



## Effectiveness of Public Administration Policies in Delivering Services to Citizens

Nawaskhan Mateen<sup>1</sup>, Abdul Malik<sup>1</sup>, Lodis Parwaiz<sup>1</sup>

<sup>1</sup>University of Balkh, Afghanistan

\*Corresponding Author: Nawaskhan Mateen

### Article Info

#### Article History:

Received June 26, 2024

Revised June 30, 2024

Accepted: July 30, 2024

#### Keywords:

Public Administration,  
Service Delivery,  
Governance, Afghanistan.

### Abstract

*This study considers an evaluation of how policies formulated in public administration can help enhance service delivery in Afghanistan which faces numerous political, historical, and socioeconomic issues. The study employs a method known as quantitative case study to look at the adherence of the various sectors in public administration to policies affecting education, health, and municipalities. Information was collected using structured interviews, focus group discussions, document review, and observations with participants being public sector representatives and users of public services. The study also established the fact that bureaucratic constraints, corruption, lack of resources and socio-political factors hinder successful provisioning of public services. Some challenges which came up before the public and citizens included weak institutional framework and regional disparities in the access to services. In addition, the paper demonstrates how the framework of governance institutions, political stability, and service delivers interface in the context of the post-conflict country. These results add to the current body of literature on public administration in fragile and conflict-affected states by presenting a case for the need for extensive and system reform with a focus on increasing the accountable and open state, as well as enhancing local governance systems. The findings of this study provide prescriptive implications for enhancing service provision and governance efficiency in Afghanistan and analogous states after conflict.*

## Introduction

It has been the focus of this paper to establish the role of public administration in influencing governments and their execution of their responsibilities for the benefit of the people. The role in such country like Afghanistan, which has history, political and socio-economic factor is very important. In the last few decades, Afghanistan has witnessed political changes, Latino America conflicts, and trying out with democracy. In these conditions, the operational effectiveness of the policies of public administration in providing the required goods and services to the population remains a crucial focal point (Althaus et al., 2022).

This dissertation aims to concentrate on the field of public administration in Afghanistan, with an emphasis on the efficiency of implemented measures in reforming the delivery of public services. Afghanistan remains at a fork in the road of different developmental paths with its government trying to rehabilitate infrastructures, reconstruct institutions, and deliver services to its population (Price & Hakimi, 2019). It helps in gauging the level of advancement, to determine stops, contemplates, and set directions for enhancing governance in public administration settings (Berman et al., 2021).

In this research, an attempt has been made to do a case study in Afghanistan with a view to understanding the various complex facets of polices in public administration and the problems

inherent in their execution in a post conflict developing society. The above research therefore reveals that in Khasawneh (2024), the case study approach has the advantage of providing a rich description of such real-life contexts that can be useful in understanding policy implications within context. To the same extent, other factors are unique to Afghanistan and relate to its social and political context and its lessons for public administration, which are valuable in the theoretical and practical discourses.

The first purpose of this research, therefore, is to evaluate the level of efficiency of the policies in the area of public administration in Afghanistan in enhancing the delivery of services to the population. This evaluation involves analysis of the degree to which national level policies lead to realised gains to the ordinary Afghan citizen at grassroots level (Bahar, 2023). Furthermore, the study will seek to establish factors that enable or prevent the improvement of these policies to enhance the understanding of governance processes, based on Li et al., (2024).

It is therefore important to have an appreciation or understanding of the issues and difficulties of doing research in the field of public administration of Afghanistan. As pointed out by Blanchard (2020), the challenges include the country's past, and current experiences of conflict, a relatively poor institutional setting, and security threat, all of which hamper efficient governance and service delivery. As well, there are the social-cultural factors such as Culture, Tribe, Region and many others that adds to the complexity of the system of Public Administration which needs a sensitive analysis (Bloom & Deur, 2020).

Nevertheless, based on the above analysis, Afghanistan offers an insightful avenue for diagnosing the challenges in public administration in the post conflict situation. In a study by Ackerman (2019), Practical lessons can be learned out of the problems of reconstructing governance, the rule of law and service delivery that provides important insights into the realities for policymakers, practitioners and scholars in this area. Therefore, the refined research objectives of this signify an attempt to provide insight on effective governance in nations undergoing reconstruction).

