

Influence of Administrative Structures in Local Authority Service Delivery Action Program Implementation, on the Level of Satisfaction in Provision of Community Services in Kisumu City, Kenya

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ABSTRACT

The study sought to establish the influence of the administrative structures in Local Authority Service Delivery Action Program implementation on the level of Satisfaction in provision of Community Services in Kisumu city. The objectives of the study included To establish the influence of Administrative Management, Administrative Staff Responsibilities, Administrative Procurement Procedures, and Administrative Policy Guideline in Local Authority Service Delivery Action Program implementation on the level of satisfaction in provision of community services in Kisumu City, Kenya. A descriptive survey research design was used. The target population was 115,502 community households in Kisumu city in which multi-stage sampling was employed to arrive at a sample size of 384 community households. Instruments were validated through content validity while Cronbach alpha was used for reliability at 0.823. Descriptive statistics of mean and standard deviation were employed to analyze the objectives of the study while inferential statistics of chi-square and multiple regressions were employed to test the null hypothesis at 0.0 5 level of significance. The regression model indicated that administrative structure accounted for 6.1% of level of satisfaction in provision of community services. It was concluded that LASDAP administrative structure is a Key predictor, however , it was not effectively and efficiently implemented thus it recorded low levels of satisfaction. It was recommended that administrative structures be aligned to community consultative meetings. This study suggests that a comparative study be conducted on LASDAP implementation, influence of LASDAP in provision of housing facilities and the influence of devolution on LASDAP implementation.

Keywords: Administrative Structures; Local Authority; Service Delivery Action; Program Implementation; Level of Satisfaction; Provision of Community Services

INTRODUCTION

Administrative structure is a body of government officials and administrative policy making group. Historically, structure refers to government administration managed by departments staffed with non elected officials. In 1920, a German Sociologist Max Weber expanded the definition to refer to a system of administration conducted by trained professionals according to fixed rules. John (2003) theorized about the role and functions of administrative structure in which he stated that its development in government was a natural counterpart to the development of the corporation in private society. Study findings indicated that in United Kingdom, the government had been able to evolve its administrative structures to impose high rates of tax collection to manage local authority activities and city government expenditure (UN-HABBITAT, 2009).The study proposed that administrative structures be guided by representative system which emphasized that administrators and the public should share value orientations on service delivery under the Key elements of socialization experiences, attitudes and behavior which are linked in a developmental sequence (John, 2003). Although administrative institutions should be concerned with the policy issues, they hardly met the threshold of service provision through policy guideline. In Kenya, administrative structures within LASDAP persistently experienced challenges of inadequate implementation of the policy guideline, inadequate administrative framework inadequate administrative management, inadequate staff

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capacity and inadequate procurement procedures in community service delivery (UN-HABBITAT, 2009). In Kisumu City Kenya, there is a problem of inadequate administrative structure leading to inadequate provision of services or no services at all to the public. It is against this background that the study sought to establish the influence of Local Authority Service Delivery Action Program Implementation on the Level of Satisfaction in provision of Community services in Kisumu City, Kenya. The study focused on the influence of Administrative Management, Administrative Staff Responsibilities, Administrative Procurement Procedures, and Administrative Policy Guideline, on the level of satisfaction in provision of community services.

Objectives of the Study

The study was guided by the following objectives namely:-To establish the influence of Administrative Management on the Level of Satisfaction in provision of Community services in Kisumu City, Kenya; To establish the influence of Administrative Staff Responsibilities on the Level of Satisfaction in provision of Community services in Kisumu City, Kenya; To assess the extent to which Administrative Procurement Procedures in Local Authority Service Delivery Action Program implementation influence the level of satisfaction in provision of community services in Kisumu City, Kenya; To examine the extent to which Administrative Policy Guideline in Local Authority Service Delivery Action Program implementation influence the level of satisfaction in provision of community services in Kisumu City, Kenya; To establish the influence of Administrative Framework on the Level of Satisfaction in provision of Community services in Kisumu City, Kenya.

Research Questions of the Study

The following research questions guided the study:-To what extent does Administrative Management in Local Authority Service Delivery Action Program implementation influence the level of satisfaction in provision of community services? What is the influence of Administrative Staff Responsibilities in Local Authority Service Delivery Action Program implementation influence the level of satisfaction in provision of community services? To what extent does the Administrative Procurement Procedures in Local Authority Service Delivery Action Program implementation influence the level of satisfaction in provision of community services? To what extent does the Administrative Policy Guideline in Local Authority Service Delivery Action Program implementation influence the level of satisfaction in provision of community services? What is the influence of Administrative Framework on the Level of Satisfaction in provision of Community services in Kisumu City, Kenya.

REVIEW OF LITERATURE

Studies carried out on administrative government policy guideline by Philippine government on financial resources in provision of community services (Azafar, 2005) indicated that there was availability of adequate funding facilitates by the government in provision of community services. However the study established that inadequate policy guideline limited adequate utilization of funds in providing community services (Azafar, 2005). Azafar (2005) proposed that institutions need to understand how governance structure shapes service delivery outcome. In similar findings, World Bank (2000) also established that corruption was the root cause of continued poverty in Philippines, furthermore the perverse effects of corruption on community service delivery seems to be more serious in rural areas as compared to urban areas (Azafar et al.2004). Although in the recent past, devolution enabled local government in Philippines to command more than 53% of devolved expenditures, assessment of decentralization impact on provision of community services were mixed with experts concerned about deterioration in the technical quality and administration of the program with a few of the population expressing positive values of service delivery (Azfar , 2004).

