

Examining The Influence Of Power Delegation On Community Development Initiatives In Sanniquellie City, Liberia

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Abstract: This study examines the influence of power delegation on community development initiatives in Sanniquellie City, Liberia, within the broader context of post-conflict governance reforms. Using a mixed-methods cross-sectional design, the research combined quantitative data from 133 respondents with qualitative insights from interviews and focus group discussions. The findings reveal a strong and statistically significant positive relationship between delegation of power and community development outcomes ($r = .835$, $p < .001$), with regression analysis showing that delegation accounts for 69.6% of variations in community development initiatives. Descriptive statistics further indicate that delegation enhances collaboration and partnerships, capacity building, adaptability and innovation, and equity and inclusion, though challenges of uneven implementation, resource constraints, and institutional capacity gaps persist. The study concludes that well-supported delegation of authority accompanied by adequate resources, role clarity, and participatory mechanisms can transform local governance and development outcomes in post-conflict settings. The study recommends stronger institutional frameworks, equitable resource distribution, and targeted capacity building to ensure consistent and inclusive application of delegated powers.

Keywords: Delegation of Power; Community Development Initiatives; Sanniquellie City; Liberia

1. Introduction

Delegation of power and community development initiatives have emerged globally as central strategies for advancing inclusive governance and sustainable development. Delegation denotes the legal transfer of authority from central governments to local entities, empowering local actors to oversee resources, formulate policies, and implement projects that directly address community priorities. Historically, governance systems have been shaped by the interaction between centralized authority and delegated power, with implications for the success of community development efforts. In many countries, the delegation of authority is regarded as a means of improving government effectiveness and promoting growth (Kimenyi, 2018). The underlying rationale is that empowering local governments enhances community participation and optimizes service delivery. For instance, Nepal's transition from centralized governance to community-driven models underscores the role of local engagement in development processes (Acharya, 2018), while Brazil's participatory budgeting initiatives demonstrate how empowered communities can directly influence public service outcomes (Wampler, 2012). Similarly, Scotland's community empowerment law highlights institutional reforms designed to strengthen localism (Elliott, Fejszes, & Tàrrega, 2019). Such reforms allow communities to play a proactive role in

shaping development agendas. Likewise, Cambodia's community forestry systems illustrate how delegated authority fosters collective action that integrates community interests into governance, thereby advancing local development initiatives (Persson & Prowse, 2017).

Across Africa, the delegation of power has become a cornerstone reform aimed at reversing the legacy of over-centralization that characterized many post-colonial states. For decades, power and resources were monopolized by national governments, often concentrated in capital cities, leaving local communities with little influence over development priorities. Recent reforms have sought to strengthen democracy, improve accountability, and enhance community-driven development. The 2010 Constitution of Kenya instituted decentralized county councils endowed with decision-making authority over health, agriculture, and local infrastructure. According to Oloo (2020), this reform has promoted localized planning and participatory governance, enabling counties to prioritize development according to community desires. Nonetheless, discrepancies in capacity and financial management underscore the difficulties of maintaining such reforms. In Nigeria, grassroots movements and community-based organizations have increasingly demanded transparency and ensured that development projects align with community aspirations (Akin, 2013; Odugbemi, 2010). In Zimbabwe, restructuring governance in Bindura Municipality has improved service delivery by fostering responsiveness to local needs (Chinemhiri, 2024). Mbah and Obiagu (2020) further show how community-based governance structures in Nigeria have strengthened dialogue and improved development outcomes. Similarly, South Africa's three-tier governance system emphasizes cooperative governance and subsidiarity, though disparities remain between urban and rural municipalities (Muller & Dube, 2021). These cases demonstrate that properly delegated power supported by institutional capacity, resources, and training enables more participatory and inclusive governance, though challenges persist in equitable distribution and sustainability. Nonetheless, African experiences highlight enduring structural issues. Numerous nations contend with disparate fiscal capabilities, political meddling, and fragile institutional frameworks, which may compromise the efficacy of delegated authority. In Uganda, the original efficacy of local councils (LCs) in participatory planning has been compromised by trends of recentralization and the excessive growth of districts, which deplete resources (Lubuulwa, 2021). Nevertheless, throughout the continent, data consistently indicates that effective delegation promotes local ownership, cultivates community trust, and fortifies democratic administration (*ibid*).

Liberia, like many African nations, continues to grapple with the complexities of power delegation and its influence on community development. Years of civil war (1989–2003) left the country with weakened institutions, fractured social structures, and widespread distrust between citizens and the state (Klay, 2020). In the aftermath, community development initiatives became vital instruments of national recovery, supporting social cohesion, restoring livelihoods, and addressing deficits in infrastructure and basic services (Wonyene & Sarnor, 2021). These initiatives, including road construction, school building, and livelihood empowerment programs, have sought to reconnect marginalized groups with governance processes. However, their effectiveness has been uneven, shaped by persistent centralization, inequitable resource allocation, weak fiscal capacity, and limited participation mechanisms. Decentralization reforms, such as the establishment of County Service Centers, were designed to bring services closer to communities, but bureaucratic bottlenecks and dependence on Monrovia for key decisions have constrained their impact (World Bank, 2022).

