INFLUENCE OF STRATEGIC FACTORS ON SERVICE DELIVERY IN MOMBASA COUNTY GOVERNMENT

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DECLARATION AND RECOMMENDATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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DEDICATION

I am dedicating this thesis to my family who stood by my side and encouraged me throughout my studies. Above all glory and honor be to God for giving me the strength, grace and divine ability throughout my studies

ACKNOWLEGDEMENT

I feel humbled to the Almighty for the good health, strength, courage and resources to undertake this noble task. I specially thank my supervisors for their good advice and guidance through the proposal. I also acknowledge my family for the special support they have offered me during this period not forgetting my colleagues who have given me total support through information required.

ABSTRACT

One of the critical objectives of governments across the globe is to provide timely and quality service that is efficiently accessible to all citizens to promote cultural, social and economic wellbeing. This study sought to investigate the influence of strategic factors on service delivery in Mombasa County government. The strategic factors under review were staff training and development, revenue mobilization, procurement management and information communication technology (ICT). The researcher appllied various theories for in-depth understanding of the of the study variables and also to aid in analysing and explaining the research objectives. A descriptive research design was adopted study and questionaires were used in data collection. The researcher collected data from all sectors in the county government of Mombasa by physicsl administration of questionnaires to respondents and collected the therafter for anaysis. A total of 60 respondents were administered with questionnaires. The data collected was analyzed using the statistical package for social science tool (SPSS) 24.0 version through techniques such as frequencies, correlation and regression and interpreted. The findings demonstrated that the study variables were influencers of service delivery.However there was an overwhelming indication that Training and Development was the only variable that indicated significant influence on service delivery. The the other factors i.e Procurement Managemnt, Revenue Management and ICT indicate some influence on service delivery but were statistically insignificant.This study recommends more emphasis should be put on staff training in all service delivery sectors as a strategy to enhance service delivery.

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ABREVIATIONS AND ACRONYMS

CBO's   Community–Based Organizatio

CIDP   County Integrated Development Plan

EPZ   Export processing zone

IFMIST   Integrated financial management information systems

KDHS   Kenya Demographic and Health Survey

KENAO   Kenya National Audit Office

KNBS   Kenya National Bureau of Statistics

MAN   Metro Area Network

MCAs   Members of County Assembly

NG-CDF   National Government Constituencies Development Fund

NGO's   Non-governmental organizations

OECD   Organisation for Economic Co-operation and Development

PPAD   Public Procurement and Disposal

PPARB   public procurement administrative review board

PPOAB   public procurement oversight and advisory board

PPRA   public procurement regulatory authority

TI   Transparency International

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Service delivery is core purpose for the existence and mandate of governments across the globe. Many governments in developing countries especially in Africa have low reputation in regard to service delivery. However, some countries in the developing world have adopted and developed workable reforms in terms of governance in a bid to turn around this negative perception by embracing good governance to improve service delivery to their citizens

In Kenya, major reforms on service delivery were undertaken on service delivery improved. One major milestone in improving service delivery was the promulgation of the new constitution. All the major reforms on governance were aimed at streamlining and improving service delivery through decentralization and devolution of services to the grassroots. In the new Kenya constitution, devolution of services is anchored in chapter 11 which prescribes the creation and structures of devolved governments.

The promulgation of the new Constitution in 2010 and the 2013 general elections brought about a new shape of governance in Kenya. As a result there was considerable paradigm shift in service delivery to the publics. In this new paradigm, devolved governments were vested with responsibilities of rendering key majoe services to the communities under their jurisdiction.

Chapter 11 of the Constitution is the hallmark of the entire devolution agenda. This chapter sets out the foundation for the formation of 47 counties, each with its own distinct government. The County Governments Act, 2012 elaborates the mandate and structures of county governments and its implementation formula to ensure that the objectives of devolution are realized successfully. Arcording to the new constitution, Kenyans desired a government system that would enable them to access services closer and efficiently.

The constitution under articles 174 and 175 prescribe for devolved governments through objectives such as guaranteed and equitable sharing of resources, promotion of the rights of the minorities and marginalized communities, management of own community affairs and the increase of self-governance by citizens. To realize this, a system must be instituted and an environment that is enabling bestowed to all key partners taking part in implementing devolution.

In a report produced by the Auditor General running from the financial years 2013 to 2017, the county government of Mombasa raised from it revenue, a total of Kshs.10.3 billion while working with a budget of Kshs.22.4 billion. A deficit totaling of Kshs 12.2 billion was therefore realized. The deficit in local revenue collection was occasioned with elements including laxity in tax compliance, fraud and revenue pilferage, overdependence in manual revenue gathering mechanisms, under exploitation of critical sources of revenue, revenue staff not being able to strongly implement the regulations on financial management, lack of adequate staff capacity building, finances and equipment's, and inefficient systems for administering revenue. Mombasa county government reported in its second CIDP that there was a deficit in the sectors of ICT and energy and that the metro area network (MAN) was in adequate for dividing the resources in the shared

networks (CIDP 2018 – 2022, Mombasa County). Additionally, the CIDP also mentioned about lack of staff leveling optimality in critical sections which is an obstacles to implementation of plans by the county government of Mombasa. The devolved unit also experienced challenges such as lack of appropriate internal regulation framework and policies on the management of supllies and procurement (CIDP pg 50).

Mombasa County is situated in the coast region and the south east part of Kenya. It is about 230km^2 on land mass with an additional water mass of 65km^2 or 200nm in the Indian Ocean. On its North is the county of Kilifi, on the South West is the county of Kwale while on the East is the Indian Ocean. Tourists are attracted to this county by the ancient habitations and world heritage sites such as the Fort Jesus Museum, the enormous tusks of elephant at moi avenue and the Likoni which are some of the county's tourist are sites that attract tourists in Mombasa county. In addition, tourists are also attracted by the old port which has various old town buildings. Both domestic and international tourists are fascinated by the white sandy beaches in the county of Mombasa. The county boasts itself of the marine park which is home to different features of the sea and fishes, nature trails, the pavilion for butterflies and the Haller Park at bamburi.

Several industries cutting across various economic sectors are also situated in the Mombasa county. Notably is the service sector including the grain bulk handlers, clearing and forwarding companies, transport, container freight depots, servicing mills, ship repair and shipping lines. Furthermore, across the towns there are several manufacturing firms such as car assembly industries, flour industries, glassware, oil refineries and export processing firms. These companies provide the much required employment opportunities both to expatriates and the locals especially in the shipping sub-sector. Worth to note,

there are no meaningful firms hosted in the sub counties of Likoni and Nyali making the residents seek opportunities of employment in sub counties such as Changamwe, Kisauni and Mvita where most industries are situated.

The county plays host to the 2nd largest city in Kenya, the Mombasa City. Kongowea market which is the largest market of fresh produce for both retailers and wholesalers is also located in Mombasa County. It brings together traders from all East Africa countries where various businesses are conducted there all year round. Miritini and Mwembe Tayari are other fresh produce retail markets. Also, residents in Mombasa benefit from convenience in retail shopping services in the city provided by major malls and supermarkets located in the in the county. A number of academic institutions also exist in Mombasa county such as Shanzu teachers training college, Port Reitz and Kenya Medical Training institutes, Mombasa industrial training center, Mombasa technical training institute, and Technical University of Mombasa which a chartered university among other campuses for several both private and public in Kenya.

According to data from Kenya National Bureau of Statistics [KNBS] (2019), by 2009, Mombasa had four thousand and eighty six people for every kilometer in population density. It was projected that by 2018 there will be an increase in population of up to five thousand five hundred and eight people for every square kilometer due to influx of individuals coming into Mombasa County seek job opportunities in hotels, godowns, container terminals, Kenya Ferry, Mombasa port and various industries dealing with processing, service and manufacturing. Bombolulu, Mishomoroni, Port Reitz, Migadini, Miritini, Jomvu, Mikindani, Bangladesh, Bamburi and Majengo are the areas that are densly populated while areas such as Mkupe Jetty, Mreroni, Mwangala, Maunguja,

Mwakirunge at the outskirt of Mombasa county, are sparsely populated. These areas areas have inadequate infrustructura development in terms of water supply, electricity, road network among other basic infrastructures. They also experience scarce availability of health facilities and educational facilities making them inhabitable thus recording high incidences of diseases and poverty levels.

The Mombasa airport and port, the EPZ centers among other physical facilities and industries have attracted good infrastructural developments with regards to employment, electricity and water water supply therefore making areas such as Nyali, Changamwe and Mvita to be densely populated. According to KNBS (2019), the other sub - counties are sparsely populated which are Likoni with four thousand and thirty nine people for every square kilometer, Jomvu with three thousand five hundred and thirty seven people for every square kilometer and Kisauni which has one thousand eight hundred and twenty nine people for every square kilometer. This therefore inferres that a lot of resources should be set aside to develop more social amenities within Mvita, Nyali and Changamwe sub-counties. Lack of proper road network and vital social amenities has contributed to the low population density in Likoni and Kisauni sub-counties.

Waste management system is also inadequate in Mombasa County which has consequentially led to environmental deterioration because of haphazard waste disposal. Estates residents in the county have experienced littering of waste in streets and popping up of dumpsites with piles of uncollected garbage. The Kipevu sewerage plant has only managed to connect about 17% of the sewer produced by the entire county households and firms and to that effect, the Indian Ocean beaches have suffered environmental degradation from solid waste emanating from the raw sewage and other solid waste from

Mwakirunge, VOk and Kinarani dumpsites, (Mombasa 2018-2022 CIDP). The County of Mombasa is also experiencing physical planning challenges which has contributed to the mushrooming of slums, unplanned points of waste disposal, poor waste disposal systems, and inadequately planned sewage infrastructures.

In the housing sector, 7.5% of the houses in Mombasa County are brick made while those made of stones make up for 65.6%. Tiled houses are 9.7% while 69% are corrugated roofed. Slums make up for majority of the temporary built mud walled structures. Also, according to the Mombasa 2018-2022 CIDP, lands from absentee landlords make up a big percentage of land is being illegally occupied by residents who dwell on these lands owned by the absentee landlords.

In regard to water supply, the county has shallow sunk wells totaling to four hundred and fifty two where residents draw water from. There are also, 4 pans water in rural areas, 3 springs that are permanent and other several boreholes sunk by local CBO's and NGO's. Boreholes from Tiwi and springs within Sabaki and Marere are other sources of water that the county draws its piped water from. A 1.2 kilometer for access of water source is the national water resource accessibility rate per household while the Mombasa County water sources rate per household hold is 0.1 kilometer. This is because of the existence of several water sources and the county's geographical size.

The county's coverage on sanitation is 71%. An increase in this coverage is planned as more resources are set aside for sanitation programmes. The health department has a community based approach where units within the community are managed by health officers in the community to manage issues of health, hygiene and sanitation including

the promotion and adherence to sanitation-based programmed within the county. Coast general hospital which is a hospital with a level 5 status in the entire coast region is a referral health institution located in Mombasa County. Pandya hospital, Mombasa hospital and Aga Khan Hospital are other major private hospitals also domiciled in Mombasa County. Other hospital which are in level 4 status such as the Port Reitz and Tudor hospitals are also located in Mombasa. There are seven private and 2 public health institutions, 4 nursing clinics and 15 privately owned hospitals which additionally complement the others. There also exist 2 private and 25 public dispensaries in Mombasa County. According to KNBS (2019), there are is a total of 106 general and specialized clinics in Mombasa County handling various ailments.

In 2009, thirty four percent of children below 5 years were malnourished considering their stunted growth per weight, 11.2% were malnourished considering their weight per height and 28.5% were malnourished considering age in terms of weight (Kenya Demographic and Health Survey [KDHS], 2008/2009). Weighing in terms of weight over height and age over weight implies that there was actually an increase as compared to previous years of 2000 and 2003. In addition, there is a 73% stand coverage on immunization which is due to the increase of deliveries labored by trained staff. The construction of additional health facilities in the county has increased access in immunization services raising expectancy on coverage (CIDP).

On education, the county has one thousand seven hundred and fourteen teachers, forty seven thousand eight hundred and sixty seven students enrolled in six hundred and eighty five private institutions and eighty five public institutions and seven hundred and seventy ECDE. Due to the positive uptake of the program targeting free primary education, it is

predicted that the enrolment rate will increase. The high enrolment has been occasioned by the program focusing on feeding learners in schools which has done well in the past and is expected to do better in future projections (CIDP). In matters security, Mombasa as a destination is fairly considered as safe. Apart from the atmosphere of election and threats of terrorism once in a while, the county has during peak periods attracted a large number of both local and foreign tourists and has been generally peaceful. Heavily populated areas have experience harmonious activities courtesy of the close relation between the city inspectorate department of the Mombasa County and the national police service.

Mombasa heavily relies on its tourist attraction sites and heritage and sndy beaches which has also been a boost to the artistic curio market. The construction of Bomu grounds and a stadium at Uwanja wa Mbuzi is a collaborative effort by the county and the national government department of youth, gender, sports and culture.

Local revenue in Mombasa County is centrally collected and placed on the central bank of Kenya's revenue collection account. This has deterred it from being from being spent at source and also ensures that revenue income utilisation is planned for adequately. During the financial years 2013/14 - 2016/17, the county government of Mombasa raised from it revenue, a total of 10.3 billion Ksh. while working with a budget of 22.4 billion Ksh. A deficit totaling 12.2 billion Ksh was therefore realized. The deficit in local revenue collection was occasioned by elements including laxness in tax compliance, fraud and revenue pilfering, overdependence in manual revenue gathering mechanisms, under exploitation of critical sources of revenue, revenue staff not being able to strongly implement the regulations on finances, lack of adequate staff capacity building, finances

and equipment's, and inefficient systems for administering revenue (KENAO, report). Nevertheless, efforts have been put in place by the devolved unit to ensure enhanced collection of revenue by instituting a structure of collecting revenue that optimizes collection and reduces revenue lose. Out of the revenue budgeted for by the Mombasa County government from 2013 to 2017 amount to 43.7 billion Ksh., the amount utilized was 69.7% amounting to 30.3 billion Ksh. A number of the sectors ended up spending less than what was allocated. The health sector, during the 2013/2014 financial year indicated to having spent eighty percent, 74.8% by finance and planning, 74.9% by water and natural resources, 76.5% by transport and roads infrastructure and 40.9% by public service board. According to KENAO report, the county spent low amounts due to condensed budget of operation for execution and procurement process that were lengthy.

The county operates an integrated financial management information systems (IFMIST) which provides the controller of budgets to authorise utilization of finances by the county as well as creating efficiency in accounting for funds by county governments.

Mombasa has made several achievements in the ICT sub-sector. What was vitally attained in the sector of ICT was the connection of the thirty two offices of the Mombasa County government into a single network. The county eventually targets to in the end connect the rest of offices in the county to the metro area network so as to be able to equitably utilize the resources. The results will be to enhance efficiency in the provision of services to the residents of Mombasa County. Mobile communication network in the county is at 95%. To allow the public to be able to conveniently access services through the internet, all county divisions have built cyber cafes to make it easy to access

information.The entire county is however able to access radio transmission services. According to KNBS (2019) few stations are capable of providing television transmission while others are only accessible using satellite gadgets that are pricey, to be afforded by so many.

The County has taken measures to develop long term approaches that will be used in tackling challenges on management of resources in order to improve service delivery to the residents of Mombasa. While acknowledging the human resource challenges, the Mombasa County government is dedicated towards offering leadership that is effective and efficient through the human resource department. The County Public through the County Human Resource Department has developed an elaborate implementation of the county HR policy that promotes continuous evaluation of key indicators such as performance management, training needs assessment, clear policies on promotions, adequate staffing, Human Resource Development and empowering heads of department with leadership management training (Mombasa County HRH, Strategic Plan-2015-2018).

1.2 Statement of the Problem

Public service refers to a service provided by a public entity to all members of a community regardless of their colour, gender, political, creed or religious affiliation. A government normally provides it to those who live within its territory, either explicitly or implicitly. In Kenya, the promulgation of the new Constitution in 2010 and the 2013 general elections brought about a new shape and structure of governance. This new paradigm transformed the mode of service delivery to members of the public. The reforms were geared towards bringing services closer to mwananchi and at the same

time create efficiency in service delivery. This massive change in the provision of public services in Kenya was vested on the two levels of government.ie.the county governments and the nationl government. In a survey conducted by Transparency International (TI) in 2016 for 14 counties in the republic of Kenya, it revealed that none of the counties scored above 40% in terms of service delivery rating (The County Government Status Report, Transparency, 2016). Also, the Auditor General report on Mombasa county government, in between 2013/2014 and 2016/2017 financial years, the County Government of Mombasa managed to raise total local revenue of Kshs 10.3 billion against an estimated budget of Kshs 22.4 billion indicating a shortfall of Kshs12.2 billion (Mombasa County 2018-2022-CIDPpg 45). Fraud, revenue pilferage of revenue and lax compliance among taxpayers, together with overdependence on the manual process of collecting revenue, absence of complete utilization of crucial sources of revenue, poor pursuance of financial requirements by revenue personnel, insufficient capacity in terms of manpower, equipment, and finances, together with institutional shortfalls in revenue administration were all blamed for the shortfall in revenue collection. In its 2nd CIDP, the Mombasa government revealed that there is a shortfall in the energy and ICT sectors and the county lacks adequate MAN (Metro Area Network) for sharing network resources (Mombasa County 2018 – 2022 CIDP pg 46) hence affecting service delivery. The CIDP also indicated that poor optimalization on staffing level in key technical departments was also a challenge to the county government in the implementation of programmes. Other strategic challenges faced by the county government include, inadequate policies and regulatory framework on procurement (CIDP pg 50). It is on this basis that the researcher intended to carry out a study on the

cross-cutting strategic factors to determine their influence on service delivery in Mombasa county government.

1.3 General Objectives of the Study

The general objective of the study was to investigate the influence of strategic factors on service delivery in county government of Mombasa.

Specific Objectives of the Study

The specific objectives of this study were:-

i.   To investigate the influence of staff training and development on service delivery in the County Government of Mombasa.

ii. To investigate the influence of revenue management on service delivery in the County Government of Mombasa.

iii. To investigate the influence of procurement management on service delivery in the County Government of Mombasa.

iv. To investigate the influence of Information Communication Technology (ICT) on service delivery in the County Government of Mombasa.

1.4 Research Questions

i.   How does staff training and development influence service delivery in the county government of Mombasa?

ii. How does revenue management influence service delivery in the County Government of Mombasa?

iii. How does procurement management influence service delivery in the county Government of Mombasa?

iv.   How does Information Communication Technology (ICT) influence service delivery in the County Government of Mombasa?

1.5 Justification of the Study

The study was structured to beneficit county governments by assist those governments to identify thematic and strategic areas in their governments structure to put more emphasis to help enhance service delivery.

1.6 Limitations

Lack of co-operation from the county government administration in providing critical and essential data for the study was anticipated limitation. However the researcher countered this challenge by assuring the county government administration on the confidentiality of data collected.

1.7 Delimitations of the Study

The study was carried out successfully based on the following basic assumptions:

1. The targeted respondents were available and co-operative to provide relevant data required for the study.

2. It is the resources allocated for this study was adequately and efficiently utilised for the successful completion of this study.

1.8 Significance of the Study

This surveys outcome will be invaluable both to the national government and the county governments. Both governments can appreciate the need to enhance up achievable and practical strategies that support enhancement and improvement of service delivery.

1.9 Assumption of the Study

The study was carried out on the bassis of the assumptions that follow:

1. The study assumed that all targeted respondents would be available and co-operative in providing relevant data required for the study.

2. It also assumed that the resources allocated for this study would be sufficient for the study.

1.10 Operational Definition of Terms

- **Controller of Budget** - an office established independently in relation to Article 228 of the Kenyan Constitution with the primary mission of overseeing the implementation of the national and county governments' budgets by allowing the withdrawal of public cash.

- **Constituency Development Fund** - a fund established under the NG-CDF Act, 2015 whose main purpose is to tackle economic and social growth of individuals at the level of the constituency so as to minimize destitution and maximize on equity within the region.

- **Human Resource** - Individuals who work for a firm or organization, as well as the section in charge of resource management.

- **Commission on Revenue Allocation** - a state body responsible for equitable sharing of revenue among government levels and among the 47 devolved governments in Kenya,

- **Transparency International** - a non-profit organization created in Kenya in 1999 with the goal of promoting effective governance and social justice in order to create a society which is devoid of corruption and fair.

- **County Integrated Development Plan** - a five-year plan that counties prepare to guide their development activities.

- **Information Communication Technology** - Mediums of communication such as cell phones, wireless systems and internet, are examples of technology that enable access to information.

