

Effect of Development Centres on Educational Service Delivery in Selected Rural Communities in Ebonyi State, Nigeria

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ABSTRACT

Effect of development centers on education service delivery in selected rural communities in Ebonyi State was undertaken with a view to address the perceived challenges of development centers towards the improvement of lives in rural communities in the state through effective and efficient education service delivery. Among the objectives of this research were to evaluate the effect of development Centres on education Service Delivery which affected development in most rural communities in Ebonyi State. The study adopted descriptive survey research. Five thousand, nine hundred and ninety four staff and community heads were selected from fifty one development centers selected based on the number of DCs drawn from the three geopolitical zones out of sixty four development centers in Ebonyi State, using Taro Yamani formula to determine the sample size of three hundred and seventy five. The hypotheses were analyzed using Pearson Product moment correlation coefficient to show the relationship between development centers and service delivery in the development of communities in Ebonyi State. From the data analysis made, the result revealed among others that variable as funding, appointment of relatives as coordinators, and legal provisions are major challenges of development centers towards educational service delivery in the development of communities in Ebonyi State. The study concludes that despite weakness of development centers, the recognition and importance of development centers in developmental process is necessary because of its imperativeness in tackling community development through educational service delivery in Ebonyi State. The study further recommend as follow: The establishment of Development centers should be abolished since it can no longer stand the taste of its creation. Government should change the Development Centers structures to educational structures so to cushion the effect of those schools that lack infrastructures. Unnecessary state government interference into local government affairs should be reviewed to curb the conflicts existing between the two tiers of government etc.

KEYWORDS: Development Centres, Education, Service Delivery, Funding, School Enrollment

INTRODUCTION

Creation of development centers outside the constitutionally recognized local government areas have been raising dust in Nigeria since the inclusion of the right of states to establish the structure, composition, finance, and functions of development centers in the Nigerian constitution. This provision which appeared in the 1979 constitution has been

brought forward into the 1999 constitution of the Federal Republic of Nigeria as amended. Section 7 (1) thus states that the government of every state shall, subject to section 8 of 1999 Constitution, ensure their existence under a Law which provides for the establishment, structure, composition, finance and functions of such development units. Fundamentally,

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this is the basis for the creation of development units or development centers as referred to by some states. Many states in the fourth republic has made desirous efforts at creating development centers due to inadequacies of the already existing local government councils, but none has been able to pursue the objective of creating additional development centers, that is, in fulfillment of all the constitutional requirements. It was only Lagos state that has tried pursuing a legal interpretation of the extent of state powers in relation to creating development centers before some other states queued in. According to Effanga (2009), 'in the case of Lagos State's 37 'new' development centers, the Supreme Court held that the process followed in their creation was legal but until the National Assembly gave the consequential order (which people referred to as "ratification"), the said creations remained inchoate.' The creation of Development Units in some states of the federation was hinged on the premise of decentralization of power, equitable distribution of basic amenities so as to enhance political, economic, social, and cultural development at the grass root. Development centers refers to an institutional units created for the development of rural areas, or a unit created to provide an insight into the future development plan of a particular area. It can be classified as entrepreneurial development center, child development center, educational development center, and health centers. The type of development center created in Ebonyi State is socio- economic development center designed in local government prototype structure. Its function is to ensure even development at rural areas where local council could not touch. This epoch provided a wider opportunity for local governance and as well offer a base for training political leaders that are well oriented in nurturing democratic ideas for effective and efficient service delivery to the rural dwellers. Development centers are a tool for facilitating citizen participation in governance at the rural areas. In Nigeria, the brain behind the creation of development centers by some states is to transfer both political and administrative powers to the rural councils in order to increase participation of the citizenry in governance. It serves as a bridge and channel interactions between the local populace and central authority of governance (Onwe, Ibeogu, and Nwogbaga, 2015). This auspicious idea arrests the feeling of the then Ebonyi State Governor, Dr. Sam O. Egwu to queued into the creation of development centers in the state, when twenty one development centers were created with the aim of bringing governance closer to the people at the rural areas of the state. The number of the development centers later increased to fifty one (51) in the year

2001 under Ebonyi State Development Areas Creation and Related Matters Law (E.B.S.B LAW No 7, 2001). In 2007, Chief M.N. Elechi on assumption of office created additional thirteen development centers bringing the total of sixty four (64) development areas in the state. The rationale behind this is to curb the hullabalos arising from different communities of Ebonyi State over marginalization in resource allocation, distribution, and control. The law enabling creation of development centers in Ebonyi State has the following objectives to include;

- A. To ensure stable and balanced state
- B. To decentralize power to the rural populace and
- C. To enhance the structure of political and social mobilization in the state

Administratively, development centres are units created from the thirteen (13) existing local governments with one hundred and forty four (144) autonomous communities in the states backed by edicts of the state assemblies in order to enhance local governance. It is a prototype of local government councils in a state, with officials appointed by the state governors. The development centres are headed by a coordinator and five management committee members.

The Ebonyi State development centers creation and related other matters law 2006, section 9 defined the revenue generation sources of the development centers shall be drawn from the disbursement from the 13 local government councils created and grants from the state, while subsection 2 provides that nothing in this law shall preclude a development areas from imposing and collecting revenues within its areas, such as rates and tolls which a local government council has the power under the law to impose (E.B.S.N LAW NO 5, 2006). The above corroborated the word of Onwe, Ibeogu, and Nwogbaga (2015)" that these development centers were created with a view to achieving accelerated grass root development by embarking on development projects and provision of service delivery which would bring change in the entire social system of the people by moving them away from condition considered as unsatisfactory to ones regarded as materially acceptable and better". The provision of service delivery permits the development centers to employ communal efforts as the mechanism for mobilizing community resources to provide physical improvement and functional facilities in their localities in the social, political, and economic sphere of life (Osuji, 1992).

Statement of the Problem

The essence of development centers creation is to ensure effective service delivery to the grass root so

as to improve on the lives of the people. The arrangements in the funding of the development centers by the state and local government councils was not properly defined to cushion the effect of development centers on people. The conflict existing between state and local government councils bothers on double taxation state collects from the local councils and the DCs in which the DCs are not incorporated in the state monthly allocation. This weakened the development centers advisory role on improved education service delivery to the rural people. Pupils and students are learning in dilapidated buildings in most community schools. Some are even under trees in the school environment. The rationale behind the creation of the DCs seem to enrich political class and satisfy the interests of some state governing apparatus and as such made development center creation in Nigeria over the years not to have brought about the desired results at improving the lives at rural areas (Onwe, Ibeogu, and Nwogbaga, 2015). The creation of development centers brings government closer to the people and by extension enhances citizens' participation in policy conception, design and implementation, but the reverse became the case due to cognitive melodrama employed by greedy politicians in running the centers by placing the appointment of the coordinators and management committees on the basis of relations and friends. This rendered Development Centers incapacitated at rising up to her advisory responsibilities towards effective educational service delivery at the grass root. The abrogation of the state enacted law establishing Development Centers in terms of control, supervision and delegation is considered a high threat since the DCs cannot advice the local councils on the best way towards effective service delivery at the rural areas. This anomaly is an inherent denial of autonomy to the mother local governments in Nigeria that would have had closer supervision and control on the development centers. The Poor control and supervision of the Development Centers permits the coordinators and management committee members to be weak in discharging their statutory responsibility since the politicians who appoints them are the principal determinant on how the centers should be managed. The Ebonyi State Development Areas creation and related matters Law No.5, 2006 Section 19, provides that "the Centers shall be a local administrative authority and have the usual powers and obligations of a parent local government council.

Objectives of the Study

The broad objective of the study is to evaluate the impact of Development Centres on education Service Delivery and its effect on the development of rural

communities in Ebonyi State. Other specific objectives shall include:

1. To ascertain if there is any significant relationship between development Centers funding and effective educational service delivery in Ebonyi State.
2. To determine the effect of appointing relations as Development centers coordinators towards school enrollment in Ebonyi State.
3. To determine the level of implementing legal provisions in the management of Development Centers towards achieving educational service delivery in Ebonyi State.

Research Questions

1. Is there any significant relationship between development centers funding and educational service delivery in Ebonyi State?
2. What is the effect of appointing relations as Development Centers coordinators towards school enrollment in Ebonyi State?
3. Is there effective implementation of the legal provisions in the management of Development Centers towards achieving educational service delivery in Ebonyi State?

Research Hypotheses

The following null hypotheses were fascinated to guide the study:

1. HO: There is no significant relationship between Development Centers funding and educational service delivery in Ebonyi State.
2. HO: The appointment of relations as Development Centers coordinators have not significantly improved school enrollment in Ebonyi State.
3. HO: There is no significant implementation of legal provisions in the management of Development Centers towards achieving effective educational service delivery in Ebonyi State.