The current research aims to fill the void by endeavoring to establish the degree to which the administrative policies in public administration have enhanced the delivery of services in Afghanistan. In this research, the case study design is used to understand the workings of governance in a difficult environment about policy issues and their processes of development and management (Permana, 2023). In this way, the two research objectives are supposed to offer methodologically sound suggestions for improving the efficiency of public administration both in Afghanistan and other contexts with the purpose of the advancement of governance theory and practice.

As pointed out by Kjaer (2023), it does not only make sense to try to better comprehend the complexities of public administration in Afghanistan for the sake of internal governance, but it also indicates that these questions carry importance for normative agendas of global improvement. As Joya & Payenda, when donors are investing millions of US dollars to support state building and to strengthen governmental capacity in Afghanistan, the importance of the assessment of effectiveness of public administration policies cannot be overestimated because results determine how resources should be allocated within framework of public policies. Therefore, the findings of this study, which explore the mapping of international assistance programs with the local governance agenda, will enrich the discussions on aid effectiveness and sustainable development in conflict-affected countries Krampe et al (2021).

Moreover, the results of this study should be useful in planning and delivering subsequent treatment designed to enhance public administration in Afghanistan and similar settings (Zürcher, 2022). In this way, there is a possibility to aware the policy makers and practitioners

what has been done well, what has been done good experience and experiences which needs to improve in order to provide better aim for the Afghan community (Koorts et al., 2021). This research therefore provides a basis for decision and policy making, enabling better fitting, efficient and useful strategies in the field of public administration and related service delivery in consistent with the findings of Salah et al. (2023).

At the same time, the present study aims to contribute to the theory and practice of public administration theoretically and methodologically (Wirtz et al., 2019). Therefore, as a result of the situation complexity analysis in the Afghanistan case, the study provides new knowledge about the nature of state and institution building and policy implementation in conflict and post-conflict context research by Tat (2019). Employing scientific inquiry and self-reflection, the research aims at contributing to theory building and embellishing the theoretical knowledge of public administration in fragile, conflict-affected, and transition states by Boluk et al. (2019).

In conclusion, this research aims at reducing the existing knowledge-practice divide that characterizes theorizations of governance approaches in Afghanistan. The study therefore endeavors to involve stakeholders at both the local, national as well as international realm in honest dialogue concerning governance reform and capacity development (Lauwo et al., 2022). Thus, the research will develop a dialogical approach, knowledge exchange and learning to establish better connections between academia, policymakers, and practitioners, as the right way to enhance the comprehensive and integrated problem-solving for the issues of public administration in Afghanistan and other similar countries, the study by Bustelo et al. (2019).

Therefore, this research can be concluded as a systematic attempt to appreciate the position of public administration policies in enhancing service delivery in Afghanistan. Thus, applied to a case study design and using input from various disciplines, the study aims at presenting an accurate and detailed picture of the nature of the governance processes that take place in post-conflict societies. In practical pertinent theoretical, and methodological regards, the study is expected to provide policy prescriptions for improving governance efficiency, supporting sustainable development, and sustaining good-governance reforms in Afghanistan and in other countries.

## **Methods**

The research used a descriptive research approach to establish the improvement of service delivery based on the policies formulated in the public administration in Afghanistan. It enabled us to have a rich analysis of the multifaceted and environmental factors that may affect governance in the said situation. A case study method was used which is suitable for the investigation of substantive fields and their organizational structures and activities influencing priority areas of the public sector, including education, health care and municipal services. With this design, one was able to get an overview of the issues, strategies, strengths, and/or weaknesses, and impacts related to the implementation of public policies.

Sampling and data collection formed used multiple qualitative approaches in order to strengthen the validity of results obtained. Eight interviews, with policy makers, managers and users of services, were conducted using semi structured interviews to establish respondents' perceptions of the implementation processes and service provision. The active and open-ended focus group discussions with participants also fostered observations of variation in experience and multiple voices concerning the problem. Furthermore, Policy Reports and Government evaluations were used to support the study via document analysis while field observation observed real life interactions of providers and users. All these methods together helped provide first-hand experience along with the context to work with the data.