Sanniquellie City exemplifies both the opportunities and challenges of delegation of power in Liberia. On the one hand, the city has witnessed increasing demand for local participation in decision-making and stronger community ownership of development initiatives. On the other hand, weak institutional capacity, inadequate fiscal transfers, and political interference continue to undermine local responsiveness and accountability. This interplay highlights the importance of examining how power delegation affects community development outcomes. Understanding these dynamics is essential not only for strengthening the effectiveness of interventions in Sanniquellie City but also for informing broader governance reforms aimed at advancing inclusive and sustainable development in Liberia. Accordingly, this study seeks to investigate the influence of power delegation on community development initiatives in Sanniquellie City, with the goal of identifying gaps, challenges, and opportunities for strengthening local governance and community-driven development.

2. Delegation of Power and Community Development Initiatives

The effectiveness of delegating power to local entities has been the focus of significant research, revealing a range of positive outcomes for community development. Smith (2022) conducted a comprehensive study examining various local governance frameworks and found that when power is effectively delegated to community organizations, it enhances their ability to address specific local needs. This approach not only allows for the development of tailored interventions that resonate with community priorities but also fosters a sense of local ownership and accountability. The findings suggest that empowered local organizations are more adept at mobilizing resources and engaging community members, leading to improved service delivery and more effective implementation of development initiatives. Additionally, Johnson (2023) corroborates these findings by demonstrating that effective delegation of power strengthens community trust in local governance structures. By involving community stakeholders in decision-making processes, the initiatives gain legitimacy and support, which are crucial for fostering long-term development outcomes. A study by Zikargae et al. (2021) emphasizes that when local stakeholders are empowered through delegated authority, they can better address community-specific challenges, leading to more effective and sustainable development outcomes. This empowerment fosters a sense of ownership among community members, which is crucial for the success of development initiatives. Additionally, the research conducted by Eisenhauer and Nicholson (2022) indicates that effective delegation of power enhances collaboration between governmental and non-governmental organizations, resulting in improved resource allocation and service delivery. The findings suggest that when local organizations are entrusted with decision-making power, they are more likely to implement programs that reflect the needs and priorities of the community, thereby increasing the overall effectiveness of development efforts.

Khan et al. (2020) conducted a comprehensive study focusing on the role of power delegation in enhancing local governance. Their findings indicate that when authority is transferred to local authorities, it results in improved responsiveness and accountability within governance structures. In communities where power is effectively delegated, there is a notable increase in citizen participation, which in turn leads to the development of projects that are directly aligned with local needs and priorities. This alignment not only enhances the relevance of development initiatives but also strengthens community cohesion as individuals feel more invested in the outcomes of projects that they have a hand in shaping. Olowu and Wunsch (2021) explored the impact of delegated power on community-led initiatives within the context of Sub-Saharan Africa. Their research illustrates that empowering local organizations through delegation not only improves project outcomes but also significantly bolsters social capital within communities. The study emphasizes that when communities possess the authority to make decisions, they are better positioned to advocate for their own needs and collaborate effectively with various stakeholders, including governmental entities and non-governmental organizations. This collaborative environment fosters a sense of ownership among community members, which is crucial for the sustainability of development initiatives. By highlighting the relationship between power delegation and social capital, the authors underscore the importance of local agency in driving successful community development efforts.

In a related vein, González et al. (2022) examined the effects of power delegation in rural development projects, where their findings revealed that entrusting local leaders with decision-making authority catalyzes increased innovation in project design and implementation. The research indicates that local organizations, when empowered, develop unique solutions that reflect the specific cultural and socioeconomic contexts of their communities. This ability to tailor interventions not only enhances the relevance of development initiatives but also fosters community buy-in, as residents recognize that their voices and perspectives are being considered. The authors argue that such localized decision-making is essential for achieving sustainable development outcomes, as it allows for adaptive strategies that can respond to changing circumstances and challenges. Patel and Kumar (2023) investigated the effectiveness of delegated power specifically in urban settings, where their findings highlight the importance of fostering partnerships between local governments and community organizations. The study reveals that effective delegation enhances resource mobilization and service delivery, which are critical components of successful urban development initiatives. When communities are given a say in decision-making processes, they tend to engage more actively in development projects, leading to higher levels of support and participation. The authors conclude that the establishment of collaborative networks is vital for creating resilient urban environments, as these partnerships can leverage diverse resources and expertise to address complex urban challenges.

Tshabalala (2022) assessed the impact of delegated power on community resilience, particularly in South Africa. The research found that communities endowed with decision-making authority were better equipped to respond to crises, such as natural disasters. By having the power to make decisions, local leaders were able to mobilize resources swiftly and implement tailored responses that effectively met the immediate needs of their communities. This adaptability underscores the importance of empowering local authorities, as it enhances their capacity to navigate unforeseen challenges and ensures that community members have a stake in their own recovery and development processes. Nguyen and Tran (2024) explored the implications of power delegation in Vietnam's community development projects. Their study reveals that effective delegation not only improves project outcomes but also fosters a culture of accountability and transparency. The findings indicate that when local authorities are empowered, it leads to greater trust between the community and its leaders, resulting in more successful and sustainable development initiatives. This trust is essential for fostering long-term engagement and collaboration, as community members are more likely to support initiatives when they believe that their leaders are acting in their best interests. Collectively, these studies underscore the critical role of delegating power as a catalyst for effective community development, enhancing responsiveness, innovation, and resilience within local governance frameworks.

