The Impact of Administrative Management's Quality on Improving Local Government in Khartoum
An Applied Study on Karary Locality

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Abstract
The current study investigated the impact of administrative management on improving local government according to Sudan's local and future conditions. Sound local government helps localities identify, organize and implement their priorities. In order to test its hypotheses, the study adopted the analytical descriptive approach. The problem of the current study lies in the poor management of the localities in Khartoum – locality of Karary as a case study, resulting in absence of transparency of authorities and responsibilities. Consequently, this led to a great deal of shortcoming in providing the required services, and then inability to achieve local development. Various negative significant results were suggested; organizational structure negatively affected the efficiency of local government in Sudan regarding poor performance, lack of roles, overlapping of authorities and responsibilities and duplication of authorities. The study recommended the need to hold workshops focusing on reviewing the organizational structure to achieve the philosophy of local government, tackle low performance's problems and contribute to identifying the objectives and future visions of each locality, based on its potentialities and available resources (natural, human and physical).

1. Introduction
Administrative management is a framework in which any human group moves towards specific target. It expresses the style of current human cooperation to achieve a joint target. It also means an organized constellation of connected and similar parts to establish a common entity, in which works, duties and authorities carried out to achieve the desired goal.

Administrative management aims at identifying the required aspects of an activity to achieve specific goal or a plan. Therefore, specific factors should be available, such as: one target and teamwork, a group of people who share a real relationship and participate in achieving their goal. Consequently, it should be realistic, dynamic and active in achieving goals with the best methods and lowest costs, creating cooperation among a group of individuals who share coordination of efforts and business.

Administrative management is one of the major administrative activities or processes carried out by individuals and institutions in the community to achieve their various goals. It is a main factor in coordinating and organizing human activities to improve the performance of fulfilling tasks. Therefore, the current study handles the impact of this effective administrative management on developing local government and its role in achieving quality and mastery of local work.

2. Problem of the Study
The problem of the current study lies in the weakness of administrative management in Khartoum's localities, causing absence of transparency of administrative authorities. Hence, a clear imbalance occurred in providing services to the state's citizens and residents and the weakness of the desired level for achieving local sustainable development.

3. Significance of the Study:
Sound administrative management helps organize community affairs and facilitating the services provided by localities; it establishes clear coordination among jobs, determines the staff's relationships, and distributes work and activities in a scientific way that prevents or decreases the doubling of functions and authorities to the maximum extent.

4. Objectives of the Study
1- Defining the main concepts of good administrative management; it is the appropriate management according to the current conditions.
2- Categorizing the types or forms of administrative management to determine the most appropriate one to local administration in Sudan.
3- Identifying the extent to which to administrative management of localities in Khartoum state contributes to improving local government philosophy in Sudan.
4- Identifying the extent to which administrative management positively or negatively affect local

government systems in Sudan.

5. Hypotheses

The current study is based on two hypotheses;
- Administrative management of Khartoum localities caused absence of transparency among authorities and responsibilities.
- The application of weak administrative management caused weakness of services and sustainable development in Karary locality.

6. Methodology

In conducting the current study, the two researchers adopt the analytical descriptive approach; a form of analysis and organized interpretation used to describe social phenomena. It describes the status quo of the phenomenon, focuses on its precise description and expresses it quantitatively and qualitatively. It also helps demonstrate the causes of poverty of administrative management's circulation among the localities of local government in the different Sudanese states.

6.1 Population

The study population consists of a number of local government's localities (133) localities in (18) states in Sudan. In order to identify the impact of their administrative management on administrative performance's capacity, the researchers selected a sample of heads of departments and officials in Karary locality in Khartoum state, where there are many directorates and departments covering (purchases and stores, funding, planning, administrative affairs and engineering affairs). These departments are headed by directors who are highly experienced, with authorities and knowledge. So, they were appropriate to the nature of the study.

6.2 Sampling

The sample of the current study randomly selected. It was one of the seven localities in Khartoum, i.e. Karary, randomly selected because of its high population and the variety and complexity of its developmental services. Therefore, its problems of administrating and providing services are more apparent than in any other locality.

