



**LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ**

**PUBLIC SERVICE CONSTRUCTION IN SOUTH SUDAN SINCE  
INDEPENDENCE: OPPORTUNITIES AND CHALLENGES**

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**Assist. Prof. Dr. Seçil Mine TÜRK**

**MASTER OF SCIENCE THESIS  
DEPARTMENT OF INTERNATIONAL ADVANCED EXECUTIVE**

**JANUARY 2019**

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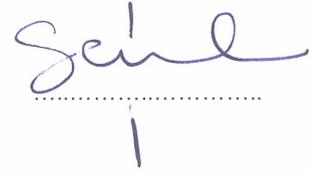
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DEPARTMENT OF INTERNATIONAL ADVANCED EXECUTIVE**

**ANKARA HACI BAYRAM VELİ UNIVERSITY  
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**JANUARY 2019**

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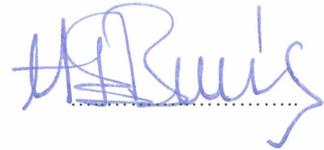
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Date: 16/01/2019

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Bol Ajuoi MAGOT tarafından hazırlanan “PUBLIC SERVICE CONSTRUCTION IN SOUTH SUDAN SINCE INDEPENDENCE: OPPORTUNITIES AND CHALLENGES” adlı tez çalışması aşağıdaki jüri tarafından OY BİRLİĞİ ile Gazi Üniversitesi Amme İdaresi – İngilizce Anasanat Dalında YÜKSEK LİSANS TEZİ olarak kabul edilmiştir.

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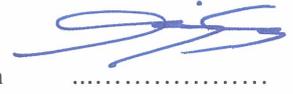
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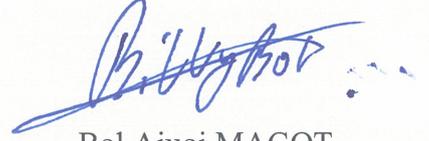
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bildirir, aksi bir durumda aleyhime doğabilecek tüm hak kayıplarımı kabullendiğimi beyan ederim.



Bo1 Ajuoi MAGOT

16/01/2019

# GÜNEYDOĞU'DA BAĞIMSIZ SUDAN'DA KAMU HİZMETİ İNŞAATI: FIRSATLAR VE ZORLUKLAR

(Yüksek Lisans Tezi)

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ANKARA HACI BAYRAM VELİ ÜNİVERSİTESİ  
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## ÖZET

Çalışmanın ana sebebi, Güney Sudan'daki kamu hizmetinin, karşılaşılan zorluklar ve fırsatlar açısından değerlendirilmesini incelemektir. Kamu hizmeti, ülkenin gelişimini ve büyümesini desteklemede önemli bir rol oynar. İyi yapılandırılmış bir kamu hizmeti, altyapının büyümesini ve kalkınma süreçlerine birleşik katılımı sağlar. Güney Sudan, dünyanın en genç ülkelerinden biri ve kalkınma yapılarının restore edilmesinin ilk aşamalarından biridir. Ülke, kötü sağlık koşullarının olduğu, kötü eğitim seviyelerinin olduğu ve kötüleşmiş güvenlik olduğu için kamu hizmetlerinin sunulması bakımından muazzam zorluklarla karşı karşıya kalmıştır. Çalışma dört özel hedef tarafından yönlendirildi; Kamu hizmeti sektörünün etkin hizmet sunumuna katılımının etkilerini tespit etmek, kamu hizmet sektörünün etkin hizmet sunumu konusunda hizmet vermeye yönelik devlet taahhüdünün etkisini tespit etmek, etkin hizmet sunumuna kaynakların erişimini etkilemek kamu hizmeti sektörü ve Güney Sudan'daki kamu hizmeti sektörünün etkin hizmet sunumu konusunda hesap verebilirliğin etkisini tespit etmek. Araştırma, tanımlayıcı araştırma tasarımı ve Güney Sudan'daki hükümet bakanlıklarından oluşan hedef kitleyi benimsemiştir. Tabakalanmış rasgele örnekleme, 93 katılımcıdan oluşan örneklem büyüklüğünü elde etmek için kullanılmıştır. Veriler yapılandırılmış bir anket kullanılarak toplanmış ve SPSS kullanımı ile analiz edilmiştir. Araştırmadan elde edilen bulgular, insanların katılımı, devlet taahhüdü, kaynak kullanılabilirliği ve hesap verebilirliğin Güney Sudan'daki kamu hizmetlerinin sunumunu önemli ölçüde etkilediğini ortaya koymuştur. Çalışma, politika oluşturma, devlet taahhüdü ve hesap verebilirlik gibi etkili kişiler aracılığıyla kamu hizmetlerinin verimli bir şekilde teslim edildiği sonucuna varmıştır.

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(M.Sc. Thesis)

Bol MAGOT

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ABSTRACT

The main motive of the study was to assess the construction of public service in South Sudan with regard to the challenges and opportunities encountered. Public service plays a key role in promoting country's development and growth. A well-constructed public service ensures growth of the infrastructure and a conjoined participation in the development processes. South Sudan is one of the youngest countries in the World and in its early stages of restoring development structures. The country has been facing tremendous challenges as far as delivery of public services is concerned where there have been poor healthcare conditions, poor education levels as well as deteriorated security. The study was guided by four specific objectives which were; to find out the influence of people involvement on effective services delivery by the public service sector, to establish the influence of government commitment to serve on effective services delivery by the public service sector, to determine the influence of access to resources on effective services delivery by the public service sector and to find out the influence of accountability on effective services delivery by the public service sector in South Sudan. The study adopted correlational research design and the target population composed of the employees government ministries in South Sudan. Stratified random sampling was used to obtain a sample size of 93 respondents. The data was collected using a structured questionnaire and analysed by use of SPSS. The findings from the study revealed that people engagement, government commitment, resource availability and accountability significantly influenced the delivery of public services in South Sudan. The study concluded that through effective people involving in policy making, government commitment and accountability, public services are efficiently delivered.

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## TABLE OF CONTENTS

	<b>Page</b>
ÖZET .....	iv
ABSTRACT.....	v
ACKNOWLEDGEMENT .....	vi
TABLE OF CONTENTS.....	vii
LISTS OF TABLES.....	xi
LISTS OF FIGURES .....	xii
LIST OF ABBREVIATIONS.....	xiii
INTRODUCTION .....	1
 <b>CHAPTER ONE</b> <b>LITERATURE REVIEW</b>  	
1.1. Introduction.....	9
1.2. Public Service Delivery .....	9
1.2.1. Bureaucracy Theory of Public Service .....	9
1.2.2. Empirical Review on Public Service Delivery .....	10
1.3. People Engagement and Public Service Delivery.....	11
1.3.1. Stakeholder Theory .....	12
1.3.2. Empirical Studies on people Engagement and Service Delivery .....	14
1.4. Government Commitment and Public Service Delivery .....	15
1.4.1. Side Bet Theory of Commitment.....	16
1.4.2. Empirical Review on Government Commitment and Public Service Delivery .....	16
1.5. Availability of Resources and Public Service Delivery.....	17
1.5.1. Resource Dependency Theory .....	18
1.5.2. Empirical Review on Availability of Resources and Public Service Delivery..	19
1.6. Conceptual Framework.....	20

1.7. Motives for Use of the Theories .....	21
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## **CHAPTER TWO**

### **RESEARCH METHODOLOGY**

2.1. Introduction.....	23
2.2. Research Design.....	23
2.3. Target Population.....	23
2.4. Sampling .....	24
2.5. Research Instruments .....	24
2.6. Data Collection procedure .....	25
2.7. Data Processing and Analysis .....	25
2.8. Reliability and Validity Research Instruments .....	26
2.8.1. Validity .....	26
2.8.2. Reliability.....	28
2.9. Ethical Considerations .....	29
2.10. Limitations of the Study.....	29

## **CHAPTER THREE**

### **FINDINGS**

3.1. Introduction.....	31
3.2. Response Rate.....	31
3.3. General Information.....	32
3.3.1. Gender.....	32
3.3.2. Age of the Respondents .....	33
3.3.3. Years Worked at the Current Position .....	33
3.3.4. Level of Education.....	34

	<b>Page</b>
3.4. Analysis of the Findings of Study variables .....	35
3.4.1. People Engagement.....	35
3.4.1.1. Frequency of holding up consultation seminars .....	35
3.4.1.2. Embracing Information Sharing Platforms.....	36
3.4.1.3. Effectiveness of the information sharing platforms.....	36
3.4.1.4. Hindrances to adoption of info sharing platforms .....	37
3.4.1.5. Accessibility of public offices .....	38
3.4.2. Government Commitment .....	39
3.4.2.1. Effectiveness of equality promotion .....	39
3.4.2.2. Government leading by example .....	39
3.4.2.3. Decentralization of resources .....	40
3.4.2.4. Level of agreement with statements on government commitment and public service delivery .....	41
3.4.3. Availability of Resources.....	41
3.4.3.1. Adequacy of the allocated budget.....	42
3.4.3.2. Timely allocation of resources.....	42
3.4.3.3. Frequency of resource usage monitoring.....	43
3.4.3.4. Level of agreement with statements on availability of resources and public service delivery .....	44
3.4.4. Accountability.....	44
3.4.4.1. Extent of government curbing corruption.....	45
3.4.4.2. Auditing of public accounts.....	45
3.4.4.3. Disclosure of the audit reports .....	46
3.4.4.4. Actions taken on unaccountable public officials .....	46
3.4.4.4. Level of agreement with statements on accountability and public service delivery .....	47
3.4.5. Public Service Delivery .....	48

	<b>Page</b>
3.4.5.1. Efficient of the public services .....	48
3.4.5.2. Rating public services delivery .....	49
3.4.5.3. Parties responsible for the state of public service in South Sudan .....	49
3.5. Analysis of the Study Model.....	50
3.6. Hypothesis Testing.....	52
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	55
REFERENCES .....	59
APPENDICES .....	63
APPENDIX I: Introduction Letter to The Respondent.....	64
APPENDIX II: Sample Questionnaire.....	65
CURRICULUM VITAE.....	71

## LISTS OF TABLES

<b>Table</b>	<b>Page</b>
Table 2.1. Target population.....	24
Table 2.2. Sampling .....	24
Table 2.3. Correlation 1 .....	26
Table 2.4. Correlation 2 .....	27
Table 2.5. Correlation 3 .....	27
Table 2.6. Government commitment .....	28
Table 2.7. Availability of resources .....	28
Table 2.8. Accountability.....	28
Table 3.1. Response Rate.....	31
Table 3.2. Age of the Respondents .....	33
Table 3.3. Information Sharing Platforms .....	36
Table 3.4. Hindrances to Adoption of Info Sharing Platforms .....	38
Table 3.5. Effectiveness of Equality Promotion .....	39
Table 3.6. Agreement with Statements on Government Commitment.....	41
Table 3.7. Adequacy of the Allocated Budget .....	42
Table 3.8. Level of Agreement with statements on Availability of Resources .....	44
Table 3.9. Extent of Curbing Corruption .....	45
Table 3.10. Actions Taken Against Unaccountable Public Officials .....	47
Table 3.11. Level of Agreement with Statements on Accountability.....	47
Table 3.12. Rating the Public Service Delivery.....	49
Table 3.13. Parties Responsible for the State of Public Service Sector.....	49
Table 3.14. Model Summary .....	50
Table 3.15. ANOVA.....	50
Table 3.16. Regression Model coefficients.....	51

**LISTS OF FIGURES**

<b>Figure</b>	<b>Page</b>
Figure 1.1. Conceptual Framework .....	20
Figure 3.1. Gender .....	32
Figure 3.2. Years Worked.....	34
Figure 3.3. Level of Education .....	35
Figure 3.4. Frequency of Holding Seminars .....	36
Figure 3. 5. Effectiveness of Info Sharing Platforms.....	37
Figure 3.6. Accessibility of Public Offices .....	38
Figure 3.7. Does the government Lead by example in promoting.....	40
Figure 3.8. Extent of Resource Decentralization .....	40
Figure 3.9. Timeliness of Resource Allocation .....	43
Figure 3.10. Resource Monitoring .....	43
Figure 3.11. Frequency of Accounts Auditing.....	45
Figure 3.12. Disclosure of the Audit Reports .....	46
Figure 3.13. Efficiency of Public Services .....	48

## LIST OF ABBREVIATIONS

The abbreviations used in this thesis are presented in below with explanations.

<b>Abbreviations</b>	<b>Explanations</b>
<b>MEWDL</b>	Minister of Employment, Workforce Development and Labour
<b>PSD</b>	Public Service Delivery
<b>RDT</b>	Resource Dependence Theory
<b>SS</b>	South Sudan
<b>UNCTAD</b>	The United Nations Conference on Trade and Development
<b>UNESCO</b>	The United Nations Educational, Scientific and Cultural Organisation
<b>WB</b>	World Bank
<b>WHO</b>	United Nations Health Organization

## INTRODUCTION

### *Background to the study*

In the current 21<sup>st</sup> century, public service plays the central role in promoting growth and development across the globe. This is one sector that ensures equality, equity and effective sharing of a country's resources to the goodness of every citizen. According to Sotairaku and Zeppou, (2005) public service is a service administered by the government in the public's interest to its people who are residing within a given jurisdiction either through the public sector or the funding of provision of the much needed services. It can be commodities such as water or offering services such as security by police officers. Public Service Construction is therefore the bringing together of different resources by the government so as to create a stable and efficient sector that will adequately and efficiently manage the resources for economic growth of the country (Helden & Tillema, 2007). A well-structured Public Service body is a positive sign of good governance. An efficient public sector will lead to a high rate of job creation in the job market while giving a better deal in terms of better pay and better terms of employment with more benefits, it will also promote public welfare in the job industry as the government is not as profit oriented as the private sector.

### Global view of Public Service Construction

Public Service has been a subject of focus by researchers and scholars across the globe for the better part of 20<sup>th</sup> and 21<sup>st</sup> centuries. In many developed countries, public sector is one of the main upheld sectors which play the major role in development and growth. It is worth to note that more developed countries have stronger public sectors which stabilize their economies (Mengesha, 2014). In Qatar for instance, Kenworthy (2012) noted that public sector employed majority of workers in the country and that through the commitment of the sector to promote the country's growth, its economy grow a far much better than the years when the sector wasn't stable. In Canada, the public service construction has taken the route of enhancing people involvement through consultations whereby every citizen is given an ear to air their views (Jacquet, 2010). The scholar noted that through people participation, the public service in the country obtained a greater stability and put in more growth record. Notably, the public sector in Canada

employs more than 60% of the country's working population and through its commitment, it has seen many private sector improve the working conditions of its staff and create more jobs (Minister of Employment, Workforce Development and Labour - MEWDL, 2016).

