



## Research Article

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# Reforming Local Government Administration: A Case from Jordan

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## Abstract

*This study aims to analyze the attitude and vision of a random sample (400) of heads and individuals of local unit's staff, Mayors and employees of municipalities, leaders of provincial departments to the degree of difficulties confronting Local Administration Units (LAUs) in Jordan to identify the significant effective reform techniques to reform such problems. In this study, qualitative approaches were adopted. A total of thirty individuals were purposively sampled for in-depth and face-to-face consultations, with particular emphasis on identifying the major effective strategies of reform. The study outcome established that the local administration in Jordan is confronted, to a severe extent, with the accompanying difficulties: capacity building, budgetary problems, environmental protection responsiveness, and public participation. The study established that the absence of monetary resources and the lack of local units' sovereignty in managing resident funding is another major challenge. The last challenge was accounted for capacity building. The improvement of an environmental control framework to reduce pollution, creating an effective mechanism to bridge the relationship between municipalities and citizens, the abandonment of central pre-checking frameworks, expanded government budgetary support, and the strengthening of training and development of employees are the absolute most significant reform actions need to be addressed to solve the problems confronting LAUs.*

**Keywords:** Reform, local administration, municipalities, local government units, responsiveness

## 1. Introduction

Local governments represent some form of decentralized administration. Jordan has a comparatively long history of devolution; thus, her citizens depend on the local organizations, including local councils and municipalities, to obtain essential services that the central government cannot offer directly. The last ten years have seen expanding interest in local government. This worry came with regards to increasing public participation in the governing process, the change of the state's role and allowing the private sector to take part in a more significant growth responsibility. This anxiety is also found in the World Bank's information on social progress in many areas like (reinventing government and rethinking government and decentralization). In this way, the local government involves a significant situation in the governing framework and plays a vital role in national development (Yaghi, 2008).

Local administration units (LAUs) assume an essential role in accomplishing a range of political, managerial, and social responsibilities. It provides citizens with different services necessary for the excellent fare prosperity and of the population. It is the bridge between citizens and the central government. Hence, they are conceded legitimate character, an institutional structure, and a certain degree of administrative and budgeting autonomy (Al Kayed, 1999). After the declaration of the decentralization Law No. 49 of 2015 and the Municipalities Law No. 41 of 2015, (LAUs) in Jordan has been shaped of the accompanying levels: Governorate councils; Municipalities; and Local councils. Each of these local government levels has an elected chairman and councilors, except the Governorate council, where the central government has the right to appoint 15 per cent of its councilors.

International institutions conducted many studies; for example, the World Bank, in association with the United Nations Development Program, has clarified that local governments face a few difficulties, including technical, administrative, and financial problems (UN, 2007; Wang and Berman, 2000). Besides, a gathering of researchers found that (LAUs) experience a lot of difficulties together with technical competence, budgetary, responsiveness to residents' needs, capacity building, and environment protection (Kauneckis and Anderson, 2006; Nicholl, 2006).

Different levels of (LAUs) in Jordan face many difficulties that, together, contribute to an inability to accomplish their duties and responsibilities. The staff of (LAUs) complain of lack of efficiency and an excess of HR, surpassing their real needs. Local administration literature focused on the importance of development and efficiency effectiveness in local units (Taamneh, 2019). Even though local government units' financial situation differs, most teams suffer from a lack of funding, making them unable to implement improvement projects or development plans.

Additionally, (LAUs) experiences managerial and financial routine practice in their dealings and relations with central government; this represents a severe problem to its ability to respond to citizens' needs. The rapidly growing population and the refugee waves from Palestine and Syria have placed additional burdens (LAUs). This has addressed water shortage, housing, pollution, and health and education (Jaber and Probert, 2001; Alnsour, 2014).

It appears that there is a political insistence to reform (LAUs) in Jordan. This is reflected in his Majesty the King in his speech before the parliament in February 2018: "citizens must be engaged with the decision-making process and enhance his role in public participation."

This study's importance originates from the endeavor to identify the challenges faces LAUs in Jordan and suggest reform techniques. Also, the study gains importance from its attempts to include the interest of local leaders in the development of the necessary reform techniques.

