

**FACTORS INFLUENCING SERVICE DELIVERY IN LOCAL  
AUTHORITIES IN MUNICIPAL COUNCIL OF GARISSA, KENYA**

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**A Research Project Report Submitted for the Partial fulfillment of  
Requirements for the Award of Masters of Arts Degree in Project  
Planning and Management, of University of Nairobi.**

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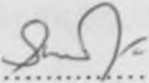


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## DECLARATION

This project research report is my original work and has not been presented for examination of an award of a degree in any other University.

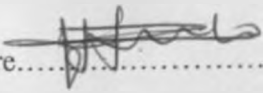
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## DEDICATION

I say thanks to the Almighty Allah (S.W.) who gave me the entire life to gain knowledge and carry out this study without any failure.

This work is dedicated to my beloved mother, my husband, daughters and lovely brother for the support he gave me through out my life.

## ACKNOWLEDGEMENT

I thank my entire course mate for their encouragement throughout the study; I also once again thank my supervisor Dr. Kyalo and all my lecturers of the UON for the unlimited encouragement they gave me for this work completed. I also acknowledge the important role played by my employer Mr. Erastus Karani who gave me the ample time to have time for this study and the rest of my work mates for being available whenever I needed them.

Lastly, I say thanks to the University Chancellor for bringing this extra mural study center to North Eastern Province.

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## ACRONYMS AND ABBREVIATIONS

LAIFOMS	- Local Authority Integrated Financial Operation Systems.
MCG	- Municipal council of Garissa
T.C	- Town Clerk
T.T	- Town Treasurer
DTC	-Deputy Town Clerk
GAWASCO	- Garissa Water and Services Company

## ABSTRACT

The purpose of this study is to assess the factors influencing service delivery of Municipal Council of Garissa. The research project looked at the levels of service delivery.

It tries to explore Western and African studies as well as Kenyan studies on service delivery. Purposive sampling procedure was used to select the area of study. Two instruments were used to collect data, which include a research developed questionnaire for stakeholders and municipal council clerks.

An interview schedule was developed for the municipal council town clerk and the treasurer. A pilot study was done using the Deputy town clerk, and other staff. The instruments was subjected to analysis by a team of experts in the area of study, including the researchers supervisors if found valid, logical and reliable then the actual data collection took place. The researcher intended to involve the council Town clerk, treasurer, Engineer, 6 department 23 stakeholders, council clerks and 27 casual staff.

Data collected was analyzed descriptively by use of frequency tables, percentages and was presented. It is hoped that the findings of the study enabled all stakeholders' policy makers, council administrators and local authorities be involved in effective and efficient revenue collection as well as service delivery to the public.

The researcher concluded that the study-was good and there were a lot of weaknesses from the council because most of the departments are inadequate in the resources. They should know and respect the rights of the employees.

I recommend that the council fees and charges be reviewed; there should be a study on revenue collection since there are loopholes. The council should have anti- corruption policy in place so that it can reduce corruption. It should involve the community in decision making and should renew its by-laws making them clear.

## CHAPTER ONE

### INTRODUCTION

#### 1.1. Background to the study

Local government administrations have seen changes in recent years. However, these changes have not always been informed by a clear and coherent vision of the roles and responsibilities in a new era. As a result they have not always been able to realize high performance in revenue collection and public service delivery, (Hardeman 2004)

The process of amalgamating the old race-based municipal administrations, initiated by local government transition act proceeded very differently in different municipalities.

In many cases the structures and systems of better established municipal administrator (usually former white municipalities) were adapted and extended to 'absorb' staff from the smaller administrations (usually former black local authorities). While this approach minimized administrative disruption it did not result in new more effective or more equitable ways of working.

The process of amalgamation reproduced in equity and made little attempt to enhance performance in either revenue collection or public service delivery, (Gordon, 2006)

In United States of America, the revenue agencies are able to clearly distinguish between taxpayers compliance issues that require "customer service" approach versus those that can more effectively be dealt with through compliance enforcement actions. Tailored interaction approaches allow revenue agencies to interact with tax payers as a partner and educator.

Use of performance measures always guides service delivery standards, tracks progress and highlights improvements needed: with a well-trained staff and business intelligence technologies revenue new agencies aggregate data from all parts of the organizations and extract the relevant performance data from warehouse in minimal time (Aim and Schulze, 2002)

According to Mathew, (2004) in Australia faced with the necessity to achieve higher performance in revenue collection and public service delivery, revenue agencies have began exploring and implementing new operating models and tools that allow them to focus on producing better outcomes in amore cost-effective manner. They have reorganized around the taxpayers then cues before taking the advantage of the technologies that allow the tax payers to take greater control of his or her own tax affairs and empower revenue agencies to make more informed decisions aslant where to focus their finite resources efforts. Always with an eye to delivering greater public service value, revenue agencies embrace innovations that allow them to bring their more visionary aspirations to fruition. (Ruth, Scholz, Witte, 2007)

In south Africa for instance (Martin,2007) notes that complexity and burden hinder compliances by making it harder for honest tax payers to determine the flexibility, while making it easier for tax evaders to hide their non- compliance.

According to Le Hung (2005), the general department of taxation in Uganda, hopes to develop a modern fair and transparent tax administration where voluntary compliance with a balance between good taxpayers service and effective enforcement.

This hopefully will enhance revenue collection hence improvement of public service delivery.

In Kenya revenue agencies have taken an after- the – fact enforcement focused approach to ensure taxpayers compliance. While enforcement will always have its place the revenue agencies need to recognize that amore proactive approach- encouraging compliance, with enforcement in its proper place as a secondary measure breeds less adversarial relationships. It more reliably closes the gap between potential and actual taxes collected and is afar more effective and cost –efficient method. Building of a revenue brand with increase focus on public understanding of tax requirements and perceptions of fairness as a means of faster greater compliance. Trust, integrity and fairness are critical in public service delivery for continued compliance, (Ahmed, 2004)

Garissa municipal council is situated in Garissa District and its the provincial headquarters for Northern Eastern Province.

The council is divided into six electrical wads all represented by twelve elected councilors.

The town is a major gateway to the whole province and the republic of Somalia and is the administrative and services centre for the entire region. Garissa town grew from African district council of the colonial era to a municipal council. in 1986, it was upgrade to an urban council then a town council in 1993 and in 1998, it become a municipal council,(government of Kenya,2003)

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Today, Garissa is a fast growing town located approximately 350 kilometers north east of Nairobi city. The town is experiencing rapid socio-economic changes due to influx of new residents and establishments of new firms and industries. The rapidly expanding industrial and manufacturing base attracts low salaried workers from all over the country making it the fastest growing municipality (Karingi, Wanjala, and Mwangi 2006).

