

**Foreign Aid, Decentralization, Local Governance and Service Delivery in Local Governments: A Case Study of Rumbek Central County South Sudan****Peter Garang Thieel**MPAM Cavendish University Uganda, MBA, PGD-BA University of Juba UOJ, BD St Paul University  
DIP Theo St Andrew College of Theology and Development  
Kenya**ABSTRACT**

*The study focused on foreign aid, decentralization, and local administration to examine the gap in service delivery in Rumbek County, South Sudan. The study's goals were to investigate the connections between foreign assistance and service provision, the connections between foreign assistance, local governance, and service provision, and the study factor structure between foreign assistance, decentralization, local governance, and service provision. The study population consisted of 75,000 respondents, and the research style was a case study and descriptive research design. It used both qualitative and quantitative methodologies to gather data from this population. The sample of 382 respondents was chosen using simple random sampling. Only 352 were considered for analysis. The descriptive analysis option of SPSS version 20.0 was used to analyze the data before it was presented using Spearman's correlation, multiple regression, and factor structure loadings to show the relationship and prediction for international aid, decentralization, local governance, and service delivery, respectively. The major findings of the study were that there is a significant positive correlation between; foreign aid and service delivery ( $r = 0.728$ ,  $P\text{-value} < 0.01$ ), decentralization and service delivery ( $r = 0.544$ ,  $P\text{-value} < 0.01$ ), local governance and service delivery ( $r = 0.776$ ,  $P\text{-value} < 0.01$ ) and foreign aid, decentralization and local governance influenced 62.9% the level of service delivery. The study suggests that the county implements control measures to guarantee that funds are used for the proper purposes in the counties because research revealed that services were not worth the district budget. Adequate research should be conducted at the community level to identify services needed by the people to draw sufficient budgets for the implementation of foreign aid, decentralization, and local government.*

**KEYWORDS: Decentralization, Local Government, Service Delivery & Foreign aid****1.1. Introduction**

The youngest state in the world is South Sudan. The lengthy struggle between Arabs and Black Africans lasted for approximately 50 years. Millions of South Sudanese lost their lives and means of support as a result of the Sudanese civil war, and the government and state institutions also suffered. As a result, capacity was severely constrained, legitimacy was undermined, and state-society interactions had to be established almost entirely from scratch. South Sudan is still embroiled in conflict and receives subpar service delivery four and a half years after gaining independence from the previous Sudan. Even in regions where there is peace, the Government of the Republic of South Sudan (GRSS) is now torn apart, engaged in conflict, and falling farther behind on its commitments to erect efficient infrastructure and service delivery systems. An almost purely humanitarian reaction has taken the place of the former institution building a focus of international involvement with GRSS, reflecting decades of relief operations helping populations fleeing conflict and struggling to provide for their families. Yet again, the threat of famine looms large in parts of South Sudan (OECD 2012). According to USAID (2013), A South Sudanese girl is more likely to die in childbirth than finish primary school. Although the nation is bigger than France, it only has less than 50 kilometers of paved highways. Numerous services and most of the necessary infrastructure are just absent. South Sudan, the youngest country in the world, has faced high expectations since gaining its independence. The South Sudanese people want their government to provide services like education, health care, and infrastructure so they may make up for the years of neglect under the government in Khartoum and benefit from the abundant riches the nation has to offer.

In this case thus, even though Rumbek Central County has been receiving foreign aid in all forms, having decentralized systems in place and governance structures, service delivery is reportedly still lacking to meet the intended objectives. According to the World Development Report (2007), the performance of foreign aid in South Sudan is worrying. Over 20% of the foreign aid package was lost due to poor monitoring. In 2010, most foreign-aided projects in poverty eradication in Rumbek Central County were not sustainable (PEAP Report, 2010).

**1.2. Background**

Foreign aid means the flows to developing countries and multilateral institutions provided by official agencies, including state and local governments, or by their executive agencies (Lancaster, 2009). Foreign aid is important in the promotion of the economic development and welfare of developing countries (OECD, 2006). Lancaster (2009) argues that foreign aid must include the voluntary transfer of public resources, from a government to another independent government, to an NGO, or an international organization (such as the World Bank or the UN Development Program) with at least a 25% grant element, one goal of which is to better the human condition in the country receiving the aid. Attributes of foreign aid in this study included; financial aid, food aid, leverage, and capacity support.

Decentralization entails maximization of people's involvement in the spheres or stages of development (Mukandala, 2005). Decentralization is highly important since it goes beyond the implementation or donation of 'free' labor and cash contributions and extends to policy decisions. People need to enjoy basic freedoms to be able to freely express themselves and to develop their full potential in areas of their own choice (World Bank, 2009). Decentralization in South Sudan aims at improving



performance through provincial set plans and objectives getting implemented by a developmental, professional, and motivated human resource. Decentralization has been advanced as a process that promises the transfer of legal, political, administrative, and financial authority to plan, make decisions, and manage public functions and services. The transfer is normally from the central government and its agencies to lower levels of administration or organizations (Nsibambi 1998). Decentralization attributes included political, administrative, and fiscal decentralization.

Local governance is conceptualized to refer to the formulation and execution of collective action at the local level (Amon et al, 2001). Local governance is important in playing both direct and indirect roles of formal institutions of local government and government hierarchies, as well as the roles of informal norms, networks, community organizations, and neighborhood associations in pursuing collective action by defining the framework for citizen-citizen and citizen-state interactions, collective decision making, and delivery of local public services (Shah, 2006). Local governance entails an administrative body for a small geographical area such as a district, town, or sub-county. Local governments can elect officials, enact taxes, and do many other things that a national government would do, just on a smaller scale. Local governance had attributes like planning, coordination, and representation of people.