This study aimed to identify the significant difficulties and issues confronting LAUs in Jordan and the reform techniques recommended to the decision-makers.

## 2. Literature Review

Levi and Sacks (2019) argued that capacity building consists of institutional development, measuring performance, getting local government to deliver, building blocks for building capacity, and an integrated service delivery system. He suggested the following practical implications to reform local government units: the context, structure, and processes to allow functions to be performed, the economy, efficiency and effectiveness of delivery, minimum capacity thresholds, capacity interventions, and understanding the pivotal role of local government in local development.

Modern Public administration stressed that there exist two stages: (1) Building capacity at discrete levels, which focused on knowledge, behavior, and attitudes, and including procedures to increase performance through motivating employees to increase productivity (Chakuanda and Chalp, 2015); (2) Building capacity at corporate levels, which focus on general institutional performances, it's capacity to provide services to citizens, improvement of its physical resources, and creating of a conducive atmosphere in terms of structure, well-defined duties and responsibilities (Northover, 2005).

The thought of Capacity building by McGill (2010) can be unwritten as the process of enhancing an individual's ability, systems, and organizations to accomplish set organizational purposes. Though the former definition seems to be very simple, it contains a piece of immense and very vital information. Precisely, capacity could be regarded as something definite to a particular duty. Moreover, its constraints could be considered associated with explicit aspects within a system or organization within a specific period.

Apart from the abundant application of Jordan's local government's forced mergers, compulsory incorporation has remained contentious (Dollery, Grant & Kortt, 2012). Supporters behind consolidation characteristically contend that it embodies effective means of enhancing the operational local councils' competence, causing cost savings, refining their technical and administrative capacity, fostering greater political power, and strengthening strategic decision-making. In contrast, merging rivals naturally underscore the contentious nature of consolidations, the preliminary results observed in most case studies, the absence of helpful experimental facts, and the decreased local egalitarianism. Furthermore, the structural change's case through metropolitan unions is habitually encountered with the claims that communal service area denotes more fantastic means of safeguarding any benefits connected with council size besides its scale of actions (Soonhee & Jooho, 2012).

Yang & Callahan (2007) contended that the local units' responsiveness depends on the administration's constancy with the public interest to satisfy and meet residents' desires in the society. Managers necessitate deliberating what the organizational pragmatism of citizen's involvement require about institutional capacity and resources needed besides the possible negative encounters. Barriers are attributed to administrators and citizens as well. Citizens have been associated with a lack of time for expressive participation, competence, skill, expertise, and interest.

Citizen participation occurs in a traditional production governance mode - residents are the shareholders acting in a consultation role with reputable establishments. Kaplan (2008) distinguishes different types of involvement: citizen involvement, citizen action, obligatory participation, and electoral participation. Citizen involvement also originates from a co-production governance model where people form a crucial part of the production progression. Involved residents are dedicated to some more considerable extent of the —mutual goodness past their independent and specific selves. They practice in —" we-thinking instead of" —" I thinking" perceptions. Hypothetically, participation exertions foster a sense of nationality which spreads outside what individuals receive or own to some more splendid view of individuals' roles and responsibilities as a share of a cooperative mechanism (King and Martinelli, (2005).

In their study, Yang and Callahan (2007) contended that public administrators are inclined to manifest more optimistic attitudes in the direction of citizen involvement. Citizen participation can provide policy implementers with evidence regarding consequences due to administrative arrangements, consequently contributing to more operative civic plans. Moynihan (2003) highlighted a solid hypothesis's support that public participation effect in better policy results. The study outcome reveals that there is no essential trade-off between the values of bureaucracy and democracy. Besides, it has clear inferences for the philosophy and practice of a self-governing system.

Previous works regarding organizational behavior had presumed that bureaucratic choices could be determined by external partisan control, representing that officials are value-neutral (Rourke, 1992). recent reviews have disputed this conception and have established that organizational values are far more significant than politically aware influences in defining outcomes, outputs, and bureaucratic decisions (Meier & O 'Toole, 2006). Apart from concentrating on radical controls to governmental values, such transitions are appropriate in the research on public participation, which offers an excellent background to test the overall argument put forth.