- **Public Procurement Regulatory Authority** - a state department whose functions is to regulate, monitor, assess and review systems of disposing assets and public procurement making sure that entities tasked with procurement adhere to national values on public procurement.

- **Kenya National Bureau of Statistics** – a Government agency for acquiring, assessing and distributing statistical information in Kenya.

- **Kenya National Audit Office** - an independent office mandated by Article 229 of the Kenyan Constitution to audit the governments either devolved or at the national level, political parties, constitutional entities, courts, Parliament among other entities which the law requires to be audited by the Auditor General.

2.1 Introduction

This section presents the literature review regarding strategic factors affecting county governments delivering services. The main parts of this review included a theoretical and empirical review. In this chapter the researcher described and analyzed relevant theories so as to place the study in the context of its contribution towards understanding the research problem and reveal any gaps that existed in the literature. Also the conceptual framework was presented in this chapter.

2.2 Theoretical Review

Kurt Lewin's Force Theory of Change

The theory of change was advance by Lewin Kurt in 1957. Social psychology is considered to have been fathered by him. Out of all his theories, this is far the most prominent. He hypothesized that change took effect in 3 stages that is in the model of unfreezing change refreezing. According to Lewis, change was forces with a dynamic behavior working in opposite directions. Driving forces enabled change due to nature of exerting pressure on staff who craved for it. Restraining force was an obstacle to change due to its nature of exerting pressure on staff to do the exact opposite. Nevertheless, the forces should be evaluated and this can be achieved by using the 3 step Lewin's model to provide stability in whichever direction the change is planned.

Unfreeze: behavior change is the 1st step in the series that enables the status quo or current situation to unfreeze. The force that drives behavior directly has to first to be increased and stirred away from the status quo or current situation. A number of actions

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that can help in the process of unfreezing involve: inspiring members by making them ready for the change, making them trust and acknowledge that change is required, and involve them diligently in acknowledging the challenges and coming up with solutions as a team

Change: the 2nd process in Lewin's model is the act of behavior change within the group. At this stage, it is important to shift the focus system to another level in the balance. Three activities that can help in the movement stage are: convincing staff to acknowledge that the current situation doesn't favor them and so motivate them to look at the challenges from a different viewpoint, team up to pursue the latest, suitable information and bring together the perspectives of the members to a reasonable, strong leader who can pursue change.

Refreeze: its number three in Lewin's model of change. This stage comes into action after implementing change so that it can be sustained over a period of time. It's very possible that change would only last for a short time and the staff would go back to their former ways if action at this stage doesn't happen. The acquired values are embedded into the traditions and values of the community. The aim for refreezing is to bring balance to the new equilibrium ensuring there is change through leveling the restraining and driving forces. A way of ensuring that the 3rd step of Lewin's model is implemented is by strengthening new ways and structuring them through techniques that are either informal or formal such as procedures and policies. This model is relevant in delivery of services because the behavior of county government staff has to be transformed to befit the wishes and suppositions of citizens by ensuring the delivery of services in all the areas of operations.

Previously the conduct of employees within the municipal council was that of ineptitude, incomprehension, laxity and lacking productivity in delivery of services which should be abandoned. The employees of county units are currently being guided by new regulations and policies that are stressed and firm adherence to chapter 6 of the Kenyan constitution which emphasizes on accountability and integrity.

The agency theory

The agency theory originated in the early 1970s and its key proponents include, Ross Stephen, Meckling William and Jensen Michael (Shapiro, 2005). Application of agency theory cuts across many fields including sociology, organizational behavior, political science, marketing, finance, economics and accounting (Eisenhardt, 1989) therefore making it a complex analysis tool that is recommended. It is suggested by the hypothesis that in a capital market and a labour that is imperfect, administrators tend to make most use of the utilities on themselves at the suffering of citizens who are taxpayers.

The basic grounded presupposition of this hypothesis is that the principal - county citizen are not able to undertake a certain activity, and because of this, the job is done by a hired agent - the county governments.

Although it is presumed that sometimes the principal cannot in certain circumstances track the agent's achievement because the information has been altered by the agent (Lambright, 2008). Scholars such as Hudson et al. (1999) argued that agency theory perspective also presumes that the agent and the principal are both inspired by selfish interests; however in the contrary, the agent behavior is supposed to be at the interest of the principal to minimize loss in the agency. Loss in the agency is the variation between best likely results in relation to the principal (the citizens) and the actual actions of the

agent (county governments). Ross et al. (2005) regard agency loss as added cost due to the presence of situations that are conflicting between the partners. If the agent abides by what the principal wants, then agency loss is low. If the agent does not abide by those terms, then the difference between the two widens and agency loss increases.

Murphy et al., (1985) argues that mangers incline to increase the organizational dimensions and workforce notwithstanding that the shareholders' interests are harmed. Such tendencies result in conflict of interest by leaders who tend to desire political power and expansion, and key partners who are focused on optimizing the desires of their investment. Shapiro (2005) also argues that a source of agency cost arising from the recruitment cost, unfavorable selection, offering inducements, avoidance, and thieving, selfish activities, falsification among others. In relation to the county governments, county governments recruit a certain quantity of people as workers to provide services. The numbers emanate from public policies and need to be satisfied without going overboard. As way of optimizing of service delivery in an effective and efficient manner within the county governments, the public acting as principals should monitor the agents. In the context of the current study, the county government acting as the agency has been accused by the public acting as principal of many issues. These issues include over employing people associated with the political office holders in the county, undertaking expensive trips as incentives to please members of county assembly (MCAs), corruption, exorbitant tenders and loopholes in revenue collection. These issues increases agency costs which negatively correlate with service delivery.

Providing managerial incentives is one of the solutions to this problem of agency costs as suggested by Attila (2012). He also further stated that adopting service delivery

framework is another solution to the problem. The service delivery framework comprises of a sequence of four steps for an organization which include service culture, employee engagement, service quality and client encounters.

The culture of service is founded on factors of leadership philosophies, traditions, behavior at work and perception, long term plans and principles. Culture is a selection of prevailing philosophies that is explored by the administration to develop, maintain and control the social steps that reveals itself in the form of service delivery and provides worth to clients. In this regard therefore, the moment services are delivered in a superior manner and a pragmatic notion of services has been determined in the county governments, then the tendency and inclination to deliver services is guaranteed. To this end therefore; there lacks a critical element that can sustain success in the long term in a service firm like culture. Engagement of employees include activities of inspiring staff attitude, leadership focused on a given purpose and engaging in a process of human resources. Only individuals with superior engagement can be effective even if the systems and processed are well designed. Engagement intervenes between the implementation of the model of excellent service and its development. The quality of services include approaches, procedures and systems of management that perform. The approach and process crafted is essential in the overall development of the model of service management. Assisting customers achieve their desires and reinforcing them as they pursue the purpose of the firm must the epitome of partnership in service delivery. Client encounters encompass factors of client intelligence, administration of accounts and ongoing enhancements. Viewpoint is the key to consistent assessment of how the end user and client discern delivery of service for continued cooperation. Success in

delivering services only works in regards to the client being involved in developing and implementing services and then developing procedures founded on those principles.

Revenue Diversification Theory (RDT)

Diversification of revenue is argued by Bernelot (2013) as equilibrium between several avenues of income in the revenue holding for non-profit firms often resulting in enhanced financial sustainability. The theory of diversification theory is opined by Bernelot (2013) to be geared towards a more varied, equitable revenue holding enhances financial sustainability for nations by minimizing volatility of revenue. Adopted approaches positively influence revenues raised on finances. The performance of revenue collection is positively influenced by approaches that focus on market and commercial orientation.

Resource Based Theory

The perspective of this theory is considered by Martine-Costa et al. (2008) as one which has broadly been applied in strategic management to exhibit its theoretical underpinnings. According to Newbert (2007), the accomplishment of an organization is founded on the capabilities and resources in its controlled possession which is a vital avenue of competitive advantage. Resource based perspective has often been linked to dynamic capabilities by scholars. They have clarified it as being the essential organizational and operational practice made use of by managers to change their avenues of resources to develop new value developed approaches (Helfat & Peteraf, 2003). According to Ambrosini and Bowman (2009) and Protogerou et al. (2008), competitive advantage is sustainably increased by a business surrounding and organizational resources that cushion dynamic capabilities. This perception is also strongly held by Barney (1991) by arguing that in order for competitive advantage to be a product of an organizations resources, it

should be precious, scarce within competitors, not easy to replicate, and competitors must not be able to substitute. The responsibilities of firm officials is argued by Fahy (2002) to be vital in the competitive level for an organization because their views of occurrences command that the choice of resources be explored, managed and safeguarded (Sirmon et al., 2007). In relation to electronic payment, the acceptance is founded on internal elements to increase efficiency and enhance procedures, the gained expertise and knowledge (Somsuk, 2010), that will develop chances for actual competitive advantage (Alcina & Inaki, 2013). A firm that embraces electronic payment will sufficiently enhance the collection of revenues within the county. Nonetheless, if the inspiration for embracing electronic system of payment is out rightly emanating from outside, the firm executing the system will the coercion and will increase collection of revenue (Martinez-Costa et al., 2008). The theory is thus found by this study to be favorable in measuring the performance of collecting revenues. According to Hass et al. (2005) the elements will be utilized in evaluating the accomplishments of a county in attaining the expressed approaches, objectives and essential elements of accomplishments.

Sequential Theory of Decentralization

This hypothesis was initially advanced by Falleti (2004) who stipulated that decentralization a disposition of development units. Accordingly, decentralization doesn't comprise relaying of power players outside the state. Lastly, stipulated in this study, decentralization adjustments can be done in supervisory together with an independent structure, which therefore means that the concept of democratization and decentralization may not be separate. Depending on the nature of dispersed authority, Falleti (2004) divides decentralization policies into three categories: financial, governance, resource,

and political. Governmental decentralization refers to a set of policies that allow lower-level governments to oversee and provide social services including housing, social welfare, health and education. Although decentralization of key formal authority over these structures may be a prerequisite of authoritative devolution, it is not a necessary condition. On the off opportunities gains are transferred from the central to carter for the firm's expenses and catering of social services, reliable decentralization is affirmed. When the decentralized units hold the outlay of the firm and transmission of transferred services using their own prior income, authoritative devolution is not supported financially. Financial devolution encompasses a series of guidelines crafted to enhance revenues of financial independence of devolved units. Financial devolution of policies can take the form of various institutions. An influx of transmission from state unit, the development of new devolved taxes and deputation of authority for taxation that was initially statewide are instances of financial devolution. Political devolution is the arrangement of established corrections and discretionary changes intended unlock new or initially available yet ineffectual opportunities for participation of devolved government issues. Political devolution strategies are further intentioned to devolve electoral capabilities to sub devolved officials. As a to outcomes of every sort of devolution, Falleti (2004) anticipated that reliable devolution would either be effective in a negative of positive way to self-sufficiency of sub devolved officials. On the off chance that reliable devolution increases state and local officials, encourages training of local officials, or motivates learning by the process of transmitting new duties, it will likely expand the structural capabilities of sub devolved units.

2.3. Empirical Literature Review

Empirical literature review section examines empirical studies involving training and development policies, revenue management, procurement management and ICT in the public sector in relation delivery.

Staff training and development

A survey on the commission of public service conducted in South Africa in the year 2007 pointed at staff training as one of the strategic issues impeding service delivery (Republic of South Africa 2007). It was also divulged that majority of the department had no processes and policies on staff training and development. The study concluded that absence of policies led to unsound procedures of training therefore poor service delivery (Republic of South Africa, 2007).

Shandu (2006) conducted an investigation focusing on training and development policies. The outcome also divulged that absence of thorough procedures and guidelines within the department to inform the objective, effective, and accountable implementation of training programs. Shandu opined that drawbacks noted in relation to staff training and development strategies are likely to continuously being experienced due to absence of transparent development and training guidelines.

Training is described by Armstrong (2001) as an official and procedural changing of conduct by study, which comes about through continuous being taught, directed and being molded and organized occurrences. The man power is being trained through a process of availing relevant knowledge, expertise and view point to handle certain work roles. The development of staff is the enhancement of their skills for future workplace needs and pliancy. Bardwell and Hidden (1994) asserts that development and training is a

process that is managed to change perception, expertise or competency by instructional experience to attain productive accomplishment in a process. Different organizations offer various programs focused on training to address the needs of the firm such as material on systems and advances in technology, procedure, training focused on specific industries, supervisory or administrative training, social expertise, sales, managerial growth, fundamental expertise, orientation and serving clients.

Training has also been argued by Reynolds (2004) to play an essential role in quickening learning. Traditional models of learning have been argued to have the propensity to stress on expertise that is specific to the subject instead of developing fundamental capabilities. Development is viewed more as a long term educational strategy that adopts a procedural and managed process where administrative personnel are equipped with theoretical and conceptual expertise. Development is implied by Campbell (1971) to be an individualized growth and self-actualization in a general manner. According to Cole (2002), development is a general perspective of skill set and expertise acquired after undergoing thorough training. According to Armstrong (2001), the development of a person is continuous as they progress through their career by instruction, inspiration and assistance by administrators. The competencies of man power are enhanced through development and training in order to gain competitive leverage and deliver success for the firm. Employees also use development and training as an avenue for them to acquire their needs through the programs. Jackson (2008) opines that by undergoing training, staffs develop their own competencies and provide the organization with sustained opportunities of skills. Training is therefore a continuous process with progression of periods of time.

Revenue Management

In a subjective analysis, Eifert (2009) argued that mobilization of income through five randomly picked local societies, that the local society may develop a social capital by increasing the usefulness of social structure and broadening their desire to assist each other as a result of the relationships. By soliciting support locally, the society will likely create long term relationship with various structures and relations. The relations build on the social foundations within the community that occasioned accomplished sustainability in the society. It is observed by Michael (2009) that mobilizing income locally creates manageability of activities within the community, so ensuring support. While relations and communication within social systems and supporters build, upcoming support is more likely. As people from the social structure having extended interests in community proceeds, support locally will likely continue assisting actions instead of external donors. By doing so, ensures local governments advance the communities in a reasonable manner.

Keen (2008) then again contended that raising incomes locally additionally gives community activities more freedom and adaptability to execute projects focusing on requirements that they find essential. Also, local support implies that community activities don't need to alter their projects to address the issues and interests of external donors consequently they can move around their own incomes so as to guarantee more supportability. It offers people/associations an opportunity to be required in something beneficial. It is a chance for local individuals/supporters to be included in their association's main goal and the strategy is to offer that opportunity to the individuals who are probably going to be keen on it along these lines improving development.

In order for local governments to make the most of the outlook dynamics that is providing local private outlay an additional origin of long term finances for development programs considering the mission of ensuring group sustainability; they need to attain acceptable conditions that are focused on financial accomplishment of likely capital supplier (Blanca, 2008).

Broadly, local governments need to develop a past that is full of excess annual income instead of expenditure. The excess is then provided to carter for installment to ventures that provide funds in the long term to governments locally. The level at which likely private investors in the funds will likely view that its dealing with government accounts, will provide the excess that decisively influence their preparedness to advance credit to or for them to purchase bonds.

Procurement Management

Wanyama (2010) in an investigation divulged that a number of public training organizations lose large amounts of finances due to implementing practices of procurement that are inefficient and which aren't aligned with regulations of public disposal. According to Mugo (2011), minimal adherence with regulations relevant to procurement, opaqueness and unaccountability of finances allocated to procurement reduces the effectiveness level in practices of procurement within public training organizations. It was found by Mugo (2011) that most of the elements that establish the degree of effectiveness in practices of procurement are implemented in public organizations within Kenya; the degree of adherence to procurement guidelines, reduces expenditure in procurement, opaqueness and unaccountability of finances allocated to procurement and standards of services and goods procured. Manyega (2015) contends

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accomplishment of procurement encompasses apportioning of adequate resources: funds, personnel, time, and developing a hierarchy or structure within an organization. Procurement is viewed by Were et al. (2012) as entailing four stages in the identification and crafting of projects: advertisement, pre-selection, preparing bid documents and bid submission; evaluation of bids, post-selection and contract awarding.

Also, procurement prolongs the eventual property disposal after productive life spun (Waters, 2004). The system of public procurement is critical for effective growth of expenditure ideas. The budget gets interpreted into services generally through goods procured, works and services. The gross domestic product of the world, approximately put at 18.42% is utilized in public procurement (Mahmoud, 2010). The performance and effectiveness of supply chain function is founded on the philosophies of effectiveness and efficiencies (Fairgrieve & Ichre, 2011). Achieving effectiveness and efficiency within procurement system efficiency has become a vital element for every player to consider in the process. Efficiency is regarded by Lember et al. (2014) as the ability to prevent wasting commodities in the process of procurement, including time, money energy and materials. Conversely, effectiveness is described as being capable of the processes of procurement to achieve the anticipated output by meeting the government's social and economic targets, regulatory and commercial goal in a way that suits the government. A procedure that is judged successful contributes to the attainment of the desired or anticipated consequence or provides a deep and clear sense of dedication to functional efficiency (Fairgrieve & Ichre, 2011). The adoption of supplier management that guarantees excellence in procurement processes is the primary concern of stakeholders in the decentralized government. Procurement is argued by Waters and Rinsler (2014) to

entail the entire process of obtaining services and property, continually by the risk evaluation process, obtaining and assessing different alternatives, awarding of contracts, service and property payment and delivery, where appropriate, the continuous administration of a contract and deliberation of alternatives in connection with the extension of contracts eventually allowing for property to be disposed when it reaches the end of its usefulness. Within devolved units, the performance of supply chain is considered prime economic venture in any nation. According to the OECD (2007), it encompasses reallocation of income either through spending and taxation, delivery of public services and goods and delivery a legal structure for economic venture to thrive. For county governments to develop appropriate procurement procedure which are collated across public institutions, it is now a necessity to craft official government procurement rules that have laws of procurement and guidelines throughout various nations in both the developing and developed countries (Teelken & Deem, 2013). For impoverished nations, mainly within Sub-Saharan part of Africa, the devolved county government procedures and guidelines on procurement have been an area targeted by reforms since the beginning of 2006 (OECD, 2009; Thai, 2010). Management of supplies in South Africa is generally considered as a vital role played by purchasing units because the suppliers of the firm can influence product availability, reliability of delivery, quality and price (Pearson & Ellram, 2008). It is the aim of governments that adequate management of relations with suppliers would assist to keep cost of materials and products low while sustaining high degree of standards as well as offering after sales options (Sonmez, 2008). Thus, a management of relations with suppliers that is efficient requires to exist for an accomplished management of supply chain. Several governments

globally have recognized that they can maintain reduced costs and enhance their standards of care by focusing on the management of supply and purchase (Kumar, 2005). In Kenya, the 2015 act concern with disposal of public assets and procurement was signed in 2014 June 14th and later in 2009 revised to encompass procurement procedures, unserviceable disposal, expired or excess equipment and stores by public institutions (Mwangi, 2009). According to Kirungu (2010), the 2006 PPAD act which was an auxiliary legislation was gazette and in 2015 operationalized into law. Three independent entities were established using the Act; the public procurement administrative review board (PPARB), public procurement oversight and advisory board (PPOAB) and a supervisory entity, public procurement regulatory authority (PPRA).

Information Communication and Technology utilization.

A report from a survey conducted by Kirimi and Shalle (2014) highlighted the elements influencing implementation of electronic procurement within ministries in the Kenyan government. The key independent predictors that was utilized by this study as a guide was; policy in government, skilled personnel; allocation of budget and structure of the institution. Employed in this survey was the descriptive research design. The seventy three participants were settled on through a procedure known as stratified random sampling. The main data was acquired from the participants through questionnaires. Revealed by the outcome was that a properly structured ICT system enhances the implementation strategy of the process of the public sector.

These studies suggest that strategic issues relate to service delivery; in particular improved HR capacity to develop an effective and workable training policy, revenue collection management, procurement management and the use of ICT makes a set of

strategic issues to be addressed by the county governments to achieve their strategic goals and improve service delivery under the framework of decentralization

Information and Communication Technology (ICT) point at an assortment of independent media, such as cell phones and communication gadgets, fax, system of voice data, messaging, video, televisions, radios and networks intervened by computers that connect the internet with individual computers (Matambalya, 2000). Information communication and technologies are embedded structure that encompass the system and technology needed in the storage, alteration, supply and dissemination of information, the economic and legal entities needed to control access to ICT and its utilization, and structure of communication which enables sharing of information and access intervention to systems of ICT where innovation is undertaken (Wangwe, 2007). An investigation undertaken in New Zealand by Campell (2002) sought to comprehend how ICT influences culture and society in relation to immigrants, most of who were well endowed financially. The investigation divulged that majority of the migrants who took part were frequently utilizing ICT's to gain access to the internet and in word processing. This was a clear manifestation that segments of migrants who participated were ICT adopters and accessed technology on a high level. Chonia (2002) conducted an almost similar investigation outlining certain hindrances faced by several migrants while acclimatizing to Swiss lifestyle where it's part of everyday life to interact with ICT. Inadequate educations, insufficient local knowledge, lack of language mastery as well as the cultural background of migrants were outlined as the key challenges baring immigrants from embracing ICT's.

