. In the item “Most times local government considers public input in selecting roads, water supply, sewer and health service projects.” 15% and 9.6% of the respondents scored for strongly disagree and disagree while 18.7% and 45.6% scored for strongly agree and agree respectively. This show the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. However, two items had standard deviation of less than 1.0 which shows there were no extremes in the scoring hence the items were good measure. The item “in the last one year, citizens have made many general complaints (written or verbal) to the local government” had the lowest standard deviation of 0.85. The percentages indicates that 1.5% and 3.7% of the respondents scored for strongly disagree and disagree while 49.7 % and 35.1 % scored for agree and strongly agree respectively. The finding further revealed that overwhelming majority, 70% of the respondents strongly agreed that local government usually involves the public in selecting development projects and budget making.

Table 5: Responses to Citizen Participation items

Opinion Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std. Dev.
The LG usually involves the public in selecting development projects and budget making.	10	11	8.7	50.9	19.4	3.58	1.21
The citizens usually attend meetings organized by LG	5.2	8.9	10.7	55.6	19.6	3.76	1.03
The citizens frequently submits proposals for development projects the LG	9.6	8.5	15.1	47.6	19.2	3.58	1.17
Most times LG considers public input in selecting roads, water supply, sewer and health service projects.	15	9.6	11.1	45.6	18.7	3.44	1.31
In the last one year ,citizens have made many general complaints to the LG	1.5	3.7	10	49.7	35.1	4.13	0.85
Most complaints relates to service delivery of water, health, roads and sewer	3.7	2.2	8.2	42.2	43.7	4.20	0.95
The public regularly volunteer ideas to their LG on how to improve service delivery.	5.2	7.5	14.9	42.2	30.2	3.85	1.10

**Key:** n= 275 SD = strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly agree, M=mean, Std. Dev. =standard deviation and LG=Local Government,

Second, the study findings depicted that 75% of the respondents agreed that citizens usually attend meetings organized by local government to discuss development and service delivery. The findings too revealed that majority of the respondents, 67% agreed that citizens frequently submits proposals for development projects to be prioritized by the local government. Additionally, 65% agreed that most times local government considers public input in selecting roads, water supply, and sewer and health service projects. It was important to note that the responses in this statement had the highest dispersion among the seven citizen participation statements, percentage analysis indicated that (19%) strongly agreed, (46%) agreed, (11%) either strongly agreed or

disagreed on the same, 9% disagreed while 15% strongly disagreed.

Moreover, the majority of the respondents, 85% agreed that in the last one year, citizens have made many general complaints (written or verbal) to the local government. On whether, most citizens' complaints (written or verbal) relates to service delivery of water supply, health services, roads and sewer services, 86% of the respondents agreed. Likewise, 72% of the respondents agreed that the public regularly volunteer ideas to their local government on how to improve service delivery. The highest mean was 4.20 with the lowest being 3.44. This show the respondents took a positive position

(above 3.0). All items had a mean of above 3.0. This shows that the general position was that the respondents agreed with the items. On average, the scores of responses for this section indicate that 75% of local government officials agreed that citizen participation was a key driver of service delivery by local governments in Jubek State, republic of South Sudan.

These findings are consistent with Nayak and Samanta (2014) who examined the effect of people's participation construct measured by attending meetings, raising voice, lodging complaints, and making contributions on public service delivery in India. The study revealed that raising voice and making contributions positively influenced service delivery. Gaventa and Barrett (2010) also concurred when they found that over thirty cases of citizen engagement had significant impact on service delivery namely health and education

#### 4.2.4 Descriptive Analysis for Social Accountability

Social accountability practices are actions by civil society and citizens to push officeholders to report on and answer for their actions; this category is the demand side of accountability (Brinkerhoff & Wetterberg, 2015). The fourth objective of the study was to determine the relationship between social accountability practices and service delivery by local governments in Jubek State, republic of South Sudan. The finding in table 6 indicates that the highest standard deviation for the items was 1.39 with no single item having a standard deviation of less than 1.0 which shows there were extremes in the scoring. In the item "The local governments have been accountable to the people in the last 2 years", 20% and 14% of the respondents scored for strongly disagree and disagree while 17.2% and 31.3% scored for strongly agree and agree respectively. This shows the respondents were spread to the positive and to the negative hence the high standard deviation witnessed.