In other countries like China, public service is not as much developed as in USA, UK and the like. It is argued that most of the country's population is employed by the private sector while others migrate to other countries to seek employment (UNCTAD, 2015). Though the country has embraced systems and procedures to enhance the public service construction, it is yet to obtain the mileage that a developed country should have. Jacobson and Choi (2008) contend that the public construction in India is still under its low effectiveness and efficient performance points with very little infrastructural development and growth of the economy as a whole. According to Jacobson and Choi (2008), measuring public service constructions in medium economy countries like India can be measured by the number of development projects such as infrastructure and jobs created through the public works. Also, Fong and Choi (2010) notes that performance of any public sector can be rated based on the efficiency of service, integrity as well as openness to their accessibility.

### Public Sector Construction in South Sudan

South Sudan is the youngest country that gained its independence from civil war in July 2011. However, despite the independence, the country has been encountering leadership wrangles which have turned it into a war-torn nation despite the much interceptions and efforts to regain stability. The public sector in the country has been encountering tremendous challenges and have seen very little achievement since its independence. In fact, the sector has been the least performing even when compared to the private sector thus clearly indicating there is need for better attention.

Prior to the civil wars in the country, South Sudan stood as the next to be African gateway as the country had a wider range of opportunities even more than other neighbouring countries like Kenya and Uganda. According to World Bank (2012), the country's per capita income in the year 2011 was relatively high as compared to other countries that gained stability earlier. This is one aspect that derived so much hope in the country's future growth and development. However, close to 10 years down the line, the

country has brought down all that was hope and made it hopeless. With massive resources such as oil and gas and other minerals, it was expected that the country would emerge to be an African leader as much as development was concerned which has not been the case (Margulis, 2013). As the country faces leadership squabbles, the public sector faces the entire weight with many of the public projects delayed or even distracted thus failing to achieve the set mandate.

According to a report by Global Public Survey (2016), the public sector in South Sudan has encountered poor development and even declining in some subsectors such as education, health and construction. For instance, the education sector in the country is ranked among the lowest performing sectors in the country and in Africa in general with the enrolment rates totalling up to 4% which is extremely low as per the required rates (UNESCO, 2015). There are 3,639 primary schools in South Sudan which according to the country's ministry of education is extremely low supply as compared to the requirement. This means that the public service as far as education is concerned is poorly performing. On the other hand, the health sector in the country faces extreme poor conditions with the infant mortality rates hitting up to 71.56 per 1000 children while adult mortality getting to 11.3 per 1000 deaths in the year 2015 (WHO, 2015). The World health organization noted that the health sector in the country faced very little growth thanks to poor governance of the public sector. Other sectors that have been experiencing tremendous challenges include the sports, infrastructure and social development.

### *Statement of the Problem*

Public service delivery is the major responsibility of any government to its citizens to whom it is bound to serve. Through public service, the government ensures equitable sharing of public resources and efficient delivery of service. Performance of every aspect of the country's development aspect depends on the ability of the public sector to be transparent and effective. In South Sudan, public service delivery has been facing tremendous challenges with massive cases of inefficiency and ineffectiveness. Sectors such as education, infrastructure and health have been deeply facing low poor performance crisis accompanied by many scandals. The civil wars in the country have sabotaged the delivery of public service since its independence which has increasingly affected the lives of the people especially who depend on government commitment to serve them. Besides

the wars, the country faces high levels of corruption and impunity which have extensively affected service delivery in the country. It is against this background that the study seeks to establish the effectiveness of service delivery by the public service sector in South Sudan.

### *Objectives of the Study*

#### General Objective

The main aim of this study is to find out the effectiveness of service delivery by the public service in South Sudan.

#### Specific Objective

The study will be guided by the following Specific objectives:

- i. To find out the influence of people involvement on effective services delivery by the public service sector in South Sudan
- ii. To establish the influence of government commitment to serve on effective services delivery by the public service sector in South Sudan
- iii. To determine the influence of access to resources on effective services delivery by the public service sector in South Sudan
- iv. To find out the influence of accountability on effective services delivery by the public service sector in South Sudan

### *Research Questions*

The following research questions will guide the study;

- i. How does people involvement influence effective services delivery by the public service sector in South Sudan?
- ii. What is the influence of government commitment to serve on effective services delivery by the public service sector in South Sudan?
- iii. How does access to resources influence effective services delivery by the public service sector in South Sudan?

- iv. What is the influence of accountability on effective services delivery by the public service sector in South Sudan?

### *Research Hypothesis*

H1<sub>0</sub>: There is no relationship between people involvement and delivery of public service in South Sudan.

H1<sub>1</sub>: There is a positive relationship between people involvement and delivery of public service in South Sudan.

H2<sub>0</sub>: There is no relationship between government commitment and delivery of public service in South Sudan

H2<sub>1</sub>: There is a positive relationship between government commitment and delivery of public service in South Sudan

H3<sub>0</sub>: There is no relationship between access to resources and delivery of public service in South Sudan.

H3<sub>1</sub>: There is a positive relationship between access to resources and delivery of public service in South Sudan.

H4<sub>0</sub>: There is no relationship between accountability and delivery of public service in South Sudan.

H4<sub>1</sub>: There is a positive relationship between accountability and delivery of public service in South Sudan.

### *Significance of the study*

The study focuses on the effectiveness of service delivery by the public service in South Sudan. The following will be the significance of the study findings.

### Government of South Sudan

The results of the study will contribute towards the development of short and long-term policies aimed at fostering sustainable public service delivery. The policy makers and the government will also benefit from the study findings in that they will use the findings to identify the key areas to focus on when formulating policies for public service delivery in South Sudan.

### Investors

The findings from the study will help the investors in South Sudan to identify the dimensions that they should focus on so as to enhance their production. Other investors in the service deliver sector and other sectors in other countries outside South Sudan will also benefit from the study findings in that they will realize the areas they have to focus on to promote growth of their ventures through service deliver and government support.

### Academicians and Researchers

This study will come in handy to provide a podium, eminence discussions and dialogs amongst scholars, academicians, policy makers, and professionals and provides a basis for further research regarding the effects that service delivery has on country's development. The study will contribute to the available literature on service delivery thus giving future scholars a chance to critic and fill any gaps as well as getting evidence materials for their work.

### *Scope of the Study*

The study was located in Juba, the capital city of South Sudan. The area was deemed appropriate since it harbours the main target groups for the study which are the government agencies and ministries responsible for delivery of public service in the country. The key variables in questions in this study included access to resources, government's commitment, accountability and people involvement. The data was collected in a period of two months which progressed immediately after the approval of the proposal.

### *Limitations and Delimitations of the Study*

However, similar to other studies, the current study is likely to experience limitations during data collection. One of the limitations projected to be experienced during the study is that the respondents targeted may be reluctant to provide the necessary information because they may feel that the information requested is confidential. Others may be unwilling to co-operate or be busy with their work. To overcome this challenge the researcher will first explain the purposes of the study to the respondents and request for co-operation. The researcher will also assure the respondents that the information collected

will be kept very confidential and it will be used for the academic purposes only. The study will be limited to the main offices of the targeted groups which are in Juba which therefore means that the findings will not incorporate the views of the parties in the other areas of the country.





## **CHAPTER ONE**

### **LITERATURE REVIEW**

#### **1.1. Introduction**

This section presents the review of previous studies related to the area of the current study which is on the effectiveness of public service in South Sudan. Ridley (2012) defines literature review as the analysis of arguments and findings on areas related/similar to the study problem at hand. This chapter will contain the review of related theories, empirical review, conceptual framework as well as study gaps as portrayed in the reviewed studies.

#### **1.2. Public Service Delivery**

It is the responsibility of every government to ensure quality delivery of services and proper use of the public resources. In many countries across the globe, service delivery means availing of necessities to the public which include better healthcare, clean water and sanitation, quality education and security (Sorenson & Torfing, 2007). A good constituted public service will have full representation of these pillars in whose the service delivery performance is measured. Klijn (2010) contends that efficient public service delivery is an aspect that measures the level at which the government of the day is concerned and committed to enhance the lives of its people.

##### **1.2.1. Bureaucracy Theory of Public Service**

This is one of the theories that have extensively brought into light the key aspects that a government should consider as far as public service is concerned. The theory was put forward by Max Weber in early 1910s. The motive of the theory was to address the efficiency and effectiveness of bureaucrats in the public offices and their ability to hold the offices by merit whether elected or appointed.

According to Gary and Lyne (2004), a good public administrator works for the interests of the people and will always ensure that the best of the delivery of the appointed mandate is achieved. This is one dimension that according to the bureaucracy theory

enshrined many countries especially those that were politically stable such as the great Britain since the services for the common people were well taken care of (Estache, 2006).

Bureaucracy plays a major role in administering both the public and private sectors in that it stipulates how certain mandates are shared among the stakeholders and the procedures to follow in conducting the said mandate (Marshall, 1998; and Bache & Flinders, 2004). Through bureaucracy, the required relationship between the administrators and the public, in this case who are the citizens in the given country, and the dissemination of power are stipulated. The theory further indicates that the main key guidance to every bureaucracy should be to solve the problems of the citizens through engaging them and putting their interests first (Adeyemo, 2015).

Constituting a public service comes with the question of who takes what and who doesn't. In the developing countries, this has been one of the nightmares that have caused chaos and misunderstandings amongst leaders for decades. As the bureaucracy theory goes, the public interests should guide any formation in a public office; this has been totally different in most African and some of Asian countries (Akramov, Kamiljon & Asante, 2009). Many bureaucrats have diverted from the point of presenting the public interests and turned to their own interests which has steered dissatisfaction and anger among the citizens. Notably, the bureaucratic theory mentions integration and total representation as the equality perspectives that should guide the bureaucrats. In this case therefore, any bureaucracy that has not full representation and instead ensues division, it's not worth the mark and only reinstitution would be the only cure Akramov et al. (2009). In South Sudan, public service has been surrounded with metrics that clearly shows poor bureaucracy perspectives thus meaning service delivery cannot be achieved effectively. This theory will be adopted in the study to support the dependent variable of the study which is public service delivery. This is backed by the ability of the theory to focus on the need for better bureaucracy and refining it as the ability to hold a public office and efficiently offer the services to the citizens without any mischief.

### **1.2.2. Empirical Review on Public Service Delivery**

Studies across the globe have focused on the effectiveness of public service delivery bearing the merit that surrounds the area especially in the modern World. For instance,

Borzel (2010) did a study on Public service delivery and its implications in Canada. The study focused on establishing the efficiency of service delivery by the government of Canada and how it impacted on the lives of the Canadians. The study adopted a cross-sectional research design and had a sample of 128 respondents drawn from public offices in the country. According to Borzel (2010), Canadian public sector was mainly based on E-government which focused on delivering public services through online and electronic-based platforms. These platforms made it efficient and effective for the accessibility of the public service which in the long-run ensured satisfaction and steered growth. Borzel (2010) noted that one of the major prospects of any public service is to enhance peoples' satisfaction and in the long-run enhance economic growth. This gains support from Cordella (2007) who argued that effective public service delivery in sectors such as the healthcare and security gives the citizens an ample time to concentrate on development activities as well as saving them from seeking some services from expensive private sector thus promoting economic growth in the long-run.

Elsewhere, Rocco and Albornoz (2011) did a study on the effects of inefficient service delivery among the developing countries. The study aimed at establishing the damage that lack of proper public service delivery caused to the developing countries and the focus was in Ghana. The scholars adopted a case study research design and had a sample of 311 respondents drawn from the public service commission and other public offices in Ghana. Rocco and Albornoz (2011) established that indeed there was high level of inefficiency in public service delivery in the country and sited poor planning as well as inadequate resources as the major causes of the inefficiency. However, the scholars established that as a result of the poor public service delivery, poverty and calamities such as draught and floods affected many citizens in Ghana. The public sector is expected to give social amenities to the citizens which means that if it is poorly managed, then success of these goals remains horrendous (Rocco & Albornoz, 2011).

### **1.3. People Engagement and Public Service Delivery**

The main stakeholders in any government set-up are the people. Many constitutions and governing protocols especially in the developed countries recognizes people as the most powerful in a country in that they are the ones who put those in power in their positions thus their contribution cannot be overlooked (Vinkenburg & Kooij, 2010).

Involving the people is basically the process of making the governed people aware of any planned changes and the implications of those changes to their personal beings. It entails hearing the views of the citizens and taking heed to their concerns regarding any changes in the government or service delivery. According to Wilkie and West (2014) people involvement plays a key role in promoting equality and satisfaction in the service delivery in that everyone's views are taken into consideration thus any action taken seems to represent the inhabitants.

In big economies like France, any complaint by the citizens is taken seriously and before any budgetary action is taken on any government project, the public views are collected and any concern addressed before the implementation process (Atienza, 2009). This has seen the growth of projects and other public services in such countries. Moreover, Farnsworth (2008) argues that involving people in any public activity makes them feel part of the government and this attracts their support and tolerance thus giving the government an ample environment to deliver the services. However, the government has to take heed and understand the expectations of the people in the services delivered. At times, citizens will have higher anticipations in the public services offered than the government can deliver which can again distract the support and stability once not met. This however, can be negated through engagement where the government hears the people's expectations and if they think they cannot meet whatever is expected, they prepare the public by informing them early enough what they can achieve (Dijkzeul, 2005).

### **1.3.1. Stakeholder Theory**

The stakeholder theory joins the list of highly used and applicable theories in the field of management and service delivery. The theory was first brought forward by Ian Mitroff in the year 1983. Since then the theory has met tremendous publicity and relevance among scholars and researchers across the globe. The theory focuses on the ability of an organization to identify and utilize any individuals and parties that are affected either directly or indirectly by its decisions (Phillips, 2007). Patton (2008) elaborated that the stakeholder model entails that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another. The stakeholder theory holds that any individual affected by the outcome of any action in an organization or any other country, bears the

full right of being involved and informed of any decisions before implementations (Freeman, 2004).

According to Roberts and Mahoney (2011) identifying the stakeholders is the first step in making their involvement a success. Without first identifying the right stakeholders, then one may end up involving the wrong persons in the matters that doesn't concern them. This same applies to the governments. Any government that seeks to involve its citizens in the plans for service delivery, it has to first of all identify the main stakeholders who are likely to be affected by any decision. This process is intended to have the right people on board and have their views heard for consideration. The stakeholder theory stipulates that after the identification of the right stakeholders, the government should find the right communication channel to have its plans communicated through to the citizens. Donaldson and Preston (1995) contend that the stakeholders have to be made aware of any enforceable change through the right manner which they will receive and understand the message. One of the areas that the stakeholder theory takes emphasis on is the need to recognize every stakeholder equally and make them feel part of the bigger portion. In this case, the government and other public service agencies, have the mandate to ensure that the citizens feel part of the country by involving them in any planned change or project.

Bringing the concept of the stakeholder theory in the study at hand, any government that seeks to deliver the services to its citizens, it must first of all reap support from the citizens to whom it seeks to serve. In this case, the support can only be through involvement of the people and making them aware of any plans thus getting to know their stand. Through the identification of the specific individuals to be affected by the outcome of any government service, the government demonstrates its recognition of the said parties as part of the process and thus gains their support (Susniene & Vanagas, 2006). Public service delivery requires that the public support the services and any procedure so as to have the best out of these services. However, enabling this has to come in line with people involvement who need to be informed of the plans and how they are going to affect their lives.