Conceptual Framework

Development center is an administrative unit created from the constitutionally recognized local government councils within a state supported by the State House of Assembly Edit. The brain behind its creation is to bring government and development closer to the rural dwellers and as well justify her statutory role at providing for effective service delivery in the state. Onah (2010) posits that development center is perhaps one of institutional approaches to effective rural development in Nigeria. Development Centers like local government has been regarded as the third tier of government, which aid the development of grass roots where states and central government (federal government) cannot fully cover. It was therefore designated to ensure even

development of the nation from the below while filling the gap the federal government is unable to fill (Okpata, 2004). Guideline for Local Government reform (1976) conceived it as government at local level exercised through representative councils established by law to exercise specific powers within the defined areas. The above ideas was in line with Akpan's description of development centers as the breaking down of the country or state into smaller units or localities for the purpose of administration in which the people participates and exercise full power and functions through their elected or appointed representatives. The practice is in line with what we experience here in Ebonyi State, where the management committees and the coordinators of the development centers were political appointees to man the functions of the centers in exercising powers and authorities' there- from. Golding (1975) averred that development centers are a political authority constituted by law for local communities by which they manage their local affair within the limits of the constitution of the land. Simply, it is the management of people's own affairs by the people of a locality. Onwe, Ibeogu, and Nwogbaga (2015) posit that with adequate management, development centers could and have served as effective planks through which the local communities attain meaningful developments. It was envisaged that with the establishment of development centers, the state government concentrated on other issues such as infrastructural development of the State, Ebonyi.

Development on the other hand refers to a process of bringing about fundamental and sustainable changes within society .Development transcends across growth and quality of life such as social justice, equality of opportunity for all and sundry, equitable distribution of resources and process being democratically made. Ajagun (2003) contend that development is a state of advancement which makes life more meaningful in its various aspects, including the economic, administrative, political, social, cultural and religious aspects. In the word of Onah (2005), development is not static but is a continuous improvement in the capacity of the individual and society to control and manipulate the forces of nature for the enhancement of the living standard of the people in a society. This definition accounts for human development since citizens living in the society is the major focus of development. Ahmed (2007) also noted that development is concerned with the general upliftment in the material, social and psychological conditions of a given human society. Adamolekun (2007) sees development as a way of improving the living condition of people in a society. He further showcased some indicators of

development to include as follows; a higher quality of life, higher income, better education, higher standards of health and nutrition, less poverty in society, a cleaner environment, more equal opportunities, greater individual freedom and richer cultural life amongst citizens of a given state. Development can also be viewed as the capacity of a nation to increase its static economy to a level where it can generate and sustain an annual increase in its Gross National Product (GNP). Additionally, he further stated that development is not limited to just the process of acquiring industries, but encompasses such processes as modernization, productivity, social and economic equalization, modern technical know-how, improved institutions, and attitudes as well as rationally coordinated policy apparatus (Meier,1988). The above definitions denotes that development is not only limited to economic growth or per capita income but encompassing economic, administrative, political, social, cultural, religious, and living standard of the people in a given society.

However, service delivery refers to the provision of basic amenities that has sustainability value on the lives of people living in a society .A public service is associated with government and its offers by administrative apparatus to people inhabited a particular society and considered essential to modern life. The term is linked with a social agreement (usually expressed through democratic elections) that numerous services should be offered to all, irrespective of income per head. It is worthy to note that the provision of public services for example health care, education, sanitation and criminal justice is major duty of government. Therefore, People care and eager more for public services and depend on them being delivered well to them in order to have a good living. The above expression agreed with Bolatito and Ibrahim (2014) who posits that efficient and effective provisions of basic amenities and social infrastructures for the people at the grass root are key factors to the existence of any government. Public services offered by government are numerous and may include the provision of public utilities, security, economic development projects, and the enforcement of the law as well as education, health, housing, water, rural electricity, waste disposal services, roads, transport etc. The delivery of public goods and services at the grass root is aimed at moving the standard of living of the populace to the next level (Angahar, 2013).

Service delivery consist a range of activities such as the assessment, strategic planning, monitoring and evaluation of programmes. Service delivery may not connote the same meaning at local, state and national

level. Its key components like include; service delivery system, service delivery management, service culture, employment opportunity, and customer experience varies depending on the kind of service delivery under survey. Delivery a service can be conceptualized to be the nexus between law makers, providers of service and indigent people. This includes services and their supporting systems that are known as state responsibility. "And these are social services (primary education and basic health services), infrastructure (water and sanitation, roads and bridges) and services that promote personal security (justice, police) (Berry, 2004)". Due to the dissatisfaction shown by nations with centralized approaches to rural service delivery', most of these countries have decided to decentralize responsibility to be provided by lower level elected or appointed governments". These elected or appointed authorities of the local governance in a bid to provide efficient services targets on training and developing the rural dwellers to acquire the needed skills capable of improving the communities. "There are services that require specialized knowledge and skills to deliver or provide them and for such services to be delivered efficiently there is need for professionals to handle them". It is in view of this that most development center authorities facilitated training and capacity building of their workforce. "Formal training of the development center personnel is therefore aimed at enhancing their capacity and sharpening their awareness as well as managing the delivery of services and resources, (Isah, 2013)". From the above assertion, one can deduce development center and service delivery has relationship in community development. Example, the delivery of health related services such as infant immunization, vaccination of children, and provision of infrastructural facility such as market stall, parks, libraries, and schools are some of the activities of the Development Centers towards community development. The government has to bear the responsibility of providing essential services to the rural dwellers as contained in 1999 constitution as amended in its section 16(1) which gave certain powers to control the national economy in such a manner as to secure the maximum welfare, freedom, and happiness of every citizen on basis of social justice, equality of states and opportunities. Pollitt (1995) that grass root development towards service delivery could be attained by budget cutting, disintegrating traditional bureaucratic organizations into separate agencies, decentralization within the agencies, separating the function of public service delivery from purchasing, introducing market mechanisms, working to performance targets, indices and output objectives, flexibility in public

employment, and laying more emphasis on service quality as well as citizen responsiveness. To realize the above measures, Darma and Ali (2014) posit that government is given certain powers through the constitution such as controlling the state of economy in such a way as to secure the maximum welfare, freedom and happiness of every citizen on the basis of social justice, equality of every status and opportunity (1999 constitution, section 16(1) (b)). The section 16 (2) (d), provides that state shall direct its policy towards ensuring that proper and adequate shelter, food, reasonable national minimum living wage, old age care and pension, unemployment, sick benefits, and welfare of the disabled are made available for all the citizens. The provision of service delivery to the citizenry is the primary responsibility of the states, despite the fact that the financing of projects for such services such as education, health, agriculture, water and sanitation, power, housing, rural and urban development, justice, defense and security, etc are usually through government budgetary provisions. However, the distribution of service delivery in Nigeria inclusion of Ebonyi State is often saddled with discrimination, low quality and access, lack of fairness and equity among the urban and rural areas which formed the nucleus gap in the development between rural and urban areas in Nigeria.

In Ebonyi State today, vast majority of the populace still live devoid of both basic and social amenities due to the fact that the already existing local government councils failed to provide the necessary service delivery needed by the rural areas. According to Vanguard 23rd October (2013) one of the strategic initiative of development centers administration in Ebonyi State is geared towards tackling the social, economic and health challenges facing the states in providing affordable service delivery to hinterland of all the sixty four development centers through the introduction of awareness campaigns led by various communities, groups and media especially in the construction of standard health care centers as well as streamlining the number of general hospitals in the state. This could be achieved through the state government partnership with the major health, education related partners such as World Health Organization, UNISEF, and Ministry of education by passing related health and education bills by the state house of assembly, thus using the development centers coordinator as agent in its implementation at the rural areas. It was in the light of this that Section 16(2) of the constitution provides that the state shall direct its policy towards ensuring that suitable shelter, adequate food, reasonable minimum living wage, old age care and pension, employment, sick benefits and

welfare of the citizens are provided. The constitutional provisions have to be achieved through the creation of development centers because it is seen as the closest political units to the people at rural areas where state government may not be able reach easily. It was on this note that Onyekachi (2016) contends that Development is a trend which involves multidimensional processes, involving major changes in social structures, acceleration of economic growth, reduction of inequality and eradication of absolute poverty, this process deals not only with the ideas of economic betterment but also with greater human dignity, self-reliance, security, justice and equity. In this context, one can deduce that service delivery is an index of Development because it bothers on improved quality of life that can best be ushered in the grass root level through proper involvement of the people in decision-making and implementation of infrastructural facilities at different communities. The involvement of rural communities is paramount projection, identification, planning and implementation of effective service delivery. Augustine (2013) agrees that this hallmark of democratic and community participation as a process and not a product in the sense of sharing project ownership and its benefits. The inclusion of people is very vital through electing their leaders as well as choice of infrastructural facilities capable of transforming their communities. Onyekachi (2016) posits that the development centers, rather than projecting democratic ideals in the rural setting, has been an instrument of exclusion of the opposition and to a large extent the ordinary people in the communities, it has suddenly become a breeding ground for undemocratic practices as it is evident from the appointment of the development centers management committee members, he further averred that this has created disconnect with the people poor, public accountability, and political alienation, widespread participation, and consultation of the people as principles of democracy are conspicuously absent in the development centers. Augustine (2013) state that the creation of more development units is aimed at restructuring the state towards enhancing community development but was not deep enough as it centered more on political consideration, patronage, and loyalty rather than developmental orientation. Obviously, the operation of the Development centers is elitist; it is an imposition which renders the community members passive, oppressed, disillusioned, and discontented, in their expectations on the government they felt loyal to in restructuring their communities. This is out of political ignorance bearing in mind that in democratic practices local government or development center is decentralized