Other study findings established that lack of appropriate administrative policy guideline undermined community service delivery through corrupt practices among service providers, corrupt practice between service providers and the stakeholders and corrupt practices between service providers and beneficiaries (Gideon, 2001). This resulted to increased operating cost on government revenue spending, leakage and therefore reduced public funds available for community service provision. Omollo (2010) purported that for service provision to be effective, citizens must have access to information, and they must not only be aware of their rights and responsibilities but also know the channels via which they exercised them. A study conducted in Turkana District by Oxfam GM through a target population of households indicated that there were extremely low levels of awareness

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of LASDAP program. In this regard, 18% of the respondents interviewed confirmed their awareness while 82% were not aware. Study findings indicated that low level of awareness were due to limited period within which notice was given for LASDAP meetings. Similarly in Malindi, communities requested that local authorities needed sufficient notice to enable prior consultation and effective engagement during LASDAP meetings. Although Omollo (2010) focused on effectiveness of administrative policy guidelines Nilsen (2013) on the other hand conducted a study on methods of consumer involvement in developing health care policy, research, clinical practice, guideline and patient material in Norway. The objective of the study focused on the effects of the administrative policy guideline in provision of community services. Study findings indicated that consumer involvement at all levels of the health services was widely recognized (Nelson, 2006). In an attempt to establish this, the study established that little research had been done to find the best ways of involving consumers in health care decision to ensure effective implementation of administrative policy guideline. As a result, study findings indicated that effectiveness of policy guideline depended upon prior consultation with the health care provision indicating 84% positive attitude participation and knowledge healthcare services while 49% of the randomized selected population who lacked prior consultation on the policy implementation and lack of knowledge on the service provision (Chumbley, 2002). On further reviewing implementation of policy guideline, policy analysis on reproductive health vouchers program in Kenya was reviewed. However, limited experience on program implementation facilitated inadequate utilization of financial resources (Abuya et al, 2012). Using document reviews and an alternative data, 10 in-depth interviews with facility charges and 18 with service providers from the contracted facilities, local administration, health and field managers in Kitui, Kiambu, Kisumu, Korogocho and Viwandani slum in Nairobi, study findings indicated that implementation of OBA program was designed in phases providing an opportunity for learning and adapting the lessons to local settings, the design consisted of five components which were defined, benefit package, contracting and quality assurance, marketing and distribution of vouchers, claim processing and reimbursement (Abuya et al, 2012). However program implementation were faced with major challenges such as: limited feedback to providers on the outcomes of quality. Assurance and accredited budgeting constrain that limited effective marketing leading to inadequate information to clients on the benefits of packages and in some cases private providers complained of low reimbursement rates for services provided.

Study findings in Nairobi city, Kenya indicated that administrative management limitedly met resident service provision. At lower levels the, the city management were under-staffed with unskilled employees who absorbed the bulk of expenditure. For instance, during the 2003-2004 local authority financial year budgetary allocations were as follows: Wages 78.4%, operations and maintenance, 21% and service delivery 4% (UN- HABITAT, 2009). LASDAP implementation was delayed since Nairobi City submitted its request for community service delivery to the central government, in which delayed approval for request hindered service provision. For instance, sanitary conditions were particularly poor in Nairobi slums where majority of the residents resort to pit latrines that were over-used and inadequately maintained, overwhelmed refuse generation as the service is inefficient and the council's collection services are restricted to a few areas, in regard to water service provision, access to clean water was inequitable with high income group of more than 10% of the population consuming 30% of domestic water while low income group of 64% of the population consuming 35% ; street lighting was in operation however services needed to be extended to other areas to improve on security, in regard to health service provision, there are great disparities between informal settlements and the middle income areas in which cost sharing makes health care services unaffordable for the poor while education facilities particularly in the informal settlement areas inadequate to accommodate the over-growing population of the students (UN-HABITAT, 2004).

On reviewing literature on staff responsibilities, a study on making community mental Health teams work in London was reviewed (Tracy and Matt, 1995). Study findings indicated that community Health teams (CMHTs) were a central component of most local services for people with mental problems which was composed of professionals from a wide range of discipline. To establish this, Steve et al (1995) conducted a national survey which explored the organization and operation of CMHT in England and a postal survey of team members in 60 CMHT to examine job satisfaction and burnout among staff. Study findings indicated that provision of services by the staff varied with 67% providing services for people who have not previously used mental health service, 42% providing

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services particularly to women and 13% CMHTs providing services to the minority groups. This indicated that service provision by the staff was skewed towards sub-sections of the population without proper implementation as intended (Steve et al, 1995). However the study noted that 92% of the staff worked as a team in providing for community health services by at least having weekly meetings to review the milestone of their work coverage (Peck, 1994) On the other hand, study findings indicated that staff responsibilities were hindered by lack of effective operational management and professional management responsibilities with 32% interviewed staff stating effectiveness of professional management in service delivery (Onyett and Darenport, 1994).

