

The effect of administrative decentralization on service delivery among administrative staffs in central equatorial state, South Sudan . A cross-sectional study.

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Abstract

Background

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 of service personnel, the buildings and maintenance of roads, and garbage collection. This study sought to assess the effect of administrative decentralization on service delivery in Central Equatorial State, South Sudan.

Methodology

The study adopted both descriptive cross-sectional survey research design and explanatory research design to identify, analyze, and describe the relationship between financial decentralization and service delivery. The target population of the study was the county administration staff. A stratified random sampling technique was used. A representative sample of 150 residents (50 from each county) was selected. Data analysis was done using descriptive statistics, correlation, and regression analysis.

Result

Administrative decentralization demonstrated a statistically significant influence on service delivery in Central Equatorial State, with the highest mean of 4.03. 73% of the participants agreed that the county government has adequate autonomy to contract services without direction from the national government, 88% agreed that the county government has autonomy to hire new employees, 85% of the respondents agreed that the county government has autonomy to fire county employees and 89% agreed that county government has power to sign employment contracts with county employees.

Conclusion

There was statistically significant influence of administrative decentralization on service delivery in Central Equatorial State, South Sudan. It was possible to infer that the relationship between administrative decentralization and service delivery is positive and significant.

Recommendation

The national government should grant county governments greater autonomy to contract services at the county level, hire and fire county employees, sign employment contracts, and increase the expertise of county employees.

Keywords: Effects of administrative decentralization, Central Equatorial state, South Sudan, service delivery.

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Background

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 of service personnel, the buildings and maintenance of roads, and garbage collection (Yusoff et al., 2016). As Stanton (2009) asserts, administrative decentralization is concerned with the functional tasks of decentralization. It relates to the assignment of service delivery powers and functions across

levels of government and determining where responsibility is situated. Administrative decentralization involves the transfer of civil servants and public functions to the lower level of government (Olatona & Olomola, 2015). It involves full or partial transfer of functional responsibilities to the sub-national units of governance. The national government assigns local governments the authority to hire and fire local staff without prior approval of the central government (Stanton, 2009).

Administrative decentralization aims to redistribute authority, responsibility, and financial resources for delivering public services across different levels of

government. Therefore, the responsibility for planning, financing, and managing certain public functions is transferred from the central government to subordinate levels of government, semi-autonomous public authorities or corporations, or area-wide, regional, or functional authorities (Ozmen, 2014). Administrative decentralization is often seen as part of civil service reform and is generally perceived as the narrowest form of decentralization because local institutions to which tasks are transferred are not based on political representation controlled from below (Yusoff et al., 2016).

On the other hand, it involves the de-concentration of bureaucratic structures away from the central government to lower levels of structure without removing their accountability to the central government. In this way, as Smoke (2003) reveals, administrative decentralization requires the establishment of administrative bodies, systems, and mechanisms at local and regional levels to manage and support the decentralization process while maintaining links between the formal government bodies and other key local actors. The effective decentralization of government administration requires local and regional governments to have the ability to establish ordinances, regulations, or bylaws that they consider to be appropriate within their jurisdiction (Yusoff et al., 2016).

Akorsu (2015), citing Falleti (2004), argued that administrative decentralization has either a positive or negative impact on the autonomy of sub-national executives. If administrative decentralization improves local and state bureaucracies, fosters training of local officials, or facilitates learning through the practice of delivering new responsibilities, it will likely increase the organizational capacities of sub-national governments. Nevertheless, if administrative decentralization takes place without the transfer of funds, this reform may decrease the autonomy of sub-national officials, who will be more dependent on subsequent national fiscal transfers or sub-national debt for the delivery of public services (Akorsu, 2015).

Recently, Feizy, Moghali, Gramipour, and Zare (2015) assert that there are two types of administrative decentralization. First, deconcentration, which involves transferring authority and responsibility from one level of the central government to another while maintaining the same hierarchical level of accountability from the local units to the central government ministry or agency that has been decentralized. Secondly, delegation, which refers to the redistribution of authority and responsibility to local units of government or agencies that are not always necessarily branches or local offices of the delegating authority. While some transfer of accountability to the sub-national units to which power is being delegated takes place, the bulk of accountability is still vertical and to the delegating central unit.

