

EXPLORING COMMUNITY PARTICIPATION IN DECISION-MAKING PROCESSES IN
LAINYA COUNTY, SOUTH SUDAN

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DECLARATION

I, AWATE ESTHER JOHN, do hereby declare that this mini-dissertation entitled, "EXPLORING COMMUNITY PARTICIPATION IN DECISION-MAKING PROCESSES IN LAINYA COUNTY, SOUTH SUDAN" submitted to the University of Fort Hare, in partial-fulfillment of the requirements for the degree of Master of Public Administration (MPA), has never been previously submitted by me or any other person for a degree at this or any other university. This is my own original work in design and execution and all material therein has been dully acknowledged by way of appropriate references and citations.

Signature



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Date

10.12.2013

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DEDICATION

I wish to dedicate this dissertation to my father, the late Mr. Youana Ladu Lanyuru, whose courage, determination and support, remains my source of inspiration and Mama Grace Jokudu, who took off from her late husband the responsibility of both my education and moral support.

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ACRONYMS

CPA	Comprehensive Peace Agreement
TA	Traditional Authorities
CES	Central Equatoria State
CANS	Civil authority of New Sudan
CMA	Civil Military Administration
CP	Community Participation
PP	Public Participation
CD	Community development
PD	Participatory development
SSTC	South Sudan Transitional Constitution
CESTC	Central Equatoria State Transitional Constitution
SPLM	Sudan People Liberation

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ABSTRACT

Community participation has no single definition, but in simple terms it can be defined as a process of empowering the community or citizens by involving them in decision-making processes at all levels of government being from County, Payam and Bomas on all issues of concern that affect them politically, socially and economically. The main aim of this study is to investigate and identify the nature of and extent to which communities are given opportunities to participate in decision-making processes for effective service delivery in Lainya County. The main objectives of the study were to identify the obstacles to community participation in decision-making processes and how communities can be encouraged to participate effectively in decision-making, to meet their needs and interests. It further examines the extent to which communities play a role in promoting effective service delivery through participating in decision-making processes in Lainya County South Sudan. In this study, interviews, focus group discussions and observations were used as the main instruments for data collection on the issue of community participation as a tool for effective service delivery in Lainya County. These instruments are used to determine the extent to which communities are involved in decision-making processes to meet their needs and interests for effective service delivery. Data was collected from County officials comprising of Administrators, Chiefs, Women Associations Youth Associations and opinion leaders using both structured and unstructured interviews, focus group discussions and observations. Emerging from the study is that

community participation is an integral part of the County developmental planning process. The study findings suggest that, public meetings, hearings, community workshops and seminars were the main mechanisms for community participation being used by the administrators. The study therefore, recommended among other things that; community participation be encouraged to promote community involvement in decision-making processes for effective service delivery. It also recommended that community participation and involvement be encouraged to initiate community development as it enhances program sustainability and ownership. The study further recommended that the top-down approach to decision making be replaced by bottom-up approaches, which emphasizes seeking communities' ideas first before any developmental plans take place or are implemented. This study will significantly contribute to effective service delivery in Lainya County in the Republic of South Sudan.

CHAPTER ONE

OVERVIEW AND DEMARCATION OF THE STUDY FIELD

1.1 INTRODUCTORY REMARKS

With the long devastated war in South Sudan, which took twenty-one (21) years and had a devastating toll on human and material resources most structures and other infrastructures were destroyed, hence communities were left with nothing to start with or start new livelihoods with, after the signing of Comprehensive Peace Agreement (CPA) in 2005. After the formation of the government in terms of the provisions of the Interim Constitution of the Republic of South Sudan, 2009 both National and States, governments continue to face serious challenges in terms of high expectations for services such as; security, roads, water; health education and agricultural inputs. There is a dire lack of financial resources, to enable the new government to effectively deliver such services to the citizenry. The people of South Sudan were able to determine their destiny and future through a free, transparent and peaceful referendum which was conducted in accordance with the provisions of Comprehensive Peace Agreement

(CPA), 2005. This led to the Republic of South Sudan being born as Africa's newest fifty-fourth (54th) nation, and subsequently declaring its independence on the 9th of July 2011.

South Sudan has since then laid a foundation for a united, peaceful and prosperous society based on justice, equality, respect for human rights and the rule of law. It is establishing a decentralized democratic multi-party system of governance, in which power has to be peacefully transferred according to the precincts of constitutionalism. The Republic of South Sudan also seeks to uphold values of human dignity and equal rights and duties for men and women, as stipulated in articles 9-44, 45 and 46 of the Transitional Constitution of South Sudan 2011.

There is therefore need to effectively manage the natural resources sustainably and efficiently for the benefit of the present and the future generations, so as to eradicate poverty and to attain the Millennium Development (MDG) goals. This can be made possible by the involvement

and participation of the community for effective service delivery as stipulated in the Transitional Constitution of South Sudan 2011 South Sudan inherited a culture of top-bottom approaches to development plans.

In previous governments, the communities did not have voices, to question government decisions. For example, they could just be told to leave certain pieces of land for the government and its agencies for development. This affected communities in many ways, in that their voices were often not heard. For example section 62-95 of the Land Laws, 1995 provided stated that, land belongs to the government. It thus, gave the government voice to displace citizens on any land as it deemed fit, for any purpose, including the utilisation of such land without community consultation.

Community participation in decision-making was thus mostly ignored. As a result of this, land ownership for example became a problem. Thus it came as no surprise that, many schools in South Sudan were named in the name of the

President in chair or a particular leader, who was in the administration because communities did not feel that the school was community property. They often saw it as government property. It therefore becomes imperative that, South Sudan strives for a decentralised system of government, where powers are devolved from National, State and local government. This will in turn afford decision-making powers to the community, through community involvement, thus affording communities opportunities to participate in decision-making processes in South Sudan.

1.2 BACKGROUND AND CONTEXT OF THE STUDY

According to Arop Madut-Arop (2006:220), the capture of many areas by the Sudan People Liberation Army (SPLA) (movement) was when the Intisar Brigade inflicted heavy casualties against the enemy. Along its trail were huge military hardware, food stocks and medical assortments which were captured. This helped the Sudan People Liberation Army (SPLA) to strengthen its positions, making it able to capture and overrun towns which included; Morobu, Lasu, Tore, Ras Aulu, connected with Lainya. That was a

key highlight in the capture of Yei in 1997 and this was then followed with the immediate establishment of administration units such as Counties, Payams and Bomas. After joining forces in Lainya Maridi, Amadi, the Bright Star Campaign task forces proceeded to capture and Rokon Post in mile 40, the north of western Juba and that was how Lainya became a frontline area in Central Equatoria State, up until the signing of Comprehensive Peace Agreement (CPA) in 2005.

Thus, Lainya County became one of the five Payams under Yei County after the liberation of Yei town in 1997. During the war period, Lainya *Payam* was the battlefield for both the Sudan Armed Forces and Sudan People Liberation Movement (SPLM). It suffered aerial bombardments and virtually all the infrastructure was destroyed. This left the communities with no services. Therefore it is important to know that, during the war period Lainya was under an administrative system called Civil Military Administration.

The vision, program and Constitution of Sudan People Liberation Movement, in part two, article 2.1 later on changed the former

administrative system to the Civil Authority of New Sudan. This new system was formed by the SPLM/A to ensure that civilians were not ill-treated and that they should participate in decision-making process in the Movement. This administrative system was also functionally meant to facilitate the contribution of food by communities to support the movement. This system was mostly top-bottom; hence communities had nowhere to ask for service, since they were the contributors to make the Sudan People Liberation Movement (SPLM) exist strongly.

Non-Governmental Organizations (NGOs) had the fear of bringing services to the communities, because all administrators were in military uniform, so they were scared of being named the supporters of the Movement, and as such the non-delivery of services to the communities perpetuated. Given that Lainya County was named level four (as NGOs security terminologies) seen in the report of Sudan Relief and Rehabilitation Association in (1999-2001:1-2) this blocked a lot of services to the people in the County. In 1994 a movement called a Convention, issues of NGOs, community support and their participation in decision-making processes and military handing over

of the administration to the civilians was discussed. The issue of giving “voice” to both the communities and the NGOs were shared and noted in that Convention. This paved way for development agencies to support communities with services such as food relief supply, health and some education programs. The change in the administrative system in 1998 after the capture of Yei County, to Civil Authority of New Sudan (CANS) as stipulated in the vision, program and Constitution of Sudan People's Liberation Movement 1998 (2.2.3), give chance to the communities to have a say in any decision in the County. The administrators by then are not allowed to wear army uniforms when they were at work; this was simply to attract NGOs, so that they could come in to support the communities. However what still remained visible in the administrative system was the military language, which was associated with commands, implying that decisions were often top-down, with the communities having no much input in decision-making.

As alluded to earlier, the vision, action program and Constitution of the Sudan People's Liberation Movement (SPLM), (1998:3) stipulates that there is

need for the establishment and consolidation of the Civil Authority of New Sudan (CANS), which was to be the highest political and administrative authority in the new Sudan, consisting of National Liberation Council (NLC), National Political and Executive Committee (NAPEC) and other organs of the SPLM movement from Regional level to the *Boma* level. The CANS were thus to represent the emerging administration of the new Sudan, which was developed and consolidated over time up until the declaration of independence by the new Sudan to enable community participate in any decision making processes in South Sudan.

The establishment and consolidation of CANS was a necessary prerequisite for good governance and respect for human rights. CANS were to provide the necessary environment for peace, security, stability and the promotion of economic development in the new Sudan. The Civil Administration was meant to establish efficient and effective system of administration to maintain peace, security and to equitably provide social services with the full participation of the local communities as stipulated in the SPLM Vision Program and Constitution (1998:5-32). It was also meant to oversee the

distribution of relief and rehabilitation assistance to the communities in which there was little attention to community participation in decision-making processes.

In 2004, *Lainya Payam* was up-graded a County level administration and this marked the beginning of reorganization of the Civil Administration of the new Sudan this is seen in the SPLM Vision Programme and Constitution (1998:5-6). The administrators were charged with the responsibility to carry out Community mobilisation for any developmental activities, hence a chance to encourage community participation in decision -making processes in Lainya County. They could also lobby for support from NGOs, to provide relief for internally displaced people (IDPs) in the County. The reform in the administration was to enable and encourage responsive delivery of required services to the communities in the five *Payams* of Lainya, Kenyi, Mukaya, Kupera and Wuji through the decentralised system of governance according to the transitional Constitution of South Sudan (2011:47). This was deemed important, given that these *Payams* went through a lot of suffering in terms of lack of services. Most of the services in

these *Payams* were lobbied from NGOs because the government had no budget to deliver the services to the people.

Community participation in decision-making processes was still not given serious consideration, given that the NGOs often discussed with the administrators and the chiefs. Communities were thus mostly not consulted on what their needs and interests were, thereby perpetuating the top-bottom planning approach in the County. The Constitution of South Sudan (2011:52) paved way for intergovernmental linkages where all organs of Government have to share their responsibilities and collaborate in the task of governing and promote communication and coordination between all levels and promote community participation in any decision-making process.

The signing of Comprehensive Peace Agreement (CPA) in 2005 by Sudan People Liberation Movement (SPLM) and the government of Sudan, paved the way for the reorganization of the administrative systems and the integration of both CANS and the old Sudan administrators. The

administrators could only now do administrative work without military interruption. Some political authorities did promote the need for self-reliance, thereby providing some kind of rhetorical encouragement to local community participation.

As can be discerned from articles 110 (j) and 114 (2) (b) of the Transitional Constitution of the Republic of South Sudan, 2011, on the functions of the minister and the Council of ministers, the Constitution does not stipulate the issue of how the minister can encourage community participation in decision making. It merely states that he/she shall promote and develop government policies in the Country. Many attempts at locally initiated rural development projects which had little community participation, casing many of those projects collapsing due to lack of community participation in the initiation stage of the planed project. The other factor could also be that, the community often has limited organizational and managerial skills.

Communities at times can be obstacles for development, especially when they are not consulted. This normally happens with those who know their

rights and the laws that govern that particular area. An example is the issue of forest reserves in Laka West, which were sold to a company by the State government in 2009. The communities around the area were not informed, not even their leaders knew that. The communities however decided to fight back through their leaders after getting the copy of the agreement letter.

They demanded to know through different memorandums, why they were not involved in the decision-making processes, since they were the direct beneficiaries of the forest product. Without compensation, in the form of services such as schools, water and road repairs, their expectations were not met and communities around the forest areas decided to destroy the forests by carrying out illegal logging. They also insisted that, that was the only way they could benefit from the forest, hence this created misunderstanding between the administration of the County and the communities in Kenyi *Payam* according to the minutes of the meeting between the commissioner and the communities

Thus, the top-down approach is still a challenge, in that there is often lack of community consultation and participation in decisions affecting communities. At best the community is consulted after decisions have been taken by the government authorities, contrary to the Transitional Constitution of South Sudan 2011 article,166 (6) (a) (b) (c) (d) (e) (f) (g) (h) (i) and (j). It can be noted that, despite the fact that Lainya County has undergone different administrative systems, the County still have the main tendency to afford very little Community participation with little powers given to the communities to contribute in decision-making process.

As pointed out by Cloete (2011:171) in decision making is the best way of planning for service in the community and it is to focus on the people needs to serve and balance the cost of providing services to the people. In many cases the process of planning for service such as schools, health Centre, water, agriculture and other services is done without consultation of the communities. Mostly the administrators and NGOs decide and communities are only to be informed about the specific program to be carried out in their communities. The public administration in Lainya County has often been

characterized by the confluence of both military and the civil administration. This has tended to confuse the communities in terms of which type of administration to follow. The issue of program ownership thus becomes a big problem.

This is mainly so because in most cases , the communities are not involved in the initiation stage of the program and thus often do not take part in decision-making processes, on public affairs that affect them as stipulated in the Central Equatorial State Transitional Constitution 2011 article 138 (1-10). The Constitution of Central Equatorial State, 2011(134, 1-8) provides for local government, and its objectives. It provides that local government has to promote and enhance the participation of the people and the communities in maintenance of law and order and promoting democratic transparent and accountable local government. Local government should ensure the involvement of communities and community-based organisations in the matters of local government and promote dialogue among communities on matters of local interests for effective service delivery in the County.

1.3 Statement of the problem

Communities in Lainya County are vulnerable in that, the issue of community participation is not prioritised. Lainya County has experienced military administration, as it was used as a frontline for the SPLM. The actions of both administrators and the communities have not changed from a military commanding style. Communities are only to be told what to do and what to get from both the government and NGOs.

However in terms of the vision, action program and Constitution of the Sudan People's Liberation Movement (SPLM) 1998, the SPLM endeavors to guarantee and respect the independence of genuine non-governmental organisations (NGOs) which protect and promote human rights.

The health centers constructed in Kenyi, Mukaya and Kupera by German Organization Aid, for Refugees Care, was the only organisations by then in Lainya County which has tried to carry out some few health services

program in the County. The plans were done by the County administration and the communities were only to be told to contribute sand, stones and timber as their local contributions, so the community has only had to respond, since that was the only option for them to have the health Centre.

They had to mobilise themselves to give the land for the construction and collected the local resources needed by the Government and NGOs which was however not their own decision, but top-bottom planning, according to the South Sudan Land Act (2009:63) states that all activities to be carried out in the community land by any investor or NGOs should reflect an important interest of the community or the people living in that locality.

The Law also urged that all Ministries in the Government and the investing authorities should consult with the community concerned on any decision related to their affairs and the community views shall or should be taken into consideration. Thus, the problem is that there still a strong tradition and legacy of centralized planning and administrative control.