Municipal council of Garissa is mandated to collect revenue and taxes and offer services delivery to the Garissa residents. The main sources of revenue include plot rents (social hall), business permits, market stalls, slaughter fees, Auction fees, land rates and registration among others. The local authorities have faced challenges in their efforts to collect tax and deliver services to the public over the years. Several strategies and reforms have been undertaken to administer tax and revenue collection. Some of these reforms include the implementation of Local Authority Integrated Financial Operations Management System (LIAFOMS), an e-governance system implemented through local authorities in Kenya.

This is a computer supported financial management tool intended to assist the local authorities to address a wide range of operational, monitoring and management requirement arising from their financial activities.

The LIAFOMS has three major components of financial management aspects which include the revenue component, expenditure and budgeting in financial management. Merging the three components minimizes paperwork and manual handling of revenues by revenue officers, (Mohammed, 2006)

The administrative feasibility and practicability are two constraints on tax policy. They are also matters of convenience to varying degrees where a tax policy is administratively feasible. When its enforcement doesn't cost too much. At the same time, administrative feasibility is not an excuse to compromise the original objective (Hassan, 2006)

Garissa municipality seeks an appropriate mix of service delivery options to the public choices, about delivery options are guided by clear criteria established by the local government such as coverage area, cost quality and the socio-economic objective of the municipality; (Michael, 2008)

## **1.2 Statement of the problem**

Most local authorities in the developing countries face major challenges public service delivery. The municipal council faces problems in their efforts to attain self reliance in service delivery. They are forced to content with smart and more sophisticated tax payers, (Abdi, 2004). As a fast growing town due to influx of business, people and other residents, Garissa municipality is faced with new challenges of revenue collection and service delivery to the beneficiaries (Karingi, Wanjala, and Mwangi 2006).

Municipal council of Garissa would achieve high performance in delivering quality and effective services which deliver an optimum balance of better outcomes with greater cost effectiveness but the question remains "how can municipal council of Garissa deliver ever greater public service? This calls for a study to assess the factors influencing service delivery by the council. No available literature showing researchers who have studied this area targeted by the researcher.

Researchers like (Mohammed 2004,) looked at corruption on tax revenue collection, Abdi, 2004 looked at the role of municipal councils in service delivery. This therefore compels the researcher to investigate the factors influencing services to the residents and achievements of self-sufficient without additional funding from donors or the central government. The council provides services like, town cleaning, rehabilitation of roads, issuance of licence,,fire fighting, development control, town planning, ,land allocation and many others.

### **1.3. The purpose of the study**

This research study aimed at assessing the factors influencing service delivery by Municipal council Garissa. It determined the relationship between revenue collection and service delivery to the community, sources of revenue approaches to service delivery. It established the administrative functions of service delivery to citizens in Garissa Municipality. It also seek to elicit information from the respondents on how service delivery can be improved.

### **1.4. Research objectives**

This main objective of this study is to assess the factors influencing service delivery in Garissa Municipality.

#### **Specific objectives**

This study intends to achieve the following objectives:

1. To determine the extent to which the level of revenue collection influences service delivery in municipality council of Garissa.
2. To find out how Customer characteristics (knowledge, and ability, related to nature of business) influence service delivery
3. To establish how Staff Competence (capacity, motivation) influences service delivery at Municipality Council of Garissa.
4. To determine how administrative structures that directly influence service delivery.



## **1.5. Research questions**

This study aimed at answering the following questions:

1. To what extent does level of revenue collected influence service delivery the municipality.
2. How do customer characteristics influence service delivery?
3. How does the staff competence affect service delivery?
4. What influence does the administrative structure in Garissa Municipality Council have on service delivery?

## **1.6. The significance of the study**

The findings of was a practical value to local authorities and other government support authorities in helping enhance effective performance in service delivery. The study will help in pointing the areas that were effectively implemented.

The findings of the study also will help local government with new ideas especially on the steps that were used in provision effective community services and improved means revenue collection.

The results of the study will be useful to the revenue agencies in facing today's challenges by providing innovative ways of revenue collection and a spirit of commitment to delivering greater value to the public. The key results of this valuable investment will be seen in the lives of staff after the concerned stakeholders applied the gained skills effectively.

## **1.7. Delimitations of the study**

The study focused Municipal Council of Garissa, therefore findings may be generalized to other Municipal councils that had dissimilar characteristics. However, the findings may not be applied to urban councils that are highly developed with more economic activities, but they can be used by other scholars to generate relevant information about other similar councils.

### **1.8. Limitations of the study**

This study was limited to the following:

- Time was limited, therefore in order to reach all the governmental departments and all the council staff, the researcher had to use services of trained research assistants.
- Garissa Municipality is situated in a semi- arid region with few economic activities thus making most of the inhabitants poor and hostile, therefore incentives were used in some cases to reduce the hostility.
- This was the first report therefore there were no enough literature and the reporter had to struggle and get peripheral materials.

### **1.9. Assumptions of the study**

This study was based on the following assumptions:

- The municipal council is aware of their obligation to deliver services to the community and therefore its offering this noble task.
- The revenue agencies use vigorous performance management and tap into shared services and out sourcing to continuously refine their operations and re -deploy resources for a greater return.
- All respondents cooperated and honestly answered all questions

### **1.10 The organization of the study**

This study is organized in five chapters that include chapter one, that looked at background to the study, statement of the problem, the purpose of the study, research objectives, research questions, significance of the study scope and organization of the study, limitation and delimitations of the study, basic assumptions of the study and operational definition of terms.

Chapter two focused the theoretical and conceptual frame work, western and Africa studies on revenue collection and service delivery, Kenyan studies as well as new approaches to revenue collection and service delivery.

Chapter three focused on research methodology which concerns the research design description variables, location of the study, target population, sampling techniques and sample size instruments for data collection, pilot study as well as techniques for data collection, data analysis and ethical considerations.

Chapter four presents data analysis, discussion and presentation while chapter five focuses on the summary, conclusion and recommendations for further studies.

## 1.11 Definition of Terms

**Service delivery** – this means giving service to the public or residents of a certain place like town and doing it effectively without any problem

**Revenue** – this is the money collected by the council from the residents. In other words it is the institutional income. This is from various sources for instance; licenses, daily market collections, auctions fees, land rates etc

**Laifoms**- this is a network of Local authorities managing its financial operations systems in order to cut down expenses, reduce corruption and enhance service delivery.

