

Local Decentralization Between Theory and Application

اللامركزية المحلية بين النظرية والتطبيق

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Abstract

This research aims to study the reality of local decentralization in Iraq from the perspective of its geographical, financial, and administrative dimensions, with an analysis of its effects on public administration and local development. The study addresses the legal and legislative foundations that regulate decentralization in Iraq, especially after the issuance of the Law of Non-Regional Governorates (No. 21 of 2008) and its amendments. It also sheds light on the challenges facing the implementation of decentralization in light of regional disparity, weak infrastructure, and institutional restrictions.

The research concluded that local decentralization in Iraq enhances opportunities to improve public services and bring decision-making centers closer to citizens, but it faces obstacles related to the lack of resources and competencies, and the absence of coordination between the central government and local governments. In addition, financial disparity between governorates leads to disparities in development levels, which calls for strengthening mechanisms for distributing resources and achieving regional justice.

Finally, the research recommends enhancing the efficiency of administrative bodies to better deal with administrative decentralization to accomplish work and eliminate routine.

Keywords: local decentralization, theory , practice.

الملخص

يهدف هذا البحث إلى دراسة واقع اللامركزية المحلية في العراق من منظور أبعادها الجغرافية والمالية والإدارية، مع تحليل آثارها على الإدارة العامة والتنمية المحلية. ويتناول البحث الأسس القانونية والتشريعية التي تنظم اللامركزية في العراق، وخاصة بعد صدور قانون المحافظات غير الإقليمية (رقم ٢١ لسنة ٢٠٠٨) وتعديلاته. كما يسلط الضوء على التحديات التي تواجه تطبيق اللامركزية في ظل التفاوت الإقليمي وضعف البنية التحتية والقيود المؤسسية.

وخلص البحث إلى أن اللامركزية المحلية في العراق تعزز فرص تحسين الخدمات العامة وتقريب مراكز صنع القرار من المواطنين، إلا أنها تواجه معوقات تتعلق بنقص الموارد والكفاءات، وغياب التنسيق بين الحكومة المركزية والحكومات المحلية. بالإضافة إلى ذلك فإن التفاوت المالي بين المحافظات يؤدي إلى تفاوت في مستويات التنمية، مما يستدعي تعزيز آليات توزيع الموارد وتحقيق العدالة الإقليمية.

وأخيراً، يوصي البحث بتعزيز كفاءة الأجهزة الإدارية للتعامل بشكل أفضل مع اللامركزية الإدارية لإنجاز العمل والقضاء على الروتين. الكلمات المفتاحية: اللامركزية المحلية، النظرية، التطبيق.

Introduction

Local decentralization in Iraq represents an important shift in the management of state affairs, as it aims to transfer powers from the central government to local governments in the governorates, enabling them to make independent decisions that serve the needs of their local communities. This move towards decentralization began as a response to the need for a more flexible administrative system that can effectively deal with the great diversity in economic and social conditions between different regions of Iraq.

Under the previous centralized system, governorates faced many challenges, such as delayed provision of basic services, weak infrastructure efficiency, and difficulty responding to local needs. With increasing calls to improve the efficiency of local administration, the shift towards decentralization came to grant governorates broader powers in managing their affairs, starting from budget allocation to development planning.

Despite the great hopes placed on decentralization, its implementation in Iraq was not without challenges, such as weak institutional capabilities in some areas, a shortage of qualified personnel, and financial challenges. However, achieving effective local decentralization remains an important step towards improving service delivery, enhancing community participation, and reducing development gaps between different governorates.

Focusing on the potential benefits and long-term goals of this system, decentralization aims to enhance community participation by involving local residents in decision-making at the governorate level, which enhances the sense of responsibility and increases citizens' satisfaction with government performance. It also contributes to a more

equitable distribution of resources between regions, as local administrations are better able to determine their priorities according to the actual needs of the population.

On the other hand, decentralization provides greater flexibility in managing development projects, as each governorate can make immediate decisions that suit its own situation without having to wait for approval from the capital. This is especially important in a diverse country like Iraq, where economic and social conditions differ between governorates, which requires a customized approach to address the needs of each.