with representation which go a long way in bringing productivity and service delivery to the rural communities. Darma and Ali (2014) contend that the relevance of every public sector is to provide and serve as catalyst for affordable and quality service delivery to the citizens. The basic needs of life such as food, shelter, education, power and energy, health, water supply etc, but above all peace and security are needed to live a decent and productive life. These cannot be achieved without the provision or service delivery capable of ensuring human security and welfare by the centers. However, the powers of these development centers have not shifted from the powers of the already existing constitutionally recognized local government in the country. Municipal research and services centre (MRSC, 1993) defines service delivery as the actual producing of a service such as collecting refuse and disposing it or lighting the streets. Staus (2005) supports this by asserting that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than physical resources. Whitaker (1980), Ghatak (2007) in Agbaje (2015) contends that depending on the kind of service being offered each service has primary intention of transforming the customer and that the client himself/herself is the principal beneficiary. They further argued that public services are a key determinant of quality of life that is not measured in percentage income. The authors stress that service delivery is an important feature of the poverty reduction strategy. Hernandez (2006) posits that services are vital to poverty alleviation and key to realizing the Millennium Development Goals (MDGs) both directly and indirectly, i.e. enhancing the availability and affordability of education, health and empowering women through entrepreneurial and employment creation opportunities. According to the Organization for Economic Cooperation and Development (OECD, 2010) throughout the world cities face the most acute challenge of service delivery because of fast growing population. Khalid (2010) concurred to the view that local council continues to face pressure to improve their service delivery. The increased level of education of the population has led to more vocal and discerning citizens that expect better services and accountability from the local government. Agba et al (2013) in Egberi and Madubueze (2014) posits that, the provision of basic social services such as education, health, maintenance of roads, and other public utilities within the jurisdiction of most local councils in the country is both a myth and mirage; as the tenure of local government chairmen are primitively conceived as a period of wealth accumulation and not about service delivery to the people. Okafor, Fatile

and Ejalonibu (2014) in Abasilm, Gbervbie, and Ifaloye (2017) conceived public service delivery as "the result of the intentions, decision of government and government institutions, and the actions undertaken and decision made by people employed in government institutions." They further posit that it is "the provision of public goods or social (education, health), economic (grants) or infrastructural (water, electricity) services to those who need or demand them". Ohemeng (2010) views public service delivery from the aspect of its major features as "doing more with less, empowering citizens, enhancing transparency and tasking public servants' stewardship." It was on that vein that Coopers (2014) in Abasilm, Gbervbie, and Ifaloye (2017) identified seven major objectives of public service delivery to include:

- A. Speed-The time taken to deliver a service should be the shortest possible for both the customer and the organization delivering the service, right first time.
- B. Engagement- The manner in which services are delivered should be seen as customer- centric (i.e. participatory and trustworthy with the customer's needs at the core).
- C. Responsiveness- There should be an 'intelligent' mechanism in place to address any variation in meeting service levels and to drive changes in the service delivery organization.
- D. Value -he customer needs to believe that the service delivery mechanism is cost effective, and value is driven by customer outcomes, not organizational processes.
- E. Integration - The service delivery mechanism should be integrated. There should be no 'wrong door' policy for the customer.
- F. Choice- There should be multiple channels for service delivery, so that customers can have 'channels of choice', depending on specific needs at specific times.
- G. Experience -Personalization of service is necessary to ensure that customers' experiences are on a par with what they are used to receiving from the private sector.

However, it is a known fact that the public service sector is in bad condition among communities in Ebonyi State. The health facilities in most communities in the state owned sectors have become moribund due to poor facilities in the state general hospitals resulting into poor health service delivery despite resurgences of diseases such as malaria, cholera, tuberculosis, diabetes mellitus, STD, and

even HIV/AIDS that have gained household name in world today. The increase in school enrolment owing to the standing free and compulsory primary and secondary education policy in the state since 1999 calls for more structures in our schools knowing that the available ones in public schools in most communities of the state are overstretched. All these are clear cut evidence that even the creation of development centers in the state have not yielded expected results in terms enhancing effective service delivery in most of Ebonyi State communities. Udu and Onwe (2016) concurred to this that Poverty, hunger and malnutrition exist in such a high-scale that they seem to defy political, economic and social efforts to eliminate them. It is against this background that Ebonyi State was selected by the Federal Ministry of Finance and National Planning Commission as one of the six pilot states in Nigeria for the phase II Community-Based Poverty Reduction Project (CPRP). Be that as it may, investments in education, health and nutrition, etc, are necessary to minimize the scourge of poverty. They further assert that investments in roads, water and environmental infrastructure are critical for the provision of reasonable access for these facilities to the poor rural dwellers. Unfortunately, the top-down management style and over centralized administrations in the past, created hurdles to managing development programmes; in addition to severe capacity limitations of the government and communities. For instance, where communities are unable to pull together their respective contributions and instead tend to resort to looking up to the government to support and partner them, coupled with lack of finances as well as technical aids. From the above, it is clear that governance is all about service delivery. Igbuzor (2017) contends that people expect the following from government in terms of service delivery include:

- A. An organization that is staffed with competent men and women and is well managed.
- B. Courteous, friendly, receptive and helpful relationship with the public.
- C. Eager and proactive offer of information to the public with feedback and follow-up.
- D. Transparency, honesty and averse to corruption, fraud and extortion of the public in official dealings.
- E. Exemplary standards of efficiency in production and rendition of services, with minimal waste.
- F. Punctuality and time consciousness in all official business.

- G. Well planned programmes with activity schedules and calendars that are firm and respected.
- H. Prompt response to problems and complaints of the public, which are conclusively attended to.
- I. Objective, professional, fair and patriotic treatment of matters of public interest or cases entailing competition among persons or organizations.
- J. Services and products that are almost of cutting-edge standard and rendered with minimal need for members of the public to leave their homes to visit the office concerned or to spend substantial amounts of money or provide copious documents and passport photographs.
- K. Charges and billing systems that is affordable and convenient to the public.
- L. Public infrastructure facilities that are built to unblemished standards regularly maintained and promptly repaired.
- M. Continuous improvement in service mix and methods, based on communication and feedback from the public.

He further maintained that in recognition of above that the Nigerian 1999 Constitution (as amended) provides that the security and welfare of the people shall be the primary purpose of government and that the state shall direct its policy towards ensuring: The promotion of a planned and balanced economic development that the material resources of the nation are harnessed and distributed as best as possible to serve the common good that the economic system is not operated in such a manner as to permit the concentration of wealth or the means of production and exchange in the hands of few individuals or of a group, and that suitable and adequate shelter, suitable and adequate food, reasonable national minimum living wage, old care and pensions, and unemployment, sick benefits and welfare of the disables are provided for all citizens. From the above it could be deduced that the aim of new public management is to address the anomalies found in old public administration. Hood (2000) in Agboola (2016) corroborated with this, that performance-based management paradigm which combines managerial and decentralization is at the heart of the New Public Management. New Public Management is an international or even global phenomenon, which represents an attempt to correct the shortcomings of traditional public organization in efficiency and service-delivery to citizens, and that one of its central themes is to stress the importance of public managers' discretionary space or freedom to manage. At least,

statements to that effect are so commonplace that it seems everyone knows they are true. But "truths universally.