The data collected was analysed thematically in bias cognitive frameworks. After manually analyzing ten interviews and three FGDs, all the recorded papers were read several times and categorized into codes which helped in the identification of themes. Themes were categorized with respect to research questions like, implementation issues, contextual factors, and good practices of governance. Interpreting these themes into the study theoretical framework and the broader literature also formed part of the analysis to arrive at pertinent meanings.

Participants were recruited from various parts of Afghanistan since purposive sampling was adopted to make participants relevant to the context of the study. Members of the public including administrators, providers, community heads, and individuals helped to enable experience collection across the categories of urban, semi-urban, and rural. In the course of the study the following ethical issues had been put under consideration: informed consent, anonymity and cultural sensitivity. This research methodology made the study reliable and enriched the understanding of ways and means to make public administration policies work in Afghanistan.

## **Results and Discussion**

The studies that focus on the emerging outcomes of public administration policies for enhancing the quality of services remain important especially in post conflict countries as is the example of Afghanistan. This paper is therefore designed to understand how public administration policies translate into practical realities on the ground given the deeply Ksh contains challenging socio-political environment over its history that has been sign by conflicts, instabilities, and weak institutional development. The purpose of this study will be to assess both the accomplishments and shortcoming of the public administration's policies in Afghanistan especially in concentration to [educational sector, health sector, and municipal services sector]. This study will provide information on the factors determining successful policy implementation and its effects on service delivery in study area through the qualitative analysis of views of public officials, service providers and members of the public. This research makes a unique contribution towards the current literature on governance in fragile states and extends our insights into the challenges and opportunities governing service delivery in post-war societies by offering sets of feasible operational recommendations for Afghanistan and other fragile states.

### **Bureaucratic Inefficiencies**

Bureaucratic inefficiencies emerged as a significant challenge in the effective implementation of public administration policies in Afghanistan. The findings revealed that the complex hierarchical structures and cumbersome procedures hindered timely decision-making and service delivery. Many participants described the administrative processes as overly rigid and time-consuming, which caused delays in critical public services. A government official shared,

*"The decision-making process goes through multiple layers of approval, and often, important decisions are stuck for weeks, sometimes months, due to unnecessary formalities."*

This inefficiency was particularly pronounced in rural areas, where decentralized offices struggled to communicate effectively with central authorities. Furthermore, the lack of accountability mechanisms within the bureaucracy allowed inefficiencies to persist, undermining public trust and the overall effectiveness of governance.

The lack of resources, both financial and human, was another prominent issue affecting the success of public administration policies. Key sectors such as healthcare and education were underfunded, limiting their capacity to deliver essential services to the population. Several

participants highlighted the inadequacy of facilities and the shortage of skilled personnel. For example, a healthcare worker stated,

*"Our clinic often runs out of basic medicines, and with only two staff members, it is impossible to attend to all patients effectively."*

This resource scarcity was further exacerbated by an uneven distribution of funds, where urban areas received more attention than remote regions. In education, the lack of teaching materials and poorly maintained infrastructure were frequently cited as barriers to effective learning, highlighting the broader resource deficits that hampered policy outcomes.

Corruption was identified as a pervasive problem that undermined the effectiveness of public administration policies in Afghanistan. Participants frequently reported instances of bribery, favoritism, and embezzlement within government institutions, which diverted resources away from their intended purposes. A community leader remarked,

*"Sometimes, funds allocated for local development projects are misused or do not reach the community at all because of corrupt practices."*

Corruption also eroded public confidence in governance, as citizens perceived government officials as prioritizing personal gain over public welfare. This mistrust discouraged civic engagement and compliance with government initiatives. Moreover, the culture of impunity surrounding corrupt practices further entrenched the issue, making it challenging to implement reforms aimed at enhancing transparency and accountability in public administration.

These challenges bureaucratic inefficiencies, lack of resources, and corruption were interlinked, creating a cycle that hampered the ability of public administration to deliver services effectively. Addressing these issues requires systemic reforms, capacity building, and a strong commitment to fostering transparency and accountability at all levels of government.