This is however understandable in the light of the history of Lainya County, which has experienced top-down planning approaches both during the war and post-war period. It is also not surprising that an attitude has emerged, whereby rural people believe that the lead in charge of any development activities, should take the responsibility as he/she is the only recognized authority in the community they serve. Community participation is thus not often taken seriously, since there would often be someone who decides on the community's behalf. As noted in section, 65 of the Local Government Act, 2009 the powers, functions and duties of the Clerk have very little to do with community participation in decision-making at the local sphere of government.

Passivity and dependence thus still pervade most communities even after the signing of the Comprehensive Peace Agreement (CPA) in 2005. Communities are still accustomed to petitioning those in authority or donors with outside resources to do something on their behalf, rather than being active players, who publicly participate in community development initiatives. Communities are usually not consulted over the utilisation of their

natural resources, but are often taken by surprise when decisions are taken on their behalf.

Thus, the top-down approach to decision-making, is devoid of community participation remain a challenge to community agency in Lainya County. According to Liebenberg (1997:125), there is strong belief that community participation is in essence, the empowerment of the people in decision-making processes.

This entails the community effectively involving themselves in creating structures and designing policies and programs that serve the interests of all, as well as effectively contributing to the development process and sharing equitably in the benefits of service delivery programs in the County. This implies that there is need to have an opening up of political, social, and economic processes to accommodate freedom of opinion, tolerate differences, accept consensus on issues, as well as ensure effective community participation in decision-making processes.

According to Mulwa (2008:15) participatory monitoring and evaluation of any developmental activities in the communities, calls for the recognition of the people's stake as equal partners in development. It constitutes a process of devolution of power in favor of the powerless, community participation gives chance for people to articulate their interests and make decision on their needs in the community.

1.3.1 Research Questions

The research questions of this study are:

- (1) What are the obstacles to community participation in decision-making in for responsive service delivery in Lainya County, South Sudan?
- (2) What roles do the communities currently play in terms of participating in decision-making processes in Lainya County, South Sudan?
- (3) How could community participation in decision-making processes be encouraged at different levels of government such as the County, *Payam* and the *Boma*?

- (4) What are the linkages between communities, Chiefs and Administrators at all levels of government and how do they promote community participation in Lainya County, South Sudan?
- (5) What roles do NGOs in partnership with the Government in Lainya County play in promoting community participation and how do they involve the communities in decision-making processes?

1.3.2 Objectives of the study

- (1) identify the obstacles to community participation in decision-making for responsive service delivery in Lainya County, South Sudan.
- (2) assess the roles the communities currently play in community participation in decision-making processes in Lainya County, South Sudan.
- (3) establish how community participation in decision-making processes can be encouraged at different levels of government such as the County, Payam and the *Boma*?

(4) establish the linkages between communities, Chiefs and Administrators at all levels of government and how they promote community participation in Lainya County, South Sudan?

(5) assess the roles of NGOs in promoting community participation in partnership with the Government in Lainya County and how they do involve the communities in decision-making processes.

1.4 SIGNIFICANCE OF THE STUDY

The community in Lainya County plays a very important role in community development. They form the base for traditional customary law which guides the communities in decision-making processes, to foster development in the community. This study is therefore critically important in its attempt to bring more clear understanding of the nature and extent to which community participation in decision-making processes has effect on the people of Lainya County.

It is critically important that both elected and community leadership play a leading role, to ensure local development in their areas of jurisdiction, improving the local economy, increasing employment and alleviating poverty through the use of local natural resources and community participation in decision-making. Sustainability of natural resources and its utilization in the community serves as a guide in the community, so as to design strategic frameworks for the implementation of developmental policies in the County, which puts the community interests and needs at the face of the County policy makers.

The study also addresses the issues of redistribution and social exclusion reforms in the County. It is anticipated that, it will also give the citizens access to government plans through their involvement in decision-making processes. This will include measures towards ensuring direct access to decisions over community natural resources, government policies and therefore leading to community ' development in Lainya County.

Furthermore, it is envisaged that, the study provides the insights options for holding the government accountable to improve politico-economic strength at the grass-roots of which the traditional leadership structures are the base. As is stipulated in Central Equatoria State Transitional Constitution 2011 140 (1-12), there is also need to involve traditional leadership, as well as their different supporting institutions to guide the communities and the local people, in ensuring and guaranteeing community benefit.

The study also provide the insights into the need to respect customary seasonal rights to land and resources, provided that such access is regulated by the respective levels of the governments in the State, taking into account the need to protect agricultural land, community peace and harmony and without unduly interfering with or degrading the primary ownership interests in the land in accordance with the customary laws.

The study is therefore critically important in that it seeks to address the issues of community empowerment through the use of local resources in the community. According to Sri Lankan scholar, Tilaka Ratna (1986) the four

elements of community empowerment, include attitudes, promotion of people's organizations, strengthening the economic base and networking for linkages for community development.

The study further responds to, the need to activate, the Constitution of Central Equatoria State, section 134 (1-8) provisions which advocate for the formation of local government, whose objectives include promoting and enhancing the participation of the people and the communities in maintenance of law and order and promoting a democratic transparent and accountable local government. Eventually, it was anticipated that, local government should ensure the involvement of communities and community-based organizations in the matters of local government and promote dialogue among them on matters of local interest.

1.5 LIMITATIONS OF THE STUDY

The issues of finance and time constraints constrained the researcher to have access to all the *Payams* of Lainya County; hence the research was only confined to a few areas in the *Payams*. The issues of rainy season further

impacted on this study in that other parts of Lainya County were inaccessible when the researcher was carrying out the research. Hence the targeted populations could not be reached as expected in initial plans due to limited time, for undertaking this research. It was therefore only limited to officials and community members in the four *Payams* in Lainya County, who were targeted to solicit data on the extent and nature of public participation opportunities in Lainya County for promoting community participation in decision-making process. The research could have covered more communities but with the time frame and unavailability of funds this could not be achieved.

1.8. CLARIFICATION OF THE CONCEPTS AND TERMS

The following key terms are defined in the context of this study as follows:

1.8.1 Community

Community is a group of people who reside in a specific locality who exercise some degree of local autonomy in organising their social life in such a way that they can from that locality base satisfy the full range of their daily needs. In other way community is seen as the basic organization of

government in the society. It comprises of clans, neighborhoods and families who reside within the territorial area of a local government council, the community can organize itself into small local institution of governance to protect and promote the welfare of its people in accordance with the provisions of the constitution of the state and any other regulations provide that does not affect their values and norm (Mulwa 2008:23).

According to Hanekon and Rowland (2001:85) community refer to group of people with more or less the same interests, it implies that a body of people who are organized in to a Political, Municipal or Social Unit, which means body of persons associated for the common purpose or objectives. According to Mulwa (2008:33), common interests among homogeneous individuals bring them together sometimes in crisis or in good times; they have a shared Vision of the future. In most cases people who face a similar set of circumstances will form homogeneous groups spontaneously in that; they build strength and ability to generate change in the community.

1.8.2 Participation

Liebenberg and Stewart (1997:125) define participation as an active process in which the participant takes initiative and takes action that is stimulated by their own thinking and deliberation and over which they can exert effective control. Participation thus goes beyond the mere provision of labour and other inputs for development projects. It should be viewed as a means of empowering people by developing their skills and abilities, thus enabling them to negotiate with the development delivery system and equipping them to make their development needs a reality. Participation enables those vulnerable groups who are poor, powerless and remote to control more of their lives, to have more choices and to demand and use more services. It should be known that participation can take place on various levels, namely informal sharing, consultation, decision making and initiating action, (Bhutnagar and Williams 1992:178-179).

Bergdall (1993:10) argues that participation leads to a sense of responsibility for the project or service providers, It guarantees that a felt need is involve

hence ensures that things are done in the right way. It implies turning demands of the people and hopes into plans or programmes.

According to Mulwa (2008:25), participation is fundamentally a political process, community participation enables people to become master of their own destiny within the framework of their cultural and socio-economic realities, hence community participation is about freedom of choice, freedom of action and freedom to make and take responsibility over the consequences of their mistakes.

Participation means influence on development decisions, not simply involvement in the implementation or sharing of the benefits of a development activity. Participation in other way is an effort to involve the community in the implementation of the already drawn-up plans and it has to mean community mobilisation and the ability to solicit people's local contribution such as labour, cash and materials for effective service delivery in the community (Mulwa 2008:24).

According to Swanepoel (1997:4) participation without power is an empty and frustrating process for the powerless. It stated that participation in decision-making which means having power to decide on the people targeting their needs and it is the natural result of empowerment of the community. Participation is viewed as an active process in which the participations take initiatives and take action that stimulate their own thinking and deliberation over which they can exert effective control over their resources and framework for self- reliance (Nerfin 1993:150).

1.8.3 Empowerment

Empowerment can be viewed as a process that makes power available so that it can be used for the manipulation of access and the use of resources to achieve certain development goals (Burkey 1993:59). Through the empowerment process people must be enabled to express and assert what development means to them, otherwise development in terms of the manipulation of resources and the fulfillment of basic needs cannot take place. According to (Mulwa 2008:25), empowerment can be conceptualised as the capacity to manage one's own life whether as an individual or as a

community. It involves influencing and changing the public policy that may affect the freedom of choice towards becoming master of their own destiny.

In same social context, it is an ability to make others act according to one's own needs, requirements and standard in the community. According to Chambers (1993:11), empowerment enable the poor and powerless to take more control over their lives and secure a better livelihood with ownership and control of productive assets as the key element, decentralisation or devolution of responsibility to the local people in the name of empowerment enables them generate their own innovations and find their own solutions and determine their own priorities for their own benefits.

According to (Fung 2004:4) empowerment is a central democratic reforms that encourage participatory democracy which enable people to have substantial and equal opportunities to participate directly in decision that affect them individual or at community level, Communities should be allowed to take part in crucial governance decisions which deals with the issues of their own goals, prioritising their needs and strategies of policies to

enable them analyze their own problems. According to Swanepoel (1997:7), empowerment entails more than having the power to make decision, it demands the knowledge and the understanding to make correct decision in the community to meet their needs and interests.

1.8.4 Service Delivery

According to du Toit (1998:102) services are functions that are carried out as being advantages for people. According to this explanation, the availability of water in a house is the result of various functions which were carried out before the water was made available. The executive organ of the government at all levels being National, State and County level are to get involved in the rendering of services to the people they serve. The South Sudan Transitional Constitution 2011, section 96 stipulates that the executive organ of the government in South Sudan shall exercise the executive powers on all matters as set in schedules A, C, D and E of the Constitution, for proper service delivery in South Sudan. It gives the executive powers to collect different revenues which interns will be used for rendering services to the people.

According to Gildenhuis (1997:4) local government is the base and a structure that is a service provider to the community; it should prioritize public needs so as to provide effective services that aims at satisfying the basic needs of their communities based on the goals and the objectives of that community.

Sections 138 and 139 of the Transitional Constitution of South Sudan 2011 stipulates that services are to be provided to all persons impartially, fairly, equitably and without discrimination on the basis of religion, ethnicity, gender, health status or physical disability. This would mean that, all service receivers are to get involved and that the services should be rendered according to the needs and interests of different categories of people. Bauer (2006:37) states that the primary function of local government is to ensure service delivery to the people it serves.

The South Sudan Transitional Constitution 2011, article 166 (6) stipulates the objective of local government which among others is to involve

communities in decisions related to the exploitation of their natural resources in their areas and promoting a safe and healthy environment, social and economic development and self-reliance amongst the people through mobilization of local resources to ensure the provision of health and educational services to communities in a sustainable manner. By implementing the local government objectives, the needs and interests of the people are met, hence effective services are rendered to the people in Lainya County, through the involvement of communities in decision making processes.

1.8.5 Public Policy

Henry (2010:261) states that public policy is a course of action adopted and pursued by the government. Before implementation public policies there is need to analyse the policy to make sure that communities know how governmental policies are made and implemented for the benefit of and the interest of communities, hence effective services rendered to the community. Communities are supposed to get involved in the stages of policy formulation and implementation for proper decision-making by the

government and this can effectively happen when the interests of the people are put in the first face of the government.

Cloete (2011:15) states that public policy is the authoritative allocation through the political process of values to groups of individuals in the society. He argues that, at the same time it is a mechanism employed to realize the societal goals and to allocate resources according to the needs and interest of the community for effective service delivery. For Cloete policy is thus indicative of a goal, specific purpose and a program of action that has been decided upon by the government to meet the interests of the communities they serve through involving them in decision-making processes for effective service delivery. As such, public policy becomes formally articulated goals that the legislator intends pursuing with society or with the societal groups to meet their interest and needs through community participation in the policy formulation process.

Cloete (2011:43) further argues that public policy networks and the communities are to realise that policy decisions are not always taken only by

single decision makers, but are frequently the outcome of negotiations between networks of policy stakeholders in different policy communities which may operate either inside or outside the public sector. These networks may formalized institutions or informal in many cases. And also in the case of South Sudan, particularly in Lainya County, Pujulu community Forum is one informal forum for policy discussions, contributions and decision-making forum for the County.

Thornhill and Kuye (2002:73) argues that public policy refers to a proposed course of action of Government or a guidelines to be followed to reach the proposed goals and objectives and it is subjected to the effects of environmental change and influence. It is indeed an authoritative statement where Government chooses what to do and not to do, this implies that it is an authoritative document for the allocation of values for the whole Society given that they must participate in the process of identification of the problem, formulation and implementation of the policy.

However it is not always that all their contributions towards the policy formulation are taken. It usually depends on the level of influence and adoption of the contribution, putting into account the representation in the forum as stipulated in the South Sudan Transitional Constitution 2011, section 37(e) and (f). Therefore community participation and their involvement in policy making process is very important in a way that the policy formulated will be of their interest and at the same time defend their needs in the community for effective service delivery.

1.8.6 Civil Military Administration (CMA)

The Civil Military Administration was the system of administration that was used during the war period. It was headed by a military man who was appointed by the chairman of the movement. The roles of administrators were to tie the relationship between the civil population and the military organs. The purpose of this system was to: mobilise the civilians to join the army; to mobilise food for the soldiers; sensitise the communities on the goals and the objectives of the People's Liberation Army. This system of administration was used in order to implement the aims and objectives of

the movement so that all the information from top can be filtered down to the communities.

The system was so effective in a way that the administrators were so much respected and their wards were final, it was more of top-bottom administrative system, communities were to wait and get information from the administrators, in that way the issue of community participation was not felt by the community themselves.

1.8.7 Civil Administration of New Sudan

The Civil Administration of New Sudan was the second administrative system which was developed by the People's Liberation Movement. Administrators were soldiers who were not supposed to wear uniforms during work time. This was meant not to scare the development agencies from carrying out their work in the communities. This was as a result of the rules that guided NGOs or protected their work International to show that they were not supporting the army; hence the community would have suffered if the movement had not changed its administrative system to civil. The objectives of this system were to: promote linkages between NGOs and

the communities; mobilise communities to contribute food for the army and create awareness on the community on the goals and objectives of the movement and how communities can voluntarily join the movement.

1.8.8 County

The South Sudan Land Act (2009) defines a County as the administrative unit between the State and the *Payam*. The South Sudan Local Government Act, (Act No. 6 of 2009), defines a County as, a territory in which the administrative jurisdiction of a local government council is established. It consists of a number of *Payams*, as its sub-administrative units and under the *Payams* there are *Bomas*, which are the smallest units of administration at the local level.

1.8.9 Payam

According to the interpretation in chapter one of the South Sudan Land Act (2009), a *Payam*, means the administrative unit, between the County and the *Boma*. *Boma* refers to the coordinative unit of the County, which exercises delegated powers within a council. It is from the *Boma* that members of the County legislative councilors are elected. A *Boma* is an equivalent of a ward

in the South African context. The South Sudan Local Government Act, (Act No 6 of 2009), defines a *Payam* as the second tier of the local government, which is the coordinative unit of a County and which exercise delegated powers from the County Executive Council.