Service delivery is about delivering services as effectively and efficiently as possible to the satisfaction and delight of the customer (Nautiyal, 2010). Service delivery is highly dependent on financial resources and how they are budgeted and later implemented. Strengthening service delivery is relevant in the measurement of budgetary performance. In service delivery, the primary goal is the successful implementation and delivery of projects and set objectives in line with customer requirements and key stakeholders' directions. Strengthening service delivery is a key strategy to achieve the Millennium Development Goals which include the reduction of child mortality, maternal mortality, and the burden of HIV/AIDS, tuberculosis, and malaria. Health, education, water and sanitation, infrastructure development, and environmental protection are some of the key attributes of service delivery (WHO, 2008).

## 1.4. Specific Objectives of Study

To examine the relationship between foreign aid and service delivery, to examine the relationship between foreign aid, local governance, and service delivery, to examine the study factor structure between foreign aid, decentralization, local governance, and service delivery

## 1.5. Significance of the study

Academically speaking, it is predicted that the study's findings will be a useful source of knowledge for South Sudanese scholars, students, development practitioners, public policymakers, and analysts everywhere. The study's conclusions are expected to be useful in terms of policy for NGOs, particularly those who conduct interventions in Rumbek Central County, South Sudan, that are supported by foreign governments.

## 1.3. Statement of the Problem

The study looked into the gap between local governments' budgeted spending and the quality of services provided to the populace. The study sought to determine how local governance, decentralization, and foreign aid affect the efficient provision of services by local governments. Decentralization analysis is a worldwide concern country like Turkey shows that there is improper and ineffective implementation caused by delays associated with decentralization, ambiguity in linking strategic plans to higher-level policy documents, performance programs to strategic plans, budgets, accountability reports, and detailed expenditure programs to performance programs and insufficient political ownership and supervision (OCED, 2010). In Nigeria, as much as the total spending in the health sector exceeds 6% of GDP, health outcomes remain extremely poor and have not improved over the years with infant and maternal mortality rates at 110 and 8 per 1,000 births in 2005 (Okojie, 2009).

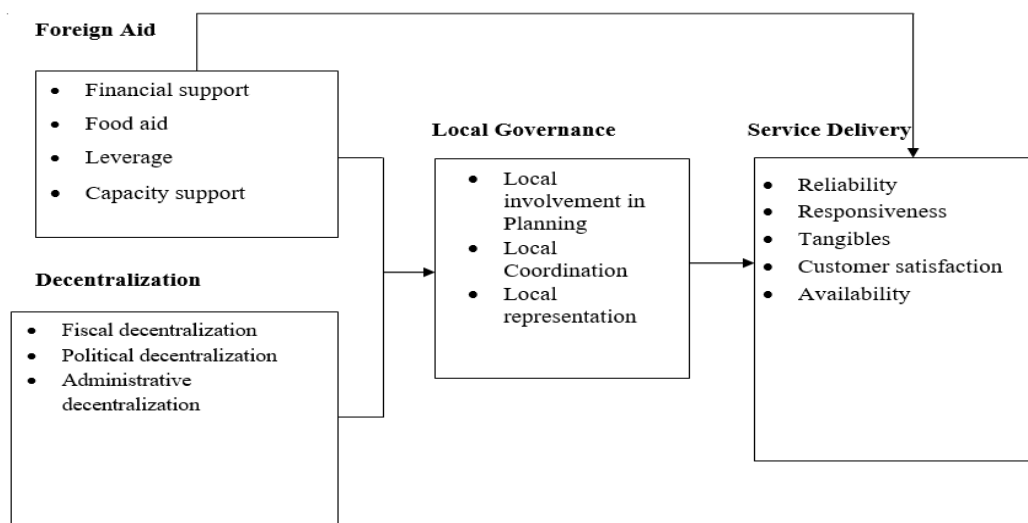
In South Sudan, as in many other nations, decentralization of public service delivery was introduced to improve its efficacy and efficiency as well as its responsiveness to the demands of local populations. However, the money does not often reach the frontline service provider (Reinikka & Svensson, 2001). Health services statistics show the ratio of doctors to the entire population as 1:27,687 and surgeons as 1: 500,000; 2,242 Government-owned health centers and only 59 Government hospitals with a total of 9,801 beds but admitted 20,868 patients and in 2010 the budget allocation to health was 9% (GoSS). The decentralization effort in South Sudan has not been successful in meeting its goals for service delivery. Many reasons can be cited for this, such as the poor autonomy of the local governments, tight fiscal control by higher government, and capacity constraints (Population Secretariat & UNFPA, 2012). It is suggested that lower tiers of government can efficiently provide services like water (2013), education, sanitation, and health, among others. Also at the lower levels of government, politicians and civil servants are more aware of the needs of their community and will be more responsive to providing such services (World Bank, 2000).

This is particularly true if, as expected, the results point out and explain the projects' shortcomings and offer remedies to the issues discovered. As a result, different stakeholders may improve the conception, planning, implementation, supervision, and evaluation of their current and forthcoming efforts. Development partners, the communities targeted by foreign aid programs in Rumbek Central County and elsewhere in South Sudan, as well as other parties, are anticipated to gain from improvements in the conceptualization, planning, implementation, monitoring, and assessment of current and future projects.

These advantages will materialize if foreign aid initiatives start attaining their community development aims and objectives as a result of applying the study's suggestions.