Environmental sustainability links ecological well-being and human needs. It is usually recognized as embracing social, environmental, and economic components. These pillars are widely applied to frame investigations on home-grown sustainability in various disciplines, counting policy and public administration ( Feiock, 2013; Bourdeaux, 2008; Fiorino, 2010 ).

Existing studies are dedicated to examining sustainable progress. As per the World Commission on Environment and Development (1987), supportable progress ought to fulfil the prevailing generation's needs short of compromising the future generation's capability to satisfy their requirements. In the same line, the United Nations Conference on Environment and Development adopted Agenda 21 to advance sustainable practices in 1992 as a blueprint for ecologically sustainable development. It inspires the public participating United Nations member states to reflect the conservational effects of their resources, land, and transport development plans.

In light of the prevailing study base, sustainability examinations, it can be argued, ought to be more attentive to management and implementation (Laws et al. 2004; Conroy & Beatley, 2007). One research suggested that examinations on sustainability should shift from establishing the essentials of sustainability and "why sustainability?" to approaches for executing transformation (Wang et al., 2012). The study contends that more examinations are required to realize better the surroundings for effective and efficient local inventiveness management. Other studies, nevertheless, have concentrated on defining the local control and sustainability management exertions in general and, more precisely, the sustainability organization sustainability energies with the city agencies and departments responsible for activities programs and policies. As an upshot, very little is known about how sustainability efforts should be planned in towns (Portney 2013; Feiock et al. 2014).

### 3. Research Methodology

This study adopted the descriptive-analytical method because of its significance and the nature of this research. The study's main objective is to evaluate local governments' problems and challenges as perceived by elected local leaders, mayors, and local employees. To identify the most crucial reform techniques to address the challenges, it was decided that a qualitative approach using in-depth, face-to-face interviews was a better method for meeting this objective (Hox & Boeiji, 2005).

These interviews were held with a selected number of managers, including provincial and local council administrators. Such interviews provide an informed source capable of addressing the problems and challenges facing their local units. This research assumed descriptive approaches in defining challenges affecting local governments in Jordan. The questionnaire items' initial selection to be included in the instrument tool was made through a comprehensive literature review. The study revised these items to ensure relevance, accuracy, readability, and compatibility with the local context and the cultural environment of local government organs and staff in Jordan. A total of 400 questionnaires were distributed to municipalities members in leading positions. A total of 300 questionnaires was used for the analysis. In this study, a Likert-scale procedure was also adopted. The respondents were requested to narrate their perceptions regarding the levels of the arrangement upon certain declarations.

The study evaluates the heights of problems and challenges affecting the local organizations, characterized by environment protection, responsiveness, capacity building, public participation, and financial viability as supposed by the municipalities' elected members. To identify the essential strategies and ways to address these challenges and problems, qualitative techniques were employed through in-depth, face-to-face consultations. This was deemed the best process for meeting this objective. Respondents were asked to state their views on the most effective reform strategies.

The degree of encounters was evaluated through a 35-paragraph feedback form representing five extents calculated to quantify the challenges. Such dimensions count in: ecological protection (6 objects,  $\alpha = 0.84$ ) and receptiveness (7 objects,  $\alpha = 0.78$ ), growth and capacity building (7 objects,  $\alpha = 0.83$ ) and public input (7 objects,  $\alpha = 0.84$  financial viability (8 objects,  $\alpha = 0.76$ )). The overall tool measures applied in this study exhibited suitable consistency points ( $\alpha$  ranged from 0.76-0.93).

The response rate was 75% (300 returned questionnaires), with the dominant part male (70%) and females (30%). This is because of the idea of work in the resident administrations, particularly in the districts described by occupations of a field nature that don't interest females. The employees appear to be comparatively older about age spreading, with sixty-nine per cent representing 45 years

and above age class while thirty-one per cent were in the age bracket of 30 years and below. Furthermore, most of the respondents had bachelor's degrees representing sixty per cent of the total population. About 17% of the total had postgraduate degree certificates. The respondents necessitate an academic level of at least a bachelor's degree.