With all these benefits, there are challenges, such as the need to strengthen institutional capacities, and ensure the transparency and accountability of local administrations to avoid corruption. Therefore, the transition to a successful decentralized system in Iraq requires concerted efforts between the central and local governments, and the provision of the necessary training and resources to enable these administrations to perform their role efficiently. Therefore, achieving sustainable decentralization requires establishing an integrated legal and institutional framework that regulates the relationship between the center and the governorates, and clearly defines powers to ensure comprehensive development and reduce disparities between regions.

Methodological Aspect of the Research

First: The Research Problem

The research problem focuses on how decentralization, with its administrative, financial and geographical dimensions, affects the efficiency and effectiveness of local administrations in Iraq. The research will address the impact of these types of

decentralization on the performance of public administration in providing services and achieving development, with a focus on how these aspects interact with each other and their impact on decision-making and resource distribution. The research problem is summarized in a set of questions that can be summarized as follows:

1. What is the impact of applying administrative decentralization on the provision of public services in local administrations?
2. How does administrative decentralization affect achieving sustainable development in rural areas compared to urban areas in Iraq?
3. What are the challenges facing the application of administrative decentralization in Iraqi governorates, and how can they be overcome?
4. How do central and decentralized policies affect the distribution of financial and administrative resources in local administrations?
5. What is the relationship between administrative decentralization and institutional development in local organizations?
6. What is the impact of decentralization on the speed and efficiency of decision-making at the local level in Iraq?

Second: The importance of the research

The importance of decentralization in local administrations is evident in several main aspects, which are:

1. Improving the efficiency and effectiveness of providing public services: Decentralization allows the transfer of some powers to local administrations, which helps improve the

efficiency of distributing public services such as health, education, transportation and infrastructure. This may contribute to a faster response to local needs.

2. Promoting balanced development between regions: Decentralization helps reduce development gaps between rural and urban areas by giving local administrations the freedom to make development decisions appropriate to their own needs.

3. Raising the level of community participation: Decentralization gives local communities a greater opportunity to participate in decision-making, which enhances citizens' sense of responsibility and belonging and makes decisions more compatible with their needs.

4. Supporting the stability of the administrative and political system: Decentralization enables communities to manage their own affairs in line with their characteristics, which contributes to enhancing social and political stability and reducing excessive centralization.

5. Stimulating innovation and adapting to local challenges: Decentralization gives local administrations greater freedom to experiment with new policies and programs, which enhances innovation and helps develop solutions that fit the specific challenges of each region.

6. Studying these aspects shows how decentralization can become an effective tool for improving public service management and promoting comprehensive development, especially in contexts that suffer from regional disparities such as Iraq.

Third: Research objectives

Achieving these objectives will help clarify the role that decentralization can play in improving administrative

performance and promoting sustainable development in local administrations, especially in countries that suffer from ongoing challenges such as Iraq in general and Dhi Qar in particular.

1. Analyzing the impact of decentralization on the efficiency and effectiveness of public service delivery
2. Exploring the role of decentralization in promoting balanced local development
3. Evaluating the level of community participation in the local decision-making process
4. Analyzing the relationship between decentralization and reducing administrative corruption
5. Studying the impact of decentralization on adaptation and innovation in solving local challenges
6. Evaluating the effectiveness of the distribution of financial and human resources under decentralization
7. Identifying the challenges and obstacles facing the implementation of decentralization in local administrations
8. Coming up with recommendations to improve the implementation of decentralization in Iraq.

Theoretical aspect: Decentralization in local administrations

First: The concept of administrative decentralization

The idea of decentralization came as a result of the political stability of the administrative system of the central government that accompanied the emergence of the modern state, as this stability, multiplicity of functions and distribution of duties led administrators to address the defect in the central

administrative approach, after it became clear to them that this new approach is not feared or dangerous to the unity of the state politically or economically (Badir et al., 2019: 121).

Administrative decentralization is based on distributing the administrative function between the central authority and independent administrative bodies subject to the central authority in exercising its jurisdiction without resorting to political authority or national sovereignty.