Deterrents to ICT as pointed out by Lawson et al. (2003) can be categorized as social and technical deterrents. Technical deterrents encompass elements including inadequate telecommunication systems and apprehension on issues of security and privacy. Technical deterrents conversely revolve along absence of ICT expertise within employees and lack of knowledge on the gains of online business ventures. In Malaysia, previous investigation targeting SME's concentrated on the degree of utilizing ICT, views about ICT and readiness of embracing ICT. A survey conducted by Zailani et al. (2006) established that institutions with a positive perception towards embracing ICT recorded gains of effectively managing knowledge. In regards to the elements of the surrounding and the firm that influenced embracing technology, the investigations established that the elements had positively influenced embracing of ICT. In a Kenyan study conducted by Gikandi (2000), an assortment of elements was identified to hamper e-commerce embrace. Inadequate resources were one which drove banks to partner with each other to bring resources together. The other was the continuous shift in technology and available periods in systems development. The investigations noted that key obstacles were lack of expansion of the existing and internet utilization by overall population, particularly in rural parts. E-banking was observed to present an emanating threat needing new management approaches, such as securing the internet, issues related to law and clients. Perceived service is the overall support delivered through provision of ICT services that can be measured in regards to guarantees, emotions and receptiveness (Delone & Mclean, 2003). The accelerated ICT development has affected the manner in which live are managed and interactions undertaken. ICT has grown into a convenience which requires management to help key functions of a firm to attain its long and short term goals.

According to Kaufman (1977) as quoted by Ndou (2004), the conventional administrative model identified by internal performance indicators such as operational reasoning, decentralization, management based on rules, hierarchical control and efficiency is being changed with requirements that are based on knowledge and competition including: approaches focused on clients, quick delivery of services, organizational transformation, technological entrepreneurship, horizontal and vertical amalgamation, organizational networks and adaptability which stress on organized development of systems, external partnerships and service to clients, all which are supported by ICT. Structures enabled by ICT provide the prospects to abolish chances for using corruption at will by providing for non-intervening services and enabling citizens to carry on transactions on their own. These structure also expand information access throughout the public sector and by offering increased monitoring, transparency and accountable systems which enable public business to be transparent to scrutiny externally and by senior officials. Increased communication therefore conveys the message that citizens can wholly participate in entire activities of government, such as making policies, hence strengthening the development of a tradition of shared interest and trust (Naz et al., 2006).

There is an insistence on the significance of conditions of facilitation, which means that there are resources that are available that are require in the process of embracing it (Tung & Rieck, 2005; Mole et al., 2004; Oh et al., 2003). Secondly, even though prospective adopters anticipate technology to be gainful, they might find its utilization to be too challenging, making the accomplished gains to be dimmed by cost spent in learning. Prospective adopters invest more concentration on the harmonious nature of innovation which must be comprehended in relation to technical attributes and in regards to the

current socio-cultural traditions, previous occurrences and requirements of prospective users. According to Church and Gandal (2004), compatibility is particularly essential in ICT cases, where adopters are impacted by the current effects of networks. There exist the effects of a network when the usefulness is enhanced in relation to the increase in those embracing and willing to be part of network by expressing desire to pay for products that are compatible. When the effects of the network are present, the usefulness from adoption is enhancing through those embracing the buying of the innovation. Innovation trialibility affects adoption because actual real life operations are always more essential than discussion revolving around its benefits and anticipated operability (Rip et al.,, 1995). The experimenting opportunity in relation to the emanating technology before making a resolution to embrace it or not is a key advantage for those who embrace it early, because they only depend on information that is currently available, yet those undecided can learn from the expertise of others.

Lastly, innovation is assessed through be observed, making its performance to be identified and accompanying advantages to be viewed by adopters instead of the producing organizations. It is emphasized by Oh et al. (2003) that being able to observe innovation encompasses observation and demonstration of outcomes and the level at which it's possible to observe and inform others of the innovation being embraced. Obstacles can be regarded as the incidences that challenge implementation of ICT. Certain elements occasioning failure are: attitude, bureaucracy, culture, style of leadership, skilled man power, incompatibility, inefficient data structure, finances and infrastructure. The following is suggested by Clorkwork (2004) as a structure for executing projects of electronic governments. The structure encompasses five steps:

evaluating electronic readiness of the nation, pinpointing and rationalize concepts, create an action program, employ it on sampled target, execute solutions – the last step of the structure is to execute the solutions.

Service Delivery

Gabbot (2006) defined service delivery as the processes and the real process, technique and direction of actions that deliver services offered. Clients assess services on the functional process or consider the real delivery. This perception is supported by Stauss (2005) who proposes that within financial processes, it is not money that is exchanged for knowledge and specialized expertise instead of the physical resources. It is observed by Whitaker (1980) that in regards to the type of service being provided, every service is basically moderated by a client making the client to be the one who gains primarily. In the private sector, providing services is not as complex as it is in the public sector. Gowan et al. (2001) argues that it is because the matter is not just about meeting the anticipated needs but one that includes establishing what has not been expressed, scheduling it according to importance, apportioning resources and publicly defending and reporting what it has been used for. Australians stress a lot on delivering services to indigenous groups affected by various complicated matters which affect their weel-being (Australian Institute of Health and Welfare [AIHW], 2011). Communities of indigenous people of Australia are usually faced with certain hindrances when it comes to accessing services by their members who are isolated geographically. According to Gleeson (2001) and Morgan et al. (2006), the government of Australia has drifted from a strategy of a whole of government to initiatives that in the long term that provide services that join them together with a purpose of enhancing efficiency, steering clear of duplication and

avoiding departments full of systems filled with silo. The purpose is to offer structures that provide attainable results to Australians indigenous communities.

The United States of America has advanced delivery of service in healthcare to include mental healthcare. Mental illness is generally being viewed negatively by individuals within the society. Mental illness is attached to stigma which is expressed through avoidance, anger, embarrassment, fear, stereotyping, mistrust and bias. According to Ministry of Home Affairs [MHA] survey (2007), it is a hindrance that prevents individuals from pursuing treatment, more so in rural locations. For stigma to be an issue that can be addressed, the attitude towards mental illness within the society has to be turned around by ensuring that options of treatment are more available, change perception to highlight information that one can recover from mental illness, and to educate the public about the treatable nature of mental illness. Within Nepal, there exist a great motivation for the different parties to be provided with resources and include their influence and standing. Education has been exploited to reinforce politics when the conflict existed and even after, outlining how service delivery was affected. The same changes are observed in the health industry, where even though devolution took place, the control of staff decisions and personnel management is still centralized and offers some sort of support (Jones, 2010). The nation of Indonesia has embraced what is regarded as an innovative strategy in offering proper delivery of services using a small scale structure and development of remote roads through programs developed nationally (World Bank, 2010). According to Olken (2010), the strategies for development are focused on the community, while the national government through the devolved units provides structural financing to sub-district programs decided on by the villagers, some

of which are roads. Local NGO's managed and facilitate the projects through funds management, material sourcing and road development.

2.4 The conceptual framework

A conceptual framework is an apparatus of assessment with many perspectives and variations. It's offered as a measure of differentiating concepts and arranging ideas. A reinforced conceptual structure exhibits something pragmatic and this is done in a manner that eases comprehension and application. The conceptual framework comprises of independent and dependent variables. The fig. 2.1 shows the conceptual model which consist of variable that are both dependent and independent. The independent variables are staff development and training, revenue mobilization, procurement management and information communication technology.

Figure 2.1:

Conceptual Framework.

Staff Training and Development
- Performance
- Effectiveness
- Efficiency
- Relevance

Revenue Management
- Regulation
- Risk management
- Transparency
- accountability

Service Delivery.
- Responsiveness
- Customer satisfaction
- Time
- Reliability

Information Communication Technology

- Infrastructure
- Knowledge
- Policy
- accessibility

Procurement management
- Transparency
- Effectiveness
- Value for money
- efficiency

Dependent variable

Independent variables

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This is a chapter dedicated to describing a detailed study methodology the study adopted so as to realize the objectives. Some of the key sections described in this chapter include the design, population, research instruments sampling procedures among others.

3.2 Research Design

According to Cooper and Schindler (2008) a research design is an anticipation and system of conducting an enquiry so that the questions of research may get answered. Kothari (2012) considers it a grand scheme that indicates certain techniques and processes for acquiring and assessing the required information. Descriptive survey was therefore be adopted by this study because of its efficiency to analyze non-quantifiable variables. This is a suitable technique when acquiring information concerning the perception of individuals, outlook, conduct or any other issue (Orodha & Kombo, 2002). It is a technique of acquiring information through administration of questionnaires or by moderation of interviews to a sampled person.

3.3 Target Population

All sectors of services delivery within the Mombasa county arm of legislation and the executive constituted the population targeted. In relation to this survey, target population composed sixty middle and senior category personnel emanating from the sectors charged with delivering services as presented in table 3.1.

3.4 Sampling Procedure

A sampling technique is a procedure of identifying a suitable quantity of items within the population so that it can be used by the researcher to arrive at a comprehension of its elements and ensure possible generalization of tenets of the schemed population (Sekaran, 2016). Mombasa County government was subjected to purposive sampling technique. The technique of purposive sampling enables the researcher to acquire relevant information case by case in relation to the survey objectives. Purposive sampling is basically regarded to be suitable in the identification of small samples usually drawn from areas that are geographically limited or populations that are restricted. This technique was suitable for this survey because the intention was to select a sample with a on the study's objectives.

Table 3.1:

Distribution of Respondents

SECTOR	RESPONDENTS	TOTAL
Finance and Economic Planning	CECM	1
	CCO	1
	Director: revenue, budget, audit, supply chain, finance	4
Water, Sanitation and Natural Resources	CECM	1
	CCO	1
	Directors: water & sanitation, natural resources	2
Education, Information Technology and MV2035	CECM	1
	CCO	1
	Directors: Education, IT,MV2035	3
Transport, Infrastructure and Public Works	CECM	1
	CCO	1
	Directors: Energy, Infrastructure & public works	2
Energy, Environment & Solid Waste Management	CECM	1
	CCO	1
	Directors: Energy, Environment and solid waste mngt	2
Youth, Gender, Sports and Cultural Affairs	CECM	1
	CCO	1
	Directors: Youth and gender,sports, cultural affairs	3
Health Services	CECM	1
	CCO	1
	Directors: Nursing,Clinical,Public health	3
Lands, Housing and Physical Planning	CECM	1
	CCO	1
	Directors: Lands, housing,physical planning	3
Trade, Tourism and Investments	CECM	1
	CCO	1
	Directors: trade,tourism,investment	3
Agriculture, Livestock, Fisheries and Co-operatives	CECM	1
	CCO	1
	Directors: agric.,livestock,fisheries,co-operative dev	4
Devolution and Public Service Administration	CECM	1
	CCO	1
	Directors: Hr, Enforcement,payroll	3
County Assembly	Speaker, Clerk, Majority leader, minority leader	4
Total		60

3.5 Instrumentation

Instrumentation in regards to research is the use of a tool to acquire the needed

information necessary for refuting or acceptance of suppositions (Hakim, 2005). Both

secondary and primary data were used.

Primary Data

Questionnaires provided the needed data for the survey. Mugenda and Mugenda (2010)

opines that questionnaires are the preferred tool of acquiring data because the views are

standardized in the manner in which they are provided making them more objective as

compared to interviews. Questions that were both closed and open set were be used.

Open-ended questions permitted unlimited provision of views and also enabled

participants to divulge what they thought in their own words. Questions that were closed

permited participants to be limited in providing their views as pertained to certain subject

areas.

Secondary Data

Secondary data was sourced from different offices at the Mombasa county government

which encompassed information from website, both hard and soft copy newsletters and

reports.

Validity of Research Instruments

Validity is the level at which the results of a study can be meaningfully and accurately

inferred. Instrument validity was provided through an assessment of the sampled

population and was subjected to a pre-test. Ambiguous and unsuitable items were

removed or realign to conform to the study objectives. A select few of the population was

be piloted and their opinion on ease of comprehension of the questionnaire sought. This process enabled the identification of areas to correct and make clear hence presenting a suitable questionnaire to the actual study participants. Supervisor also reviewed the research tools and provided opinion on what to adjust and how as instructed by Frankfort-Nacmias and Nachmias (2016) regarding content validity.

Reliability of Research Instruments

Cronbach's alpha coefficient was used to test for reliability. The Cronbach's alpha of greater or equal to 7 will suggest that the questionnaire is sufficiently reliable and therefore will be reliable to use. Otherwise the questionnaire will have to be modified to make it reliable by adding more questions, refining the questions, making the questions clear, using more closed ended questionnaires as suggested by Kothari (2012).

3.6 Methods of Data Collection

Acquisition of participant's responses was done through questionnaires operated by the researcher. The purpose of this was to ensure adherence to the acquisition of required data. The research tools were dropped to individual participants and picked once the task was completed at a pre agreed time and location. An introductory section on the questionnaire with proper instructions about the questions and the survey was given. According to Kothari (2012), the preference to questionnaires is associated to the participant taking the shortest time in filling its contents and also shorter time of reaching big masses. Oso and Onen (2009) argue the questionnaires are a suitable data acquisition tool.

3.7 OPERATIONAL DEFINITION OF VARIABLES

Variable	Definition
Strategic issues	Fundamental obstacle influencing a firm's authority, long term targets traditions and level of service.
Socio-economic development	Crafting of a product based on considerations of the society and the economy
Training	A pre-determined process focused on enhancing personnel understanding on certain relevant aspect of activity by assisting them appreciate the degree of comprehension or expertise by imparting them with information.
Infrastructure development	Development of physical systems of a county government's revenue system.
Local revenues	Amalgamation of entire groups of income acquired from various avenues such as fees for parking, penalties, fines and due.
Property tax	Annual tax levied on real property that is visible and immobile.

3.8 Methods of Data Analysis

Preceding the acquisition of data will be its attestation for fullness of marking. The acquired data will be collated and evaluated through analysis software. The data will be presented descriptively using named objectives. Descriptive data analysis is quicker and easier and presents a smarter approach in business decision making because information is factual and unbiased nature.

Service delivery(β) $=$ Staff training and development(β_1) + β_2Revenue management +β_3Procurememnt management + β_4Information communication technology i.e

$$\beta \quad = \quad \beta_1 + \beta_2 + \beta_3 + \beta_4$$

Therefore regression analysis will provide the estimates of the regression coefficients β_0, β_1, β_2, β_3 and β_4 to be fitted in the above regression model for prediction.

CHAPTER FOUR

DATA ANAYSIS, RESULTS AND DISCUSSIONS

4.1. Introduction

An investigative research was carried out through a descriptive process as a means of investigating the influence of strategic factors on service delivery in Mombasa County Government. Data was collected from the County Government of Mombasa through adminstration of questionnaires to senior and middle level management staff drawn from all service delivery sectors. Methods of data collection and analysis were discussed in the previous chapter. The study results are given and covered in this section in relation to the entire aim of the survey. The outcomes were used to develop suggestions on how to enhance service delivery.

This study's analysis was carried out on two levels. The frequency, mean, and standard deviation of pertinent biographic and objectives of the study were used in the first level of descriptive/univariate analysis.

The second level involved the bivariate/inferrential statistics to investigate the relationship amongst the strategic factors. Correlation and regression analysis and ANOVA formed the chore of the second level.

4.2. Response Rate

To evaluate the applicability of the study tool, pre-testing of the tool was conducted in one section of Taita Taveta County; the questionnare. The pre-testing was also intended to clarify and change any areas that were imprecise for the exercise's success.

The researcher carried out a study from 60 senior and middle level management staff drawn from various service delivery sectors in the county government of Mombasa. Out of the 60 respondents, 46 respondents properly replied to the survey hence responsible for 76.66% rate of response. According to Mugenda and Mugenda (2003), a fifty percent response rate is optimum for making study generalizations.

Test of Normality

Normality tests are used to determine whether data generated through questionnaire administration is approximately normally distributed. ANOVA, correlation and regression analysis requires a normally distributed sample population. SPSS runs two statistical tests of normality that is Kolmogorov-Smirnov and Shapiro-Wilk. If the significance value of the analysis is more that 0.05 which is the alpha value, then that means that there lacks a reason for doubting that the data dependend varies considerably from the normal distribution.

Table 4.1:

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Service Delivery	.319	46	.070	.698	46	.060
a. Lilliefors Significance Correction						

According to the above table 4.1, dependent variable data is normally distributed since the significance value of both Kolmogorov-Smirnov and Shapiro-Wilk is greater than alpha value of 0.05.

Level of Professional/Academic qualification

The study's goal was to gather information in order to ascertain the level of professional/academic qualification of the respondents to determine their capacity of the respondents in decision making with the right information availed to them. The results obtained were in a frequency Table 4.2 Descriptive Table 4.1

Table 4.2:

Professional/academic qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	7	14.6	15.2	15.2
	Degree	18	37.5	39.1	54.3
	Masters	21	43.8	45.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

From the analysis, results showed a 45.7% ,39.1% and 15.2% had acquired master degree, undergraduate degree and diploma qualifications respectively from the population size of 46 with an expected value and variation of 4.304 and 0.7263 respectively.This demonstrated that respondents were competent in their qualification.

Gender response.

The study also sought to collect data to determine the gender distribution at the respondents in the county goverment of Mombasa. The objective was to determine gender parity implementation status and the advancement the 2/3 gender rule in the

county goverment mombasa. The results obtained were then presented as indicated in frequency table 4.3 and descriptive table 4.5

Table 4.3 :

Gender parity in mombasa county government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	30	62.5	65.2	65.2
	Female	16	33.3	34.8	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

The results showed that 65.2% and 34.8% were males and females respectively from the population size of 46 respondents with an expected value and variation of 1.3478 and 0.48154 respectively.

Years of experience

The study sought to determine the years of experience of the respondents. The results from the analysis were presented as indicated in frequency table 4.4 and descriptive table 4.5

Table 4.4 :

Length of service of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between Years 1-5 years	21	43.8	45.7	45.7
	Between Years 6 -10 years	21	43.8	45.7	91.3
	Between Years 11-15 years	4	8.3	8.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed that 45.7%, 45.7% and 8.7% of them had worked for the county between 1-5 years, 6-10 years and 11-15 years respectively with an expected value and variation of 1.6304 which is a low score and 0.64494 which is small thus the closeness of the value to the mean of the respectively set data . It was necessary to study the years of experience of the respondents, to determine the level of commitment brought about by years of experiencet towards advancing service delivery

Table 4.5:

Length of service of respondents

	N	Minimum	Maximum	Mean	Std. Deviation
your highest professional/academic qualification	46	3.0	5.0	4.304	.7263
Indicate your Gender	46	1.00	2.00	1.3478	.48154
How long have you worked for the county government of Mombasa	46	1.00	3.00	1.6304	.64494
Valid N (listwise)	46				

4.3 Response on the Influence of Staff Training and Development on Service Delivery

Response on exisiting continous training of staff as an effective tool enhance employee efficiency

The study's goal was to gather information in order to ascertain on whether exisiting continous training of staff is an effective tool to enhance employees efficiency in service delivery.

The results obtained were then presented as indicated in fréquency Table 4.6 and descriptive table 4.17

Table 4.6 :

Effectiveness of continuous staff training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral				
	Agree	21	43.8	45.7	67.4
	strongly agree	15	31.3	32.6	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Response on whether training of employees in Mombasa county government is done on-the-job.

The study's goal was to gather information in order to ascertain whether most trainings on employees in mombasa county government are on-the-job. The results obtained were then presented as indicated in fréquency table 4.7 and descriptive table 4.17

Table 4.7 *:*

On-the- job training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	12.5	13.0	13.0
	Neutral	18	37.5	39.1	52.2
	Agree	12	25.0	26.1	78.3
	strongly agree	10	20.8	21.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed that 39.1% ,26.1% ,21.7% and 13% were neutral,agreed,strongly agreed and strongly disagreed respectively with an expected value and variation of 3.4348 which is a moderate low score and 1.222 which is small thus the closeness of the value to the mean of the respectively set data . This indicates the existence of reluctance by the county goverement of mombasa to use the appropriate mode of training that would impact on employee efficiency.