#### 4. Findings of the study

To answer the primary fundamental examination questions, Table (1) summarizes the approaches and Standard deviations of the interviewees' appraisal toward the degree of difficulties confronting local administrations. Firstly, according to applicants' valuation of the five principal dimensions, local administrations' problems will be addressed in descending order.

**Table 1:** Descriptive statistics for applicants' valuation of the levels of the encounters facing local administration.

Items	Mean	S.D	1	2	3	4
Ecological sustainability	3.80	0.87				
Monetary feasibility	3.69	0.84	0.23*			
Receptiveness	3.70	0.72	0.17*	0.16*		
Public Involvement	3.68	0.62	0.20*	0.20*	0.23*	
Organizational effectiveness	3.67	0.67	0.24*	0.18*	0.22*	0.19*

Table (1) indicated that respondents reported the significant problems affecting local administration in Jordan in the sequence were environmental sustainability, economic viability, receptiveness, capacity building, and involvement. Ecological sustainability is the most inspiring dimension with an average of (3.80), while the lowest was reported to be the challenge of capacity building (mean=3.67). Local units face the five dimensions' challenges and problems with a high assessment level ranging from (3.67-3.80). Pearson correlation amongst the sizes of problems facing local administrations appears positive and significant (0.01). Nevertheless, a stronger correlation exists amid ecological sustainability and capacity building (0.23.) while a very weak correlation was noted flanked by fiscal feasibility and responsiveness (0.16). To answer the initial study interrogations' sub-questions, identifying the level of interviewees' valuation of each of the five dimensions of problems affecting local administrations has been summarized in Tables (2-6).

**Table 2:** Applicants' valuation of the levels of environmental sustainability reform needed to be done by municipalities

Rank	Municipality Problems	M	S. D	Level of Assessment
First	Absence of ecological regulation framework	4.15	.960	High
Second	Absence of urban planning methodology	4.00	1.005	High
Third	Nonexistence of deterrent Penalties	3.92	1.050	High
Fourth	Deficiency of technical facilities or labs	3.97	.9864	High
Fifth	Lack of conservational regulations	3.8	1.004	High
Sixth	Insufficient competent staff	3.67	.996	High
	Environmental sustainability	3.80	.750	High

**Table 3:** applicants' valuation of the challenges affecting local administration due to monetary feasibility

Position	Municipality Problems	M	S. D	Level of Assessment
First	Inadequate investment programs	3.90	.980	High
Second	Restricted autonomy	3.90	1.057	High

Position	Municipality Problems	M	S. D	Level of Assessment
Third	A high salaries budget	3.80	1.150	High
Fourth	critical fiscal situation	3.73	1.157	High
Fifth	Strain in local revenues collection	3.70	1.081	High
Sixth	Fewer financial subdivisions	3.46	1.076	Moderate
	Financial viability	3.76	0.691	High

**Table 4:** Applicants' valuation of the levels of challenges facing local administration due to responsiveness

Position	Municipality Problems	M	S. D	Level of Assessment
First	Inadequate financial resources cause unresponsiveness	3.90	.976	High
Second	Bureaucratic challenges (financial and administrative)	3.77	.967	High
Third	Low receptiveness capacities to people requests	3.76	1.180	High
Fourth	Governmental regulations and red tape	3.74	1.079	High
Fifth	Lack of vision to identify citizens priorities	3.63	1.115	High
Sixth	Rigid governmental control	3.49	1.152	High
	Responsiveness	3.71	.730	High

**Table 5:** Applicants' valuation of the levels of problems facing local administration in terms of public participation.

Position	Municipality Problems	M	S. D	Assessment Level
First	Citizen faith in the local council	3.90	1.012	High
Second	Residents' participation in local decision-making processes,	3.73	.965	High
Third	Proper channels of dealing with local residents	3.76	1.069	High
Fourth	Due to their dissatisfaction with local services, people reluctance to pay taxes	3.62	1.140	High
Fifth	Inability to organize meetings with the public	3.57	1.140	High
Sixth	Public participation in local decisions	3.46	1.179	Moderate
	Public Involvement	3.65	.782	High

**Table 6:** Applicants' valuation of the levels of problems affecting local administration in light of Organizational effectiveness.