This study has also reviewed a study on emerging services for community based long-term care in urban China: using a systematic analysis of Shanghai’s community based agencies by Wu, Carter and Goins (2015). The study noted that rapid economic reforms, coupled with the changes in age of the demographic structure have greatly affected the traditional family support system. Further, implementation of efficient staff responsibility was coupled with inadequate monitoring, inadequate evaluation skills and inadequate evaluation quality on service provision (Shanghai Research Centre Agency, 2004). On reviewing administrative framework, a study conducted on modernization of UK local government, markets, managers, monitors and mixed fortunes established that the local government Act passed in 2000 granted local authorities a new power to promote economic and social well being of their areas and required them to develop community strategies, new political management structures and a new code of conduct on community service delivery (Martin, 2004). In United Kingdom, the central government introduced four main program initiatives to provide community services namely:-The Best Value Regime, the Beacon Council Scheme and Local Public Service Agreement (Local Government Act, 2001). However study findings indicated that levels of local authorities involvement of local residents on service provision appeared to be significantly low characterized by local authorities inadequate provision of information and unclear legal framework (Local Government Act, 2001). The study was applicable to this study by supporting establishment of how LASDAP program so far achieved service provision through adequate provision of information and legal framework. On further reviewing administrative staff responsibility in Kenya, literature established that LASDAP desk officer was charged with the responsibility of detailing all activities conducted and provided through LASDAP, however the public were limited of the information which resulted to inadequate community service provision (TISA, 2010.) Okello (2008) asserted that local authorities need to engage both staff and communities on LASDAP projects activities to enable them have capacity building on: - knowledge to plan, prioritize and implement their community needs. On the other hand, various processes in LASDAP were provided in LASDAP timetable which were intended to provide a framework for evidence based planning adopted within the guidelines for city governments. However in practice, this kind of planning was not realized due to inadequate enforcement of LASDAP (TISA, 2010). This is in agreement with study findings on LASDAP implementation in which majority of the communities are engaged at identification cycle and remained low at the implementation and monitoring stages of development projects (Shelter Forum and Ufadhili Trust, 2010).

On reviewing literature on administrative procurement procedures, this study noted the contributions of Prout (2004) in a study on Deconstructing consultative frameworks; the case of staff housing provision in Buringurah, Western Australia; Hazlet; Medam and Beggs (2008) conducted an exploratory study of knowledge flows; A case of public sector procurement; Taylor and Francis (2009) conducted a study on reforming administrative procurement procedures in Local Public Services in Germany and France; Eran (2004) conducted a study on National assessment project of Public administrative; Theoretical Framework and Preliminary findings from Israel to establish the related knowledge gap on influence of administrative procurement procedures in local authority service delivery action program implementation in provision of community services in Kisumu City, Kenya. Prout (2004) argued that an attempt to produce housing services for government employed staff in remote communities, residents raised a considerable debate regarding administration policy failure, quality of housing provision and political interference in procurement procedures despite the ideological structure of influence on community satisfaction. Although this study focused on reform steering capacities, out-put performance using the approach of privatization contracting out and corporation of local services, on the other hand Vigoda (2004) using a sample size of 345 citizens assessed the performance of the Israeli Public administration procurement procedure to draw the

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levels of community satisfaction with trust in general attitudes towards public policies and personnel. In addition, study findings noted that Kisumu City established a procurement oversight authority to ensure effective administrative procurement procedures. However, the “Mwananchi” was not involved in making decisions within the procurement process. Although procurement in LASDAP was intended to be provided transparently, the public only accessed information regarding tender awards did not participate in the decision making process (Kisumu City, 2015).

RESEARCH DESIGN

This study sought to adopt descriptive design which is conducted in communities to establish the extent of a range of issues such as health, nutrition, education which needs to be addressed (Mugenda, 2008). The study adopted the design since descriptive studies are limited in geographical scope hence tend to be logically easier and simple to conduct. The Target population comprised of a total population of 968,909 (Kenya Bureau of Statistics, 2009). A sample of 384 households was selected. The sampling unit comprised of community households determined from the household target population of 115,502 in Kisumu East District (Kenya Bureau of Statistics, 2009). Because information on LASDAP implementation is Key to this study, additional information was sourced from purposively sampled Key informants from City government of Kisumu. This included the city manager, city revenue officer, city social work officer, city engineer, city education officer, city environmental officer, city health officer and LASDAP desk officer. The study adopted a two step multistage random sampling technique in arriving at the appropriate required sample size for the study. First, random sampling was used to select the sub-locations. The randomly selected sub-locations thus included Kaloleni, Nyawita, Nyalenda A, Manyatta, Bandani and Kasule as illustrated in the sampling design. Further, using proportionate sampling formulae the percentage of house hold representation was established to precisely spread the appropriate number of households to be representative in each of the locations (Kenya Bureau of Statistics, 2009). To choose the first households to start the survey, the researcher stopped at the junction, threw a ball point and selected the first household that the pen was pointing. The process continued for the sub-subsequent households until the whole of the intended sample was covered. The study employed both structured and unstructured questionnaire to source for information from the. Both primary and secondary data was used to source for information. To ensure validity of the research instruments this study adopted content validity to assess how relevant the instruments used to collect data captured specific domain indicators on the concept of LASDAP on community service provision (Mugenda & Mugenda, 2003) while Cronbach alpha was used to test reliability of research instruments which were then run through SPSS and a reliability coefficient of 0.823 was determined. Data was analyzed using inferential and descriptive statistics and presented in tables.

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

Out of the 384 questionnaires administered to community households, 374 questionnaires were dully filled giving a response rate of 97%. Further, the research assistants and the researcher ensured that the completed questionnaires were collected back and respondents who were not willing to participate were excluded from taking part and that only the ones who accepted took part in the study. The respondents comprised of community households from Manyatta A (12525), Kasule (9550), Nyalenda A (8070), Nyawita (4099), Bandani (1921) and Kaloleni (3658) and 8 Key informant were interviewed. The demographic information considered were:- Location (administratively/residentially), gender, age group and level of education.