Decentralization governs as a sovereign authority within the region or area and is not subject to the control of the central authority except in aspects exclusively specified in the constitution. It is a distinct political situation because there is a central authority and other local or regional authorities besides it, and the latter does not follow the former (Hayawi, 2007: 26). It is an authority that is exercised in a local or regional community as a governing authority and is not a part of the central authority. It governs in its region, gaining its legitimacy from the people of its region and exercises rule based on the constitution. It is thus an authority alongside the central authority, not subordinate to it and not branching off from it, and does not intersect with it or conflict with it, but rather coexists, each with its own jurisdictions and limits of authority (Taan, 2024: 442). Finally, it can be said that decentralization in local administration is represented by a public legal person who exercises its jurisdictions and powers within a specific geographical area under the supervision of the central government, or it is a political method that ensures a degree of stability for local bodies in what they exercise of specific jurisdictions in the field of function. The administrative work carried out by the central authority in the state, primarily with the aim of developing societies or satisfying the needs of their individuals. (Naaman, 2024: 302)

Second: Elements of local decentralization

The elements of local decentralization can be summarized as follows:

1. The existence of local interests

The local decentralization system is based on the recognition that there are regional interests that must be supervised and implemented by those concerned. It is obvious, then, that there are interests that link a group of individuals within a specific geographical area of the state's territory, and whose impact does not extend to the rest of the other parts of the state. These interests link the residents of a specific region, which are distinguished by their local character independent of the general national character, and generate a kind of cohesion and solidarity among these residents. These are among the conditions that must be met in the local central system, while the central government devotes itself to the interests that concern the entire state. (Al-Sayyid, 1996: 43)

2. Legal personality

The essence of administrative decentralization is the recognition of local units' legal personality in general, and the recognition of that personality in reality is only the logical result of recognizing the existence of private interests in decentralized units that carry out the administrative activity related to them through their local authorities.

Jurisprudence has decided that in order for local units to be able to carry out their own local affairs, they must have a financial system, financial assets, employees and a degree of financial management related to their budget. They also have the right to be a place for fulfilling obligations and demanding rights, to appear before the courts and to enjoy a degree of

authority privileges such as the right to issue administrative decisions as one of the persons of public law (Al-Halou, 1996: 115)

3. The existence of local authorities

One of the elements on which the decentralized organization is based is that the people of the local unit are entrusted with satisfying their local needs themselves. It is not enough for the legislator to recognize that there are distinct interests, but these local interests must be supervised by those concerned themselves (Al-Sayed, 1996: 50), and each decentralized local unit must have its own apparatus or local administrative authority to exercise these powers within the scope of the competencies assigned to it.

However, if the independence of local decentralized units under local decentralized organization is something that must be achieved, does this necessarily require that local administrative authorities be elected by individuals living within the boundaries of the local unit, or is it permissible for the central authority to appoint them without this affecting that independence? (Naaman, 2024: 323)

Most jurisprudence sees the necessity of linking what local decentralized authorities should enjoy in terms of independence from the central authority and the method of forming these authorities, and that the election of the residents of those local units for their authorities is the strongest guarantee of that independence, and the surest method that confirms a degree of freedom in the local authorities' exercise of their powers. Another group sees the lack of necessity for that strong link between the independence of local units through the method of election, and that there is no objection to the central authority appointing members of the local

authority (24). The election of members of the local decentralized authorities is considered one of the essential pillars for ensuring the independence of these authorities from the central authorities, as the decentralized system is an extension of the democratic idea, and therefore it must be based primarily on the principle of election (Al-Harari, 2003: 142).

4. These local authorities exercise their jurisdiction under the supervision of the central authority. The establishment of a decentralized regional organization would create local authorities that enjoy a degree of independence in their actions within the limits of the local political and administrative powers assigned to them. This does not mean the separation of these authorities from the central authority, and their independence is absolute, but rather relative, limited by the degree of oversight and guardianship that the legislator granted to the central authority with the aim of protecting the public interest of the state (Ibrahim, 2003: 33). On the contrary, the existence of a relationship between the central authority and the local authorities under a decentralized regional organization is something imposed by the nature of things. The natural thing that cannot be disputed is that the decentralized organization should not conflict with the public interest in the state, and the central authority that is originally entrusted with preserving it has the right to interfere in the affairs of local units so that no conflict occurs. The independence of local bodies is a translation and expression of their legal personality that the legislator granted them so that they can organize their work (Al-Sayed, 1996: 60). The condition of independence requires that local authorities not be linked to the central authority by a link of administrative subordination and submission to the presidential authority, otherwise they will