### **1.3.2. Empirical Studies on people Engagement and Service Delivery**

Engaging people in any plan by the government is a metric that has been used by many countries to gain people support and have the delivery of services a success. Through engagement of the people, the government convinces them that it has their interests at heart and this will attract their support and commitment. It is on this merit that people involvement has gained a wide range of attention from scholars and researchers from all-over. Walsh (2011) carried out a study on the role of government in involving its citizens in its matters. The study focused on setting out a systematic argument on the reason as to why the government has to involve its people in its projects aimed at enhancing the living standards through public service delivery. Walsh (2011) adopted a descriptive research design and had a sample of 471 respondents drawn from different areas in Australia including government ministries. The study established that the main motive for the Australian government to involve its citizens in its projections was so as to measure the level of satisfaction they got the citizens and the better dimensions they could undertake to enhance the satisfaction of the delivered services. Walsh (2011) indicated that in every 6 out of 10 projects by the Australian government, the immediate persons to benefit or be affected by the projects were informed and their views sought and put into consideration before the implementation process.

In another study, Mueller (2013) investigated the implications of people involvement and their satisfaction with service delivery. The focus of the study was on the availability of consultations during policy formulation with the aim of putting into consideration the people's views before the policies were adopted. The study employed cross-sectional research design and surveyed over 200 South Africans who indicated that they were not effectively involved in policy formulation in their country. The study found that only a few minority were informed of any policies before their formulation and this resulted to poor delivery of public services in the Country (Mueller, 2013). The scholar argued that involving the people and engaging them was not enough by only using media to inform them of any planned changes but instead could have been made more effective through giving the citizens a platform to share their views and responding to their views either by including them in the planned changes by informing the citizens on the reason as to why their views could not be considered. This is one aspect that would embrace and encourage

support of the citizens on the government practices (Mueller, 2013; and Phillips & Freeman, 2008).

In Kenya, a neighbouring country to South Sudan, a study by Mairura (2010) on the government involvement of people in public service delivery, the study established that due to poor involvement of the public in the country, many government projects were brought to a standstill which in a major way delayed development. Mairura (2010) noted that as a result of poor consultations and involvement of the people, many projects by the Kenyan government such as the railway construction were affected in that those that felt affected by the project in either way opposed the project and even came to an extent of becoming violent to the contractors. This is one prospect that shows the need of public engagement in public service delivery and how important their support is to success of the service delivery.

#### **1.4. Government Commitment and Public Service Delivery**

The mandate of offering public service lays wholly to the government either the central or the devolved. This is because it is the government that controls and manages the public resources thus it has to put them in the best use for the interest of the people. The management of these resources which include the taxes and natural resources such as minerals is enhanced by formulation of public policies which again the government is responsible of whilst considering the best interests of the citizens (Adegboye, 2013). The public budgets which are formulated through the public policies should be translated to tangible benefits to the citizen. A committed government is a government that focuses on putting forward the interests of its citizens through mobilization of resources and assigning them to the rightful projects. According to Rousseau and Greenberg (2009), in many occasions a government will tend to commit itself in promoting public service by fighting corruption and ensuring proper use of the resources to the right manner. In Chad, DeJoy and Wilson (2011) noted that public service delivery was enhanced when the government of the day committed itself through incorporation of the private sector and international sectors to have a well formulated framework to push for a common agenda. Such countries end-up having an extreme supportive government which sacrifices any self-interest and focuses on constructing a well formative and inclusive public service.

### **1.4.1. Side Bet Theory of Commitment**

The side bet theory was put forward by Becker in the year (1960) with an aim to expound the best way of enhancing commitment in an organization (Meyer & Allen, 1984). The theory basically underpins the need for an integral way of ensuring that a main agenda is achieved through incorporation of new and smaller agendas that are focusing on the main. Asad, Rajabzadeh and Hassan (2010) indicated that the side bet theory basically proposes that once an individual or an organization is aiming at one main project, the best way to enhance its commitment to that main project is through introduction of other smaller projects that are in a way dependent on the main one. In this case, when the main project falls, then the other small projects fall as well. It is therefore through this perspective that the management will use the small projects to push for the main one and ensure its success.

In view of this, the government of the day is in charge of managing the country's resources and ensuring that they are effectively used for the benefit of the people. Thus, for it to prove commitment, it has to invest in other side ideas such as coming up with economic ties with other countries and promoting production. Through these smaller practices, the government pushes the main agenda of availing the main services to the people and as much as the struggle to maintain the smaller ones, this still remains the main agenda. Through commitment, the government is able to expand the smaller investments and make them bigger pillars of its growth and development thus making the main agenda of service delivery a walk-over (Robiya, 2010).

### **1.4.2. Empirical Review on Government Commitment and Public Service Delivery**

Studies across the globe have focused on the relationship between government Commitment and Public Service Delivery. For instance, Senik and Kemat (2008) carried out a study on the commitment of the Malaysian Government to serve the people. The focus of the study was on the public service agencies in Malaysia. The study adopted a cross-sectional research design and had a sample of 209 respondents drawn from the management and supervisory employees in the public agencies. Senik and Kemat (2008) established that the commitment of the government towards promoting service delivery and ensure curbing malpractices played a key role in promoting the satisfaction of the

citizens. Further, Senik and Kemat (2008) reported that out of the better services delivered through a committed government, the government drew support from the people which in turn gave them an ample time to deal with other development issues and ensure sustainability.

Elsewhere, Hale and Lepak (2014) did a study on the influence of Government commitment on the sustainability of the country. The study focused on the development and growth of Australia as a result of the support drawn from the government. The scholars adopted a descriptive research design and had a sample of 173 respondents drawn from government ministries. The study found that the Australian government was committed through provision of security to its citizens and ensuring equitable resource mobilization which in turn saw them deliver the best public service mainstream. This however was noted to be faced with tremendous challenges where short-term government projects which mainly measures the governments' commitment were mismanaged thus delaying the achievement of the long-term goals set by the government.

In Ghana, Osterman (2012) carried out a study on the effectiveness of government commitment to service delivery. The main focus of the study was to establish the level at which the Ghanaian government was ready and able to take responsibility and ensure that the citizens are well kept and their needs put forward. The study employed a case study research design and had a sample of 346 respondents drawn from government ministries. The study established that the commitment of the Ghanaian government to serve its people and enhance the accessibility and effectiveness of the public services was still lagging behind. Osterman (2012) noted that there were little efforts by the government to turn the underutilized resources to useful apertures which again left the country with low streaming public service.

### **1.5. Availability of Resources and Public Service Delivery**

Resources are essential in every country's growth and development. Resources can be defined as the available stock of factors of production controlled or owned by the country. According to Garcia and Tor (2009) resources are the assets, skills and capabilities of a firm or a country that it can use in its operations to ensure success and sustained development. Resources have to be equitably allocated in the country through the

sitting government avails the required resources such as technology, funds and workforce to the people for effectiveness and sustainability (Schein, 2012). For the country's projects to perform better and achieve the required mandate and service delivery, it is important for the government to avail adequate resources to the projects. In fact, resource allocation is considered as one of the major strategies that many developed and fast growing economies employ to enhance the development and equitable growth (Guler, 2007).

The internal capability of the country and the ability of the country to meet its set goals determine the growth level to which the country may attain. These however depend on the success of the service delivery and the ability of the projects to deliver the required outcome. On this basis therefore allocating resources to the country's projects remains a key move towards sustaining the proper service delivery. To enhance a deeper understanding of the resource availability and allocation as an aspect of promoting service delivery, several aspects will be emphasized which include; effective budgeting, monitoring of the effective use of the resources allocated and timeliness in resource allocation.

### **1.5.1. Resource Dependency Theory**

The RDT theory is one of the most applicable and influential theories in the field of organizational management. The theory was put forward by Pfeffer (1972) and later enhanced by Pfeffer and Salancik (1978) in their book on *The External Control of Organizations: A Resource Dependence Perspective*. According to Pfeffer and Salancik (1978), organizations (countries) depend on resources so as to keep their operations on-going and effective. In this basis therefore, the organizations have to seek for these resources by all means and ensure that they sustain their operations (Yeo, 2013). According to Pfeffer as cited by Ullah (2013), resources are the basis of power to any country and thus the needed resources by one country are on the hand of another country. This therefore shows the need for the government which is the managing agent of the country's resources to seek for these resources and avail them to its citizens. Pfeffer and Salancik (1978) argue that even the independent countries will at some point require resources for some of its operations and thus they have to have some relationship with other countries in their midst. Smerek and Denison (2007) cite Pfeffer and Salancik and

state that resources and power go hand in hand thus any government that seeks to be powerful will eventually seek resources for sustaining itself as a powerful government.

Government projects require resources for them to be effective and directed towards achievement of proper and effective service delivery. This means that the government projects, similar to other organizations are resource dependent. In this basis therefore, governments will require to seek better ways of ensuring their projects have enough resources allocated to them to ensure enhanced performance of the projects (Ozcan & Eisenhardt, 2009). The RDT therefore comes in an attempt to influence the organizations to seek resources from external environment for allocating to the respective projects (Pfeffer, 2005). As one of the project management practices, resource allocation is essential in the projects' performance in that it enhances the effectiveness of the project operations through availing of the resources. Basing the argument on the RDT model, the projects are dependent on resources and thus there is need for the organizations to uphold allocating resources to the projects. The views therefore show a wide relevance of the resource dependence theory on the resource allocation aspect of project management thus making its essential for this study.

### **1.5.2. Empirical Review on Availability of Resources and Public Service Delivery**

Klingebiel and Rammer (2014) did a study on the relationship between resource allocation and performance of public organizations in UK. The study aimed at establishing the role of resource allocation to public organizational innovativeness and performance. In this regard, the scholars used a correlational research design to find out the extent to which resource allocation correlated with innovativeness of the organizations. They used cluster sampling to come up with a sample size of 216 respondents. In their findings, Klingebiel and Rammer (2014) stated that allocation of resources to the organizational departments, led to enhanced innovativeness among the employees and this enhanced the performance of the departments and the organizations in particular. Klingebiel and Rammer (2014) further found that many performing organizations in UK laid more emphasizes on innovativeness as a competitive strategy and it's on this basis that measures were taken by the organizations to enhance innovativeness among them being resource allocation.

Faderai (2016) did a study on the impacts of adequate resource allocation on performance of government owned firms in Ghana. The study aimed at establishing the ability of effective resource allocation to enhance performance of government institutions (Faderai, 2016). The study employed descriptive survey research design and had a sample of 109 respondents. Faderai (2016) found that most of the government owned firms in Nigeria were underfunded and this affected their performance negatively. Faderai (2016) further established that most of the projects by government firms were given little attention and monitoring thus giving some individuals a chance to misappropriate the resources allocated to the projects thus leading to their collapse. Faderai (2016) concluded that resource allocation was an essential aspect of ensuring success of organizational projects and performance of the organization in the long run.

### 1.6. Conceptual Framework

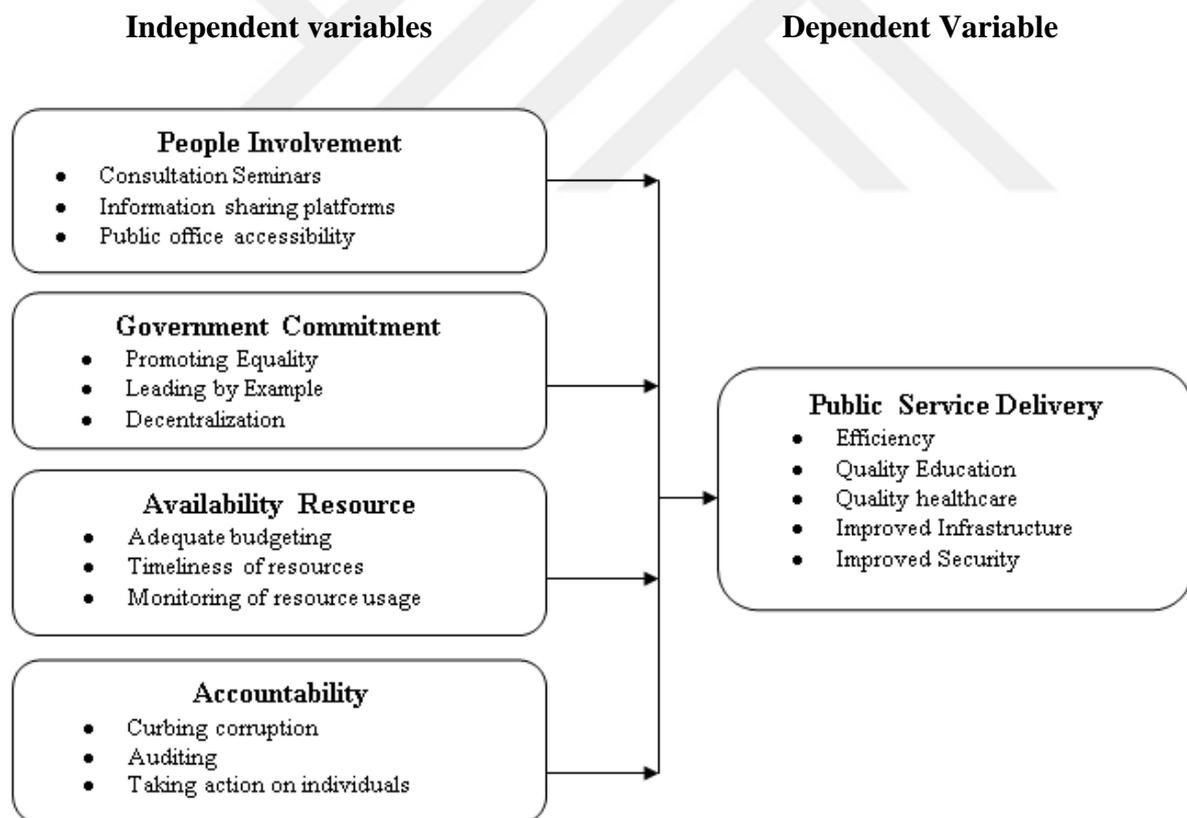


Figure 1.1. Conceptual Framework

### **1.7. Motives for Use of the Theories**

Several theories were used in the study with the motive of bringing a more enlightened understanding of the research objectives. One of the variables is the bureaucracy theory which was used so as to shine more light on the effectiveness of the country administrators in promoting the delivery of public service in South Sudan. This theory has extensively focused on the procedures and process that enhance equitable resource allocation thus being appropriate for the study. The other theory used in the study is the stakeholder theory which was used to support the variable; people engagement. The theory was adopted in the study since it presents a wider view of the need for involving the stakeholders (citizens) in any development agenda in a country. Side-bet theory of commitment was adopted in the study to support the variable; government commitment. The theory entails on the need for a government or management in any sector to be committed to solve the major problems through use of other smaller aspects that are related to the main one. Resource dependence theory was used to support the variable; availability of resources. The theory explains that organizations (countries) depend on resources for growth and development thus making it appropriate for the study.



## **CHAPTER TWO**

### **RESEARCH METHODOLOGY**

#### **2.1. Introduction**

The chapter presents methodology in line with the research questions of the study. It encompasses of the research design, the population and sample size and sampling technique, data collection methods, pilot study and data analysis and presentation.