In this study a *Payam* should thus be understood to mean the second tier of local government which is the coordinative unit of the County and the *Bomas*. This tier of government exercises powers that are delegated to it by the County Council. A *Payam* consists of *Bomas*, which are the basis and basic unit of administration in the *Payam*.

1.8.10 Boma

Boma is the lowest administrative unit in the Local Government structure, It also consists of traditional authorities who carry out most of the customary law functions at that level.

1.9 CONCLUDING REMARKS

This chapter introduced the study. It motivated the background and reason for the study, its rationale, the reasons for undertaking this investigation and

the research questions. The aims and objectives of the study were also outlined. In the chapter, the limitations and key terms of the study were described and defined. The following chapter is the review literature related to the study focus. It also provides a theoretical framework for community participation as a tool for effective service delivery in Lainya County South Sudan.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTORY REMARKS

Chapter one introduced the study, its background and context, the research problem, the research questions, research objectives and the limitations of the study. Chapter one concluded by defining the concepts within the

context of the study. This chapter reviews literature on community participation in decision-making processes. Related literature on community participation local government is reviewed.

Literature was explored from relevant books, journals and other publications. Government policy documents related to the study focus such as, the Interim Constitution of the Republic of South Sudan 2005, the Comprehensive Peace Agreement 2005, the Government of South Sudan Local Government Act, 2009, are discussed and reviewed in this chapter. Available literature on community participation shows that, the subject matter is not new. What is new is the re-emergence of community participation within the context of the new South Sudan and its emerging local government governance system.

2.2 CONCEPT CLARIFICATION

According to Kisilu Kombo and Tromp Delno (2009:62) literature review refers to the analysis of textbooks or the works the researchers consult in order to understand and investigate the research problem. Literature review

is therefore an account of what has been published on a topic by accredited scholars and researchers. In this literature review the researcher critically examined and analysed the existing books, this involved examining documents such as books, magazines, journals, dissertations, and government published documents such as Constitutions, Acts, Reports and Conference presentations.

According to Birley (1999:80) literature review involves or assists in the achievement of four things as below;

- Literature review is a critical analysis of the existing literature on the proposed research subject as planned by the researcher;
- Literature review is significant a help in the process of clarifying and framing research questions as the researcher finds out what has been done prior to the research;
- Literature review is a comparative account of the suitability to the research methodologies that were chosen in the past and are currently being considered in order to cover the research topic; and

- Literature review is an important ground clearing exercise during a research plan to give a researcher clear information of the existing data to be collected for the research topic.

The above explanations show clearly what take place in the review of literature and it helped the researcher during data collection on the topic of examining community participation as a tool for effective service delivery.

2.2.1 COMMUNITY PARTICIPATION

According to Mulwa (2008:24), community participation is a process by which people especially the disadvantaged people influence decisions that affect them. Participation at the same time according to him means influence on development decision not simply involvement in the implementation or sharing benefits of a development activity but also the issues of the opportunities for influence has to be considered, to make a full community participation in decision-making process.

Community participation makes it easy for the government to implement its developmental strategies. It enhances the community contributions of local materials such as bricks, timbers, stones and sand, hence the maintenance process becomes easy and the project ownership and sustainability (Mutizwa 1991:304).

According to Van der Waldt and Knipe (2002:142) community participation is an active process in which the clients or those who benefits influence the direction and the implementation of development project which aimed at improving the welfare of the people in that community, in terms of income growth ,personal growth and independence values. It is therefore much more comprehensive than simply actively helping in a community projects, they normally make their own decisions and take action according to the needs and the condition they are in hence encourage the full involvement and participation in any community project or service plan.

2.2.2 Public Participation

Through public participation, people establish dignity and self-esteem and share in, and own the development process (White 1982:205-228). The quest for community participation in Lainya County is to make easier information sharing in that community capacity will be built and the issue of ownership and partnership will be encouraged to make sure that, all beneficiaries and stakeholders in Lainya County are involved in decision making and in the prioritizing their needs in the County. Development process starts with community involvement in decision making to avoid mistakes and past experiences (Ismail and Theron 2009:122).

According to articles 9-34 of the Transitional Constitution of the Republic of South Sudan, has guaranteed community participation, Lainya County communities are empowered to speak for themselves and any decisions taken by the County Authority on their behalf without their consent has to be questioned.

According to Ismail (2009:114), the following gives the importance of public participation in any decisions in the community:

- The public should have a say in decisions about actions that affect their lives;
- Public participation includes the promise that the public's contribution will influence the decisions in the community;
- The public participation process communicates the interest and meets the process needs of the participants;
- The public participation process seeks out and facilitates the involvement of those potentially affected people the community;
- Public participation process involves participates in defining how they should participate;
- Public participation process communicates to the participants how their input affected the decision;
- Public participation process provides participants with the information they need to participate in a meaningful way.

2.2.3 Citizen participation

According to Bekker (1996:40:41) citizen participation is a process in which the community exercises power over decisions related to the general affairs of a community. Citizen's participation is needed by persons who are without paid office, no wealth, special information or other formal power source beyond their own members. Citizens are corporate actors with considerable ability to initiate, implement, alter, or veto development projects in their roles as the landowners, designers, builders and financiers. Support of citizens is believed to be vital to the economic well-being of the area as a whole or the particular project under review.

Participation can therefore be defined as an activity undertaken by one or more individuals previously excluded from decision-making process in conjunction with one or more other individuals who were previously the sole protagonists in that process anticipation can broadly be divided in to two main categories namely the mere receiving of information by citizens from authorities about proposed actions and the sharing of power with citizens to

shape the final decision. It is doubtful if the receiving of information by citizens can really be considered participation Bekker (1996:42).

According to Hyden and Bratton (1992:15) citizen participation entails citizen influence in which individual's citizen can participate in decision making process political, social and economic. Citizens express their preferences about public policy when they are involved and given chance to participate in the process of policy formulation and their own problem identification according to their needs and interests.

2.2.3 Community and Local Government

According to (Midgley, 1986:24-25) community is usually defined in terms of geographic locality of shared interests and needs or in terms of deprivation and disadvantage. This implies that community is defined as a group of people who exercise some degree of local autonomy in organising their social life in such a way that they can from that locality base satisfy the full range of their daily needs.

Community is the local community of all people who have a needed innovation in that sense; community is thus a geographical, social and cultural entity (Phahlamohlaka 2008:132). The practice of ensuring a social dialogue between the community and intergovernmental relation is to enhance citizen participation through different government structures and allowing them opportunities to make inputs into the policy making process and influence decisions especially over the equitable distribution of resources in the communities for the effective service delivery (Levy, 2001:175).

Local Government is thus communities' own government formed in their locality. Community is further defines a group or structure which is integrated around goals associated with the problems arising out of the collective occupation and utilisation of habitation space which has certain measures of autonomy and a degree of local responsibility (Mulwa:2008).

Given the above definitions it means there must be a community mobilization, involvement and participation in any service delivery plan in

the community for its own benefits and development interests. According to Thornhill (2002:91) local authorities are expected to liaise with the community authorities and to ask their own opinions on how best to mobilize and organise the participation of local communities in the realization of plans and program for economic, social and cultural development.

2.2.4 Community Empowerment

Empowerment is defined by Burkey (1993:59) as a process that makes power available so that it may be used to gain access to local resources, in order to achieve certain goals. Empowering the beneficiaries in Lainya County through public participation is the only way to strategies, and ensures early and meaningful decision making at policy, programme and community projects levels for sustainable development. The study identifies two important areas of empowerment in the communities that is, the development of the skills of the community and the abilities which enables communities to manage and negotiate for better life with the development service delivery systems. The other one is the view of empowerment as a process that equips the people within the community to decide on and take

action regarding their own developmental process and plans according to the interests and the needs of the people in that particular community (Mulwa 2008:25).

Empowerment of community in Lainya County is very important in a way that the communities will be able to realize the issue of self-reliance, ownership and learn from both their local authorities and their local government so as to have better services that are agreed upon by both the community and their leaders. Communities have powers to influence, direct and eventually own the decision-making process with regard to service delivery in the community. The principles of empowerment are that people participate because it is their democratic right. As such participation is therefore decision making and it means having power (Wignaraja1991:202).

Empowerment entails more than having the power to make decisions but demands for knowledge and understanding to make correct decisions in the community. People are not expected to make wise decision if they do not have the necessary information (Mulwa 2008:26), administrators in Lainya

County must be the source of information and must be the channels to sources of information, so that communities can make an informed decision for their own benefits and according to their interests and needs.

Empowerment does not mean giving people facilities which were previously denied or were not available to them or giving them skills that they lack, but it means acquisition of power and the ability to give it effect. It is to be manifested in groups of people working together to achieve a common goal (Swanepoel 2002:7).

2.2.5 Community Development

Ismail (2009:108) states that community development focuses on the method whereby desired change could be brought about in the communities by the local experts of that particular community. It entails employment of local change agents to stimulate the participation of the community in development project suiting their own needs and interests.

In most cases community development interventions are planned outside by NGOs and the Government and services are delivered in a top-down

approach to the communities or beneficiaries. This mirrors what is taking place in Lainya County, where communities are only asked to bless and show where projects are going to be implemented.

Community development is meant for communities to take their own initiatives to formulate goals, objectives, and activities and prioritize them according to their needs and interests which suit their particular situations. This clearly shows that community participation in decision-making processes is very important because they know what is best for them and what problems could be tackled first and which ones later. It therefore clear that when there is poor community mobilization, the result is poor community participation in decision-making processes, hence no or poor community development programs living the community undeveloped with the people in poor conditions.

According to Waldt and Toit (2002:308) Community development is a process in which the community is helped to development itself. This means that development project must be implemented, community based

development must be initiated for the benefit of the communities with their different needs and interest. Involvement of the community in the managing developmental activities encourages them to participate in the process of both problem identification and project implementation.

Community development needs proper orientation for both the change agents and the indigenous people on the nature of society's values and the social reality in the community. This means giving a chance for structural transformation of social relationships, economic activities and power relations between the communities, NGOs and the Government in a particular community. Community participation in decision-making processes is therefore vital for effective and efficient service delivery in the community.

2.2.6 Participatory Development

Ismail (2009:108) describes participatory development as development controlled by the communities, which means engagement of the community in any decision for their own benefit for self- sustainability. Participatory

development focuses on involvement of the people in decision-making processes which entail program initiations. The focus on involvement basically makes communities part of a top-down predetermined development programs or projects.

Participatory development on both theoretical and strategic levels, boils down to the idea that communities as beneficiaries should be able to influence the development programs and eventually own the project which will build the bridge of relationship between the agents, communities as beneficiaries and the government as the development policy controller. Participatory development and related participation strategies brings about the issue of community self-reliance creating participatory partnerships between beneficiaries in the communities and the agents hence support for advocacy specifying the role of both the NGOs, CBOs and the government (Theron and Ceasar 2008:123).

2.2.7 Participation and project ownership

According to, Bergdall (1993:149) participation promotes programmes in a very considerably approach and design, mostly in one form or another to enhance a sense of local ownership in development projects. Some mobilise villagers or community in open ended projects where activities are based entirely upon local perceptions of felt needs and others seek to establish integrating partnership into larger development schemes to address specific objectives.

Active participation should be used as an approach and as methodologies that are applicable in most participation programs, because such methods focus on the involvement of people in the planning process and implementation of projects. It is often referred to as a project cycle where identification of the problem takes place, followed by project planning, implementation and evaluation. Communities in Lainya County should therefore be given this chance to participate in developmental plans so that the issue of ownership is unquestionable.

2.3 INSTITUTIONS CONCERNED WITH SERVICE DELIVERY IN LAINYA COUNTY

Kotze and Swanepoel (1983:31) define a government institution as a formal organization with one or more objectives, the existence of which is regarded as necessary by the people who are affected by its activities. Jeppe (1985:53) argues that government institutions have functions such as, community development, initiating policy formulation, overall planning, administrative structuring, financing, coordinating and controlling, staffing and training, researching and evaluating. According to Swanepoel (1997:62), decision making should be vested in the people and government institutions provide them with the necessary support to carry out their decisions successfully.

They make the decisions and plan, then the government supports their initiatives by an enabling policy and providing expertise to carry on with the issue of infrastructures and finance control. However, it is still true that local government is an important role-player in community development. It has an important task of decongesting government at the Centre by freeing it

from local responsibilities and increasing the people's understanding and support of local development activities. Government should be having powers of giving local people an opportunity to contribute to their own development and ensuring that local programs for development are more realistic in the community.

In the case of Lainya County, the government institutions are at the County level, *Payams* and at *Boma* levels, which are charged with the responsibility for policy making through their different Councils, which support and empower the community by getting them involved in decision making according to their needs and interests. In many cases these fail because of the issue of top-bottom approach being applied in the community, thus affecting effective community participation in decision making in the County. The concern of the study here is how to deal with the problem of reconciling the community and the authorities concerned in the County in planning and how communities can be involved in participating in development of their own areas and making decisions on what type of services are needed by them according to the interest.

Community participation is seen as vehicles for mobilisation and allocating resources to development efforts. Community participation is important in a way that the presence of abstract human needs is acknowledged. The whole philosophy behind community participation is that people will gain in self-reliance, sufficiency and eventually human dignity, through community participation. Similarly, Lainya County should not keep away from realising that the needs of people are well known by the indigenous people and tied to their common interests in the community. Poor community participation will not promote development in the community; hence the effect could be poor service delivery in the community.

2.3.1 Non-Governmental Organisations

NGOs are in many cases called non-profit making organisations in the communities. They bridge the service gaps which the local authorities are not able to provide to the community. According to De Beer and Swanepoel (1998:39), the importance of NGOs in the community, lie in, that they are more cost- effective in their work among the poor. This means that they

spend less money on administration and more on the poor within the community.

Non-Governmental-Organisations tend to focus on and to reach the poorer and the needier, so they are therefore less prone to elitism. They are able to promote popular participation through facilitating resource mobilisation. They also help to increase diversity of opportunity in the society and to encourage communities to participate in decision-making processes.

According to Ismail (2009:68), NGOs are private, self-governed, non-profit organization which aims at promoting people-center development, they are sometime referred to as the voluntary sector in the community. Non-Governmental-Organisations (NGOs) are normally responsible to their donors and the community they work with, their primary objective is to render assistance to the communities in form of services in order to promote sustainable development in different societies or communities in a particular area that they operate in. In most cases NGOs are committed to

community idea of capacity building in form of community empowerment and service delivery.

Non-Governmental-Organisations (NGOs) have comparative advantages in a way that relate with the intended beneficiaries within the communities and at the same time they have freedom of organising themselves and they are good at communicating and mobilising the communities to respond to their needs and interest. They work to strengthen the ineffective local government institutions so as to enable them perform their duties as required by the communities in the particular area. Non-Governmental-Organisations (NGOs) employ participatory bottom-up approaches in project planning, implementation, monitoring and evaluation. They are effective in assisting the community to participate in matters affecting them and gain more control over the quality of their lives. The NGOs roles of promoting public or community participation is due to their partnership relation with the communities they serve, they are also innovative, flexible and experimental in a way that , they can transfer technologies developed

elsewhere and adopt the to the local conditions for the benefit of the community they serve (Ismail 2009:70).

Non-Governmental-Organisations (NGOs) in Lainya County have helped the community in a way in that during the war there was no government that could take charge of service delivery and NGOs took huge responsibilities of providing the community in Lainya County with necessary basic needs such as water, health, food in the form of relief and also education. They were able to promote community participation, but through a top-down approach to service delivery, and this placed the communities with no alternative but to take whatever was given without questions.

Non-Governmental-Organisations at time were thus biased in Lainya County because they decided where to operate and select the communities they want to service through the local administrators. In that way they ended up leaving the communities which were badly in need of services, hence bringing division in the communities. For example in the whole County it

was only *Wuji Payam* which had no health Centre, hence women were losing their lives at the time of labour.