Position	Municipality Problems	M	S. D	Level of Assessment
First	Availability of resources for staff progress	3.86	1.017	High
Second	Ability to provide staff with needed competencies	3.72	1.034	High
Third	Availability of needs assessment Programs	3.67	1.059	Moderate
Fourth	Lack of formal job description cause lack of accountability	3.57	1.203	Moderate
Fifth	Availability of material and human resources	3.53	1.277	Moderate
Sixth	Conducive working conditions	3.51	1.19	Moderate
	Organizational effectiveness	3.62	0.848	Moderate

Table 2 highlights that the participant's assessment of the level of ecological sustainability was very high, with an average value of (3.80). The environmental protection problems were documented as shown: Absence of conservational legislation and environmental control systems, absence of a planned urban plan, lack of preventive penalties, lack of legislation, and deficiency of technical equipment. Each task was established to be judged high.

Regarding the fiscal feasibility, Table 3 demonstrated that the inadequate outlay plans problem is the main problem in the fiscal viability dimensions (mean = 3.76). Every item got high valuation levels apart from the thing (6) regarding the financial department's inefficiency (mean = 3.46) with reasonable valuation levels. The order of economic viability challenges was reported as follows:

Limited autonomy, a high percentage of salaries in the budget, critical financial position, and retrain from collecting local revenues for reelection interests.

The respondents' evaluation of the responsiveness challenges affecting the local administrations has been summarized in Table 4. The defendants testified that every item of the receptiveness problems was determined to have a high assessment level with average scores ranging from 3.49 to 3.90. The limited responsiveness to citizens' desires because of the financial difficulties and organizational routine were established to take the most outstanding responsiveness. The Table shows that strict central control occupied the minor level of the challenge facing a local government with a mean of 3.49 and an assessment level of high degree.

Table (5) explains the respondents' evaluation of public involvement problems affecting local administration. It indicates that the residents' confidence in local administrations, the publics' hesitancy to partake in local choices, and suitable devices for collaboration with local inhabitants form crucial challenges affecting local administrations (means = 3.90, 3.73, 3.76). Similarly, the Table indicates that the items associated with 'Consulting citizens in local decisions' were 'and difficulty holding public meetings with the minor fundamental problems hindering local administration (means = 3.57, 3.46).

Table (6) reports the interviewees' valuation of the capacity building items problems facing local administration. It designates that investing in the human resources skills and knowledge and providing fiscal arrangements for employees' development form the main conclusive encounters affecting local administration (mean = 3.86, 3.72). The less critical meetings encompassed lack of accountability, availability of material and human resources, and working circumstances (mean = 3.57, 3.53, 3.62) with reasonable valuation levels.

## 5. Reform Techniques

A qualitative approach was utilized to conduct detailed face-to-face interrogations to identify reform techniques and effective methods to overcome local government problems. A purposive sample was chosen to represent the provincial councils' heads, Town managers, and the local councils' heads of the Northern region of the Kingdom. Twenty face-to-face discussions were carried out with: four provincial councils' administrators representing the four governorates of Amman, Salt, Madaba, and Zarqa; ten Mayors representing the Municipalities of the governorate centres (first-class Municipalities) and class two Municipalities (sub-governorate centres); and fifteen Heads of local councils. This sample selection reasoning is that they are the ablest to provide information on the policies and strategies proposed to counter the problems affecting their local units under their positions. Applicants were requested to give facts about the operative approaches besides the procedures that could deal with the resident elements' problems.

### 5.1 Environmental sustainability

The city managers of major towns indicated increasing levels of environmental-related challenges. The negative environmental impacts have become evident from the devastating refugee population from Palestine and Syria. These high numbers of immigrants have led to extra pressure on set-up and social services, including water, energy, transportation, schools, and sanitation. The provincial councils' heads highlighted that, alongside refugees, the rural area's internal movement to the urban regions underwritten to environment pollution. Also, municipalities developed at the country's expense, and the development of industrial zones created great anxiety over the air and water quality.

Most of the respondents settled that meeting the environment challenge's active reform methods consist of the necessity to create distinct research centres for the critical local units besides providing vehicle emission measurement and inspection techniques. The interviewees pointed out the requirement for increasing responsiveness to citizen plans. The regional council heads stressed the deficiency of citizens' ecological responsiveness, which aggravates the ecological problems. They



complained of the solid waste assortment issues resulting in unpleasant garbage mixing within the domestic vessels.