**Stakeholder** – this is a person, an institution or organization that the project or services rendered by the municipal council of Garissa directly or indirectly affects them.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews literature from relevant documents in relation to the topics under the study. It looks at theoretical, conceptual framework at western Africa, and Kenya studies on revenue collection and public service delivery approaches.

#### **2.2.1. Staff competence in service delivery**

Frank (1978), using the systems theory approach describes the behavior of organizations both internally and externally. Internally, concerns how employees perform their duties individually and as a group while externally relates the transactions of the organizations with other organizations and institutors.

All organizations acquire resources from outside environment of which they one part and in turn, provide goods and services demanded by larger environment. Managers therefore, must deal simultaneously with the internal and external aspects of organizational behavior.

In systems theory, the organization is seen as one element of a number of elements that sets an act independently. The flow of inputs and out puts is the basic starting point where every individual element plays its role maximally for the benefit of the larger system.

A problematic symptom of one element affects the major system and the single element is also affected reciprocally.

In relation to the study, the municipal council collects revenue and taxes from (resources) the larger system which is the surrounding environment, processes the resources and returns them to the public in form of services (output). The way the municipal employees perform their duties as individuals and as a group will determine the effectiveness of service delivery

The revenue collected and their relationship with other departments will determine the services delivered by the council. The failure or under performance of the municipal as

an entity in executing its duties will affect the type of required services offered to the public and vice versa.

### **2.3 Level of revenue collection and service delivery municipal council.**

According to Annasi, (2004), tax administration faces a formidable number of challenges in every country and society. For instance, in the United States, for many revenue organizations the final component of improving organizational effectiveness in revenue collection and public service delivery is developing specialist skills.

In some countries in European concept of an outcome focused program of performance management and improvement of revenue collection and service delivery clearly has taken root. In general, while most agencies seem to be collecting a full range of process – specific matrices, they are challenged by aggregating performance data at high – enough level to understand the interdependence of individual processes in achieving strategic objectives. Revenue agencies have a definite level of resources, which fall short of what is required to ensure full compliance of every tax payer (Akiranga, Bitonye, kulundu and Obi, (2005).

According to (Mwagiro, 2003), a number of r in Australia have been outsourcing to fill skill gaps and optimize resource allocation. In doing so, agencies typically determine the probability of revenue collections and the collections amount prioritizes their limited resources. These way agencies can focus internal resources on high-value activities and shift doubtful collections externally. However, few have been very successful at achieving this.

According to Ngaa (2003), the Canada revenue agency publishes its standards of the level of performance in terms of both inputs and out puts that citizens can reasonably expect from agency under normal circumstances. In addition service 2000, the Canada revenue agency has been a leader in the government wide service improvement initiative, and in many cases its service standards service as a model for other government departments.

Taylor, Helen and Mattes,(2008), in their study on public evaluations and demands on local government noted that Columbia, the Columbian tax office(CTO) adheres to tax payer.'Staff pay raises depend on how well certain service levels which are promised and published are met. In addition to making the standards publicly available, the CTO surveys its taxpayers to see not only how well the agency is meeting the standards, but also whether the standard itself in good enough. In some areas, such as collections or audits, the CTO uses independent auditor to evaluate how professionally the agency has conducted the work.

In some cases, revenue agencies penalize themselves if they fail to provide the required services and accurate information to their taxpayers. The Nevada Department of Taxation's Taxpayer Bill of Rights is dramatic example of such government guarantee. Under the bill if the department provides tax information that is incorrect or fails to deliver services as stipulated, the tax payers gets written confirmation of the error and by statute, the tax obligation is removed and services delivered. (Wolf, 2004)

In most African countries, modernization in modes of revenue collection and service delivery in line with the realities on the ground and Enster, 2000). For instance, the South African Revenue Service (SARS), Service monitoring acts as an internal watchdog for SARS. It helps resolve service issues with branch offices that cannot be resolved through normal channels. Despite the many challenges they encountered in the last two agencies have taken can after-the -fact enforcement -focused approach to ensuring the taxpayers compliance. (Stren 2008). As Obudhe (2001) explain the new philosophy majesty's Revenue Authority in Zimbabwe.

'Our success in service delivery will rely on understanding that the world has changed: custom expectation in general one higher than they have been, and in order to gain license to operate we have to reflect this expectations in our process design'.

The Association of local authorities of Kenya (2002), in their strategic plan 2002-2006 note that to be customer – focused then the revenue agencies must understand what motivates their taxpayers and all users of their services so that they can improve their ability to help them participate. Akiranga, (2005) contents that with individuals making the first steps to understand their aspirations and behaviour and then using that to tailor services for these customers.

At the highest level, when the revenue agencies have achieved the ambitions required by their transformation program, then they can aim to give customers more certainly and confidence. At broad level in the cooperate world, they may try to get tax onto the board room agenda.

As a preliminary step to developing a successful strategy for reforms the tax policy and administration thematic group the world bank has developed a useful diagnostic framework for revenue administration. It includes adscription of quantitative indicators of effectiveness and efficiency of its performance and identification of where problems lie. It also provides a framework and checklists of questions relating to all aspects of revenue departments operations, environment, resources , history, organization and management functions and informal culture that can be used to assess its operation and diagnosis its failure (Institute of education in democracy 2004)

In spite of these challenges, several local authorities have to improve and diversify ways and means of effectively achieving maximum revenue collection and administration.



#### **2.4. Administration structure and service delivery.**

Local government administration has seen changes in recent years. However, these changes have not always been informed by a clear and coherent vision of the roles and responsibilities. (Martic, 2001)

New administrative capacities have not been built and administrative operations have remained locked in traditional approaches to revenue collection and service delivery. The potential, skills and energies of the majority of the work force have not been harnessed for transformation (Roth, Scholz and Witte, 2008)

According to Kinsley (2004), transformation for developmental local government requires a further process of administration reorganization to gear municipalities to meet the considerable challenges of social, economic and material development in all communities such, a process cannot hope to succeed unless management organized labour and other stakeholders develop a common vision and work together to achieve it.

Although there are real differences of interest and conflict is inevitable between the stakeholder the conflict and the difference can act as constructive force in organizational transformation, provided that there is agreement on the objectives and vision which drive change (international minority fund 2002)

According to the government of Kenya (2003), in the sessional paper no 1 of 2006 on Economic management for renewed growth, if shared vision is translated into measurable performance indicators, different municipal stakeholders can measure their contributions and those of others, towards realizing common goals.