3. Methodology

This study employed a cross-sectional design and a mixed-methods approach to examine the influence of power delegation on community development initiatives in Sanniquellie City, Liberia. The mixed-methods design was appropriate because it allowed for both the quantification of relationships between delegation of power and community development outcomes and the exploration of nuanced perspectives on governance processes. The quantitative component utilized structured questionnaires developed on a five-point Likert scale to measure perceptions of the impact of delegation on key aspects of community development, such as Collaboration and Partnerships, Capacity Building, Adaptability and Innovation, and Equity and Inclusion.

The study targeted 200 respondents, and a sample size of 133 respondents was determined using Yamane's formula, including 102 community residents and 31 key informants who included local government officials, NGO representatives, and development agency personnel directly involved in governance and service delivery. Community members were selected through simple random sampling to ensure representativeness, while purposive sampling was applied to government officials, NGO staff, and community leaders because of their central roles in resource allocation, policy implementation, and coordination of community development initiatives. This sampling strategy provided a balanced representation of grassroots perspectives and institutional viewpoints, essential for assessing how power delegation shapes development outcomes. The qualitative component involved semi-structured interviews with key stakeholders and focus group discussions (FGDs) with community members. These methods were employed to capture in-depth insights into community experiences with delegated authority. The integration of FGDs enriched the data by highlighting collective perspectives, while interviews provided detailed individual experiences and expert reflections on delegation of power and community development initiatives. Data collection tools were pre-tested and subjected to expert review to ensure validity and reliability. Quantitative data was analyzed using SPSS, employing descriptive statistics to summarize responses, Pearson correlation to examine associations between delegation of power and community development outcomes, and regression analysis to determine the strength of influence across variables. Qualitative data was analyzed thematically to uncover recurring patterns, lived experiences, and contextual factors that shape governance processes in post-conflict settings. Reliability of quantitative instruments was assessed using Cronbach's alpha and test-retest procedures. Ethical protocols were strictly observed. Participants provided informed consent, and their anonymity and confidentiality were safeguarded. The research was conducted with respect for cultural norms and sensitivities in Sanniquellie City, ensuring that participants were treated with dignity throughout the process. Despite logistical challenges, limited access to some stakeholders, and resource constraints, the chosen methodology was designed to produce a robust and contextually grounded understanding of how delegation of power affects community development initiatives in Sanniquellie City. By integrating quantitative precision with qualitative depth, the study provides a comprehensive assessment of delegation of power and its implications for inclusive and sustainable community development initiatives in post-conflict Liberia.

4. Results

4.1 Demographic Characteristics

4.1.1 Gender of Respondents

The results in Table 4.1 indicate that 54 (52.9%) of the community members were male, while 48 (47.1%) were female. This nearly equal distribution enhances the credibility of the findings by ensuring the incorporation of both male and female perspectives in the analysis. It enables a thorough assessment of how delegation of power influences community development outcomes across gender differences. Key informants comprised 21 males (67.7%) and 10 females (32.3%). This distribution is attributed to the preponderance of males in leadership positions within official and governmental roles.

Table 4.1: Gender of Respondents

Gender of Respondents (community members)	Frequency	Percent
Male	54	52.9
Female	48	47.1
Total	102	100
Key Informants	Frequency	Percent
Male	21	67.7
Female	10	32.3
Total	31	100

Source: Primary data (2025)

4.1.2 Age of Respondents

The data in Table 4.2 indicates the age distribution of community members as follows: 34.3% were aged 40 to 49 years, and this was the largest group, followed by those aged 30–39 years (24.5%), above 50 years (21.6%), and 20–29 years (19.6%). The age distribution of key informants was as follows: 32.2% were aged between 40-49 years, followed by those aged above 50 years (25.8%), between 30-39 years were 22.6%, and between 20-29 years were 19.4%. The age distribution indicates that the study included perspectives from both younger and older persons, thereby enhancing the analysis by integrating generational disparities in the perception and experience of power delegation concerning community development activities.

Table 4.2: Age of Respondents

Community members Age group (years)	Number	Percentage (N=102)
20-29 years	20	19.6
30-39 years	25	24.5
40-49 years	35	34.3
Above 50 years	22	21.6
Total	102	100
Key Informants Age group (years)	Number	Percentage (N=31)
20-29 years	06	19.4
30-39 years	07	22.6
40-49 years	10	32.2
Above 50 years	08	25.8
Total	31	100

Source: Primary data (2025)

4.1.3 Education of Respondents

Table 4.3 below reveals that respondents had diverse educational qualifications. The largest number of community members held either a Bachelor's degree (25.5%) or a Diploma (25.5%), which means that more than half of the community who answered had tertiary-level education. Also, 6.9% had a Master's degree and 9.8% had a Certificate qualification. At the same time, 13.7% had no formal education, and lower percentages had finished primary (8.8%) or secondary (9.8%) school. The predominant educational attainment among key informants was a bachelor's degree (51.6%/16), followed by certificate holders (22.6%/07), diploma (12.9%/04), and master's degree holders (12.9%/04). The diverse educational distribution indicates that the study encompassed individuals with differing educational backgrounds, enhancing the intrigue of the conclusions. The prevalence of respondents with post-secondary education indicates their capacity to comprehend, assess, and critically analyze issues about the delegation of power and community development activities.