**Figure: Conceptual Framework**



## Description of the model

Foreign Aid was based on Norman's (2001) model which measures foreign aid using financial support, food aid, leverage, and capacity support. Decentralization and local governance were based on Dermer's (1977) model which uses political, fiscal, and administrative sharing for decentralization and local involvement in planning, local coordination, and local representation for local governance. Service delivery was based on the SERQUAL model of Parasuaraman and Zaithmal (1985), which measures services based on reliability, responsiveness, tangibles, and customer satisfaction.

## LITERATURE REVIEW

**Foreign aid:** Foreign aid means the flows to developing countries and multilateral institutions provided by official agencies, including state and local governments, or by their executive agencies (Lancaster, 2009). Foreign aid is important in the promotion of the economic development and welfare of developing countries (OECD, 2006). Lancaster (2009) argues that foreign aid must include the voluntary transfer of public resources, from a government to another independent government, to an NGO, or an international organization (such as the World Bank or the UN Development Program) with at least a 25% grant element, one goal of which is to better the human condition in the country receiving the aid. Financial assistance, food assistance, leverage, and capacity support are examples of characteristics of foreign aid that are included in this study..

**Financial aid:** Financial aid is the aid sent to countries through NGOs in the form of cash intended for development and emergencies. This has been reported to have a significant impact on NGO performance (World Bank, 2008). Aligning international assistance with recipient country systems must be ensured to strengthen local capacity in service delivery, public financial management, procurement, and evaluation (OECD, 2012). The primary source of funding for local government initiatives that directly benefit citizens has been identified as financial aid. Project aid describes conventional standalone initiatives like a school or an irrigation system. Projects can be carried out

independently from other development initiatives and direct finances toward a specific objective. Accountabilities are peculiar to projects, which are frequently subject to strict oversight by donor agencies and specialists. As a result, projects have been criticized for requiring less local ownership. When foreign experts leave or when funding ends, the impact of the project may not be sustained. Projects can also increase administrative costs and the reporting burden for recipient countries. Moreover, depending on the circumstances, limited donor collaboration on projects can lead to duplication and fragmentation a patchwork approach to development (Roger et al, 2007). However, donors continue to employ project-based aid because it is very simple to monitor and assess and may be tailored to address a specific issue in a developing country (such as access to clean drinking water, for example). It can have a positive impact in nations with weak institutions and capacities, where program-based aid may be less appropriate. Projects also provide visibility, which is beneficial for promoting outcomes both in the country of the receiver and in one's own country. Therefore, while it is argued that an emphasis on project-based funding can sacrifice efficiency and overall aid effectiveness, it is accepted that it does offer greater donor control (CIDA, 2008).

**Food aid** is hard to summarize succinctly due to many related issues, but in general, it is about providing food and related assistance to tackle hunger, either in emergencies or to help with deeper, longer-term hunger alleviation and achieve food security (where people do not have to live in hunger or fear of starvation) (WFP, 2005). In the 1960s, more than 20% of all aid flows were for food; today, that percentage is less than 5%. However, given the prevalence of world hunger and the rise in food emergencies over the past ten years, it is still crucial. The decline of food aid, as well as how it is delivered and used, is therefore of importance. Kibreab (2009) summarizes 3 types of food aid: Program Food Aid which is a form of "in-kind aid" whereby food is grown in the donor country for distribution or sale abroad. This is typically a government-to-government transfer. Rather than being free food as such, recipient countries





typically purchase the food with money borrowed at lower than market interest rates. Relief, or Emergency Food Aid, which is typically for emergencies, such as cases of war, natural disasters, etc., where food is distributed for free. However, as Oakland Institute notes, several countries facing some forms of chronic food insecurity have also become permanent recipients of this form of aid and project Food Aid which is food aid delivered as part of a specific project related to promoting agricultural or economic development, nutrition and food security, such as food for work and school feeding programs.

**Leverage** is a form of aid provided to developing countries in the form of technological support and human support (George, 2003). The United States government can benefit from the plethora of new methods and resources for supporting developing nations, such as remittances, corporations, colleges, and private volunteer organizations. Alliances between USAID with emerging American philanthropy initiatives abroad can help mobilize resources that are far greater than those found in federal budgets. The abilities and preferences of philanthropic leaders and their organizations can be taken into consideration in this cooperation. Similar approaches can be utilized to connect American initiatives with developing nations' burgeoning local business leadership. In this scenario, USAID would cease acting as the overbearing taskmaster of American development initiatives and instead act as an organizer or facilitator of effort, putting together resource syndicates geared toward self-sufficiency. Despite its modest size, the Global Development Alliance of USAID has been successful in maximizing government funding. The business model for almost all of the United States should be this kind of cooperation. aid from abroad in the future.

**Capacity support:** One of the main roles of NGOs in international development cooperation is capacity building and training. This is the equipping of skills to project beneficiaries. UNHCR (2004) defines skill development among refugees and IDPs as imparting of ability in an individual, household, or community to depend (rely) on their resources (physical, social, and natural capital or assets), judgment, and capabilities with minimal external assistance in meeting basic needs... It is understood that by being self-sufficient, refugees are no longer dependent on outside aid in normal circumstances and can meet their own needs as well as those of their family, household, and community members in terms of food, shelter, water, sanitation, health, and education. Vocational, entrepreneurial, social networking, language, and computer training are just a few of the capabilities that can help refugees expand their skills. These programs have been successful in Lebanon, Uganda, South Africa, Yemen, India, Indonesia, Jordan, Malaysia, the Central African Republic, and Zambia. In Ecuador, a training program called "Let's make your business work" has benefited 600 refugees and is linked to seed capital (Marybeth: 2012)