#### **2.5. Principles for service delivery**

Municipals have a range of delivery options to enhance service provision. They need to strategically assess and plan the most appropriate forms of service delivery for their areas. Their administration need to be geared to implement the chosen delivery options in

the most effective manner and so ensure maximum benefit to communities (Cross and Show 2002)

2.5.1. According to World Bank Kenya (2002) in their assessment of local service delivery and local governments in Kenya, report no.24383, in choosing the delivery options for their areas, municipalities should be guided by the following principles.

- (i) accessibility of services whereby the municipalities must ensure that all citizens regardless of race, gender or sexual orientation have access to at least a minimum level of services. Imbalances in access to service must be addressed through the development of new infrastructure and rehabilitation and upgrading of existing infrastructure accessibility is not only about making services available, but also about making services easy and convenient to use. Municipalities should particularly aim to ensure that people with a disability are able to access municipal services and amenities.
- (ii) Affordability of services: accessibility closely linked to affordability even when services will remain beyond the reach of the many unless they are financially affordable to the municipality. Municipalities can ensure affordability first through setting tariffs which balance the economic viability of continued service provision and the ability of the service provision and the ability of the poor access services. Secondly, by determining appropriate service levels. Services level which are too high may be economically unsustainable and jeopardize continued service provision. However, inadequate service levels may perpetuate stark spatial division below, middle or high income users and jeopardize the socio-economic objectives of the council.
- (iii) Quality of products and sustainability of services: the quality of services is difficult to define but includes attributes such as sustainability for purpose, timeliness, convenience, safety, continuity and responsiveness to service –users. It also includes professional and respectful relationship between service providers and service users,

(Ngara,2004) on going service provision depends on financial and organization systems which support sustainability. Sustainability includes both financial viability and the environmentally and socially just use of resources; (Stren, 2008)

(iv) Accountability for services: whichever delivery mechanism is adopted, municipal councils remain accountable for ensuring the provision of quality services which are affordable and accessible ; ( Wolf, 2004)

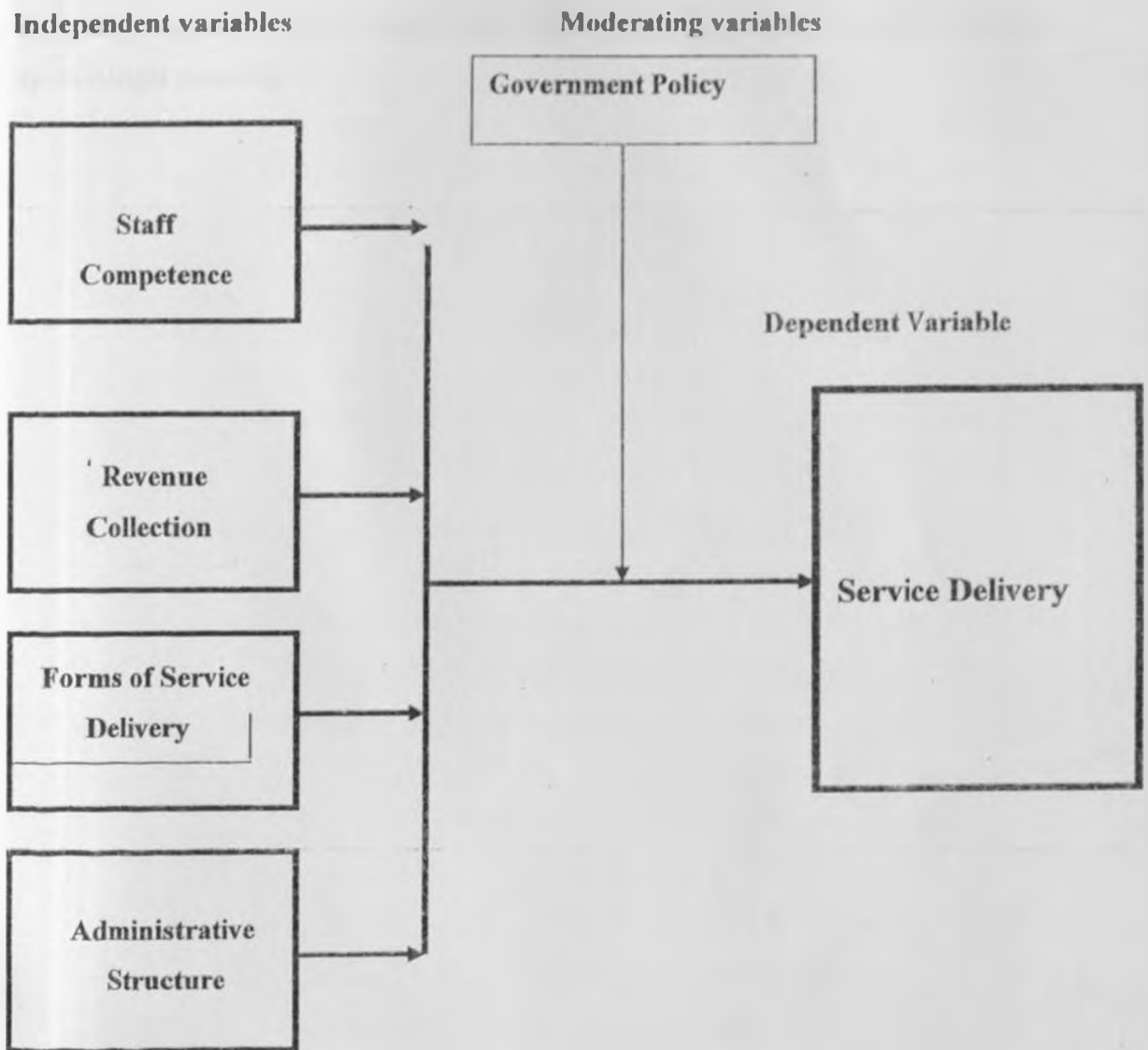
(v) Integrated development and services. Ongoing service provision depends on financial and organization systems which support sustainability. Sustainability includes both financial viability and the environmentally found and socially just use of resources, (Waruhiu, 2004)

(vi) Ensuring and promoting competitiveness of local commerce and industry:

The job- generating and competitive nature of commerce and industry must not be adversely affected by higher rates and services charges on industry and commerce in order to subsidize domestic users. Greater transparency is required to ensure that investors are aware of the full costs of doing business in a local area.

(v) Promoting democracy: local government administration must also promote democratic values and principles enshrined in the constitution.