Response on whether on-the-job training is more effective than off-the-job training

The study's goal was to gather information in order to ascertain which form of training is effective be it off or on the job. The outcome acquired were then presented as indicated in Fréquency Table 4.8 and Descriptive table 4.17

Table 4.8 :

Effectiveness of on-the-job training in relation to off-the-job training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	15	31.3	32.6	32.6
	Agree	13	27.1	28.3	60.9
	strongly agree	18	37.5	39.1	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 32.6% and 28.3% holding the view of strongly agreeing, remained neutral and agreeing respectively this showed that majority favoured on the job training with a expected value and variation of 4.0652 which is a high score and 0.85382 which is small thus the closeness of the value to the mean of the respectively set data.

Response on whether Mombasa county government undertakes compulsory induction training to its employees on first appointment

The study's goal was to gather information in order to ascertain on whether Mombasa county government undertakes compulsory induction training to its employees on first appointment.The results obtained were then presented as indicated in Fréquency Table 4.9 and Descriptive table 4.17

Table 4.9 :

Compulsory induction training to employees on first appointment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	14.6	15.2	15.2
	Neutral	21	43.8	45.7	60.9
	Agree	9	18.8	19.6	80.4
	strongly agree	9	18.8	19.6	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 45.7%, 19.6%, 19.6% and 15.2% , holding the view of being neutral, agreeing,strongly agreeing and disagreeing respectively, this showed a scanty existence of complusory induction on first appointment with a Expected value and Variation of 3.4348 which is a moderate high score and 0.98098 which is small thus the closeness of the value to the mean of the respectively set data

Response on whether Mombasa county government undertakes Training as an effective tool for transferring and sharing new work skills to employees

The study's goal was to gather information in order to ascertain on whether Mombasa county government undertakes training as an effective tool for transferring and sharing new work skills to employees

The results obtained were then presented as indicated in Fréquency Table 4.10 and Descriptive Table 4.17

Table 4.10:

Training as an effective tool for transferring and sharing new work skills to employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	14.6	15.2	15.2
	Neutral	9	18.8	19.6	34.8
	Agree	18	37.5	39.1	73.9
	strongly agree	12	25.0	26.1	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 26.1% ,18.8% and 14.6% agreeing, strongly agreeing, being neutral and strongly disagreeing holding that view respectively this showed a lesser existence of training program to harness transferance and sharing of new work skills to employees

Expected value and Variation of 3.608 which is a high score and 1.30773 which is small thus the closeness of the value to the mean of the respectively set data

Response on whether Mombasa county government undertakes a training that is relevant and marches with staffs' job description

The study's goal was to gather information in order to ascertain on whether Mombasa county government undertakes a training that is relevant and marches with staffs' job description.

The results obtained were then presented as indicated in Fréquency Table 4.11 and Descriptive Table 4.17

Table 4.11 :

Relevance of staff training

		Frequency	Percent	Valid Percent	Cumulatve Percent
Valid	Neutral	16	33.3	34.8	34.8
	Agree	30	62.5	65.2	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 65.2% and 34.8% respectively holding the view that employees had relevant training. Expected value and Variation of 3.652 which is a high score and 0.481 which is small thus the closeness of the value to the mean of the respectively set data .

Response on whether Mombasa county government has an effective training feedback mechanism to evaluate the effectiveness of the training programs offered

The study's goal was to gather information in order to ascertain on Mombasa county government has an effective training feedback mechanism to evaluate the effectiveness of the training programs offered. The outcome acquired were then presented as indicated in Fréquency Table 4.12 and Table 4.17

Table 4.12 :

Training Feedback Mechanism

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	6.3	6.5	6.5
	Neutral	24	50.0	52.2	58.7
	Agree	16	33.3	34.8	93.5
	strongly agree	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

results showed a 52.2%, 34.8% , and 6.5% respectively holding the view, this showed a non-existence of training feedback mechanism to evaluate the effectiveness of the training programs offered Expected value and Variation of 3.3470 which is a low score and 0.874 which is small thus the closeness of the value to the mean of the respectively set data .

Response on whether Mombasa county government does evaluate for effectiveness of the training is done immediately after training

The study's goal was to gather information in order to ascertain on whether Mombasa county government does evaluate for effectiveness of the training is done immediately after training.

The outcome acquired were then presented as indicated in Fréquency Table 4.13 and Descriptve table 4.17

Table 4.13:

Evaluation of Effectiveness Of The Training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	24	50	50.2	50.2
	Neutral	16	33.3	34.8	85.0
	Agree	3	6.5	6.5	93.5
	strongly agree	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 50.2%, and 34.8% being a majority disagree and remaining neutral respectively. The expected value and Variation of 3.520 which is a high score and 0.88572 which is small thus the closeness of the value to the mean of the respectively set data .

Response on whether Mombasa county government whether employees are averse towards further refresher courses training after induction training.

The study's goal was to gather information in order to ascertain on whether employees are averse to further refresher courses training after induction training. The results obtained were then presented as indicated in Fréquency Table 4.14 and Descriptive Table 4.17

Table 4.14 :

Employees Are Averseness to Further Refresher Courses Training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.3	6.5	6.5
	Neutral	18	37.5	39.1	45.7
	Agree	16	33.3	34.8	80.4
	strongly agree	9	18.8	19.6	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%,34.8%, 19.6%, and 6.5% were neutral, agreed, strongly agreed respectively showing a majority indicating opposition and dislikes of employees to undertake a further refresher course. The expected value and Variation of 3.6739 which is a high score and 0.87062 which is small thus the closeness of the value to the mean of the respectively set data

Response on whether Mombasa county government Continuous staff training can help improve employees' performance and service delivery.

The study's goal was to gather information in order to ascertain on whether Mombasa county government Continuous staff training can help improve employees' performance and service delivery. The results obtained were then presented as indicated in Frequency Table 4.15 and Descriptive Table 4.17

Table 4.15 :

Continuous Staff Training on Employees' Performance and Service Delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	12.5	13.0	13.0
	Disagree	2	4.2	4.3	17.4
	Neutral	4	8.3	8.7	26.1
	Agree	20	41.7	43.5	69.6
	strongly agree	14	29.2	30.4	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 43.5%, 30.4%, 13% and 4.3% holding the view of agree, strongly agreeing, strongly disagreeing respectively with expected value and Variation of 3.7391 which is a high score and 1.30699 which is small thus the closeness of the value to the mean of the respectively set data .

Response on whether Mombasa county government Staff training motivates employees to improve their performance at the work place to render satisfactory service.

The study's goal was to gather information in order to ascertain on whether Mombasa county government Staff training motivates employees to improve their performance at the work place to render satisfactory service. The results obtained were then presented as indicated in Frequency Table 4.16 and Descriptive Table 4.17

Table 4.16 :
Staff Training As Motivation To Employees To Improve Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	6.3	6.5	6.5
	Disagree	9	18.8	19.6	26.1
	Neutral	6	12.5	13.0	39.1
	Agree	22	45.8	47.8	87.0
	strongly agree	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 47.8%, 19.6%, 13%, 13% and 6.5% holding the view of agree, disgreeing, strongly agreeing, and strongly disagreeing respectively. Expected value and Variation of 3.4130 which is a moderately low score and 1.13651 which is small thus the closeness of the value to the mean of the respectively set data .

Table 4.17: *Staff Training and Development*

	N	Min	Max	Mean	Std. Deviation
Continuous training of staff is an effective tool to enhance employee efficiency at the work place.	46	3.00	5.00	4.1087	.73721
Most trainings on employees in Mombasa county government are on-the-job	46	1.00	5.00	3.4348	1.22297
On-the-job training is more effective than off-the-job training.	46	3.00	5.00	4.0652	.85381
Mombasa county government undertakes compulsory induction training to its employees on first appointment	46	2.00	5.00	3.4348	.98098
Training is an effective tool for transferring and sharing new work skills to employees	46	1.00	5.00	3.6087	1.30773
The training offered by the Mombasa county government to employees is relevant and marches with staffs' job description	46	3.00	4.00	3.6522	.48154
Mombasa county government has an effective training feedback mechanism to evaluate the effectiveness of the training programs offered.	46	1.00	5.00	3.3478	.87477
The evaluation of effectiveness of the training as stated in (G) above is done immediately after training	46	1.00	5.00	3.5217	.88792
Most employees are averse to further refresher courses training after induction training.	46	2.00	5.00	3.6739	.87062
Continuous staff training can help improve employees' performance and service delivery.	46	1.00	5.00	3.7391	1.30699
Staff training motivates employees to improve their performance at the work place to render satisfactory service.	46	1.00	5.00	3.4130	1.14651
Valid N (listwise)	46				

4.4. Response on the Influence of Revenue Management on Service Delivery of Mombasa County Government

Response on exisiting legislation on collection and management of taxes and levies

The study's goal was to gather information in order to ascertain on whether the exisiting legislation on collection and management of taxes and levies were clear and elaborate to influnce service delivery.

The outcome acquired were then presented as indicated in Frequency Table 4.18 and Descriptive table 4.36

Table 4.18 :

Laws on Collection and Management of Taxes and Levies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	14.6	15.2	15.2
	Disagree	6	12.5	13.0	28.3
	Neutral	6	12.5	13.0	41.3
	Agree	21	43.8	45.7	87.0
	strongly agree	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 45.7%, 15.2%, 13%, 13% and 13% holding the view of agreeing, strongly disgreeing, disgreeing, and being respectively, majorty stating that the legislation on collection and management of taxes and levies disagreeing, with a Mean and Standard deviation of 3.2826 being a moderate high score hence a moderately high expectation and 1.29380 respectively,a small variance thus the closeness of the value to the mean of the data set

Response on whether county government of Mombasa has a stable revenue base other than grants and donations from the national government and NGOs

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa had a stable revenue base other than grants and donations from the national government and NGOs to influence service delivery.

The results obtained were then presented as indicated in Frequency Table 4.19 and Descriptive statistics table 4.36

Table 4.19 :

Mombasa County Revnue Base

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	14.6	15.2	15.2
	Disagree	6	12.5	13.0	28.3
	Neutral	6	12.5	13.0	41.3
	Agree	21	43.8	45.7	87.0
	strongly agree	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 45.7%, 15.2%, 13%, 13% and 13% holding the view of agreeing, strongly disgreeing, disgreeing, and being respectively, a significant porportion noted that the county government of Mombasa did not have stable revenue base other than grants and donations from the national government and NGOs, with a Mean and Standard deviation of 3.28 being a moderate high score hence a moderate high expectation and

1.29380 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether county government of Mombasa hads an absolute automated system for collection and management revenues?

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa had an absolute automated system for collection and management revenues to influnce service delivery.

The results obtained were then presented as indicated in Frequency Table 4.20 and Descriptive statistics table 4.36

Table 4.20 :

Automation of Revenue Collection and Management of Revenue

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	20.8	21.7	21.7
	Neutral	12	25.0	26.1	47.8
	Agree	21	43.8	45.7	93.5
	strongly agree	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 45.7%, 26.1%, 21.7%, and 6.5% holding the view of agreeing, being neutral, disagreeing and strongly disgreeing respectively, a significant porportion noted that the county government of Mombasa did not absolute automated system for collection

and management revenues, with a Mean and Standard deviation of 3.3696 being a moderate high score hence a low expectation and .90330 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether county government of Mombasa operates an absolute cashless revenue collection and management system

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa operates an absolute cashless revenue collection and management system to influence service delivery.

The results obtained were then presented as indicated in Frequency Table 4.21 and Descriptive statistics table 4.36

Table 4.21 :

Mombasa county government on absolute cashless revenue collection and management system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	14.6	15.2	15.2
	Neutral	14	29.2	30.4	45.7
	Agree	18	37.5	39.1	84.8
	strongly agree	7	14.6	15.2	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 30.4%, 15.2%, and 15.2% holding the view of agreeing, being neutral, disagreeing and strongly disgreeing respectively, a significant porportion noted that the county government of Mombasa did not operates an absolute cashless revenue

collection and management system, with a Mean and Standard deviation of 3.5435 being

a moderate high score hence a moderate high expectation   and .93587 respectively,a

small variance thus the closeness of the value to the mean of the data set.

Response on whether county government of Mombasa demand notes and invoices

for tax and levies can be easily accessed online by rate payers.

The study's goal was to gather information in order to ascertain on whether the county

government of Mombasa demand notes and invoices for tax and levies can be accessed

online by rate payers to influence service delivery.

The results obtained were then presented as indicated in Frequency Table 4.22 and

Descriptive statistics table 4.36

Table 4.22 :

Accessibility of demand notes and invoices for tax and levies accessed online by rate payers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	12.5	13.0	13.0
	Neutral	12	25.0	26.1	39.1
	Agree	18	37.5	39.1	78.3
	strongly agree	10	20.8	21.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 26.1%, 21.7%, and 13% holding the view of agreeing, being

neutral, strongly agreeing and disgreeing respectively, a significant porportion noted that

the county government of Mombasa demand notes and invoices for tax and levies could

easily be accessed online by rate payers, with a Mean and Standard deviation of 3.6957 being a moderate high score hence a moderately high expectation and .9630 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether county government of Mombasa had an elaborate platform where tax payers con be channelled can be easily be channeled and solved in a timely and satisfactory manner.

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa had an efficient customer care platform where tax payers' complaints and compliments can be easily channeled and solved in a timely and satisfactory to influence service delivery.

The results obtained were then presented as indicated in Frequency Table 4.23 and Descriptive statistics table 4.36

Table 4.23 :

Customer Care Platform for Tax Payers' Complaints and Compliments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	12.5	13.0	13.0
	Neutral	18	37.5	39.1	52.2
	Agree	18	37.5	39.1	91.3
	strongly agree	4	8.3	8.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 39.1%, 13%, and 6.7% holding the view of agreeing, being neutral, disgreeing and strongly agreeing respectively, a significant porportion noted that the county government of Mombasa did not have an efficient customer care platform

where tax payers' complaints and compliments can be easily be channeled and solved in a timely and satisfactory, with a Mean and Standard deviation of 3.434 being a moderately high score hence a moderate high expectation and .8340 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether county government of Mombasa had an efficient revenue accounting system where periodic revenue reports are generated.

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa had an efficient revenue accounting system where periodic revenue reports are generated to influence service delivery.

The results obtained were then presented as indicated in Frequency Table 4.24 and Descriptive statistics table 4.36

Table 4.24 :

Revenue Accounting System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.1	2.2	2.2
	Neutral	25	52.1	54.3	56.5
	Agree	17	35.4	37.0	93.5
	strongly agree	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 37%, 54.3%, 6.5%, and 2.2% holding the view of being neutral, agreeing and strongly agreeing and strongly disagreeing respectively, a significant porportion noted that the county government of Mombasa did not have an efficient revenue accounting system where periodic revenue reports are generated, with a Mean

and Standard deviation of 3.4565 being a moderately score hence a moderately high expectation and .72131 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether the county government of Mombasa uses Legal receipt documents to collect revenue

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa Legal revenue receipt documents to acquire revenue in the devolved county of Mombasa to influence service delivery.

The results obtained were then presented as indicated in Frequency Table 4.25 and Descriptive statistics table 4.36

Table 4.25 :

Use of Legal Revenue Reciept

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	14	29.2	30.4	30.4
	Agree	28	58.3	60.9	91.3
	strongly agree	4	8.3	8.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 60.9%, 30.4%, and 8.7% holding the view of agreeing, being neutral, and strongly agreeing respectively, a significant porportion noted that the county government of Mombasa did use Legal revenue receipt documents to acquire revenue in the devolved county of Mombasa,with a Mean and Standard deviation of 3.7826 being a

high score hence a high expectation and .59304 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether County Government of Mombasa has an independent revenue audit committee that carries regular review on revenue collection reports

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa has an effective independent revenue audit committee that carries regular review on revenue collection reports to influence service delivery. The results obtained were then presented as indicated in Frequency Table 4.26 and Descriptive statistics table 4.36

Table 4.26 :

Independent Revenue Audit Committee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	10	20.8	21.7	21.7
	Agree	33	68.8	71.7	93.5
	strongly agree	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 71.7%, 21.7%, and 6.5% holding the view of agreeing, being neutral, and strongly agreeing respectively, a significant porportion noted that the county government of Mombasa did have an independent revenue audit committee that carries regular review on revenue collection reports, with a Mean and Standard deviation of 3.8478 being a high score hence a high expectation   and .51499 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether Revenue collection in Mombasa County was being done manually.

The study's goal was to gather information in order to ascertain on whether Revenue collection in Mombasa County was done manually to influence service delivery. The results obtained were then presented as indicated in Frequency Table 4.27 and Descriptive statistics table 4.36

Table 4.27 :

Manual Revenue Collection

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	18.8	19.6	19.6
	Neutral	6	12.5	13.0	32.6
	Agree	25	52.1	54.3	87.0
	strongly agree	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 54.3%, 19.6%, 13% and 13% holding the view of agreeing, disagreeing, being neutral, and strongly agreeing respectively, a significant porportion noted that the county government of Mombasa did have an manual Revenue collection , with a Mean and Standard deviation of 3.6087 being a high score hence a high expectation and .954 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether Revenue collectors in Mombasa County were regularly

trained on customer care and revenue collection.

The study's goal was to gather information in order to ascertain on whether Revenue collectors in Mombasa county were regularly trained on customer care and revenue collection to influence service delivery.

The results obtained were then presented as indicated in Frequency Table 4.28 and Descriptive statistics table 4.36

Table 4.28 :

Training of Revenue Staff on Customer Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	20.8	21.7	21.7
	Neutral	15	31.3	32.6	54.3
	Agree	18	37.5	39.1	93.5
	strongly agree	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 32.6%, 21.7% and 6.5% holding the view of agreeing, being neutral, disagreeing, and strongly agreeing respectively, a significant porportion noted that the county government of Mombasa did not not train its revenue collectors regularly on customer care and revenue collection, with a Mean and Standard deviation of 3.3043 being a moderate high expectation and .89118, a small variance thus the closeness of the value to the mean of the data set

Response on whether County Government of Mombasa engages staff with high integrity to manage revenue collection

The study's goal was to gather information in order to ascertain on whether County Government of Mombasa engages staff with high integrity to manage revenue collection to influence service delivery.

The results obtained were then presented as indicated in Frequency Table 4.29 and Descriptive statistics table 4.36

Table 4.29 :

Engagement of Staff with High Integrity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	17	35.4	37.0	37.0
	Agree	26	54.2	56.5	93.5
	strongly agree	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 56.5%, 37%, and 6.5% holding the view of agreeing, being neutral, and strongly agreeing respectively, a significant porportion noted that the county government of Mombasa engages staff with high integrity to manage revenue collection, with a Mean and Standard deviation of 3.6957 being a high score expectation and .59140 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether County Government of Mombasa revenue collection staffs are given satisfactory remuneration and are well motivated

The study's goal was to gather information in order to ascertain whether County Government of Mombasa revenue collection staffs are given satisfactory remuneration and are well motivated to influence service delivery. The results obtained were then presented as indicated in Frequency Table 4.30 and Descriptive statistics table 4.36

Table 4.30 :

Remuneration of Revenue Collection Staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.1	2.2	2.2
	Neutral	15	31.3	32.6	34.8
	Agree	15	31.3	32.6	67.4
	strongly agree	15	31.3	32.6	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 32.6%, 32.6%, 32.6% and 2.2% holding the view of agreeing, being neutral, strongly agreeing and disagreeing respectively, a significant porportion noted that the county government of Mombasa revenue collection staffs are given satisfactory remuneration and are well motivated, with a Mean and Standard deviation of 3.9565 being a high score expectation and .86811 respectively,a small variance thus the closeness of the value to the mean of the data set

Response on whether County Government of Mombasa identifies and assesses all revenue bases

The study's goal was to gather information in order to ascertain on whether County Government of Mombasa Identifies and assesses all revenue bases to influence service delivery. The results obtained were then presented as indicated in Frequency Table 4.31 and Descriptive statistics table 4.36

Table 4.31 :

Mombasa County Revnue Base Assessment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	6	12.5	13.0	13.0
	Neutral	20	41.7	43.5	56.5
	Agree	20	41.7	43.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 43.5%, 43.5%, and 13% holding the view of agreeing, being neutral, and disagreeing respectively, a significant porportion noted that the county government of Mombasa does not regularly identify and assesses all revenue bases, with a Mean and Standard deviation of 3.3043 being a moderate high expectation and .69505 respectively, a small variance thus the closeness of the value to the mean of the data set.