Review of previous research reveals that there is limited evidence on the influence of administrative decentralization on service delivery. The majority of research has analyzed the impact of decentralization on service delivery from either political or fiscal decentralization rather than from all three forms of decentralization (fiscal, administrative, or political) simultaneously. Allowing for the interaction of all three dimensions of decentralization in the same analysis can bring more robust evidence on the relationship between decentralization and service delivery and hence bring a stronger basis for providing policy advice in the future. In this study, administrative decentralization is conceptualized as autonomy to contract services, hire and fire county employees, sign employment contracts, and expertise and capacity of the county employees. This study sought to assess the effect of administrative decentralization on service delivery in Central Equatorial State, South Sudan.

Methodology

Research Design

The study adopted an exploratory descriptive survey design. Descriptive research design seeks to obtain information that describes existing phenomenon by asking individuals about their perceptions, attitudes, and values (Mugenda and Mugenda, 2003). According to Shuttlesworth (2008), descriptive research design is a scientific method that involves observing and describing the behavior of a subject without influencing it in any way. An exploratory descriptive research design is the systematic collection of data in standardized form from an identifiable population or a representative. A descriptive approach would, thus, ensure that comprehensive findings and in-depth information are obtained on the subject matter.

Target Population

The target population of the study was the county administration staff in the three selected counties in Central Equatorial State, namely Morobo (80), Terekeka (99), and Lainya (75), giving a total population of 254; Morobo, to represent agriculturally rich counties, Terekeka, representing industrial counties, and Lainya, to give a reflection of arid and semi-arid areas. These counties formed the unit of analysis.

Sample size

The sample size of 150 will be targeted as respondents. The study employed the (Bukhari, 2021) tables as cited by Amin (2005) to determine the sample size and went ahead to select those who would participate in the study by use of a stratified sampling technique. The sampling technique for this research was a non-probabilistic purposive sampling technique, focusing on three (3) counties among those with

strategic plans. Owing to the heterogeneity of the counties, a stratified sampling technique was used to select samples among the counties. The stratified random sampling technique was used as it ensures that populations within all 3 counties were independently sampled and represented. A representative sample of 150 respondents (50 from each county) was selected using stratified sampling.

Data Collection

Data collection employed two main methods. Primary data was collected through questionnaires containing both open-ended and closed questions. Two types of questionnaires were employed, one targeting the citizens and the other targeting officials working at county offices. The questionnaires were distributed through the “drop and pick” method and in some cases by email. There was a follow-up to ensure that questionnaires were collected on time, and assistance to the respondents having difficulty in completing the questionnaires was offered. Follow-up calls were made to ensure that the questionnaires were duly filled out within a reasonable period of time. This ensured that the information gathered was valid, reliable, and suitable for this study. The other method was an extensive secondary data collection, which covered a wide range of sources. This included relevant textbooks, official publications from national and county governments, and media publications. A range of academic peer-reviewed publications on local government studies and decentralization and devolution literature were also consulted.

Reliability and Validity

Validity is the extent to which research results can be accurately interpreted and generalized to other populations. It is the extent to which research instruments measure what they are intended to measure; on the other hand, reliability is a measure of how consistent the results from a test are. A pilot test was conducted in order to test the reliability and validity of the data collection instrument (questionnaire). Validity was enhanced by engaging the supervisor and experts as supported, to check the questionnaire items on their appropriateness of content and to determine all the possible areas that need modification so as to achieve the objectives of the study. Pre-testing is considered important in this study because comments and suggestions by respondents during pre-testing help to improve the quality of the questionnaire (Mugenda and Mugenda, 2003). Pre-testing is meant to reveal deficiencies in the instruments.

For example, unclear instructions, insufficient writing space, vague questions, and wrong numbering may be revealed and corrected, thus improving the instrument. The correlation coefficient that was obtained represents the reliability of only half of the instrument. To obtain the reliability of the entire instrument, the Spearman-Brown Prophecy formula indicated below was used.

$$Re = \frac{2r}{1 + r}$$

Where r – reliability

Re– reliability coefficient

The closer the reliability coefficient value is to 1:00, the higher the degree of reliability of the data. According to Gay (1981), any research instrument with a correlation coefficient between 0.7 and 1.0 is accepted as reliable enough. According to Mugenda and Mugenda (2003), if the correlation coefficient (Re) is greater than 0.7, then the instrument is considered reliable enough for the research, but if it is less, the researcher has to make corrections to the instruments in order to provide accurate results.