**Service delivery:** may be defined as any act of performance that any party can offer to another that is essentially intangible and does not result in the ownership of anything. It is a production that may or may not be tied to a physical product,

Kotler (2006). Service provision or delivery is an immediate output of the inputs into the health system, such as the health workforce, procurement supplies, and finances (WHO, 2008). Increased inputs should lead to improved service delivery and enhanced access to services (WHO, 2008). To accelerate progress toward the Millennium Development Goals, developing country governments, donors, and NGOs have committed increased resources to improve service delivery (AERC, 2011). Public service delivery under a highly centralized system of governance did not achieve much for the majority of Ugandans, who remained unaware of the key development processes including the planning, implementation, and monitoring services (Nyirinkindi, 2007). Today, the need for quality in service delivery is felt everywhere by every organization, whether in the public, private, or foreign sectors (Swar and Sahoo, 2012). Reliability, responsiveness, tangibles, client happiness, and availability are qualities of service delivery.

**Reliability:** refers to the ability to perform the service dependably and accurately (Swar and Sahoo, 2012). Reliability is a quality that refers to a service provider's capacity to deliver the services they have committed to reliably and precisely. Technical quality of service is directly tied to the idea of reliability. The other attributes such as tangibles, responsiveness, assurance, and empathy are related to the concept of functional quality (Micuda and Dinculescu, 2009).

**Responsiveness:** This refers to the willingness to help customers and provide prompt service (Swar and Sahoo, 2012). Responsiveness is a core value of the transformed public service. Its application in practice will have a profound effect on the way national departments and provincial administrations operate. The key to implementing the responsiveness principle lies in being able to identify quickly and accurately when services are falling below the promised standard and having procedures in place to remedy the situation (Johnson, 1995).

**Tangibles:** This refers to the physical facilities, equipment, and appearance of personnel (Swar and Sahoo, 2012). The degree of service tangibility varies significantly across services. Services with intangible outputs present special difficulties because there is no single satisfactory method for defining and quantifying their outputs (Ghabadian and Ashworth, 1994).

**Customer satisfaction:** is defined as consumers' evaluation of their experiences with a service provider that accumulates over time (Beatson and Coote, 2002).

**Availability:** refers to the physical access or reachability of services that meet a minimum standard which standard often requires specification in terms of the elements of service delivery such as basic equipment, drugs and commodities, and health workforce (presence and training) for the health service (WHO, 2008).

There is a relationship between foreign aid and service delivery; according to Williamson & Dom (2010), sector budget support is being used increasingly to promote better basic service delivery in Africa. Budgets intersect with all aspects of governance reform including fiscal policy, administrative reform, anti-corruption efforts, social policy, and service delivery (Schaeffer



& Yilmaz, 2008). Foreign aid has been reported to have a significant impact on service delivery (World Bank, 2008). Aligning international assistance with recipient country systems must be ensured to strengthen local capacity in service delivery, public financial management, procurement, and evaluation (OECD, 2012). Foreign aid has been talked of as key funder of local government projects that reach directly to people. Project aid refers to traditional stand-alone projects, such as a school or an irrigation project. Projects target funds for a specific purpose, and they can be executed autonomously from other development initiatives. Accountabilities are tied specifically to projects, which are often highly controlled by donor agencies and experts. Projects have been criticized as demanding less local ownership as a result. The project's effects might not last after the departure of foreign experts or the cessation of funding. Projects may also make recipient nations' administrative expenses and reporting requirements more onerous. Moreover, depending on the circumstances, limited donor collaboration on projects can lead to duplication and fragmentation a patchwork approach to development (Roger et al, 2007). Nevertheless, donors still use project-based aid, since it is relatively easy to monitor and evaluate, and can be targeted to alleviate a specific problem in a developing country (e.g., access to clean drinking water). In nations with poor institutions and capacities, where program-based aid may be less appropriate, it can produce beneficial benefits. Projects also provide visibility, which is beneficial for promoting outcomes both in the country of the receiver and in one's own country. Therefore, while it was argued that an emphasis on project-based funding can sacrifice efficiency and overall aid effectiveness, it is accepted that it does offer greater donor control (CIDA, 2008).

## **The relationship between foreign aid, decentralization, and service delivery**

Decentralization is the process of redistributing or dispersing functions, powers, people, or things away from a central location or authority. While centralization, especially in the governmental sphere, is widely studied and practiced, there is no common definition or understanding of decentralization (Karin, 2007). By local priorities, local communities are free to offer social services at the local level under the Local Governments Guidelines. Even conditional grants are directed with proper consideration to locales chosen locally, and the framework ought to make life easier. The decentralization paradigm assumes that stakeholder involvement in funding mobilization and management would increase the sustainability, demand-driven nature, and consequently the significance of service delivery to the intended beneficiaries. This is the reason academics think Uganda has established a respectably decentralized system of administration, and as a result, there has been respectably widespread public involvement in the planning process at all levels. Among African countries, Uganda's decentralization process happened quickly and with a strong political commitment by the Central Government (Asmiwe et al, 2000). Decentralization is therefore

defined in this study as including political, administrative, and financial aspects, which are described below.

**Political decentralization:** tries to increase the power of the populace or their elected officials. It may be linked to representative government and pluralistic politics, but it also refers to providing citizens and their representatives more say in how laws and policies are created and carried out. Depending on the country, this may require constitutional or statutory reforms, the development of new political parties, increased power for legislatures, the creation of local political units, and encouragement of advocacy groups (World Bank, 2013).