2.3.2 Community-Based-Organisations (CBOs)

Community Based Organisations are organizations from within the community and by the members of that particular community with common goal and interests. De Beer and Swanepoel (1998:41) mentioned that Community-Based-Organisations are better placed to be democratic and avoid bureaucratisation. They however argue that they have their own peculiar limitations.

They have limited self-sustainability and technical capacity and lack broader programming context; hence they tend to limit their operational power due to either lack of support from the bigger organisations or lack of skilled personnel who are to manage their programmes. Community based organisations also have the important task of acting as channels for the government, community and the non-governmental organisation in Lainya

County for any program that attempts to provide any form of development in the County.

It is the Community-Based-Organisation that links the communities with other organisations to enable the flow of inputs or funds to the community development plans and must mobilise the local people so that they play their proper role in decision making in the community for good development plans and service delivery.

In Lainya County most of these groups are the women associations and youth associations who help a lot but are limited by the problem of funding and lack of support from the local authorities to enable them to push their agenda and interests to the County plan of the year. These groups are seen as the bridge between the communities and the local authorities hence by leaving them out of the County plan, means reduction in community participation in the County, since they make the largest population in the County.

Community-Based-Organisations provide a basis for development in that they also build an organisation and bring the community together around mutual concerns and needs (White 1986:249). Community participation is not the mere provision of free labour for projects, but a motivating idea shared by the people with a common problem that affects their lives. The community must know why there is a problem and why it should be eradicated.

The most important aspect is knowledge and understanding their (community) own problem, needs and contributing to solution to that problem. It becomes important that they be involved in the decision making process. Communities in Lainya County when given such opportunities will be empowered. By affording the community opportunities to participate in the decision-making and getting them involved in identification of their own problems and seeking for local solutions the community in the County will own the development projects and most probably cooperate.

Community-Based-Organisations are very important in the community because this is where the communities realise their potentials. They enable the community to manage their own problems. As such they enhance community participation and drive effective service delivery to the community in particular areas of community concerns. In short where there is no community participation in decision making, the services delivered to the people may not be responsive to their needs, since there would be no evidence-based policy decisions, tapping on community assets.

According to Ismail (2009:68), Community-Based-Organization refer to a wide ranging number of community organizations that are distinctive in that they usually have a clear membership base on an elected leadership. Their roles are defined in relation to specific geographical areas within which their members reside, in terms of broad description; Community-Based-Organisations are forms of organization such as civic Organisations, Youth Associations, Women Associations and Sports organisation.

Section 134 (1-8) of the Central Equatoria State Transitional Constitution states that local government is the level of government that promote self-governance and enhances the participation of people and the communities in maintaining law and order, encouraging democracy as well as transparent and accountable local government.

The involvement of the communities in decision-making processes is the key role of local government. Local government will need to give guidance to the local communities in decisions relating to the exploitation of their local and natural resources and promote safe and healthy environment on the processes of the utilization of local resources. Local Government as the closest and lowest level of government is to encourage involvement of communities and Community- Based-Organizations in matters of local government and promotes dialogue among them on matters of local people's interests.

2.5 LEGAL FRAMEWORK

The Local Government Act, 2009 (6)1, 2, 3, 4,) of South Sudan, stipulates that local government shall be the third level of government which consists of a number of autonomous local government councils to be established in accordance with the provisions of this Act. This means that communities in these levels of government are governed by the law and the administrators are expected to respect the people at that particular local government level.

The establishment of Local Government Councils is based on the principles of decentralization and democratic governance that demands the devolution of authority and power to the lowest level of Government closest to the people. This is where the community participation is felt in a way that communities through councilors are consulted, so that the communities identify their problems, priorities and make final decisions according to their own needs and interests.

The Local Government Councils are community governments which exist at the level of government closest to the people in the States as provided in

the Constitution of South Sudan Article 47(c). This means that there is already a built in culture of community participation in deferent levels of government in South Sudan. The community governments are the Local Authorities which pre-existed in all the villages and in urban settlements founded on people's customs and traditions.

In such setups customs are the source of legislation and culture the basis of strength and harmony leading to strong inspirations to which local government institutions shall be committed to respect and promote. In South Africa, the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), stipulates for example how a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. It encourages and creates conditions for local communities to participate in the affairs of the municipality. This Act stipulates the municipality has to prepare, implement and review its integrated development plans (IDPS) and make strategic decisions relating to the provision of Municipal services. In terms of this Act, a municipality also has to monitoring and review of its performance

including the outcomes and the impact of such performance in the community.

The issue of community participation and decision-making is key to any type of development in Lainya County and a process to effectiveness and efficiency in service delivery. It encourages community and local government relations and a smooth running of programs and guarantees ownership and sustainability. The Transitional Constitution of South Sudan chapter two, article (2011:45-46) also guarantees the citizenship rights and the duties of citizens in South Sudan.

This involves citizen participation at all levels of government to see into it that citizens' social, economic political rights and their rights to combat corruption in the community are stipulated. As such in Lainya County, community participation is a critical tool for community decision-making in sustaining development and making sure that services delivered to communities respond to their needs and interests.

Similarly, the Local Government: Municipal System Act, 2000 (Act 32 of 2000) of South Africa (2000:107), stipulates and defines community as the basic organization of government in the society, which comprise of clans, neighborhoods and families who reside within the territorial area of a local government council. It further states that each community shall have the right to organize its local institutions of governance, protect and promote the welfare of its people in accordance with the provisions of this law and the customary law in that particular area.

Comparatively speaking, community governments are the local authorities which pre-existed in all villages and urban settlements founded on their customs and traditions, where customs are the source of legislation and culture the basis of strength, harmony and inspiration to which local government institutions shall be committed to respect and promote the interest of the people of South Sudan, South Sudan Local Government Act 2000 (6), 4) 2000 this Act commits Civil Authorities to strive to establish an efficient system of administration, maintain peace and security and equitably

provide social services with the participation of the local communities and to oversee distribution of relief and rehabilitation assistance in the County.

In South Sudan, the *Boma* is the basic administrative unit around which social, political, economic and commercial activities evolve. It is the pivot of the civil society and an important focal point and symbol for community mobilization around common values and norms, stipulated in the SPLM Vision Programme and Constitution (2.2:3), 1998. The Civil Service is expected to be development oriented and is to provide services to all people appropriately to address the needs of the people and encourage the public to participate in policy-making processes. The Civil Service is to be accountable to the appropriate levels of governments and has to foster transparency, by providing the public with timely, accessible and accurate information. Thus, again the need for community participation in decision-making processes is strongly emphasized, as stipulated in section 120 (1) of the Central Equatoria State Transitional Constitution, 2011.

CONCLUDING REMARKS

This chapter provided for an account and review of theoretical and conceptual frame works for the community participation as a tool for effective service delivery, it further provided for basic element of how local Government becomes a base for community participation in decision-making process. The chapter described the institutions concerned with community participation such as County, *Payam* and the *Bomas*. The next chapter provides for the research methodology which will provide for the research design, research description sits, population sampling, research instruments, data collection and data analysis which will be provided for on the issues of community participation as a tool for effective service delivery in Lainya County.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTORY REMARKS

This chapter provided for the research design which explained the ways and the means of carrying out the research and its structure, it outlined the plan that is used to grantee answers to research problem. The chapter further described the methodology which outlines the research approach and the instruments used in gathering the data on the issues of community participation as a tool for effective service delivery in Lainya County. The same chapter discussed the data collection techniques and study population which gives the targeted population size to the researcher and a pure clarity of who were the population needed. It further described the instruments and the data analysis in the research to give clear information on data collection and how the data was analysed.

3.2 RESEARCH DESIGN

A research design can be thought of as the structure of research or the glue of the research, it holds all of the elements in the proposal project together.

A design is going to be used to show how all of major parts of the research project work together to try to address the central research questions. Kisilu (2009:70) defines research design as the scheme, outline or plan that is used to generate answers to research problems.

A research design can be regarded as arrangements of conditions for collecting and analyzing data in a manner that aims at combining relevance with the research purpose. According to Kisilu Kombo (2009:71), it is the conceptual structure within which research is conducted, the research design describes and constitutes the blueprint for the collection, measurement and analyse data in the research study on community participation in decision-making processes as a tool for effective service delivery in Lainya County.

3.2.1 Descriptive research design

The major purpose of descriptive research is to ensure that the description of the state of affairs should be described as it exists, as the research reports findings will be. Kerlinger (1969:125) points out that descriptive studies are

not only restricted to facts findings, but may often result in the formulation of important principles of knowledge and solution to significant problems.

They are more than just a collection of data but involve measurement, classification, analysis, comparison and interpretation of data collected. The researcher used a descriptive design in a way that before using the design, the researcher made sure that the first thing to do was to:

- identify the individuals that will be conducted and how the meeting will be carried;
- identify the means by which the survey will be conducted; and
- the researcher summarized the data in a way that provided the designed descriptive information as planed in the research project. situation in Lainya County on the issue of community participation as a tool for effective service delivery and how the issue of top-down approach has affected the people in the County.

3.3 RESEARCH SITE

The research was conducted in Lainya County in Central Equatoria State, South Sudan. Data was collected from the five *Payams* and the *Bomas* in Lainya County. The selection of a research site is essential in a way that it influences the usefulness of the information through progressive elimination and end up with the actual site where data is collected (Orodh and Kombo 2002:85) it is very important to identify the largest area which is relevant to the research questions and objectives considering heterogeneity of the potential study population and choose areas or communities which represent the range of variation on the most important characteristics.

The identification and selecting of the actual communities for the study was important, it fulfilled the criteria through making site visits, discussing with the community leaders, Youth, Women Opinion leaders and the administrators in the *Payams* and *Bomas*. The issue of accessibility was seriously considered as it is important for the researcher to reach the people she/he intended to get information or data from.

3.4 POPULATION

A population is a group of individuals, objects or items from which samples are taken for measurement (Donald and Delno 2009:76). The targeted population groups for the research were Youth 60 in number, women targets were 61, the researcher targeted 17 chiefs according to the number of *Payams* and *Bomas*, opinion leaders 60 targeted each *Boma* in the five *Payams*, administrators target was 17 and Community-Based-Organisations targeted 10 of different CBOs in Lainya County within the five *Payams* with a total targeted population of 250 people to be reached. Population refers to an entire group of people or elements that have at least one thing in common (Kisilu Kombo and Tromp Delno 2009:77).

It is important to find out as much as possible about the study population which includes some of the overall demographics such as age, gender and other class of population with greater diversity and differences in a large sample size that captures the variability in population and allows for more reliability of the study. The targeted population age will be from 18-75 which

will cover the issue of opinion leaders as aged people who are community advisers.

3.5 SAMPLING

According to Kumar (2005:169) for a sampling design to be called a random or probability sample it is imperative in a way that all elements in the population has an equal and independent chance of selection in the sample. Probability sampling approaches uses randomisation or random selection of the population. In probability sampling design, people, places or things are randomly elected, that is each unit in the population has equal chance of being selected.

This sampling design was appropriate for this study which sought to examine community participation as a tool for effective service delivery in Lainya County. Through this sampling design the researcher was able to give a chance to every member of the population selected to participate and everybody had equal chances of being included in the study. The probability sampling design is important in this study because the research

aims at drawing conclusions or makes predictions on the issues affecting the population as a whole in Lainya County.

3.5.1 Sampling Design

According to Kombo and Delno (2009:76) the term sampling design refers to that part of research plan that indicates how cases are to be selected for observation, sampling designs are divided into two; that is probability designs and non-probability designs. These were used in this study to sample the respondents from the population. From the sample data was collected on the issue of community participation as a tool for effective service delivery in Lainya County.

Simple random sampling was used since it had no complexities. All the researcher needed was to define the population to be used. The researcher simply obtained a sampling frame with a list of all residents and then used random numbers to get the actual sample (N) needed for the collection of data.

The advantages of simple random sampling are that the sample yield research data that can be generalised to a larger population. Sampling design gives clear picture on how the researcher designed ways of collecting data and how the selection was done on the topic of the research.

The design helped lot when the researcher moved to the *Payams* and *Boma* the researcher was able to establish the area first, who the respondents were, who was to be met and how the respondents were to be approached. Random sampling design was very important for the researcher to get accurate information about community participation in decision-making processes as a tool for effective service delivery in Lainya County.

3.5.2 Sampling technique

According to Kisilu (2009:75) Sampling is the procedure a researcher uses to gather people, place or things to study It is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group, (Orodho and Kombo 2002:95).

In

Respondents	Sample	Sampling method
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this

study respondents are going to be selected from the larger population of Lainya County by identifying individuals' respondents for the purpose of good survey. Samples are always subsets or small parts of the total number that could be studied. It is the act or process or techniques of selecting a suitable sample or representative or characteristic of the whole population for the purpose to determine parameters and how one is able to generalize the result of the study.

Table, 3.1: Summary: Study population, sample and data collection method

Administrators	17	Structured interview
Chiefs	17	Unstructured interview
Opinion Leaders	60	Observation
Youth	61	Focus Groups
Women	60	Focus Groups
People with Special Needs	25	Interviews/Observation.
CBOs	10	Interviews/Focus Groups

N=250

3.4.3 Non-Probability Sampling

According to Kumar (2005:177) non-probability sampling design is used when the number of elements in a population is either unknown or cannot be individually identified. This method of sampling the researcher is interested in the representativeness of the concepts in their varying forms. The method aims to be theoretically representative of the study population by maximising the scope or range of variation of the study. This method is mainly applied to find out how a small group or a representative group is doing for purposes of illustration or explanation.

3.4.3.1 Quota Sampling

This sampling technique divides the population into relevant strata such as age, gender, and geographical regions if the study may demand. The total sample may be allocated among the strata in direct proportion to their estimated or actual size in the population. The researcher identifies the people to be studied and at times they have to resort to haphazard or accidental sampling because no effort is usually made to contact people who are difficult to reach in the quota sampling.

The problem in this sampling method is that the researchers are allowed to self-selected respondents who are subject to bias such as interviewing friends in excessive proportion in the population selected by the researcher, (Donald and Delno 2009:82). The researcher used the quota sampling method for the targeted population of women who are scattered all over the *Payams* hence meeting the important result for the research as needed by the researcher.

3.4.3.2 Purposive sampling

In this sampling method the researcher purposely targets a group of people he/she believed to be reliable for the study (Kisilu 2009:82).The power of purposive sampling lies in selecting information rich cases for in-depth analysis related to the central issues being studied (Tromp 2009:83).

Purposive sampling can be used with both quantitative and qualitative studies, it can be carried out in addition to probability sampling, the purposive sampling normally occur when the researcher has discovered that there are areas that are not covered after the baseline study and it is very important, the researcher will allocate time to cover the area whether being variations in landscape, geographical and culturally.

Purposive sampling was used by the researcher mostly to the people with specially needs who in most cases, their opinions are left out, hence it met the objectives of the study on issues of community participation in decision-making process as a tool for effective service delivery in Lainya County. The researcher used purposive sampling. Some other areas in Lainya County

were not accessible during rainy season; especially areas like *Koyoki* in *Wuji Payam* were cut out of communication due to river *Kiju* which cannot be crossed during rainy season. Hence, the researcher had to allocate specific time and attention to meet the respondents in that area as it was very important to get their views on community participation as a tool for effective service delivery in the County.

3.4.3.3 Snowball or chain sampling

According to Kumar (2005:179) snowball sampling is the process of selecting a sample using networks. To start with few individuals in a group or organization are selected and the required information is collected from them and then asked to identify other people in the group to be selected (Kisilu 2009:83). Snowball sampling method was used in a way that the researcher went on asking people who know about the research or study, by asking a number of people, the researcher will identify specific kind of cases for example critical, typical extreme and others. Snowball sampling begins with a few people or cases and then gradually increases the sample size as new contacts are mentioned by people you started out with.