#### **2.2. Research Design**

A research design according to Taylor (2007) is a manual that contains instructions on what the researcher must do to manipulate variables in a research study. Kothari (2008) describes the research design as the arrangement of conditions and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The study used a descriptive survey design. The design according to Kothari (2008) is useful because it does not only secure evidence on conditions but also identifies standards or norms and traditions with which to compare present conditions in order to plan the next step. A descriptive study design also gives an opportunity to explore new ideas and open doors for further discussion on ideas that emerged on line of thought (Kumar, 2010). The study sought to find out the effectiveness of public service delivery in South Sudan. In line with this, descriptive survey design was found to be suitable since it provides evidence and answers to the research questions in a relatively simple and straight forward approach. Mugenda and Mugenda (2003) maintain that descriptive research designs gathers evidence on values, attitudes, beliefs and motives.

#### **2.3. Target Population**

A target population is a group of individuals or a group of organization with some common definitive characteristics, (Creswell, 2005). According to Kothari (2008) a population is a well-defined or set of people, services elements and events, group of people or households in a given place or locale that are being investigated in a study.

Population studies are more representative because everyone has equal chances to be included in the final sample (Mugenda at. al., 2003). The study was conducted in Juba, South Sudan. Specifically, the study targeted employees in government ministries in South Sudan. The target population constituted of the administrative level managers, executory managers and operative managers in the ministries. The managers were appropriate since they have all the information relating to their ministries.

Table 2.1. *Target population*

<b>Description</b>	<b>Population Targeted</b>
Administrative level managers	79
Executory managers	106
Operative managers	123
<b>Total</b>	<b>308</b>

## 2.4. Sampling

Stratified proportionate random sampling technique was used to select the sample. According to Deming (1990) stratified proportionate random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. Stratification aims to reduce standard error by providing some control over variance. The study grouped the population into three strata which include; administrative level managers, executory managers and operative managers. Table 2.2 shows the distribution of the respondents whereby 30% of each category will be randomly selected for the study sample.

Table 2.2. *Sampling*

<b>Description</b>	<b>Population Targeted</b>	<b>Sample Size</b>	<b>Percentage</b>
Administrative level managers	79	24	30%
Executory managers	106	32	30%
Operative managers	123	37	30%
<b>Total</b>	<b>308</b>	<b>93</b>	

## 2.5. Research Instruments

The study employed primary data. Primary data was derived through administration of questionnaires. Questions included both open-ended and closed-ended. The Questionnaires was self-administered to the sampled respondents. Open-ended questions

were used to solicit qualitative data and suggestions while closed ended questions obtained quantitative data for statistical analysis. The questionnaires were dropped and picked later.

## 2.6. Data Collection procedure

The validated questionnaires was administered directly to the respondents and given time to fill. The filled questionnaires were then be collected from the respondents via similar means after a duration that is mutually agreed on by all the parties.

## 2.7. Data Processing and Analysis

Data analysis is the simplification, interpretation and presentation of data collected from external sources so as to make it consistence with the set framework (Bryman and Bell, 2011). The data collected using the questionnaires was sorted, classified and coded. Statistical package for social science (SPSS) was used in data processing and analysis. Data was first analyzed descriptively in form of frequencies, percentages, means and standard deviations. The final model conducted achieved statistic significant factors at an alpha level of 0.05.

The following regression model was adopted in the study to establish the statistical relationship between variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where Y is the dependent variable; Public Service Delivery in South Sudan and  $X_1$ - $X_4$  were the independent variables.

$\beta_1$ -  $\beta_4$ = Regression coefficients

$\beta_0$  is the regression intercept the value of Y when X values are zero.

$X_1$  = People Engagement

$X_2$ = Government Commitment

$X_3$ = Access to Resources

$X_4$ = Accountability

$\epsilon$ = Error term normally distributed about the mean of zero.

$Y = 0.116 + 0.330$  (People involvement)  $+ 0.421$  (Government commitment)  $+ 0.219$  (Availability of resources)  $+ 0.382$  (Accountability)  $+ 0.078$

## 2.8. Reliability and Validity Research Instruments

### 2.8.1. Validity

The validity test should show that all the items used are valid meaning the items are measuring what they are constructed to measure efficiently. To show this the values of the Pearson correlation coefficient on for the total of the items must be greater than r-table.

Table 2.3. Correlation 1

Correlations					
		Proper use of resources	Corruption investigation	Audit of accounts	Bolw1T
Proper use of resources	Pearson Correlation	1	.864**	.845**	.961**
	Sig. (2-tailed)		.000	.000	.000
	N	30	30	30	30
Corruption investigation	Pearson Correlation	.864**	1	.781**	.937**
	Sig. (2-tailed)	.000		.000	.000
	N	30	30	30	30
Audit of accounts	Pearson Correlation	.845**	.781**	1	.926**
	Sig. (2-tailed)	.000	.000		.000
	N	30	30	30	30
Bolw1T	Pearson Correlation	.961**	.937**	.926**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	30	30	30	30

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

Table 2.4. *Correlation 2*

Correlations					
		Timely resource availability	Monitoring of resources	Allocation of resources	BolTW2
Timely resource availability	Pearson Correlation	1	.905**	.865**	.698**
	Sig. (2-tailed)		.000	.000	.000
	N	30	30	30	30
Monitoring of resources	Pearson Correlation	.905**	1	.990**	.750**
	Sig. (2-tailed)	.000		.000	.000
	N	30	30	30	30
Allocation of resources	Pearson Correlation	.865**	.990**	1	.770**
	Sig. (2-tailed)	.000	.000		.000
	N	30	30	30	30
BolTW2	Pearson Correlation	.698**	.750**	.770**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	30	30	30	30

\*\*.

\*\*.

Table 2.5. *Correlation 3*

Correlations					
		Equality promotion	Government leading by example	Decentralization of resources	BolW5
Equality promotion	Pearson Correlation	1	.697**	.881**	.926**
	Sig. (2-tailed)		.000	.000	.000
	N	29	29	29	29
Government leading by example	Pearson Correlation	.697**	1	.770**	.888**
	Sig. (2-tailed)	.000		.000	.000
	N	29	29	29	29
Decentralization of resources	Pearson Correlation	.881**	.770**	1	.960**
	Sig. (2-tailed)	.000	.000		.000
	N	29	29	29	29
BolW5	Pearson Correlation	.926**	.888**	.960**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	29	29	29	29

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From this thesis the number of respondents was 78. Hence the degree of freedom (DF) is 76 which correspond to 0.217 from the Pearson correlation coefficient table with 95% confidence interval. The output obtained on the validity test shows that all the items used are valid because all the values of the Pearson correlation coefficient on for the total of the items are greater than 0.217.

### 2.8.2. Reliability

Table 3.6. *Government commitment*

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.936	3

Reliability analysis was implemented on the items measuring government commitment and public service delivery. The Cronbach's alpha from the output was 0.936 which shows high internal consistency within the items.

Table 2.7. *Availability of resources*

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.980	.984	3

In the same way, reliability analysis was conducted on the items measuring resource availability and public service delivery and the alpha Cronbach's value from the output is 0.980 which interprets as a very strong internal consistency within the items measuring resource availability and public service delivery.

Table 2.8. *Accountability*

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.993	3

Reliability analysis was implemented on the items measuring accountability and public service delivery. The Cronbach's alpha from the output was 0.787 which shows high internal consistency within the items.

## **2.9. Ethical Considerations**

The ethical issues of this research will be the issues which can be considered at the time the research was under process, and they are as follows:

- Informed consent
- The researcher told the participants how the data is to be recorded, stored and processed for release.
- The researcher Maintain confidentiality
- The researcher avoided bias.
- All questionnaires were coded to provide anonymity of the respondent.
- The researchers quoted in the study through citation and referencing.
- The presentation of the findings will be generalized.

## **2.10. Limitations of the Study**

Among the bottlenecks that were experienced in the study was lack of cooperation from the respondents to fill correctly the questionnaires as they overlooked the significance of the study. However, attempt of lack of commitment from the participants was used by the researcher to take time to speak directly with all potential respondents and clarify to them the scope of the study and its significance to the country.

The respondents were also unwilling to give information due to fear of the unknown and in that the information collected could be used to intimidate them or print a harmful image about them or their respective departments in the country. Some respondents even turned down the request to fill questionnaires. This was mitigated by obtaining a permission letter from the research department in the country, which assured the respondents of the academic purpose of the study and that it would be treated with maximum confidentiality. Another challenge was the limited resources which include time and finances. Due to time and budgetary constraints, the study only concentrated on the stated objectives.

The survey had a margin error of 8.4% according to a quick calculation test done online through the following website (<https://www.relevantinsights.com/research-tools/calculator>) which simply informs the reader and indicates “how much error we can live with and try to ensure that our sample estimate which was 78, does not differ from the population by more than this percentage a certain number of times (confidence level). This survey doesn’t differ more than 8.4% from the true percentage of these people in the population, 95% of the time (confidence level).”<sup>1</sup>



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1. Relevant insights, “*Empowering strategic business decisions,*” <https://www.relevantinsights.com/research-tools/calculator> (accessed 30/01/2019).

## CHAPTER THREE

### FINDINGS

#### 3.1. Introduction

This section presents the findings of the study after the primary study was conducted. The chapter begins by presenting the response rate which is the number of respondents who returned back their questionnaires duly filled. The chapter presents the general information of the respondents which include the gender, age and education levels. Presented in the chapter also are the responses based on the study variables which included; people engagement, government commitment, access to resources and accountability.

#### 3.2. Response Rate

The study sought to find out the rate at which the targeted respondents participated in the study. This would therefore help to determine whether the study attained a reliable number of respondents to make conclusions and recommendations. The study had a sample of 93 respondents who were surveyed by the questionnaires. As the table 3.1 below shows, the study attained a response rate of 84% where 78 respondents returned their dully filled questionnaires for analysis. Only 16% (15) of the total targeted respondents did not give back the questionnaires. This therefore makes the study worth to make conclusions and recommendations since according to Creswell (2005) a response rate of 30-60% depending on the sample size is worth for making conclusions and recommendations in a study.

Table 3.1. *Response Rate*

Sample Size	Responses		Non-Responses	
	Frequency	Percentage	Frequency	Percentage
93	78	84%	15	16%

### 3.3. General Information

This sub-section shows the analysis of general information which is aimed at introducing the respondent to the study. According to Young (2009) respondents in a study need to be introduced in a study by asking them basic information so as to prepare them for the main questions of the study. The information asked included the gender, age bracket, level of education, position held as well as the number of years worked in the organization. The responses were as presented systematically below.

#### 3.3.1. Gender

The study sought to establish the gender of the respondents. The respondents were asked to tick their gender whether male or female. The response as shown in the figure 3.1 below indicates that the males dominated the study with 72% of the total respondents whereas females were 28% of the total population. The findings imply that more males were absorbed in the government ministries than females. The findings also imply that both genders were presented in the study thus their views can be diverse as far as gender is concerned in the study. According to Babbie (2002) a study is well composed when all factors including gender are balanced to make the findings for the explicit information well sundry as well.

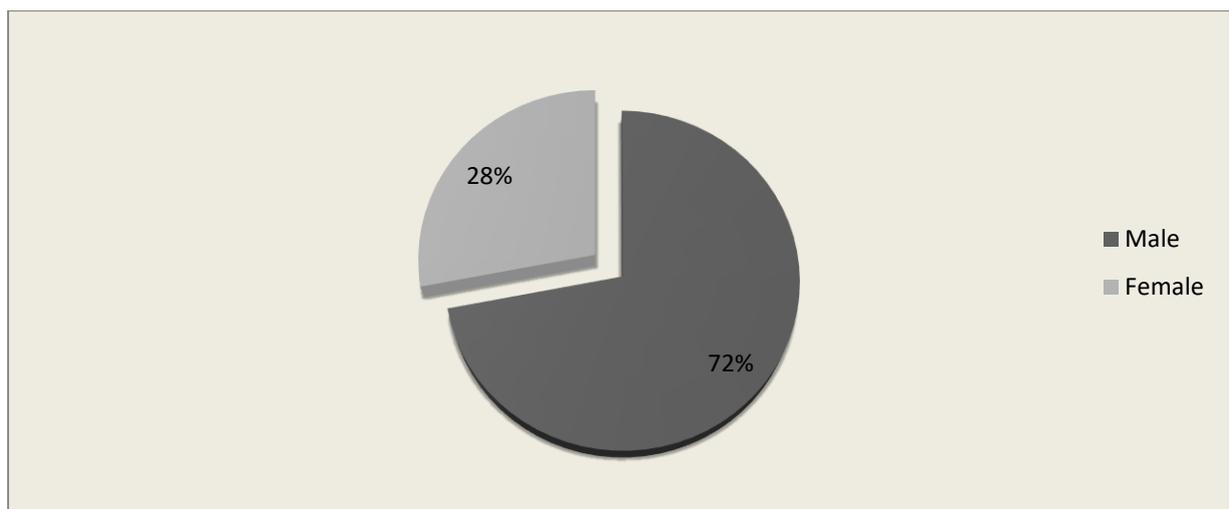


Figure 3.1. *Gender*

### 3.3.2. Age of the Respondents

The study sought to find out the age bracket of the respondents. As shown in table 4.2 below, 10% of the respondents indicated that they were 25 years and below, 14% were aged between 25 to 35 years, 29% were aged between 36 and 45 years old whereas 47% were aged between above 45 years old. The findings imply that the respondents were effectively distributed in the study and that majority of the respondents were aged above 45 implying that government ministries have retained older people which could be argued is as a result of their high experience levels. The findings compare with the argument by Schultze and Avital (2011) that a study that has obtained an equality level in getting the respondents should have majority of the respondents with common aspects such as age, gender and level of education based on the area of specification to which the study focuses on.

Table 3.2. *Age of the Respondents*

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
Below 25 years	8	10%
25-35 years	11	14%
36-45 years	23	29%
Above 45 years	36	47%
<b>Total</b>	<b>78</b>	<b>100%</b>

### 3.3.3. Years Worked at the Current Position

The study sought to find out the number of years that the respondents had worked in their positions in the government ministries. The findings as shown in figure 3.2 below indicate that majority of the respondents had worked in their respective organizations for a period of between 2 and 5 years as evidenced by 43% of the total respondents. These were followed by those that had worked for a period between 5 and 8 years with 21% of the total respondents. The figure further shows that 17% of the respondents had worked in their respective organizations for a period less than one year, 14% had worked for a period between 8 to 11 years and 5% of the respondents had worked in their respective organizations for more than 11 years. The finding imply that majority of the respondents had worked in their organizations for a period between 2 to 11 years which therefore means that they have much information needed in the study based on the construction of

public service in South Sudan. Chingwan (2011) contends that the more an employee works in an organization, the more informed the employee gets based on the organizational strategies and behaviours.