Table 4.3: Educational Levels of the Respondents

Level of Education of Community Members	Frequency	Percentage
Bachelor Degree	26	25.5
Certificate	10	9.8
Diploma	26	25.5
Master Degree	7	6.9
No Education	14	13.7
Primary Level	9	8.8
Secondary Level	10	9.8
Total	102	100
Level of Education of Key Informants	Frequency	Percentage
Bachelor Degree	16	51.6
Certificate	07	22.6
Diploma	04	12.9
Master Degree	04	12.9
Total	31	100

Source: Primary data (2025)

4.1.4 Respondents' Number of Years Staying in Sanniquellie City, Liberia

Respondents were asked how long they had been staying in Sanniquellie City, as duration of residence can influence familiarity with local governance systems, historical development trends, and the effectiveness of community initiatives. Table 4.4 below presents the study's findings.

Table 4.4: Respondents' Number of Years Staying in Sanniquellie City, Liberia

Number of years in Sanniquellie City		Frequency	Percentage
Community members	1-5 years	31	30.4
	6-10 years	36	35.3
	Above 10 years	32	31.4
	Less than 1 year	3	2.9
	Total	102	100
Key Informants	1-5 years	06	19.4
	6-10 years	07	22.6
	Above 10 years	16	51.6
	Less than 1 year	02	6.4
	Total	31	100

Source: Primary Data (2025)

The results in Table 4.4 above show that a significant majority of respondents had lived in the city for a long time: 31.4% of the community members had lived in the city for more than 10 years, 35.3% for 6–10 years, and 30.4% for 1–5 years. Only 2.9% had lived in the area for less than a year. The findings reveal that 22.6% of the key informants had resided in Sanniquellie City for more than 10 years, 22.6% for 6-10 years, 19.4% for over 1-5 years, and 6.4% for less than 1 year. The distribution in Table 4.4 shows that most respondents had lived in the community for a long time, which makes their responses about the influence of delegation of power and community development initiatives more reliable.

4.2 Descriptive Statistics for Delegation of Power and Community Development Initiatives in Sanniquellie City, Liberia.

The researchers gave some statements to the community members, soliciting their thoughts and standpoints. The responses are displayed in Table 4.5 below.

Table 4.5: Descriptive Statistics for Delegation of Power and Community Development Initiatives in Sanniquellie City, Liberia

Delegation of Power	SD	D	NS	A	SA	Mean	SD
Local leaders are given adequate authority to make decisions on development projects.	00 (0.0%)	09 (8.8%)	39 (38.2%)	36 (35.3%)	18 (17.6%)	3.62	.879
Community organizations are empowered to manage their development programs.	00 (0.0%)	09 (8.8%)	33 (32.4%)	44 (43.1%)	16 (15.7%)	3.66	.850
Roles and responsibilities are delegated at the community level	00 (0.0%)	09 (8.8%)	36 (35.3%)	41 (40.2%)	16 (15.7%)	3.63	.855
Delegated powers are accompanied by sufficient resources to ensure success of community development initiatives	00 (0.0%)	10 (9.8%)	31 (30.4%)	44 (43.1%)	17 (16.7%)	3.67	.871
Citizens are meaningfully involved in governance through delegated decision-making processes.	00 (0.0%)	08 (7.8%)	35 (34.3%)	42 (41.2%)	17 (16.7%)	3.67	.848
Overall						3.65	.861

Source: Primary data (2025)

The statement, "Local leaders are given enough power to make decisions on development projects," looks at how much power has been provided to local leaders to run development projects on their own. The mean score of 3.62 shows that most people feel that local officials have enough power to make decisions. The data shows that a moderate to strong perception of localized leadership exists, with 52.9% of respondents either agreeing (35.3%) or strongly agreeing (17.6%). The perceived sufficiency of authority granted to local leaders (Mean = 3.62) enhances collaboration and partnerships within the community. When leaders have decision-making power, they can negotiate directly with NGOs, donor agencies, and grassroots organizations, forming meaningful partnerships to advance development goals. With authority, they can better organize actors, identify priority areas, and mobilize local resources alongside foreign support. However, the fact that 38.2% of respondents gave neutral answers and the standard deviation was rather high at 0.879 shows variation in respondents' experiences. This could mean that even when local leaders have official power, they may not always use it in the same way in various communities or sectors. The fact that respondents' perceptions vary (SD = 0.879) could also mean that some leaders don't have the entire range of skills or confidence to lead collaborative

endeavours. So, even if delegation is supposed to help partnerships in theory, there may be gaps in how it is put into practice that make it less effective in some areas. The result emphasizes the necessity of not just delegating authority but also guaranteeing its successful execution. The statistical findings are supplemented with the verbatim below from one Local Government Authority:

We no longer have to wait for Monrovia to approve every single project. The city council now makes decisions on what is urgent and mobilizes local support to act fast. (Local Government Authority, Male, Sanniquallie City)

This verbatim quotation backs up the statistical result (Mean = 3.62) that local leaders have been entrusted with development authority. The mention of less bureaucratic delays suggests better collaboration and partnerships, since local leaders can now better coordinate stakeholders and carry out projects more quickly. But the fact that people gave different answers implies that this authority might not be used the same way in all neighbourhoods or departments, which could make it less useful in some situations.