Table1. Demographic Characteristics of Community Households (N=374)

| Characteristics | N | % |
|-------------------------------|-----|------|
| Location(Administrative wise) | | |
| Manyatta A | 115 | 30.7 |
| Nyalenda A | 88 | 23.5 |
| Kasule | 87 | 23.3 |
| Nyawita | 38 | 10.2 |
| Kaloleni | 32 | 8.6 |
| Bandani | 14 | 3.7 |
| Location (Residential wise) | | |
| Suburban | 268 | 71.7 |

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| | | |
|---------------------------|-----|-------|
| Central Business District | 96 | 25.7 |
| Others | 10 | 2.7 |
| Gender | | |
| Female | 194 | 51.9 |
| Male | 180 | 48.1 |
| Age(years) | | |
| 20-30 | 1 | 36.90 |
| 31-40 | 120 | 32.10 |
| 41-50 | 55 | 14.70 |
| Less than 20 | 29 | 7.8 |
| 51-60 | 25 | 6.7 |
| 60+ | 7 | 1.9 |
| Education Level | | |
| Tertiary | 154 | 41.2 |
| Secondary | 138 | 36.8 |
| Primary | 41 | 11 |
| University | 41 | 11 |

Data was sought on respondent distribution by location which was categorized into central business district, sub-urban and others. This was sought to establish whether LASDAP program was equally and consistently implemented in areas that it was intended to serve. The research findings indicated that 115 (30.7%) residents were households' from Manyatta A; 88(23.5%) households from Nyalenda A and 87 (23.3%) households from Kasule; 38(10.2%) households from Nyawita. 32(8.6%) households from Kaloleni;14(3.7%) of the respondents were households from Bandani; The results obtained further implied that majority 268(71.7%) of the residents were from suburban; 96(25.7%) of the households from central business district with the least 10 (2.7%) residing in other residential places. This was significant to this study since service delivery is meant to benefit all as well as the vulnerable communities as established by UN-HABBITAT (2004). Concerning gender, the results indicated that 194 (51.9%) were female while 180(48.1%) were male whereas 138 (36.9%) of the household were aged between 20– 30, 120 (32.1%) were aged between 31-40 years, 55 (14.7%) of the households were aged between 41-50 years, 29 (7.8%) households were aged below 20 years, 25 (6.7%) of the households were aged between 51-60 years and 7 (1.9%) were aged above 60 years. The findings on respondents distribution by age was significant to this study as majority of the respondents were household aged between 20-30 years implying that the respondents were relatively of the middle age and household aged between 31-40 years implying that respondents were above the middle age with a few 7(1.9%) falling within 60 years and above. This enabled the study to source for information from a majority of people who were able to critically respond to LASDAP implementation. In addition, the findings indicated that 154 (41.2%) attained tertiary level of education, 138(36.8%) had secondary level of education, 41 (11.0%) had University level of education and 41 (11%) had primary level of education. Following various levels of education, it was established that over 333(80%) of the respondents were having good education background which was of value to this study for purposes of responding to the research questions.

The researcher sought to ask the respondents how administrative management influenced administrative structure in LASDAP implementation. To answer this, the respondents were asked to answer the following questions:-Between 2010 to date, how effective are services offered through LASDAP implementation: Since inception of LASDAP how efficient is the city management on service delivery and how efficient have the committees been after the implementation of LASDAP? On a rating scale of 5 to 1 where 5 was viewed as either Very effective or Very efficient (VE), 4 represented Effective or Efficient (E), 3 Neutral (N), 2 represented Ineffective or Inefficient (I) and 1 Very ineffective or Very Inefficient (VI), the results are presented in table 4.8

The number of respondents 137(36.6%) felt that the services offered after inception of LASDAP were ineffective while only 14 (3.7%) felt that services were effective. On the other hand 149 (39.8%) of the respondents were of the view that since inception of LASDAP service delivered were not efficient while only 8(2.1%) felt the service provision was efficient. The three items under this category yielded mean of 2.65, 2.54 and 2.64 respectively with a mean of mean of 2.61. This implied that the community was not satisfied with the efficiency and effectiveness of the LASDAP program since its

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inception. In addition, during interview session, LASDAP desk officer noted that lack of inadequate staff capacity with technical knowhow contributed to ineffectiveness and inefficiency in service provision. This is in agreement with Matt (1995) who stated that effective service delivery required appropriate technical capacity and networking with other service providers. However Wu et al (2015) noted that inadequate staff responsibility may further lead to uneven distribution of services as confirmed by Abiuro et al (2014) in England that inadequate distribution of staff led to 42% of services being provided to the urban communities leaving 13% provision to the minority community. Furthermore, literature search indicated that in order for committees to be efficient, reforms in the public sector is critical, Kuhlman (2004)

Table2. *Effectiveness and Efficiency in LASDAP implementation and service delivery*

| Items | levels of measurement | | | | | M | S.D |
|--|-----------------------|-----------|------------|-----------|----------|----------|-----------|
| | 5(VE) | 4(E) | 3(N) | 2(I) | 1(VI) | | |
| | f (%) | f (%) | f (%) | f (%) | f (%) | | |
| Effectiveness of services between 2010 to date | 14 (3.7) | 61 (16.3) | 121(32.4) | 137(36.6) | 41(11.0) | 2.65 | 1.000 |
| Efficiency of city management since LASDAP inception | 8 (2.1) | 54 (14.4) | 116 (31.0) | 149(39.8) | 47(12.6) | 2.54 | 0.959 |
| Efficiency of committees after LASDAP implementation | 17 (4.5) | 56(15.0) | 117 (31.3) | 144(38.5) | 40(10.7) | 2.64 | 1.009 |
| Total | 13(3.4) | 57(15.2) | 118(31.6) | 143(38.3) | 43(11.4) | MM(2.61) | SD(0.989) |

Administrative Staff Responsibilities

The researcher sought to establish how administrative staff responsibilities influence administrative structures in LASDAP implementation. To answer this, the respondents were asked to state how adequate are the number of committees within the administrative structures. On a rating scale of 5 to 1 where 5 was viewed as Very adequate, 4 represented Adequate, 3 was neutral, 2 represented Inadequate and 1 Very inadequate. The result is presented in table 4.9.