Pilot Test Results

To establish validity, the research instrument was reviewed by two experts experienced in decentralization of operations and performance of county governments, who evaluated the relevance of each item in relation to the instrument's objectives. The same were rated on the scale of 1 (very relevant) to 4 (not very appropriate). Validity was determined by the use of the content validity index (CVI). CVI was obtained by adding up the items rated 3 and 4 by the experts and dividing this sum by the total number of items in the questionnaire. A CVI of 0.747 was obtained. (Onen, 2016) state that a validity coefficient of at least 0.70 is acceptable as a valid research, hence the adoption of the research instrument as valid for this study.

The questionnaires used had questions measured using a Likert scale. For reliability analysis, Cronbach's alpha was calculated by application of SPSS. The value of the alpha coefficient ranges from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). A higher value shows a more reliable generated scale. Cooper & Schindler (2008) indicated 0.7 to be an acceptable reliability coefficient. The study involved questionnaires from 3 respondents. Since the alpha coefficients were all greater than 0.7, a conclusion was drawn that the instruments had an acceptable reliability coefficient and were appropriate for the study.

Table 1: showing Reliability Results

Variable	Cronbach's Alpha	Items
Health care services	.79	2
Education	.77	1
Agricultural sector	.71	2
Transport sector	.73	1

Source: Author (2023)**Data Analysis**

The data collected was analyzed using descriptive statistics. After the data collection, the questionnaires were edited for accuracy, consistency, and completeness. The responses were coded into numerical form to facilitate statistical analysis.

Data was analyzed using the statistical package for the social sciences (SPSS) based on the questionnaires. Results were presented in tables and charts. Inferential statistics using simple regression analysis was carried out to establish the nature of the relationship that exists between the variables.

In this case, service delivery performance (Y) was the dependent variable. The independent variable (X) was the degree of decentralization of government functions.

Inferential statistics involve making generations, predictions, or conclusions about characteristics of a sample from a population. Inferential statistics is used to establish whether a relationship exists in the larger population from which the sample was drawn. This helped in making relevant generalizations, whereby a Pearson correlation coefficient was calculated to determine and test the correlation between the dependent variable and the independent variable. $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ Whereby: Y = County Government Performance (UP); X1 = Health care services (HS); X2= Education (E); X3= Agricultural sector (AS); X4= Transport sector (TS); $\beta_1, \beta_2, \beta_3, \beta_4$ =Regression model coefficients; and ε = Error Term.

Results**Descriptive Analysis for Administrative Decentralization****Table 2: showing the responses to administrative decentralization items.**

Opinion Statements	SD %	D %	N %	A %	SA %	M	Std. Dev.
The county government has adequate autonomy to contract services without direction from the national government	8.9	6.2	11.6	51	22.4	3.72	1.15
The county government has autonomy to hire new employees	1.5	3.9	6.6	56.4	31.7	4.13	0.81
The county government has autonomy to fire county employees	3.8	3.1	7.7	51.2	34.2	4.09	0.94
The county government has power to sign employment contracts with county employees	1.5	0.00	9.2	53.1	36.2	4.22	0.74
Your county government is responsible for economic empowerment of the residents	7.1	6.7	11.5	50.6	24.1	3.78	1.11
The county assembly has adequate power to make county by-laws	2.4	4	10.4	54.2	29.1	4.04	0.88
The county government usually has freedom to forge public-private partnerships to speed up development in your county	5.7	8.1	13.4	44.5	28.3	3.82	1.11

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

Table 2 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 county government has adequate autonomy to contract services without direction from the national government”, 8.9% and 6.32% of the respondents scored for strongly disagree and disagree, while 22.4% and 51% 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.

In contrast, four items had a standard deviation of less than 1.0, which shows there were no extremes in the scoring. The lowest item had a standard deviation of 0.74. In the item “The county government has power to sign employment contracts with county 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 the majority of respondents viewed the items from the same angles. Most of the items are thus good measure. The study also revealed that a high percentage of the respondents, 73% agreed that the county government has adequate autonomy to contract services without direction from the national government, with 88% also agreeing that the county government has autonomy to hire new employees. Likewise, 85% of the respondents agreed that the county government has the autonomy to fire county employees, with 89% agreeing that the county government has the power to sign employment contracts with county

employees. Also, the majority of the respondents who were 75 % agreed that the county government is responsible for the economic empowerment of the respondents, and only 14 % disagreed with that statement.