turn into mere branches of the central authority. Granting local authorities complete freedom to take all actions they deem appropriate without any supervision by the central authority may lead to a blatant violation of the public interest and damage to local interests themselves in the event that local agencies are unable to manage their local facilities. Likewise, local authorities may tend, in their actions, to favor the interest of the local unit over the public interest of the state as a whole (Al-Halou, 1996: 111).

Third: Objectives of Local Decentralization

Administrative decentralization aims to achieve a set of objectives that can be summarized as follows: (Abdul Latif and Abdul Moneim, 2024: 56)

1. Speed of work and simplification of procedures.
2. Establishing the principle of specialization and division of labor. Given the difficulty of the center assuming the responsibility of providing all services to citizens.
3. Creating a spirit of competition between local administration units, and giving localities the opportunity to experiment, innovate and benefit from each other's performance as a result.
4. Ensuring justice in the distribution of resources, services, duties and financial burdens between the center and the regions.
5. Getting rid of the monotony and bureaucracy of government systems; as it helps local units provide higher quality public services. Providing local services to bodies and individuals who understand the nature of local needs and respond to them without obstacles or routine and through the

monitoring and supervision of the beneficiaries of those services.

6. Expanding the base of popular participation and consolidating local democracy to ensure raising the level of political awareness through training and qualifying local leaders on governance methods on the one hand and ensuring citizens' participation to bear responsibility for managing services and all other local affairs on the other hand.

7. Individuals' sense of regional and national affiliations, and mitigating the effects of isolation imposed on them by modern civilization after its expansion with modern organizations.

Fourth: The importance of local decentralization

The importance of local decentralization is summarized as follows: (Al-Zuhairi, 2016: 167)

1. Decentralization is compatible with the development of the organization's function and the expansion of its activity because it reduces the burdens on the central administration.

2. Local decentralization brings the administration closer to the citizens and makes it directly connected to urgent needs and tangible requirements, which makes it more capable of fulfilling those local needs and more focused in assessing the problems surrounding the region and governorate and the special circumstances of the citizen.

3. Achieving justice in the distribution of public services and burdens and thus achieving balance in all areas.

Fifth: Dimensions of local decentralization

1. Administrative decentralization

Administrative decentralization is one of the important organizational concepts that has a close and clear connection to the delegation of authority, as it is defined as the process in which the authority and responsibility for providing various services are transferred from the central government to the lower local levels or transferred to government-affiliated and semi-independent bodies or transferred to the private sector (Abdul-Ati, 2021: 55). Administrative decentralization is represented by local decentralization and interest decentralization, as the central authorities grant part of their jurisdiction in managing local facilities and interests to a part of the state's territory, while enjoying legal personality and financial and administrative independence (Manfuy, 2021: 4). It is also the distribution of functions between the central authority and local bodies that have an independent legal personality that exercises their jurisdiction under the supervision and control of the central authority. It is a style of management that aims to distribute or transfer decision-making authority to administrative bodies that are not the work of the central authority (Anwar ,2019:8).

Financial decentralization

Financial decentralization, which is a federal tool, is an essential element in the decentralization process because governments below the center, if they do not have their own revenues and spending powers, are practically considered part of the central government to a large extent, as they are relied upon to end the tension between religious groups and the central government and extinguish internal wars (Ali, 20187, 5:), as some literature indicates that financial decentralization has an effective role in creating a link between revenue and spending decisions, which will contribute to improving the quality of public services such as education and health, which

are of great importance in reducing poverty (Anbar, 2024:4) as financial decentralization is one of the most important types of decentralization, as without financial independence there is no administrative independence, and this is due to the ability of local authorities that provide services and collect financial returns from providing services, whether from citizens or the central government, and financial decentralization is represented by self-financing or joint financing with beneficiaries or taxes, real estate, loans and grants (Rashid and others, 2016:108:).