Generally, the interviewees highlighted the necessity to establish an ecological evidence base at the national level in the organization with the Ministries (Environment, the Local Administration, and Interior). All respondents underlined the importance of more thoroughly applying regulation linked to an agreement with ecological standards.

### 5.2 Financial Viability

Most respondents designated that the capital sources for provincial councils and the municipalities are inadequate for the local government's duties and responsibilities and advance their future investment plans. Every applicant specified the nonexistence of central administration provision being the most significant challenge, rendering them unable to accommodate the local citizens' basic needs. Furthermore, they complained that the local unit's allocation by the state budget is usually inadequate.

The consultation outcome suggested the subsequently approved strategies in supporting financial viability: increasing administration support through developing tax collection and assessment tactics, increasing customs duties, and then imposing taxes on investment expansions from real estate in addition to land inside the borders of every resident unit. Promoting the efficiency of the local units' financial management to enhance their ability to collect taxes and local fees through training programs, keeping up-to-date records, and the following practical methods of collecting local debts were among the put forward proposals by a mere 25% of interviewees.

The interviewee addressed the necessity of advancing the causes of local units' self-finance, including selling or leasing land and partaking in investment plans with the private segment. Town managers consistently noted the existence of unproductive application of public sources. They highlighted that 50 per cent to 80 per cent of metropolitan expenditure represented salaries and wages. Some respondents highlighted that the absolute necessity for social resources was about half of the actual occurrence. However, they have refrained from making any severe proposals in this regard except in ceasing to employ new human resources.

### 5.3 Responsiveness

The Town managers showed that metropolitan jobs' accomplishment is connected to several central administrative agencies like the Audit Bureau, the Ministry of Public Works, and the Local Administration. The prominent establishments habitually hinder their local units' work because of administrative and financial routines, leading to delayed completion of local projects and transactions. They complained of the organizational practices and tried to bypass the events forced by the central establishments. Nearly eighty per cent of the participants recommended the administration to give up everyday regulation. In other words, Mayors prefer post-monitoring instead of pre-monitoring since local councils are elected. The different strategies and methods that correspondents suggested contain: The government's role must be restricted to evaluating natural features, leaving situations to the pleasure of the resident establishments, and progressively moving in the direction of e-government over the use of communications and information technology.

### 5.4 Public Involvement

There exists no uncertainty that faith issues among residents and the neighbourhood elements have become points of convergence in the degree of residents' interest. In this unique circumstance, a few Mayors called attention to genuine collaboration with residents. City managers of Irbid and Ajloun uncovered that occasional gatherings ought to hold with the residents. The Jerash' Mayor showed that the district shaped a panel to battle a lack of interest and blasphemy. Yet, none of the



respondents suggested any instruments for enacting open cooperation. Be that as it may, the accompanying methodologies and techniques have gotten moderate help from the interviewees: depending on the assessments of master consultants to distinguish the requirements of residents, urging residents to submit grievances, increasing instructional classes for individuals from nearby boards and straightforwardness and transparency by the neighbourhood units.

### 5.5 Organizational effectiveness

Many applicants settled that refining the local unit's dimensions to entice human resources in terms of the job requirements' system and distributing adequate monetary funds to develop and train local employees and offer them needed skills forms the best methodologies and strategies in addressing the problems of building human capacity. Other interviewees highlighted the necessity to deliver moral and material incentives for enticing or maintaining gifted employees. As per this context, the administrators are yet to show apparent interest in human growth and capacity building. This could be clarified based on the element that councils, as a novel local administration's tier, lack human resources apart from the degree that the Governors offers the local councils' managerial functions.

The final plan's significance is underlined because local management workforces feel unstable - waiting for opportunities to leave the metropolitan options and join the private segment. A few respondents directed the requirement for the reorganization of the local units. Local administrations leading to upsurge managerial dimensions must understand that optimal systems and end states are inexistent, but systems necessity to be unceasingly promoted. Hence, the organizational capacity growth process must be viewed as a lively and unceasing, not a static, process.