### **Insights from Public Officials**

Public officials provided valuable perspectives on the challenges and opportunities in implementing public administration policies in Afghanistan. Many acknowledged the difficulties posed by the country's complex governance landscape, including limited resources and bureaucratic constraints. A senior official explained,

*"We often find ourselves operating within a fragmented system where coordination between departments is weak, and this affects our ability to deliver services effectively."*

Despite these challenges, some officials highlighted innovative approaches they had adopted to improve service delivery, such as decentralizing decision-making to empower local offices. However, they also emphasized the need for additional training and capacity-building programs to enhance their ability to navigate the intricacies of governance in a post-conflict setting.

Citizens provided firsthand accounts of their experiences with public services, offering a grassroots perspective on policy implementation. Many expressed frustrations over inconsistencies in service delivery, particularly in rural areas where access to basic services such as healthcare and education remained limited. A community member shared,

*"We have to travel long distances to access healthcare services, and even then, the facilities lack the medicines or staff to help us."*

Despite these challenges, citizens demonstrated resilience and resourcefulness, often relying on community networks to address service gaps. They also expressed a desire for more

inclusive governance processes, emphasizing the importance of involving local voices in decision-making to ensure policies align with community needs.

The insights from public officials and citizens revealed both common concerns and contrasting viewpoints. While officials focused on systemic barriers such as inadequate infrastructure and policy constraints, citizens highlighted the immediate impact of these issues on their daily lives. A notable observation was the disconnect between policy intentions and on-the-ground realities, which several officials admitted to. One official remarked,

*"There's often a gap between what we plan in Kabul and what actually gets implemented in the provinces."*

Bridging this divide requires fostering stronger communication channels between policymakers and the communities they serve, ensuring that governance is both responsive and inclusive.

These insights underscore the importance of integrating top-down and bottom-up approaches to improve public administration. Empowering officials with resources and training while incorporating citizen feedback into policy design and implementation can lead to more effective and equitable service delivery in Afghanistan.

### **Impact of socio-political factors and regional disparities**

Socio-political factors significantly shaped the implementation and effectiveness of public administration policies in Afghanistan. Political instability and frequent leadership changes disrupted continuity in policy execution, often leaving projects incomplete or poorly implemented. As one public administrator remarked, "Every time a new government or minister comes in, priorities change, and we are forced to start from scratch." This lack of stability not only weakened institutional frameworks but also created an environment of uncertainty, where long-term planning became nearly impossible. Additionally, ethnic and tribal dynamics influenced governance, with favoritism and unequal resource allocation causing friction among communities. Public officials acknowledged the difficulty of ensuring equitable service delivery amidst such complexities, with one stating,

*"Balancing the needs of different ethnic groups is a challenge, especially when political affiliations play a role in decision-making."*

Regional disparities further complicated the effectiveness of public administration policies. Urban areas, particularly Kabul, often received a disproportionate share of resources and attention, leaving rural regions underserved. Citizens from remote areas described their frustration with this imbalance, highlighting the stark contrast in access to basic services. One rural respondent noted,

*"We see development projects happening in cities, but here in our village, we don't even have clean drinking water."*

These disparities were exacerbated by geographical challenges, such as rugged terrain and limited infrastructure, which made it difficult for government programs to reach remote areas. Public officials admitted that logistical constraints hindered their ability to implement policies uniformly, with one stating,

*"Delivering services in some regions requires more than just policy; we need roads, transportation, and security."*

Security issues were a recurring theme in discussions about socio-political factors and regional disparities. Ongoing conflicts in certain provinces disrupted public service delivery, as

government officials and service providers often faced threats from insurgent groups. A healthcare worker shared,

*"In some areas, we can't even operate clinics because of the fear of attacks."*

This insecurity not only jeopardized the safety of personnel but also diverted resources toward ensuring security rather than enhancing service quality. Moreover, regions experiencing prolonged conflict were often marginalized in development efforts, as the focus remained on stabilizing these areas rather than improving governance structures.