Furthermore, the majority of the respondents, 83% agreed that the county assembly has adequate power to make county by-laws, whereas 73% were satisfied that the county government usually has freedom to forge public-private partnerships to speed up development in the county. The scores of responses for this section agree at 82% indicating that most county government officials agreed that administrative decentralization was a key driver of service delivery in the Central Equatorial State, South Sudan. This was corroborated by the themes that emerged from the open-ended questions, with all the informants indicating that administrative decentralizations improve service delivery in Central Equatorial State, South Sudan. The highest mean was 4.22, with the lowest being 3.72. 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.

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.

Descriptive Analysis for Service Delivery

Table 3: showing participants 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 county government has greatly improved	14.2	21.8	15.3	30.2	18.5	3.17	1.344
In your opinion, the county government provides sewer service in satisfactory manner	13.5	25.5	20	31.6	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	22.2	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 county health centers has greatly improved	9.5	10.5	15.6	40.4	24	3.59	1.227
Am satisfied with health services provided by county health centers	19.3	24.4	17.5	25.8	13.1	2.89	1.338
Drugs are always provided to patient in the county government health centers	21.5	20.4	13.8	32	12.4	2.93	1.371
Prompt attention is always given to the patient who visits county government health centers or hospitals	21.1	20	13.8	34.2	10.9	2.94	1.351
After devolution most of the health centers became as accessible to the citizens	9.5	13.1	22.2	30.9	24.4	3.48	1.254
Drugs are always provided to the patients in the hospitals or county government health centers	25.5	15.6	19.3	25.5	14.2	2.87	1.41
In the last 3 years, the quality of most county roads has greatly improved	17.1	17.5	13.1	32.4	20	3.21	1.395
My county government maintains county roads in a satisfactory manner	15.6	18.5	20.4	26.9	18.5	3.14	1.345
Most of the rural roads in our county are now accessible after devolution	15.6	13.8	18.5	33.1	18.9	3.26	1.338
Majority of roads being built by the county government usually take long to complete	16.7	14.5	15.6	28.4	24.7	3.3	1.416
My county government regularly builds new roads in both rural and urban areas	22.2	14.9	17.8	29.5	15.6	3.01	1.401

The quality of water supply in our county 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 county government	25.1	22.2	17.5	22.5	12.7	2.76	1.381
The county government 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	20	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.

Table 3 shows that all twenty-one items had a standard deviation above 1.0. The highest standard deviation for the items was 1.418, 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 shows the respondents were spread to the positive and to the negative, hence the high standard deviation witnessed. This implied that the majority of the respondents viewed the items from different angles; hence, the items were not a good measure. The findings also revealed that the 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 county health centers has greatly improved” 40.4% and 20 % of the respondents agreed and strongly agreed respectively. In the item “I am satisfied with the water supply schedule of my county 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 in the county governments in Central Equatorial State, 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 shows the respondents took a neutral position (above 3.0).

The general position was that the respondents were neutral about service delivery items.

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 administrative decentralization (X1) were aggregated by getting the average to give the X1 score for each respondent. The 21 items under service delivery (Y) were aggregated by getting the average to give a Y score for each respondent. The description of the variables X1, Z, and Y

Table 4: showing the descriptive Statistics of Aggregated Variables and Test of Reliability

	No. of items	Cronbach's Alpha	Mean	Std. Deviation
Administrative Decentralization	7	0.813	4.03	0.65
Service Delivery	21	0.877	3.80	0.61

The results in Table 4 show that administrative decentralization had the highest mean of 4.03. This indicates that the majority of respondents agreed with the

items, meaning that administrative decentralization existed and mostly practiced in counties in Central Equatorial State, South Sudan. Administrative decentralization could be the

most exercised form of decentralization in county governments in Central Equatorial State, South Sudan. 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 (Mugenda & Mugenda, 1999). 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 the thumb, acceptable alpha should be at least 0.70 (Maizura et al., 2009). However, Cronbach's alpha as low as 0.50 is acceptable (Kilungu, 2015; Kipkebut, 2010). Cronbach's reliability value for each of the variables was

calculated. The results obtained showed that the variables tested achieved a Cronbach's alpha value of above 0.7.