Geographical decentralization

Regional decentralization is of interest to modern systems in most countries due to their keenness to develop local agencies and make them more effective to meet the needs of the residents of local units and the requirements of rapid development in the world (Abd Al-Nasser, 2010 :2). The United Nations defined decentralization as the transfer of authority on a geographical basis, whether by delegating administrative authority to field units to the same department or government level or through the transfer of political ownership to local government units or private regulatory bodies (Al-Deeb, 2020: 201). (Al-Ajarmah) referred to it as the distribution of powers between the governorates and regions of the state that enjoy a legal personality entrusted to a local council elected by the community in the governorate region and has the powers to make decisions and set the budget for projects and public facilities that follow it, which is called local administration (Al-Ajarmah, 2016: 29).

The practical aspect of the research

First: Confirmatory structural validity of the decentralization variable in local administrations

Figure (2) shows the decentralization model in local administrations, which consists of three basic dimensions, as it consists of (19) questions. It is clear from the figure that all indicators were within the standards, indicating that the indicator is good and sufficient for conducting subsequent moral analyses.

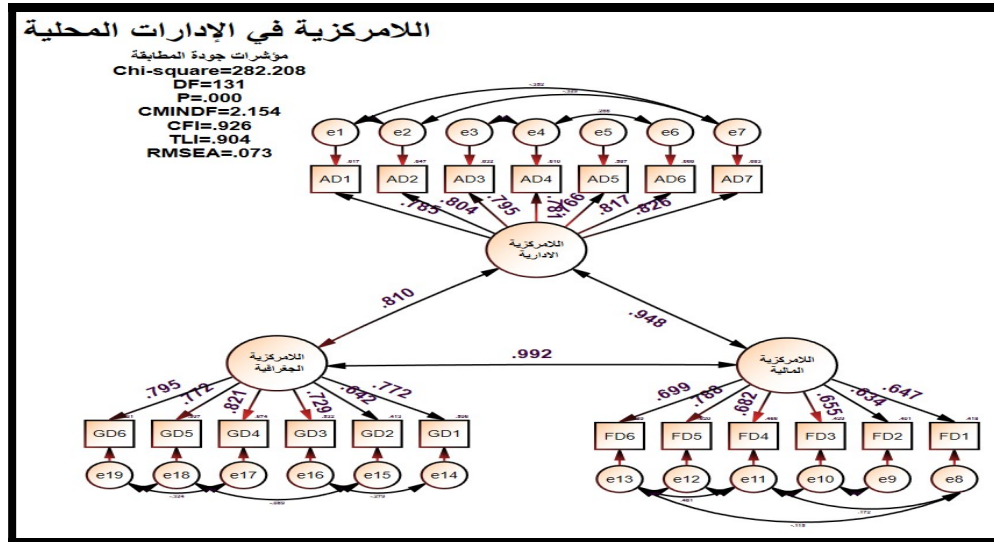


Figure (2) Decentralization model in local administrations

Source: AMOS V.26 program

It is clear from Table (1), the estimates values for all questions of the decentralization variable in local administrations ranged between (0.634-0.826), and it is also clear that they are significant, through the values of (CR) that ranged between (5.927-9.714), which is greater than the critical value (CR) of (1.96), and this indicates the validity of the questions and is a good indicator.

Table (1) Estimates of the dimensions of the decentralization variable in local administrations