## 2.6 CONCEPTUAL FRAMEWORK



**Figure 1: Conceptual frame work**

### **Variables**

The independent variables are the revenue collection, staff competence, forms of service delivery and administrative structure are the objectives which is the independent variables while service delivery is the dependent variables.

## **2.7. Summary of literature review.**

This chapter dwelt on the theoretical and conceptual framework, global regional and Kenyan studies related to the topic under study as well as principles to service delivery by municipal councils.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1. Introduction

This chapter presents the research methodology and design. In doing so, the following areas were discussed: research design, variables, location of the study, target population, sampling techniques and sample size, instruments for data collection, pilot study, as well as techniques for data collection.

#### 3.2. Research design

This study used a descriptive survey design and both qualitative and quantitative approaches were used. The descriptive survey design was to collect information on factors influencing service delivery by local authorities in regard to MCG.

Best and Kahn,(1993) postulate that descriptive survey is the most appropriate design in the behavioral sciences as it seeks to find out factors associated with occurrence of certain events and conditions of behavior. It enables the researchers to collect in depth information including sensitive and personalized experiences concerning the issue being investigated.

The descriptive survey design allowed the researcher to study variables as they exist. For this study the researcher was able to manipulate such variables as service delivery. Kerlinger (2003) and Mouldy (2003), concurs that the descriptive survey design is used gather data from large population at a particular point in time with the intention of describing the nature of the current situation. This study therefore targeted a population of one thousand four hundred and forty four, people this included ninety eight staff of municipal council of Garissa. This research therefore derived most appropriate. Orodho, (2004), says that descriptive survey design, despite being used for exploratory and preliminary studies, allowed the researcher to summarize and interpret information for the purpose of clarifying the issue under study.

### **3.3. Target population**

The targeted population was 109 people these included, the Mayor, the Town clerk, treasure Engineer, stakeholders, business men and employee of the municipal council of Garissa.

### **3.4. Sample size**

The study population consisted of 25 percent of the total number of the staff (population) was selected. Wiersma (2005), observed that due to limitation in time, funds and energy, a study could be carried out from a carefully selected sample to represent the entire population. Gay (2002), postulated that at least 20 percent of the population is good representation which works well even today.

#### **3.5.1. Sampling techniques**

The sampling unit was Garissa municipality, which is purposely selected based on convenience of the researcher in terms of time allocation, funds available and other logistics from the selected municipal council, purposive sampling was applied to select heads of departments and councilors, other departments, stakeholders and . a stratified sampling method used whereby within the stratum, simple random sampling will be used to select the participants. The sample was drawn from a locale rich in variety of respondents from both urban and rural origin, Christian, Muslim and other religions, different socio –economic and cultural backgrounds which poses challenges to citizens/ community that may warrant attention to revenue collection and service delivery

**Table 3.1. Research study sample of respondents**

	Respondents titles	Target	Sample
1.	Mayor	1	1
2.	Town clerk	1	1
3	Engineer	1	1
4	Treasurer	1	1
5	Others Staff	56	27
6	Stakeholders	39	23
7	Other departments	10	6
TOTAL		109	60

The study consisted of sample of 60 respondents. These included the mayor, Town clerk 27 other staff including Municipal Engineer and others clericals, it will also consider two Public Health Officer two public works officers one NEMA, one from GAWASCO, one from planning office and 23 Entrepenuers. thus will ensure that every category has been well presented.

### **3.6. Data Collection Instruments**

The research used interview schedules and questionnaires method to obtain data from the respondents.

#### **3.6.1. Interview schedule for mayor.**

One interview schedule was developed (appendix 2) this allowed the researcher to make follow up of the respondents answers to obtain more information on and clarify vague statements. The researcher hence, used this method to seek clarification to some of the responses pertaining to revenue collection and service delivery. Also seek information to possible ways and means of improving revenue collection and service delivery. The interview schedule allowed room for interpretation of the statements to language that the respondents were able to understand.



### **3.6.2. Questionnaire for council management and other staff and other departments.**

Three questionnaires were developed, (Appendix iv), for councilors,(appendix iv) for head of departments. The questionnaires have both open ended and closed questions. The respondents were offered a set of answers that closely represent their view to choose from. In the closed ended questions, the like type of scale was used in rating, which help in the reduction of subjectively and also made it possible to quantitatively analyze the data. The open-ended questions was allowed the respondents to communicate their view without being forced to fit within the pre- conceived answers, orodho, (2004), contents that the questionnaire is a suitable method, indeed, the easiest and the cheapest way of data collection. It has the ability to collect a large amount of information in a reasonable quick span of time. Kamori, (2000), observes that a questionnaire is free from bias of the interviewer, the respondents have adequate time to give well thought answers and that respondents who are not easily approachable can also be reached conveniently.

Therefore, the questionnaire was obtained, information concerning service delivery in Garissa municipality. This obtained information on possible means and ways of improving service delivery to the community.

### **3.7. Pilot study**

The pilot study was conducted in Garissa municipality. The research instruments was piloted on a small representative sample identical to, but not including the group that will be studied in the actual study. It involved the council mayor,, four departmental heads' and some councilors.. These respondents were included in the actual research sample size.

The pilot study enabled true researcher check whether the items used are valid and reliable and also correct mechanical problems, correct misunderstanding, check language level and eliminate ubiquity at the right time. The piloting will also elicit comments from respondents which helped in the improvement of the instruments modifying and making clear the instructions given in order to avoid misinterpretation during the actual data collection.

### 3.7.1. Validity of the instruments

This was concerned with establishing whether the questionnaires were measuring what they are supposed to measure. The instrument was subjected to analysis by a team of supervisors (at least three specialists in the area of study focused). They assessed the relevance of the content used in the instruments developed and make structured changes for the purpose of improvement and retirement before embarking on the actual data collection exercise. This enabled the researcher have a first hand experience in administration of the instruments. Orodho (2004), contends that validity concerns the accuracy with which the item generated measures.

The test retest of the instruments will be important because of the following considerations:

Vague questions were refined in the sense that the respondents helped the researcher to rephrase the questions to convey the same meaning to all subjects. This enhanced the validity of the instruments. It revealed if the anticipated analytical techniques were appropriate. The deficiencies in the pre- testing, for example unclear instructions, insufficient space to write responses, clustered questions and wrong phrasing of questions were detected, and then the questions reconstructed by incorporating the changes.

Pre determined criteria of evaluation used to ensure validity of the study by piloting the instruments on a small representative sample identical to but not included in the group that was involved in the actual study. If the instruments are found to cover the required content and sample language used in constructing them, then this was valid or good enough to be used in the actual data collection. The researcher took every precaution to make sure that the triangular method used to collect data adequately answers All research questions and achieves the researcher's objectives of the study.