Normality of the Dependent Variable

The purpose of the normality test was to assess whether the sample was obtained from a normally distributed population. Saunders (2007) posits that when this assumption is violated, the study results are likely to give biased estimates of the parameters. Kolmogorov-Smirnov and Shapiro-Wilk tests were used to test the normality of the dependent variable (service delivery). The null hypothesis in the Kolmogorov-Smirnov and Shapiro-Wilk test of normality is that the data for the variable is normally distributed. The desirable outcome for this test is to fail to reject the null hypothesis. The tests fail to reject the hypothesis of normality when the p-value is greater than or equal to 0.05 (Shapiro&Wilk, 1965). The decision rule is such that fail to reject H0 if P-value is greater than the 0.05 alpha level, otherwise reject H0 if P-value is less than 0.05 alpha level. The hypotheses were stated as follows:

H0: The data is normal

H1: The data is not normal.

Table 5: Normality of Service Delivery

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Service Delivery	0.037	275	.200*	0.992	275	0.122

Table 5 shows that the Kolmogorov-Smirnov and Shapiro-Wilk statistics were 0.037 and 0.992, respectively. The associated p-value was 0.200 and 0.122 for Kolmogorov-Smirnov and Shapiro-Wilk statistics, respectively. Since the p-values for both tests were greater

than the significance level (0.05), the service delivery data is normal. The study, therefore, concluded that the service delivery variable is normal in distribution and hence subsequent analysis could be carried out.

Discussion of key results

The effect of Administrative decentralization on service delivery in Central equatorial state, South Sudan

The objective of the study was to evaluate the effect of administrative decentralization on service delivery in Central Equatorial State, South Sudan. It had been hypothesized that administrative decentralization is not related to service delivery in Central Equatorial State, South Sudan. The results confirmed that there is a positive, statistically significant relationship between administrative decentralization and service delivery in Central Equatorial State, South Sudan. The results reveal that administrative decentralization is statistically significant in explaining service delivery in Central Equatorial State, South Sudan. Therefore, hypothesis H03: administrative decentralization is not related to service delivery in Central Equatorial State, South Sudan, is rejected, and it is concluded that administrative decentralization had a significant effect on service delivery. The findings led to the conclusion that

administrative decentralization was a driver of service delivery in Central Equatorial State, South Sudan. 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). The findings are consistent with Kosec and Mogues (2015), who concluded that administrative decentralization has led to increased 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

Conclusion

The findings confirm that there is a statistically significant influence of administrative decentralization on service delivery in Central Equatorial State, South Sudan. It was possible to infer that the relationship between administrative decentralization and service delivery is positive and significant. The study concluded that administrative decentralization was statistically significant in explaining service delivery in Central Equatorial State, South Sudan. It was also concluded that administrative decentralization is being adequately practiced in Central Equatorial State, South Sudan. This indicated that county government officials were optimistic about administrative decentralization and how it had impacted the operations of the Central Equatorial State, South Sudan.

Recommendation

Given that the findings of the study confirmed that administrative decentralization influences service delivery, the study recommends that the government should increase county government autonomy to promote administrative decentralization. Specifically, the national government should grant county governments greater autonomy to contract services at the county level, hire and fire county employees, sign employment contracts, and increase the expertise of county employees. Additionally, the national government should make it easier for county governments to exercise administrative power over county contractors, employees, and suppliers.

The study also recommends that the county governments should continue to involve stakeholders in their operations to ensure quality service delivery to their customers. Specifically, the study recommends that the government encourage the public to attend consultative meetings organized by the government, lodge complaints with the government, and directly contribute to development projects at the county level. Consequently, the public participation program should be implemented in all the Central Equatorial State, South Sudan.

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List of Acronyms

GDP: Gross Domestic Product

ISA: Institute for Social Accountability.

LAs: Local Authorities

SID: Society for International Development

SPSS: Statistical Package for Social Sciences

TI: Transparency International

TOC: Theory of Constraints.

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Conflict of interest

The authors declare no competing interest.

Author's biography

Charles Modi is a student of master of public administration at Team university.

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