This type of sampling design is very important for this research which the researcher started with a small number of people from one organisation to another giving chance to the respondents to be investigated so as to give a clear picture on the ground on how absence of community participation in decision-making processes has affected service delivery in Lainya County.

3.5 DATA COLLECTION PROCEDURES

According to Mouton (1996:67) data collection involves applying the measuring instrument to the sample or cases selected for the investigation. Data collection procedure is where the researcher will require a research permit before embarking on the study. This gives the research a clear way of how the information is going to be collected on community participation as a tool for effective service delivery. The researcher administered the research instruments to the respondents and ensured that the data collected was accurate. Data was scored and observation was made systematically, in this case data may be coded and an electronic spreadsheet is used as an excellent place for the researcher to keep the data for the

study. Raw data and coded data helped the researcher to process the information for the study.

The major ways of collecting data included administering a standardized instrument, administering a self-developed instrument and recording of the naturally available data which helped the researcher in the process of collecting and recording the data on community participation as a tool for effective service delivery study (Kisilu 2009:98).

3.5.1 Sources of Data

According to Kumar (2005:118) there are two major sources of data that are used by the researcher are both primary data and secondary data. Sources of data are where information is collected on the research topic to be studied. The research is able to get full information about the topic on research, whether it has been research on or it is a new topic which need on only primary data (Kisilu Kombo and Tromp Delno 2009:100). The sources of data will enable the research to draw recommendations whether the research topic need more other research or not. It is very important to know

the source of information that will provide full information on community participation as a tool for service delivery in the community in Lainya County.

3.5.2 Primary Sources

Primary data is information gathered directly from respondents, this source of data is collected through questionnaires, interviews, focus group discussion, observation and experimental studies. Primary data source involves creating new data and also developing data or collecting data from existing source in which an experimental study and the variable of interest is identified (Kisilu 2009:100). This source of data is very important since the data is collected in the County.

3.5.3 Secondary Data Sources

Secondary data are information sources that are collected directly by the researcher; it involves gathering data that already has been collected by someone else. This source of data involves the collection and analysis of

published material and information from internal source. Secondary data collection can be conducted by collecting information from a diverse source of documents or electronically stored information which is often referred to as desk research (Kisilu 2009:101).

According to Mulwa (2008:96), secondary data are source of information which are relevant to the area or subject of the planned research, secondary data source are usually available in published or unpublished form of data for instance, reports, statistic, maps etc. The source forms the background information gathered by the research on community participation as a tool for effective service delivery, it so much saved time in which the research was able to know which data already exist and do not have to be collected again.

Secondary data collection is critical for good background information which are relevant to the research topic, it helps set the stage with broad relevant background information that contextualize the research focus hence, before beginning field work the researcher gathered whatever secondary data are

already available from both published and unpublished data on community participation as a tool for effective service delivery in Lainya County.

3.6 DATA COLLECTION

According to Kisilu (2009:99), data collection refers to the gathering of information to serve or prove some facts. Data collection is very vital because it is the only tool that the researcher used to gather information to meet the objective of the study on community participation in decision-making for effective service delivery in the County. In this research, data was collected to further the researcher's understanding on community participation in decision-making processes. In research, the term data collection refers to gathering of specific information aimed at proving or refuting some facts, at the same time in data collection the research must have a clear vision of the instruments to be used, the respondents and the selected study area.

Data collection is very important in this research in a way that it provides clear information about community participation as a tool for effective

service delivery and at the same time it allows for dissemination of account of meaningful program and motivate accurate and good plans for service delivery to the communities in Lainya County according to their interests and needs (Kombo and Delno 2009:100). According to Graham Birley (1999:40), data collection is not just a process of data collection but it is a process of data creation and using information related to the purpose of the study using deferent collecting methods.

3.7 DATA COLLECTION INSTRUMENTS

The research instruments are tools that the researcher applies in order to get full information about the research topic on study. These instruments are questionnaires, interviews schedules, observations and focus group discussions, these instruments helped the researcher to anticipate the type of information needed according to the objectives of the study (Kisilu 2009:88). The researcher was aware that some types of instruments are unsuitable to some groups of people due to factors such as the literacy level, profession and culture.

The researcher determined the literacy level of the study population in advance and the type of language to be used in the interview or group discussion. In this study the instruments that were used are interviews, focus group discussions and observations. This is simply because the people at the grass-roots are not educated hence the above instruments are suitable for the study so as to gather more information about community participation as a tool for effective service delivery in Lainya County

3.7.1 Interview

According to Kumar (2005:123) interviewing is a commonly used method of collecting information from people and this can be through many ways of interactions with different people. These are questions asked orally to different respondents. It can be carried in different groups or individually. Interviews can also be through telephones, cells and also person to person contact with the respondent. Interviews are divided into structured interviews, semi-structured and unstructured interviews.

In this study the researcher used structured interview and unstructured interview as the main way or instrument of collecting data for the study. Interview is an oral administration of questionnaires or an interview schedule. It involves face to face encounters to obtain accurate information; there is need for researcher to maintain good relation and cooperation with the respondents (Mugenda Olive 2003:83).

3.7.1.1 Structured interviews

According to Kumar (2005:126) in a structured interview the researcher asks predetermined sets of questions, using the same wording and order of questions as specified in the interview schedules. These interviews involve subjecting every informant in a sample to the same stimuli that is asking each 250informant similar questions as in the case of a survey. Structured interviews were used in this study. They were most appropriate in that they enabled the researcher to determine whether the information got from different respondent using same questions. The researcher found out that structured interview is very important due to reliability of the information

gathered from the respondents and also it is comprehensive and systematic since questions are formulated before the interview (Kisilu 2009:94).

According to Mulwa (2008:115), structured interview is one of the main tools used in deferent research, it is a form of a guided interview where only some of the question is predetermined, structured interview does not use formal questionnaires but at most a checklist of questions as a flexible guide, questions normally come from interviewee's response.

3.7.1.2 Unstructured interviews

According to Kumar (2005:123) the strength of unstructured interviews is the almost complete freedom they provide in terms of content and structure, the interview is flexible in the structure, content and in questions. This approach shows that the researcher has some idea in mind of the topic to be covered and may use some sort of topic list as a reminder, there is minimal control over the order in which topics are covered and how a respondent pose answers. Unstructured interviews were used in this research study because interviewing was done neither on the specific

questions to be asked nor the range or types of possible answers were pre-defined. Unstructured interviews are informal conversational and their aim was to get the informants to open up. There searcher could also probe the respondent to come up with more information for the study in question.

The unstructured interview approach therefore allowed the interviewer to be responsive to individual differences and situation characteristics. Unstructured interviews were flexible in a way that there were no pre-defined questions which allowed the respondents to freely respond to an issue. An unstructured interview was mostly used for the respondents such as opinion leaders, women and youth, this made the respondents feel part of the study since there was no rigidity (Kisilu, 2009:92).

According to Mulwa (2008:115), unstructured interview is one in which gives a researcher to know general direction of the study topic, it engages the interviewer in an informal and relaxed discussion. The interview takes the shape of an ordinary conversation which gives room for the researcher to raise probing questions and interviewee to determine the course of

interview direction as dictated by the researcher's interest on the topic of community participation as a tool for effective service delivery in the County.

3.7.2 Focus Group Discussions

According to Maree (2008:90) focus group interview strategy is based on the assumption that group interaction will be productive in widening the range of responses, activating forgotten details of experience and releasing inhibition that may otherwise discourage participants from disclosing information. Focus group discussion is a special type of interview carried for specific type of group in terms of its purpose, size, composition and procedures (Kisilu Kombo 2009:95). In this study the focus group comprised of fifteen (15) respondents or more than that, it consists of individuals who share certain characteristics which are relevant for this study.

Discussions were carefully planned and designed to obtain information on the participants' beliefs and perceptions on a defined area of interest in the study topic which will help the researcher to have a special predetermined criteria which will be used in selecting the type of focus group participants.

Focus group discussions produced a lot of information which was a quickly way of identifying and exploring beliefs, ideas and opinions in the community. It was used to assess the needs, development interventions, test new ideas or program and for finding out what could be improved in the existing program. The study thus mainly used different types of interviews, observations and focus group discussions to collect data on community participation as a tool for effective service delivery in Lainya County.

According to Mulwa (2008:102), is made up of selected representatives of the larger group or community, the topic of the discussion is usually identified prior to the discussion meeting as the specific issue of focus. Focus group discussion was taken by the researcher to be a highly efficient technique for qualitative data collected in the study, this is simply because data is collected from several people at the same time and it helped the researcher to gather more information on community participation as a tool for effective service delivery.

Focus Group discussion encourage participants to enjoy the experience as they stimulate each other's thoughts leading to effective articulation of facts, fresh ideas and insights of the study topic can be generated as people discuss openly without fear building on each other's ideas and deferent views are gathered by the researcher on the topic, it embraces the view of illiterates who may otherwise be discriminated upon by use of questionnaires.

3.7.3 Observation

According to Maree (2008:83) observation is the systematic process of recording the behavioral patterns of participants, objects and occurrences without questioning or communicating with them. Observation is a tool to collect information in a specific group of people or respondents. It provides information about actual behavior of the respondent in their response to the study topic. This type of information gathering involves direct observation which is useful because some behavior involves habitual routines of which people are hardly aware (Kisilu, 2009:96).

The interviewer or investigator participates with the respondents in any activities appropriate to the status that is assumed, the participation helps to reduce activities of the researcher and the researcher is able to have an initiative and understanding what is happening in the culture of specific of people or deferent respondents.

3.7.1.1 Participant Observation

According to Maree (2008:85) participant observation is typically found in action research projects, where the researcher becomes part of the research process and work with the participants in the situation to design and develop intervention strategies. The participant observation instrument was important in this study in a way that it allowed the investigator to become an active functioning member of the topic under study where the researcher was able to collect more information or data for the study topic through this instrument. The researcher participated together with the respondents to get full information about the issue that caused poor participation of communities and at the same time formulate recommendations on promoting community participation for effective service delivery.

According to Mulwa (2008:100), participant observation thus is useful in gaining insight about the conditions, needs and behavior patterns of rural poor and other vulnerable groups who are usually not able to articulate their problems and predicaments. An illiterate, old and women who does not find it easy to explain their problems and needs, the observer will see them clearly after spending time in the field with the respondents and draw or gather information on community participation as a tool for effective service delivery.

3.7.1.2 Non-Participant Observation

According to Kumar (2005:120) non-participant observation is when the researcher does not get involved in the activities of the group, but remains a passive observer watching and listening to its activities and drawing conclusions from the discussions. As observer the researcher watches, follows and records the activities as they are performed.

3.7.1.3 Structured Observation

Structured observation focus on a small number of specific behavior patterns and only those appearing on a pre-defined observation list are recorded. The observation is an onlooker; this requires the researcher to be very clear on the behavior being observed (Kombo and Delno 2009:96). In this study the structured observation was used when the researcher has listed the observation areas or characters and behavior it wants to collect the information from, the researcher was able to get clear information on community participation as a tool for service delivery in Lainya County since there were other respondent who were scared of giving information due to the fear that they might be arrested since any government decision is unquestionable, hence more information was got through structured observation.

3.8 ETHICAL ISSUES IN DATA COLLECTION

Ethics is a set of values and rules that defines right and wrong behavior, these values and rules indicates when a behavior is acceptable and when it is unacceptable (Ochieng 2003:56). In a broader sense, ethics includes the

following: distinguishing between facts and belief; defining issues in moral terms; and applying moral principles to a situation (Kisilu 2009:107), that is considered ethical may depend on the perception from which ethical issues are considered in other words ethical values and decisions have to be evaluated right from the beginning of data collection so that the behavior of the particular communities can be understood by the researcher for correct decisions and evaluation.

Moral principles prescribe general rules intended to be followed, for acceptable behavior. They are very important in society and cannot be established or changed by the decision of powerful individuals. Moral principles and values are fundamental to ethics because they give a researcher the glue of the behavior of the community from which the data is going to be collected. So in this research ethical issues were seriously considered due to the trauma and strong culture that the community of Lainya County adheres to.

Donald and Tromp (2009:106) states that researchers, whose subjects are people or animals, should carry their research and give attention to ethical issues that will be associated with carrying out their research. According to Bak (2004:28) any research that involves people must show an awareness of the ethical considerations in accordance with the ethical procedures of the particular population where the data is going to be collected. In this study ethical issues were strictly observed and respected. Amongst others the researcher mainly ensured the following ethical issues:

3.8.1 Confidentiality

The researcher maintained confidentiality at all times. This meant that only certain people conducting the interviews would know the identity of the participant or respondent (Kisilu, 2009:107).

3.8.2 Responsibility

Researchers are responsible for their own work and for their contribution to the whole study. Researchers must accept individual responsibility for the conduct of the research and as far as seeing the consequences of that research to the community he/she is going to interview (Kisilu, 2009:107)

3.8.3 Informed Consent

The researcher obtained informed consent from the respondents, all respondents participated voluntarily. According to Kumar (2005:212) in every discipline, it is considered unethical to collect information without the knowledge of participants and their expressed willingness and informed consent. Therefore in this study respondents were fully informed about the study aims and the objectives.

3.8.4 Openness and Honesty

According to Donald and Delno Tromp (2009:107) research must be open and honest in dealing with other researchers and research subjects. Researchers must not exploit subjects by changing agreements made with them. In this research, the researcher carried the investigations openly to ensure that proper information is gathered on the issue of community participation in decision-making processes in Lainya County as targeted in the five *Payams*.

3.8.5 Protection of subjects

The researcher took reasonable measures to protect subjects physically and psychologically. According to De Vos *et, al.* (2005:56), subjects can be harmed in a physical or emotional way. In this study harm was minimised by avoiding the violation of the right to which every respondent is entitled in the Constitution of South Sudan Part Two (9-34).

3.9 SCOPE AND LIMITATIONS OF THE STUDY

The scope of the study is the area in which the researcher was conducted. Lainya County geographical borders Juba County, *Kajokeji* County, Yei and Morobu County within Central Equatoria State formed the study area. Lainya County consists of five *Payams* namely Lainya, *Mukaya*, *Kenyi*, *Kupera* and *Wuji Payam* and fifteen *Bomas*. Lainya County had a population of 250,000 people, as estimated by the result of the April 2008 census., However it is estimated that, the population dropped to 89 700 due to the issues of displacement of people during the war, most of the citizens of Lainya County are still in Uganda, Congo, Kenya and many other Countries, hence affecting the population issue.

Most of the internally displaced people are still in Khartoum despite the fact that South Sudan got its Independence in July 2011. There is a big challenge of how to bring back the internally displaced people, in since some are not willing to come back because of lack of services such as schools, water, health and the problem of shelter. Most of the displaced people have lost their land; hence have challenges of where to live when one comes back to the South. This has affected the population of Lainya County in its present situation.

3.10 CONCLUDING REMARKS

This chapter provided an account of the research methodology used in this study and the sampling designs has been explained into detail. The chapter described the data collection and both primary and secondary data was explained in the study. The data collection and their instruments were also discussed and ethical issues were provided in this chapter. The next chapter to be discussed in the study was the data presentation, analysis and discussion was provided for in the next chapter.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 INTRODUCTORY REMARKS

In this study, the first chapter introduced the study, its background and the context, the research problem, the research questions, research objectives and the significance of investigating community participation as a tool of effective service delivery in Lainya County. The chapter concluded by delimiting the study and clarifying concepts within the context of the study. The second chapter dealt with the literature review on community

participation as a tool for effective service delivery and decision making processes. The third chapter also dealt with the research methodology which made it possible to collect empirical data on the issues of community participation as a tool for effective service delivery in Lainya County.