Development has been viewed by different scholars from different perspectives; Oghator and Okoobo (2000) posits that development goes beyond the increase in per-capita income or economic growth, but also includes sustainable improvements in the living standard of the people, which are guaranteed through the provision of gainful employment, as well as the presence and availability of social and economic infrastructures. Ajagun (2003) contend that development is a state of advancement which makes life more meaningful in its various aspects, including the economic, administrative, political, social, cultural and religious aspects. In the word of Onah (2005), development is not static but is a continuous improvement in the capacity of the individual and society to control and manipulate the forces of nature for the enhancement of the living standard of the people in a society. This definition-rayed another area to the meaning of development, it accounts for human aspect of development since citizens living in the society is the major focus of development Ahmed (2007) also noted that development is concerned with the general upliftment in the material, social and psychological conditions of a given human society. Adamolekun (2007) sees development way of improving the living condition of people in a society. He further showcased some indicators of development to include as follows; a higher quality of life, higher income, better education, higher standards of health and nutrition, less poverty in society, a cleaner environment, more equal opportunities, greater individual freedom and richer cultural life amongst citizens of a given state. Development can also be viewed as the capacity of a nation to increase its static economy to a level where it can generate and sustain an annual increase in its Gross National Product (GNP). Additionally, he further stated that development is not limited to just the process of acquiring industries, but encompasses such processes as modernization, productivity, social and economic equalization, modern technical know-how, improved institutions, and attitudes as well as rationally coordinated policy apparatus. The above definitions denotes that development is not only limited to economic growth or per capita income but encompassing economic, administrative, political, social, cultural, religious, and living standard of the people in a given society. Gboyega (2003) in Tolu and Abe (2011) sees development as an idea that embodies all attempts to improve the conditions of human existence in all ramifications. This is due to the fact that the essence of development is to improve

condition of living of people being it on economic, political, social and cultural sphere of human existence. Community development according to Ajayi (1995) is a social process by which human beings can become more competent to live with and gain some control over local conditions and the changing world. Sustainable community development cannot take place through force or order, rather it mostly happen when all actors participate and share their various ideas, views, obligations as well as responsibilities, and represent democratically in piloting and implementing their community development projects. He further maintained that the best approach in creating sustainable rural development is by giving the principal actors (community members) equal opportunity to reason and plan their own future. This underpins the need for good governance at the rural levels so as to harness the community efforts towards their own development. This could be achieved through bringing rural community to action because it is necessary for government to provide good leadership. Good leadership is the catalyst at providing efficient and effective service delivery to the people in rural setting. The best approach to community development is use of government closer to the rural populace since it acts as umpire to the projects because she helps in influencing and motivating the people to action. Stephen (2017) averred that community development is defined as the processes by which we can be better engaged with local people and communities of interest and support their involvement in improving the neighborhoods and communities they live and work in group. The process enables people to organize and work together to:

- Influence or take decisions about issues that matter to them and affect their lives.
- Define needs, issues and solutions for their community.
- Take action to help themselves and make a difference.

The above definition agreed with Ozor and Nwankwo (2008) who asserts that Community development programmes aim at creating awareness of rural possibilities; providing information on resources, inputs and infrastructure, deploying technical assistance, skills acquisition and development, increasing literacy levels, improving productivity and productive systems, adapting appropriate technology in agriculture, sensitizing potential volunteers and donors among other things. Ideally, most community development programmes in developing nations focus on peoples' felt needs and basic amenities such as the provision of good roads, electricity, health clinics,

markets, school buildings, and farm settlements among others. Jim (2001) asserts that community development could be subjected to a partial approach - an approach focused on the delivery of services, discrete initiatives, information dissemination and Provision of resources to meet perceived needs. He further state that crucial aspect of community development bothers on the processes of engagement and partnership that help local people to:

1. Act on existing motivation
2. Build enthusiasm and confidence
3. Challenge community attitudes and perceptions
4. Support "hidden" informal leaders in communities,
5. Rethink apparent needs and redefine community assets,
6. Gain access to appropriate information and resources, and
7. Build relationships with key individuals inside and outside their communities.

Todaro in Nwali, Nwoba, and Elom, (2014) defined development as "a multi-dimensional process involving the re-organization and re-orientation of the entire economic and social system. This involves, in addition to improvement of income and output, radical changes in institutional, social and administrative structures as well as in popular attitudes, customs and beliefs". They went further to state that Development goes beyond economic and social indicators to include the improvement of human resources and positive change in their behaviour. Development includes increase in the citizens' access to food, water and shelter, information and means of communication, healthcare delivery, and Justice, etc. Rural Development refers to the improvement of the living standard of the low-income earners living in the rural areas on a self-sustaining basis through transforming the socio-spatial structures of their productive activities. It means a broad based reorganization and mobilization of the rural masses and resources, so as to enhance the capacity of the rural populace to cope effectively with the daily tasks of their lives and with the change consequent upon this. Development could also connote socio-economic transformation which man engenders as he jointly with his fellows, interacts with the natural environment through labour power. In other words, development is a human issue, which should involve the total and full mobilization of a society. Development therefore is a dialectical phenomenon in which the individual and society interact with their physical, biological and inter-human environments,

transforming them for their own betterment and that of humanity at large and being transformed in the process (Nnoli in Nwali, Nwoba, and Elom, 2014). Abiona and Bello (2013) sees community development efforts involving both government and communities. They further state that many communities still believe that developmental programmes are sole responsibility of government in power. Projects provided solely by the government without involving the people in many communities could not be sustained because there is no commitment on the part of the beneficiaries. In such case, there is no link between sustainability of projects provided by the government and the interest of the people because people are not allowed to participate in decision making. Members of the community should have interest in the project that affects their welfare and participate actively in the identification of their needs, planning, execution, utilization, and evaluations of such project. Nwali, Nwoba, and Elom, (2014) posits that the development centre management and operators have the responsibility of adopting strategies for rural development that are appropriate to the specific environment with the following objectives;

- A. Reduce rural poverty.
- B. Increase production at rural level.
- C. Increase rural income level.
- D. Increases employment and stem rural urban migration.
- E. Provide basic rural infrastructure (roads, water, electricity, clinics, etc)
- F. Integrate rural areas into the development plans.

Management of Development Centers and Its Control in Ebonyi State

The management of Development Centre is primarily carried out by a Management Committee to be appointed by the Governor of the state, subject to the confirmation of a simple majority of the State House of Assembly (Law No 007 of 2007, Section 8). People to be appointed as members of the Management Committee must be citizens of the area, and must have attained the age of 25, must possess at least First School Leaving Certificate, must not be an employee of the civil or Public Service of the State or the federation, and must have necessarily qualified to be elected into rural and local leadership in a Local Government in accordance with the provision of the State law on this. The Management Committee comprises a Coordinator and not more than four other members. The coordinator is however the managers of the Development Centre while the four other

Management Committee members head the four main units of works, Health and Agriculture, Education and Finance. The units are accountable to the Coordinator (Law No 004 of 2008: section 19). The Heads of Units are mainly drawn from the career civil servants as the law also provides that it is the responsibility of the Local Government service Commission to appoint heads of units for the 64 Development Centers in the state and this must be based on merit, seniority, experience, qualifications and geographical spread. The Development Centers operate with career civil servants including both junior and senior staff. The law provides that upon coming into effect of this law, all junior staff in each development centre shall remain as staff therein, and that each development centre shall maintain such skeletal senior staff as may be required for its infrastructural development provided that its personnel costs do not exceed 30% of its current revenue (Law No 007 of 2007, Sect 19). The Development Centers operate under the laws made by the Government of Ebonyi State which include the Ebonyi State Local Government Councils and development Centres (Amendment) law 2007, Ebonyi State Local Government and Development Centres Regulations and Remunerations for Public and Political Office Holders (Amendment) Law, 2008. In addition to these basic laws (the establishment and regulatory laws), the following laws also guide operations of development centers:

1. Other existing rules and regulations governing the civil/public service of Ebonyi State.
2. The 1999 constitution of the Federal Republic of Nigeria.
3. The Ebonyi state Local Government Councils and Development Centres (Amendment law No.7 Of 2007).
4. The Revised edition (2006) of the Approved scheme of service for the Development Centers Employees in Nigeria.
5. The Financial Memorandum (FM) and other financial regulations and laws relating to public expenditure (Law No.004 of 2008).

All Bye laws made by the Legislative arm of the Local Government as signed by the Chairman shall apply mutatis mutandis in all Development centres within the Local Government (Law No 007 of 2007: Section 20). Section 30 of Law No 004 of 2008 further provides that:

- A. Local government councils shall submit quarterly and annual returns of income and expenditure to the local government service commission and Ebonyi State House of Assembly Committee on

Public Accounts so as to accommodate development centers funding.

- B. Development centers shall send copies of these returns to the mother local government councils at each instance.
- C. Failure to render these returns as and when due, shall attract sanctions including withholding of allocations, provided that the Ministry in charge of Local Government Affairs shall approve any such sanctions. Section 34 of Law No.004 of 2008 also directs that the Ministry in charge of Local Government Matters shall have the powers, generally to control and supervise the activities of Local Government Areas on its oversight functions on Development Centres in the State. The ministry of local government Chieftaincy Matters and Rural Development was vested with the powers to control both the local government and development centers. The Ministry has as one of its duties, the formulation of bills that aim at ensuring smooth cooperation between Local Government Areas and Development Centers to reduce conflict and avoid friction in the system by defining and assigning specific roles to both the Local Government Areas and Development Centers. Thus, the formulation of law No. 004 of 2008 titled, Ebonyi State Local Government Councils and Development Centers Regulations and Remuneration Package for Public and Political Office Holders (Amendment Law 2008). The supervisory ministry powers include:
 1. The Ministry ensures accountability in the Local Government Areas and Development Centers by guiding them to prepare their estimates defend them and ensure effective implementation.
 2. The Ministry holds regular monthly meetings with Chairmen of Local Government Areas and Coordinators of Development Centers on the way forward for effective grassroots administration.
 3. The Ministry organizes quarterly capacity building workshops for Chairmen of Local Government Areas, Coordinators of Development Centers and their Principal Officers to keep them abreast of security and development issues.
 4. The Ministry carries out routine inspection and monitoring of the thirteen (13) Local Government Areas and sixty-four (64) Development Centers to ensure strict compliance with Government policies, guidelines and process.
 5. In conjunction with the National Revenue Mobilization, Allocation and Fiscal Commission, the Ministry carries out annual verification of

indices for sharing of Local Government Statutory Allocations.