**Administrative decentralization:** Administrative decentralization takes into account deconcentration, the weakest form of decentralization, shifts responsibility for decision-making, finance, and implementation of certain public functions from officials of central governments to those in existing districts or, if necessary, new ones under direct control of the central government. Devolution transfers all responsibility for decision-making, finance, and implementation of certain public functions to the sub-national level, such as a regional, local, or state government (Karin, 2007)

**Fiscal decentralization:** Fiscal decentralization means decentralizing revenue raising and/or expenditure of money to a lower level of government while maintaining financial responsibility (Bruce, 2007). Although this process is typically referred to as fiscal federalism, unitary, federal, and nonfederal governments may be affected. Fiscal decentralization also resolves "vertical imbalances," which occur when the federal level provides the higher levels of government with an excessive or inadequate amount of funding. It might be a way for the central government to impose more influence over the lower levels of government if it is not linked to other forms of obligations and authorities. Decentralization is a notion that refers to the transfer of national responsibilities for raising money and controlling spending. Decentralization presumes that if more revenue is transferred or locally generated, Local Governments could deliver efficient and effective services as needed by communities (Nsibambi, 1998). User fees, user participation through financial or labor contributions, an increase in local property or sales taxes, intergovernmental transfers of central government tax funds to local governments through transfer payments or grants, and authorization of municipal borrowing with federal loan guarantees are all ways to achieve fiscal decentralization. Money transfers may be made with or without conditions, and with or without instructions.

Decentralization has a relationship with service delivery. According to the evaluation of planning general budget support synthesis report (May 2006), It was discovered that increasing spending on essential services, particularly in the areas of health and education, has had the most noticeable effects of planning general budget support (PGBS) on service delivery. Therefore, achieving qualitative improvements is simpler than achieving quantitative improvements. The expansion of basic services has often been accompanied by deterioration in quality. Other PGBS



effects (through policies) are likely to take longer. Where such a change has begun (through improved allocation and operational efficiency), it is not yet embedded. However, such effects of PGBS dialogue and performance targets have considerable potential to address issues of quality and access to social services. (Stephen, and Rebecca, 2006).

Studies on fiscal decentralization have shown that it is important to emphasize the level of control local governments have over their revenue sources. One approach is to simulate the interplay between local and central governments as a game where each has genuine budgetary authority to tax and spend. As is always the case, the outcomes may be influenced by the moves' sequencing and other factors that lack any obvious real-world analogs. It is therefore challenging to determine how helpful certain metaphors are. First, intergovernmental transfer programs help to offset subnational governments' fiscal imbalances by bolstering insufficient local income and ensuring that they can fulfill their expected obligations. Second, they serve to balance capacity gaps among sub-national governments by achieving national re-distributional objectives. They are also used to encourage local expenditures on particular goods and services that exhibit positive externalities considered to be basic needs to be accessed by all. Most transfer systems are intended to meet these objectives and they use a variety of mechanisms (Bahl, and Linn, 1994).

## **The Relationship between Local governance and service delivery**

**Local governance:** Local governance, is conceptualized to refer to the formulation and execution of collective action at the local level (Amon et al, 2001). Local governance is important in playing both direct and indirect roles of formal institutions of local government and government hierarchies, as well as the roles of informal norms, networks, community organizations, and neighborhood associations in pursuing collective action by defining the framework for citizen-citizen and citizen-state interactions, collective decision making, and delivery of local public services (Shah, 2006). Administrative bodies for a small geographic area, such as a district, town, or sub-county, comprise local governance. Local governments have many of the same powers as national governments but of a smaller size. They can elect officials, pass taxes, and do many other things. Planning, coordination, and people representation are all aspects of local governance in this situation.

**Local involvement in planning:** This means that local community members are given the right and obligation to formulate, approve, and execute their budgets and plans, provided that the budgets are balanced (Kwagala, 2004). However, the comprehensive and integrated development plan prepared by the district is supposed to incorporate plans of lower local governments, and those governments are expected to prepare plans incorporating the plans of lower councils in their jurisdiction (LGA, section 36). The district is also supposed to mentor and support the lower local governments (Decentralization Secretariat, 1994). The responsiveness of local governments is a

crucial component of local governance that many academics have highlighted. This situation depicts one in which local governance's goal is to make sure that the services provided are truly in line with citizens' preferences or are centered on them. The planning activities that take place inside local government are almost as significant as the budgetary process. This is especially the case when local planning activities, as they should, involve a wide spectrum of the citizenry. Community-based planning that reflects the needs of the entire community its women, its children, its elderly, its poor, its minorities, and its youth is perhaps the single most effective means to develop priorities that truly reflect the needs of the community. Consequently, the implementation of participatory strategic planning techniques is increasingly important to the development of effective local government and the linking of the outcomes of such processes to the development of budget priorities is even more important (UNDP, 2000).

**Local involvement in coordination of activities:** Local involvement in coordination refers to local people's involvement in demanding the services as they were planned (Paul, 2007). World Bank's (2006) implementation modalities indicate that foreign aid, for instance, agricultural modernization aid, must aim at empowering farmers to demand advisory services to increase their agricultural productivity and incomes. The program's primary beneficiaries are the poor subsistence farmers. Farmers obtain consulting services under the scheme through Farmer Groups as the intermediaries. Farmers can unite in groups to work together more effectively and to access advisory services, technologies, and production inputs if the local population is involved in the implementation.