6.3 Resources of data collection

Two types of resources of data collection; primary and secondary are adopted.

6.4 Tools of data collection

The questionnaire was utilized to collect relevant data (it is a collection of questions, prepared by the researchers, after conducting revision and arbitration to define the problem or the topic and hypotheses in a way that allows the respondent give the required answer and helps the researchers unpack and analyze data. Closed questionnaire is chosen, paying attention to the questions' clarity, accuracy and sequence

6.5 Study Limitations

Spatial limitations: Karary locality in Khartoum state. Time limitations**:** From 2010 to 2014.

6.6 Statistical analysis

Statistical package for the social sciences (SPSS) is adopted because it is appropriate to the nature and hypotheses of the study to analyze and process the data and to test the hypotheses.

This study consists of two sections. The first is theoretical that handles the concept, types, significance, principles, elements and aims of administrative management and the definition, bases and development mechanisms of local government. The second section comprises the field study, results and recommendations.

7. Theoretical framework

7.1 Concept and types of administrative management

Administrative management is a framework that consists of rules, regulations and individuals' relationships. It defines officials' authorities, responsibilities and duties towards achieving the objectives of the organization (Zoelif, et al 1999). Additionally, the degree of effectiveness and efficiency in any organization is based on its potentialities to help its members achieve these objectives. According to the various schools of defining administrative management, it can be defined differently. In addition, there are differences regarding the historical development with some legal, economic and technical changes. Defining administrative management is based on the cognitive fields and purpose. Therefore, some managers and businessmen think of it as designing the organizational structure beause they think that it is concerned with forming the organizational maps including lines to define authority and responsibility. In their book "an introduction to administration", Warren Blanket and

Raymond Etnar define management as a process of merging human and physical resources in a formal structure, illustrating functions and authorities (Abdel Rahim, 1976).

Consequently, Administrative management can be perceived as a form where human efforts vary to achieve a general purpose and practice authority, coordination and control. It is an administrative process that pays attention to all the desired tasks and activities, identifies authorities and functions, coordinates activities and departments to achieve objectives and solve problem and disputes faced by each activity and department.

In addition, it is a process of establishing a structure of the roles by determining the activities required to achieve specific objective, combining them and delegating a person in charge to fulfill them. It also means coordinating the vertical and horizontal relationships in the structure. It is an overall system including a set of sub-systems, such as: different jobs, job holders, applied methods and techniques and the work environment affecting the organization and is being affected in a continuous interaction to achieve the final objective of the administrative organization.

7.2 Types of administrative management

They are various types of administrative management. They can be mainly categorized into: official and non-official management. Official management is the one that is aware and activity-oriented. Additionally, their inter-relations are meant to achieve a previously-identified goal. It is a means of achieving aims clearly and definitely by the members of the management (Khashqjy, 2002), which achieve some benefits, such as:

  – Easy of contact among members of the organization.
  – A good relationship that motivates officials to welcome customers.
  – Availability of the required capabilities and facilities.
  – Administration can achieve the organization's objectives with low cost and short time.
  – Classifying unified tasks in one place.
  – Achieving equivalence between authority and responsibility in case of accountability.
  – Supervision checklist range is based on the limited potentialities of directors.
  – Creating balance and compatibility between the works of the consultant and the executive. Consequently, consultants play a part.
  – Easiness and flexibility of management so it suits changes and recent developments.

Non-official management is a set of personal relationships established and developed in the various types of official organizations because of their large sizes. They are unintentionally established, do not have a unified form, usually small and may be joined for personal, regional, tribal or cultural considerations...etc. to achieve personal objectives or avoid conflict against the objectives of official management (Khashqjy, 2002). It is concerned with motivations and the individuals' considerations that cannot be officially revealed. It is spontaneously planned based on the officials' needs. Chairmen and directors are sometimes compelled to disregard official channels and use non-official contact instead. Hence, a non-official management may be created in case of official lack of professional efficiency and instability. Furthermore, the status quo of administration work proved that officials and individuals play a part. Consequently, official management must be considered, seeking to adjust its objectives with those of the official one and to relieve the individuals' state of tension contributing to achieving objectives and creating a kind of agreement with official organizations.