6. The collection and collation of monthly and quarterly returns on actual income and expenditure of the thirteen (13) Local Government Areas and sixty-four (64) Development Centers is done by the Ministry.
7. The Ministry investigates genuine petitions submitted to it by aggrieved officials of both Local Government Areas and Development Centers and proffers peaceful solutions.
8. The Ministry creates measures in line with the State Government directives to ensure prompt and timely payment of salaries and allowances to Local Government Areas and Development Center workers and primary school teachers on or before 25th of every month.
9. The Ministry advises the Government on the creation of Autonomous Communities.
10. The Ministry advises to the Government on the enthronement and dethronement of Traditional Rulers.
11. The Ministry advises the Government on the recognition and certification of Traditional Rulers.
12. The Ministry serves as the Secretariat of the Traditional Rulers Council.
13. The Ministry advises the Government on the welfare of the Traditional Rulers.

The Ministry ensures full payment of benefits and allowances of Traditional Rulers who belong to the State Council of Traditional Rulers.

The Ministry accords burial rights to deceased Traditional Rulers and pays them their death benefits.

The Ministry avails the Traditional Rulers the opportunity to participate in conferences that will boost their horizon.

The Ministry initiates and ensures the payment of Severance Allowance to past Political Office Holders in the Local Government Areas and Development Centers. The Ministry ensures peaceful settlement of conflicts arising from Chieftaincy tussles. The Ministry registers all Town Unions and Development Associations and renews their memberships annually.

The Ministry holds regular meetings with Executives of Town Unions and Community Development Committees to encourage them to always complement the State Government's effort by embarking on self-help projects.

The Ministry promotes, encourages and assists Town Unions and Community Development Committees with Grant in Aid to enable them execute self-help projects. The Ministry ensures the compliance of the State Government Attitudinal Change Policy on its staff. These and other numerous provisions stipulate stiff guidelines and controlling system of the Development Centres. The law is more detailed in what should not be done and who should supervise and regulate Development Centres than clearly outlining the powers allowed to the Development Centres. From the above legal guidelines or rationale for the effective operation of development centers so as to bring development closer to the rural areas where both the federal, state, and local government could not reach due to resources diversion made development centers stand as a complementary agency in ensuring service delivery to the people within their area. Okpata (2004) agreed with above that Development Centres like local government has been regarded as the third tier of government, which aids the development of grass roots where states and central government (federal government) cannot fully cover. It was therefore designated to ensure even development of the nation from the below while filling the gap the federal government is unable to fill.

Challenges Militating Against Development Centers towards Achieving Effective Service Delivery in Rural Areas in Nigeria

Nigerian communities in the present trend faces a lot of developmental and service delivery related hiccups ranging from physical (or infrastructural), economics, social, political and cultural sphere. The physical aspect of it has to do with the availability of shelter, communication system, and assessable road network for a community to be able to transact its economic and social activities with other neighboring communities and the world outside its immediate vicinity. The expected positive impacts of the development areas in Nigeria and Ebonyi State inclusion will not be better understood without an insight on its possible challenges. Development centres are the creation of the State governments, those who presides, manage or take charge of the administration of these grass root government are appointed by the governors on the basis of political loyalty. Onwe, Ibeogu, and Nwogbaga, (2015) contend that the policy actions pursued by these development centers are only and mostly directed by the state government, (government houses), Ministry of Local Government and Chieftaincy matters, Local Government Service Commission, and the Ebonyi State House of Assembly. He further pointed out that

other militating factors in the realization of the philosophy behind the creation include:

1. Indigenous workforce often sees other workforces that are not indigenous to their area as a threat to their career progression. This attitude most often affects the smooth running of the centers by the coordinators (administrators). There have been several instances whereby a particular treasurer, Head of Personnel (HPM), Auditor, and Cashier who is not from the development area neither relate well with the subordinate staff or coordinator (Administrator). In such a situation, the coordinator of the development centre moves to the Local Government Service Commission and influence the posting of such principal officer.
2. Some principal officers of the development areas (Coordinator, HPM, Treasurer, Auditor, and cashier) are not adequately trained to handle human diversities in an organization in a way that will bring unity in diversity in such organization. This is most likely in situations whereby the chief executive or heads of the organization are not proficient in the art of administration.
3. Environment within which employees operate is ever dynamic and as such poses a great challenge to organizational management due to diverse interest occasioned by organizational politics.
4. Lack of well co-ordinate labour management relations threatens optimal industrial relations.

Nwali (2013) posits that Development Centres face challenges ranging from political, social, to financial challenges. It is observable that many state Governors use the opportunity of the phenomenon of Development Centres as political patronage for loyalists who could not make it to the Executive Council. Sometimes, the Centres are used to build up political structures. There are also situations where the power struggles between the Coordinators and the Executive Chairmen of the mother local government is vicariously ferocious. It is also known that Development Centres are not adequately funded, irrespective of existing formula for sharing revenue. In those situations, the major objectives of Development Centres are truncated and obviated. Onabanjo (2004) attributed this to poor or limited resources that development centers could boost of effective service delivery when the people are well mobilized into action through political participation at the grass root. The ineffective condition of development centers in Ebonyi state revolves around poor logistics, financial constraint, poor planning, and mismanagement as well as lack of consensus as to the proper place to situate the development centers areas

formed the turning point due to low priority accorded to service delivery in those areas. Odalonu (2015) identified the following factors affecting service delivery in Nigeria rural areas to include: lack of funds financial constraints, corruption, undue political interference/ lack of autonomy, lack of qualified professional staff/ unskilled workers, leadership problem, poor work attitude, among others.

However, effective management and operation of development centers in Nigeria towards service delivery at the grass root level should be reviewed to meet the basic objectives of rural development which includes:

- A. Reduce rural poverty.
- B. Increase production at rural level.
- C. Increase rural income level.
- D. Increases employment and stem rural urban migration.
- E. Provide basic rural infrastructure (roads, water, electricity, clinics, etc)
- F. Integrate rural areas into the development plans.

Generally, distributive policies can be properly formulated and implemented in the development centers through efficient institutional and legal framework of the state House of Assembly because Services delivery in Ebonyi State communities has suffered serious neglect due poor institutional weakness. This reflects the view of Oluwatobi (2013) who contend that "the irony of institutional weakness in Nigeria is that the Nigeria labour market can boast of highly qualified graduates, yet the key ministries, departments, agencies, which are responsible for distributive policy formulation and implementation, are deliberately staffed with incompetent and corrupt bureaucrats as a result of widespread practices of nepotism in the recruitment of personnel". He went further to state that local governments need to develop prudent financial management skills to ensure greater accountability and transparency as supervisory body to the development centers. This can be achieved through capacity building after the official swearing-in of the management committee members. Donor agencies, non-governmental organizations have been very active and as such need to extend such capacity building to the development centers since it can equip elected officials at the grass root governance. The undue interference of the state governors should be eliminated to allow the council heads to govern and manage their natural resources using appropriate planning standards; opportunity to design appropriate policies, programmes and project suited to peculiar communities; and effectively

delivery of democratic dividends to the grassroots. The internal revenue base can also be enhanced, if rural inhabitants are properly educated on their civic responsibilities to support their development centers financially, by paying their taxes and rate accordingly. With an increased level of understanding and awareness from them, tax and rate evasion will be virtually reduced to the barest minimum, thereby, making it easier for development units for to generate more revenues for services delivery and to facilitate development. The above corroborated with the word of Onabanjo (2004) that the transformation of communities to improve their lives has become the main challenge to the economic and social development efforts of developing nations like Nigeria. This challenge arises from the need to promote the welfare of the people of the rural and urban communities so that they could acquire a better standard of living in their homes. Abiona and Bello (2013) contend that the under-development nature of rural communities in Nigeria is evident rather than a mere expression. He further observed that many states and local governments are deficient in technological infrastructure or in all the good things of life: electricity supply has degenerated, pipe-borne water supply is nonexistent, schools are ill-equipped while other social services have drastically degenerated with many of the hospitals now death centers rather than medical centers while many of the roads are now in deplorable condition. However, the idea of bringing governance closer to the people through a third-tier participatory form of government has failed to yield positive fruit in Nigeria since its independence. John (2012) agreed with this assertion that, lack of capacity of local government to fulfill the aspirations of their communities are caused by lack of adequate resources, including inappropriate fiscal base, the usurpation of its power to raise internal revenue and the manipulation of the state joint local government account. Ukonga (2012) in Oluwatobi (2013) supports this idea that another reason for the failure of local council in area of services delivery is the role of the state governors in the affairs of development areas. The governors are found of taking over their financial allocation, taxes, counterpart funding and refuse to conduct Local Government elections, but instead ruling local governments with appointed administrators, most of whom are party loyalist and their friends and relations turning the entire process of local governments into irrelevance schemes of things. The same view was corroborated by Khaleel cited in Oluwatobi (2013) that: "There is no state of the federation of Nigeria where one form of illegality or the other is not committed with funds of local government, through over deduction of