Table3. *Adequacy of Committees and Provision of Community Services*

| Scale of Measurement | Frequency | Percent | Mean | Standard deviation |
|----------------------|-----------|---------|------|--------------------|
| very adequate | 17 | 4.5 | 2.64 | 1.009 |
| Adequate | 56 | 15.0 | | |
| Neutral | 117 | 31.3 | | |
| Inadequate | 144 | 38.5 | | |
| very inadequate | 40 | 10.7 | | |
| Total | 374 | 100.0 | | |

From the results, 144(38.5%) of the respondents felt that the number of committees were inadequate, while only 17(4.5%) viewed number of committees as very adequate. A mean of 2.64 with a standard deviation of 1.009 was realized on this item implying that respondents were generally dissatisfied with adequacy of number of committees within administrative structures in Kisumu city. However on interviewing one of the Key informants result findings indicated that the number of committee members were adequate however there was inadequate management of financial resources. In this regard, Abuya et al (2012) proposed that service providers need to adopt out-put based approach to mitigate financial barriers to service delivery which is in line with Richard et al (2010) who states that corrupt financial practices limits financial resource implementation in service delivery.

Administrative Procurement Procedures

Table5. *Tender Awards within Administrative Structure and Community Services Provision*

| Scale of Measurement | Frequency | Percent | Mean | Standard deviation |
|----------------------|-----------|---------|------|--------------------|
| Very adequate | 124 | 33.2 | 2.07 | 0.853 |
| Adequate | 101 | 27.0 | | |
| Neutral | 149 | 39.8 | | |
| Inadequate | 101 | 27.0 | | |
| Very Inadequate | 124 | 33.2 | | |
| Total | 374 | 100.0 | | |

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The researcher sought to establish how administrative procurement procedures influenced administrative structures in LASDAP implementation. To answer this, the respondents were asked, “How adequate are the tender awards within the administrative structures?” The result are presented and rated on a scale of 5 to 1 where 5 was viewed as Very Adequate, 4 represented Adequate, 3 was neutral, 2 represented inadequate and 1 Very Inadequate.

124 (33.2%) respondents felt that tender awards within administrative structure were very inadequate while 124(33.2%) were of the opinion that tender awards within administrative structure were very adequate. A mean of 2.07 with a standard deviation of 0.853 was realized on this item implying that respondents were generally of the view that tender awards within administrative structures were inadequate.

Administrative Policy Guidelines

The researcher sought to ask respondents how administrative policy guidelines influenced administrative structure in LASDAP implementation. To answer this, the respondents were asked, “In the past 3 years, how were the administrative structures within LASDAP implemented in Kisumu city?” On a rating scale of 5 to 1 where 5 was viewed as Very good, 4 represented Good, 3 was Neutral, 2 represented Poor and 1 Very poor.

Table6. *Implementation of Administrative Structure on Community Services*

| Scale of measurement | Frequency | Percent | Mean | Standard deviation |
|----------------------|-----------|---------|------|--------------------|
| very good | 16 | 4.3 | 2.71 | 1.018 |
| Good | 66 | 17.6 | | |
| Neutral | 127 | 34.0 | | |
| Poor | 124 | 33.2 | | |
| very poor | 41 | 11.0 | | |
| Total | 374 | 100.0 | | |

The results shows that a number of respondents 127(34%) households were neutral on how administrative structure in LASDAP have been implemented in Kisumu City in the past three years, 124 (33.2%) respondents felt that implementation was poor while only 16(4.3%) households viewed implementation of LASDAP in Kisumu city in the past three years as very good. A mean of 2.71 with a standard deviation of 1.018 was realized on this item implying that respondents were generally of the view that implementation of LASDAP was inadequate. In similar agreement the city planner outlined that although administrative policy guideline existed, committee members inadequately provided for services through LASDAP due to power struggle in leadership. Literature search revealed that adequate implementations of administrative structures required effective policy guideline Azafar (2005).

Administrative Framework

The researcher sought to ask respondents how administrative framework influenced administrative structure in LASDAP implementation. To answer this, the respondents were asked “How satisfactory are the administrative structures in LASDAP implementation currently managed?” On a rating scale of 5 to 1 where 5 was viewed as Very satisfactory, 4 represented Satisfactory, 3 was Neutral, 2 represented Unsatisfactory and 1 Very unsatisfactory.

Table7. *Performances of Administrative Structures and Provision of Community Services*

| Scale of measurement | Frequency | Percent | Mean | Standard deviation |
|----------------------|-----------|---------|------|--------------------|
| Very satisfactory | 13 | 3.5 | 2.65 | 1.005 |
| Satisfactory | 64 | 17.1 | | |
| Neutral | 120 | 32.1 | | |
| Unsatisfactory | 134 | 35.8 | | |
| Very unsatisfactory | 43 | 11.5 | | |
| Total | 374 | 100.0 | | |

134 (35.8%) respondents perceived that currently implementation of administrative structure was unsatisfactory, 120 (34%) were neutral while only 13(3.5%) respondents perceived current implementation of administrative structure to be very satisfactory. A mean of 2.65 with a standard

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deviation of 1.005 was realized on this item. This indicated that generally households were of the opinion that administrative structure was unsatisfactorily implemented. This confirms sentiments from one of the Key informants who stated that although Kisumu city has administrative framework in place, they required to be strengthened through clear power separation at various levels. This was in line with study findings by Nelson (2006) who established that 84% respondents were of the opinion that effective administrative framework implementation improved performance in service delivery in as much as 26% respondents were in contrary opinion (World Bank, 2004). Cross tabulation of Administrative structures and level of satisfaction in provision of community services

The study sought to establish further the influence of LASDAP implementation and the level of satisfaction in provision of community services. In this regard, administrative structures in LASDAP implementation were cross tabulated with various levels of satisfaction in provision of community services. Cross tabulation of administrative structure and the level of satisfaction in provision of waste management services. To answer this, the researcher cross tabulated effectiveness of services offered through LASDAP implementation and level of economic benefit on waste recycling.