7.3 Importance and advantages of administrative management

7.3.1 Importance of management:

  a. Dividing administrative work between officials.
  b. Stereotypical principles of executing various tasks are established.
  c. The way decisions issued by the various authorities and received is well prepared.
  d. Official and non-official means of communication among the various administrative parts are prepared.
  e. The appropriate training and improvement environment of the officials is established.

7.3.2 Advantages and benefits of administrative management

Scholars of administration think that sound management achieves the following benefits (Gamal eldeen, 2004):

  a. Scientific distribution of works and functions based on objective bases regardless of personal factors to prevent chaos and confusion in categorizing, distributing and determining work.
  b. Clearly defines officials' inter-relations and their roles and determine their authority lines. Consequently, duplication of work is eliminated and stability is achieved.
  c. Effectively coordinates the organization's objectives and prevents each unit's exaggeration of its role and needs. Hence, sound administrative relations are guaranteed, thus creating a convenient work environment and officials' stability.
  d. Keeping pace with the updates in work and technology or physical environment.
  e. Securing transferring of decisions, data and authorities via good contact channels, facilitating

individuals and work teams' communication and coordination to achieve joint goals.
   f. Avoiding unfair division of labor force and determining their duties to fit their efficiencies and improve the organization's employees by training and motivation to increase their efforts, improving their skills to achieve a joint goal and establishing cooperation and solidarity.
   g. Saving effort and time by settling standard procedures in workplace and identifying achievement standards.

7.4 Principles and Elements of administrative management

Many authors and scholars in public administration agree on establishing principles and bases of administrative management in different degrees seeking sound administrative management. They can be summarized, as follows:

Fayol developed 14 principles of management in order to help managers conduct their affairs more effectively. Today, these principles are still used but are often interpreted differently (https://www.boundless.com). The fourteen principles are as follows:

1. division of work
2. delegation of authority
3. discipline
4. chain of commands
5. congenial workplace
6. interrelation between individual interests and common organizational goals
7. compensation package
8. centralization
9. scalar chains
10. order
11. equity
12. job guarantee
13. initiatives
14. team spirit

7.5 Elements of management

The management process is divided into two main elements:

1. Division of work: dividing tasks into administrative units. They are categorized according to the main purpose, profession, geographical location and beneficiaries.

2. Delegation of authority: Determining the authority's extent for performing these tasks, as well as identifying the type and nature of this authority.

Many theories tackled the ways of institution's organizational structure. Max Weber, for example, reported that the bureaucratic theory is characterized by:

- A clear division of work resulting in a number of specialists, each of them works in specific field.
- Structuring of positions, where the lower ones are directly supervised by the higher ones.
- Creating a stable system of laws, regulations and standards where there is a harmony of job performance and coordination among the various tasks.
- Embodiment of impersonal, official spirit in performing works and tasks.
- Employment is based on technical efficiencies that are protected against arbitrary expulsion.

7.6 Objectives of management

Administrative management aims at:
- Affording a framework by which the organization's objectives can be achieved.
- Dividing work into specific groups and tasks and identifying their contact lines.
- Identifying the required responsibilities and authorities to achieve control.

7.7 Local government: conception and basic components

Local government is sometimes known as delegated decentralization. State local government means the delegation of authorities from a center to representatives of a ministry or an authority to locally accomplish its authorities and instructions.

Because of the variety of aspects that can be dealt with, definitions of local government vary; it can be defined regarding function or structure. Merriam Webster defines it as "the government of a specific local area constituting a subdivision of a major political unit (as nation or state). It is also the body of persons constituting such a government (Menallah, 1998). Hence, it is a part of the main political unit. It is management that implements the state's public policy. That is, administrative management can be a tool of public policy.

It is attributed by the United Nations to the political situation of a country or a state. In the federal system, for example, it is a state established by law and is characterized by a large amount of controlling local issues. Mody Gram defines it as an elected council, where local government is settled. It is also accountable before the voters of the locality and is supplemental to the bodies of the state (Jales, 2013).