primary school teacher's salary, spurious state/local government joint account project, sponsoring of elections, taking over the statutory functions of local government and handling them over to cronies and consultants, non-payments of pensioners and non-utilization of training fund despite the mandatory deduction of stipulated percentages for these purposes... nine states out of the 36 states of the federation have elected representatives running the affairs of their local governments. This is central to the whole problem because it is by planting stooges called caretaker committee, who neither have the mandate of the people nor the moral strength to resist the excruciating control of the state government that perpetuates the rot. In Imo State, local government workers embark on series of industrial actions to get their accumulated salaries paid, while their five years arrears of all statutory allowances are fast becoming bad debt. The drive to maximally control the local government councils is taking another dimension now, with senior officers in the councils, who are Directors of Administration, Finance and others, being removed or deployed while lesser officers who are not qualified for such positions are appointed to replace them. In Lagos State all manners of gazette, policies and laws are being produced on daily basis with intention of taking over the collection of revenue from council's staff. In Plateau State, staff of local government are being deployed and restricted to serve only in the local government of their origin". The above idea was exactly the case of development centers in some states that established it as Ebonyi State is not excluded. (i) Problem of inadequate finance: money is the life wire of every organization. The state government outright refusal to remit 10% internally generated revenue accrued to the development areas monthly rendered the centers weak towards basic need provisions. Enefiok (2014) posits that challenges of effective service delivery in Nigeria includes as follows;

1. **Absence/undeveloped revenue sources:** Where sources of revenue to the development centers are not viable due to poor attitude to work by revenue agents hindered proper collection of revenue in the area.
2. **Problem of corruption:** Corruption has been a cloth worn by Nigeria polity. There have been cases of embezzlement and misappropriation of funds among the official of the centers. This is inimical to effective service delivery at the rural communities in Nigeria.
3. **Problem of political interference:** This has detrimental effects on local governance as most often, public policies of the development centers

are politicized to serve selfish interests at the expense of general interest of the people. Appointments in the development center coordinators and management committee members are sometimes based on political patronage and partly affiliation thereby creating room for mediocre and nonperformance.

4. **Frequent changes in council leadership:** Unstable political leadership in the development centers has witnessed arbitrary removal of coordinators.
5. **Absence of accountability:** Accountability is a powerful instrument for effective and efficient administration. It conjures the image that the governed are not being exploited by those in power. This called for the abrogation of development centers because politicians as a conduit pipe for stealing money.

Empirical Review

Okoro (2012) in his work title "politics of Development Center creation in developing countries", aimed at determining the trend of development centers creation in Ebonyi State with its effect on the socio- economic development of the rural communities as the main objective. The study adopted descriptive survey design. The study revealed that the philosophy behind the creation of development centers is vague since the creation and appointment of officials is a way to settle party members as well consolidate on the party structures of the ruling party. He further recommends that federal government should enact a stringent law as guidelines for the appointment of the official with their portfolios.

Onwe, Ibeogu, and Nwogbaga (2015) the Role of Development Centres (Development Areas) In Community and Grass Root Transformation: A Study of Amachi Development Centre. The major objective of the study is to identify the activities of development centres (development areas) in grass root transformation of communities in Abakaliki Local Government Area of Ebonyi State. The study adopted descriptive survey design. The study revealed that incompetency on the part of staff and Management authority is partly responsible for the poor state of affairs in the various communities that make up Abakaliki Local Government Area. The study recommends that to ensure a governmental and democratic rule in the development areas that will bring about societal development and transformation, there should be opportunity to various constituents to nominate candidates qualified for appointive positions zoned to their constituents, financial independence of development areas, emphasis on

meritocracy, attitudinal change and positive perception among the team players in politics.

Nwali, Nwoba and, Elom (2014) imperative of Development Centers for rural development in Ebonyi State. The major objective of this study is to examine how Development Centre creation relates to rural development in Ebonyi State. The work employed descriptive survey design method. It revealed that despite the pragmatic ideas underlying Development Centre creation for accelerating development in Ebonyi State, the idea has been fraught with political influence as the regime in power use Development Centres as patronage to loyalists who could not make it to executive council. The study recommends that Development Centre coordinators should be given a target to achieve in respect to development of their areas of jurisdiction and the need for constant and retraining of management committees and staff of the Development Centres for effective operation.

Ngwoke (2012) Decentralization and local government creation in Nigeria's 4th Republic: A study of Ebonyi State development centers. The study aimed at evaluating the newly created development centers in Ebonyi State so as to find out how they have met the objectives of decentralization of powers and functions in grass root governance. Descriptive survey design was adopted in study. The study reveals that much of the benefits of decentralization have not been realized with the creation of the development centers. The study recommends that development centers should shouldered with single purpose responsibilities such as health or roads construction; alternative source of their financing should be provided rather than the use of local government allocations.

Adekeye and Bello (2013) Grassroots Participation in Decision-Making Process and Development Programmes as Correlate of Sustainability of Community Development Programmes in Nigeria. The objective of the study is to examine grassroots participation in decision-making process and sustainability of community development programmes in Nigeria. The descriptive survey research design was used. The Results showed that there is significant relationship between grassroots participation in development programmes, decision-making process, and sustainability of development programmes. The study recommended that the problems of political instability, leadership, inadequate funding, communal clashes, accountability, and communication gap should be considered in grassroots decision making in development programmes.

Theoretical Framework

The study is anchored on the basic need theory by De Wet Schutte, 2018. The basic assumption of this theory is that satisfying basic needs within a specific time and space realm, will give rise to the development of a new set of ("higher level") basic needs. The theory has it that community needs repeat itself from time to time, and moves in an upward cyclical helix. The basic need theory was first introduced by the International Labour Organization's World employment Conference in 1976. The satisfaction of basic human needs is the major aims of community development policy. It focuses on minimum resources capable of serving for long-term physical well-being mainly in terms of consumption goods and service delivery. The basic needs according to this theory include; food, water, shelter, sanitation, education, public transport, health care, agriculture etc. it is imperative to note that to realize these priorities of community development attention should be paid to micro-economics since it beams its lens on proffering solution to particular problems at the rural areas. The tenet of this theory is to increase productivity and service delivery through the provision of basic needs to the rural dwellers. The theory contends that the essence of local authorities is mainly for the provision of basic human needs such as education, health and other basic needs capable of boosting the community level of production and well-being of the rural people. These basic needs must be in the order of community's importance, satisfaction, and priority. The community needs must be prioritized in order to detect the issues that manifest as outside the community's locus of control so as to inform potential development projects that will trigger the development spiral. However, the relevance of this theory to the study is that Ebonyi State government just like any other state of the federation recognized the need to establish development centers with statutory responsibility of financial support so as enhance capability for effective service delivery in the various communities of the state. It will be done by providing the basic needs capable of improving the well-being and standard of living of the people in our various communities.

METHODOLOGY

The researcher adopted descriptive survey design to study a population of 5994 staff of fifty one selected development centers including their community heads selected out of sixty four DCs across the three (3) senatorial zones in Ebonyi State which was reduced to a sample of 375 using Taro Yamene's formula. Questionnaire was used for data collection. 360 copies of the questionnaire was returned and used for

analysis of data. The data collected were analyzed using frequency tables, percentages to ascertain the number of occurrences of phenomenon of interest. Pearson Product Moment Correlation Coefficient was used to determine the relationship between the variables that were measured on the intervals of time. This measured the appropriateness of fit of the least square lines and in turn explained whether or not to prove the existence of a linear relationship.

Results

Research Question One: Is there any significant relationship between development centers funding and effective education service delivery in Ebonyi State?

Table 1: Development Centers Funding and effective education service delivery in Ebonyi State

Responses Status	Frequency (F)	Percentage (%)
Strongly Agreed	50	13.88
Agreed	50	13.88
Neutral	10	2.8
Strongly Disagreed	50	41.67
Disagreed	100	27.77
Total	360	100

Source: field survey, (2019)

Based on the data in table 1 above, it is clear that majority of the respondents is 150 representing 41.67% of the total strongly disagreed that there any significant relationship between development centers funding and effective educational service delivery in Ebonyi State, 100 respondents representing 27.77% of the total disagreed that there any significant relationship between development centers funding and effective educational service delivery in Ebonyi State, while 50 respondents representing only 13.88% of the total strongly agreed and agreed that there any significant relationship between development centers funding and effective education service delivery in Ebonyi State. This means that there is no significant relationship between development centers funding and effective education service delivery in Ebonyi State.