Response on whether County Government of Mombasa rate payers have a positive attitude towards payment of taxes and willingly and timely pays their rates

The study's goal was to gather information in order to ascertain on whether County Government of Mombasa rate payers have a positive attitude towards payment of taxes and willingly and timely pay their rates.

The results obtained were then presented as indicated in Frequency Table 4.32 and Descriptive statistics table 4.36

Table 4.32 :

Rate Payers Have A Positive Attitude Towards Payment Of Taxes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	20.8	21.7	21.7
	Neutral	14	29.2	30.4	52.2
	Agree	18	37.5	39.1	91.3
	strongly agree	4	8.3	8.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 30.4%, 21.7% and 8.7% holding the view of agreeing, being neutral, disagreeing and strongly agreeing respectively, a significant porportion noted that the county government of Mombasa rate payers did not have a positive attitude towards payment of taxes and willingly and timely pay their rates, with a Mean and Standard deviation of 3.3478 being a moderate high score hence a moderate high expectation and .92418 respectively, a small variance thus the closeness of the value to the mean of the data set.

Response on whether County Government of Mombasa have elaborate reward systems to motivate employees involved in revenue collection

The study's goal was to gather information in order to ascertain on whether County Government of Mombasa rate payers have a positive attitude towards payment of taxes

and willingly and timely pay their rates.The results obtained were then presented as indicated in Frequency Table 4.33 and Descriptive statistics table 4.36

Table 4.33 :

Reward System For Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	25.0	26.1	26.1
	Neutral	18	37.5	39.1	65.2
	Agree	10	20.8	21.7	87.0
	strongly agree	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 26.1%, 21.7% and 13% holding the view of being neutral, disagreeing, agreeing and strongly agreeing respectively, a significant porportion noted that the county government of Mombasa did not have elaborate reward systems to motivate employees involved in revenue collection**,** with a Mean and Standard deviation of 3.2174 being a moderate high score hence a moderate high expectation and .986870 respectively,a small variance thus the closeness of the value to the mean of the data set

Response on whether County Government of Mombasa only qualified employees are hired for revenue collection

The study's goal was to gather information in order to ascertain on whether County Government only hired qualified employees for revenue collection.

The results obtained were then presented as indicated in Frequency Table 4.34 and Descriptive statistics table 4.36

Table 4.34 :

In Mombasa County, only qualified employees are hired for revenue collection

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	18	37.5	39.1	39.1
	Agree	14	29.2	30.4	69.6
	strongly agree	14	29.2	30.4	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 30.4%, and 30.4% holding the view of being neutral,

agreeing, and strongly agreeing respectively, a significant porportion noted that the

county government of Mombasa did only hire qualified employees for revenue collection,

with a Mean and Standard deviation of 3.9130 being a high score hence a high

expectation and .8386 respectively,a small variance thus the closeness of the value to the

mean of the data set.

Response on whether County Government revenue management has influence on

the quality of service provided by county

The study's goal was to gather information in order to ascertain on whether County

Government revenue management has influence on the quality of service provided by

county. The results obtained were then presented as indicated in Frequency Table 4.35

and Descriptive statistics table 4.36

Table 4.35 :

Influence of Revenue Management On The Quality Of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	27	56.3	58.7	58.7
	No	19	39.6	41.3	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 58.7%, and 41.3% indicating a Yes and No respectively, a significant porportion noted that the county government of Mombasa revenue management has influence on the quality of service provided by county, with a Mean and Standard deviation of 1.413 being a low score hence a low expectation and .49780 respectively,a small variance thus the closeness of the value to the mean of the data set.

Table 4.36:

Descriptive Statistics on Revenue Management

	N	Min	Max	Mean	Std. Deviation
Mombasa county government has clear and elaborate laws on collection and management of taxes and levies.	46	1.00	5.00	3.2826	1.29380
The county government of Mombasa has a stable revenue base other than grants and donations from the national government and NGOs	46	1.00	5.00	3.2826	1.29380
The county government of Mombasa has an absolute automated system for collection and management revenues.	46	2.00	5.00	3.3696	.90330
Mombasa county government operates an absolute cashless revenue collection and management system	46	2.00	5.00	3.5435	.93587
Demand notes and invoices for tax and levies can be easily accessed online by rate payers.	46	2.00	5.00	3.6957	.96309
Mombasa county government has an efficient customer care platform where tax payers' complaints and compliments can be easily channeled and solved in a timely and satisfactory.	46	2.00	5.00	3.4348	.83406
Mombasa county government has an efficient revenue accounting system where periodic revenue reports are generated.	46	1.00	5.00	3.4565	.72131

	N	Minimum	Maximum	Mean	Std. Deviation
Legal revenue receipt documents are used to collect revenue in the county government of Mombasa.	46	3.00	5.00	3.7826	.59304
Mombasa county has an independent revenue audit committee that carries regular review on revenue collection reports.	46	3.00	5.00	3.8478	.51499
Revenue collection in Mombasa county is done manually.	46	2.00	5.00	3.6087	.95402
Revenue collectors in Mombasa county are regularly trained on customer care and revenue collection.	46	2.00	5.00	3.3043	.89118
The county government of Mombasa engages staff with high integrity to manage revenue collection.	46	3.00	5.00	3.6957	.59140
In Mombasa County, revenue collection staffs are given satisfactory remuneration and are well motivated.	46	2.00	5.00	3.9565	.86811
All revenue bases in Mombasa county are clearly identified and well assessed.	46	2.00	4.00	3.3043	.69505
In Mombasa county, rate payers have a positive attitude towards payment of taxes and willingly and timely pay their rates.	46	2.00	5.00	3.3478	.92418
In Mombasa county government, there are different and elaborate reward systems to motivate employees involved in revenue collection.	46	2.00	5.00	3.2174	.98687
In Mombasa county, only qualified employees are hired for revenue collection	46	3.00	5.00	3.9130	.83868
revenue management has influence on the quality of service provided by county	46	1.00	2.00	1.4130	.49782
Valid N (listwise)	46				

4.5 Response on the Influence of Procurement Management on Service Delivery of Mombasa County Government

Response on exisitence of systematic challenges during approval process of procurement requests in the county

The study's goal was to gather information in order to ascertain on the exisitence of systematic challenges during approval process of procurement requests in the county.

The results obtained were then presented as indicated in Table fréquency 4.37 and Descriptive table 4.48

Table 4.37:

Challenges In Procurement Approvals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extra large extent	4	8.3	8.7	8.7
	large extent	16	33.3	34.8	43.5
	average extent	20	41.7	43.5	87.0
	minimal extent	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

The results showed a 43.5%, 34.8%, 13% and 8.7%, holding the view of average extent, large extent, minimal extent and extra large extent respectively on level exisitence of systematic challenges during approval process of procurement requests in the county. A significant majority agreed that systematic challenges existed during approval process of procurement requests in the county, with a Mean and Standard deviation of 2.6087 and a medium expectation 82941 respectively, a small variance thus the closeness of the value to the mean of the data set.

Response on the whether the current tendering procedure and processes affects the ultimate service delivery in Mombasa county

The study's goal was to gather information in order to ascertain on whether the current tendering procedure and processes affects the ultimate service delivery in mombasa country.

The results obtained were then presented as indicated in Table fréquency 4.38 and Descriptive table 4.48

Table 4.38:

Effects of current tendering procedures on the ultimate service delivery in Mombasa County Government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	large extent	19	39.6	41.3	41.3
	average extent	12	25.0	26.1	67.4
	minimal extent	15	31.3	32.6	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 41.3%, 32.6%, and 26.1% holding the view of large extent, minimal extent, and average extent, respectively on level current tendering procedure and processes affecting the ultimate service delivery in mombasa country.The analysis indicate a significant majority noted a high level of current tendering procedure and processes affecting the ultimate service delivery in mombasa country, with a Mean and Standard deviation of 2.9130 being a medium score hence a medium score expectation and .86477 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether an efficient procurement system can enhance acquisition of quality goods by the county goverment

The study's goal was to gather information in order to ascertain whether an efficient procurement system can enhance acquisition of quality goods by the county goverment.

The results obtained were then presented as indicated in Table fréquency 4.39 and

Descriptive table 4.48

Table 4.39:

An efficient procurement system can enhance acquisition of quality goods by the county government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extra large extent	7	14.6	15.2	15.2
	large extent	24	50.0	52.2	67.4
	average extent	12	25.0	26.1	93.5
	minimal extent	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 52.2%, 26.1%, 15.2%, and 6.5% holding the view of large extent,

average extent,extra large extent and minimal extane respectively on level on whether an

efficient procurement system can enhance acquisition of quality goods by the county

government,a significant proportion indicated a high extent with a Mean and Standard

deviation of 2.84 and 1.5 respectively.

Response on whether an efficient procurement system contributes to a better customer service and satisfaction

The study's goal was to gather information in order to ascertain on whether an efficient

procurement system contributes to a better customer service and satisfaction. The results

obtained were then presented as indicated in Table fréquency 4.40 and Descriptive table

4.48

Table 4.40:

An efficient procurement system contributes to a better customer service and satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	large extent	25	52.1	54.3	54.3
	average extent	15	31.3	32.6	87.0
	minimal extent	3	6.3	6.5	93.5
	no extent	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 54.3%, 32.6%, 6.5%, and 6.5% holding the view of large extent, average extent, minimal extent and ,Not at all respectively on level on whether an efficient procurement system contributes to a better customer service and satisfaction, a significant proportion indicated a high extent, with a Mean and Standard deviation of 2.6522 being a medium score hence a medium expectation and .87477 respectively, a small variance thus the closeness of the value to the mean of the data set.

Response on acquisition of right products and services at the reasonable prices contributes to better service delivery

The study's goal was to gather information in order to ascertain on whether acquisition of right products and services at the reasonable prices contributes to better service delivery. The results obtained were then presented as indicated in Table fréquency 4.41 and Descriptive table 4.48

Table 4.41 :

Acquiring of right products and services at the reasonable prices contributes to better service delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extra large extent	4	8.3	8.7	8.7
	large extent	21	43.8	45.7	54.3
	average extent	15	31.3	32.6	87.0
	no extent	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 45.7%, 32.6%, 13%, and 8.7%, holding the view of large extent, average extent,Not at all and extra large extent respectively on the acquisition of right products and services at the reasonable prices contributing to better service delivery,a significant majority indicated a high level, with a Mean and Standard deviation of 2.6304 being a medium score hence a medium expectation and 1.10270 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether sufficient and timely availability of materials contributes to better service delivery.

The study's goal was to gather information in order to ascertain on whether sufficient and timely availability of materials contributes to better service delivery.

The results obtained were then presented as indicated in Table fréquency 4.42 and Descriptive table 4.48

Table 4.42 :

Sufficient and timely availability of materials contributes to better service delivery.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extra large extent	11	22.9	23.9	23.9
	large extent	15	31.3	32.6	56.5
	average extent	12	25.0	26.1	82.6
	minimal extent	8	16.7	17.4	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 32.6%, 26.1%, 23.9%, and 17.4% holding the view of large extent, average extent, extra large extent and minimal extent respectively on existence of sufficient and timely availability of materials contributing to better service delivery, with a Mean and Standard deviation of 2.3696 being a medium score hence a medium expectation and 1.04048 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether the procurement management system in the county government of Mombasa is efficient and satisfactory to enhance quality service delivery

The study's goal was to gather information in order to ascertain on whether the procurement management system in the county government of Mombasa is efficient and satisfactory to enhance quality service delivery.

The results obtained were then presented as indicated in Table fréquency 4.43 and
Descriptive table 4.48

Table 4.43 :

The Procurement Management System Efficiency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extra large extent	4	8.3	8.7	8.7
	large extent	18	37.5	39.1	47.8
	average extent	24	50.0	52.2	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 52.2%, 39.1%, and 8.7%, holding the view of average extent, large
extent, and extra large extent respectively on procurement management system in the
county government of Mombasa being efficient and satisfactory to enhance quality
service delivery.Significant majority noting the system being efficient and satisfactorily.,
with a Mean and Standard deviation of 2.44348 being a medium score hence a medium
expectation and .65497 respectively,a small variance thus the closeness of the value to
the mean of the data set.

**Response on whether procurement function is adequately staffed with qualified
employees**

The study's goal was to gather information in order to ascertain on whether the
procurement function is adequately staffed with qualified employees. The results

obtained were then presented as indicated in Table fréquency 4.44 and Descriptive table

4.48

Table 4.44 :

Procurement function is adequately staffed with qualified employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extra large extent	4	8.3	8.7	8.7
	large extent	9	18.8	19.6	28.3
	average extent	29	60.4	63.0	91.3
	minimal extent	4	8.3	8.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 63%, 19.6%, 8.7% and 8.7%, holding the view of average extent, large

extent, and extra large extent respectively on procurement function is adequately staffed

with qualified employees. Significant majority noting the function is adequately staffed

with qualified employees, with a Mean and Standard deviation of 2.7174 being a low

score hence a low expectation and .75020 respectively,a small variance thus the

closeness of the value to the mean of the data set.

Response on whether Procurement approvals and processes take (from the time of

requisitioning to the time of delivery of the goods/services/works to the end user)

reasonable time to implement

The study's goal was to gather information in order to ascertain on whether Procurement

approvals and processes take reasonable time to implement.

The results obtained were then presented as indicated in Table fréquency 4.45 and
Descriptive table 4.48

Table 4.45 :

Procurement approvals and processes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	large extent	13	27.1	28.3	28.3
	average extent	27	56.3	58.7	87.0
	minimal extent	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 58.7%, 28.3%, and 13% holding the view of average extent, large
extent, and minimal extent respectively on procurement approvals and processes take
reasonable time to implement. Significant majority noting the function is approvals and
processes take reasonable time to implement, with a Mean and Standard deviation of
2.8478 being a low score hence a low expectation and .63131 respectively,a small
variance thus the closeness of the value to the mean of the data set.

**Response on whether Mombasa county government operates an open and
transparent procurement process**

The study's goal was to gather information in order to ascertain on whether Mombasa
county government operates an open and transparent procurement process. The results
obtained were then presented as indicated in Table fréquency 4.46 and Descriptive table
4.48

Table 4.46 :

Mombasa county government operates an open and transparent procurement process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	large extent	14	29.2	30.4	30.4
	average extent	28	58.3	60.9	91.3
	minimal extent	4	8.3	8.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 60.9%, 30.4%, and 8.7% holding the view of average extent, large extent, and minimal extent respectively on Mombasa county government operating an open and transparent procurement process. Significant majority noting that Mombasa county government operates an open and transparent procurement process , with a Mean and Standard deviation of 2.7826 being a medium score hence a medium expectation and .59304 respectively,a small variance thus the closeness of the value to the mean of the data set.

Table 4.47 :

The county government of Mombasa operates an automated supply chain management system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extra large extent	3	6.3	6.5	6.5
	large extent	15	31.3	32.6	39.1
	average extent	26	54.2	56.5	95.7
	minimal extent	2	4.2	4.3	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 56.5%, 32.6%, 6.5% and 4.3% holding the view of average extent, large extent, extra large extent and minimal extent respectively on Mombasa county government operating an an automated supply chain management system. Significant majority noting that Mombasa county government operates an an automated supply chain management system, with a Mean and Standard deviation of 2.5870 being a medium score hence a medium expectation and .6858 respectively,a small variance thus the closeness of the value to the mean of the data set.

Table 4.48:

Descriptive Statistics procurement management

	N	Min	Max	Mean	Std. Deviation
There are systematic challenges during approval process of procurement requests in the county	46	1.00	4.00	2.6087	.82941
The current tendering procedure and processes affects the ultimate service delivery in mombasa country	46	2.00	4.00	2.9130	.86477
An efficient procurement system can enhance acquisition of quality goods by the county government	46	1.00	4.00	2.2391	.79400
An efficient procurement system contributes to a better customer service and satisfaction	46	2.00	5.00	2.6522	.87477
Acquiring of right products and services at the reasonable prices contributes to better service delivery	46	1.00	5.00	2.6304	1.10270
Sufficient and timely availability of materials contributes to better service delivery.	46	1.00	4.00	2.3696	1.04048
The procurement management system in the county government of Mombasa is efficient and satisfactory to enhance quality service delivery.	46	1.00	3.00	2.4348	.65497
Procurement function is adequately staffed with qualified employees	46	1.00	4.00	2.7174	.75020
Procurement approvals and processes take (from the time of requisitioning to the time of delivery of the goods/services/works to the end user) reasonable time to implement.	46	2.00	4.00	2.8478	.63131
Mombasa county government operates an open and transparent procurement process	46	2.00	4.00	2.7826	.59304
The county government of Mombasa operates an automated supply chain management system	46	1.00	4.00	2.5870	.68560
Valid N (listwise)	46				

4.6 Response on the Influence of Ict on Service Delivery of Mombasa County Government

Response on whether ICT systems have provided effective means of communication within the County Government of Mombasa.

The study's goal was to gather information in order to ascertain on whether on whether ICT systems have offered proper communication means in the County Government of Mombasa.

The results obtained were then presented as indicated in Table fréquency 4.49 and Descriptive table 4.63

Table 4.49 :

ICT systems have provided effective means of communication within the County Government of Mombasa.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very great extent	3	6.3	6.5	6.5
	great extent	30	62.5	65.2	71.7
	moderate extent	3	6.3	6.5	78.3
	no extent	10	20.8	21.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 65.2%, 21.7%, 6.5%, and 6.5% holding the view of Great extent, no extent, very great extent, and moderate extent respectively on existence of ICT systems providing effective means of communication within the County Government of Mombasa, with a Mean and Standard deviation of 2.6522 being a medium score hence a

medium expectation and 1.30328 respectively, a small variance thus the closeness of the

value to the mean of the data set.

Response on the extent to which ICT has enabled reliable and efficient service delivery in the Mombasa County Government.

The study's goal was to gather information in order to ascertain the extent to which IT systems have enabled reliable and efficient service delivery in the Mombasa County Government. The results obtained were then presented as indicated in Table fréquency 4.50 and Descriptive table 4.63

Table 4.50:

Systems have enabled reliable and efficient service delivery in the Mombasa County Government.:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very great extent	7	14.6	15.2	15.2
	great extent	30	62.5	65.2	80.4
	moderate extent	3	6.3	6.5	87.0
	small extent	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 65.2%, 15.2%, 13%, and 6.5% holding the view of Great extent, very great extent, small extent and moderate extent respectively on   extent to which IT systems have enabled reliable and efficient service delivery in the Mombasa County

Government,significant majority indicated a high level, with a Mean and Standard deviation of 2.1739 being a medium score hence a medium expectation and .8512 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which ICT has facilitated efficient access to services in Mombasa County Government

The study's goal was to gather information in order to ascertain the extent to which IT systems have enabled reliable and efficient service delivery in the Mombasa County Government. The results obtained were then presented as indicated in Table fréquency 4.51 and Descriptive table 4.63

Table 4.51:

ICT has facilitated efficient access to services in Mombasa County Government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	32	66.7	69.6	69.6
	moderate extent	6	12.5	13.0	82.6
	small extent	8	16.7	17.4	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 69.6%, 17.4%, and 13%, holding the view of Great extent, small extent and moderate extent respectively on extent to which ICT has facilitated efficient access to services in Mombasa County Government , significant majority indicated a high level, with a Mean and Standard deviation of 2.4783 being a medium score hence a medium

expectation and .7814 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which ICT has facilitated timely delivery of services in the county government of Mombasa.

The study's goal was to gather information in order to ascertain the extent to which service delivery have been facilitated by ICT in the county government of Mombasa. The results obtained were then presented as indicated in Table fréquency 4.52 and Descriptive table 4.63

Table 4.52 :

Service delivery has been facilitated by ICT in the county government of Mombasa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	31	64.6	67.4	67.4
	moderate extent	12	25.0	26.1	93.5
	small extent	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 67.4%, 26.1%, and 6.5%, holding the view of   Great extent, small extent and moderate extent respectively on extent to which service delivery has been facilitated by ICT within in the county government of Mombasa, significant majority indicated a high level, with a Mean and Standard deviation of 2.3913 being a medium score hence a medium expectation   and .61385 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which ICT systems have led to improved quality of services in the county government of Mombasa

The study's goal was to gather information in order to ascertain the extent to which ICT systems have led to improved quality of services in the county government of Mombasa.

The results obtained were then presented as indicated in Table fréquency 4.53 and Descriptive table 4.63

Table 4.53 :

ICT systems have led to improved quality of services in the county government of Mombasa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very great extent	8	16.7	17.4	17.4
	great extent	24	50.0	52.2	69.6
	moderate extent	8	16.7	17.4	87.0
	small extent	3	6.3	6.5	93.5
	no extent	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 52.2%, 17.4%, 17.4% and 6.5%, holding the view of Great extent, small extent and moderate extent respectively on extent to which ICT systems have led to improved quality of services in the county government of Mombasa, significant majority indicated a high level, with a Mean and Standard deviation of 2.3261 being a medium score hence a medium expectation and 1.05524 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which ICT systems have provided effective means of communication outside the County Government of Mombasa.