The interviews underscored the urgent need for tailored approaches to address the socio-political and regional disparities affecting Afghanistan's public administration. Strengthening local governance structures and enhancing community participation were identified as potential solutions to bridge these gaps. As one community leader emphasized,

*"Involving local people in decision-making can help ensure that resources are allocated fairly and that projects address our real needs."*

Additionally, fostering collaboration between national and local governments, alongside international support, could provide the resources and expertise needed to navigate Afghanistan's unique challenges effectively.

Indefeasible bureaucratic ADOS, resource deficits, and corruption remain chronic challenges that have constrained effective public Administration in Afghanistan country. These challenges weaken the state's capacity to provide minimum service delivery, especially in hard to reach or insecurity ravaged regions. Blanchard (2020) notes that bureaucratic systems in post conflict countries such as Afghanistan are usually inefficient because they have been mismanaged for years, lack qualified human resource, and have been politically influenced. Due to bureaucracies, there are many barriers to policy implementation and management in addition to putting a lot of time in distributing the needed resources while the citizens who need the services get frustrated. According to the survey, end-users frequently stated that bureaucratic inefficiency reduces the speed of decision-making, and due to uncertain guidelines of administrative procedures, it leads to delays (Halili, 2020). This was seen in sectors like the health sector where the failure in early supply chain of medical equipments medications and disbursement of health programmes was observed as deepening public dissatisfaction.

The absence of resource is another grave challenge that comes in the way of good public administration (Mittal, 2020). provider services that effectiveness of funding in Afghanistan's public sector for service delivery has remained a challenge due to poor infrastructural development and poor supply of basic amenities. the perceived gap between the need for public services delivery and the capacity of government to deliver those services is more profound in the rural areas (Kosec & Wantchekon, 2020). sacked workers also blamed the shortage of financial resources as the overriding hindrance to the provision of quality public service. For example, local health centers are not well equipped with necessary medical equipment, schools in rural areas are not well endowed with teaching facilities and inadequate school equipment. These shortages of resources are very compelling to show the need to undertake completion fiscal reforms and enhance resource mobilization and management at the national and sub-national levels (Tariq & Sulaiman, 2023).

Corruption also aggravates these structural characteristics in that funds meant for certain purposes are channeled off in either quantities or both. A number of key findings of the report released by Transparency International in 2020 meant for Afghanistan revealed that corruption hinders governance in the country and government officials compel civil servants or other public employees to pay a different price besides their salaries as a condition of employment

and also favoritism, nepotism enjoyed by some officials. This view is supported by the observations made in this study; at least one of the participants emphasized that widespread corruption ate away at funds meant for noble government causes and destroyed the people's faith in government institutions. This type of corrupt practice does not only prolong service delivery but also widen social-economic disparities especially for needy individuals in remote, and war-torn regions.

The research findings from politicians as well as Afghan citizens clearly reveal that the factors which give much attention in the policies may not necessarily translate into actual improved governance in Afghanistan due to various contextual factors. Quite often, the public officials stated their inability to enforce certain policies for institutional constraints, political volatility, and absence of synergy among the corporate bodies. Regarding the role of the policymakers, one was realized that there are goals which are proclaimed in the policies but at the same time, there are no administrative capacities to fulfill them. This feeling accords with other research works that maintain that policy-making and policy-implementation gaps are distinctive characteristics of post-conflict nations (Ashrafi, 2020; Khasawneh, 2024).

On the other hand, the citizens complained on the administrative realities when dealing with the state agency where they were receives and felt that their needs where not met to a certain extent. The main complaints of the rural people included the lack of infrastructure and the second was their complaint over the no show by the government in as far as provision of infrastructure in the remote areas is concerned. To some extent, these testimonies correlate with the larger issues observed in the literature, according to which citizens in the deprived regions feel 'detached' from the centre, as Blanchard (2020) & Wirtz et al. (2019) mention it. This divergence shows a serious urgency of its need to adapt higher level of governance structures more serves the local community needs.

In addition, the opinions received from the citizens and the public official indicated that the issue of increasing the transparency and accountability measures in the public sector should be also paid more attention in the future. Transparency International (2020) noted that accountability structures in Afghanistan as generally ineffective that offers an undesirable notion among the populace. This requires therefore systematic and radical changes that enhance monitoring and evaluation systems to reflect not only efficient delivery of public administration, but also responsibility for the actions taken. This study shows that the problems of governance in Afghanistan are multifaceted and that if Afghanistan is to reforms, it must necessarily do so at both the official and community levels (Permana, 2023).