### **3.7.2 Reliability of the instruments.**

The pilot study was done to ensure that the items consistently measure the variables in the study and produce reliable results; that is, ensure that the instruments yield the same results on repeated trials. Mugenda and Mugenda (1999), contend that the test retest procedure helps to ascertain that the instruments of collecting data are free from any pitfalls and mistakes that would have surfaced in the main data collection process if the pre-testing of the instruments had not been done to determine the reliability of the study, the instrument was piloted on a small representative sample identical to, but not included in the group that will be involved in the actual study.

### **3.8. Data collection techniques**

First and foremost, the researcher obtained a permit from the ministry of education headquarters that allowed her to carry out the research in the targeted area. Ethical issues and considerations was put in place by the considerations ensure that all respondents participate with informed content.

The researcher invited, the mayor, deputy, mayor, Town clerk,. Town treasure, Engineer, secretary and 13 other staffs. Because of the interview schedule, the actual data collection in order to make respondents feel free and open to issues. The researcher administered the interview schedule for the Mayor/deputy town clerk and treasurer on different days based upon the time schedule. The questionnaires for the departmental heads, clerks and councilors given to the respondents and allowed a period of one week to respond to the questions after which the researcher collected the questionnaires back.

### **3.9. DATA ANALYSIS**

This was a process of systematically searching, arranging transcripts, field notes, data and other materials from the field so as to code, quantify and then summarize with the aim of increasing own understanding. It enabled me to present them to others.

Descriptive and inferential statistics was used in this study. Data was analyzed by use of, Statistical Package for Social Sciences (SPSS) programme. The analyzed data was presented by use of frequency tables, which were later merged and conclusions drawn to establish the relationship between variables.

**Table 3.2 Operational definition of variables**

<b>OBJECTIVE</b>	<b>VARIABLES</b>	<b>INDICATORS</b>	<b>MEASUREMENT SCALE</b>	<b>TOOLS OF ANALYSIS</b>	<b>TYPES OF TOOL</b>
To determine how revenue collected affect service delivery	Independent variables Demographic Dependent variable Service delivery	Age Years Gender Designation	Interval Nominal	Measure of central tendency	Mean Frequency Tabulation
To determine how the revenue collected affect service delivery in the council	Independent variables	Performance Revenue collection	None parametric Inferential statistics	Measure of central tendency	Tabulation
To find out how customer characterization influence service delivery	Independent variables	Knowledge Attitude Ability	Ordinal	Measure of central tendency	Frequency
To find out how staff competence affects service delivery	Independent variables	Motivation Capacity	Nominal	Measure of central tendency	Frequency
To determine administration structures that directly influence service delivery	Independent variables		Nominal	Measure of central tendency	

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 INTRODUCTION

This chapter presents analysis and findings of the research .the specific objective of the study was to investigate the influence of service delivery on local authority. From the study population of 109 were sampled from stratified random techniques and 60 respondents responded the questionnaire, and constituting 70% response rate.

#### 4.2 General Information

##### 4.2.1 Age of respondents

From the study, the researcher found that most of the respondents 46.7% were 41-50 years, followed by 33.3 % who were 30 years and below, 15.6 of the respondents reported that they were 31-40 years. this shows that the majority was 46.7%,this could be due to their experience. This is also represented by the Table 4.1 below. This was because most of employees are old by then young people ignored council jobs because they believe its only for school dropouts who work as cleaners.

**Table 4.1; Distribution of participants by age**

Age of the respondents	Frequency	Percent
30 and below	20	33%
31-40	12	21%
41-50	28	46%
Total	60	100

#### 4.1.2 Distribution of respondents by Gender.

On the gender of the respondents, the study revealed that of the respondents 60% were male, while female were shown by 40%, therefore, majority of the respondents were male this represented by the table 4.2 below

**Table 4.2 Distribution of respondents by Gender.**

	Frequency	Percent
Female	26	43
Male	34	67
Total	60	100

According to the Table above it shows that most respondents to the study were men and women were of fewer percentage this shows that very few woman work with the council due to culture background that women are meant to stay at home, cook and wash dishes and take care of the kids. One of the women said we can't make decisions for the term as the unreasonable.

#### 4.2.3 Distribution Respondents by designation

The researcher was interested in knowing the designation of the respondents where 68% were business people 12% other departments and 20% were municipal council staffs. Hence the majority of them are business people of which the service delivery affects them directly.

**Table 4.3 Distribution Respondents by designation**

Designation	Frequency	Percent
Council staff	12	20
Stakeholders	41	68
Other head of departments	7	12
TOTAL	60	100

#### 4.4 Influence of revenue collection

In revenue collection 78% of the respondents have seen that revenue is an important tool that speeds up revenue, if revenue is not boosted then service not possible to offer. And 12% of the respondents say revenue doesn't affect service delivery. this showed that the council have difficulties in collecting revenue that's way majority of the people are complain of poor services by the council as good revenue mean better services.

**Table 4.4 Influence of revenue collection and service delivery**

Respondents	Frequency	Percent
Yes	47	78
No	13	22
Total	60	100

Here 78% of our target population said service delivery is really affected by the revenue while 22% said service can be offered without revenue.

#### 4.5 Customer characterization in the influence of service delivery

In the customer characteristics 50% of the respondents said services are influenced by the attitude, 30% said service delivery are affected by the knowledge, and 20% said the nature of the business influence the service delivery.

Looking in terms of attitude, the majority of the respondents said, services are offered to customers don't appreciate and they don't know what services they receive. The also don't follow procedure as they see as waste of time causes delay in service delivery.

Some of the respondents have also said the, knowledge affects service delivery since most of the residents are ignorant about the services provided. For example development controls. Where most of them don't adhere to rules and regulations of the institution, and build haphazardly. Encroaching the roads, hence no way through to reach those in



problems. if they could know the importance of the streets things could work well and people need to be sensitized.

How nature of business affects service delivery is another issue in hand here comes an argument from one of business woman saying that “maxaan wax bihiyaa shaqa liimaqabtee “local language meaning why pay for services not provided, another respondent said some services are very demanding for agricultural produce that wait for exportation of goods for sale to pay the revenue, where this is done in the market. Where heap of solid waste can be found though the council tries to clear the issue of revenue comes in they hardly pay for services hence poor performance. The percentage of respondents is shown in the Table 4.5 below.