Table8. *Administrative structure and provision of waste management services*

| | | How effective are services offered through LASDAP implementation | | | | | | |
|--|-------------------|--|------------------|-------------|-----------|-----------|----------------|-------|
| | | Scale of Measurement | Very ineffective | Ineffective | Neutral | Effective | Very effective | Total |
| Level of economic benefit on recycling waste | very satisfied | 0 (0%) | 3 (0.8%) | 10 (2.7%) | 8 (2.1%) | 0 (0%) | 21 | |
| | Satisfied | 7 (1.9%) | 15 (4.0%) | 18 (4.8%) | 4 (1.1%) | 0 (0%) | 44 | |
| | Neutral | 12 (3.2%) | 53 (14.2%) | 33 (8.8%) | 22 (5.9%) | 7 (1.9%) | 127 | |
| | Dissatisfied | 17 (4.5%) | 48 (12.8%) | 43 (11.5%) | 22 (5.9%) | 6 (1.6%) | 136 | |
| | very dissatisfied | 5 (1.3%) | 18 (4.8%) | 17 (4.5%) | 5 (1.3%) | 1 (0.3%) | 46 | |
| | Total | 41 | 137 | 121 | 61 | 14 | 374 | |

53 (14.2%) respondents who were of the opinion that administrative structures were ineffectively implemented were neutral on waste management services; 43 (11.5%) who were neutral were dissatisfied with provision of waste management services; 22 (5.9%) viewed administrative structures as effectively implemented were either neutral or dissatisfied; 17(4.5%) who felt that administrative structures were very ineffectively implemented were dissatisfied with provision of waste management services and 7(1.9%) who were of the opinion that administrative structures were very effective were neutral on how waste management services were provided. From the results, it implied that majority of respondents who felt that administrative structures were ineffectively implemented were also dissatisfied on how the city of Kisumu provided for waste management services as compared to the minority population who felt that administrative structures were effectively implemented however contradicted their satisfaction by stating that waste management services were inadequately provided. Further those who were neutral on how administrative structures were implemented implied that majority of the population were unaware on how administrative structures in LASDAP were implemented, hence were dissatisfied with how waste management services were provided.

Cross Tabulation of Administrative Structure and the Level of Satisfaction in Provision of Market Facilities

To answer this, the researcher cross tabulated effectiveness of services offered through LASDAP implementation and the quality of market facilities.

Table9. *Administrative Structure and Provision of Market Facilities Services*

| | | How effective are services offered through LASDAP implementation | | | | | | |
|-------------------------------|-------------------|--|------------------|-------------|-----------|-----------|----------------|-------|
| | | Scale of Measurement | Very ineffective | Ineffective | Neutral | Effective | Very effective | Total |
| Quality of markets facilities | very satisfied | 0 (0%) | 0 (0%) | 2 (0.5%) | 0 (0%) | 0 (0%) | 2 | |
| | Satisfied | 3 (0.8%) | 6 (1.6%) | 3 (0.8%) | 5 (1.3%) | 6 (1.6%) | 23 | |
| | Neutral | 10 (2.7%) | 50 (13.4%) | 39 (10.4%) | 21 (5.6%) | 3 (0.8%) | 123 | |
| | Dissatisfied | 22 (5.9 %) | 63 (16.8%) | 56 (15.0%) | 22 (5.9%) | 4 (1.1%) | 167 | |
| | very dissatisfied | 6 (1.6%) | 18 (4.8%) | 21 (5.6%) | 13 (3.5%) | 1 (0.3%) | 59 | |
| | Total | 41 | 137 | 121 | 61 | 14 | 374 | |

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The results indicates that 63 (16.8%) who felt that administrative structures were ineffectively implemented were dissatisfied with provision of quality of market facilities; 56 (15.0%) who were neutral were dissatisfied with provision of quality of market facilities; 22 (5.9%) who felt that administrative structures were very ineffective were dissatisfied while 22(5.9%) who felt that administrative structures in LASDAP implementation were effective were dissatisfied while 6(1.6%) of respondents who felt that administrative structures were very effective were satisfied with provision of market facilities. Other than 6 (1.6%) of respondents who felt that administrative structures in LASDAP implementation were very effective were satisfied with provision of quality of market facilities, the remaining percentage of respondents were in agreement that they were dissatisfied with provision of quality of market facilities. Although respondents who were of the opinion that administrative structures in LASDAP implementation were very ineffective as those who thought that administrative structures were effective were in agreement that they were dissatisfied with provision of the quality of market facilities.

Cross tabulation of administrative structure and the level of satisfaction in provision of roads infrastructure services

To answer this, the researcher cross tabulated effectiveness of services offered through LASDAP implementation and the quality of roads maintenance services.