| Questions | Track | Dimensions | Estimates | C.R. | P | decision |
|-----------|-------|------------------------------------|-----------|-------|-------|-------------|
| AD1 | ---> | Administrative Decentralization | .785 | | | |
| AD2 | ---> | | .804 | 9.714 | 0.000 | Influential |
| AD3 | ---> | | .795 | 8.759 | 0.000 | Influential |
| AD4 | ---> | | .781 | 8.465 | 0.000 | Influential |
| AD5 | ---> | | .766 | 8.420 | 0.000 | Influential |
| AD6 | ---> | | .817 | 8.951 | 0.000 | Influential |
| AD7 | ---> | | .826 | 7.946 | 0.000 | Influential |
| FD1 | ---> | Fiscal Decentralization | .647 | | | |
| FD2 | ---> | | .634 | 5.927 | 0.000 | Influential |
| FD3 | ---> | | .655 | 6.044 | 0.000 | Influential |
| FD4 | ---> | | .682 | 6.885 | 0.000 | Influential |
| FD5 | ---> | | .788 | 7.080 | 0.000 | Influential |
| FD6 | ---> | | .699 | 6.046 | 0.000 | Influential |
| GD1 | ---> | Geographic Decentralization | .772 | | | |
| GD2 | ---> | | .642 | 6.623 | 0.000 | Influential |
| GD3 | ---> | | .729 | 6.802 | 0.000 | Influential |
| GD4 | ---> | | .821 | 8.684 | 0.000 | Influential |
| GD5 | ---> | | .772 | 8.148 | 0.000 | Influential |
| GD6 | ---> | | .795 | 8.208 | 0.000 | Influential |

Source: AMOS V.26

Second: Questionnaire stability

1- Using Cronbach's alpha coefficient

The concept of stability generally refers to the ability of the tool or scale to provide similar results when reapplied to the same group of individuals or in similar conditions after a specific period of time. Cronbach's alpha coefficient is one of the common methods for estimating this stability, as the scale is considered acceptable if the alpha value is equal to or exceeds 0.70. Through Table (2), we find that all extracted Cronbach's alpha coefficient values exceed this standard, indicating a high level of stability. Accordingly, it can be said that the tools used in the study have sufficient stability, which makes them trustworthy for collecting and analyzing data for a reliable manner.

Table (2) Cronbach's alpha coefficient results

| Scale | Symbol | Number of paragraphs | Cronbach's alpha coefficient |
|---|--------|----------------------|------------------------------|
| Administrative decentralization | AD | 7 | 0.902 |
| Fiscal decentralization | FD | 6 | 0.836 |
| Geographic decentralization | GD | 6 | .8820 |
| Decentralization in local administrations | DILA | 13 | 0.911 |

Source: output of SPSS V.28

2. Internal consistency of the scale (split-half)

The researcher resorted to using the split-half test to ensure the stability of the scale used. Using this method, it was found that the Spearman-Brown coefficient for the questionnaire reached (0.878), while the split-half coefficient using the Cotman coefficient reached (0.874), which shows that the scale has good stability and can be relied upon at different times and in changing conditions, as it can be used in research with high reliability.

Table (3) "(split-half) test"

| | | | |
|--------------------------------|------------------|------------|-------|
| Cronbach's Alpha | Part 1 | Value | 0.927 |
| | | N of Items | 10 |
| | Part 2 | Value | 0.926 |
| | | N of Items | 9 |
| | Total N of Items | | 19 |
| Correlation Between Forms | | | 0.783 |
| Spearman-Brown Coefficient | Equal Length | | 0.878 |
| | Unequal Length | | 0.878 |
| Guttman Split-Half Coefficient | | | 0.874 |

Source: output of SPSS V.28

Second: Descriptive statistics

1: Description and diagnosis of decentralization in local administrations

These results shown in Table (4) indicate an analysis of the different dimensions of decentralization in local administrations, and clarify the level of general agreement on the importance of each dimension and the extent of the sample's awareness of the nature of the variable.

2. Administrative decentralization: The overall arithmetic mean for this dimension amounted to (3.504) with a standard deviation of (0.833) and a coefficient of variation of (23.76), as this dimension came in third place in terms of the order of dimensions, which reflects a neutral position towards this dimension. The results indicate that there is general agreement among the participants on the importance of administrative decentralization, but this effect is considered to be of relatively good importance. Decentralization may have clear benefits, but it may face some reservations or challenges in implementation and application.