**Local involvement in representation:** Kasfir, (1993) as quoted in Saito (2001) looks at local involvement in representation as a way of engaging the community in decision-making. He stated that "a powerful case for decentralization can be mounted. Physical and social conditions in Africa favor it as a pragmatic response to the problems of government. Something else is required, as evidenced by the central government's incapacity to properly communicate with its constituents. The democratic norm's enduring strength in both urban and rural areas is evidence of people's enduring desire to be involved in the administration of their affairs.

Many academics fervently contend that local community members' involvement in the governance process has a significant impact on the provision of social services. Harriet Birungi, Betty Kwagala, et al (2000) added weight to this assertion that in this period, local governments had no major functions, little financial resources, and practically no political autonomy. The trend towards devolution of power from central government to local authorities which started in the 1980s, aimed at increasing the extent of local participation in the policy-making process, strengthening local capacity for resource mobilization and power sharing in the provision of social goods and services. Local governance has a relationship with service delivery. Robert Chambers (1997) points out that participation is





assumed to have the effect of empowering the citizens so that they can continue to give direction in public policies or programs, and also direct future changes and put pressure on outside forces to support these changes. According to him, participatory work is therefore localized and dependent on local interests and capacity for change-related action for the success of public policies or programs. Mukandala (2005) points out that with increased participation of people in self-help projects, there was an increased sense of ownership, and belonging by the local community members and also their willingness to take care of the existing projects in their respective villages. According to Muhangi (2007), it was because of this participatory approach that the self-help movement became successful and later paved the way for nation-building through decentralization.

## METHODOLOGY

In Research Design the study employed a case study and descriptive research design. It was elected because it allows a researcher to conduct an intensive and holistic description and analysis of a single to understand a larger one (Oso and Onen, 2008). Approaches that were both qualitative and quantitative were applied. This is due to the requirement to triangulate research data while collecting opinions from various types of respondents using various technologies. The study target

population of 75,000 which included foreign aid beneficiaries that are targeted to be selected from each community in the county. Service coordinators at the Boma, and county levels, local council executives at different administrative levels (LC1-3), Payam and Boma chiefs, as well as civil society organizations officials from different frontiers and local community members. 382 sample population was used, the study considers both primary and Secondary as the main source for data collection. Stratified. random sampling technique, simple random sampling, and purposive sampling. Stratified random sampling was used to select community members that participated in this study. Simple random sampling was used to select employees, whilst, purposive sampling was used to select leaders and organization heads. Closed closed-ended questionnaires, observation, and interview guides were used to collect data from 352 respondents including the community members/ foreign beneficiaries in Rumbek Central County. SPSS version (20.0). The data was then presented using Spearman's correlation statistical techniques which were used to test and establish whether there exists a relationship between leadership traits, ethical behaviors, organizational citizenship, and Service delivery while multiple regression analysis was used to test the potential predictors of the dependent variable.

## PRESENTATION AND INTERPRETATION OF STUDY FINDINGS

Table 4.1 presents the gender of respondents.

**Table 4.1: Gender by Respondent Distribution**

SEX	FREQUENCY	PERCENTAGE
MALE	129	36.6
FEMALE	223	63.4
TOTAL	352	100.0

Source: Primary Data

Table 4.1 above shows that 63.4% of the respondents were female whereas 36.6% were male.

**Table 4.2: Age of the respondents**

Age	Frequency	Percentage
Below 20years	16	4.5
20-29years	64	18.2
30-39years	77	21.9
40-49years	93	26.4
50yrs++	102	28.9
Total	352	100.0

Source: Primary Data

Table 4.2 above shows that 28.9% of the participants belonged to the age group of 50 years and above, 26.4% belonged to the age group of 40-49, 21.9% belonged to the age group of 30-39years, 18.2% were between 20-29years and those who were below 20years were represented by 4.5% of respondents.

**Table 4.3: Education level of the respondents**

Education of the respondent	Frequency	Percentage
None	171	48.6
Primary	106	30.1
Secondary	60	17
Others	15	4.3
Total	352	100.0

Source: Primary Data

Table 4.3 above shows that 48.6% of the participants had no education, 30.1% had a primary level of education, and 17% were secondary achievers. And others which included degree

holders, diplomas, and masters were represented by 4.3% of respondents. Table 4.4 below presents the time taken by respondents as beneficiaries of foreign aid.



**Table 4.4: Time taken being a beneficiary of foreign aid**

Marital status	Frequency	Percentage
<1 year	108	30.7
1-3 years	121	34.4
3-6 years	68	19.3
6 years++	55	15.6
<b>Total</b>	<b>352</b>	<b>100.0</b>

Source: Primary Data

Table 4.4 above shows that 34.4% of the participants had been beneficiaries of foreign aid for 1-3 years, and 30.7% have been beneficiaries for less than 1 year. 19.3% had been beneficiaries for 3-6 years and only 15.6% had been beneficiaries for 6 years and above.

## Relationship between Study Variables

Spearman correlation coefficient was used to determine the degree of relationship between the study variables as presented in table 4.5 below.

**Table 4.5 Spearman's zero-order correlation Matrix**

	1	2	3	4
Foreign Aid (1)	1			
Decentralization (2)	.666**	1		
Local Governance (3)	.598**		1	
Service Delivery (4)	.728**	.544**	.776**	1

\*\* Correlation Is Significant At The 0.01 Level (2-Tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data

## The relationship between foreign aid and service delivery

The results in Table 4.5 above indicated a significant positive relationship between foreign aid and service delivery ( $r = 0.728$ ,  $P\text{-value} < 0.01$ ). This implied that service delivery in Rumbek local government depends on foreign aid provided by donors in the form of financial support, food aid, leverage, and capacity support.