The study's goal was to gather information in order to ascertain the extent to which ICT systems have provided effective means of communication outside the County Government of Mombasa. The results obtained were then presented as indicated in Table fréquency 4.54 and Descriptive table 4.63

Table 4.54 :

ICT systems have provided effective means of communication outside the County Government of Mombasa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very great extent	1	2.1	2.2	2.2
	great extent	27	56.3	58.7	60.9
	moderate extent	9	18.8	19.6	80.4
	small extent	9	18.8	19.6	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 58.7%, 19.6%, 19.6% and 2.2%, holding the view of Great extent, small extent and moderate extent respectively on extent to which ICT systems have provided effective means of communication outside the County Government of Mombasa, significant majority indicated a high level, with a Mean and Standard deviation of 2.5652 being a medium score hence a medium expectation   and .83406 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which ICT Systems has reduced congestion at the banking halls in the county government of Mombasa.

The study's goal was to gather information in order to ascertain the extent to which ICT Systems has reduced congestion at the banking halls in the county government of Mombasa

The results obtained were then presented as indicated in Table fréquency 4.55 and Descriptive table 4.63

Table 4.55 :

ICT Systems has reduced congestion at the banking halls in the county government of Mombasa.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	21	43.8	45.7	45.7
	moderate extent	18	37.5	39.1	84.8
	small extent	4	8.3	8.7	93.5
	no extent	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 45.7%, 39.1%, 8.7% and 6.5%, holding the view of Great extent, moderate extent and small extent respectively on extent to which ICT Systems has reduced congestion at the banking halls in the county government of Mombasa, significant majority indicated a high level, with a Mean and Standard deviation of 2.7609

being a medium score hence a medium expectation and .87394 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which systems of IT have influenced the making of decisions at every management level within the County Government of Mombasa**.**

The study's goal was to gather information in order to ascertain the extent to systems of IT have influenced the making of decisions at every management level within the County Government of Mombasa.The results obtained were then presented as indicated in Table fréquency 4.56 and Descriptive table 4.63.

Table 4.56:

Systems of IT have influenced the making of decisions at every management level within the County Government of Mombasa.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very great extent	4	8.3	8.7	8.7
	great extent	12	25.0	26.1	34.8
	moderate extent	24	50.0	52.2	87.0
	no extent	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 52.2%, 26.1%, 13% and 8.7%, holding the view of Great extent, moderate extent and small extent respectively on extent to which systems of IT have influenced the making of decisions at every management level within the County Government of Mombasa, insignificant majority indicated a high level, with a Mean and Standard deviation of 2.8261 being a medium score hence a medium expectation and

1.0604 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which ICT has boosted staff morale in the County Government of Mombasa

The study's goal was to gather information in order to ascertain the extent to which IT systems have facilitated decision making at all levels of management in the County Government of Mombasa.The results obtained were then presented as indicated in Table fréquency 4.57 and Descriptive table 4.63

Table 4.57 :

ICT has boosted staff morale in the County Government of Mombasa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	27	56.3	58.7	58.7
	moderate extent	12	25.0	26.1	84.8
	small extent	3	6.3	6.5	91.3
	no extent	4	8.3	8.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 58.7%, 26.1%, 8.7% and 6.5%, holding the view of Great extent, moderate extent and small extent respectively on extent to which ICT has boosted staff morale in the County Government of Mombasa, insignificant majority indicated a high level, with a Mean and Standard deviation of 2.6522 being a medium score hence a

medium expectation and .94792 respectively,a small variance thus the closeness of the

value to the mean of the data set.

**Response on extent to which Resistance to change due to technology is one of the
challenges on service delivery in the county government of Mombasa.**

The study's goal was to gather information in order to ascertain the extent to which

Resistance to change due to technology is one of the challenges on service delivery in the

county government of Mombasa.

The results obtained were then presented as indicated in Table fréquency 4.58 and

Descriptive table 4.63

Table 4.58:

*Resistance to change due to technology is one of the challenges on service delivery in the
county government of Mombasa.*

		Frequen cy	Percent	Valid Percent	Cumulative Percent
Valid	great extent	16	33.3	34.8	34.8
	moderate extent	20	41.7	43.5	78.3
	small extent	5	10.4	10.9	89.1
	no extent	5	10.4	10.9	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 43.5%, 34.8%, 10.9% and 10.9%, holding the view of Great extent,

moderate extent and small extent respectively on extent to which Resistance to change

due to technology is one of the challenges faced by the county of Mombasa in delivering

services, significant majority indicated a high level, with a Mean and Standard deviation

of 2.9783 being a medium score hence a medium expectation and .95427 respectively,a

small variance thus the closeness of the value to the mean of the data set.

Response on extent to which Lack of skills by users has posed a challenge on use of

ICT in Mombasa county government

The study's goal was to gather information in order to ascertain the extent to which Lack

of skills by users has posed a challenge on use of ICT in Mombasa county

governmentThe results obtained were then presented as indicated in Table fréquency 4.59

and Descriptive table 4.63

Table 4.59:

Lack of skills by users has posed a challenge on use of ICT in Mombasa county government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	15	31.3	32.6	32.6
	moderate extent	24	50.0	52.2	84.8
	small extent	3	6.3	6.5	91.3
	no extent	4	8.3	8.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 52.2%, 32.6%, 8.7% and 6.5%, holding the view of moderate extent,

great extent and small extent respectively on extent to which Lack of skills by users has

posed a challenge on use of ICT in Mombasa county government, significant majority

indicated a high level, with a Mean and Standard deviation of 2.9130 being a medium

score hence a medium expectation and .86477 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which unstable infrastructure poses a challenge in use of ICT systems in the county government of Mombasa

The study's goal was to gather information in order to ascertain the extent to which Unstable infrastructure poses a challenge in use of ICT systems in the county government of Mombasa.

The results obtained were then presented as indicated in Table fréquency 4.60 and Descriptive table 4.63

Table 4.60 :

Unstable infrastructure poses a challenge in use of ICT systems in the county government of Mombasa.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	14	29.2	30.4	30.4
	moderate extent	17	35.4	37.0	67.4
	small extent	9	18.8	19.6	87.0
	6.00	6	12.5	13.0	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 37%, 30.4%, 19.6% and 13%, holding the view of moderate extent, great extent and small extent respectively on extent to which Unstable infrastructure poses a challenge in use of ICT systems in the county government of Mombasa, significant majority indicated a high level, with a Mean and Standard deviation of 3.2826

being a medium score hence a medium expectation and 1.27651 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which system failures are a challenge in use of ICT Systems in the County Government of Mombasa.

The study's goal was to gather information in order to ascertain the extent to which system failures are a challenge in use of ICT Systems in the County Government of Mombasa.The results obtained were then presented as indicated in Table fréquency 4.61 and Descriptive table 4.63

Table 4.61 :

System failures are a challenge in use of ICT Systems in the County Government of Mombasa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	8	16.7	17.4	17.4
	moderate extent	20	41.7	43.5	60.9
	small extent	15	31.3	32.6	93.5
	no extent	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

.

Results showed a 43.5%, 32.6%, 17.4% and 6.5%, holding the view of moderate extent, small extent and great extent respectively on extent to which System failures are a challenge in use of ICT Systems in the County Government of Mombasa., significant majority indicated a high level, with a Mean and Standard deviation of 3.2826 being a medium score hence a medium expectation and .83435 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on extent to which insufficient budgetary allocation has been a hindrance on the continuity of ICT system in the county Government of Mombasa operations

The study's goal was to gather information in order to ascertain the extent to which Insufficient budgetary allocation has been a hindrance on the continuity of ICT system in the county Government of Mombasa operations. The results obtained were then presented as indicated in Table fréquency 4.62 and Descriptive table 4.63

Table 4.62 :

Insufficient budgetary allocation has been a hindrance on the continuity of ICT system in the county Government of Mombasa operations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	9	18.8	19.6	19.6
	moderate extent	29	60.4	63.0	82.6
	small extent	5	10.4	10.9	93.5
	no extent	3	6.3	6.5	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

.Results showed a 63%, 19.6%, 10.9% and 6.5%, holding the view of moderate extent, great extent and small extent respectively on extent to which Insufficient budgetary allocation has been a hindrance on the continuity of ICT system in the county Government of Mombasa operations, significant majority indicated a high level, with a Mean and Standard deviation of 3.0435 being a medium score hence a medium expectation and .75884 respectively,a small variance thus the closeness of the value to the mean of the data set.

Table 4.63 :

Descriptive Statistics ICT utilization

	N	Minimum	Maximum	Mean	Std. Deviation
ICT systems have provided effective means of communication within the County Government of Mombasa.	46	1.00	5.00	2.6522	1.30328
IT systems have enabled reliable and efficient service delivery in the Mombasa County Government.	46	1.00	4.00	2.1739	.85126
ICT has facilitated efficient access to services in Mombasa County Government	46	2.00	4.00	2.4783	.78143
ICT has facilitated timely delivery of services in the county government of Mombasa.	46	2.00	4.00	2.3913	.61385
ICT systems have led to improved quality of services in the county government of Mombasa.	46	1.00	5.00	2.3261	1.05524
ICT systems have provided effective means of communication outside the County Government of Mombasa.	46	1.00	4.00	2.5652	.83406
ICT Systems has reduced congestion at the banking halls in the county government of Mombasa.	46	2.00	5.00	2.7609	.87394
IT systems have facilitated decision making at all levels of management in the County Government of Mombasa.	46	1.00	5.00	2.8261	1.06049
ICT has boosted staff morale in the County Government of Mombasa	46	2.00	5.00	2.6522	.94792
Resistance to change due to technology is one of the challenges on service delivery in the county government of Mombasa.	46	2.00	5.00	2.9783	.95427
Lack of skills by users has posed a challenge on use of ICT in Mombasa county government.	46	2.00	5.00	2.9130	.86477
Unstable infrastructure poses a challenge in use of ICT systems in the county government of Mombasa.	46	2.00	6.00	3.2826	1.27651
System failures are a challenge in use of ICT Systems in the County Government of Mombasa.	46	2.00	5.00	3.2826	.83435
Insufficient budgetary allocation has been a hindrance on the continuity of ICT system in the county Government of Mombasa operations	46	2.00	5.00	3.0435	.75884
Valid N (listwise)	46				

4.7 Response on the Service Delivery Indicators.

Response on whether the county government of Mombasa has a clear service charter in its service delivery

The study's goal was to gather information in order to ascertain the extent to which the county government of Mombasa has clear active service charter in its service delivery. The results obtained were then presented as indicated in Table fréquency 4.64 and Descriptive table 4.71

Table 4.64:

The county government of Mombasa has a clear active service charter on its service delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very great extent	2	4.2	4.3	4.3
	great extent	7	14.6	15.2	19.6
	moderate extent	13	27.1	28.3	47.8
	small extent	19	39.6	41.3	89.1
	no extent	5	10.4	10.9	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 41.3%, 28.3, 15.2% and 4.3%, holding the view of small extent, moderate extent, great extent and very great extent respectively, insignificant proportion indicated a high level that the county government of Mombasa had clear active service charter in its service delivery, with a Mean and Standard deviation of 3.3913 being a medium score hence a medium expectation and 1.02151 respectively,a small variance thus the closeness of the value to the mean of the data set.

Response on whether the county government of Mombasa has an elaborate service delivery plan for its citizen

The study's goal was to gather information in order to ascertain the extent to which The county government of Mombasa has an elaborate service delivery plan for its citizen. The results obtained were then presented as indicated in Table fréquency 4.65 and Descriptive table 4.71

Table 4.65 :

The county government of Mombasa has an elaborate service delivery plan for its citizen.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	8	16.7	17.4	17.4
	moderate extent	8	16.7	17.4	34.8
	small extent	30	62.5	65.2	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 65.2%, 17.4%, and 17.4%, holding the view of small extent, moderate extent, and great extent respectively, insignificant proportion indicated a high level that the county government of Mombasa did not have an elaborate service delivery plan for its citizen, with a Mean and Standard deviation of 3.4783 being a medium score hence a medium expectation and .78143 respectively, a small variance thus the closeness of the value to the mean of the data set.

Response on whether the all staff in the county government of Mombasa understands the county service delivery charter.

The study's goal was to gather information in order to ascertain the extent to which all staff in the county government of Mombasa understood the county service delivery charter. The results obtained were then presented as indicated in Table fréquency 4.66 and Descriptive table 4.71

Table 4.66 :

All staff in the county government of Mombasa understand the county service delivery charter

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very great extent	4	8.3	8.7	8.7
	great extent	7	14.6	15.2	23.9
	moderate extent	20	41.7	43.5	67.4
	small extent	15	31.3	32.6	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 43.5%, 32.6%, and 15.2%, and 8.7% holding the view of moderate extent, small extent and great extent respectively, significant proportion indicated a lack of understanding of their county service delivery charter. with a Mean and Standard deviation of 3.5652 being a medium score hence a medium expectation and 1.10860 respectively, a small variance thus the closeness of the value to the mean of the data set.

Response on whether the county government of Mombasa has an elaborate mechanism on determining the level of service satisfaction from the residents

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa has an elaborate mechanism on determining the level of service satisfaction from the residents. The results obtained were then presented as indicated in Table fréquency 4.67 and Descriptive table 4.71

Table 4.67 :

The county government of Mombasa has an elaborate mechanism on determining the level of service satisfaction from the residents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very great extent	3	6.3	6.5	6.5
	great extent	3	6.3	6.5	13.0
	moderate extent	15	31.3	32.6	45.7
	small extent	15	31.3	32.6	78.3
	no extent	10	20.8	21.7	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 32.6%, 32.6%, 21.7% 6.5% and 6.5%, holding the view of moderate extent, small extent, no extent and great extent respectively, significant proportion indicated Mombasa did not have an elaborate mechanism on determining the level of service satisfaction from the residents, a Mean and Standard deviation of 3.9348 being a medium score hence a medium expectation and 0.77179 respectively, a small variance thus the closeness of the value to the mean of the data set.

Response on whether the county government of Mombasa emphasizes on public participation in service delivery

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa emphasizes on public participation in service delivery. The results obtained were then presented as indicated in Table fréquency 4.68 and Descriptive table 4.71

Table 4.68 :

The county government of Mombasa emphasizes on public participation in service delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	great extent	3	6.3	6.5	6.5
	moderate extent	6	12.5	13.0	19.6
	small extent	28	58.3	60.9	80.4
	no extent	9	18.8	19.6	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 60.9%, 19.6%, 13% and 6.5%, holding the view of small extent, no extent moderate extent and great extent respectively, significant proportion indicated Mombasa County did not emphasizes on public participation in service delivery, with a Mean and Standard deviation of 3.6087 being a medium score hence a medium expectation and .95402 respectively, a small variance thus the closeness of the value to the mean of the data set.

Response on whether the county government of Mombasa operates an open door policy while delivering service to the residents.

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa operates an open door policy while delivering service to the residents.The results obtained were then presented as indicated in Table fréquency 4.69 and Descriptive table 4.71

Table 4.69 :

The county government of Mombasa operates an open door policy while delivering service to the residents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very great extent	1	2.1	2.2	2.2
	great extent	3	6.3	6.5	8.7
	moderate extent	18	37.5	39.1	47.8
	small extent	15	31.3	32.6	80.4
	no extent	9	18.8	19.6	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 39.1%, 32.6%, 19.6%, 6.5%, and 2.2% holding the view of moderate extent, small extent, no extent, great extent and very extent respectively, significant proportion indicated a high level of non existence open door policy while delivering service to the residents with a Mean and Standard deviation of 3.7609 being a medium score hence a medium expectation and 0.70505 respectively, a small variance thus the closeness of the value to the mean of the data set.

Response on whether the county government of Mombasa has enacted effective laws to streamline service delivery to its residents

The study's goal was to gather information in order to ascertain on whether the county government of Mombasa has enacted effective laws to streamline service delivery to its residents. The results obtained were then presented as indicated in Table fréquency 4.70 and Descriptive table 4.71

Table 4.70:

The county government of Mombasa has enacted effective laws to streamline service delivery to its residents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	moderate extent	18	37.5	39.1	39.1
	small extent	21	43.8	45.7	84.8
	no extent	7	14.6	15.2	100.0
	Total	46	95.8	100.0	
Missing	System	2	4.2		
Total		48	100.0		

Results showed a 45.7%, 39.1%, and 15.2%, holding the view of small extent, moderate extent, and no extent, respectively, significant proportion indicated a high level of non existence effective laws to streamline service delivery to its residents, with a Mean and Standard deviation of 3.000 being a medium score hence a medium expectation and .9189 respectively, a small variance thus the closeness of the value to the mean of the data set.

Table 4.71 :

Descriptive Statistics service deivery

	N	Minimum	Maximum	Mean	Std. Deviation
The county government of Mombasa has a clear service charter on its service delivery	46	1.00	5.00	3.3913	1.02151
The county government of Mombasa has an elaborate service delivery plan for its citizen.	46	2.00	4.00	3.4783	.78143
The county government of Mombasa has an elaborate mechanism on determining the level of service satisfaction from the residents.	46	1.00	5.00	3.5652	1.10860
The county government of Mombasa emphasizes on public participation in service delivery	46	2.00	5.00	3.9348	.77179
The county government of Mombasa operates an open door policy while delivering service to the residents.	46	1.00	5.00	3.6087	.95402
The county government of Mombasa has enacted effective laws to streamline service delivery to its residents-	46	3.00	5.00	3.7609	.70505
All staff in the county government of Mombasa understand the county service delivery charter.	46	1.00	4.00	3.0000	.91894
Valid N (listwise)	46				

4.8 Relationships Between Study Variables

Correlation and regression analyses are the core techniques to determine relationships between study objectives in a research study. In this study, these techniques are discussed in detail the subsequent sub-section in that order. The previous sections of this chapter concentrated on the description of the univariate statistics of the variables. The current

section which is the core of this study, is dedicated to analysis of relationship among the variables.

The data was was subjected to Pearson's correlation analysis to establish nature and strength of relationship between the variables of interest. The results of the Correlations are presented in Table 4.72

Table 4.72:

Pearsons Correlation analysis of Independent variable and Dependent Variable

		Total TD	Total RM	Total PM	TotalI CT	Total SD
TotalTD	Pearson Correlation	1	.601**	.536**	-.474**	.698**
	Sig. (2-tailed)		.000	.000	.001	.000
	N	46	46	46	46	46
TotalRM	Pearson Correlation	.601**	1	.974**	-.334*	.491**
	Sig. (2-tailed)	.000		.000	.023	.001
	N	46	46	46	46	46
TotalPM	Pearson Correlation	.536**	.974**	1	-.162	.516**
	Sig. (2-tailed)	.000	.000		.283	.000
	N	46	46	46	46	46
TotalICT	Pearson Correlation	-.474**	-.334*	-.162	1	-.089
	Sig. (2-tailed)	.001	.023	.283		.557
	N	46	46	46	46	46
TotalSD	Pearson Correlation	.698**	.491**	.516**	-.089	1
	Sig. (2-tailed)	.000	.001	.000	.557	
	N	46	46	46	46	46

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

*. Correlation is significant at the 0.05 level (2-tailed).

Training and Develpoment and Revenue Management

The intercorrelations result according to Pearson Correlation shows that Training and Develpoment and Revenue Management practices have positive moderate relationship of 0.601 closer to 0.5 and statistically significantly related with each other having a significance value of 0.000 which is less than 0.05 hence it is statistically significant relationbship.

Procurement Management and Training Development ement

The correlation coefficient between Procurement Management and Training Development ement show a Positive Moderate relationship of r=0.536 with a statistical significant level of 0.000 which is less than 0.005 making the relationship significant.

Procurement Management and Service Delivery

The correlation coefficient between Procurement Management and Service Delivery show a Positive Moderate relationship of r=0.516 with a statistical significant level of 0.000 which is less than 0.005 making the relationship significant.

Procurement Management and Training Development

The correlation coefficient between Procurement Management and Training Development show a Positive Moderate relationship of r=0.536 with a statistical significant level of 0.000 which is less than 0.005 making the relationship significant.

ICT and Training Development

The correlation coefficient between ICT and Training Development show a weak negative relationship of r= -0.474 with a statistical insignificant level of 0.001 which is less than 0.005 making the relationship insignificant.

Service Delivery and Training Development

The correlation coefficient between Service Delivery and Training Development show a moderate positive relationship of r= 0.698 with a statistical significant level of 0.000 which is less than 0.005 making the relationship significant.