Local government is an administrative management style based on distributing activities and duties among central and local systems so that central systems can be fully dedicated to make public policy and manage national facilities, while local systems efficiently facilitate them to achieve their legitimate objectives (Khashqjy, 2002). This very conception illustrates the importance of local government in local facility management.

Some researchers think that there is a difference between local government and local administration because local administration is related to the state's administrative management so it is one of its methods. It plays a part of the administrative function only. Therefore, local administration factors are related to the official administrative system and coordination between central authorities and local councils that are part of the administrative law. Local government system is based on administrative, legislative and juridical labor division which is a characteristic of the federal system. It is based on four main principles:

a.   Recognition of local benefits that can be distinguished from public ones.
b.   (Existence of the moral side as a result of applying the administrative decentralization.
c.   These facilities and agencies are administrated by independent local bodies.
d.   Central government monitors independent local authorities because their independence from central authority is incomplete but local control lies within specific limits (Khashqjy, 2005).

7.8 Local government in Sudan

Since independence, each Sudanese government realized that the philosophy of local government is a means of solving rule problems. Needs and human aspirations increased to play a part in authority, responsibility and wealth to get the largest part of the main services and socio-economic development revenues are equitably distributed to achieve balance and political agreement (Maddic, 1975). Sudan is a large country with varied geographical, social and multi-cultural characteristics regarding its population and life style. It is rich in financial and human resources. Consequently, applying the ruling and administrative system that takes this diversification into account, achieves balance in development and services, meets the aspirations of citizens despite their different characteristics and life areas, and achieves participation in ruling and is interested in their local participation and serving their life and developmental issues (Conen, 1994). Therefore, the philosophy and aim of the state that began to be formed in 1989 towards the federal system was a deeper form of local administration. This was achieved by establishing public rule systems taking the centralized and decentralized forms, allowing the existence of organizational, functional and flexible structures with clear and precise authority that totally allows an environmental (official and public) relationship that satisfies the needs of individual, community and state.

Environment and ruling system interaction is active all over the world, irrespective of the surrounding environment. Local government is seen as a small administrative political entity or a minimized government on the grass-roots level. Before being established as a modern state, where environmental factors affect its people, Sudan is affected by various factors that are originally based on the characteristics of political life, economic situation and social traits and traditions (Stanyer, 1976). Therefore, the Sudanese government tried to review historical events, lessons, experiences, heritage and environmental conditions in creating the federal government exploiting current federal experiences all over the world.

7.9 Historical development of local government models (1937-1956) and (1956-1971)

Sudan witnessed a number of constitutional experiences in the ruling system since the Anglo-Egyptian conquest (bi-rule agreement, 1899) by which Britain directly ruled Sudan up to the early 1920s, and under indirect rule till 1937:

–   The first legislations related to local government based on the English ruling style were known as legislations for the administration of localities, townships and rural areas in 1937.
–   Pre-independence local government objectives were colonial, seeking security and stability to guarantee its rule continuity.
–   Establishing local government institutions under 1951 law, as a result of the recommendations of Dr. Marshal, British expert, to generalize local government experience, justifying it to the need to decentralize service providing locally, the need to promote a sense of political and administrative responsibility by being practiced in local government systems and the impossibility of establishing a detailed self-based rule locally.
–   Public local government act of 1971 was issued, causing a paradigm shift.
–   Act of 1971 was cancelled after issuing the regional rule in 1985 and the popular local government act of 1981.

- Regional rule act of 1995 was issued from permanent constitution of 1973.
- From 1989 to 2005, federal solution, as a recommendation of the national dialogue conference of peace questions (September/October, 1989) as the most appropriate rule in Sudan.

Codification of the local government appeared in many articles of the Sudanese transitional constitution of 2005, handling the ruling system and its levels in Sudan, stating that Sudan is a decentral state and its ruling level is national, the ruling level in Southern Sudan, the states' ruling level provides public service from the citizens' nearest level and local government level all over Sudan.