Research Question Two: What is the effect of appointing relations as coordinators of development centers councils towards effective school enrollment in Ebonyi State?

Table 2: Method in development Centre appointment and effective school enrollment in Ebonyi State

Responses Status	Frequency (F)	Percentage (%)
Strongly Agreed	60	16.66
Agreed	50	13.88
Neutral	10	2.8
Strongly Disagreed	150	41.67
Disagreed	90	25
Total	360	100

Source: Field survey, (2019)

Based on the data in table 2 above, it is clear that majority of the respondents is 150 representing 41.67% of the total strongly disagreed that there is effect of paternalistic

approach in the appointment of development centers councils towards effective school enrollment in Ebonyi State, 90 respondents representing 25% of the total disagreed that there is effect of appointing relations as coordinators of development centers councils towards effective school enrollment in Ebonyi State, while 60 respondents representing only 16.66% of the total strongly agreed and 50 respondents agreed that there is effect of appointing relations as coordinator of development centers councils towards effective school enrollment in Ebonyi State. This means that there is effect of paternalistic approach in the appointment of development centers councils towards effective school enrollment in Ebonyi State.

Research Question Three: Is there effective implementation of the legal provisions in the management of development centers towards achieving education service delivery in Ebonyi State?

Table 3: Implementation of legal provisions and effective education service delivery in Ebonyi State

Immunization Status	Frequency (F)	Percentage (%)
Strongly Agreed	60	16.66
Agreed	40	11.11
Neutral	00	0
Strongly Disagreed	150	41.67
Disagreed	110	30.55
Total	360	100

Source: field survey, (2019)

Based on the data in table 3 above, it is clear that majority of the respondents is 150 representing 41.67% of the total strongly disagreed that there effective implementation of the constitutional/legal provisions in the management of development centers towards achieving education service delivery in

Ebonyi State, 110 respondents representing 30.55% of the total disagreed that there effective implementation of the legal provisions in the management of development centers towards achieving education service delivery in Ebonyi State, while 60 respondents representing only 16.66% of the total strongly agreed and 40 respondents representing 11.11% agreed that there effective implementation of the legal provisions in the management of development centers towards achieving education service delivery in Ebonyi State. This means that there effective implementation of the legal provisions in the management of development centers towards achieving education service delivery in Ebonyi State.

Test of Hypotheses

The independent variables and the dependent variable are aggregated and tabulated in SPSS for hypothesis testing. The techniques used are as follows.

Test of Hypothesis One Step 1: Research Question Is there any significant relationship between development centers funding and effective education service delivery in Ebonyi State?

Step 2: Assumptions:

The test of this hypothesis is based on the assumption that (i) the sampling distributions are normal, and (ii) the sampling distribution is independent.

Step 3: Statement of Hypothesis

Ho1: There is no significant relationship between Development Centers funding and effective education service delivery in Ebonyi State? Step 4: Data and computation of r , r and t_c .

Correlation Analysis

Table 4: Correlation between Development Centers funding and effective education service delivery in Ebonyi State

Variables	Pearson Correlation (r)	Significance (2-tailed)
Effective Service Delivery (ESD)	1.0000	0.000
Development Centre Funding (DCF)	0.028	0.151

R is Pearson correlation coefficient Correlation is significant at the 0.05 level.

Analysis of the correlation matrix indicates that independent variable has an insignificant and low positive relationship with the dependent variable which is effective education Service Delivery (ESD) ($r=0.025$). The positive and insignificant result implies that the relationship between Development Centers funding and effective education service delivery in Ebonyi State is low.

Table 5: Test of Hypothesis 1: Summary of Data Derived from SPSS Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.169	.035		33.109	.000
DCF	0.068	.026	.051	2.641	.008

Considering the uncertain quality of data used in the study, the level of statistical significance chosen for testing the hypothesis is at 5% level. The regression result shows that there is an existence of a linear and proportionate relationship between Development Centers funding and effective education service delivery in Ebonyi State. The sign of the co-efficient estimates are rightly assigned, reflecting a positive relationship between Development Centers funding and effective education service delivery in Ebonyi State and thus confirms to a prior expectation. The statistical evidence emanating from the study of co-efficient of determination R shows that the endogenous variable jointly explained over 5.1% of the total variation in the dependent variable: Effective Service Delivery (ESD). The value of the adjusted R (0.002) re-affirms the goodness of fit and signifies that over 5.1% variations did not merely result from the use of simple variable in the model. The F -statistic (6.976) of the model estimate is statistically satisfactory such that the hypothesis of the equation being equal to zero can be rejected. The joint influence of the explanatory variable was statistically significant at 5 percent level of significance.

Specifically, at 5% level of significance, there is insignificant and low positive relationship with the dependent variable which is Effective Education Service Delivery (EESD). This confirms the hypothesis that changes in Development Centre Funding (DCF) has positive and insignificant effect on Effective Education Service Delivery (EESD) in Ebonyi State within the period under review.

Based on the results, we reject the alternative hypothesis, and accept the null hypothesis and conclude that there is no significant relationship between Development Centers funding and effective education service delivery in Ebonyi State. This means that development centre funding has no significant effect on effective education service delivery and they end up paying only salaries.

Test of Hypothesis 2: Step 1: Research Question

What is the effect of appointing relations as coordinators of development centers councils towards effective school enrollment in Ebonyi State?

Step 2: Assumptions:

The test of this hypothesis is based on the assumption that (i) the sampling distributions are normal, and (ii) the sampling distribution are independent.

Step 3: Statement of Hypothesis:

H01: The appointment of relations as coordinators of development centers councils has not significantly improved effective school enrollment in Ebonyi State.

Step 4: Data and computation of r, r and tc.**Correlation Analysis**

Table 6: Correlation Between Appointment of Development Centers Co-Ordinator (ADCC) and Effective Education Service Delivery (EESD) in Ebonyi State.

Variables	Pearson Correlation (r)	Significance (2-tailed)
Effective Service Delivery (ESD)	1.0000	0.000
Appointment of Development Centers CoOrdinator (ADCC)	0.108	0.000

R is Pearson correlation coefficient Correlation is significant at the 0.05 level.

Analysis of the correlation matrix indicates that Appointment of Development Centers Coordinator (ADCC) has a significant and low positive relationship with effective education service delivery (ESD) ($r=0.108$). This is indicated by the positive (+) sign before the estimated variable coefficient of 0.108. Also, the value of probability was 0.000 given a 5% level of significance. The positive and significant result implies that the relationship between Appointment of Development Centers Coordinator (ADCC) and effective education service delivery in Ebonyi State is low.

Table 7: Test of Hypothesis 2: Summary of Data Derived from SPSS 20.

- A. Dependent Variable: Effective Education Service Delivery (ESD)
 B. Predictors: (Constant), Appointment of Development Centre Coordinator (ADCC).

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant) Appointment of 1 Development Centre Coordinator (ADCC)	1.029	.028	.174	37.196	.000
	.085	.009		9.093	.000

R Square = 0.174, Adjusted R-Square = 0.030, F = 82.675 a. Dependent Variable: Effective Service Delivery (ESD) Step 5: Decision Rule:

At 0.05 level of significance, reject H_0 if the computed t-value exceeds the critical t-value.

Figure 2: Normal Distribution Curve showing Rejection and Acceptance Decision Regions for Hypothesis 2.

Step 6: Decision:

At 0.05 level of significance, the calculated t-value of 9.093 is greater than the critical t-value of 1.96, so the study reject the null hypothesis that there is no significant relationship between Appointment of Development Centre Coordinator (ADCC) and effective education service delivery in Ebonyi State and accepts the alternate hypothesis.

Step 7: Interpretation

Therefore, Appointment of Development Centre Coordinator (ADCC) affects the effective education service delivery in Ebonyi State, Nigeria.

The equation in the second model regressed effective service delivery (ESD) on Appointment of Development Centre Coordinator (ADCC). The regression coefficient of Appointment of Development Centre Coordinator (ADCC) carries positive (+) sign at 0.174 and its t-value (9.093) is statistically significant at 5% level. This implies that Appointment of Development Centre Coordinator (ADCC) affects Effective Service Delivery (ESD) significantly. The t-value or marginal value for the regression coefficient of Appointment of Development

Centre Coordinator (ADCC) is significant as confirmed by the probability value (0.0000). It is estimated from the result that 1% increase in Appointment of Development Centre Coordinator (ADCC), on the average, will lead to 17.4% increase in Effective Service Delivery (ESD) in Ebonyi State. The computed value of $R = 0.174$ shows that 17.4% of the total variation in the Effective Education Service Delivery (ESD) in Ebonyi State, is accounted for by the explanatory variable (Appointment of Development Centre Coordinator (ADCC)) while the remaining percentage of the total variation in Effective Service Delivery (ESD) is attributable to influence of other variables which are not included in the regression model.

Judging from the F-Statistic, it reveals that the calculated F-Statistic of 82.675 which states that the F-Statistic is significant at 5% level of significance. The implication of this is that if the Appointment of Development Centre Coordinator (ADCC) is stable, it will contribute positively to the Effective Education Service Delivery (ESD) in Ebonyi State, Nigeria.