This paper discusses how the socio-political environment prevails in Afghanistan influences the implementation of the policies within the domain of public administration. Ongoing political turbulence, changes in presidency, and ethnic issues in the country also fanned out the government, which never allowed proper implementation of integrated sensible policies. These kinds of instability as pointed out by Zürcher (2022), aggravates existing governance problems due to political fragmentation, which peg the government's capacity to deliver long-term planning and implement developmental strategies. Add to this politics that in Afghanistan it is largely characterized by ethnic tension with thisGPS has the nasty habit of dictating who gets what and who gets what services. This study found that political affiliation was a key influential factor of resource allocation as some ethnic or politically anointed groups benefited from und Outputs: Though public officials in this study admitted that resource allocation was politically influenced, political affiliation meant that some ethnic or politically favored groups were given a chance to benefit from it. This clearly shows that political agenda affects delivery of services and thus the call for changes in governance structures that will enhance equity (Blanchard, 2020).

Regional disparities are another of aggravating socio-political problems of the region. Large rural areas, for instance, have very poor base structures, service delivery and government representation. People in these regions complained of lack of balance in the distribution and delivery of resources, which results to dismal development of rural regions. Such regional disparities are typical for the literature on post-conflict governance, in which urban centers are far more likely to be targeted and receive resources than rural areas (Krampe et al., 2021). To tackle these issues there is a need to fairly distribute the resources and devolve power to the regional government in order that the government can address the needs of the region within its capability.

## Conclusion

As acknowledged in this work, the issues that affect public administration in Afghanistan are immense given lack of bureaucratic reforms, limited resources, corruption and socio-political realities. The study clearly highlights the importance of developing proper institutional changes in Africa that respond to democratic deficit and question the stability of the political institutions that can guarantee fair and efficient service delivery for all community's members at national levels. Based on the analysis of the focus group discussion with public officials and residents, the study highlights the challenges of governance in the post-armed conflict society and underlines the need for enhancing the enforcement of transparency, accountability in governance and locals' institutions' capacities to end the remained gap between policy agenda on paper and practice. The study fits into the existing literature on post-conflict governance by enhancing knowledge on the social and political realities that make up governing in Afghanistan.

## References

- Ackerman, B. (2019). *Revolutionary Constitutions: charismatic leadership and the rule of law*. Harvard University Press.
- Althaus, C., Ball, S., Bridgman, P., Davis, G., & Threlfall, D. (2022). *The Australian policy handbook: A practical guide to the policymaking process*. Taylor & Francis. <https://doi.org/10.4324/9781003351993>
- Ashrafi Dost, S. (2020). *Factors that affect the management capacity, leadership and employee performance in the Ministry of Public Health (MoPH), Afghanistan: an embedded single-case study* (Doctoral dissertation, Bournemouth University).
- Bahar, H. (2023). Impacts of Social Media on Public Policy Development in pre-Taliban Afghanistan. *Global Media Journal-German Edition*, 13(2). <https://doi.org/10.60678/gmj-de.v13i2.246>
- Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2021). *Human resource management in public service: Paradoxes, processes, and problems*. CQ Press.
- Blanchard, C. M. (2020). *Libya: Conflict, Transition, and US Policy*. Congressional Research Service.
- Bloom, R., & Deur, D. (2020). Reframing native knowledge, co-managing native landscapes: Ethnographic data and tribal engagement at Yosemite National Park. *Land*, 9(9), 335. <https://doi.org/10.3390/land9090335>
- Boluk, K. A., Cavaliere, C. T., & Higgins-Desbiolles, F. (2019). A critical framework for interrogating the United Nations Sustainable Development Goals 2030 Agenda in tourism. *Journal of Sustainable Tourism*. <https://doi.org/10.1080/09669582.2019.1619748>