The statement "Community organizations are empowered to manage their own development programs" looks at how community-based institutions can run their own development programs. A mean score of 3.66 shows that most respondents who answered agree that community organizations have the potential to flourish. In particular, 43.1% strongly agreed and 32.4% agreed with the statement, which means that more than three-quarters of the people who answered see these groups as active participants in community development. The fact that community groups are empowered (Mean = 3.66) is a direct result of improving capacity. Empowerment means that local organizations are not just given jobs, but also given the tools or at least the expectation to develop, carry out, and assess their own programs. This helps people in the area learn new skills, become leaders, and become more independent in the development process. However, the neutral responses (32.4%) and moderate standard deviation (0.850) indicate that empowerment may be uneven. This could mean that some organizations are able to work with a lot of freedom, but others may still have to deal with political or institutional limits. The finding highlights the need for capacity building and institutional strengthening to ensure that empowerment is widespread and effective. The statistical findings are supplemented with the verbatim below from a Youth Development Group:

They [the city] allow us to run our skills training center independently now. We design the programs, monitor them, and report back, and they support us when we need help. (FGD, Youth Development Group, Sanniquallie City)

This verbatim quotation confirms the strong belief (Mean = 3.66) that community-based groups are not just involved in development projects, but are also in charge of them. The mention of developing and keeping an eye on their own projects shows direct capacity building because it builds institutional capabilities and accountability. But the fact that a third of the respondents who answered were neutral could mean that other groups are still waiting for this kind of freedom and help.

The statement "Roles and responsibilities are delegated at the community level" looks at how clear and well-defined the roles are for everyone involved in the community. The mean score of 3.63 shows that most people feel that roles and duties are being given out fairly. About 75.5% of people who answered either agreed or strongly agreed, which suggests that there is a well-recognized structure of responsibility allocation within the community. Delegating clear roles and responsibilities (Mean = 3.63) provides the structural framework necessary for adaptability and innovation in community development. When stakeholders know exactly what their jobs are, they may try out localized solutions, take the lead, and adapt to changing situations (like recovering from a disaster or dealing with environmental changes). Clear delegation helps new ideas come up by cutting down on bureaucratic delays and speeding up decision-making. But the fact that 35.3% of respondents chose "agree" and 15.7% chose "strongly agree" shows that the strength of this delegation may not be the same for everyone. The moderate standard deviation (0.855) implies that even while delegation is happening, some communities may still be confused or have overlapping tasks, which might make it harder for them to be innovative and responsive. These results show that structural decentralization is happening, but it might be better if roles were more clearly defined and there were more ways to hold people accountable. The statistical findings are supplemented with the verbatim below from an NGO official:

Each community leadership committee knows its role — from sanitation to youth engagement. There's a system now where people don't wait for orders; they take charge. (NGO official, Male, Sanniquallie City)

The quote confirms that responsibilities are being clearly assigned, which enables adaptability and innovation at the local level. With reduced dependency on centralized orders, community groups are more proactive. However, as the statistics suggest, not all community segments may experience this clarity, necessitating broader dissemination of roles and mandates.

The statement “Delegated powers are accompanied by sufficient resources to ensure success of community development initiatives” is critical because the mere transfer of decision-making authority is ineffective without the provision of adequate resources. The mean score of 3.67 reflects general agreement, with 43.1% agreeing and 16.7% strongly agreeing. These figures suggest that a majority of respondents believe delegated authorities are being backed with tangible support, including financial, technical, and logistical resources. This item (Mean = 3.67) is particularly important for promoting equity and inclusion. Delegation that includes resource transfer ensures that marginalized groups, remote areas, and vulnerable populations are not left behind. Resources enable local actors to reach underserved populations with health, education, infrastructure, and livelihood services. A high level of agreement among respondents suggests that communities feel supported to act, but the standard deviation of 0.871 shows that experiences aren't always the same. This could be because resources are not always allocated or managed the same way, or because some groups, like youth or people with disabilities, may still not be getting enough funding despite formal delegation. To achieve fairness, resources must be distributed in a way that meets the needs of all members of the community. The statistical findings are supplemented with the verbatim below from a Women’s Cooperative Leader:

Before, we were just told what to do. Now, they not only listen but give us funds and materials to run our own agricultural projects. (Women’s Cooperative Leader, Sanniquallie City)

This verbatim quote highlights the critical shift from symbolic to substantive delegation reflected by the mean of 3.67. Resource support enables communities to take meaningful action, and in this case, to engage in productive activities like agriculture. This promotes equity and inclusion, especially for marginalized groups like women. Yet, the variation in responses suggests that not all groups may receive adequate resources, calling for more equitable resource allocation.