Revenue Management and Procurement Management

The correlation coefficient between Revenue Management and Procurement Management show a high/strong positive relationship of r=0.974 with a statisticaly insignificant level of 0.000 which is less than 0.005 making the relationship significant.

Revenue Management and ICT

The correlation coefficient between Revenue Management and ICT show a low negative relationship of r= -0.334 with a statisticaly insignificant level of 0.023 which is more than 0.005 making the relationship insignificant.

Revenue Management and Service Delivery

The correlation coefficient between Revenue Management and Service Delivery show a moderately low positive relationship of r= 0.491 with a statisticaly significant level of 0.001 which is less than 0.005 making the relationship significant.

Procurement Management and ICT

The correlation coefficient between Procurement Management and ICT show a low negative relationship of r= -0.162 with a statisticaly significant level of 0.283 which is more than 0.005 making the relationship insignificant.

The outcomes of the intercorrelations have two consequences. First, a positive correlation correlation indicates that the predictors are changing in the same direction, while a modest correlation indicates that multicolinearity is unlikely to occur in multiple regression (Daoud, 2017).

ANALYSIS TO INVESTIGATE THE INFLUENCE OF INDEPENDENT VARIABLES ON SERVICE DELIVERY IN MOMBASA COUNTY GOVERMENT

A strong statistical tool for examining the effect of an independent predictor on a dependent predictor is regression analysis. It aids in identifying which variables have an effect on a dependent variable, making it a valuable tool for statistically determining which elements are most important, which may be disregarded, and how the predictors interact. It is employed in this study to see how various strategic independent predictors affect Mombasa County Government service delivery.

Regression Results.

The three typical regression output results; model summary, ANOVA and coefficient output tables are presented and labelled as table 4.73, table 4.74 and table 4.75 respectively and a detailed discussion of each output is presented in that order.

a. **Model Summary**

Table 4.73:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776[a]	.602	.563	1.91366

a. Predictors: (Constant), Total ICT, Total PM, Total TD, Total RM

The model summary results in table 4.8.2 presents both Multiple Correlation coeffiecient (R=0.776) potraying a strong positive correlation between independent variables against the dependent variable, R square (R^2 =0.602) refered to as the coeffiecient of determination statistics to evaluate how well the model fits the data (the quality of the model) in assessing the influence of each independent variable on service delivery. Because the R2 in a multiple linear regression model increases as the number of covariates increases, adjusted R2 (0.563) is the most realistic estimate of the proportion of variation predicted by the covariates included in the model, and thus adjusted R square value is utilized within the survey for outcome analysis. The corrected R square for this study is.563, implying that the four components in the model is responsible for around 56.3 percent of the variance in delivery of service and the remaining 43.7 percent is attributed to determinants other than those in the model. Our R square value is somewhat decent in social sciences studies because, except for in pure sciences where behavior of the particle is predictable, human behavior is upredictable, and thus their behaviors as evaluated by their answers in a study are not precisely consistent due to the influence of existing determinants during the study, according to Simonetti et al, (2017).

Standard Error of the Estimate of 1.91366 measures how close the actual values are to the regression line,standard error estimate is small,it indicates that the variables are losely related and that the regression model will give accurate estimates and so can be relied upon for prediction purpose because its variability is small .

b. Analysis of Variables (ANOVA)

Table 4.74:

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	226.724	4	56.681	15.478	.000[b]
	Residual	150.145	41	3.662		
	Total	376.870	45			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), ICT, PM, TD, RM

The ANOVA outcome within table 4.8.3 are the output results of the second regression, and they provide the F statistics that measure the entire models goodness (Sanderson & Windmeijer, 2016). This study yielded a F value of 15.478 and a significant p value of 0.000, indicating that the model coefficients are not significantly different from zero. The regression coefficients are not significantly distinct from zero, as indicated by a significant F value. (Plonsky & Oswald, 2017, Hox, et al, (2017). This implied that the regression model obtained was fit and statistically significant therefore can be deemed fit for prediction purposes.

The ANOVA outcome indicate that the model of regression used in this study is useful for inferring and forecasting the causal relationship between the four determinant factors and delivery of service.

c. Coefficients of Variables

The output of the coefficient is the last regression output, which contains the coefficient of every indicator and its related factors, allowing this study to analyze the specific

impact of every independent predictor of service delivery in order to answer the research

objectives. Table 4.75 shows the outcomes.

Table 4.75:

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.398	7.037		.483	.632
	TD	.527	.091	.766	5.792	.000
	RM	-.223	.154	-1.054	-1.447	.156
	PM	.430	.259	1.150	1.658	.105
	ICT	.061	.097	.108	.631	.531

a. Dependent Variable: Service Delivery

$$Y = 3.398 + 0.527X_1 - 0.223X_2 + 0.430X_3 + 0.061X_4 + \varepsilon$$

The intercept value of 3.398 indicates that the regression equation intersects the Y axis at

3.398, when all the independent variables are at zero meaning that service delivery would

improve by 3.398 if there was no change in its determinants used in the model.

Training and Development

The results indicate that the Training and Development (β=.527. p=.0000) have

significant causal effect on service delivery. The regression coefficient for Training and

Development coefficient is 0.527 meaning that, if other factors are kept constant an

improvement or advancement in Training and Develoment program by 100%, the service

delivery would increase by 52.7% meaning there is sufficient evidence that for the

current study to conclude that Training and Development is statistically significant

enabler towards enhancement of performance within the Mombasa County. On the basis of this evidence, the study further argues that the low level of service delivery as cited in the problem statement and also in the study background can be attributed to the prevailing Training and Development conditions in the County Goverment. The results provides sufficient evidence for this study to infer that ift the prevailing Training and Development Practices and policies can be improved and significant in shifting service delivery, Training and Development can significant influence service delivery hence a key predictor.

Revenue Management

The beta coefficient for Revenue Management is - 0.223 with an associated p value of .156 which is statistically insignificant because it is more than the threshold maximum value of 0.05. this results mean that, holding other factors constant, a 100% improvement of Revenue Management policies and practices will results in 22.3% decrease in service delivery and vice versa.

The results provides sufficient evidence for this study to infer that that the prevailing Revenue Management Practices and policies can be improved but insignificant in shifting service delivery hence Revenue Management is not statisticaly significant to influence service delivery and therefore not a key predictor.

Procurement Management

The beta coefficient for Procurement Management is 0.430 with an associated p value of .105 which is significant since it is greater than the threshold maximum value of 0.05. These results means that, holding other factors constant, a 100% increase in efficiency

regarding Procurement Management Practices and Policies more than its current or prevailing conditions will result in 43% increase in service delivery and vice versa.

The results provides sufficient evidence for this study to infer that that the prevailing Procurement management Practices and policies can be improved but will insignificant in shifting service delivery henceProcurement Management is not a significant influence on service delivery and therefore not a key predictor.

ICT infrastructure

The beta coefficient for ICT infrastructure is 0.061 it has an associated p value of .531which is insignificant since it is greater than the threshold maximum value of 0.05 this results means that, holding other factors constant, a 100% increase in efficiency regarding ICT more than its current or prevailing conditions will results in 6.1% increase in Service Delivery and vice versa.

The results provides sufficient evidence for this study to infer that that the prevailing ICT status can be enhanced though statistically insignificant and therefore its not key predictor of service delivery in the County Goverment of Mombasa.

Since the unstandardized coefficient above cannot be used to drop or rank predictors or independent variable as it does not eliminate the unit of measurement,but if a standardized beta is close to zero, its a real problem. When predictors are included, the construct of standardized coefficients is introduced (Procurement, Revenue, Training and Development and ICT) are all expressed in different units for a fair ranking and comparison as the units of this variables is not the same we use standardized beta coefficients which is used to rank and compares the strength of the effect of each

individual independent variable to the dependent variable so that variables can easily be compared to each other. The bigger the influence, the larger the average value of the beta coefficient. The standardized coefficient of the most relevant predictor will have the highest average value. The standard beta coefficient is calculated in standard deviation units.

Procurement Management

A beta value of 1.150 indicates that a change of one standard deviation in the Procurement Management results in a 1.150 standard devitaions increase in the service delivery.

Revenue Management

A beta value of 1.054 indicates that a change of one standard deviation in the Revenue Management results in a 1.054 standard devitaions increase in the service delivery.

Training and Development

A beta value of 0.766 indicates that a change of one standard deviation in the Training and Development results in a 0.766 standard devitaions increase in the service delivery.

ICT

A beta value of 0.108 indicates that a change of one standard deviation in the ICT results in a 0.108 standard devitaions increase in the service delivery

In terms of ranking according to the order of strength of the effect of each individual independent variable to the dependent variable indicates the following Procurement Management with a standard beta coefficient of 1.150,Revenue Management with s

standard beta coefficient 1.054,Training and Development with s standard beta coefficient of 0.766 then lastly ICT with a standard beta coefficient of 0.108.

4.9 Discussion Of Findings

The results of the study imply that County Govements still face the 21st century challenge of continous improvement fostered through training and development such as challenges to meaningfully invest in procurement managment, revenue management and ICT utilization that have potential to revitalize service delivery and performance in county governemnts. County governments frequently confront capital constraints and a lack of information about how to invest in staff education and training to increase productivity and quality of employee.

Other obstacles include the continuously dynamic surrounding, which presents both possibilities and risks to the county government's personnel management. skills absence, issues of individual staff, organizational obstacles, and diversity of the personnel are also 21st-century bottlenecks that firms must overcome in order to reap the benefits of human capital.

Collectively the outcome exhibited that the study objectives are main predictors of service delivery. Howver,Training and Development in the county goverment is interestingly, a significant strategic factor and an internal factor that has to be consumated within every 47 County Goverments to make the other factors significant.

Four research questions regarding selected independent components led this investigation together with service delivery and the ANOVA, Regression and Correlation analysis results obtained offered statistical basis for the four questions arising from this study to

be answered. There is overwhelming statistical evidence to respond to the questions by stating that Trainng and Development is the only variable that was found to have statistically and significant influence on Service Delivery. Procurement Managemnt, Revenue Management and ICT have a influence but insignificant on service delivery of county goverment of Mombasa and the entire 47 counties in general.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

Covered in this section are a summarization of the outcome, suggestions as well as conclusions. This was informed by the earlier identified objectives which assisted in addressing main study results.

5.2. Summary

The purpose of the study was to investigate the influence of strategic factors on service delivery in Mombasa County Government and the specific objectives were: staff training and development, revenue management, procurement management and ICT utilization. From the study objectives, four research questions relating the selected independent factors on service delivery were investigated and the correlation, regression and ANOVA outcome offered statistical basis to answer questions in this study.

Based on data analysis results, it was found that majority of respondents had capacity in making decision with the right information and their work experience. The results revealed that senior and middle level managers were competent in their qualifications. The one third gender principle was also upheld and this confirmed that there exist a high level of commitment to advance service delivery in the county government of Mombasa.

Research Question No.1: What is the influence of staff training and development on Service delivery in Mombasa County Government?

Majority of the respondents agreed that the existing continous training program was an effective tool for transferring and sharing new work skills amongst employees and those

that recorded disagreement noted that the ongoing training was repetitive and was not relevant hence creating further room to improve the staff training modules to improve service delivery.

The results also revealed the existence of reluctance by the county government of Mombasa to use appropriate mode of training that would instill efficiency in employees. Majority of respondents also disclosed a non-existence of training feedback mechanism to evaluate the effectiveness of the training programs run by the county government of mombasa.

The inter-correlation results according to Pearson Correlation showed that training and develpoment and revenue management practices have positive moderate relationship of 0.601 closer to 0.5 hence the to variables are statistically significantly and relate to each other having a significance value of 0.000 which is less than 0.05.

The correlation coefficient between procurement management and staff Training and development showed a positive moderate relationship of r=0.536 with a statistical significant level of 0.000 which is less than 0.05 making the relationship significant. The correlation coefficient between procurement management and staff training and development showed a positive moderate relationship of r=0.536 with a statistical significance level of 0.000 which is less than 0.05 making the relationship significant.

The correlation coefficient between ICT and training development show a moderately weak negative relationship of r= -0.474 with a statistical significant level of 0.001 which is less than 0.05 making the relationship significant.

Regression results indicate that the Staff Training and Development (β=.527. p=.0000) have significant causal effect on service delivery. The regression coefficient for training and development coefficient is 0.527 meaning that, if other factors are kept constant an improvement or advancement in staff training and development program by 100%, the service delivery would increase by 52.7% meaning there is sufficient evidence that for the current study to conclude that training and development is statistically significant and is an enabler towards enhancement of service delivery in the Mombasa county.

The study goes on to say that the poor level of delivered services mentioned in the statement of the problem as well as the background of this study can be ascribed to the inadequate staff training and development conditions in the county goverment of Mombasa. The results provides adequate evidence for making inferrences within this study that if the prevailing staff training and development practices and policies can be improved, then there can be significant positive shift in service deliveryin the county government of Mombasa. It is therefore evident thtat Training and Development is a significant influencer on service delivery and hence a key predictor

Research Question No. 2: What is the influence of revenue management on service delivery in the county government of Mombasa?

Regarding the above question, some respondents noted that the county government of Mombasa did not have a stable local revenue base other than the grants, donations and capitation it recieves from the national government and NGOs.

A significant porportion noted that the county government of Mombasa did have an absolute automated system for collection and management of local revenues but were challenged and were also confused on how it operates. A significant porportion noted that

the county government of Mombasa did not operate an absolute cashless revenue management system.

A significant porportion noted that the county government of Mombasa demand notes and invoices for tax and levies could not easily be accessed online by rate payers.

A significant porportion noted that the county government of Mombasa did not have an efficient customer care platform where tax payers' complaints and compliments could be channeled and solved timely and satisfactory.

A significant porportion noted that the county government of Mombasa did have an efficient revenue accounting system and no periodic reports were generated.

A significant porportion noted that the county government of Mombasa did not have a regular training programme to train revenue collectors.

A significant porportion noted that the county government of Mombasa rate payers did not potray a positive attitude towards payment of taxes willingly and timely.

A significant porportion noted that the county government of Mombasa did not have elaborate reward systems to motivate employees involved in revenue collection

The regression model for revenue management expressed a beta coefficient of -0.223with an associated p value of 0.156 which is statistically insignificant since it is more than the threshold maximum value of 0.05. The results means that, holding other factors constant, a 100% formulation and implementation of revenue management policies and practices will results in 22.3% decrease in service delivery and vice versa.

The results provides sufficient evidence for this study to infer that the prevailing revenue management practices and policies can be improved but insignificant in shifting service delivery in the county government of Mombasa. Revenue management is therefore not statistically significant and hence not a key predictor.

Research Question No.3: What is the influence of procurement management on service delivery in Mombasa county government?

A significant majority agreed that systematic challenges existed during approval process of procurement requests in the county government of Mombasa.

A significant majority noted that the functional operations, approvals and processes take reasonable time to implement and the current tendering procedure and processes affected the ultimate service delivery which slows service delivery.

A significant majority agreed that sufficient and timely availability of materials, acquisition of right products and services at reasonable, efficient procurement systems, adequate staffing,capacity building, operation of an open and transparent procurement process and automation of the supply chain management system would contributes to better service delivery in the county goverment of Mombasa.

The regression beta coefficient for procurement management is 0.430 it has an associated p value of 0.105 which is insignificant since it is greater than the threshold maximum value of 0.05. This means that, holding other factors constant, a 100% increase in efficiency regarding procurement management practices and policies more than its current or prevailing conditions will results in 43% increase in service delivery and vice versa.

The results provides sufficient evidence for this study to infer that the prevailing procurement management practices and policies can be improved but will be insignificant in shifting service delivery in the county government of Mombasa. Procurement management is therefore not a significant influencer on service delivery in the county government of Mombasa and hence not a key predictor.

Research Question No.4: What is the influence of ICT on service delivery in Mombasa county government?

Majority of respondents indicated that ICT systems have provided effective means of communication by enabling a reliable, efficient and timely access of service in the county government of Mombasa. Most of the respondents agreed that ICT reduced congestion in banking halls, facilitated decision making at all levels of management and boosted staff morale of work in the County Government of Mombasa.

Data collected revealed that the majority of the respondents viewed much improvement in terms of quick access to information (70%); ease in lodging of complaints and complements (59%); and timely service delivery (52%) as a result of ICT.

The study therefore concludes that there are felt improvements in service deilvery in the county government of mombasa through embracing ICT. However, there is a feeling that there is still lack of skills on the use ICT.

Majority of respondents indicated that resistance to change in technology, lack of ICT skills by users, unstable ICT infrastructure, insufficient budgetary allocation are challenges that negatively affect service delivery in the county government of Mombasa.

The Regression beta coefficient for ICT infrastructure is 0.061 it has an associated p value of 0.531which is insignificantly greater than the threshold maximum value of 0.05. These results mean that, holding other factors constant, a 100% increase in efficiency regarding ICT more than its current or prevailing conditions will results in 6.1% increase in service delivery and vice versa.

The results provides sufficient evidence for this study to infer that the prevailing ICT status can be improved though it is statistically insignificant, to enhance service delivery in the county goverment of Mombasa.

In terms of ranking according in the order of strength of the effect of each individual independent variable in relation to the dependent variable the following are the results:

Table 5.1 :

Ranking of variables.

Rank	Variable	Beta coefficient
	Procurement management	1.150
	Revenue management	1.054
	Staff training and development	0.766
	ICT	0.108

Naz (2009) research concludes that benefits of public service delivery through e-governance is to achieve effectiveness, efficiency and equity. Ajayi (2002) argues that with the proper utilization of ICT facilities for information services delivery.

5.3. Conclusion

The objective of the study was geared to investigate the influence of strategic factors on service delivery in the county government of Mombasa.

The inter-correlations result according to Pearson Correlation shows that training and develpoment and revenue management practices have positive moderate relationship of 0.601 closer to 0.5 and statistically significantly related with each other having a significance value of 0.000 which is less than 0.05.

The correlation coefficient between procurement management and training development show a positive moderate relationship of r=0.536 with a statistical significant level of 0.000 which is less than 0.05 making the relationship significant.

The correlation coefficient between procurement management and service delivery show a positive moderate relationship of r=0.516 with a statistical significant level of 0.000 which is less than 0.05 making the relationship significant.

The correlation coefficient between Procurement Management and Training Development ement show a Positive Moderate relationship of r=0.536 with a statistical significant level of 0.000 which is less than 0.05 making the relationship significant.

The correlation coefficient between ICT and training development show a weak negative relationship of r= -0.474 with a statistical insignificant level of 0.001 which is less than 0.05 making the relationship insignificant.

The correlation coefficient between service delivery and training development show a moderate positive relationship of r= 0.698 with a statistical significant level of 0.000 which is less than 0.05 making the relationship significant.

The correlation coefficient between revenue management and procurement management show a high/strong positive relationship of r=0.974 with a statisticaly insignificant level of 0.000 which is less than 0.05 making the relationship significant.

The correlation coefficient between revenue management and ICT show a low negative relationship of r= -0.334 with a statisticaly insignificant level of 0.23 which is more than 0.05 making the relationship insignificant.

The correlation coefficient between revenue management and service delivery show a moderately low positive relationship of r= 0.491 with a statisticaly significant level of 0.001 which is less than 0.05 making the relationship significant.

The correlation coefficient between procurement management and ICT show a low negative relationship of r= -0.162 with a statisticaly significant level of 0.283 which is more than 0.05 making the relationship insignificant.

Training and development

The results indicate that the training and development (β=.527. p=.0000) have significant causal effect on service delivery. The regression coefficient for training and development coefficient is 0.527 meaning that, if other factors are kept constant an improvement or advancement in training and develoment program by 100%, the service delivery would increase by 52.7% meaning there is sufficient evidence for the current study to conclude

that training and development is statistically significant enabler towards enhancement of performance within the Mombasa county.

The study goes on to say that the poor level of delivered services mentioned in the statement of the problem as well as the background of this study can be ascribed to the training and development conditions in the county goverment. The results provides adequate evidence to make inference within this study that the existing training and development practices and policies can be improved and is significant in shifting service delivery. In conclusion, Training and development has significant influence on service delivery and therefore a key predictor.

Revenue Management

The beta coefficient for revenue management is - 0.223 it has an associated p value of 0.156 which is statistically insignificant since it is more than the threshold maximum value of 0.05. This results means that, holding other factors constant, a 100% improvement of revenue management policies and practices will results in 22.3% decrease in service delivery and vice versa.

The results provides sufficient evidence for this study to infer that the prevailing revenue management practices and policies can be improved but are insignificant in shifting service delivery. Revenue management is therefore not statistically significant influence on service delivery hence not a key predictor.