Test of Hypothesis 3:

Step 1: Research Question

Is there effective implementation of the legal provisions in the management of development centers towards achieving education service delivery in Ebonyi State?

Step 2: Assumptions:

The test of this hypothesis is based on the assumption that (i) the sampling distributions are normal, and (ii) the sampling distribution are independent.

Step 3: Statement of Hypothesis:

H01: There is no significant implementation of legal provisions in the management of Development Centers towards achieving education service delivery in Ebonyi State.

Step 4: Data and computation of r , r and t_c .

Correlation Analysis

Table 8: Correlation between Implementation of Legal Provisions and Effective Education Service Delivery in Ebonyi State.

Variables	Pearson Correlation (r)	Significance (2-tailed)
Effective Service Delivery (EESD)	1.0000	0.000
Implementation of Legal Provision (ILP)	0.040	0.039

R is Pearson correlation coefficient Correlation is significant at the 0.05 level.

Analysis of the correlation matrix indicates that there is positive and significant relationship between Implementation of Legal Provision (ILP) and effective education service delivery ($r=0.040$). The positive (+.040) and significant result implies that the relationship between Implementation of Legal Provision (ILP) and effective service delivery in Ebonyi State is low. This is shown by the positive (+) sign before the estimated coefficient of 0.040.

Table 9: Test of Hypothesis3: Summary of Data Derived from SPSS 20.

A. Dependent Variable: Effective Service Delivery (ESD)

B. Predictors: (Constant), Implementation of Legal Provision (ILP)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.192	.029		41.229	.000
Implementation of Legal Provision (ILP)	0.021	.009	.048	2.468	.014

R-Square = 0.048, Adjusted R-Square = 0.002, F = 6.090 a. Dependent Variable: Effective Education Service Delivery (EESD)

Step 5: Decision Rule:

At 0.05 level of significance, reject H_0 if the computed t-value exceeds the critical t-value.

Step 6: Decision:

At 0.05 level of significance, Implementation of Legal Provision (ILP) positively predicts effective education service delivery in Ebonyi State as it has a positive (+) sign before its coefficient of 0.042. This means that Implementation of Legal Provision (ILP) and effective education service delivery in Ebonyi state are inversely related. The value of the calculated t was 2.468 while the critical t-value at 5% level of significance was 1.94. Since the value of the calculated t was 2.468 while the critical t is less than the value of the calculated t, the null hypothesis was rejected. This means that Implementation of Legal Provision (ILP) does predict effective education service delivery in Ebonyi State development centres, holding other variables constant.

Step 7: Interpretation

Therefore, Implementation of Legal Provision (ILP) positively and significantly leads to increase in the effective education service delivery in Ebonyi State, Nigeria.

The regression coefficient (0.048) of Implementation of Legal Provision (ILP) carries positive sign and its t-value (2.468) is statistically significant at 5% level. This implies that Implementation of Legal Provision (ILP) affects the effective education service delivery in Ebonyi State development centers significantly but it is low. The t-value or marginal value for the regression coefficient of Implementation of Legal Provision (ILP) is significant as confirmed by the t-probability (0.014). It is estimated from the result that 1% increase in Implementation of Legal Provision (ILP), on the average, will lead to 0.048% increase in effective school enrollment in Ebonyi State. This is because for coefficients of the independent variables to be valid, they must all be fractional (i.e. less than one) or at most '1' which is extremely very rear.

Summary of Findings

1. The major weakness of Development Centers towards achieving its set objective in Ebonyi State is poor funding
2. The political maneuvering in the appointment of relations as coordinators and committee members has raised public discontentment against the existence of Development Centers in Ebonyi State.
3. The presence of Development Centres in Ebonyi State has not improved educational service delivery in the communities of the state.
4. Creation of development centers is a mere political patronage on the party loyalist in the Ebonyi State.

Discussion on the Findings

This chapter compares the empirical results arising from the study with the results from other previous empirical studies. The objective of this chapter is to establish theoretical justifications on the impact of development Centres on school Service Delivery in selected rural communities in Ebonyi State. These major impacts are established through: the impact of development Centers funding on effective service delivery in Ebonyi State, impact of paternalistic approach in the appointment of development centers councils towards effective school enrollment in Ebonyi State and impact of implementing legal provisions in the management of development centers towards achieving service delivery in Ebonyi State.

The Effect of Development Centers Funding (DCF) on Education Service Delivery in Ebonyi State

Considering the uncertain quality of data used in the study, the level of statistical significance chosen for testing the hypothesis is at 5% level. The regression result shows that there is an existence of a linear and proportionate relationship between Development Centers funding and effective education service delivery in Ebonyi State. The sign of the co-efficient estimates are rightly assigned, reflecting a positive relationship between Development Centers funding and effective education service delivery in Ebonyi State and thus confirms to a prior expectation. The statistical evidence emanating from the study of co-efficient of determination R^2 shows that the endogenous variable jointly explained over 5.1% of the total variation in the dependent variable: Effective Education Service Delivery (EESD). The value of the adjusted R^2 (0.002) re-affirms the goodness of fit and signifies that over 5.1% variations did not merely result from the use of simple variable in the model. The F-statistic (6.976) of the model estimate is statistically satisfactory such that the hypothesis of the equation being equal to zero can be rejected. The joint influence of the explanatory variable was statistically significant at 5 percent level of significance. Based on the results, we agreed that there is no significant relationship between Development Centers funding and effective education service delivery in Ebonyi State. This means that development centre funding has no significant effect on effective sc service delivery and they end up paying only salaries. The findings of this study are not in line with the previous studies such as Abiona and Bello (2013), Nwali, Nwoba, and Elom (2014) and it is in line with Onwe, Ibeogu, and Nwogbaga (2015).

The effect of appointing relations as coordinators of Development Centers Councils on school enrollment in Ebonyi State

The equation in the second model regressed effective school enrollment (ESE) on Appointment of Development Centre Coordinator (ADCC). The regression coefficient of Appointment of Development Centre Coordinator (ADCC) carries positive (+) sign at 0.174 and its t-value (9.093) is statistically significant at 5% level. This implies that Appointment of Development Centre Coordinator (ADCC) affects Effective school enrollment (ESE) significantly. The t-value or marginal value for the regression coefficient of Appointment of Development Centre Coordinator (ADCC) is significant as confirmed by the probability value (0.0000). It is estimated from the result that 1% increase in Appointment of Development Centre Coordinator (ADCC), on the average, will lead to 17.4% increase in Effective school enrollment (ESE) in Ebonyi State. The computed value of $R^2 = 0.174$ shows that 17.4% of the total variation in the Effective school enrollment (ESE) in Ebonyi state, is accounted for by the explanatory variable (Appointment of Development Centre Coordinator (ADCC)) while the remaining percentage of the total variation in Effective School enrollment (ESE) is attributable to influence of other variables which are not included in the regression model. The implication of this is that if the Appointment of Development Centre Coordinator (ADCC) is stable, it will contribute positively to the Effective School Enrollment (ESE) in Ebonyi State, Nigeria. The finding is in line with the findings of Agbaje (2015), and Abaslim, Gbervbie, and Ifaloye (2017).

The Effect of Implementing Legal Provisions in the Management of Development Centers on achieving Education Service Delivery in Ebonyi State

The regression coefficient (0.048) of Implementation of Legal Provision (ILP) carries positive sign and its t-value (2.468) is statistically significant at 5% level. This implies that Implementation of Legal Provision (ILP) affects the effective education service delivery in Ebonyi State development centers significantly but it is low. The t-value or marginal value for the regression coefficient of Implementation of Legal Provision (ILP) is significant as confirmed by the t-probability (0.014). It is estimated from the result that 1% increase in Implementation of Legal Provision (ILP), on the average, will lead to 0.048% increase in effective education service delivery in Ebonyi State. This is because for coefficients of the independent variables to be valid, they must all be fractional (ie

less than one) or at most '1' which is extremely very rear.

Conclusion

The creation of development centers to satisfy parochial and patrimonial needs is never a yardstick towards moving the grass root forward through educational service delivery since the creation is not, in the least, a solution to the various problems confronting rural areas in Nigeria.

Recommendations

Based on this, the researcher made the following suggestions in order to enhance educational service delivery capacity of development centers to enable communities in Ebonyi State enjoy affordable education.

1. Development centers fund should be increased by both the state and local government to enable her provides expected education services to the people in the community. Some of the development units only use the money to settle their recurrent expenditure, i.e. pay salaries and allowances of staff and political appointees of the centers only. This is because they had no enough to embark on infrastructural provision to the people in the communities.
2. The establishment of Development centers should be abolished since it can no longer stand the taste of its creation.
3. Government should change the Development Centers structures to educational structures so to cushion the effect of those schools that lack infrastructures.
4. Unnecessary state government interference into local government affairs should be reviewed to curb the conflicts existing between the two tiers of government.

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