Chapter four processes the collected data into an acceptable form. According to Donald Kisilu, (2009:110) the term data organization, analysis and presentation refer to orderliness in research data, which includes, putting the data into some systematic form. Organisation of data includes identifying data, correcting the errors, coding the data and storing it in an appropriate form. On the other hand, analysis refers to examining the coded data critically and making inferences.

According to Mouton (1996:108) data analysis is the process of bringing order, structure and meaning to the mass of collected data, making sense of what respondents would have said when the raw data was collected. In this study, data was analysed and interpreted concurrently to allow the researcher to generalise the findings from the sample used in the research

with the target of a larger population that the researcher is interested in to gather proper information on community participation as a tool for effective service delivery from the respondents sampled in Lainya County.

4.2 QUANTITATIVE DATA ANALYSIS.

The previous chapter three (3) showed that the researcher used research instruments such as interviews, focus group discussions and observations and their different types and approaches. Respondents consisted of administrators, executive chiefs, women, youth, opinion leaders and Community-Based Organisation (CBOs) who gave full information about community participation as a tool for effective service delivery in Lainya County. The selected respondents were used by the researcher to represent a larger population through carrying out interviews to different respondents and it was rated from 70% to 100% as very good response and 60% to 40% below then from 30% below is rated to be fair and below that is completely poor.

Table 4.1: Response Rate

Respondents	Target	Actual	% Response
Administration	17	17	100%
Chiefs	17	17	100%
Women	80	75	80%
Youth	70	70	100%
Opinion leaders	20	15	80%
(CBOs)	10	10	100%
People with special needs	36	25	75%

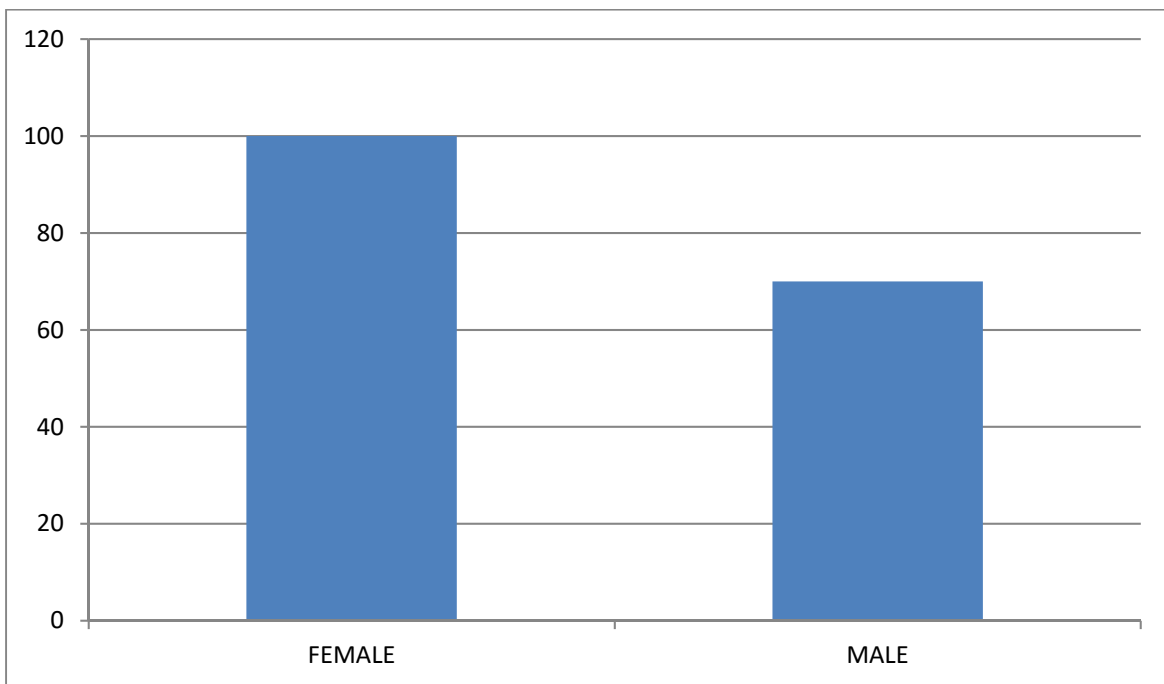
Table 4.1 shows that the response rate was very good as it ranged between 75% and 100%.

4.3 DEMOGRAPHIC DETAILS OF THE RESPONDENTS

The researcher targeted both males and female as respondents to the research. The samples of these respondents were collected from the population of both male and female. The researcher depended on the issue of turn ups of the respondents for the interviews, focus group discussions, and observation. The researcher's targeted population was 250 and among these, the female responded highly than the male, which gives clear indications of higher female participation in the research study.

The researcher used a tool of rationing the respondents in a way that when 50 women responded and 50 men responded which means the participation was 50% female and 50% male equal to 100% participation of both sex. In another way, if there are 100 female and 40 male, gives indication of high participation of female to male hence the percentage will be 100% and 40% male participation in the research study.

Table 4.2: Gender Distribution



Table, 4.2, shows that the participation of women was more effective than

the man in this study that is why the graph is reading 100% and that of male is 70%. It clearly shows that women respondents were so much approachable than the male respondents. In that case the researcher was able to establish how community participation in decision-making process can be encouraged throughout the County through the involvement of women in community decision-making to prioritize their needs for effective service in the County.

The researcher encouraged the participation of both women and men in order to establish the linkages between communities, chiefs, administrators, youth and opinion leaders to ensure that full information is gathered on community participation as a tool for effective service delivery in the County and there also assess the NGOs participation in service delivery in Lainya County. In this study, the researcher used quantitative data analysis to analyze the data collected and to give clear a picture on the issues of community participation as a tool for effective service delivery in Lainya County.

According to Kisilu Kombo and Tromp Delno (2009:118) statistical data analysis divides the methods for analyzing data in categories that is exploratory methods and confirmatory which the researcher used in the quantitative analysis of the data collected. The researcher used the exploratory methods to discover what the data seems to be saying by using simple arithmetic and easy to draw and summarise the data using mainly quantitative research on the community participation as a tool for effective service delivery in the society.

4.5 CYCLE OF DECISION-MAKING AND DATA ANALYSIS

Decision making is always taken in an institution which is organized in a particular way not only as a result of a decision or through legislation, but also for the efficient and effective achievements of its objectives. In that case, local government in Lainya County is to provide its people with clear and sustainable service through the involvement of the citizens in decisions taken for effective service delivery and sustainability of the community resources successfully.

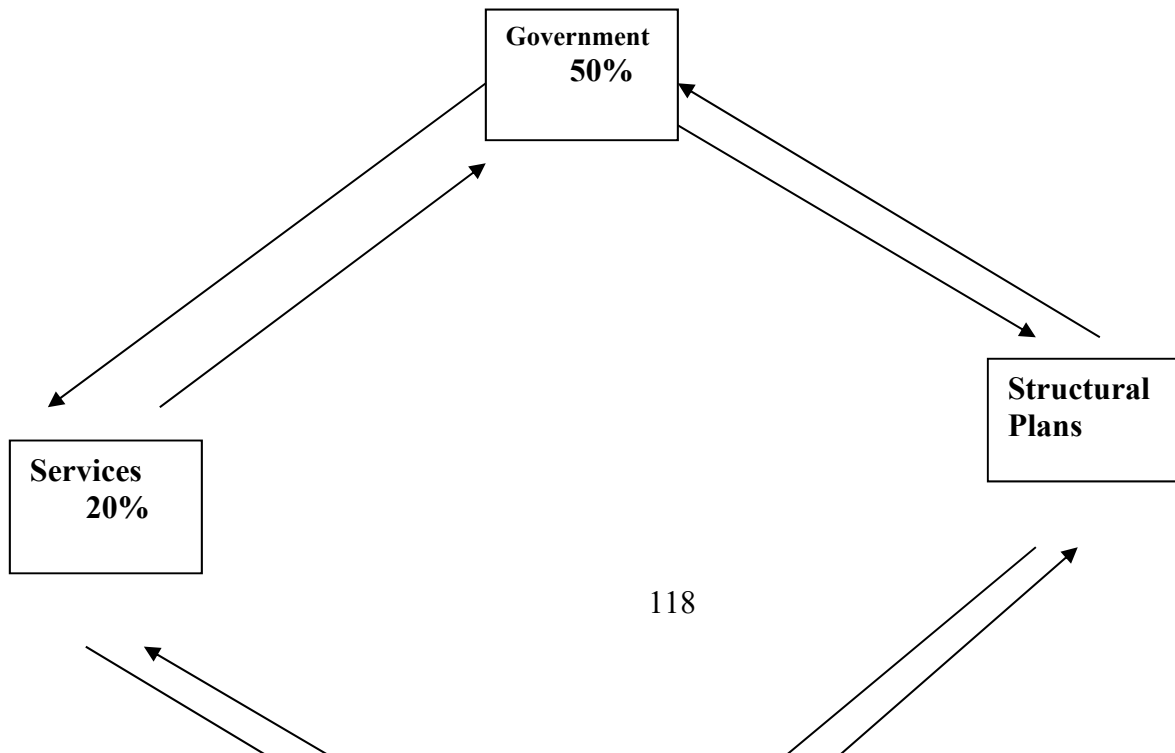
The action that should or have been decided upon should be on the will of the people of the community intended to be serviced and this is determined onto what extend is that institution and its people are organized and how they relate to each other. Such structures may require different sections or units and different people with different skills and knowledge to take responsibility for different actions taken so as to ensure the maintenance of system that will involve different citizens in decision making that will benefit everybody in the community hence the issue of program ownership and its sustainability becomes essential in the community of Lainya County and the establishment of the linkages between the communities and the Administrators will be encouraged and they will be able to involve the communities in any decision making process, at the same time make them participate in decisions over their priorities and needs.

The establishments of an institution or organizational structures are as the result of action decided upon by the particular society. It starts with decision

making or number of decisions which leads to legislation which makes the establishment possible that is why in each local government level in Lainya County, there are County, *Payam* and *Boma* councils to ensure that all decisions taken at the County level are reflective of the interests and needs of the community. In that case there is need to involve different communities in decision making processes.

The primary objectives of organised government structure are to render services and products to the public they serve. It is to determine what services and products must be delivered to the public. This is done when there is good relationship between the government and its citizens through encouraging community participation in decision making processes for efficient and effective service delivery.

Figure, 4.1: Cycle of Decision-Making



Government	50
Community	30
Services	20
	100

Figure 4.1 shows how decisions on service delivery are carried out in Lainya County, out of 100%, the Government Administrators have 50% say over any service delivery decision and most of the budget is spent in its structural development hence little is used in service plans for the community. This was seen in the County local budget for (2011:36), where chapter one which was for salaries took 65%, chapter two which was for maintenance in their different structures took 20% and Chapter three which was for capital expenditure or for service delivery took only 15% which means the budget was a top-bottom one in which community decisions and their priorities are not fully covered hence the issue of community participation in decision making process need to be encouraged in Lainya County.

Community decision cycle reading 30% and service decisions 20% show that, there is few elements of community participation in decision making in Lainya County according to the respondents hence affecting service delivery in the County.

The two ways of arrows explain exactly what is happening in the current government in Lainya County with different percentages. The inner arrows explain how the top-down approach methods are applied in planning for the community service delivery with little community participation in the decision making processes which is contrary to the Central Equatorial state transitional constitution Act 5 (c) which provides for the involvement of communities and community-based organisation in matters of local government and promoting dialogue among them on matters of local interest.

The same article also states the objectives of local government is to promote self-governance and hence the participation of people and

communities in maintaining law and order and promoting democratic transparent and accountable local government to the people they server, hence promoting a bottom-p approach to decision making processes as a method of encouraging community participation in decision-making. Section 138 (1), (3), (4), (5) and (8) of the Central Equatorial State Transitional Constitution, 2011 states that; the state government shall promote, support and encourage a broad based balanced and participatory economic development based on the principle of subsidiary and devolution of governmental functions and powers to the appropriate levels where the people can best manage and direct their own affairs, which means community consultation is very important for proper economic development in the state as well as in the County as a local government level nearest to the people.

The same constitution states that; the promotion and encouragement of participation of the people who are the communities in the formulation of laws, development policies and programs to encourage the issue of ownership of the services to be delivered to the public means the

community decisions should rate 100% in the plan of the government for effective service delivery.” The issue of the sharing and allocation of resources and wealth of the government at all levels in the state is stipulated that, it should be based on the premise that all levels of the state communities and localities are entitled to equitable development without discrimination on their different interests, which means, in all government plans the community interests should rate 100% through involving them in decision making processes.

The Constituency Development Funds for 2010 was brought as an example of lack of proper consultation and involvement of the community in decision making process County calling for the Anti-Corruption Office to investigate the committee formed by the administrators in the County (Petition Paper, 2012:1).

Community in Lainya County demanded for accountability from the Committee which was concerned with the distribution of the funds for development or service delivery since the communities were not full

involved in the decision and in the prioritizing process hence made them raised a petition to the anti-corruption Office. According to the petition paper (2012:1), the amount for Lainya County for 2010 was two million and one hundred thousand South Sudanese Pounds (2,100,000 SSP) as explained in the below table, each *Payam* in Lainya County have lost at least one hundred thousand South Sudanese Pounds in which they demanded for accountability since they were not consulted for the utilization of that money.

Table 4.3: Allocations and amounts lost per *Payam*

S/NO	Payams	Actual amount due per Payam	Only amount given per Payam	Less by per Payam	Amount lost Per Payam
1	Lainya	350,000 SSP	250,000. SSP	100,000. SSP	100,000. SSP
2	Kenyi	350,000.SSP	250,000.SSP	100,000.SSP	100,000.SSP
3	Kupera	350,000 SSP	250,000.SSP	100,000.SSP	100,000SSP
4	Mukaya	350,000.SSP	250,000.SSP	100,000.SSP	100,000.SSP
5	Wuji	350,000.SSP	250,000.SSP	100,000.SSP	100,000.SSP
6	Wonduruba	350,000.SSP	250,000.SSP	100,000.SSP	100,000.SSP
	Total	2100,000.SSP	1,500,000.SSP	600,000.SSP	600,000.SSP

Source: Petition Paper (2012:1)

Community participation in government decision reflects a commitment to devolution of powers and decentralization of decision making in regards to development, service delivery and good governance hence community participation should rate 100% not 60% or 40% for effective service delivery. The above quantitative analysis shows that there is little community participation in all government plans hence giving question of accountability and transparency to the government.

4.6 QUALITATIVE DATA ANALYSIS

According to Kisilu Kombo and Tromp Delno (2009:118) qualitative research involves intensive data collection of several variables, over an extended period of time in a natural setting. The researcher used qualitative analysis to carry out findings on the views of the respondents on the issue that are obstacles to community participation in decision- making in Lainya County, it was stated by the respondents that community participation can be promoted through community consultation meetings which are to be

organized by the administrators to enable them contribute positively towards deciding their own priorities and needs.

The researcher used qualitative analysis to ensure that the researcher is able to summarize the key findings for example in focus group discussions the researcher was able to note down the frequent responses of the respondents and the issues of the community participation as a tool for effective service delivery in Lainya County, the respondent brought it clear that the administrators in the County should know that community play a very vital role in deciding government program can be implemented for effective service delivery, therefore the role of communities in decision-making processes should be promoted.

De Vos *et al.* (2005; 33) writes that the purpose of conducting a qualitative study is to produce findings on a research. Patton (2002:432) further states that qualitative analysis transforms data into findings. This involves reducing the volume of raw information, sifting significance from trivia, identifying significant patterns and constructing a framework for communicating the

essence of what the data reveals. On the issue of coordinating programs in the county, the respondents proposed the following so as to promote effective community participation in decision-making processes:

- monthly community coordinating meetings be held in the County to lay strategies of how they can promote and coordinate their plan and make sure that communities are consulted to meet their needs and priorities;
- quarterly community forum meetings which will discuss the issues of how to engage communities in decision making in any developmental issues in Lainya County; and
- administrators, councilors NGOs and community leaders' Annual meeting to lay down developmental plans for next coming year.