The statement “Citizens are meaningfully involved in governance through delegated decision-making processes” measures the inclusiveness and participatory dimension of delegated governance. A mean of 3.67, with 41.2% agreeing and 16.7% strongly agreeing, shows that a lot of people in the community think that governance has become more open and participatory. Respondents appear to feel that citizens are being given a voice in the planning and implementation of development activities, which is a vital indicator of democratic local governance. Citizen involvement (Mean = 3.67) is a key part of inclusive development because it makes sure that a variety of opinions are heard in decision-making. Participatory governance helps make initiatives fit the needs of the community, makes leaders more accountable, and builds trust between leaders and inhabitants. This, in turn, encourages people to work together, makes sure that programs are open to everyone, and leaves opportunity for new ideas based on real-life experiences. The generally positive perception suggests that people in the community feel that they can have a say in how their community grows. The standard deviation of 0.848, albeit not very high, does show some differences. This could be because some demographic groups, such as women, young people, or underprivileged populations, don't participate as much. These results demonstrate that participatory government is typically a good idea, but they also show that there is a need for frameworks that make sure that all parts of the public are represented in the decision-making processes that are delegated. The statistical findings are supplemented with the verbatim below from a Development Partner Representative:

In our last project cycle, community members helped identify priorities, planned the budget, and even evaluated the project outcomes. That level of involvement is rare, even regionally. (Development Partner Representative, Female, Sanniquallie City)

This verbatim quote directly supports the finding (Mean = 3.67) that citizens in Sanniquallie City are meaningfully involved in governance through delegated mechanisms. Such inclusion fosters equity, strengthens collaboration, and ensures development initiatives are responsive to real needs. The emphasis on participatory planning and evaluation also reflects growing accountability and trust in local governance processes. However, as with other aforementioned Linkert scale items, the standard deviation suggests that such practices might not be universal across all development projects.

Across all five Linkert scale items, respondents report moderately strong agreement with the idea that delegation of power is being practiced effectively in Sanniquallie City. The consistency in mean scores (ranging from 3.62 to 3.67) indicates a coherent perception across different aspects of delegation, that is, authority, empowerment, role definition, resource allocation, and citizen involvement. Overall, the findings demonstrate that delegation of power, when well-structured and supported, has direct, positive effects on community development initiatives in Sanniquallie City. The empowerment of leaders and organizations enhances collaboration and capacity building, while role clarity and participation stimulate innovation and adaptability. When power is backed by resources and citizen involvement, it promotes equity and inclusion. In summary, the findings demonstrate that delegation of power is not just procedural but is increasingly shaping how communities engage in development, particularly by promoting partnerships, building institutional capacities, enhancing innovation, and ensuring inclusive participation. However, the standard deviations, all hovering around 0.85, indicate varying degrees of satisfaction and possibly implementation gaps, highlighting the need for more uniform implementation and equitable distribution of authority and resources. To fully harness the benefits of delegation, policy makers should focus on institutional support, inclusive governance mechanisms, responsive resource allocation, scale-up best practices, and address gaps in implementation to maximize the developmental impact of power delegation.

4.3 Pearson Correlation for Delegation of Power and Community Development Initiatives in Sanniquallie City, Liberia

Table 4.6 below presents a correlation analysis that examines the strength and direction of the relationship between delegation of power and community development activities within the study population of Sanniquallie City.

Table 4.6: Pearson Correlation for Delegation of Power and Community Development Initiatives in Sanniquellie City, Liberia

Correlations

Study Variables		Delegation of Power	Community Development Initiatives
Delegation of Power	Pearson Correlation	1	.835**
	Sig. (2-tailed)		<.001
	N	102	102
Community Development Initiatives	Pearson Correlation	.835**	1
	Sig. (2-tailed)	<.001	
	N	102	102

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

The Pearson correlation coefficient ($r = .835$) presented in Table 4.7 above indicates a forceful, positive correlation between delegation of power and community development initiatives. This means that as delegation of power increases, the implementation and effectiveness of community development initiatives also increase significantly. The significance value ($p < .001$) confirms that this relationship is statistically significant at the 0.01 level (2-tailed). This implies that the observed relationship is highly unlikely to have occurred by chance, lending credibility to the inference that delegation of power is strongly associated with improved community development outcomes. This robust, substantial positive correlation indicates that the delegation of power enhances: (i) Collaboration and partnerships, as local actors can more effectively coordinate and lead initiatives; (ii) capacity building, where empowerment fosters increased skill acquisition and self-reliance within local governance structures; (iii) adaptability and innovation, as delegated power allows communities to devise and execute context-specific, innovative solutions without bureaucratic impediments; and (iv) equity and inclusion, where decision-making becomes more localized and inclusive when authority is decentralized to the community level, particularly when bolstered by sufficient resources.

Practically, the correlation analysis justifies the continued decentralization of decision-making and resource control in Sanniquallie City and similar contexts, as it demonstrably contributes to stronger development outcomes. The correlation coefficient of .835 shows that giving people power is a big reason why Sanniquallie City is growing. This study shows how important it is to develop

and expand local government frameworks by making sure that delegation is backed up by enough resources, institutional capability, and processes that include everyone. This relationship is strong enough to imply that politicians and development partners should put localized decision-making mechanisms at the top of their lists of things to do to make community development initiatives more responsive and effective.

4.4 Regression analysis for Delegation of Power and Community Development Initiatives in Sanniquellie City, Liberia

This regression analysis explores the predictive influence of delegation of power on community development initiatives. The findings show a statistically significant and strong positive relationship between the two variables. The interpretation is broken down into four key sections: Model Summary, ANOVA, Coefficients, and Residual Statistics.