## 6. Conclusion

To accomplish the examination destinations and answer its inquiries, an experimental and expressive methodology was utilized. Two strategies for data assortment were embraced. The primary system is quantitative, through a questionnaire to recognize the crucial problems confronting local government units. The second is subjective, through face-to-face interviews with a purposive sample of elected local leaders who can propose compelling methodologies and reform techniques to solve these problems. The examination uncovered that Jordan's regional administration is confronted, to a severe extent, with the accompanying difficulties: responsiveness, capacity building, fiscal viability, environmental protection, and public involvement.

The study outcomes on the capacity building's problems exposed that the local administration encounters major problems in allocating monetary resources to employees' education and development. The limited financial resources can explain this in diverse sections and insufficient care to local unit management appraisal and development. Despite the municipal work's developmental strategy – 2015/2020, several training and workshop programs were held. However, this exertion relies mainly on external donations. The grants are neither durable nor stable and depended mainly on the donors' directions and interests.

The study results also discovered that the local government administration lacks interest in investing in its staff's competencies. Regrettably, the problem is widespread throughout the public segment due to the local leaders' lack of modest competencies, interest, or expertise amongst local management staff. The study analysis results indicate that the capacity-building challenge has experienced the least five major issues facing local administration.

The discussions showed that the applicants' most important remedy was improving the local unit's capacity and admitting human proficiencies to the job competencies analysis. Local government leaders' actual practices indicate that recruitment and selections are not carried out according to the merit principles but based on the tribalism and favouritism factors. This can be established from the Municipalities' annual reports review, which indicated their obligation to stop the casual municipality appointments and transfer appointment powers to the Civil Service Bureau

from the local units.

The applicants also testified several problems connected with fiscal feasibility; the utmost significant are partial autonomy and inadequate investment projects. This could be clarified that Jordan's local units have been experiencing critical financial situations since the local administration's inception. The central government has the authority to enforce levies, allocate: transfer fees and fuel taxes, sort certificates for vehicle acquisition, and violations of rules.

According to the study results, one more reason for the local government's critical fiscal situation is the high salaries' expenditure relative to the annual budget for every local unit ranging from 46% to 65%. The administration deals with the local units' critical monetary state in coercion and infrequent involvement. It offers the benefit of rearranging the municipalities' debts and supporting them in a straight line with loaders, trucks, waste bins, and rollers, short of extremely rearrangement of the monetary resources.

The study believes that these interventions represent an irrational reaction and rewards failure to support stumbling local units. The findings showed intense challenges, including the local units' inability to gather their returns. The interviewees disagreed with the proposal to enhance the efficiency of financial management to collect revenues. The study believes that the factor behind their differences in this proposed strategy is their recognition that this efficiency depends, primarily on their seriousness in this endeavour.

The outcomes of the study highlighted that local administration experience high magnitudes of responsiveness encounters. According to the respondents' answers, the reason for this is that local governments cannot respond to the citizens' needs and anxieties due to the shortage of financial resources. The reason behind this observation is that the local administration hampers local units' work. Resident components are closely associated with several governmental agencies through which they provide local services to citizens. The respondents showed that the most crucial challenge facing local government in public participation was the lack of trust of citizens in their local councils. This leads to the citizens' reluctance to participate in the decisions and actions and of provincial assemblies.

In consultations with some respondents, they clarified that they paid the price of hostile citizens' perceptions due to some Mayors' behaviour prejudiced against a portion of the populace through limitations concerning resident services' discriminative provision. It's interesting that several local leaders still believe that they can know the local citizens' needs without consulting them. It seems that the leaders of local units are reluctant to hold public meetings because they are afraid of increasing citizens' demands, on the one hand, and the lack of financial resources to meet these demands from another.

The study outcome exhibited that local administration encounters high-level problems in ecological conservation efforts. The poor water organization in terms of distribution and quality schedule results from internal migration and refugees' pressure on such resources. The local administration suffers from a lack of operational ecological systems and the low nature of the public services' ecological values. What matters worse is the lack of a precise regulation to penalize wrongdoers, frail control, and awareness among local councils.

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