The importance of the above meetings were stated by the respondent that it encourage community participation in decision making process in a way that everybody would have known the plans of the government hence no balm will be laid on the administrators of not involving the community in any service delivery decisions. The respondent also gave their views that the

funding for the above community meetings should be raised and put in every year budget by the administrators and the County Council should be responsible in the approval of such a budget for proper accountability and transparency to the community.

4.7 GOVERNMENT AND SERVICE DELIVERY

According to the respondent services delivered in Lainya County are mostly done by NGOs though facilitated by the government from both the state level and County level using the top-bottom approach of development intervention, respondent stated that they would like to see that any developmental plans for services in Lainya County Communities should be consulted and involved in the initial planning process for effective service delivery in the County, this will promote channels of communication between the community, administrators and the implementing NGOs which encourages the issue of community owning the services implemented and at the same time take charge of its sustainability hence effective service delivery.

The respondents stated that although institutions are created in Lainya County for specific purposes, they should be able to deliver services for people not to wait for NGOs to do such services, like health services and education the example of the services delivered by NGOs in Lainya County was stated by the respondents in the five Payams are as follows: Mukaya secondary school, Kenyi Primary school, Kupera primary school, Bori primary school, Lainya primary school, Jamara Health Center, Kenyi Health center and Mukaya Health Centre.

The respondents put it clear that all these facilities and many more others were constructed by the UN Agencies and the communities were only to show where to construct, hence causing problem of sustainability since in the health center they are supposed to have the program of cost sharing and volunteers to help in the running of the programme but there are a lot of resistance by the communities since they were not fully involved participated in the initial planning process.

According to respondent it is not only a question of the vision, funds and the people that enable the government to deliver services or products but also the issue of putting measures to ensure that services and products are delivered through community mobilisation, community participation to ensure sustainability of any developmental programmes this is to promote the role played by the communities in their deferent capacity in the County.

The respondents stated that there are few services that are implemented by the Government such as roads both trunk and feeder roads leading to deferent *Payams* in Lainya County with no consultation of the community since this plan comes direct from the national government giving the question of maintains and sustainability of the roads constructed.

Respondents spelt out the government services which were so much fleet, was only the construction of primary schools and administrative Offices in the five *Payams* of Lainya, Mukay, Kenyi, Kupera, and Wuji through the program of constituency development funds given to all Honorable Members of Parliament at the national Assembly for the year 2009, 2011, it

implementation has at least an impact on service delivery but, with less community consultation in its implementing processes. The respondents reacted that for the government institution to deliver services and products that they have been envisaged, the government institutions with their different other organizational structures should develop and set policies that govern the operation of the government with its different activities so as to deliver services needed by the public they serve.

They also reacted over the issue of revenue collection in which there are no proper prescribed methods and procedures of collecting taxes which the County should have had in order to deliver services to the people within the community. The issue of identifying and developing revenue sources is also another problem to service delivery in the County which need community mobilisation to gather with the County administrators to come together to coordinate and identify such ways of revenue sources within the County through proper community involvement and consultation for effective service delivery in Lainya County.

The two components of community and government work together in consultation and coordination with each other is very important for effective service delivery in the County and its sustainability they should establish and identify ways of how to work together and lay out roles that each have to play in order to meet the needs of deferent communities in Lainya County for effective service delivery. The Transitional Constitution of Central Equatoria State (2011:134-8) stipulates the role of local Government in promoting and enhancing people's participation and involvement of communities in decision making at all level of the Governments hence self-governance and self-reliance community.

4.6 PUBLIC POLICY TO EFFECT SERVICE DELIVERY

According to the respondents, there are no proper public policies to effect service delivery since the country is still one year old since its independence from Northern Sudan 2011. The respondents reacted that though the transitional constitution of Central Equatorial State provided for establishment of local government and its objectives in article (134, sub article 5), the issue of community participation in decision making process

still remains in question, because though the constitution provides for that, there is need to develop a framework or policies to facilitate or to promote how communities are going to get involved in the County's decision making processes.

The County council created in Lainya County is supposed to come out with the local government legislation and guidelines which are to encourage community consultation, so as to ensure that the interests and the needs of the communities are put into consideration by the local authorities. The challenge is that they are newly formed hence there is need for time to study the County issues.

According to Minnaar (2010:19), the process that precedes the formulation of public policy and its goals is very crucial in policy making, meaning that the needs and the demands of citizen and their interest as whole are incorporated in the final articulation of these goals. The wishes of the citizen are addressed in an enforceable manner by the government for effective service delivery in the community.

4.7 GOVERNMENT ACCOUNTABILITY TO COMMUNITIES

The respondents explained how a government could be accountable to its citizens or communities. According to them, accountability means government being responsible for its obligations to expose explains and justifies actions taken by the government institutions. They further explained that public accountability demands that actions taken by public institutions whether before implementation of any plan or after implementation of a plan, should be published to encourage public debate and public criticism to ensure community participation in any government decision hence, community participation works as a best tool for effective service delivery.

Data gathered from Youth and opinion leaders shows that community consultation was not so much put into consideration by the government at all levels and no proper feedbacks in a form of two ways communication and information sharing between the community and the government. Accountability is answerability, the government by involving the community

and gathering views from different communities means it is answerable to the people it serves.

Accountability means to have proper direction and control over any action taken hence, someone will be responsible for any failure, when both communities and the government contributed equally in that act, then no blame goes to either side, hence effective service delivery to the communities according to their needs and demands. According to the respondents accountable, government to its citizens is through:

- clearly identifying and determining the essential services to provide to the communities to meet their requirements;
- the County council proper allocation of resources to the *Payam* in a way that is equal and fair;
- the government determining and planning the most economical means of which services can effectively be provided to the communities in different *Payams*;

- communities identifying themselves with the government institutions, organizations and structures in a way that they serve their interests, aspirations and their rights;
- communities ensuring that their aims and values are put correct in public policy to express their own ideas; and
- accuracy in accounting, record accounts and other financial documents makes communities aware of the utilization of all financial resources which they are the source through the taxes they offer to government.

According to the respondents stated that the issue of community involvement in any government decisions is very crucial in a way that both community and the government will be responsible for their action hence sense of accountability, all the above expressions explains how community participation in any government or any decision or action is very important for effective service delivery.

According to Gildenhuis (1997:18), accountability is about public official giving an account of their public activities. Public Officials should display a sense of responsibility when carrying their duties, Local Government Officials and the Administrators should be accountable to the tax payers and for the way in which taxes and other revenues are collected, kept and spent for the benefit of the community and its people for effective service delivery.

4.8 GOVERNMENT TRANSPARENCY TO COMMUNITIES

Respondents viewed government transparency as being open to the communities and sharing information in any government decisions and actions. Data gathered show that mechanisms are developed to make sure that government information is shared such as formation of County and *Payam* development committees and the council of chiefs, but the issue is there is no radio or media to disseminate County development programmes.

The County authorities are trying very hard through formation of community forums, meetings and workshops, but still will not cover the

whole county hence information are only limited to community leaders who have a chance to attend such a meeting of forum. Transparency is concerned with the extent to which the functioning of public sector institutions and actions of public officials are open to public scrutiny hence requires proper mechanisms to ensure that all public processes and programs are open to public contributions. The Transitional Constitution of the Republic of South Sudan (2011:9) stipulate and guarantees community participation and empowered the community to speak for themselves and have a decision in any problem affecting them through the bill of rights in the same Constitution.

4.9 GOVERNMENT'S EFFECTIVENESS AND COMMUNITY NEEDS

According to women and the chiefs, government's effectiveness is seen when the government has reached or achieved the overall goals in its developmental plans and its objectives. Goals are references to the government general goals and it portrays the responsibilities taken by the government to meet the desired ends, they stated this for sure because women are mostly affected in the communities in case of no or poor

services for instance when there is no health center ,women and children will suffer most hence affecting community participation.

Data gathered show that the chapter three of the local budget of Lainya County, which is the capital budget for 2011 in the governments are ever low instead of carrying the biggest share of the budget compare to salaries, making the government not so much effective due to few developmental programmes implemented by their deferent Institutions. This means that the issue of effectiveness in service delivery is the biggest problem or a challenge to different governments.

This is because part of the goals and objectives can be reached, but not in full, for instance, the goal of Lainya County and the plan of 2011 were to build primary schools in all *Bomas* of Lainya County. However due to fund shortages the government only constructed one primary school in each *Payam*. As such, achieving the desired goal was difficult where there was no proper resource mobilisation.

Effectiveness according to the respondents is to do with the quantity and quality of the work done by the public sector to meet the interest of its citizens. Respondents explained the County development funds which were supposed to be sent from national government were not affected due to issue of hostility measures in the Country.

4.10 GOVERNMENT EFFICIENCY

Data gathered from respondents states that the efficiency of the government in Lainya County is seen only when an activity is implemented but still the issue of accountability is the problem since the community do not know how much is used and the balance, they explain how the County should have been efficient in its program implementation through being transparent in all its planned activities or developmental plan. They explained that efficiency means that the government must ensure that maximum output is achieved at the minimum level of input cost which is sufficient to be effective.

The issue is the government should use the scarce resources in attaining policies and its development programs than saying a language of no money or no resources for implementing developmental programs. Respondents said government efficiency is not so much measure due to the Country being new hence is reflected to the lowest level of the government.

Efficiency is measured or rationed when these communities have been involved fully in government decision making processes; in that way they will be able to point out how effective and efficient the government was in the implementation of public development programs to meet the desire of the people they serve. Respondents reacted that 100% involvement of communities to participate in decision making processes in all government programmes in Lainya County will make the community realize how efficient is the government in its program implementation.

4.11 PEOPLE-CENTERED DEVELOPMENT

According to the respondents stated that there are few program that beneficiaries are involved, programs such as the construction of borehole

will need the community to get involve because they need to show the place and also perform some traditional rituals for the machine to function well hence here the government or organization will not hesitate involving the community where the borehole is drilled. People-centered development is about who are the beneficiaries of any government or organizational developmental programs hence in that way involvement of the beneficiaries who are the communities is at the core center of any developmental programs. Development being social, political and economic should therefore first identify the human needs and their different priorities according to their interest.

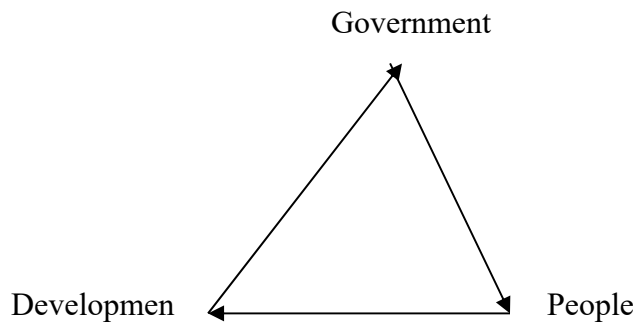
Respondents reacted that development is not about creating infrastructure for the poor only but also community values, needs, local customs and public participation of the indigenous people is very important in any government development program. This is pointed out and creates clear relationship between the community and the government for effective service delivery. Respondents' further defined development as growth

hence, the people-centered development means that the people are consulted and involved in any decision taken.

According to Mulwa (2008:23) development planning and its implementation should take place in a way that community interests and needs are put as the first priority hence showing that the people are in the center of that particular development plans. Community needs are ever met when the community or the group work in solidarity with the development agencies in that particular community for self-reliance.

People-centered development means ensuring the group or the community working together and participates in all the stages of the project formulation and implementation, include them in solving their own problems as they arise leading to the attainment of their needs so as to feel the impact of the development plan in their community, which means development agencies should take care to ensure integrated community development, They proposed a triangle of people-centered development.

Figure 4.2: People-centred development



Respondents urged the development is about relationship between the government and the people it serves. Therefore, government should make sure that it involves people in its planning processes to ensure ownership development programs by the people of different communities. The government should make the people focus on the development actions and interventions if it needs to achieve its goals for effective service delivery and sustainability. Government in its development programs ensures that the communities are properly influenced to take up development initiatives

otherwise, communities will not accept to be part of any programs, when they are not involved in any way.

CONCLUDING REMARKS

The chapter provided for the data analysis, presentation and discussion where it presented the quantitative analysis of the data gathered by the researcher on study topic on community participation as a tool for effective service delivery in Lainya County. It provided for the demographic details of the respondents which was concerned with gender distribution percentages in the study. The same chapter provided for an account for cycle of decision making and its analysis that had to cover the issues of government, community and service delivery decisions for effective service in the County.

The chapter also discussed the qualitative data analysis in which it analyzed the data on government and service delivery, how government should be accountable to the people or the community through service provision and effective service policies in the County. The chapter provide for the data on how government can be accountable, transparent, effective and efficient in

its developmental programme through community involvement and participation for effective service delivery in Lainya County. The next Chapter will be the final one which presents the findings and the recommendations of the research study on community participation as a tool for effective service delivery in Lainya County.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTORY REMARKS

This chapter provides a brief summary of the whole study with particular references to the research problems, research methodology, results and the main contribution of the research to the people where the research was carried. The purpose of this chapter is to summarize the main findings of the study, draw conclusions and make recommendations for the improvement and encouraging community participation in all decision-making processes as a tool for effective service delivery in Lainya County.

5.2 SUMMARY OF THE STUDY

Chapter one dealt with the introduction, background, research problems, objectives, purpose and significance of the study. The objectives of the study were to examine how community participation works as a tool for effective service delivery in Lainya County. The problem of inadequate community

participation in decision-making processes had led or resulted into inadequate service delivery in Lainya County.

The study therefore sought to investigate how community participation and community involvement in community decisions are encouraged and how poor community participation can affect service delivery in the communities in Lainya County. Chapter two provided a detailed discussion of literature review and outlined a theoretical framework on community participation as a tool for effective service delivery. It provided an overview of the related different concepts of community participation and its importance as a tool for effective service delivery.

The same chapter discussed the relationship between government and none governmental organisations and how they share developmental plans in Lainya County. Furthermore, the chapter provided an overview on the relevant and important legislative framework in South Sudan and that of Central Equatorial state as applied to effect community participation in decision-making processes in Lainya County.

The chapter also stipulated the issues of top-down approach on the community and its effect on community service delivery. The issue of bottom-up approach was also discussed and its importance in effective service delivery in the community to promote the issue of community program ownership in Lainya County.

Chapter three provided an account of the methodology used in the study in the collection of data for proper information on community participation as a tool for effective service delivery. Both quantitative and qualitative methods were used in the processes of data collection. The chapter further described the sampling procedures used to select the representativeness, dependability and relevancy of the data that was obtained from the target population. Interviews were used to collect data for analysis and other methods such as focus group discussion and observations were used for information gathering. Ethical issues were observed as confidentiality and consent in the processes. All respondents were treated equal and issues of

confidentiality were taken seriously to protect the interest and integrity of the respondents.

Chapter four looked at the presentation, interpretation and analysis of the data that was gathered from respondents. The analysis methods were both quantitative and qualitative which was used in this chapter. In the analysis, the researcher used a technique called graphical analysis for the purpose of displaying data which was gathered and the main objective was to present data in a way that was easy to understand and interpret. The results reveal that community participation in decision-making processes needs to be promoted and it acts as a tool for effective service delivery in the community.

5.3 COMMUNITY PARTICIPATION

The literature study and the empirical study at Lainya County has given an evident that community participation in any government decisions is very important for proper and effective service delivery in the County. Economic

and other types of developments cannot be effectively attained if the beneficiaries who are the communities are not involved in decision-making processes. Communities are the receivers and core evidence to any type of development in another way. They are the witnesses and preachers of any good developmental plans and they also participate in selling government plans to well-wishers who will get attacked for funding.