- The results showed that the highest arithmetic mean was achieved for the paragraph (the distribution of administrative functions and tasks helps reduce the burden on the central government) with an arithmetic mean of (3.606), indicating a high level of agreement among the participants. On the other hand, the standard deviation of this paragraph was (0.980), which reflects a great convergence in the participants' responses to this statement. The lower the standard deviation, the more homogeneous the responses. As for the coefficient of variation, it reached (27.17%), as this paragraph came in rank (2), indicating a good degree of consistency among the participants' answers. Based on these results, the values indicate that there is clear general agreement that the

distribution of administrative functions and tasks contributes effectively to reducing the burden on the central government, with a minimum level of variation in viewpoints recorded. - The lowest arithmetic mean was at the paragraph (Administrative decentralization contributes to the speed of completing work and eliminating routine) with a value of (3.404), which indicates that the level of agreement was at the average, while the standard deviation reached a value of (1.019) and indicates the extent of dispersion of responses around the average. The lower the value, the more closely the responses were, as the coefficient of variation for it reached (29.95%), as this paragraph came in rank (4). These values indicate that there is general agreement on the impact of administrative decentralization in improving the speed of completing work and reducing routine, with a moderate variation in opinions among the participants in the study. 2. Financial decentralization: This dimension obtained a total arithmetic mean of (3.657) with a standard deviation of (0.721) and a coefficient of variation of (19.71), as this dimension came in first place in terms of the order of dimensions, with participants agreeing on its importance. These results indicate that financial decentralization is considered the most important dimension among the studied dimensions, with general agreement among participants that it contributes significantly to improving financial management and reducing centralization in financial decision-making.

- The results showed that the highest arithmetic mean was achieved in the paragraph (contributes to expanding local revenues and collecting internal resources such as taxes and fees), as it obtained an arithmetic mean of (3.721), indicating a high level of agreement among participants on this statement. As for the standard deviation, it reached (0.960), while the

coefficient of variation reached (25.80%), as this paragraph came in the (5) rank. These values indicate a clear agreement among participants on the importance of expanding local revenues and achieving internal resources such as taxes and fees, as one of the means of enhancing financial and economic efficiency. - The lowest arithmetic mean was achieved for the paragraph (helps in the optimal use of the available resources in the unit), which amounted to (3.462), indicating a positive level of agreement among the participants regarding this statement. As for the standard deviation, it amounted to (0.994), and as for the coefficient of variation, its percentage amounted to (28.73%), as this paragraph came in rank (6), which indicates a moderate variation among the opinions of the participants, but it remains within the acceptable limits of general consistency in opinions. These values indicate that there is general agreement that improving the use of the available resources in the unit contributes to operational efficiency, despite the slight variation in viewpoints among the participants.

3. Geographic decentralization: It reached an average of (3.498) with a standard deviation of (0.795) and a coefficient of variation of (22.74), as this dimension came in second place in terms of the order of dimensions. These results indicate that geographic decentralization is a dimension of medium importance, as participants agree that it contributes to improving the ability of administrative units to deal with local and geographical challenges more effectively. - The results showed that the paragraph (contributes to the rapid confrontation of local community problems) obtained the highest arithmetic mean, which amounted to (3.721), indicating a high level of agreement among participants regarding this paragraph. The standard deviation was (0.960), while the

coefficient of variation was (25.80%), which indicates a high degree of consistency in the answers, with a very slight difference between the points of view, as this paragraph obtained the rank (3) among the researched paragraphs, which reflects its high importance in the participants' awareness of the role of administrative decentralization in accelerating the response to local community problems. These values indicate that there is a general agreement among participants that administrative decentralization enhances the ability of local authorities to respond quickly to problems, which contributes to improving the quality of life and enhancing administrative efficiency.

- The results showed that the lowest arithmetic mean was achieved for the paragraph (helps in developing local units in remote areas) as it reached (3.577), indicating a high level of agreement among participants on the importance of this statement, and the standard deviation was (0.942), while the coefficient of variation reached (26.33%), which indicates a good degree of consistency in participants' responses, with a slight variation in opinions. This paragraph came in rank (4) among the paragraphs studied. These values indicate that there is general agreement among participants on the role of administrative decentralization in developing local units in remote areas, which contributes to strengthening infrastructure, supporting local communities, and improving the services available to them.