**Table 4.5 Distribution of customer character in service delivery**

Customers character	Frequency	Percent
Attitude	30	50
Knowledge	18	30
Nature o business	12	20
Totals	60	100

In Table 4.5 above 50% of the respondents said that the attitude of the customer influences the service delivery, in the customer is positive about this shows customer appreciation that boost the moral of workers hence good performance. 30 % said the knowledge of the customer influence service delivery by knowing their write in services and 20% of the respondent stated that the nature of business affects service delivery for examples which are perishable goods that don't pay good revenue and give a lots of dirt hence making services costly,.

#### 4.6 Staff competence in the influence of service delivery.

In the staff competence 32% of the respondents said capacity influences service delivery, 20% of the respondent said attitude influences service delivery, and 48% of the respondent said motivation; here the majority of the respondents said motivation influences the level of service delivery. Most of the respondents said that there is poor performance because almost 80% of the staff has little or no skills that could help run the service.

The respondents also said that the staff competence is also affected by their working environment. For example in the municipal the majority of the staff have no offices and the few that are available are not equipped. this also affect the performance of the employees hence poor service delivery.

Training is also essential in the issue of performance since developing the skills of personnel means improving the service for the community, training should be done.

Staff competence is very low due to lack of specialization, some employees have skills in some field, but are posted to different areas for example, an employee who has a diploma in human resource or community development is working as a revenue clerk where the employee could perform better. Some respondents reported that employees are not motivate and this caused a lot of dissatisfaction.

**Table 4.6 Distribution of staff competence in the influence of service delivery**

Respondents	Frequency	Percent
Capacity	19	32
Attitude	12	20
Motivation	29	48
Total	60	100

In the Table 4.6 above shows motivated staff can influence service delivery this imply that motivated staff will perform better in service delivery.

#### 4.7 The administrative structure of the council in service delivery.

The administration is divided into three departments, the clerks department, the treasurer department and the Engineering department. Each department is lead by ahead or example the clerk department by Town Clerk, the treasury by Treasurer, Engineering with sections of fire, cleansing, sanitation, survey, works lead by an Engineer. all this department work hand in hand and no department is independent though, 60% of the respondents said that the Engineering department, 20% clerks department, and 20% treasurer department directly influences service delivery.

**Table 4.7 Administrative structure directly influence service delivery**

STRUCTURE	FREQUENCY	PERCENT
Clerks department	12	20
Treasurer department	18	30
Engineering department	30	50
Total	60	100

In the table above 50% of the respondent said engineering department should be equipped since most of the services come under that department .e.g. infrastructure, fire and cleansing, 20% of the respondents said the clerks department influences service delivery since because it's responsible for the general policy and the by-laws of the council. 30% said the treasurer may influence service delivery by improving the revenue system of the council.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION, RECOMMENDATION

#### 5.0. Introduction

The purpose of this study is to assess the factors influencing service delivery of Municipal Council of Garissa. The research project looked at the levels of service delivery.

It tries to explore Western and African studies as well as Kenyan studies on service delivery. Purposive sampling procedure was used to select the area of study. Two instruments were used to collect data, which include a research developed questionnaire for stakeholders and municipal council clerks.

An interview schedule was developed for the municipal council town clerk and the treasurer. A pilot study was done using the Deputy town clerk, and other staff. The instruments was subjected to analysis by a team of experts in the area of study, including the researchers supervisors if found valid, logical and reliable then the actual data collection took place. The researcher intended to involve the council Town clerk, treasurer, Engineer, 6 departments, 23 stakeholders, council clerks and 27 casual staff.

Data collected was analyzed descriptively by use of frequency tables, percentages and was presented. It is hoped that the findings of the study enabled all stakeholders' policy makers, council administrators and local authorities be involved in effective and efficient revenue collection as well as service delivery to the public.

#### 5.1. Summary of the Findings

In the findings of the respondents were aged between 41-50, which constituted 46.7% of the respondents. This showed that most of this age group were illiterate or had little education which created the perception of many people that the general responsibility of the council is to clean the town and everyone can do that. Therefore it's only recently that council does employment for qualification.

There was also distribution of respondents by Gender, on this Gender the study revealed that 60% of the respondents were male while 40% were female this was due to culture of the Somali community where the kitchen was the only place for women in the society and had no say in any decision. But there is hope and compared to before there is a little improvement and women have their way in performing in every field. I recommend that women be given the same chance as men.

Coming to the first objective revenue collection in service delivery the 78% of the respondents have seen that nothing can take place without money since there is need for operation and maintenance in refuse collection machines and payment for salaries and wages for the staff, therefore, this calls for about in revenue collection if the stakeholders do not pay the revenue services will not be delivered which leads to dissatisfaction by the stakeholders and hence mistrust on the other hand, 12% of the respondents said revenue would not affect service delivery? They had the perception that salaries and wages were paid by the Ministry while other funds for services were from the LOCAL AUTHORITY Transfer Fund (LATE). This was wrong perception because the council pays their staff and labourers.

In the customer characterization in service delivery was divided into attitude & nature of business the response of the 50% of the target population said it's the attitude of the customer or rather the mood, if the customer is honest and have the listening capacity he will give ears and listen to what he is told, here they gave into a situation of being sensitized of what revenue does and how service delivered to you in return 30% said service delivery is affected by the knowledge, if people are sensitized educated by the council or other department, service could have be delivered effectively because their will be a boost of revenue and therefore lack of knowledge affects the service by the council. Coming to the other 20% who said nature of Business affecting service delivery, here comes where all business are not fairly charged by the council in the collection of revenue and, and at the same time they do not treat the equally an example is given here of Retail shop, market stall and hawkers were its distributed in terms of payment to the council. Retailers pay Kshs.3700 per year, market stalls pay 300 amount which is equal

to Kshs. 3700 per year, and hawkers pay Kshs 20 daily, 600 a month which equal to Kshs 7200 per year. Where hawkers pay high rate of again are mistreated due to complains from other Business and sometimes leads to arrest which hawking that is not in permanent place with all this harsh conditions and the payment, leading to mistrust of some people becoming rude and punishing the council by running a way to pay revenue, Also the stalls contributed a lot where most of the Kiosk owners rented the kiosk is others who are operating business in them, where the kiosk owner is paid Kshs 5000 and the council is ksh 300 and the demands is to much here where some suffer some benefit.

This calls for a review of the council fees and charges (per graph) preceptors of the customers about the council that it's a corrupt and cursed institute.