Procurement Management

The beta coefficient for procurement management is 0.430 it has an associated p value of 0.105 which is insignificant since it is greater than the threshold maximum value of 0.05.

This results mean that, holding other factors constant, a 100% increase in efficiency regarding procurement management practices and policies more than its current or prevailing conditions will result in 43% increase in service delivery and vice versa.

The results provides sufficient evidence for this study to infer that the prevailing procurement management practices and policies can be improved but are insignificant in shifting service delivery. Procurement management is therefore not significant influence on service delivery hence not a key predictor.

ICT infrastructure

The beta coefficient for ICT infrastructure is 0.061and has an associated p value of .531which is insignificant since it is greater than the threshold maximum value of 0.05. This results mean that, holding other factors constant, a 100% increase in efficiency regarding ICT more than its current or prevailing conditions will result in 6.1% increase in service delivery and vice versa.

The results provides sufficient evidence for this study to infer that the prevailing ICT status can be enhanced though statistically insignificant and therefore its not a key predictor of service delivery in the county goverment of Mombasa.

Since the unstandardized coefficient above cannot be used to drop or rank predictors or independent variable as it does not eliminate the unit of measurement,but if a standardized beta is close to zero,its a real problem. The concept of standardized coefficients comes into picture when predictors (Procurement, Revenue, Training and Development and ICT) are all expressed in diffrent units for a fair ranking and comparison as the units of this variables is not the same we use standardized beta

coefficients which is used to rank and compares the strength of the effect of each individual independent variable to the dependent variable, hence variables can easily be compared to each other. The higher the absolute value of the beta coefficient the stronger the effect, the most important variable will have maximum absolute value of standardized coefficient.The standard beta coefficient is measured in units of standard deviation.

A beta value of 1.150 indicates that a change of one standard deviation in the procurement management results in a 1.150 standard devitaions decrease in the service delivery.

A beta value of 1.054 indicates that a change of one standard deviation in the Revenue Management results in a 1.054 standard devitaions decrease in the service delivery.

A beta value of 0.766 indicates that a change of one standard deviation in the Training and Development results in a 0.766 standard devitaions decrease in the service delivery.

A beta value of 0.108 indicates that a change of one standard deviation in the ICT results in a 0.108 standard devitaions decrease in the service delivery

In terms of ranking according to the order of strength of the effect of each individual independent variable to the dependent variable indicates the following :-

- Procurement management with a standard beta coefficient of 1.150,
- Revenue management with a standard beta coefficient 1.054,
- Training and development with a standard beta coefficient of 0.766 then lastly
- ICT with a standard beta coefficient of 0.108

The study concludes that, unless staff training and development, program on procurement management, ICT utilization and revenue management is improved through in-service and off job training within the institution, the quality of service delivery remains low. Much focus should be placed on staff training and development to improve the implementation of the specified strategic goals, impartation of skills and knowledge in procurement panagement, ICT utilization and revenue management towards improved service delivery.

County goverments can embrace and develop a continuous improvement culture as a techniques that aims at locating chances that make sure there in consinuous efficiency. This entails evaluating existing procedures, goods, and services in order to maximize output while reducing wastage. Players, both external and internal, be it customers, staff and even investors, all gain from continuous improvement. However, continued improvement isn't a one-time event that a firm undertakes and then keeps forgetting about, and because it becomes a way of life, each individual needs to be on board. To make it work, building a culture of progress is a top goal. This can be accomplished by equipping each person within the company with the knowledge that they can identify areas for improvement in order to ignite positive change.

5.4. Recommendations

The researcher would like to bring forward the following suggestions on the basis of the findings:

Training and development

This study recommends that mombasa county government should put more emphasis on staff training in all sectors as a key strategy to enhance servive delivery. To achieve this, the county government of Mombasa should increase budgetary allocation on training programmes and engage competent personnel and adopt modern training technologies to increase their internal capacities on training and development. They can also work with other relevant authorities such as the Kenya School of Government, high education institttions and NGOs to develop relevant training for personnel and to re-train staff on a regular basis. By embracing regular trainings, the county government of Mombasa will be in a position to adopt best modern and dynamic practices associated with efficient and effective service delivery.

Revenues Management

From the findings of the study, revenue management is not a direct influencer of service delievry in Mombasa county governemnt. However the county government of mombasa can improve its revenue collection by embracing regularly training training its revenue collection to improve internal revenue collection. By regular training of revenue collecting staff, the county revenue base of the county will broaden as a result of motivated staff. This will enable the county government of Mombasa to efficiently finance crucial service delivery sectors hence improved service delivery.

Procurement Management

The results of the study infer that the prevailing procurement management practices and policies are insignificant in shifting service delivery. However, the county government of

mombasa can enhance service delivery in procurement section by developing robust training policies on procurement training. This can be done through collaboration with other urgencies such as Kenya Insitute of Supplies Management to develop in-house training programmes on efficient procurement practises and this will go along way in improving service delivery in the county government of mombasa.

ICT Utilization.

The results provides the study infers that the prevailing ICT status in mombasa county government is statistically insignificant and is not key predictor of service delivery in the county goverment of Mombasa. However the county government of mombasa can develop clear policies on utilization of ICT to support operations of key and thematic service delivery sectors. By so doing ICT will help bring efficiency in service delivery which will go along way in improving servive delivery in the county government of Mombasa.

5.5. Recommendations for Future Research

Due to resource and time constraints, the researcher focused solely on the study's key problems. Identified by the researcher while conducting the survey is that service delivery is quite dynamic in one way or the other and it entails many underlying issues. To achieve this goal, it may be required to investigate the relationship between these dynamics and performance. As a result, more research is needed to identify other contributing elements in the 47 county governments' service delivery. This issue arose during the research process but was not investigated, necessitating its inclusion in future studies.

In this perspective, the 47 county goverments therefore have the responsibility of developing the competencies internally and in this regard, they make sure that personnel who are competent are engaged hence current technologies are adopted and internal capabilities are enhanced accordingly by developing and entrenching robust relevant staff training programmes. They can collaborate with appropriate agencies to obtain appropriate training and regularly retrain their employees. They will be able to adopt best practices related with efficient delivery of services as a result of this.

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APPENDICES
APPENDIX I: COVER LETTER

Mtende Mkala

KeMU Mombasa

P.O BOX 42830

Mombasa

Dear Respondent,

RE:REQUEST FOR A RESEARCH STUDY

My name is Mtende Mkala a student at Kenya Methodist University Mombasa Campus. I am carrying out a study on **INFLUENCE OF STRATEGIC FACTORS ON SERVICE DELIVERY IN MOMBASA COUNTY GOVERNMENT** and I would like to use you county government for my case study**.** This research is a requirement for the award of a Masters degree in Business Administration – Strategic Management Option.

I selected your organization for this study because to its relevance in matters devolution and it is for that reason that I kindly request you to grant me an opportunity to carry out this research in your esteemed organization.

The information gathered in this research will be used solely for purposes of this study and shall be kept confidential and used only for academic purposes. A copy of all the findings will be made available to you on request.
Thank you in advance for your consideration.

Mtende Mkala

APPENDIX II: RESEARCH QUESTIONNAIRE

Please fill this questionnaire openly and honestly. Confidentiality on data collected in this questionnaire will be strictly adhered to, and there will be no mention of your personal name.

SECTION A: General Information

1. Please indicate the sector you work in …………………………………………

2. Indicate   your designation…………………………………………………………………..

3. Please tick in the box for your highest professional/academic qualification.

    (a) KCPE   [   ]

    (b) Certificate   [   ]

    (c) Diploma   [   ]

    (d) Degree   [   ]

    (e) Masters   [   ]

    (f) PhD   [   ]

3. Indicate your Gender (please tick in the box)

    a.   Male   [   ]

    b.   Female   [   ]

4. How long have you worked in the county government of Mombasa?

    a.   Between Years 1-5 years   [   ]

    b.   Between Years 6 -10 years   [   ]

    c.   Between Years 11-15 years   [   ]

    d.   16 years and above   [   ]

PTO

SECTION B: Staff Training and Development

Indicate your responses to the following statements regarding staff training and development in the County Government of Mombasa. Tick your choice in the appropriate box.

    1. What do you understand by staff training?

a. Learning   [ ].

b. Enhancement   [ ]

c. Sharing information   [ ]

d. All the above   [ ]

2. Training is important for enhancing excellent and effective performance of an employee?

a. Completely agree   [ ].

b.   Partially agree   [ ]

c. Disagree   [ ]

d. Unsure   [ ]

3. Do you feel continuous training is necessary to improve employees efficiency at the work place?

a. Yes.   [ ]

b. No   [ ]

c. Can't say   [ ]

4. From the following training methods, under which one have you undergone?

a. On the job   [ ]

b. Of the job   [ ]

c. Both   [ ]

PTO

5. Did you undergo induction training on your first appointment to the current position you are holding? (Tick appropriately)?

a. Yes   [ ]

b. No   [ ]

6. If you underwent on-the-job training in (4) above, which of the following methods did you undergo?

a. Job rotation   [ ]

b. Coaching   [ ]

c. Other   [ ]

7. If you trained under off-the-job method in (4) above, which one of the training methods did you undergo?

a. Lecture method   [ ]

b. Vestibule method   [ ]

c. Other   [ ]

8. From the following training programs which type of training have you undergone?

a. Internal   [ ]

b. External   [ ]

c. Both   [ ]

9. In your opinion do you think that improvement of employee's knowledge after a training program is important?

a. Yes   [ ]

b. No   [ ]

10. In your opinion do you think that training should be relevant to the needs of the organization?

a. Yes   [ ]

b. No   [ ]

11. In your own opinion how do you rate the training programs being offered by the county government of Mombasa?

a. Excellent   [ ]

b. Very good   [ ]

c. Average   [ ]

d. Poor   [ ]

12. In your opinion do you think that feedback after training employees is important to evaluate the effectiveness of training programs?

a. Yes   [ ]

b. No   [ ]

13. When do you think should be the ideal time to evaluate the effectiveness of the training?

a. Immediately after training   [ ]

b. After 15 days   [ ]

c. After 1 month   [ ]

      d. Can't say   [ ]

14. Is the whole feedback process after training worth the time, money and effort?

      a. Yes   [ ]

      b. No   [ ]

15. Given an opportunity, would you like to attend a training program offered by your employer?

      a. Yes   [ ]

      b. No   [ ]

SECTION C: Revenue Management

Indicate your responses to the following statements regarding Revenue collection efficiency. Tick your choice in the appropriate answer boxes.

1. What are the main sources of revenue for Mombasa county government?

      a. Property rates   [   ]

      b. Parking fees   [   ]

      c. Single business permits   [   ]

      d. Hawkers and traders tax   [   ]

      e. Government grants   [   ]

      f. Others (specify)……………………..

2. In your own views, do you think the accounting for revenue collected by the county government of Mombasa is done in proper manner?

      a. Agree.   [   ]

      b. Strongly agree.   [   ]

      c. Disagree.   [   ]

      d. Strongly disagree.   [   ]

PTO

3. If you agree or strongly disagree with question no.2, which system of revenue accounting is used by the county government of Mombasa?

      a.   Manual.   [   ]

      b.   Automation system.   [   ]

c.   Both of them.   [   ]

4. Revenue collection in Mombasa county government is carried out with legal revenue receipt documents.

    a. Agree.   [   ]

    b. Strongly agree.   [   ]

    c. Disagree.   [   ]

    d. Strongly disagree   [   ]

5. In Mombasa county government, there are clear rules, regulations and procedures for collection of revenue.

    a. Agree.   [   ]

    b. Strongly agree.   [   ]

    c. Disagree.   [   ]

    d. Strongly disagree   [   ]

6. In Mombasa county government, tax payers' complaints are solved timely.

    a. Agree.   [   ]

    b. Strongly agree.   [   ]

    c. Disagree.   [   ]

    d. Strongly disagree   [   ]

7. In Mombasa county, the public attitude towards public revenue is always positive

    a. Agree.   [   ]

    b. Strongly agree.   [   ]

    c. Disagree.   [   ]

    d. Strongly disagree   [   ]

8. In Mombasa County, revenue collection staff are given satisfactory remuneration.

    a. Agree.   [   ]

    b. Strongly agree.   [   ]

    c. Disagree.   [   ]

    d. Strongly disagree   [   ]

9. All revenue bases in Mombasa county are well identified and assessed.

    a. Agree.   [ ]

    b. Strongly agree.   [ ]

    c. Disagree.   [ ]

    d. Strongly disagree   [ ]

10. In Mombasa county, only qualified employees are hired for revenue collection.

    a. Agree. [ ]

    b. Strongly agree. [ ]

    c. Disagree. [ ]

    d. Strongly disagree [ ]

11. In Mombasa county government, there are different and elaborate reward systems to motivate employees involved in revenue collection.

    a. Agree. [ ]

    b. Strongly agree. [ ]

    c. Disagree. [ ]

    d. Strongly disagree [ ]

12. If you agree or strongly agree with the statement in (11) above, to what extent do you agree the reward system designed will promote revenue?

    a. Excellent. [ ]

    b. Very good. [ ]

    c. Good. [ ]

    d. Poor [ ]

SECTION D: Procurement Management

Indicate your responses to the following statements regarding Procurement management in the county government of Mombasa.

Tick your choice in the appropriate answer box.

1. In your own opinion, how do you rate the procurement management system in the county government of Mombasa?

    a. Poor.   [ ]

    b. Fair   [ ]

    c. Good   [ ]

    d. Excellent   [ ]

2. At what level is the procurement function positioned in the organogram of Mombasa county government?

    a. Department   [ ]

    b. Section   [ ]

    c. Sub-section   [ ]

3. What is the average duration does a procurement process take (from the time of requisitioning to the time of delivery of the goods/services/works to the end user) in the county government of Mombasa?

    a. One month   [ ]

    b. Two months   [ ]

    c. Three months   [ ]

    d. No specific time   [ ]

4. In your own assessment, how transparent is the procurement system in the county government of Mombasa?

    a. Poor   [ ]

    b. Fair   [ ]

    c. Good   [ ]

    d. Better   [ ]

5. Does the county government of Mombasa operate an automated supply chain system?

    a. Yes.   [ ].

    b. No.   [ ]

6. In your own assessment, how do you rate the staffing level of the supply chain function in the county government of Mombasa?

a. Adequate	[ ]
b. Inadequate	[ ]
c. Moderate	[ ]
d. Don't know	[ ]

SECTION E: Information and Communication Technology

Indicate your responses to the following statements regarding information technology in the county government of Mombasa.

1. In your opinion, what impact has ICT brought about on the operations and the overall service delivery in the Mombasa county government?
   a. Excellent.
      [   ]
   b. Very good.
      [   ]
   c. Good.
      [   ]
   d. Poor
      [   ]

2. To what extent has ICT adoption at the county government of Mombasa improved operations and service delivery?
   a. Very great extent.
      [   ]
   b. Great extent.
      [   ]
   c. Moderate extent.
      [   ]
   d. Low extent
      [   ]

3. ICT system has provided effective means of communication within Mombasa county government.

a. Agree.

[   ]

b. Strongly agree.

[   ]

c. Disagree.

[   ]

d. Strongly disagree

[   ]

4. ICT system has provided effective means of communication outside Mombasa county government.

e. Agree.

[   ]

f. Strongly agree.

[   ]

g. Disagree.

[   ]

h. Strongly disagree

[   ]

5. ICT system has provided a convenient platform for customer feedback in Mombasa county government.

a. Agree.

[   ]

b. Strongly agree.

[   ]

c. Disagree.

[   ]

d. Strongly disagree

[   ]

6. ICT system has reduced congestion in the banking halls of Mombasa county government.

     a.   Agree.

        [   ]

     b.   Strongly agree.

        [   ]

     c.   Disagree.

        [   ]

     d.   Strongly disagree

        [   ]

7. ICT system has facilitated efficient decision making at all levels of management in Mombasa county government.

     a. Agree.

        [   ]

     b. Strongly agree.

        [   ]

     c. Disagree.

        [   ]

     d. Strongly disagree

        [   ]

8. ICT system has boosted staff morale in Mombasa county government.

     a.   Agree.

        [   ]

     b.   Strongly agree.

        [   ]

     c.   Disagree.

        [   ]

     d.   Strongly disagree

        [   ]

9. ICT system has improved staff work relationships in Mombasa county government.

     a.   Agree.

        [   ]

b.   Strongly agree.

[   ]

c.   Disagree.

[   ]

d.   Strongly disagree

[   ]

10. In your opinion, do you think Mombasa county government staff experience challenges while using the county ICT system?

a. Yes

[   ]

b. No

[   ]

11. If yes, what are the challenges

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

………………………………

12. In your own assessment, does the county government of Mombasa possess adequate infrastructure to support the use of ICT in its operation?

a. Yes

[   ]

b. No.

[   ]

13. If (No), briefly please explain the possible measures to correct the above situation

…………………………………………………………………………………..…

…………………………………………………………………………………………

…………….

SECTION F: Service Delivery

Indicate your responses to the following statements regarding service delivery in the county government of Mombasa.

1. How do you rate service delivery in the county government of Mombasa.

a. Excellent.

   [   ]

b. Very good.

   [   ]

c. Good.

   [   ]

d. Poor

   [   ]

2. How do you rate the efficiency of internal processes for service delivery in the department you work in

   b. Excellent.

      [   ]

   c. Very good.

      [   ]

   d. Good.

      [   ]

   e. Poor

      [   ]

3. Rate the general demand of services in the county government of Mombasa

   a. Much

      [   ]

   b. Lower

      [   ]

   c. Slightly

      [   ]

[THE END]

Thank you very much for your time.

APPENDIX III: RESEARCH AUTHORIZATION LETTER - KEMU

KENYA METHODIST UNIVERSITY
MOMBASA CAMPUS

P O Box 89983-80100 MOMBASA, Kenya   Fax: 041-2495946
Tel: +254-715120282   E-mail:mombasa@kemu.ac.ke

Date: 12-10-2020

TO WHOM IT MAY CONCERN
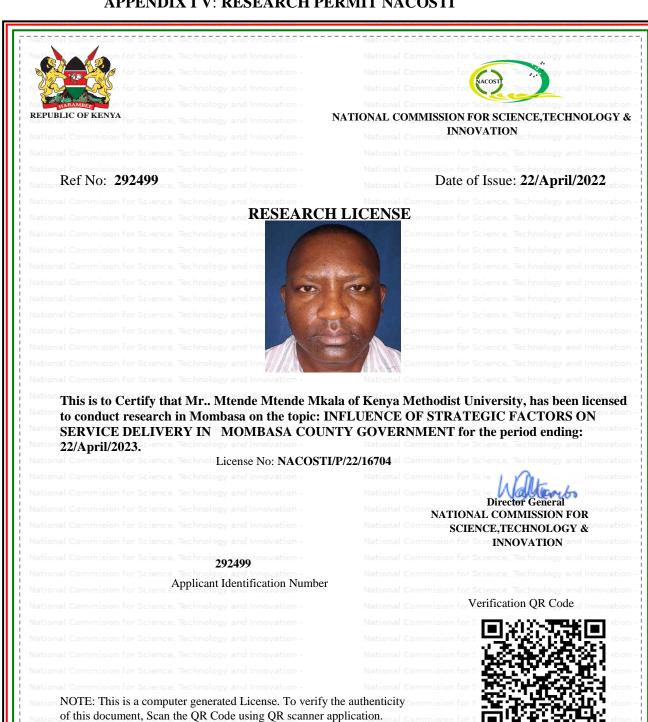
Reg. No: BUS-3-7257-2/2015

Name: **Mtende Mkala**

This is to confirm that the above named person is a bona fide student of this University pursuing a **Master of Business Administration – Strategic Management,** as part of the degree requirements the student is required to undertake research and write a thesis in the area of specialization.

The student is undertaking research on **"Influence of strategic factors on Service Delivery in County Government of Mombasa"** and is currently proceeding to collect field data. Any assistance given towards attaining this goal will be highly appreciated.

Yours faithfully

Eric Mathuva
For Coordinator, Postgraduate Studies

APPENDIX I V: RESEARCH PERMIT NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **292499**

Date of Issue: **22/April/2022**

RESEARCH LICENSE

This is to Certify that Mr.. Mtende Mtende Mkala of Kenya Methodist University, has been licensed to conduct research in Mombasa on the topic: INFLUENCE OF STRATEGIC FACTORS ON SERVICE DELIVERY IN   MOMBASA COUNTY GOVERNMENT for the period ending: 22/April/2023.

License No: **NACOSTI/P/22/16704**

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

292499
Applicant Identification Number

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