The method entails the empowerment of change agents to stimulate the participation of the community in development project; the delivered service should be geared towards top-bottom approach to the beneficiaries who are the communities who are to initiate their own plan according to their needs and priorities for effective service delivery in the community.

5.4 COMMUNITY ORGANISATIONS

It was found out that there are community's organizations formed but with less participation in any decisions in the County. There also are women associations, youth associations, and disabled associations. These associations need empowerment and should be given a chance to

contribute ideas in any form to the developmental plans in the County hence community participation will be felt.

The establishment of committees within the structure of the government such as community development committee, planning committee and research and development office would be essential and helpful. These were not established hence information from the grass-root is not properly gathered hence the issue of community participation is still difficult. The youth association only exists at the County level but at other levels such as *Payams* and *Bomas* it is not organized, hence this creates a gap in communications from the County to the lowest levels of government.

Organisation can be referred to as the way in which activities or tasks are divided between employer and the employee so that they strive to reach the goals and community objectives through common efforts. Community organization task is to analyze the activities and equitable distribution and the allocation of resources in that particular community so as to achieve common goal (Niekerk Van 1988:75).

5.5 GOVERNMENT FRAMEWORKS

The study also established that several government initiatives exist in South Sudan, particularly in Central Equatorial state which is seen in the constitution 2011 articles; 5 (a) and (c) which encourage community involvement in any government decisions for effective service delivery in the community. Central Equatorial State Transitional Constitution 2011 Article 38 (1) (3) (4) (5) and (8) provide for participatory economic development based on the principle of subsidiarity and devolution of governmental functions and power, where communities are consulted on their own interest and needs hence communities will be able to manage and direct their own affairs.

5.6 BOTTOM-UP APPROACH AND GRASS-ROOTS COMMUNITY DECISIONS

The results obtained indicate that the bottom-up approach to decision-making processes is the best and need to be adopted by both the government and the community in Lainya County. It was found out that this

approach promoted proper understanding of any developmental initiatives by both government and the communities since both have been participating in the planning processes through proper constitution and exchange of information.

It has also been established that the bottom-up approach promotes good feedback and the issue of monitoring and evaluation becomes easy for both the government and the communities since both participated in the initial plan. The approach was also known to have many ways of removing suspicion and reduce corruption, since both government and communities knew what they had planned and at the same time the budget allocated to each item of different services was known, hence proper utilisation of government and community resources for effective service delivery in the County.

Bottom-up approach is a way and mechanism of local problem solving and it is an accountability to ensure that local people participate in government

decisions and showing government responsibility and commitment to the community and the people (Fung 2004:79).

5.7 COMMUNITY DEVELOPMENTAL PROGRAMME INITIATIVES

The result also suggests that community developmental program initiatives were in a way of top-bottom and later little community consultation after decision taken; hence the community contribution is very little and this affects program implementation. Communities pointed at government initiated programs such as schools, health facilities as “their schools” resulting to the issue of ownership and sustainability of any developmental programs in the communities.

Accountability and transparency becomes questionable since the initiators of developmental programs are not from amongst the receivers of the services. The issue of government being accountable to the communities is a very big problem hence creating hatred amongst the developmental program initiators or officials and the communities.

5.8 COMMUNITY EMPOWERMENT PROGRAMMES

It was established that several government initiatives were made on the issues of community empowerment programs in different communities. The issue of shortage of funding, limited the program only to community leaders, hence the empowerment program was limited to the few community leaders such as *Payam* chiefs, women, youth, chair ladies, opinion leaders and, youth leaders leaving out the entire community, who are the core receivers of the services.

It was also found out that there are other communities that are not accessible due to the issue of poor roads or no connecting roads due to bridges for example in Wuji *Payam*. The area of Koyoki is completely cut out of the *Payam* during rainy season; hence it has no access to any government information. At the same time, the area of Soka in Mukaya *Payam*, experiences the same situation of being cut out of any government service or information hence their leaders do not participate in any of the empowerment programs in the County, leading to no proper services and poor community participation in decision-making processes in the County.

5.9 COMMUNITY PARTICIPATION IN GOVERNMENT POLICY DEVELOPMENT

It was established that for most policies developed in the County, communities were not consulted, hence giving no community inputs in that particular policy for example; agricultural policy for 2010, states each family should have two feeders cultivated. Communities were however taken unaware hence, making the implementation of the policy difficult. It became a big challenge to the County authority. Hunger cannot be eradicated by limiting people to cultivate two feeders, but encouraging different communities to grow different crops and the cultivation should depend on one's ability and economic level, hence the community will be able to eradicate the hunger.

Community participation in government will encourage development of a policy that suits community situations and contexts and the policy that is geared to their own interest and needs for effective service delivery. It will also make the community accept or own the policy as they would have contributed positively to the policy development processes. It was found out

that the community participation is a tool to make the community responsible and answerable to their own problems and through that they will be able to find solution.

According to Rabin (1985:255), public policies must balance four needs in different communities with their different level of government as,

- To promote effective administration of the Government policies;
- To deter misconduct of public Officials;
- To protect individual rights; and
- To compensate individuals for injuries received through the action of public Officials.

This states that if the government policy does not meet these four needs than it is not a good Public Policy, hence community have to question the Government of the day, calling for review, it happens so when communities are involved and participate in the process of policy formulation.

5.10 RECOMMENDATIONS

5.10.1 - Bottom-Up approach should be encouraged to promote proper community consultation and encourage community participation in decision-making processes. It is important that communities should be consulted to encourage proper monitoring and evaluation of implemented developmental program by the government in different communities in Lainya County.

5.10.2 - Lainya County administrators should function within the various legislations and policies that have been promulgated by the government to ensure that there is good relation with their different communities and proper inter-governmental linkages between County, *Payams* and the Bomas to encourage community consultation and participation for effective service delivery.

5.10.3 - Community developmental initiatives should be a community consultative in nature. It will, make the community take charge of ownership and the sustainability of that particular developmental program. The issue of

transparency and accountability will be the responsibility of the community to display when they are involved at the initial stage of planning processes.

5.10.4 - The County administration should organize small committees within the government structures to link the government and the communities with their different organization for instance, County planning committee and County development committee. These are the committees which will be in charge of selling government policy priorities to the communities at the same time gathering or collecting information about the needs and the interests of the communities to the County government, hence promoting information exchange in the County for effective service delivery.

5.10.5 - Lainya County administrators should form or establish community research offices, which are going to be charged with the responsibility of researching on communities' needs. The offices will be responsible for community information gathering and planning on that community's needs, hence encourage community participation for effective service delivery. The research office will further act as a co-coordinating office which will collect

information from the communities' different interests and present these to the County authority for proper plans hence effective service delivery in the community.

5.10.6 - Different community's forums should be encouraged through different community organizations and associations to encourage community participation for effective service delivery. These forums will encourage different communities to air out their different interests, needs, and their priorities hence giving government an upper hand to proper planning for effective service delivery.

5.10.7 - Community empowerment programs should be carried in different communities through trainings, workshops, to promote effective participation of the communities in decision making processes for effective service delivery. When communities are trained or given awareness programs, they will be able to know when to demand for their rights and how they can contribute positively towards their own development.

Communities' obligations are what different communities need to know, so that they can help the government to implement any developmental program for effective service delivery. It must be ensured that the different communities do not miscalculate their needs and priorities according to their interests, hence the empowerment program is very important and should involve every or different communities in the County.

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APPENDIX, 1



REPUBLIC OF SOUTH SUDAN
MINISTRY OF ELECTRICITY, DAMS, IRRIGATION & WATER RESOURCES



Office of the Undersecretary

Our Ref: *MEDIWR/US/I/1-42*

Date:.....

13.12.2013

To: O-Sae 21C Inc.
73-12. Imhak-Dong, Keyang-Ku
In-Cheon Post 407-814 South Korea

Attn.: **MR. HONG JUNG-OH / MR. WAHB AL-DEEN ABDULLAH AL-SARORAY**

Ref: - **LETTER OF INTENT**

Dear Sir;

Reference is made to your letter no. CO/JC/CES/J/38.A.1, dated 1st.October 2013. The Ministry of Electricity, Dams, irrigation and Water Resources will be willing to meet and have discussion with any serious foreign investor who is willing to finance hydropower projects in the Republic of South Sudan on the basis of Engineering, Procurement and Construction (EPC). Kuda Dam project is however, a central Equatoria state project and not a national project. If you have been invited to carry out feasibility studies and implementation of this particular project, then it will be the CES government that will enter into any agreement with your company and not the national government. While in South Sudan, you can visit the national ministry and meet senior officials of the national ministry to discuss other issues that may be of interest to investors.

Please accept assurance of my highest consideration

Lawrence Loku Moyu
Undersecretary
MEDIWR



CC:

- * H.E - Minister -MEDIWR
- * U/S eng. Isaac Liabwel
- * File

OFFICE LOCATION: OPP. RADIO JUBA NEAR, BULUK ,TEL: +211 956 807 850

APPENDIX 2

University of Fort Hare

DEPARTMENT OF PUBLIC ADMINISTRATION

Office of the Chair & Head of Department:

Professor Edwin Ijeoma

BSc (Hons) Lagos, MBA, Honolulu USA, PhD (Pret.)
Professor of Policy & Public Sector Economics

P.O. Box X1153, King William's Town, 5600, RSA
Tel: +27 (0) 40 608-3403 • Fax: +27 (0) 40 608-3408



University of Fort Hare
Together in Excellence

18 August 2011

Dear John Awate Ester

**RE: ACCEPTANCE LETTER FOR MASTERS IN PUBLIC ADMINISTRATION
PROGRAMME**

This serves to confirm that you have been accepted for the above mentioned programme, Masters in Public Administration (MPA) for a maximum period of two years. Please be informed that you need to attend a block session from the 5th to 30th September 2011 at the University of Fort Hare, South Africa.

On presentation of this letter to the South African authorities in your country of residence, you will be required to meet the necessary consular requirements towards facilitating your travel to the Republic of South Africa.

Hoping for a proudly South African welcome on your arrival.

Yours Sincerely

EOC Ijeoma



Excellence in Public Administration & Community Service

www.ufh.ac.za



APPENDIX, 3



THE REPUBLIC OF SOUTH SUDAN
Central Equatorial State – Juba
Lainya County
COMMISSIONER'S OFFICE

Ref: LC/CES/50.A.1

Date: 08/01/2013

To Whom It May Concern:

Hon. Awate of Central Equatoria State is a Member of Parliament (MP) in the State Assembly of Central Equatoria State. She is carrying out her Research on Community Development.

This letter is to assist her whenever she is requesting for assistance from the concern authority or the targeted groups who are the future beneficiaries of the research.

Supporting research is always positive contribution towards generating information about development.

Regards.



Hon. Huda Michael Laila,
Commissioner Lainya County

Cc: File

APPENDIX, 4

University of Fort Hare

DEPARTMENT OF PUBLIC ADMINISTRATION

Office of the Chair & Head of Department:

Professor Edwin Ijeoma

*Bsc (Hons) Lagos, MBA, Honolulu USA, PhD (Pret.)
Professor of Policy & Public Sector Economics*

P.O. Box X1153, King William's Town, 5600, RSA
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University of Fort Hare
Together in Excellence

22 June 2012

TO WHOM IT MAY CONCERN

RE: REQUEST FOR CONDUCTING AN ACADEMIC RESEARCH

PROGRAMME **MASTER OF PUBLIC ADMINISTRATION (MPA)**

NAME : **Awate Ester John**
STUDENT NUMBER : **200808074**

The above named is a registered student of the university of Forte Hare. As part of the requirements for completing her MPA degree, the student is expected to conduct a research and submit its findings accordingly.

We hereby request you to allow the student conduct a research in your institution and to interact with relevant selected office-bearers and officials. We have instructed the student to observe professionalism and ethical considerations by maintaining anonymity of the participants concerned. The student has also been advised to maintain strict confidentiality in her interactions with respondents.

Once the research is completed, it may be availed to your institution on request. We hope that the findings of the research will benefit your institution in particular and South Africa in general.

Please extend every assistance he stands in need.

Regards

EOC Ijeoma



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APPENDIX, 5

EXAMINING COMMUNITY PARTICIPATION AS A TOOL FOR EFFECTIVE SERVICE DELIVERY IN SOUTH SUDAN CENTRAL EQUATORIA STATE LAINYA COUNTY.

GUIDING QUESTIONNAIRES FOR INTERVIEWS.

1 Name of the respondent.....

(a) Payam.....

(b) Boma.....

2 Do you receive service in your area.....

(i) Yes.....

(ii) No.....

(iii) If yes , could you mention these services

(a).....

(b).....

(c).....

(d).....

(e).....

3 Have you been involved in any process of service delivery either as an individual or a group in your area?

(i) Yes.....

(ii) No.....

(b) If Yes ,could you mention the strategies used for your involvement

(a).....

(b).....

(c).....

(d).....

(e).....

(f).....

4 Which organizations in your areas involve you in service delivery decisions making.

(a).....

(b).....

(c).....

(d).....

(e).....

5 at what stage of service delivery does these organizations involved you

(a).....

(b).....

(c).....

- (d).....
- (e).....
- (f).....

6-What strategies do these organizations employ to involve you in service delivery planning comment

(a) Government

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

(b) Non- Governmental Organizations (NGOs)

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

7- Are there similarities between NGOs and Government services.

- (a) Yes.....
- (b) No.....

If yes could you enumerate them

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....
- (f).....
- (g).....
- (h).....
- (i).....

8-Are there similarities in strategies used by both Government and NGOs in service delivery.

(i) If yes

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....
- (f).....
- (g).....

(ii) if no

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....
- (f).....

9- Are there different in services offered by NGOs and the Government

(i) If yes

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....
- (f).....
- (g).....

(ii) If no

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....
- (f).....
- (g).....

10- Are there differences in strategies used by both the Government and NGOs in service delivery.

(i) If yes state for the government

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....
- (f).....
- (g).....

(ii) State for the NGOs

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....

(f).....
(g).....

11- Do you support community participation as a tool for effective service delivery?

(i) If Yes

(a).....
(b).....
(c).....
(d).....
(e).....

(ii) If no

(a).....
(b).....
(c).....
(d).....
(e).....
(f).....

(iii) Could you enumerate advantages of community participation as a tool for effective service delivery

(a).....
(b).....
(c).....
(d).....
(e).....
(f).....

12-What are the disadvantages of community participation as a tool for effective service delivery

(a).....
(b).....
(c).....
(d).....
(e).....
(f).....

13- What recommendation can be put in place so as to reduce these challenges

(a).....
(b).....
(c).....
(d).....
(e).....
(f).....

14- Are there other service delivery tools other than community participation used for service delivery in your areas.

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....
- (f).....

15-Which Organisation use these tools in your area

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....
- (f).....

16- Are there any guiding policies by Government for handling service delivery processes in your area.

- (i) Yes.....
- (ii) No.....

If yes could you enumerate some of the existing guidelines ,laws or provisions by Government

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....

NGOs

- (a).....
- (b).....
- (c).....
- (d).....

17- Does the Government regulate service process of other organizations existing in your area.

- (i) If Yes
 - (a).....
 - (b).....
 - (c).....
 - (d).....
 - (e).....
- (ii) If No
 - (a).....
 - (b).....

- (c).....
- (d).....
- (e).....
- (f).....
- (g).....

18- Could you enumerate some of these structures in place and the provisions in some of the guiding laws.

(i) Structures

- (a).....
- (b).....
- (c).....
- (d).....

(ii) Laws

- (a).....
- (b).....
- (c).....
- (d).....

19- What challenges do you face in accessing various services in your area.

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....
- (vi).....

20- What recommendation do you provide targeting reduction of these challenges

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....
- (f).....
- (g).....