The study further found that 63% of the respondents in this study agreed that the local government regularly shares information with the public relating to projects being implemented. In addition, 70% agreed that the citizens' access to information influences the level of service delivery by their local government. Many of the respondents in this study (72%) agreed that the local government have provided citizens with various complain methods e.g. complaint boxes, hotlines and boxes provided. It was important to note that the responses in this statement had the highest dispersion among the six social accountability statements, percentage analysis indicated that (19.5%) strongly agreed, (52.3%) agreed, (10.9%) either strongly agreed or disagreed on the same, 10.1% disagreed while 7.2% strongly disagreed. In addition, 55% of the respondents agreed that citizens (opinion leaders) closely follows up the implementation of services to ensure they are according to the plans and that resources are put to their rightful use while 62% agreed that government occasionally organizes public hearings for citizens to articulate their preferences and disappointments. The research also observed that 49% of the respondents in this study agreed

that the local government have been accountable to the people in the last 2 years but 34% disagreed.

Table 6: Responses to Social Accountability Items

Opinion Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std. Dev.
The LG regularly shares information with the public	9	9.7	18.3	51.1	11.9	3.47	1.11
The citizens' access to information influences the level of service delivery by their LG	4.1	14	12.4	41.5	28	3.76	1.13
The LG have provided citizens with various complain methods	7.2	10.1	10.9	52.3	19.5	3.66	1.12
The citizens closely follows up the implementation of services	13	14	18.3	37.7	17	3.32	1.27
The LG occasionally organizes public hearings for citizens	11	13	14	41	21	3.49	1.25
The local government have been accountable to the people in the last 2 years	20	14	17.5	31.3	17.2	3.12	1.39

Key: n= 275, SD= strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly agree, M=mean, Std. Dev. =standard deviation, LG=Local Government,

This information was corroborated by the themes that emerged from the open ended questions where on average informants indicated that most counties has social accountability practices. The highest mean was 3.76 with the lowest being 3.12. This shows the respondents took a positive position (above 3.0). All items had a mean of above 3.0. This shows that the general position was that the respondents agreed with the items. On average, the scores of responses for this section indicate that 61% of local government officials agreed that social accountability practices was a key driver of service delivery by local governments in Jubek State, republic of South Sudan.

These findings are in line with those of Joshi (2013) who evaluated the impact of the impact of transparency and accountability initiatives on service delivery. The study found evidence suggesting that a range of accountability initiatives have been effective in their immediate goals and have had a strong impact on public services. The findings also agrees with those of Björkman and Svensson (2009) who found that information dissemination of the quality of health services in Uganda led to reduced absenteeism and better health outcomes.

#### 4.2.5 Descriptive Analysis for Service Delivery

Service delivery is an essential function in the relationship between government and citizens (Abe & Monisola, 2014). Government performance is measured by service delivery to the people. This section addresses the various measurements

of service delivery by local governments in Jubek State, republic of South Sudan. The responses to the service delivery items are tabulated in Table 7.

Table 7: Responses to Service Delivery items

Opinion Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std. Dev
In the last three years, the quality of sewer services rendered by your LG has greatly improved	14.2	21.8	15.3	30.2	18.5	3.17	1.344
In your opinion, the LG provides sewer service in satisfactory manner	13.5	25.5	20	31.5	9.5	2.98	1.222
In your own town, you rarely experience sewage pipe bursts and blockages	21.8	17.5	18.5	28.7	13.5	2.95	1.37
In the last three years, many households in your town has been connected the sewer line	20	17.5	22.1	27.3	13.1	2.96	1.333
The sewer line in your town is regularly repaired as soon as it breaks down	21	17.2	17.6	33	11.2	2.96	1.34
In the last three years the quality of the health services at local health centres has greatly improved	9.5	10.5	15.6	40.4	24	3.59	1.227
Am satisfied with health services provided by local health centres	19.3	24.4	17.4	25.8	13.1	2.89	1.338
Drugs are always provided to patient in the LG health centres	21.5	20.4	13.7	32	12.4	2.93	1.371
Prompt attention is always given to the patient who visits LG health centres or hospitals	21.1	20	13.8	34.2	10.9	2.94	1.351
After devolution most of the health centres became accessible to the citizens	9.5	13.1	22.1	30.9	24.4	3.48	1.254
Drugs are always provided to the patients in the hospitals or LG health centres	25.5	15.6	19.2	25.5	14.2	2.87	1.41
In the last 3 years, the quality of most local roads has greatly improved	17.1	17.5	13	32.4	20	3.21	1.395
My LG maintains local roads in a satisfactory manner	15.6	18.5	20.5	26.9	18.5	3.14	1.345
Most of the rural roads in our local are now accessible after decentralization	15.6	13.8	18.6	33.1	18.9	3.26	1.338
Majority of roads being built by the LG usually take long to complete	16.7	14.5	15.1	28.4	24.7	3.3	1.416
My LG regularly builds	22.2	14.9	17.8	29.	15.	3.0	1.4