Table10. *Administrative Structure and Provision of Roads Infrastructure Services*

| | How effective are services offered through LASDAP implementation | | | | | | Total |
|---------------------------------------|--|------------------|-------------|------------|-----------|----------------|-------|
| | Scale of Measurement | Very ineffective | Ineffective | Neutral | Effective | Very effective | |
| Quality of roads maintenance services | very satisfied | 0 (0%) | 0 (0%) | 5 (1.3%) | 2 (0.5%) | 0 (0%) | 7 |
| | Satisfied | 8 (2.1%) | 29 (7.8%) | 33 (8.8%) | 19 (5.1%) | 8 (2.1%) | 97 |
| | Neutral | 23 (6.14%) | 59 (15.8%) | 43 (11.5%) | 17 (4.5%) | 5 (1.3%) | 147 |
| | Dissatisfied | 7 (1.9%) | 34 (9.1%) | 33 (8.8%) | 20 (5.3%) | 1 (0.3%) | 95 |
| | very dissatisfied | 3 (0.8%) | 15 (4.0%) | 7 (1.9%) | 3 (0.8%) | 0 (0%) | 28 |
| | Total | 41 | 137 | 121 | 61 | 14 | 374 |

The results indicates that 59 (15.8%) who perceived administrative structures to be ineffective were neutral on quality provision of roads services; 43 (11.5%) were neutral on administrative structure implementation were also neutral on roads services; 23 (6.14%) who perceived administrative structures to be very ineffective were neutral in provision of roads services; 20 (5.3%) of those who felt administrative structures were effective were however dissatisfied with provision of roads services while 8 (2.1%) of respondents who felt that administrative structures were very effectively implemented were satisfied with provision of roads services. Further, majority of the population who were of the opinion that administrative structures in LASDAP implementation outnumbered those who felt that administrative structures were either effective or very effective were neutral on how roads infrastructure services were provided. This indicated that there was limited community participation in provision of roads infrastructure services.

Cross tabulation of administrative structure and the level of satisfaction in provision of education facilities

To answer this, the researcher cross-tabulated effectiveness of administrative structure in LASDAP implementation and the level of satisfaction in provision of education facilities.

Table11. *Administrative Structure and Provision of Education Facilities*

| | How effective are services offered through LASDAP implementation | | | | | | Total |
|-----------------------------------|--|------------------|-------------|------------|-----------|----------------|-------|
| | Scale of Measurement | Very ineffective | Ineffective | Neutral | Effective | Very effective | |
| Provision of education facilities | Very satisfied | 0 (0%) | 2 (0.5%) | 0 (0%) | 0 (0%) | 0 (0%) | 2 |
| | Satisfied | 1 (0.3%) | 14 (3.7%) | 13 (3.5%) | 5 (1.3%) | 2 (0.5%) | 35 |
| | Neutral | 13 (3.5%) | 45 (12.0%) | 38 (10.2%) | 22 (5.9%) | 1 (0.3%) | 119 |
| | Dissatisfied | 22 (5.9%) | 52 (13.9%) | 50 (13.4%) | 29 (7.8%) | 2 (0.5%) | 155 |
| | very dissatisfied | 5 (1.3%) | 24 (6.4%) | 20 (5.3%) | 5 (1.3%) | 9 (2.4%) | 63 |
| | Total | 41 | 137 | 121 | 61 | 14 | 374 |

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The results indicates that 52 (13.9%) of those who perceived administrative structures to be ineffective were dissatisfied with provision of education facilities; 50 (13.4%) who were neutral were dissatisfied with education services; 29 (7.8%) who perceived administrative structures to be effective were dissatisfied with provision of education facilities while 22 (5.9%) who perceived administrative structures to be very ineffective were dissatisfied with education services and 9 (2.4%) who perceived administrative structures to be very effective were very dissatisfied with education service provision. The results implied that although respondents had diversified opinion regarding ineffectiveness and effectiveness of administrative structures in LASDAP implementation, they were however in agreement that education facilities services were unsatisfactorily provided. This indicated that majority of the respondents who perceived administrative structures to be ineffective were also dissatisfied with provision of education services. It is concluded that administrative structures are significant to a program like LASDAP hence it should be implemented in line with monitoring and evaluation practices.

Cross tabulation of administrative structure and the level of satisfaction in provision of health services To answer this, effectiveness of administrative structure in LASDAP implementation was cross tabulated with the level of satisfaction in provision of health services.

Table12. *Effectiveness of Administrative Structure and Provision of Health Services*

| How effective are services offered through LASDAP implementation | | | | | | |
|--|------------------|-------------|------------|-----------|----------------|-------|
| Scale of Measurement | very ineffective | Ineffective | Neutral | Effective | Very effective | Total |
| Very satisfied | 0 (0%) | 3 (0.8%) | 6 (1.6%) | 5 (1.3%) | 2 (0.5%) | 16 |
| Satisfied | 4 (1.1%) | 11 (2.9%) | 13 (3.5%) | 11 (2.9%) | 5 (1.3%) | 44 |
| Neutral | 14 (3.7%) | 43 (11.5%) | 41 (11.0%) | 18 (4.8%) | 2 (0.5%) | 118 |
| Dissatisfied | 19 (5.1%) | 58 (15.5%) | 52 (13.9%) | 20 (5.3%) | 4 (1.1%) | 153 |
| very dissatisfied | 4 (1.1%) | 22 (5.9%) | 9 (2.4%) | 7 (1.9%) | 1 (0.3%) | 43 |
| Total | 41 | 137 | 121 | 61 | 14 | 374 |

The results indicates that 58 (15.5%) who were dissatisfied with provision of health facilities services felt that administrative structures were ineffective; 52 (13.9%) who expressed dissatisfaction were neutral on administrative structures implementation; 20 (5.3%) who expressed dissatisfaction felt that administrative structures were ineffective, while 19 (5.1%) who expressed dissatisfaction felt that administrative structures in LASDAP implementation were very effective and 5 (1.3%) of respondents who expressed satisfaction felt that administrative structures in LASDAP implementation were very effective. These results indicates that the majority of the population who were of the opinion that administrative structures in LASDAP implementation were ineffective 78 (20.8%) were dissatisfied 149(39.8%) with provision of health facilities.