7.10 The importance of organizational structures in localities

The organizational structures determine work division among employees, official coordination channels and leadership hierarchy. They regulate inter-relations and define responsibilities. Each management includes a sub-system that is concerned with technical activities that directly contributes to goal achievement and another sub-system, i.e. the administrative level, in which the former level arranges the various sources required to fulfill the technical functions.

Organizational structure is characterized by official and permanent tasks, hierarchy, reporting lines and public roles that identifies and distributes tasks., relations of the organizational units' members and identifying contact lines, administrative control styles, authority lines and decision making centers. Because of their importance, the government of Khartoum state decided to reconsider the administrative organizational structures in its ministries and localities to facilitate service providing, recognizing that there is a problem in local structures. According to decision (4/2011), Khartoum governor created the supreme committee for restructuring to achieve:

   a. Efficiency and establishing a flexible and effective governmental structure.
   b. De-conflicting of functions and specializations.
   c. Reducing expenses.
   d. Achieving strategic objectives of the state.

8. Field study

8.1 Karary locality

Local government is a cornerstone of the Sudanese government. Each state consists of a number of localities that assume, via important popular bodies, planning, implementing and managing the educational, health, agricultural, professional and service activities throughout the state. Administratively, Republic of Sudan consists of (18) states that are further divided into smaller political and administrative organizations. They consist of (133) localities, each of which consists of some directorates. Karary locality, for example, is one of (7) states in Khartoum. They are: Khartoum, Ombadda, Khartoum Bahri, Sharq Alneel, Jabal Awliya, Um Durman and Karary that is located in the northern west part.

According to the law of 1991, Karary with its various parts was part of Um durman, but according to the framework local government law of 1998 and the law of Khartoum state of 1999, it became an independent locality. In 2000, the number of governments was decreased to (5) according to a presidential decree. Therefore, Karary was combined with Um durman. Under local government law of 2003, governorates were cancelled in Khartoum. Consequently, seven localities were established on the early borders. Karary consists of (105) quarters, (175) blocks, (7) districts, (81) villages and (7) small, large and medium-sized hospitals. It also includes the faculty of administrative sciences, University of Science and Technology, (52) secondary schools, (242) elementary schools and (561) mosques. It is populated by about a million of people, representing every Sudanese tribe. It is about (4774) km^2.

8.1.1 Administrative structure of Karary locality

Karary locality consists of a number of administrative units and public and specialized directorates.

8.1.2 The administrative units: Karary, Elthoura, Elreef elshamaly and Elfath.

8.1.3 General departments: General department of administrative affairs and civil service, general department of financial affairs and economic development, general department of environmental health, general department of education, general department of engineering affairs, general department of social affairs and general department of agriculture and livestock.

8.1.4 Specialized departments: Department of Revenues and Transportation and Petroleum Department.

8.2 Tool of the Study

In order to get information and primary data of the study, a questionnaire is developed to investigate the impact of administrative management on developing local government. It comprises the data of the respondents: age, academic qualification and profession, and the domains that help identifying the study's variables. Five-type Likert scale is adopted. It is ranged from (strongly agree) to (strongly disagree), where strongly agree (5), agree (4), neutral (3), disagree (2) and strongly disagree (1).

Table (1) illustrates means of the responses.

Choice	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
means	0.1-1.79	1.8-2.59	2.6-3.39	3.4-4.19	4.2-5

8.3 Statistical analysis

The following statistical tests were used:

8.3.1 Reliability:

It was conducted to the questionnaire's paragraphs of the data using Cronbach's Alpha that is used to measure internal consistency of the paragraphs to test reliability. The value of Cronbach's Alpha is (0.91), and it is appropriate to achieve the objectives of the study because it is more than 60%.

8.3.2 Validity

To verify the validity of the questionnaire, it was reviewed and evaluated by a number of more experienced evaluators in the field of management; where they were asked to check the appropriateness of the paragraphs (items) of the total scale, and to make sure of the language and the appropriateness of the scale to achieve the study objectives. In light of the views and suggestions of the evaluators, the required modifications were made with agreement percentage (90% - 95%), and the final draft of the questionnaire consisted of (20) paragraphs.