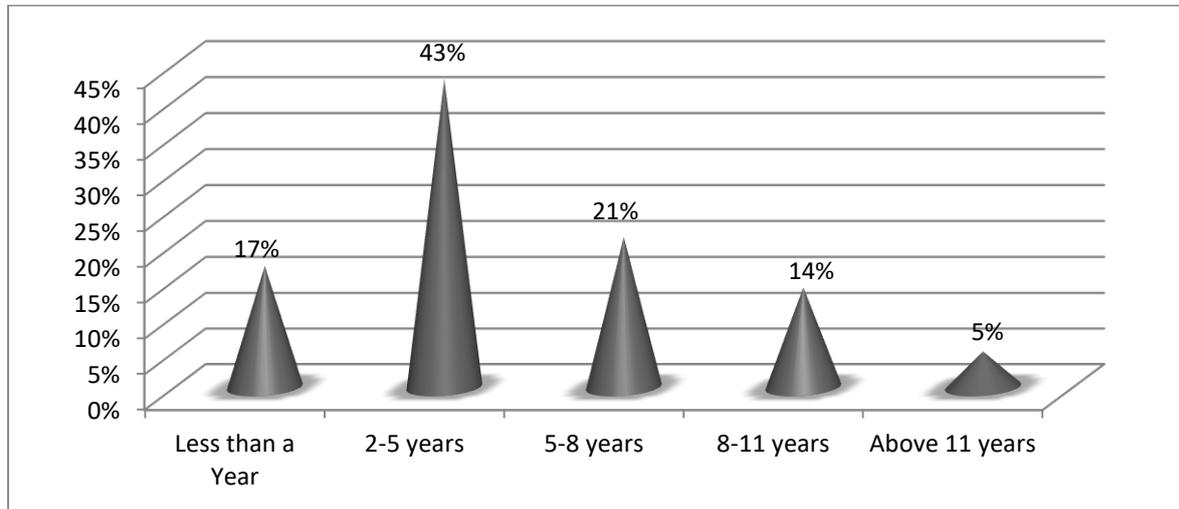


Figure 3.2. *Years Worked*

### 3.3.4. Level of Education

The study sought to find out the respondents level of education. As shown in figure 3.3 below, 17% of the respondents indicated that they had a diploma level of education, 49% had an undergraduate level and 34% of the total respondents had postgraduate educational level. The findings imply that majority of the respondents were graduate meaning that they were in a position to respond to the questions presented in the questionnaire. The findings compare with those by Hawi et al. (2015) who found that most of the staff in the government departments especially in the best performing departments have a relatively high educational levels thus enhancing their managerial skills.

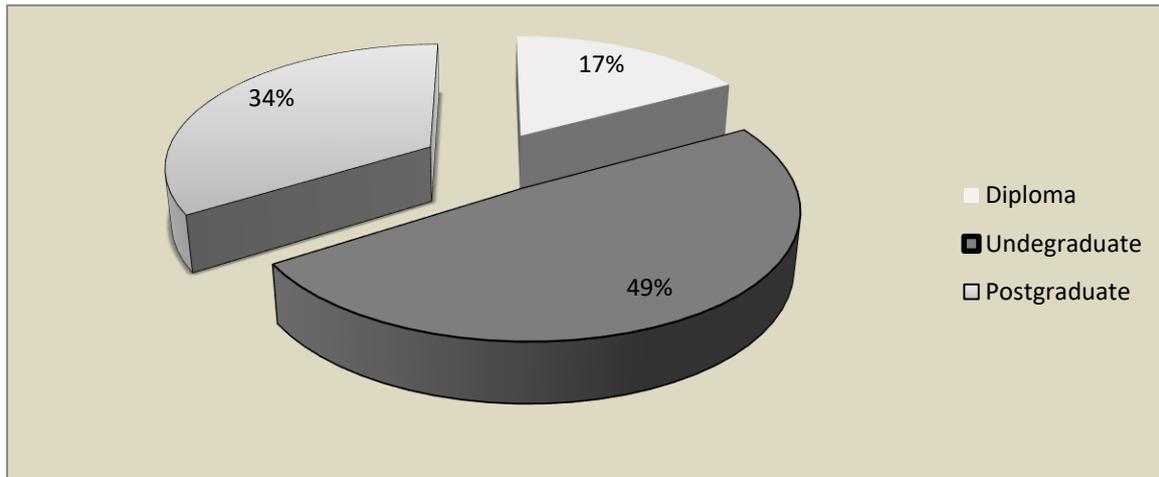


Figure 3.3. *Level of Education*

### 3.4. Analysis of the Findings of Study variables

This sub-section presented the analysis of the research findings based on the main findings as per the independent variables of the study which were; people engagement, government commitment, access to resources and accountability and the dependent variable; Public Service Delivery in South Sudan. The respondents were asked to specifically give their views based on their level of understanding as per the variables.

#### 3.4.1. People Engagement

The first objective of the study was to find out the influence of people engagement on the success of public service delivery. The study sought to find out the respondents' views on how effective are people engaged and the relationship between this engagement and the efficiency of the public service sector. The variable was measured using the specific measures on engagement which included: consultation seminars, information sharing platforms and accessibility of the public offices.

##### 3.4.1.1. Frequency of holding up consultation seminars

The respondents' views were sought on the frequency at which seminars were held to consult the citizens on public service matters. The findings as shown in figure 3.4 revealed that 7% of the respondents held the seminars frequently, 28% held the seminars

sometimes, 9% were not sure, 43% hardly held the seminars while 13% did not hold the consultative seminars with the members of the public at all.

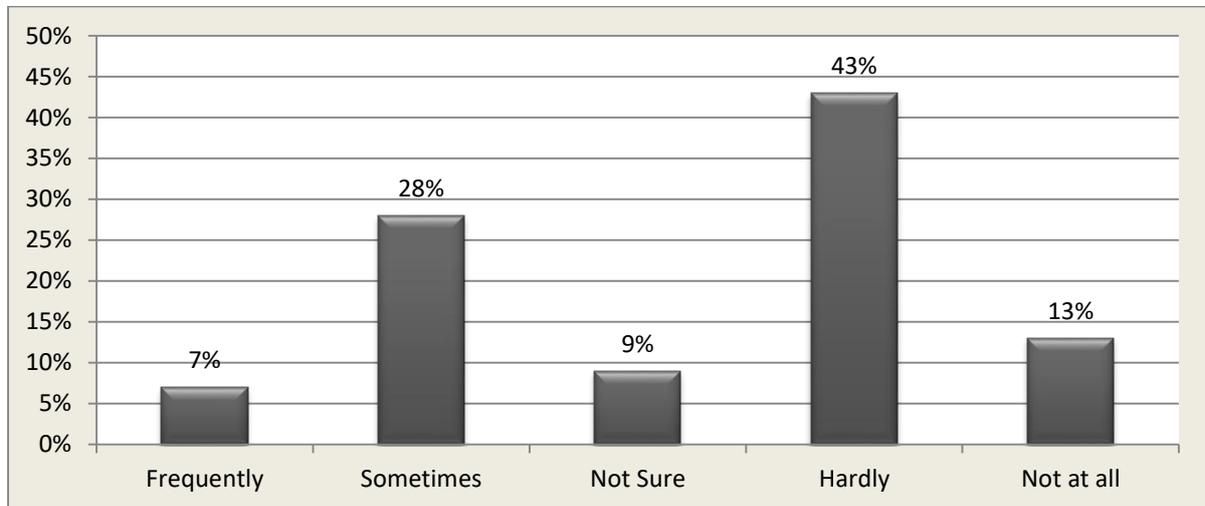


Figure 3.4. *Frequency of Holding Seminars*

#### 3.4.1.2. Embracing Information Sharing Platforms

The respondents were asked to indicate whether their respective departments had embraced information sharing platforms or not. The findings as shown in table 3.3 revealed that majority of the respondents (59%) had not embraced information sharing platforms while 41% had embraced.

Table 3.3. *Information Sharing Platforms*

Option	Frequency	Percentage
Yes	46	59%
No	32	41%
<b>Total</b>	<b>78</b>	<b>100%</b>

#### 3.4.1.3. Effectiveness of the information sharing platforms

The respondents were further asked to indicate the effectiveness of the adopted information sharing platforms. This was however responded by those that had indicated that their respective departments had adopted the platforms. The findings as indicated in figure 3.5 revealed that of those that had adopted the platforms, 6% had very effective

platforms, 10% had moderate effective platforms, 18% were not sure of the effectiveness of their platforms, 41% had ineffective platforms whereas 25% of the total respondents indicated that their info sharing platforms were very ineffective.

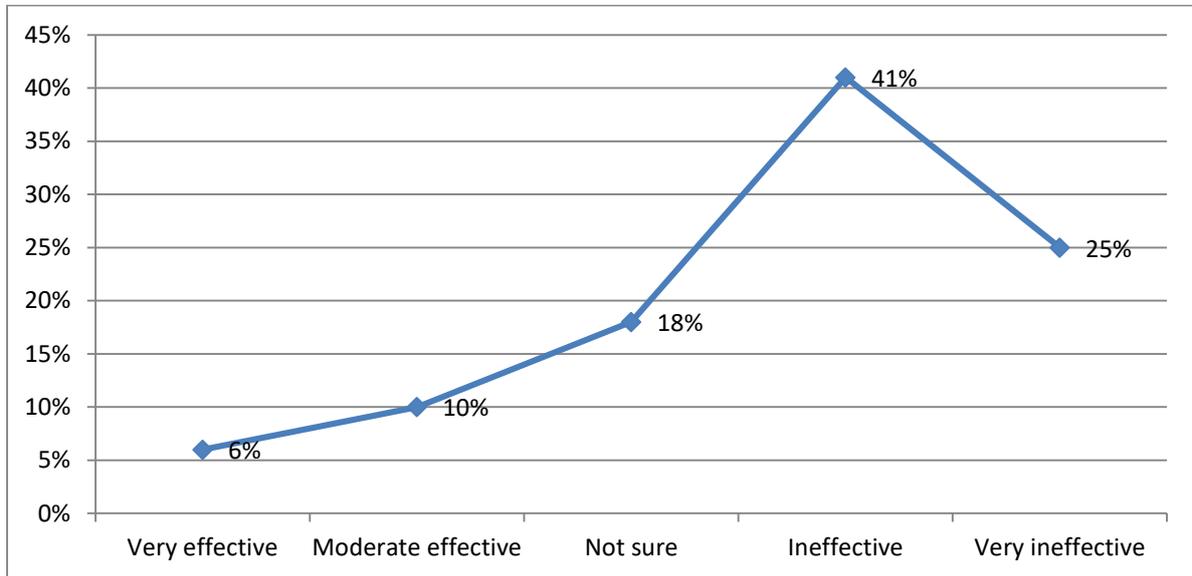


Figure 3. 5. *Effectiveness of Info Sharing Platforms*

#### **3.4.1.4. Hindrances to adoption of info sharing platforms**

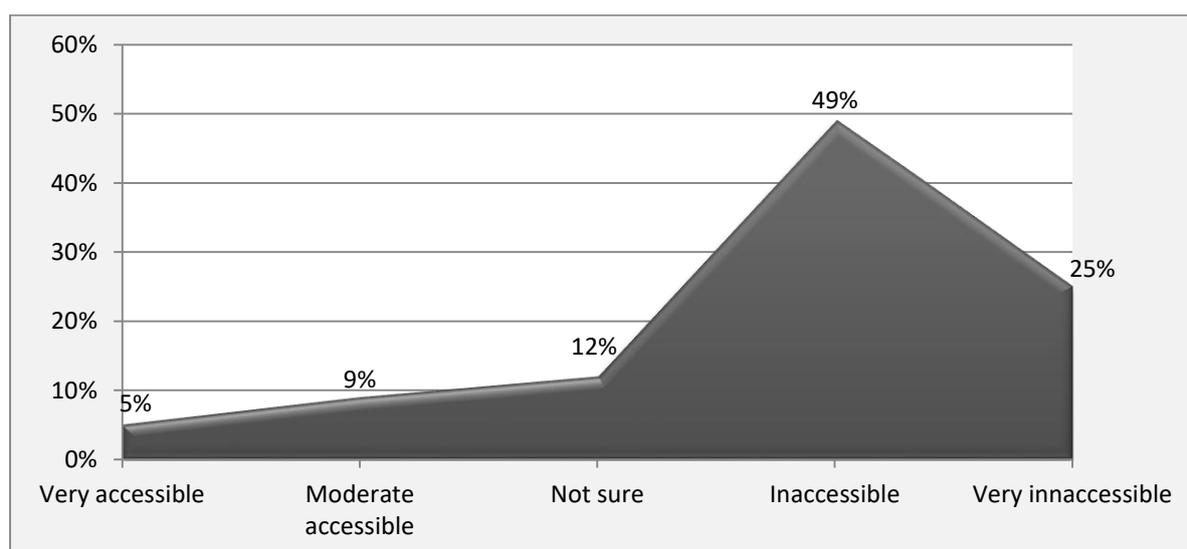
The respondents were asked to indicate the factors that hindered them from adopting the information sharing platforms in their respective departments. The findings as presented in table 3.4 revealed that majority of the respondents (46%) were not aware of the need for the information sharing platforms thus not adopting them, followed by 39% that indicated they had no resources to facilitate embracing the platforms, 7% indicated that people were not cooperative, 5% had no reason for them not adopting the platforms while 3% indicated that the government hindered them from adopting the platforms.

Table 3.4. *Hindrances to Adoption of Info Sharing Platforms*

Option	Frequency	Percentage
Not aware of the need	36	46%
Not allowed by the government	2	3%
No resources for the platforms	30	39%
People not cooperative	6	7%
No reason	4	5%
<b>Total</b>	<b>78</b>	<b>100%</b>

#### 3.4.1.5. Accessibility of public offices

The respondents' views on the accessibility of public offices by the members of the public were sought in the study. The findings as presented in figure 3.6 revealed that 9% of the respondents indicated that the public offices were very accessible, 5% said the offices were moderate accessible, 12% were not sure of the accessibility of the offices, 49% indicated that the offices were inaccessible while 25% said that the public offices were very inaccessible.

Figure 3.6. *Accessibility of Public Offices*

### 3.4.2. Government Commitment

The second objective of the study was to find out the influence of government commitment on the success of public service delivery in South Sudan. The findings are herein presented based on the specific measures of commitment by the government which include equality promotion, leading by example and decentralization.

#### 3.4.2.1. Effectiveness of equality promotion

The respondents were asked to indicate the effectiveness to which they promoted equality as government officials. The findings as presented in table 3.5 revealed that 39% of the respondents promoted equality very effectively, 21% promoted it moderate effectively, 7% were not sure, 28% and 5% ineffectively and very ineffectively promoted equality respectively.

Table 3.5. *Effectiveness of Equality Promotion*

Option	Frequency	Percentage
Very effective	30	39%
Moderate effective	16	21%
Not sure	8	7%
Ineffective	22	28%
Very ineffective	4	5%
<b>Total</b>	<b>78</b>	<b>100%</b>

#### 3.4.2.2. Government leading by example

The respondents were asked to indicate whether the government acted by example whereby the government officials do what is required on their side before imposing anything on the citizens. The findings as presented in figure 3.7 revealed that 68% of the respondents were of the opinion that the government did not lead by example while 32% indicated that the government led by example in promoting effectiveness of the service delivery.