Table 4.7: Regression analysis for Delegation of Power and Community Development Initiatives in Sanniquellie City, Liberia

Model Summary^b

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.835 ^a	.696	.693	.4140

a. Predictors: (Constant), Delegation of Power

b. Dependent Variable: Community Development Initiatives

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.320	1	39.320	229.447	<.001 ^b
	Residual	17.137	100	.171		
	Total	56.456	101			

a. Dependent Variable: Community Development Initiatives

b. Predictors: (Constant), Delegation of Power

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.804	.196		4.102	<.001	.415	1.192
	Delegation of Power	.796	.053	.835	15.147	<.001	.692	.900

a. Dependent Variable: Community Development Initiatives

Residual Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.395	4.782	3.706	.6239	102
Residual	-.8318	.9724	.0000	.4119	102
Std. Predicted Value	-2.101	1.725	.000	1.000	102
Std. Residual	-2.009	2.349	.000	.995	102

a. Dependent Variable: Community Development Initiatives

The model summary shows that delegation of power is a strong predictor of community development initiatives in Sanniquellie City. The correlation coefficient ($R = 0.835$) shows that there is a very significant positive relationship between the two variables. This means that as delegation of power goes up, community development also goes up. Also, the R-square value of 0.696 demonstrates that delegation of power alone can explain around 69.6% of the differences in community development initiatives. This high percentage shows how important and effective delegation techniques are in determining the outcomes of local development. The adjusted R-squared (0.693), which takes into account the size of the sample, stays almost the same, which shows that the model is strong. The standard error of the estimate (0.4140) is rather low, which means that the model does a satisfactory job of predicting the outcome variable. The ANOVA results back up the model even more by showing that it is statistically significant. The F-statistic value of 229.447 with a significance level of $p < .001$ shows that the regression model as a whole is very important. This suggests that the observed relationship between delegation of power and community development initiatives is not due to chance. The high F-value indicates that the variation explained by the model is substantially greater than the unexplained variation (residual). Therefore, the regression model reliably explains how variations in delegation of power contribute to variations in community development initiatives. This lends empirical support to the idea that decentralization and local authority are essential elements of effective development planning and execution.

The coefficients table provides a more detailed view of the nature and magnitude of the relationship between the variables. The unstandardized coefficient ($B = 0.796$) indicates that for every one-unit increase in delegation of power, there is an expected increase of 0.796 units in community development initiatives, assuming all other factors are constant. This suggests a strong positive impact of delegation on development outcomes. The standardized coefficient (Beta = 0.835) confirms that delegation of power is a dominant predictor of community development. The t-value of 15.147 and the associated p-value ($< .001$) indicate that this relationship is statistically significant. The 95% confidence interval for the slope (between 0.692 and 0.900) suggests a high level of confidence in the precision of the estimate. These results collectively confirm that improving power delegation has a substantial and reliable effect on community development. The residual statistics indicate that the regression model fits the data perfectly, with minimal prediction errors. The predicted values for community development initiatives range from 2.395 to 4.782, indicating that the model estimates values within a reasonable and expected range. The residuals, which represent the differences between observed and predicted values, fall between -0.832 and +0.972 and have a mean of 0.000. This suggests that, on average, the model does not over- or under-predict outcomes. The standard deviation of the residuals is 0.412, and the standardized residuals range from -2.009 to +2.349, indicating no significant outliers or violations of the assumptions of linear regression. Overall, the residual statistics support the reliability and validity of the regression model, reinforcing the conclusion that delegation of power significantly and positively affects community development outcomes in Sanniquellie City.

5. Discussion

The findings of this study show that there is a strong and statistically significant positive relationship between delegation of power and community development initiatives in Sanniquellie City, Liberia. Descriptive statistics indicated that respondents moderately agreed that delegation is being done well, with mean scores between 3.62 and 3.67 on different indicators like the authority of local leaders, the empowerment of community organizations, the clarity of roles, the availability of resources, and citizen participation. The relationship was further validated by inferential analysis, which found a Pearson correlation coefficient of $r = .835$ ($p < .001$) and a regression model that explained about 69.6% ($R^2 = .696$) of the differences in community development results. These findings support the idea that delegation of power, when done right and with the right resources, is a key factor in localized development processes. These findings are very similar to what other studies have shown. According to Smith (2022) and Johnson (2023), giving