Testing of Null Hypothesis

The researcher used the chi-square test at $\alpha=0.05$ in which objective one of the study sought to find the extent to which administrative structure in LASDAP implementation influenced the level of satisfaction in provision of community services in Kisumu City. Several characteristics of satisfaction level in provision of services based on administrative structure in LASDAP implementation were computed based on the following hypothesis; The administrative structure in LASDAP implementation does not significantly influence the level of satisfaction in provision of community services in Kisumu city, Kenya.

Any hypothesized relationships that elicited significance at $\alpha=0.05$ were considered supported, and the significance levels are indicated.

Table13. *Chi-Square Test Results on Administrative Structures in LASDAP Implementation and the Levels of Satisfaction in Provision of Community Services*

| Levels of Satisfaction | Chi-square test value | P-Value | Degree of freedom | Decision |
|---|-----------------------|---------|-------------------|--------------|
| Administrative structures and Water and sanitation services | 27.739 | 0.006 | 16 | Reject H_0 |
| Administrative structures and Waste management services | 24.647 | 0.076 | 16 | Accept H_0 |
| Administrative structures and Market facilities | 46.138 | 0.000 | 16 | Reject H_0 |
| Administrative structures and Roads services | 30.023 | 0.018 | 16 | Reject H_0 |
| Administrative structures and Education services | 36.343 | 0.003 | 16 | Reject H_0 |
| Administrative structures and Health services | 27.732 | 0.034 | 16 | Reject H_0 |

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These results indicate that there is a statistically significant relationship between the services offered through LASDAP implementation and provision of water and sanitation services (chi-square with 16 degree of freedom = 27.739, $p=0.006$), provision of waste management services (chi-square with 16 degree of freedom = 24.647, $p = 0.076$), provision of market facilities (chi-square with 16 degree of freedom = 46.138, $p = 0.000$), provision of roads services (chi-square with 16 degree of freedom = 32.023, $p = 0.018$), provision of education services (chi-square with 16 degree of freedom = 36.343, $p = 0.003$) and provision of health services (chi-square with 16 degree of freedom = 27.732, $p = 0.034$). And hence we can conclude that administrative structures in LASDAP implementation influenced the level of satisfaction in provision of health facilities education facilities, market facilities, waste management, and roads infrastructure in Kisumu City. However there was statistically insignificant relationship between the services offered through LASDAP implementation and the level of waste management (chi-square with 16 degree of freedom = 24.647, $p = 0.076$). And hence we can conclude that LASDAP implementation has not influenced community households’ level of satisfaction in provision of waste management services in Kisumu City.

Regression Model

The following simple regression model was proposed $y = a + bx_1$ and the results of the model summary is presented.

Table 14. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|------------|-------------------|----------------------------|
| 1 | .247 ^a | .061(6.1%) | .046 | .866 |

a. Predictors: (Constant), administrative structure,

Firstly, the result in table 4.24 demonstrates that there is a weak ($R=24.7%$) influence of administrative structure and level of satisfaction in provision of community services and thus, contradicts H_{01} . This finding means that administrative structure has negligible significance. Secondly, the findings indicated that administrative structure predicts only 6.1% level of satisfaction in provision of community services. Thirdly the correlation between administrative structures and service delivery is 0.061 which gives a positive correlation. This means that administrative structures is appropriate to be in a program like LASDAP only that it has to be enhanced with appropriate management practices in monitoring and evaluation to ensure increased level of satisfaction in provision of community services. Please see appendix 4 for full statistical result.

DISCUSSION

The study sought to establish the influence of administrative structure in LASDAP implementation on the level of satisfaction in provision of community services in Kisumu City. This result demonstrates that there is a weak($R=24.7%$) influence of administrative structure and level of satisfaction customer satisfaction and thus, contradicts H_{01} . This finding means that administrative structure has negligible significance. Secondly, the finding indicates that administrative structure is meaningless without aligning it with monitoring and evaluation mechanism.

CONCLUSIONS AND RECOMMENDATIONS

The study sought to examine the influence of administrative structure in LASDAP implementation on the level of satisfaction in provision of community services in Kisumu City. The indicators which guided this objective were administrative management, administrative procurement procedures, administrative staff responsibilities, administrative policy guideline and administrative frame work. This study concluded that LASDAP implementation influenced the level of satisfaction in provision of health service, education services, provision of market facilities, waste management services and roads services in Kisumu City. However there was statistically insignificant relationship between the services offered through LASDAP implementation and the level of waste management (chi-square with 16 degree of freedom = 24.647, $p = 0.076$). Further on testing of null hypothesis indicated that five variables of administrative structure were examined against six areas of satisfaction. Hypothesis testing on the six variables indicated that the null hypothesis of five out of six variables of administrative structures were rejected implying that administrative structure in LASDAP implementation significantly influences the level of satisfaction in provision of community services.

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This was also evidence by the regression model that indicated that administrative structure predicts on 6.1% of level of satisfaction in provision of community services. It was therefore concluded that there is need to frequently monitor and evaluate how effective and efficient administrative structures are implemented in regard to administrative management, policy guidelines, procurement procedures and staff responsibilities to ensure actualization of administrative structure in LASDAP implementation in order for community services to be realized.

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