## The relationship between foreign aid, decentralization, and service delivery

The results in Table 4.5 above indicated a significant positive relationship between foreign aid, decentralization, and service delivery ( $r = 0.728$ ,  $r = 0.544$ ;  $P\text{-value} < 0.01$ ). This implied that there can only be effective service delivery in local

governments if there are both foreign aid provision and decentralization systems in the form of fiscal, administrative, and political structures.

## The relationship between decentralization, local governance, and service delivery

Table 4.5 above shows a significant positive relationship between decentralization, local governance, and service delivery ( $r = 0.544$ ,  $r = 0.776$ ,  $P\text{-value} < 0.01$ ). This implied that for local governments to ensure that they improve service delivery in their communities, they need to fully welcome decentralization as well as local governance which allows community members to be involved in planning, decision-making, execution of the project, and undertake monitoring of activities.

**Table 4.6: shows the regression model for foreign aid, decentralization, and local governance determine and service delivery**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.333	.298		19.400	.000
	Foreign Aid (1)	.431	.031	.459	1.476	.000
	Decentralization (2)	.345	.070	.309	1.342	.001
	Local Governance (3)	.577	.155	.506	1.678	.000
<b>Dependent Variable: Business Competitiveness</b>						
R=.657						
R Square=.649						
Adjusted R Square=.629						
F =0.651						
Sig=0.233						

Source: Primary Data

Table 4.6 above shows a linear relationship between foreign aid, decentralization, and local governance with service delivery ( $F = 0.651$ ,  $\text{Sig} = 0.233$ ). using the adjusted R (0.629), it can

be reached that foreign aid, decentralization, and local governance influenced service delivery at 62.9%. Local governance (Beta = 0.577) explained more to service delivery, followed by foreign





aid (Beta =0.431) and decentralization (Beta =0.345). This implied that improvement in foreign aid, decentralization, and local governance can lead to service delivery in Rumbek Local government in South Sudan.

Factor Loadings of foreign aid, decentralization, local governance, and service delivery. This research used factor

loading to check how much a variable load into its corresponding factor. To understand how each item is loaded into its relevant principal component we use Table 4.7 for the factor loading of each item. Straub et. al., (2004) suggest to us that the value of each item in factor loading should be at least 0.40 into its relative principal component.

**Table 4.7 Factor Analysis Results of foreign aid**

Variables	Financial Support	Food Support	Capacity Support
Development Aid Is Often Given To The Rumbek Central County	0.708		
A Number Of Roads Have Been Constructed In The Area Out Of Development Aid Provided By Donors	0.641		
Our County Budgets Are Supported By Foreign Donors	0.606		
Most Of Health Services In The Area Have Been Improved Out Of International Foreign Donations	0.562		
Our Area Has Received A Number Of Emergency Aids In Terms Of Food And Water From Ingos		0.717	
The Community Is Supplied With Safe Water As A Funding From Donors		0.615	
Enterprise Formation Has Expanded In The Area Out Of Donor Funding			0.714
<b>Eigen Value</b>	1.679	1.401	0.920
<b>Variance %</b>	41.908	35.043	23.011
<b>Cumulative</b>	41.9	77	100

Source: Primary Data

Table 4.7, shows the factor analysis results of foreign aid variables, three factors were extracted, component one explains 41.9%, the second shows 35%, and the third 23% of the variance of foreign aid. The factor analysis results of foreign financial support attribute explained that Development Aid is often given to the Rumbek Central County which was 70.8%; Several roads have been constructed in the area out of development aid provided by donors which 64.1%; Our county budgets are supported by foreign donors which 60.6%; Most of the health

services in the area have been improved out of international foreign donations which were 56.2%. Under the food support attribute, it was explained that our area has received several emergency aids in terms of food and water from INGOs which is 71.7%, and the community is supplied with safe water as funding from donors which is 61.5%. Under the capacity support attribute, it was explained that enterprise formation has expanded in the area out of donor funding which was 71.4%.

**Table 4.8 Factor Analysis Results of Accounting Systems**

Variables	Fiscal	Administrative	Political
Most Of The Funds Used Are Collected As Taxes From The People	0.793		
The State Government Send Enough Money To The County	0.580		
The Management Of Rumbek Central County Is Within The Community		0.650	
Rumbek Central County Listens To The Views Of Civil Society Organizations In The District Which Regards Improving Service Delivery		0.616	
Rumbek Central County Ensures That There Is Power Sharing In The Provision Of Social Goods And Services With The Community		0.577	
All Elected Members Participate In Local Decision Making In Rumbek Central County			0.560
The Community Participates In Electing Their Local Leaders Democratically			0.497
<b>Eigen Value</b>	1.654	1.330	1.016
<b>Variance %</b>	41.4	33.3	25.4
<b>Cumulative</b>	41.4	74.7	100

Source: Primary Data

Table 4.8, shows the factor analysis results of decentralization variables, three factors were extracted, component one explains 41.4%, the second shows 33.3%, and the third 25.4% of the variance of decentralization. The factor analysis results of decentralization under fiscal decentralization attribute explained that Most of the funds used are collected as taxes from the people which was 79.3% and that the state government sends enough money to the county which is 58%. Under administrative

attribute, it was explained that The management of Rumbek Central County is within the community which was 65%; Rumbek Central County listens to the views of Civil society organizations in the district which regards improving service delivery which was 61.6%, and that Rumbek Central County ensures that there is power sharing in the provision of social goods and services with the community which was 57.7%. Under the political decentralization attribute, it was explained that All



elected members participate in local decision-making in Rumbek Central County which is 56%, and that The community 49.7%.