community organizations more power improves them able to meet local needs and makes the community more responsible and accountable. Likewise, study participants said local leaders and organizations have decision-making power. This makes it possible to plan initiatives that are relevant to the area and get them done more quickly. Both the statistical data and the qualitative evidence, such as comments from local government officials and youth development groups, showed that this was true. These groups said that they had more freedom to run community projects. These experiences support what Zikargae et al. (2021) and Eisenhauer and Nicholson (2022) found: that giving people control, especially when they have access to resources, leads to better and longer-lasting results. The study also backs up what Khan et al. (2020) said, that giving people authority makes them more responsive and attracts more people involved in local government. A high mean score of 3.67 on participatory governance showed that citizen involvement was a key aspect of the government process in Sanniquellie City. A development partner representative also talked about how community members were involved in setting priorities, making budgets, and evaluating results, which makes this finding even stronger. This is similar to what Nguyen and Tran (2024) found; they argued that this kind of participation builds trust, openness, and long-term involvement between citizens and their leaders. The findings also back up what González et al. (2022) found: that making decisions at the local level allows for new ideas in how projects are designed and carried out. The current study found that community organizations were running their development programs, which helps them solve problems and develop leaders in ways that are relevant to their situations. Also, the study supports Patel and Kumar (2023), who said that favorable delegation makes partnerships between local governments and civil society stronger, which helps them acquire more resources and provide better services. These points of view are supported by the strong statistical relationship between delegated power and community outcomes in Sanniquellie City. Delegation of power has a substantial predictive effect ($\beta = .835$, $p < .001$), which supports the idea that giving up control makes resource allocation and policy execution more efficient. The verbatim accounts show that people are less dependent on centralized decision-making, which is a sign of a shift toward more responsive and accountable governance. This shows how political economy theory can be used in real life. The transfer of power has helped local leaders better prioritize, organize, and mobilize development resources to meet local needs. While the findings were generally positive, the standard deviations across items (all around 0.85) show that not all respondents had the same experience. This suggests that while delegation is occurring, its implementation may not be uniform across all sectors or demographic groups. Some communities may still have unclear roles, not enough resources, or limited ability to take part in decision-making. This adds to the worries raised in the literature about symbolic vs. substantive delegation, which is the danger of giving someone power without the right support structures, capacity-building, or frameworks that include everyone. The study shows that giving people control is a powerful way to help communities grow, but it also shows how important it is to address gaps in implementation. In summary, the results of this study show that delegation of power is very important for community development initiatives in Sanniquellie City. Both empirical literature and theoretical views support this relationship. Delegated authority makes leaders more effective, increases the capacity of institutions, encourages innovation, promotes fairness, and encourages participatory governance. But to fully enjoy these benefits, policy efforts must make sure that all parts of the community use the same rules, share resources fairly, and include everyone in the decision-making process. The study makes a strong case for strengthening decentralization frameworks, developing local institutions' capacity, and spreading best practices to foster development that is both sustainable and responsive.

6. Conclusion

The study findings revealed that delegation of power significantly influences community development initiatives in Sanniquellie City. Descriptive statistics showed that respondents typically think that local leaders and community organizations can make choices and run their development activities. The mean scores for all five items measured were between 3.62 and 3.67. This empowerment has led to more cooperation, stronger institutions, new ideas, and more openness in how communities are governed. A participative and responsive development environment also includes giving people enough resources alongside delegated authority and letting them be part of decision-making processes. However, the differences in standard deviations show that these favorable benefits are not felt equally by all groups and sectors, which suggests that there are gaps in implementation and a need for more consistent support systems. The statistical analysis backs up these findings even more. There was a profoundly, positive, and statistically significant relationship between delegation of power and community development initiatives, as shown by the Pearson correlation coefficient ($r = .835$, $p < .001$). Regression analysis indicated that delegation of power could explain 69.6% of the differences in community development initiatives. The model fit was strong and the standardized beta coefficient ($\beta = .835$) was significant. These

findings show that empowering others is not only an important idea, but it really works in real life to help local development. The study's main point is that well-supported delegation of authority may change the way communities grow and that this should be done on a larger scale with a focus on fairness, creating capacity, and inclusive governance practices.

7. Recommendations

The Ministry of Internal Affairs (MIA) and local government authorities should strengthen the legal and institutional frameworks that support effective delegation of power to local governments. This means making it obvious what people's duties, responsibilities, and authority to make decisions are at the community level. Local government officials in Sanniquallie City should also create programs to help local leaders learn how to plan, run, and evaluate development initiatives well. These efforts will address operational issues and ensure that delegated powers result in significant development action. The Ministry of Finance and Development Planning (MFDP) should ensure that resources are allocated fairly, on schedule, and in enough amounts to support delegated tasks. The study's findings showed that even while power is being delegated, the resources needed are still not always available. The Ministry should set up a way to ensure funding for community-level initiatives, especially those that help marginalized populations, including women, youth, and individuals with disabilities. We should link resource transfers to performance benchmarks to encourage effective and inclusive utilization. Legislators should review and strengthen decentralization laws to enhance the autonomy of subnational governments. They should push for changes to the law that make it easier for citizens to participate in municipal planning and budgeting. Putting community voices into law will build trust, encourage people involved in their communities, and ensure that local development outcomes last. Donors and NGOs should align their support with local governance structures and enhance collaboration with local authorities and community organizations. They should put money into helping community-based organizations (CBOs) strengthen their institutional capacity so they can run initiatives on their own. They should also help create inclusive venues for dialogue and accountability. To make sure everyone has equal access to resources and chances to make decisions, targeted support for youth and women-led initiatives should be a top priority. The Governance Commission should monitor and assess the use of delegated authorities to ensure their clarity, effectiveness, and accountability. Anti-corruption authorities should cooperate closely with local governments to set up robust internal controls and ways for citizens to provide feedback that stop people from abusing their power and public resources. The Liberia Institute of Public Administration (LIPA) should collaborate with local governments to design and deliver tailored training programs for community leaders, civil society actors, and development committees. These programs should concentrate on participatory governance, financial management, monitoring, and ensuring the sustainability of projects. This kind of training will help people in the community use their assigned power better and ensure that everyone does the same thing.

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