Table (1): Poverty of administrative management causes absence of transparency in authorities and functions

Response	Number	Percentage %
Strongly agree	25	50
Agree	21	42
Neutral	3	6
Disagree	1	2
Strongly disagree	0	0
Total	50	100

Table (1) shows that the majority of participants (92%) agree that administrative management is a tool of general policy. However, those who disagree rated (2 %) and those who did not give a definite response rated (6%).

Table (2): Sound administrative management upgrades and develops general performance of the locality

Response	Number	Percentage %
Strongly agree	27	54
Agree	21	42
Neutral	1	2
Disagree	1	2
Strongly disagree	0	0
Total	50	100

Table (2) illustrates that the majority of participants (96%) agree that the strength of administrative management is positively reflected on the general performance of the locality. However, those who disagree rated (2%) and those who did not give a definite response rated (2%).

Table (3): Clarity of authority and responsibility lines of the locality's structure facilitates service providing.

Response	Number	Percentage %
Strongly agree	27	54
Agree	14	28
Neutral	6	12
Disagree	3	6
Strongly disagree	0	0
Total	50	100

Table (3) indicates that the majority of participants (82%) agree that the clarity of authority and responsibility lines of the locality's structure facilitates service providing. However, those who disagree rated (6%) and those who did not give a definite response rated (12%).

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Table (4): Multiple organizational structures result in work complication and lack of service provision

Response	Number	Percentage %
Strongly agree	19	38
Agree	17	34
Neutral	10	20
Disagree	3	6
Strongly disagree	1	2
Total	50	100

Table (4) shows that the majority of participants (72%) agree that multiple organizational structures result in work complication and hindrance of services. However, those who disagree rated (8%) and those who did not give a definite response rated (20%).

Table (5): Sudanese local government suffers from problems of power relations and responsibility limits.

Response	Number	Percentage %
Strongly agree	27	54
Agree	14	28
Neutral	6	12
Disagree	2	4
Strongly disagree	1	2
Total	50	100

Table (5) reveals that the majority of participants (82 %) agree that the Sudanese local government suffers from problems in power relations and responsibility limits. Those who disagree rated (6%) and those who did not provide a definite response rated (12%).

Table (6): Public monitoring of the localities causes organizational work's delay and disorders.

Response	Number	Percentage %
strongly agree	14	28
Agree	12	24
Neutral	8	16
Disagree	13	26
strongly disagree	3	6
Total	50	100

Table (6) shows that the majority of participants (52%) agree that public monitoring of the localities results in organizational work's delay and disorders. Those who disagree rated (32%) and those who did not provide a definite response rated (16%).

Table (7): Political intervention and the center's control of localities weaken the local administrative leadership role.

Response	Number	Percentage %
strongly agree	22	44
Agree	16	32
Neutral	7	14
Disagree	3	6
strongly disagree	2	4
Total	50	100

Table (7) points out that the majority of participants (76%) agree that political intervention and the center's control of localities weaken the local administrative leadership role. However, those who disagree rated (10%) and those who did not give a definite response rated (14%).

Table (8): Advisory jobs of the local organizational structure do not work effectively.

Response	Number	Percentage %
strongly agree	17	34
Agree	18	36
Neutral	7	14
Disagree	7	14
strongly disagree	1	2
Total	50	100

Table (8) turns out that the majority of participants agree that advisory jobs in the organizational structure do not work effectively rated (70%). However, those who disagree rated (16%) and those who did not give a definite response rated (14%).

Table (9): Aware and carefully considered administrative management results in local government development.

Response	Number	Percentage %
strongly agree	37	74
Agree	11	22
Neutral	2	4
Disagree	0	0
strongly disagree	0	0
Total	50	100

Table (9) illustrates that the majority of participants (96%) agree that aware and carefully considered administrative management results in the development of local government. Those who disagree rated (0%) and those who did not give a definite response rated (4%).

Table (10): Relation of administrative management to local government is not based on consultation

Response	Number	Percentage %
strongly agree	13	26
Agree	14	28
Neutral	17	34
Disagree	2	4
strongly disagree	4	8
Total	50	100

Table (10) demonstrates that the majority of participants agree that the relation of organizational structure to local government isn't based on consultation (54%). However, those who disagree rated (12%) and those who did not give a definite response rated (34%).