new roads in both rural and urban areas				5	6	1	01
The quality of water supply in our local has greatly improved in the last 3 years	21.5	14.9	12.7	34.5	16.4	3.09	1.416
I am satisfied with water supply schedule of local government	25.1	22.2	17.5	22.5	12.7	2.76	1.381
The LG supply us with enough clean water on daily basis	21.8	19.3	18.2	25.1	15.6	2.93	1.394
There are frequent unplanned water supply interruptions	19.3	20	17.1	23.6	20	3.05	1.418
In the last 3 years, many households have been connected to water supply	25.1	16.4	19.9	24.4	14.2	2.86	1.402

Key: n= 275, SD= strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly agree, M=mean, Std. Dev. =standard deviation, LG=Local Government

The result in table 7 shows that all the twenty one items had standard deviation above 1.0. The highest standard deviation for the items was 1.418 with which shows there were extremes in the scoring. In the item “There are frequent unplanned water supply interruptions”, 19.3% and 20% of the respondents scored for strongly disagree and disagree while 20% and 23.6 % scored for strongly agree and agree respectively. This show the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. This implied that majority of the respondents viewed the items from different angles hence items were not a good measure.

The findings also revealed that majority of the respondents were neutral with most of the service delivery items. In the item “in the last three years the quality of the health services at local health centres has greatly improved” 40.4% and 20 % of the respondents agreed and strongly agreed respectively. In the item “I am satisfied with water supply schedule of my local government”, 25% and 22% of the respondents disagreed and strongly disagreed respectively. On average, the overall score of the responses for this section was neutral at 45.8% indicating that most employees neither agreed nor disagreed with the statements concerning service delivery by local governments in Jubek State, republic of South Sudan. Furthermore, the highest mean was 3.590 while the lowest was 2.76. Out of the 21 items, 10 of them had a mean of above 3.0. This show the respondents took a neutral position (above 3.0). The general position was that the respondents were neutral with service delivery items.

#### 4.3 Aggregation of Variables and Test of Reliability

After each set met the threshold, the items that were retained were aggregated by getting the mean to get specific variables for the study. The 7 items under financial decentralization (X1) were aggregated by getting the average to give X1 score for each respondent. The 7 items under administrative decentralization (X2) were aggregated by getting the average



to give X2 score for each respondent. The 7 items under citizen participation (X3) were aggregated by getting the average to give X3 score for each respondent. The 6 items under social accountability (X4) were aggregated by getting the average to give X4 score for each respondent. The 21 items under service delivery (Y) were aggregated by getting the average to give Y score for each respondent. The descriptive of the variables X1, X2, X3, X4, and Y are shown in Table 8.

Table 8: Descriptive Statistics of Aggregated Variables and Test of Reliability

	No. of items	Cronbach's Alpha	Mean	Std. Deviation
Financial Decentralization	7	0.703	3.06	0.82
Administrative Decentralization	7	0.813	4.03	0.65
Citizen Participation	7	0.702	3.57	0.55
Social Accountability Practices	6	0.714	3.99	0.62
Service Delivery	21	0.877	3.80	0.61

The results in Table 8 show that administrative decentralization had the highest mean of 4.03. This indicates that majority of respondents agreed with the items meaning that administrative decentralization existed and mostly practiced by local governments in Jubek State, republic of South Sudan. Administrative decentralization could be the most exercised form of decentralization by local governments in Jubek State, republic of South Sudan. Social accountability practices is also practiced as its mean was 3.99 meaning majority of the respondents agreed with the items but the mean was lower than that of administrative decentralization. The standard deviation for administrative decentralization and social accountability practices was 0.64915 and 0.62495 respectively. This standard deviation is low meaning that there were no extremes in the positive and negative in the scoring. However, social accountability practices is a better measure than administrative decentralization as it had a lower standard deviation indicating that the respondents agreed more in scoring social accountability practices than administrative decentralization.