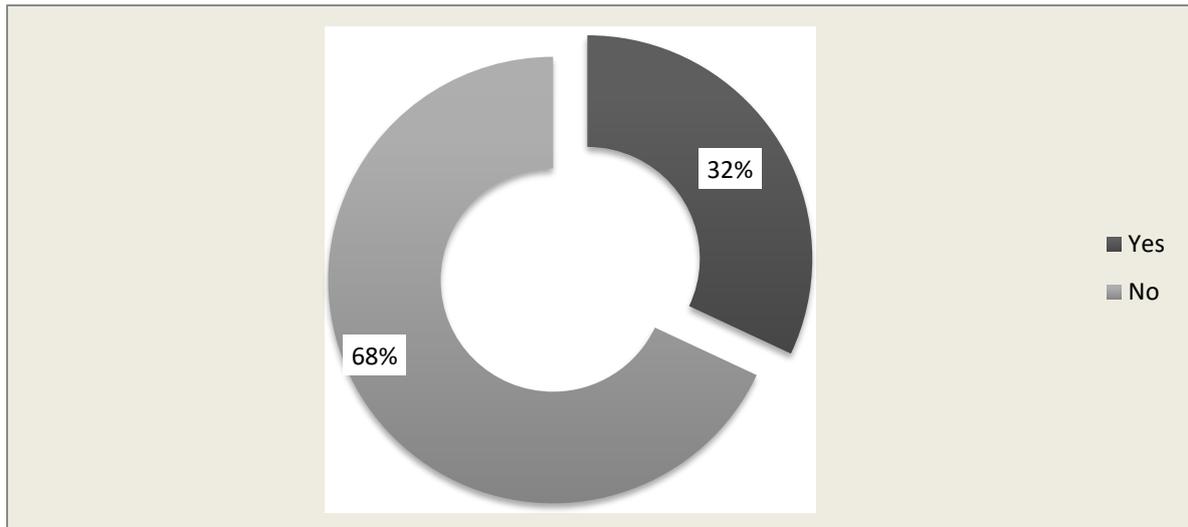


Figure 3.7. *Does the government lead by example in promoting*

### 3.4.2.3. Decentralization of resources

The respondents' views on the extent to which the government decentralized resources to the citizens were sought in the study. The findings as shown in figure 3.8 revealed that majority (41%) of the respondents indicated that the government decentralized the resources to a little extent, 19% indicated that the resources were decentralized to a moderate extent, 7% were uncertain, 26% indicated that the resources were not decentralized while 7% indicated that the resources were decentralized to a great extent.

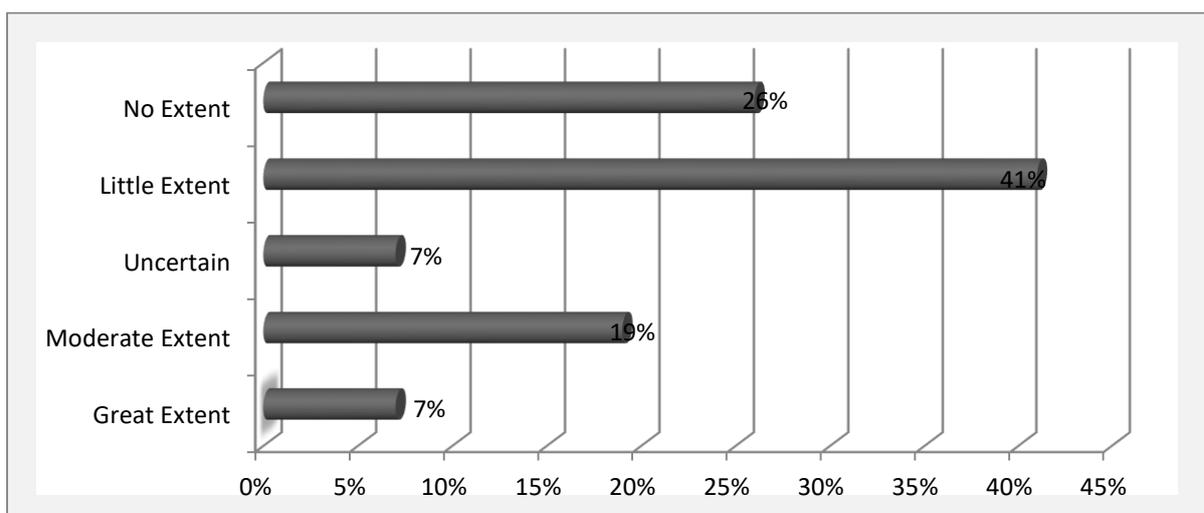


Figure 3.8. *Extent of Resource Decentralization*

#### 3.4.2.4. Level of agreement with statements on government commitment and public service delivery

The respondents' level of agreement with given statements on the government commitment and public service delivery was sought in the study. The findings as shown in table 3.6 revealed that majority of the respondents agreed that by a government promoting equality in resource allocation, it achieves more in promoting public service delivery as evidenced by a mean of 3.81 and a standard deviation of 1.06. On the second statement that the government should lead as an example in promoting proper service delivery to the people, many of the respondents agreed with this as shown by a mean of 3.64 and a standard deviation of 1.10. The last statement was that decentralizing resources promotes the accessibility and efficiency of public services thus enhancing faster development where many of the respondents agreed as evidenced by a mean of 3.95 and a standard deviation of 1.02.

Table 3.6. *Agreement with Statements on Government Commitment*

Statement	Mean	Std. Dev.
By a government promoting equality in resource allocation, it achieves more in promoting public service delivery	3.81	1.06
The government should lead as an example in promoting proper service delivery to the people	3.64	1.10
Decentralizing resources promotes the accessibility and efficiency of public services thus enhancing faster development	3.95	1.02

#### 3.4.3. Availability of Resources

The third objective of the study was to find out the influence of resource availability on the effectiveness of public service delivery in South Sudan. The variable was intended to enlighten on the extent to which the resource available in the country influence construction of the public service sector. To enable this, specific measures of resource availability were adopted which included adequate budgeting, timeliness of resource allocation and monitoring use of the resources.

### 3.4.3.1. Adequacy of the allocated budget

The study sought to find out the respondents' views on the level at which the allocated budget to the service delivery was adequate. The findings as presented in table 3.7 revealed that majority of the respondents (40%) indicated that the allocated budget was inadequate, 23% indicated that the budget was moderately adequate, 15% were not sure, 18% indicated that the budget was very adequate while 4% said that the allocated budget was very inadequate.

Table 3.7. *Adequacy of the Allocated Budget*

Option	Frequency	Percentage
Very adequate	14	18%
Moderate Adequate	18	23%
Not sure	12	15%
Inadequate	31	40%
Very inadequate	3	4%
<b>Total</b>	<b>78</b>	<b>100%</b>

### 3.4.3.2. Timely allocation of resources

The respondents' views on the extent to which the resources for public service development were allocated timely were sought in the study. The findings are as shown in figure 3.9 where 21% of the respondents indicated that the resources were timely allocated to a great extent, 17% indicated moderate extent, 9% were uncertain, 38% and 15% indicated little extent and no extent respectively.

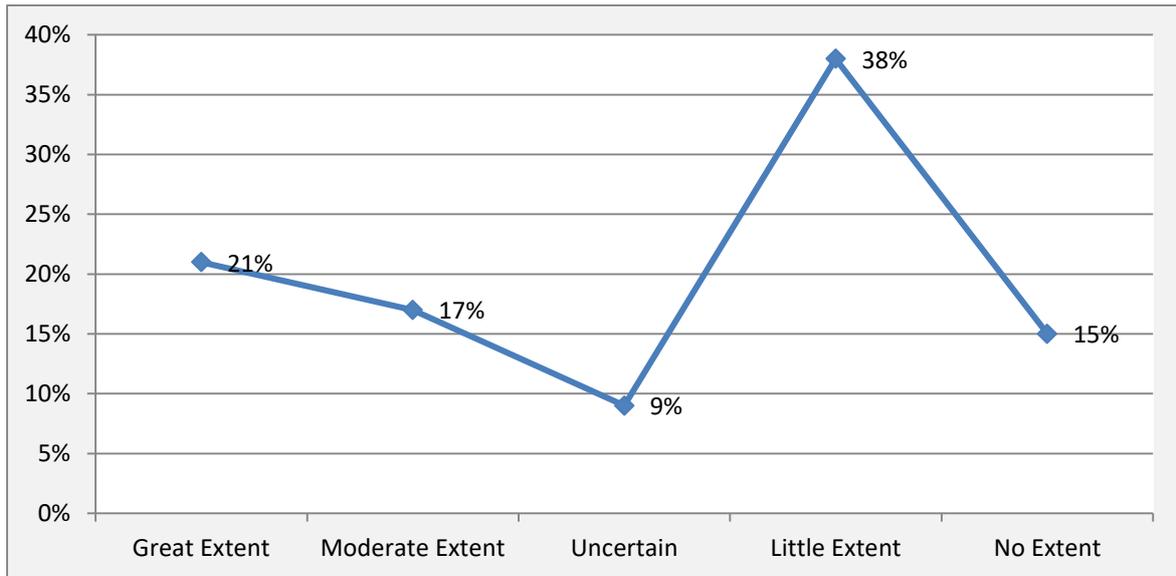


Figure 3.9. *Timeliness of Resource Allocation*

### 3.4.3.3. Frequency of resource usage monitoring

The respondents were asked to indicate the frequency to which the resources were monitored in their respective departments. The findings as shown in figure 3.10 revealed that majority of the respondents indicated that the resources were monitored sometimes (39%), 25% indicated that the resources were hardly monitored, 13% indicated often, 7% and 16% indicated that the resources were not monitored at all and not sure respectively.

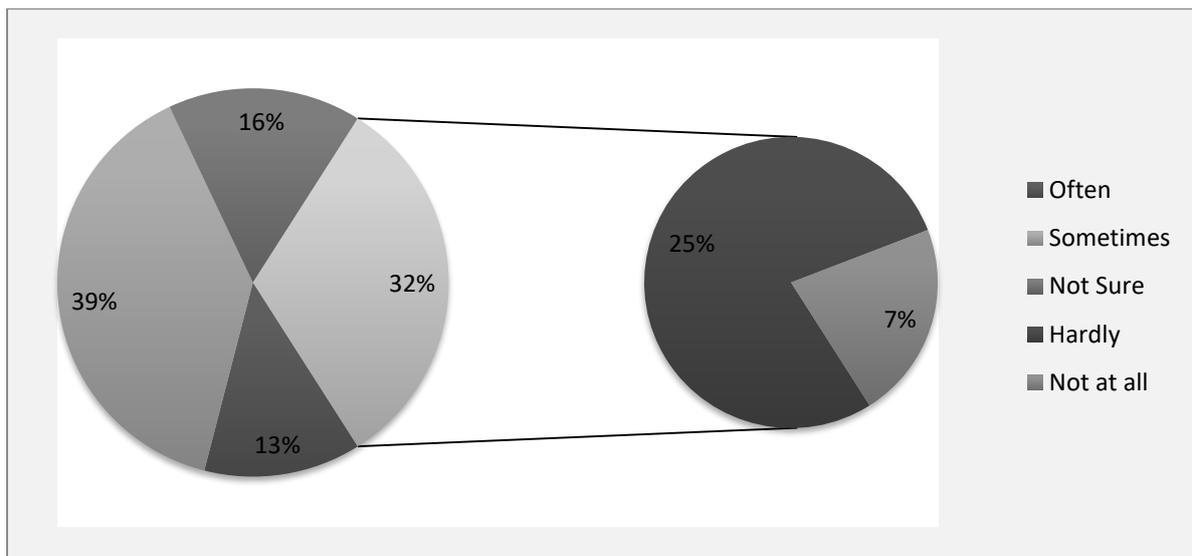


Figure 3.10. *Resource Monitoring*

#### 3.4.3.4. Level of agreement with statements on availability of resources and public service delivery

The respondents' opinions on their levels of agreement with the given statements on resource allocation and public service delivery were sought. The findings as presented in table 3.8 revealed that majority of the respondents agreed with the first statement that allocating enough resources to the public service enhances proper and effective delivery of services in the country as evidenced by a mean of 3.82 and standard deviation of 1.04. On the second statement that resources should be availed in time so as to keep the public service projects properly flowing, majority of the respondents agreed as shown by a mean of 3.90 and a standard deviation of 0.98. The last statement was that frequent and thorough monitoring of resource usage reduces wastage and misappropriation thus promoting appropriate service delivery where majority of the respondents agreed as evidenced by a mean of 3.64 and standard deviation of 1.06.

Table 3.8. *Level of Agreement with statements on Availability of Resources*

Statement	Mean	Std. Dev.
Allocating enough resources to the public service enhances proper and effective delivery of services in the country	3.82	1.04
Resources should be availed in time so as to keep the public service projects properly flowing	3.90	0.98
Frequent and thorough monitoring of resource usage reduces wastage and misappropriation thus promoting appropriate service delivery	3.64	1.06

#### 3.4.4. Accountability

The fourth objective of the study was to establish the influence of accountability on the public service delivery in South Sudan. The findings are herein presented based on the specific measures of accountability which included curbing corruption, auditing and taking action on individuals.

### 3.4.4.1. Extent of government curbing corruption

The study sought to find out the extent to which the government was committed towards curbing corruption which is a key hindrance to the success of proper public service delivery. The findings as indicated in table 3.9 revealed that majority of the respondents (49%) were of the opinion that the government was committed to little extent in curbing corruption, 26% indicated moderate extent, 8% were uncertain, 11% indicated no extent while 6% indicated that the government curbed corruption to a great extent.

Table 3.9. *Extent of Curbing Corruption*

Option	Frequency	Percentage
Great extent	5	6%
Moderate Extent	20	26%
Uncertain	6	8%
Little Extent	38	49%
No Extent	9	11%
<b>Total</b>	<b>78</b>	<b>100%</b>

### 3.4.4.2. Auditing of public accounts

The study sought to find out the frequency to which public accounts were audited in the respective departments for accountability purposes. The findings as presented in figure 3.11 revealed that majority of the respondents indicated that the accounts were hardly audited (52%), 28% indicated that the accounts were audited sometimes, 6% were not sure, 11% and 3% indicated not at all and frequently respectively.