9. Testing of hypotheses

Results of The first hypothesis: "Administrative management of Khartoum localities caused absence of transparency among authorities and responsibilities".

To verify the first hypothesis, Chi-squared test was conducted, and means calculated to identify significance of differences.

Table (11): Descriptive statistics and Chi-squared test of the paragraphs of the first hypothesis

Hypothesis	Mean	Explanation	value of chi- square	Level of significance
Administrative management of Khartoum localities caused absence of transparency among authorities and responsibilities	4.38	strongly agree	36.08	0.000

Table (11) illustrates that the means of the hypothesis is (4.38), chi square rated (36.08), level of significance (0.000), which is lower than (5%). Consequently, there are statistically significant differences among participants' responses in favor of those who strongly agree that administrative management is a tool of general policy. Therefore, the first hypothesis "Administrative management of Khartoum localities caused absence of transparency among authorities and responsibilities" has been verified.

Results of the second hypothesis: "The application of weak administrative management caused weakness of services and sustainable development in Karary locality."

To verify the second hypothesis, T-test (chi square testing) was conducted, and means calculated to identify significance of differences.

Results of the hypothesis' descriptive analysis are shown in table (12).

Table (12): Descriptive statistics and Chi-squared test of the paragraphs of the second hypothesis statement

Hypothesis	Mean	Explanation	value of chi square	Level of significance
The application of weak administrative management caused weakness of services and sustainable development in Karary locality.	4.46	strongly agree	43.7	0.000

Table (12) illustrates that the mean of the hypothesis was (4.46), chi square rated (43.7), level of

significance (0.000), which is lower than (5%). Consequently, there are statistically significant differences in favor of those who strongly agree that the strength of administrative management is positively reflected on the general performance of the locality. Therefore, the second hypothesis "The application of weak administrative management caused weakness of services and sustainable development in Karary locality." has been verified.

10. Results

a. Local government suffers from various problems, most importantly is absence of transparence of administrative functions, interference of authority and responsibility and work duplication in Karary locality.

b. Public monitoring and control of the localities is completely unacceptable and undesirable by officials, which in turn hinders daily and developmental service providing.

c. Governmental bodies and central ministries interfere in the local affairs and weaken the leadership role, which in turn affects its proficiency performance.

d. Karary's administrative management suffers from technical and informational weakness resulting in lack of providing the required local services.

e. The strategic objectives of the local government are ambiguous within the organizational structure of Karary locality that causes misuse of resources.

11. Recommendations

a. The appropriate ministry should hold symposia and workshops to review the organizational structure fitting with the philosophy of local government and the objectives of development in Sudan. It clearly defines the tasks and responsibilities of localities and central administrative bodies on locality level.

b. Conducting a study on the usefulness and effectiveness of local committees' role, e.g. local political agencies to identify the nature of its monitoring role, its limitations and the possibility of coordinating with local bodies before and during providing the local service.

c. The relationship of current political leaderships should be geographically framed as well as preventing their intervention in the localities' plans and tasks, but via official channels controlling the relation of localities to central systems, where those political and administrative leaders work.

d. After being technically developed, organizational structure of localities must be reviewed through providing appropriate training courses, to allow control of the provided services' size and quality.

e. Conducting a regular review and a comprehensive evaluation of local performance in collaboration with academics and officials allowing localities to avoid the errors of management and discussing strategic and developmental plans according to the available resources.

Conclusion

Management is a means of achieving the objectives of general administration through its division into organizational units and functions. The role of each individual and relation with others is defined in a way that leads to achieve the objectives of administrative management or local administrative management (the subject of the study). When administrative management is highly stable and reliable and follows academic methods of implementation in reality, helping in achieving its objectives, which in turn has a clear effect on the general performance of the local government. Therefore, administrative management is the cornerstone in every general administration that implements the state's public policy. It also has a great effect on performance improvement in the institutions of local government.

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