**Table 4.9 Factor Analysis Results of Local Governance**

Variables	Planning	Coordination	Representation
The Quality Of Social Services Provided By Rumbek Central County Are Determined By The Community Members	0.865		
The Community Forms A Very Big Part In Decision Making At A County Level	0.883		
The Community Is Involved In Executing County Plans		0.803	
Rumbek Central County Involves The Community In Executing Budgets		0.677	
Rumbek Central County Is Engaged In Monitoring And Evaluation Of Services Provided To Its Citizens Regularly			0.799
The Community Is Involved In The Management Of Services Provided By Rumbek Central County			0.748
Community Feedback Is So Much Considered In Evaluating Service Delivery Success			0.647
<b>Eigen Value</b>	1.375	1.343	1.282
<b>Variance %</b>	34.421	33.607	32.111
<b>Cumulative</b>	34.421	68.032	100

Source: Primary Data

Table 4.9, shows the factor analysis results of local governance variables, three factors were extracted, component one explains 34.4%, the second shows 33.6%, and the third 32.1% of the variance of local governance. The factor analysis results of local governance under planning attribute explained that the quality of social services provided by Rumbek Central County are determined by the community members which was 86.5%, and the community forms a very big part in decision making at a county level which was 88.3%. Under the coordination attribute, it was explained that the community is

involved in executing county plans which was 80.3%, and that Rumbek Central County involves the community in executing budgets which was 67.7%. Under the representation attribute, it was explained that Rumbek Central County is engaged in monitoring and evaluation of services provided to its citizens regularly which was 79.9%; The community is involved in the management of services provided by Rumbek Central County which was 74.8% and Community feedback is so much considered in evaluating service delivery success which was 64.7%.

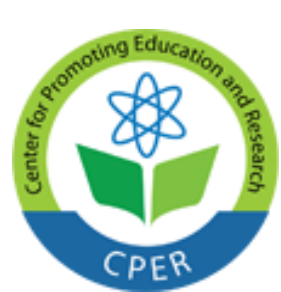
**Table 4.10 Factor Analysis Results of Service Delivery**

Variables	Availability	Customer Satisfaction	Reliability
Public Services Are Readily Available To The Residents	0.769		
There Are Adequate Public Services In Relation To The Population	0.742		
The Public Service Employees Perform Their Duties As Per The Expectations Of The Customers		0.761	
The District Periodically Collects Data From The Residents To Assess The Impact Of The Services Delivered		0.539	
Public Service Staff Are Friendly As They Offer Services		0.501	
The Public Service Delivery Is Reliable			.596
The Current Public Services Have Addressed The Needs Of The People			0.560
<b>Eigen Value</b>	1.872	0.717	0.411
<b>Variance %</b>	62.394	23.890	13.716
<b>Cumulative</b>	62.394	86.284	100

Source: Primary Data

Table 4.10 above shows the factor analysis results of Service delivery variables, three factors were extracted component one explains 62%, the second shows 24%, and the last one 14% of the variance of Service delivery. The factor analysis results of service delivery under the availability attribute explained that public services were readily available to the residents which was 77% and there were adequate public services to the population which was 74%. The results under customer satisfaction were explained that the public service employees performed their

duties as per the expectations of the customers which was 76%, the district periodically collected data from the residents to assess the impact of the services delivered which was 54% and public service staff were friendly as they offered services which was 50%. The results under reliability explained that the public service delivery was reliable which was 60% and the current public services had addressed the needs of the people which was 56%.



## SUMMARY, CONCLUSION AND RECOMMENDATIONS

**Summary:** The results showed that there is a significant relationship between foreign aid and service delivery in Rumbek County ( $r = 0.728$ ,  $P\text{-value} < 0.01$ ).

**Conclusion:** The study on the relationship between foreign aid, decentralization, and local governance indicated that all these variables do contribute to service delivery in Rumbek County South Sudan. Therefore, local government at large should focus on ensuring that foreign aid, decentralization, and local governance are improved and this should start with local governance since it was indicated as a better predictor than decentralization and foreign aid.

**Recommendations:** The study on foreign aid, decentralization, and local governance indicated that all these variables contribute to service delivery in Rumbek County South Sudan was carried out. In line with the findings and conclusions of the study the following were recommended;

There is a need to ensure that there is much more adequate management that includes the community in implementing foreign aid support received. This can be done by listening to the views of civil society organizations.

Rumbek County needs to make sure that financial support provided in the form of foreign aid from international donors is subjected to donor accountability guidelines as stipulated by donors, this can enhance effective service delivery in the county.

Adequate research should be done at the grassroots level to identify services required by the people to draw sufficient budgets since budget insufficiency proved to be a big problem for decentralization.

The public servants should perform their duties as per the expectations of the customers. There should be the ability of the county administration to perform the promised services dependably and accurately. If decentralization is properly followed, with proper implementation strategies plus adequate foreign aid policies, then there will be adequate public services for the population.

The government should put budget control measures to ensure funds are used for the right purpose in the counties as research showed that received were not worth the county budget and this can only be done by adopting local governance principles.

Since local governance systems are in place; leaders should allocate responsibilities to appropriate individuals or groups, draft detailed action plans that specify how a strategy is to be implemented, establish a timetable for implementation that includes precise, measurable goals linked to the attainment of the action plan, allocate appropriate resources to the responsible individuals or groups, and hold individuals or groups accountable for the attainment of goals as Jones, 2000 put it.

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