Total Decentralization in Local Administrations: It showed an overall mean (3.605) with a standard deviation (0.717) and a relatively low coefficient of variation (19.89), with general agreement on the importance of decentralization applications in local administrations. This indicates a positive view of the

application of decentralization in local administrations in general,

Table No. (4) Results of describing and diagnosing the dimensions of decentralization in local administrations

| | Dimensions Rank Trend | Mean | Deviation | Coefficient of Variation | Rank | Direction |
|--|--|-------|-----------|--------------------------|-------|-----------|
| | Helps in making timely decisions | 3.462 | 1.079 | 31.16 | 7 | I agree |
| | Administrative decentralization contributes to the speed of completing work and eliminating routine. | 3.404 | 1.019 | 29.95 | 4 | neutral |
| | It contributes to providing accurate and up-to-date data and information. | 3.510 | 0.955 | 27.22 | 3 | I agree |
| | Devolution of powers to local administration contributes to planning and implementation at the unit level. | 3.577 | 1.086 | 30.35 | 6 | I agree |
| | The distribution of administrative functions and responsibilities helps reduce the burden on the central government. | 3.606 | 0.980 | 27.17 | 2 | I agree |
| | Administrative decentralization contributes to saving time, effort and money. | 3.510 | 1.061 | 30.24 | 5 | I agree |
| | It helps eliminate routine monotony. | 3.462 | 0.869 | 25.12 | 1 | I agree |
| | Administrative decentralization | 3.504 | 0.833 | 23.76 | Third | I agree |
| | It helps in the optimal use of the available resources in the unit. | 3.462 | 0.994 | 28.73 | 6 | I agree |
| | There is freedom to employ and allocate financial resources at the unit level. | 3.692 | 0.936 | 25.34 | 3 | I agree |
| | Self-financing provides for the needs of units and addresses management and budget shortcomings. | 3.664 | 0.910 | 24.83 | 2 | I agree |
| | It contributes to reducing unplanned spending. | 3.692 | 0.956 | 25.89 | 4 | I agree |
| | It helps to make good use of local resources. | 3.712 | 0.855 | 23.04 | 1 | I agree |
| | It contributes to expanding local revenues and collecting internal resources such as taxes and fees. | 3.721 | 0.960 | 25.80 | 5 | I agree |
| | Financial decentralization | 3.657 | 0.721 | 19.71 | First | I agree |
| | Helps identify the locations of the most needy local units. | 3.596 | 0.981 | 27.27 | 5 | I agree |

| | | | | | | |
|--|---|-------|-------|-------|--------|---------|
| | Contributes to the rapid confrontation of local community problems. | 3.721 | 0.960 | 25.80 | 3 | I agree |
| | We contribute to providing information in the event of any crisis that requires a quick decision. | 3.712 | 0.900 | 24.24 | 1 | I agree |
| | It helps in making decisions related to the local reality. | 3.673 | 0.939 | 25.57 | 2 | I agree |
| | It helps in developing local units in remote areas. | 3.577 | 0.942 | 26.33 | 4 | I agree |
| | Helps officials direct support to the development of local units. | 3.644 | 1.051 | 28.85 | 6 | I agree |
| | Geographic decentralization | 3.654 | 0.777 | 21.26 | Second | I agree |
| | Total decentralization in local administrations | 3.605 | 0.717 | 19.89 | | I agree |

Conclusions and recommendations:

First: Conclusions

1. The results showed that administrative decentralization faces a tangible reservation and challenge in implementation and application.
2. Clear dispersion in the answers to the impact of administrative decentralization in improving the speed of completing work and reducing routine.
3. The prominent contribution of financial decentralization in expanding local administration revenues such as taxes and fees.
4. Decrease in the optimal use of available resources in local units.
5. Weak interest in remote areas that help in developing the local units affiliated with them.

Second: Recommendations

1. Increase support and interest in local units in administrative decentralization.
2. Enhance the efficiency of administrative agencies to deal with administrative decentralization in a better way to complete work and eliminate routine.

3. Increase the financial responsibility of the governorate by transferring financial authorities to the governorates to enhance their efficiency in managing their resources.
4. Pay attention to financial planning to increase awareness among local administrations in the optimal use of resources.
5. Enhancing the geographical distribution of authorities and services in remote and rural areas.

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