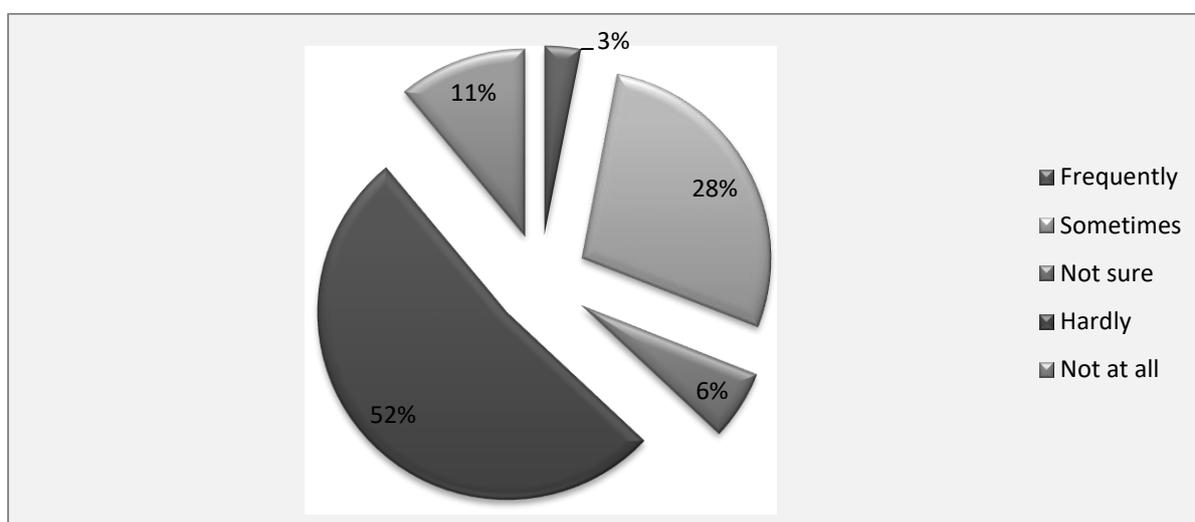


Figure 3.11. *Frequency of Accounts Auditing*

### 3.4.4.3. Disclosure of the audit reports

The study sought to find out whether the audit reports were disclosed to the members of the public as an aspect of openness. The findings as shown in Figure 3.12 revealed that majority of the respondents (63%) indicated that the reports were not disclosed while 37% said that the reports were disclosed.

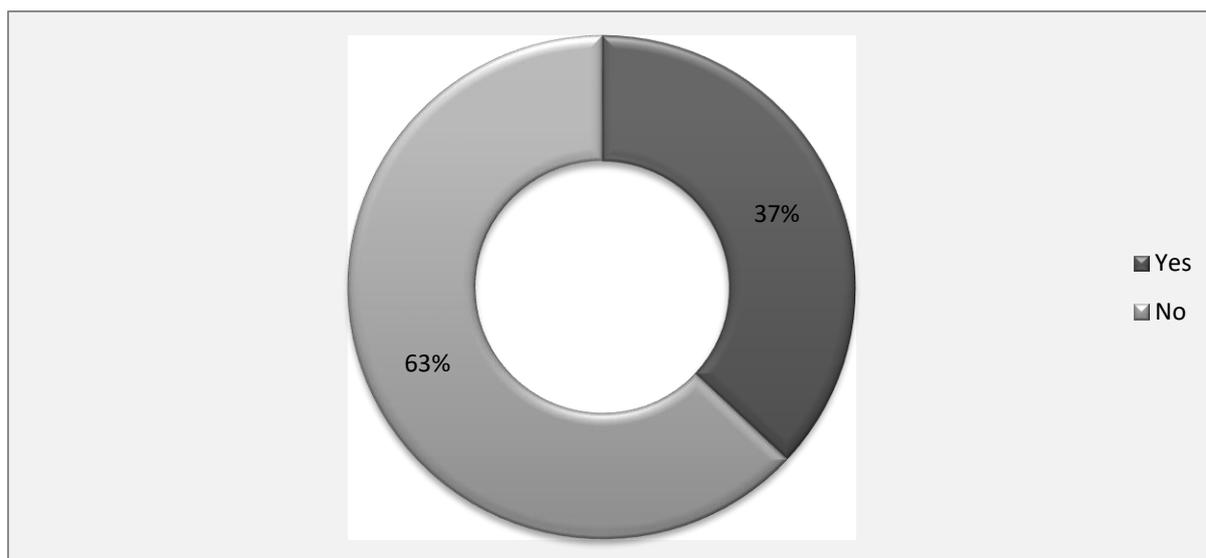


Figure 3.12. *Disclosure of the Audit Reports*

### 3.4.4.4. Actions taken on unaccountable public officials

The respondents' views on the actions taken by the government on the public officials that were not accountable were sought in the study. The findings as presented in table 3.10 revealed that majority of the respondents (39%) indicated that the government dealt with corrupt public officials by transferring them to other dockets, 21% indicated that they were asked to step aside for investigation, 18% said that no action was taken against them, 7% indicated that they were sent on compulsory leave while 15% indicated that they were taken to court for prosecution.

Table 3.10. *Actions Taken Against Unaccountable Public Officials*

<b>Option</b>	<b>Percentage</b>
Sending them on compulsory retirement	7%
Asking them to step aside for investigations	21%
Taking them to courts for prosecution	15%
Transferring them to other dockets	39%
No action taken against them	18%
<b>Total</b>	<b>100%</b>

#### 3.4.4.4. Level of agreement with statements on accountability and public service delivery

The respondents' levels of agreement with given statements on accountability and public service delivery were sought in the study. The findings are as shown in table 3.11 where on the first statement that by public service workers taking responsibility, it ensures proper use of the resources and with little or no misappropriation majority of the respondents agreed as evidenced by a mean of 3.77 and a standard deviation of 1.06. On the second statement that the government should ensure that all public workers are investigated on any corruption cases to ensure effective service delivery, the respondents agreed with this as shown by a mean of 3.81 and a standard deviation of 1.03. The last statement was that the audits on public service accounts should be conducted as frequent as possible and the audit reports disclosed to the public for scrutiny where majority of the respondents agreed as evidenced by a mean of 3.92 and a standard deviation of 1.00.

Table 3.11. *Level of Agreement with Statements on Accountability*

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev.</b>
By public service workers taking responsibility, it ensures proper use of the resources and with little or no misappropriation	3.77	1.06
The government should ensure that all public workers are investigated on any corruption cases to ensure effective service delivery	3.81	1.03
The audits on public service accounts should be conducted as frequent as possible and the audit reports disclosed to the public for scrutiny	3.92	1.00

### 3.4.5. Public Service Delivery

The main motive of the study was to assess the factors influencing the effectiveness of public service delivery in South Sudan. The study therefore focused on assessing the current state of public service delivery thus this was the dependent variable. The respondents' opinions based on the efficiency, quality of Services such as education, healthcare, security and infrastructure were sought and herein presented.

#### 3.4.5.1. Efficient of the public services

The respondents were asked to indicate the extent to which the public services were delivered in their respective departments. The findings as shown in table figure 3.13 revealed that majority of the respondents were of the opinion that public services were inefficient (46%), 23% indicated that the public services were moderately efficient, 15% indicated that the services were very inefficient, 10% and 6% indicated very efficient and not sure respectively.

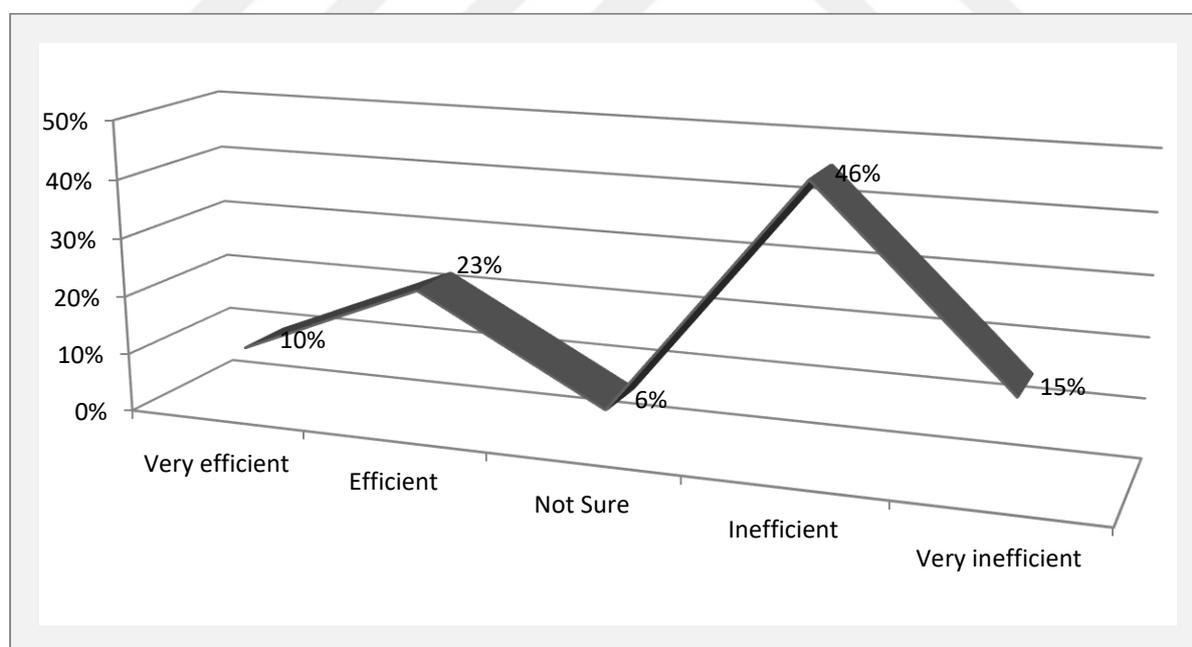


Figure 3.13. *Efficiency of Public Services*

### 3.4.5.2. Rating public services delivery

The respondents were asked to indicate the level at which they rated specific public services as offered by the government in a scale of 1 to 5 where 1 is the lowest and 5 the highest. The findings as shown in table 3.12 revealed that majority of the respondents lowly rated Education, healthcare and security services with means of 1.82, 1.50 and 1.69 respectively. Infrastructure was the highly rated with a mean of 2.18.

Table 3.12. *Rating the Public Service Delivery*

Service	Mean	Std. Dev.
Education	1.82	2.03
Healthcare	1.50	2.10
Security	1.69	2.07
Infrastructure	2.18	1.93

### 3.4.5.3. Parties responsible for the state of public service in South Sudan

The study sought to find out the respondents' views on the persons or group of persons to whom they could lay the blame/gratitude on the current state of public service sector in South Sudan. As the findings in Table 3.13 reveal, majority of the respondents (48%) indicated that they could blame the current government on the state of public service, 21% indicated the previous governments, 13% indicated the public servants, 3% indicated the citizens, 9% indicated the international community, while 6% indicated none was to blame for the state of public service.

Table 3.13. *Parties Responsible for the State of Public Service Sector*

Option	Percentage
The current Government	48%
Previous governments	21%
People (Citizens)	3%
The public servants	13%
None	6%
International Community	9%
<b>Total</b>	<b>100%</b>

### 3.5. Analysis of the Study Model

The study ran an overall ordinary least square regression model. The model was of the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

The results for the model summary are as presented in table 3.14. The study findings indicates that the people involvement, government commitment, availability of resources and Accountability are positively associated with public service delivery as indicated by a Pearson correlation, R, value of 0.909. On the other hand, the proportion of the variance explained by the multiple regression model is indicated by "R squared" which in our case is 0.827. This means that a proportion of 82.7% of the variables in the study are explained by the adopted model.

Table 3.14. *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 <sup>a</sup>	.827	.821	.036

From the ANOVA results on table 3.15, the study established the model fitness by comparing the F-calculated and F-critical values where the F-value of 128.014, which is significant at  $0.000 < 0.05$ . This signifies that the model was fit for the study.

Table 3.15. *ANOVA*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	78.158	4	19.539	128.014	.000 <sup>b</sup>
Residual	16.332	76	.209		
<b>Total</b>	<b>94.490</b>	<b>80</b>			

The regression coefficients are as presented in Table 3.16. The results indicate that the relationship between people involvement, government commitment, availability of resources and Accountability was significant. The relationship was however positive implying that an increase in any of the factors results to an improvement in public service delivery.

Table 3.16. *Regression Model coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.116	.078		1.487	.002
People Involvement (x <sub>1</sub> )	.330	.053	.511	6.226	.000
Government Commitment (x <sub>2</sub> )	.421	.049	.691	8.592	.000
Availability of Resources(x <sub>3</sub> )	.219	.036	.317	6.083	.001
Accountability(x <sub>4</sub> )	.382	.061	.573	6.262	.000

The regression equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$ ) now becomes:

$$Y = 0.116 + 0.330X_1 + 0.421X_2 + 0.219X_3 + 0.382X_4$$

According to the regression equation established, taking all factors in the study (people involvement, government commitment, availability of resources and Accountability) to be constant at zero, public service delivery will be 0.116 meaning that without people involvement, government commitment, availability of resources and Accountability, 11.6% of public service delivery will be explained by the other factors not considered in the study. The findings indicate that the 33% of the public service delivery can be explained by a unit change in people involvement and has a P-value of 0.000 which is less than the standard P-value of 0.05 implying that the variable is positively and significantly related to public service delivery. On government commitment, the model established that 42% of the public service delivery could be explained by a unit change in government commitment. The p-value for the variable was 0.000 which is less than the standard p-value of implying that government commitment is positively and significantly related to public service delivery. The model shows that 21.9% of the public service delivery can be explained by a unit change in Availability of the resources. The P-value for the variable was 0.002 which is less than the standard value of 0.05 implying that Resource Availability is positively and significantly related to public service delivery. The model further showed that a unit change in accountability could explain up to 38.2% of the public service delivery. The P-value for the variable was  $0.000 < 0.05$  which implies that Accountability is significantly and positively related to public service delivery in South Sudan.

### 3.6. Hypothesis Testing

**H1<sub>1</sub>** There is a significant relationship between people involvement and public service delivery in South Sudan.

The study findings indicated there was a significant relationship between people involvement and efficient public service delivery ( $p=.000$ ). The null hypothesis **H1<sub>0</sub>** is rejected.

The people involvement variable explained and supported by stake holder theory in this study states that for any government decision to be successfully executed it needs to consider public participation and this will in return make project and public service delivery a success. Based on the study finding in South Sudan, the government indicators of efficient public service delivery were at a low level due to a number of reasons. First as retrieved by the respondents, there is very little public participation and consultation. The government has few meetings and in some cases were not held by the government before any public policy or project is formulated.

Having said that the question of South Sudan is also a unique case. The ongoing conflict in South Sudan that began immediately after independence was formed in July 2013, has impediments in the sectors of people participation and involvement in public affairs. For example the conflict has not only displaced millions from their homes but also raised the questions of illegitimacy on the part of the government. Nonetheless the recently signed peace agreement has not only restored calm and peace in the bigger part of the country but also raised public trust on the government and this will be expected to increase people participation in government processes. Hence boosting the efficiency of public service delivery in South Sudan because by accommodating the views of the public, the government can make informed decisions and maximise its benefits.

Hence people involvement is a critical factor that contributes to efficient and effective service delivery in South Sudan.

**H2<sub>1</sub>** There is a significant relationship between government commitment and public service delivery in South Sudan.

The study findings indicated there was a significant relationship between government commitment and public service delivery in South Sudan ( $p = .000$ ). The null hypothesis **H2<sub>0</sub>** was rejected.

The theoretical aspect of side bet theory used to explain in this study the variable government commitment variable states that government commitment is a very important factor when measuring efficient public service delivery in the sense that the government of the day should see to it that most of the projects are implemented equally and fairly. It further more states that decentralisation of resources from the national government to the rural parts of the country makes it possible for a huge area of the country to benefit from government services. For example education through the equal distribution of funds from the national government towards rural schools could help improve the education sector in South Sudan. The analysis also shows that government should invest in more than one project at a time so that when one project fails then the other can succeed.