- Bustelo, M., Ferguson, L., & Forest, M. (Eds.). (2019). *The politics of feminist knowledge transfer: Gender training and gender expertise*. Springer.
- Halili, R. (2020). Administrative burdens from the service users' perspective. *Journal of Comparative Politics*, 13(2), 65-85.
- Halling, A., & Baekgaard, M. (2024). Administrative Burden in Citizen–State Interactions: A Systematic Literature Review. *Journal of Public Administration Research and Theory*, 34(2), 180-195.
- Joya, O., & Payenda, K. (2021). POLICY PAPER SERIES.
- Khasawneh, M. (2024). Beyond digital platforms: Gamified skill development in real-world scenarios and environmental variables. *International Journal of Data and Network Science*, 8(1), 213-220. <http://dx.doi.org/10.5267/j.ijdns.2023.10.002>
- Kjaer, A. M. (2023). *Governance*. John Wiley & Sons.
- Koorts, H., Cassar, S., Salmon, J., Lawrence, M., Salmon, P., & Dorling, H. (2021). Mechanisms of scaling up: combining a realist perspective and systems analysis to understand successfully scaled interventions. *International Journal of Behavioral Nutrition and Physical Activity*, 18(1), 1-16. <https://doi.org/10.1186/s12966-021-01103-0>
- Kosec, K., & Wantchekon, L. (2020). Can information improve rural governance and service delivery? *World Development*, 125, 104376. <https://doi.org/10.1016/j.worlddev.2018.07.017>
- Krampe, F., Hegazi, F., & VanDeveer, S. D. (2021). Sustaining peace through better resource governance: Three potential mechanisms for environmental peacebuilding. *World Development*, 144, 105508. <https://doi.org/10.1016/j.worlddev.2021.105508>
- Lauwo, S. G., Azure, J. D. C., & Hopper, T. (2022). Accountability and governance in implementing the Sustainable Development Goals in a developing country context: evidence from Tanzania. *Accounting, Auditing & Accountability Journal*, 35(6), 1431-1461.
- Li, Y., Zheng, W., & Zhou, Q. (2024). Knowledge-Driven Urban Innovation: Dynamics of Elevator Installation in Aging Residential Communities. *Journal of the Knowledge Economy*, 1-45. <https://doi.org/10.1007/s13132-024-01789-0>
- Mittal, P. (2020). Big data and analytics: a data management perspective in public administration. *International Journal of Big Data Management*, 1(2), 152-165. <https://doi.org/10.1504/IJBDM.2020.112415>
- Permana, D. (2023). Dynamics of Public Policy in the Digital Era: A Case Study of e-Government Implementation in Indonesia. *INFLUENCE: INTERNATIONAL JOURNAL OF SCIENCE REVIEW*, 5(3), 163-174. <https://doi.org/10.54783/influence.v4i1>
- Price, G., & Hakimi, H. (2019). Reconnecting Afghanistan. *Lessons from cross-border engagement*. London: Chatham House.
- Salah, M., Abdelfattah, F., & Al Halbusi, H. (2023). Generative Artificial Intelligence (ChatGPT & Bard) in Public Administration Research: A Double-Edged Sword for Street-Level Bureaucracy Studies. *International Journal of Public Administration*, 1-7. <https://doi.org/10.1080/01900692.2023.2274801>

- Tariq, S., & Sulaiman, S. (2023). UNDERSTANDING STATE FRAGILITY: DISCOURSE AND CONCEPTUAL UNDERPINNINGS OF FAILED AND FRAGILE STATES. *Pakistan Journal of Society, Education and Language (PJSEL)*, 9(2), 1-12.
- Tat, P. (2019). *Policy and Governance in Post-Conflict Settings: Theory & Practice*. Routledge.
- Wirtz, B. W., Weyerer, J. C., & Geyer, C. (2019). Artificial intelligence and the public sector—applications and challenges. *International Journal of Public Administration*, 42(7), 596-615. <https://doi.org/10.1080/01900692.2018.1498103>
- Zürcher, C. (2022). *Evidence on aid (in) effectiveness in highly fragile states: A synthesis of three systematic reviews of aid to Afghanistan, Mali, and South Sudan, 2008-21* (No. 2022/160). WIDER Working Paper. <https://doi.org/10.35188/UNU-WIDER/2022/293-5>