The mean of service delivery and citizen participation was 3.80 and 3.57 respectively. This implies that majority of the respondents also agreed with service delivery and citizen participation items meaning the two are also frequently practiced in local government by local governments in Jubek State, republic of South Sudan. The standard deviation for service delivery and citizen participation was 0.60872 and 0.54591 respectively. The standard deviations are low implying that the respondents generally agreed in the scoring of service delivery and citizen participation items. It can therefore be said that there were no extremes in the scoring and hence a good measure.

Majority of the respondents agreed about financial

decentralization as the variable had a mean of 3.06. This position implies that it can be said that financial decentralization is also being practiced by local governments in Jubek State, republic of South Sudan. The standard deviation for financial decentralization is 0.81898 which is low. This indicates that the respondents generally agreed in the scoring and hence a good measure. Majority of the respondents also agreed about political decentralization as variable had a mean of 3.48. As such it could be said that local governments have embraced political decentralization. The standard deviation for service delivery and citizen participation was 0.79340 and 0.72174 respectively. The standard deviations are low implying that the respondents generally agreed in the scoring of political decentralization. It can therefore be said that there were no extremes in the scoring and hence a good measure.

Further, each independent variable was tested for internal consistency to ensure they were reliable. Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Gorard, 2013). Cronbach's alpha was used to test for internal reliability of each variable used in the study. The alpha can take any value from zero (no internal consistency) to one (complete internal consistency). As a rule of thumb, acceptable alpha should be at least 0.70 (Maizura et al., 2009). However, Cronbach's alpha of as low as 0.50 is acceptable (ibid). Cronbach's reliability value for each of the variables was calculated. The results obtained showed that the variables tested achieved Cronbach's alpha value of above 0.7 as shown in Table 8.

The results in table 8 further indicates that citizen participation had alpha of 0.702, social accountability had 0.714, political decentralization had 0.815, financial decentralization had 0.703, administrative decentralization had 0.813. This indicates strong internal consistency among measures of variable items. This implies that respondents who tended to select high scores for one item were likely to select high scores for others. Likewise, those who select low scores for one item are likely to select low scores for others. The data collection instrument was therefore reliable and acceptable for the purposes of the study. This enhances the ability to predict outcomes using the scores.

## V. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusions

The findings confirm that there is a statistically significant influence of financial, administrative decentralization and citizens' participation on service delivery by local governments in Jubek State, in the Republic of South Sudan. A positive increase in financial decentralization leads to an increase in service delivery by local governments in Jubek State of Republic of South Sudan. These results are in line with those of Olatona and Olomola (2015) who concluded that fiscal decentralization had significant positive effects on service delivery. Additionally, Freinkman and Plekhanov (2009) also concluded that decentralization positively

influenced the quality of municipal utilities provision in Russia. Administrative decentralization impacts on operations of local governments as it increases access to agricultural extension services, and to greater use of modern agricultural inputs, such as fertilizer and improved seed. Saavedra (2010) also concluded that administrative decentralization had positive and significant effects on service delivery (access to health care and improved water provision). The study confirms that there is a positive and significant relationship between citizen participation and service delivery by local governments in Jubek State, republic of South Sudan. These results support those of Bovaird and Downe (2008) who concluded that citizens' involvement in the process of public services leads to the better services. Finally the study concludes that accountability is essential for improved performance.

### 5.2 Recommendations

From the finding of the study, it came out clear that all decentralization dimensions had a significant positive effect on service delivery by local governments in Jubek State, republic of South Sudan. The study recommends that national and local government should put in place a set of deliberate and proactive processes, policies and structures that supports financial decentralization. The national government should review existing policy on financial decentralization with a view of increasing funding to counties. Additionally, the study recommends that the national government should come up with strategic interventions to promote financial decentralization to enhance service delivery to the citizens.

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