Previous studies from other countries showed that the success rates of governments getting involved in many smaller projects with the end product of implementing a bigger project for example vision 2030 in Kenya. The Kenyan case shows that progress has been made towards making vision 2030 a reality. This can be categorically explained by the fact that many side projects that support the vision 2030 goal have been implemented e.g. railway construction, which has been completed.

Government commitment therefore plays a significant role for the efficient and effective delivery of public service.

**H3<sub>1</sub>** There is significant relationship between resource availability and public service delivery in South Sudan.

The study findings indicated there was a significant relationship between resource availability and public service delivery in South Sudan ( $p = 0.001$ ). The null hypothesis **H3<sub>0</sub>** is rejected.

The analysis revealed that by availing the necessary resources on time the government can efficiently and effectively deliver public service within the required time

frame. It also agreed with statement that the government to allocate the right amount of funds to the various government departments because by doing this the named ministry will be able to deliver the required services demanded by the citizens. The majority of the respondents agreed that in order for government to combat the mismanagement and missppropriation of public funds, they should on a regular basis do thorough monitoring and evaluation of public funds and by doing this tax payers money can be saved and diverted to other necessary projects that will enhance the livelihoods of the citizens.

Therefore by availing the required resources on time and with proper management and monitoring mechanisms put in place, government departments can elevate the efficiency level of public service delivery in South Sudan. Hence there is a strong significant relation between timely allocation of resources for timely implementation of projects and efficiently delivery of public service on the one hand and public service delivery on the other.

**H4<sub>1</sub>** There is a significant relationship between accountability and public service delivery in South Sudan.

The study findings indicated there was a significant relationship between accountability and public service delivery in South Sudan ( $p=.000$ ). The null hypothesis **H4<sub>0</sub>** is rejected.

The issue of accountability in South Sudan is one that needs more efforts to build. As a young nation the government is yet to establish structures and institutions that will ensure public resources are spent on their intended purpose. Corruption is not only a major problem but lack of motivation, miscommunication, absence of short, medium and long term plans have been attributed to the poor state of public service. Going forward, south sudan needs to adopt some of the emerging practices in public administration such as new public management, governance and good governance principles to strengthen accountability. Institutions such as the court of accounts, auditor general, the ombudsman office and an effective anti –corruption commission. Accountability therefore plays a major role towards ensuring efficient and effective delivery of public service and not to forget mentioning by attaining good governance practices.

## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### Introduction

This chapter presents the summary, conclusion and recommendations of the study. The presentation is hereby based on the specific objectives of the study which were; to find out the influence of people involvement on effective services delivery by the public service sector, to establish the influence of government commitment to serve on effective services delivery by the public service sector, to determine the influence of access to resources on effective services delivery by the public service sector in South Sudan and to find out the influence of accountability on effective services delivery by the public service sector in South Sudan. Finally, the chapter covers the recommendations for future studies based on the gaps left by the current study.

### *Summary of Findings*

#### Influence of People Involvement on Public Service Delivery

On the first objective of the study which was to find out the influence of people involvement on the public service delivery, the study established that majority of the respondents (43%) hardly held consultation seminars with the members of the public while many (59%) had not embraced information sharing platforms which could be an hindrance to success of people involvement and service delivery. The study established that majority of those that adopted the information sharing platforms were not effectively using the platforms. Further, the study found that the accessibility of the public services was low as indicated by majority (74%) of the total respondents. The model analysis revealed that people engagement was significantly and positively related to the public service delivery.

#### Influence of Government Commitment on Public Service Delivery

The second objective of the study was to establish the influence of government commitment on public service delivery. The findings revealed that majority of the respondents agreed that the government was committed to promote equality while 68% majority indicated that the government did not lead by example as far as service delivery

was concerned. The findings further revealed that the government had not worked to decentralize its resources and bring them closer to the people. The findings indicated that majority of the respondents agreed that the government could enhance public service delivery through equality promotion, leading by example as well as decentralizing the resources.

#### Influence of Resource Availability on Public Service Delivery

On the third objective which was to find out the influence of availability of resources on public service delivery, the study established that majority of the respondents were of the opinion that adequate budget was not allocated to the public service docket while majority (53%) indicated that the resources were not allocated timely which could sabotage the service delivery in the country. The findings further revealed that majority of the respondents were of the opinion that the public resource usage was not effectively monitored which could lead to loopholes for misappropriation.

#### Influence of Accountability on Public Service Delivery

The fourth objective of the study was to find out the influence of accountability on public service delivery. The findings from the study established that majority (60%) of the respondents were of the opinion that the government had not done its best to curb corruption while the study noted that the public accounts were hardly audited as indicated by 52% of the total respondents. The study further established that audit reports from many government departments (63%) were not disclosed to the members of the public as an aspect of enhancing accountability. The study established that majority of the respondents were in agreement that public servants should be held responsible and audits should be carried out frequently to enhance accountability thus promoting public service delivery.

#### *Conclusion*

South Sudan as a young nation and in dire need of developing its public service system has been a great learning experience in the sense that when we got our independence on July 9 2011, we did not have any form of governance infrastructure put in place, meaning that everything had to be built from the bottom up. Researchers argued this

was a good opportunity for the nation because it had vast amounts of natural resources and minerals and could use it to the benefit of the masses if efficiently used and well managed. South Sudan civil service commission was established in the same along with the establishment of South Sudan Anti-Corruption commission. However due to the findings found from the research, it gives an indication to the reader that as much as we have such strong institutions in place, the South Sudan public sector still continues to suffer as a direct result of interference from the executive arms of government as indicated by the responded when asked the question of how does the government deal with corrupt officials and their response was by transferring them to other dockets instead of seeking justice and recovering the stolen funds. The research findings will therefore equip the drivers of key government institutions as to how to come up with resulted oriented policies that will elevate the public service sector of South Sudan.

At the end of the research exercise, the outcomes of the research findings were as follows.

The study concludes that there is a significant relationship between people engagement and public service delivery such that when people are well engaged, they are able to support the government agenda on development thus promoting increased efficiency in service delivery. Through seminars for consultations and introducing efficient communication platforms between the members of the public and the government, people engagement is enhanced.

The study concludes that there is a significant relationship between government commitment and public service delivery in promoting success of the public service delivery. The government ensures that by setting an example where the officials are required to act as examples and do exactly what is required for the services to be effectively delivered.

The study concludes that there is a significant relationship between availability of resources and the success of public service delivery. Many of the public services such as infrastructure, education and healthcare depend on the availability of resources especially finances. Through timely and adequately allocation of the resources, the services are well delivered and effective.

On the influence of Accountability, there was a significant relationship between accountability and public service delivery. The study concludes that the level to which the public servants especially in the senior positions become accountable of their actions determines the best way to which the services are delivered. Through corruption, misappropriation of the available resources by those assigned to manage them as well as failure to take action on the offenders continues to sabotage the public service delivery through declined accountability.

### *Recommendations*

Based on the findings, the following were the recommendations:

- i. The study recommends that the government and other stakeholders should ensure that they create awareness and involve people in formulation of any policy with regard to the public services thus promoting the engagement.
- ii. The government should ensure that it is committed towards enhancing public service delivery through decentralizing the resources and acting as an example towards promoting public service delivery.
- iii. The relevant stakeholders in management of the public resources should ensure that adequate resources are allocated to the public service docket and doing so timely so as to effectively promote service delivery.

### *Recommendations for further Studies*

The study makes the following recommendations for further studies

- i. The study was limited to public sector in South Sudan. A similar study should therefore be carried out in other countries especially the developing ones which face tremendous challenges in service delivery.
- ii. The study only focused on four factors which are not the only ones that influence service delivery. A similar study should therefore be carried out to find out these other factors that affect public service delivery.

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**APPENDICES**

APPENDIX I: Introduction Letter to The Respondent

Bol Magot

Ankara Hacı Bayram Veli University

**Dear Respondent,**

**RE: PERMISSION TO COLLECT DATA FOR ACADEMIC RESEARCH**

I am a master's student from Ankara Hacı Bayram Veli University. As a requirement of my degree, I am supposed to carry out a research study intended to solve a problem within my area of specialization. I therefore intend to carry out a study on Public Service Construction in South Sudan since Independence. The information provided will solely be used to accomplish this academic goal. I therefore request you to allow me to gather information on activities undertaken within your area of jurisdiction.

Yours Faithfully,

Bol Magot

## APPENDIX II: Sample Questionnaire

**Instructions**

Please tick in appropriate box (or shade) and fill the blank spaces provided for the questions where elaborate answers are required. You are requested to complete this questionnaire as honestly and objectively as possible.

**Section A: Background Information**

## 1. Gender

Male  Female 

## 2. Kindly indicate your age bracket

Below 25 years Between 25 and 35 years Between 35 and 45 years Above 45 years 

## 3. For how long have you been working in your current position?

Less than 1 year Between 1 and 5 years Between 5 and 10 years Above 10 years 

## 4. Which is your highest level of education?

Diploma Undergraduate Degree Postgraduate Degree

APPENDIX II: (Cont.) Sample Questionnaire

**SECTION B: PEOPLE INVOLVEMENT**

1. How often do you hold seminars to consult the people on the matters concerning public services?

- Frequently  Sometimes  Not sure
- Hardly  Not at all

2. i. Have you embraced information sharing platforms with the citizens?

- Yes  No

ii. If yes, how effective are the platforms?

- Very effective  Moderate effective  Not sure
- Ineffective  Very ineffective

iii. If no, what are some of the hindrances for not embracing the platforms?

- Not aware of the need  Not allowed by the government
- No resources for the platforms  People not cooperative  No reason

3. How accessible are the public offices in your country?

- Very accessible  moderate accessible  Not sure
- Inaccessible  Very inaccessible

4. How would you comment on the people involvement and public service delivery in your country?

.....

.....

.....

APPENDIX II: (Cont.) Sample Questionnaire

**SECTION C: GOVERNMENT COMMITMENT**

1. How effective do you promote equality in your country as far as service delivery is concerned?

Very effective [ ] Moderate effective [ ] Not sure [ ] ineffective [ ]  
 Very ineffective [ ]

2. Does the government lead by example in following rules and delivering promises to the people?

Yes [ ] No [ ]

3. To what extent has the government decentralized resources and other public service in your country?

Great extent [ ] Moderate extent [ ] uncertain [ ]  
 Little extent [ ] Not extent [ ]

4. What is your level of agreement with the following statements on government commitment and public service delivery? Use a Likert's scale of 1-5 where 1= strongly disagree, 2= Disagree, 3= Uncertain, 4= Agree and 5= Strongly agree.

Statement	1	2	3	4	5
By a government promoting equality in resource allocation, it achieves more in promoting public service delivery					
The government should lead as an example in promoting proper service delivery to the people					
Decentralizing resources promotes the accessibility and efficiency of public services thus enhancing faster development					

5. In your opinion, what do you think the government of the day should do to enhance service delivery? .....

.....  
 .....

APPENDIX II: (Cont.) Sample Questionnaire

**SECTION D: AVAILABILITY OF RESOURCES**

1. How adequate is the budget allocated to the public service docket in your country?

Very adequate [ ] Adequate [ ] Not sure [ ] Inadequate [ ]  
 Very inadequate [ ]

2. To what extent do you think the resources including the budget are allocated in time to the public service?

Great extent [ ] Moderate extent [ ] uncertain [ ]  
 Little extent [ ] Not extent [ ]

3. How frequent are the resources monitored on their usage in your country?

Often [ ] Sometimes [ ] Not sure [ ] Hardly [ ]  
 Not at all [ ]

4. What is your level of agreement with the following statements on resource availability and public service delivery? Use a Likert's scale of 1-5 where 1= strongly disagree, 2= Disagree, 3= Uncertain, 4= Agree and 5= Strongly agree.

Statement	1	2	3	4	5
Allocating enough resources to the public service enhances proper and effective delivery of services in the country					
Resources should be availed in time so as to keep the public service projects properly flowing					
Frequent and thorough monitoring of resource usage reduces wastage and misappropriation thus promoting appropriate service delivery					

5. How would you comment on the role of resource allocation on performance of public service in your country? .....

.....  
 .....

## APPENDIX II: (Cont.) Sample Questionnaire

**SECTION E: ACCOUNTABILITY**

1. To what extent do you think the government has gone towards curbing corruption among the public service?

Great extent          Moderate extent          uncertain       
 Little extent          Not extent    

2. How often are the public service accounts audited in your country?

Frequently          Sometimes          Not sure       
 Hardly          Not at all    

3. Are the audit reports disclosed to the public?

Yes          No    

4. What actions does the government take on those with malpractices in managing public resources?

Sending them on compulsory retirement    

Asking them to step aside for investigations    

Taking them to courts for prosecution    

Transferring them to other docketts    

No action taken against them    

5. What is your level of agreement with the following statements on accountability and public service delivery? Use a Likert's scale of 1-5 where 1= strongly disagree, 2= Disagree, 3= Uncertain, 4= Agree and 5= Strongly agree.

Statement	1	2	3	4	5
By public service workers taking responsibility, it ensures proper use of the resources and with little or no misappropriation					
The government should ensure that all public workers are investigated on any corruption cases to ensure effective service delivery					
The audits on public service accounts should be conducted as frequent as possible and the audit reports disclosed to the public for scrutiny					

## APPENDIX II: (Cont.) Sample Questionnaire

6. How would you comment on the efforts by the government to promote accountability and service delivery in your country?.....

.....

.....

**SECTION F: PUBLIC SERVICE DELIVERY**

1. How efficient are the public services in your country?

Very efficient [ ] Efficient [ ] Not sure [ ] Inefficient [ ] Very inefficient [ ]

2. How would you rate the following services in your country in a scale of 1 to 5 where 1 is the lowest and 5 the highest?

Service	1	2	3	4	5
Education					
Healthcare					
Security					
Infrastructure					

3. Please explain your reason for the above rating .....

.....

.....

4. Who would blame (commend) for the current state of public service delivery in your country?

The current Government [ ] Previous governments [ ]

People (Citizens) [ ] The public servants [ ]

International community [ ] No one [ ]

5. How would you comment on the public service delivery in your country?

.....

.....

## CURRICULUM VITAE

### Personal Information

Surname, Name : Magot, Bol  
 Nationality : South Sudanese  
 Date and Place of Birth : 20/07/1985, London  
 Marital status : Single  
 Phone number : +211912828280, +905366571580  
 E-mail : bolmagot@yahoo.com

### Education

Degree	School/ Program	Graduation Date
M.Sc.	Ankara Haci Bayram Veli University/International Advanced Executive	On going
B.A.	Moi University/Public Administration	2011

### Professional Experience

Year	Place of Work	Position
2013	Ministry of Labour	Human Resource Assistant
2014	Upper Nile University	Teaching Assistant
2017- On going	TİKA	Assistant

### Foreign Language

English  
 Kiswahili  
 Turkish

### Publications

### Hobbies

Golf, swimming, badminton, watching documentaries, history and movies



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