The third objective being staff competence this was done in both question and focused group discussion. Most of the staff has no or little education and there is need for capacity building for clear duty description since most of them had been placed in department and no clear responsibility given to them to perform. There was also need to treat all staffs equally since there is a complain that despite some being hardworking, promotions are denied and others are given to some reasons this affect service delivery.

Most of the respondents said the management is very reluctant & corrupt, it does not give salary on time despite high collection of revenue and this demoralized most of the employees and cause poor performance in service delivery lack of good working environment was another problem where employees are worried over the cracks on walls and floor where these made many clients fall and almost two years it's a song that the walls should be repaired and its not adhere this his really killed the morale of the staff which affected the performance hence poor in service delivery.

Recommendation- the council should treat its staff with sincerity, eradicate corruption and conduct appraisals so that every employee gets his/her fair share of their duties rehabilitation of offices be done than to loose life on the collapse of it building.

And finally, the influence of Administrative structure in the service delivery. Here 80% of the respondents agreed that building better offices or administration block will boost the performance in service delivery by giving enough accommodation to every office is perform on conducive environment. Coming to Engineering department 50% of respondents said this department should be well equipped since most of the service are given by the department, which include infrastructure, fire fighting and cleansing the department personnel and resource to give services for example Qualified Engineer, enough machines for proudly service like tipping vehicles are required and complement personnel.

The 20% of the responds said that clerks department is the most crucial department, it implements policies and by-laws of the council in delivering services in its residents

Most of the respondents said that all the Town clerk is Executive officer who is in charge of the general Institution but the council is affected by the transfer of Town clerks within the term this really messed where, every clerk to council have time to perform better or finish a project. This really affected the institution in General.

There is some weakness in the by-laws for the council like its borrowed & not meant for this council.

Enforcing of the by-laws is one hectic issue that hinders services delivery, whereby the section is not equipped and other department needs for example in Administration, the DC, and the police District Public Health officer recommended department should give clear definition of responsibilities to each staff of the council. Secondly the town clerk should develop partnership with other department in order to deliver services at the right time.

The town clerk should put in place the anticorruption policies in order to reduce corruption.

## **5.2 Conclusion**

In conclusion most of the respondents were male, and fewer female. according to the study the council have to develop its administrative structure and better policies for the great improvement of services, most of the active department are in adequate in resource or completely missing and hence difficulties in providing services also a lot of confusion and lack of direction by management to the bottom line. This means that the chain of command is not good and mostly cannot render services without proper layout. This concluded council has no proper procedure for working environment.

## **5.3 Recommendation**

The council should carry a survey on how to improve council services in relation to the revenue collection.

A study should be conducted on revenue collection since that will translate to better and effective service delivery

The engineering departments should be equipped with relevant and modern support machines, equipments and personnel e.g. fire fighting section.

The council should establish guidance and counseling units to help in morale building, moral ethics and positive attitude challenges.

The council should provide and give a clear formulated duty description and performance appraisals to its workers

The services like cleaning should be extended to other places not only are subjected to central business only.

The public should be sensitized about the services offered by the council and its impact to the community and the environment.



The council should have a consultative meeting with stakeholders on regular basis for instance quarterly for discussion on development of the town.

The council should involve the community in decision making on the development projects and other council activities.

The council should formulate good revenue collection strategies.

The council should coordinate with other departments for the purpose of support on its activities and enhancement of service delivery.

The council should review its by-laws since the current one is not clear on its status and in some instances not applicable to its residents.

The council should issue strict measures on development control for example haphazard settlement and structure constructions.

#### **5.4 Suggestions for further study**

This study focused on the factors influencing service delivery in Municipal Council of Garissa. This was really done generally and it is not exhaustive enough in any mentioned area and should be used for further research. Areas for further research include.

- The relationship between revenue collection and service delivery
- Assessment degree of customer awareness and satisfaction towards municipal council of Garissa
- Revenue enhancement.

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## APPENDICIES

### APPENDIX 1: TRANSMITTAL LETTER

**SAHLAN MOHAMED KEINAN**

**UNIVERSITY OF NAIROBI**

**P.O. BOX 30197**

**NAIROBI**

5<sup>th</sup> March 2010.

Dear Sir,

**RE: SERVICE DELIVERY IN LOCAL AUTHORITIES IN KENYA**

I would like to kindly request to gather information on service delivery in local authorities for the year 2008/2009.

You will either be required to fill in the questionnaire or to respond to interview schedules to be administered by the researcher.

I appreciate your assistance despite your busy schedule and kindly request you to cooperate and contribute positively. Any information given will be treated with confidentiality and used for the purpose of the research study only.

Thanking you in advance,

Yours Faithfully,

Sahlan Mohamed Keinan

1.50/7634/09



## APPENDIX II: QUESTIONNAIRE FOR COUNCILLORS COUNCIL OFFICERS AND STAFF

### SECTION A: General Information.

(Council officers and councilors only)

**CONFIDENTIALITY:** the information you give is confidential to the researcher and would only be used for report purpose.

1. What is your gender?

Male

( )

Female

( )

2. Which section of Garissa municipal council are you stationed at?

.....

3. How long have worked with Garissa municipal council?

.....

4. have you ever worked to deliver services?

Yes

( )

No

( )

5. What is your level of education?

Primary level

( )

Secondary level

( )

Collage /University

( )

**SECTION B: SERVICE DELIVERY.**

6. Service delivery had been a major problem to the council?

Yes ( ).

No ( ).

7. In your opinion, is service delivery system in local authorities efficient?

Yes ( ).

No ( ).

Please comment.

.....

.....

.....

.....

.....

.....

.....

8. Is there enough measure for service delivery?

Yes ( ).

No ( ).

9. Suggest how to improve service delivery at the (Jarissa municipal council)?

- a) .....
- b) .....
- c) .....
- d) .....

Any other comment.

.....

.....

.....

.....

11. What is customer's attitude in service provision?

.....

.....

.....

10. Is the administrative structure conducive for service delivery?"

.....

.....

.....

**APPENDIX III: INTERVIEW GUIDE FOR MAYOR, TOWN CLERK,  
ENGINEER AND TREASURER**

1. How long have you worked with the Municipal council of Garissa?  
.....
2. What is your level of Education? .....
3. Do you think service delivery is a major problem in the Municipal council of Garissa? .....
- Please explain .....
- .....
- .....
4. How can you rate the level of service delivery in Municipal council of Garissa?  
.....
5. Please suggest ways of improving service delivery in Municipal council of Garissa? .....
- .....
- .....
6. Please give me any other information on service delivery by the Municipal council of Garissa? .....
- .....
- .....