

LOCAL GOVERNMENT BUREAUCRACY AND SERVICE DELIVERY IN ANAMBRA STATE (2009-2020)

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Abstract: Local governments in Anambra state are mandated to provide services for accelerated development and does this through bureaucratic procedures outlined by Max Weber. However, its bureaucratic machineries rather than fueling development programmes through public service delivery is said to have hindered the growth expected. This study was therefore to, identify bureaucratic challenges that the local government areas encounters in service delivery and identify the extent to which these challenges impact on services to the people of the Local Government Area. The study adopted descriptive design. Sample size of 210 was determined using Taro Yamen of 1964. Two sets of questionnaires were designed and administered i.e. one for the inhabitants/clients of the area and the other for employees of the selected local government, so as to capture both the views of the inhabitants/client of the local government area and the employees of the local government. The 152 suitably answered and recovered questionnaire were analyzed through the use of tables, bar graphs and pie charts, to depict the demographic characteristics, bureaucratic variables that influence service delivery, as well as the views, and opinions of respondents on service delivery by the local government area. Related literature on local government bureaucracy and service delivery were reviewed. Two hypotheses were formulated and tested to guide the study. The study revealed among others that even though there is a clear practice of division of labour, departments lack technical equipment to effectively coordinate their activities, thereby resulting in delays in meeting the expectation of clients and inhabitant. These are; lack of viable sources of revenue, mismanagement, joint account, undue interference from state government. The study concluded by recommending that local government should be made to go through bureaucratic reforms and offer its staff regular training programmes on customer care and satisfaction. It is also to provide adequate offices to enhance service delivery.

Keywords: Local Government, Bureaucracy, Service Delivery.

1. INTRODUCTION

The expediency for the establishment of local government anywhere in the world stems from the need to enhance development at the local areas. Local governments as a tier of government were created to bring government closer to the people at the rural communities and for transformation of lives at that level. One of the ways of bringing government closer to the people at the grassroots is through the delivery of social services in a satisfactory, timely, effective and adequate manner.

For any Local government to develop, it is very imperative for its government to provide goods and services that the private sector sparingly venture into, especially water, roads, health, education, electricity to mention but a few. These services are those that people at the grassroot cannot afford the price at the given market value (OyelaranOyeyinka, 2006). The delivery of such goods and services is premised on strong bureaucracies and institutions of the Local government (Ibietan and Oni, 2013). Bureaucracy is a type of formal administration with the characteristics of division of labour, rules and regulation, hierarchy of authority, impersonality of social relationships and technical competence (Reicheld and Sasser, 1990). The essence of bureaucracy is to manage large organizations to achieve efficiency and be more accountable to the people (Olatunji, 2013). Weber (1946) cited in Aluko and Adesopo (2004) refers to bureaucracy as the ideal and

rational type of administration useful for achievement of positive results. Public bureaucracy has become inevitable in any modern society and, as such, much importance is attached to it (Makinde, 2005). This is because; it is the Local government bureaucracy that determines the course and speed of policy implementation. Technically, it is the public bureaucracy that decides what should be done; how it should be done and who actually benefits (Osawe, 2015).

In an attempt to improve service delivery by government agencies, ministries and departments, the Nigerian public sector has undergone a process of restructuring in the last two decades (Bureau of Public Service Reforms, 2007). The justification for the reforms has been to make it more responsive to the needs of the citizen by increasing the levels of accountability, promoting efficiency and effectiveness, introducing participative decision making and adopting pro-active steps and practices in the public sector (Makinde, 2005; Abah, 2010). Njunwa (2007) asserts that the introduction, adoption and implementation of public sector reforms has seen a shift in focus, from the adherence of formalized procedures to an emphasis on resource allocation and goal achievement for improved service delivery to the public.

Generally, the local government system exists to promote rural development within the arrays of its administrative governance. However, these expected roles in the provision of social amenities to improve the living standard of the rural dwellers in Nigeria have a cosmetic and symbolic outlook and as such, has not actually address or/and advance development in the scheme of governance for the rural populace. Due to the fact that local government establishment is of the essence for rural development, various reforms have been made by successive regimes/government with a view to finding lasting solution to sustainable development in the local government system. In spite of these reforms, a cursory look at this tier of government in Nigeria shows that they have performed abysmally low in developmental drives in recent times; particularly, in the Fourth Republic.

Since the return to civil rule in 1999. Scholars and Practitioners have made different claims in respect of the performance of local government system in Nigeria.

Despite these efforts at extensive reforms in the Local government for improved service delivery, the results are not so impressive. For instance, the depressing state of service delivery in Local governments is noticeable in the collapse of public utilities and educational system, State hospitals which had „first degenerated into consulting clinics“ has now become „places to die“ and the quality of services rendered by government agencies being the subject of continuous lamentation by the citizens (Akume, 2015 cited in Osawe, 2015).

The issues such as excessive bureaucracy, political interference, corruption, poor working conditions, poor work ethics, outdated and outmoded systems, procedures and practices among others, conspire to impact adversely on service delivery by the Local government. The poor performance of public bureaucracy is sometimes blamed on its principle of impersonality, which often creates a gap between the bureaucrats and the citizens.

Against the above backdrop, the study examines the relationship between local government bureaucracy and service delivery in Anambra State. The study tend to answer the following questions; What is the nature of performance based on the services delivered by local government in Anambra state, in the areas of Education, Health Care, Feeder Road and Infrastructure?, To what extent have these services been delivered to the people of the local government?, What is the extent to which the local government bureaucracy has contributed to service delivery in the selected local government in Anambra state?, What are the challenges that have impeded or are impeding the effective performance of the local government bureaucracy in terms of service delivery?, What are the possible solutions to these challenges?

2. LITERATURE REVIEW

Bureaucracy is borrowed into the field of public administration from sociology (Akume, 2012). It was borrowed by public administration in a similar way that practices of business were borrowed from Business Administration and Economics. The term is used by Sociologists in designating a certain type of structure, a specific organisation with unequally coordinated rationality, and rejects bureaucracy as a term which equates red tape, inefficiency and other derogatory synonyms.

Bureaucracy as a concept is subjected to repetitive criticisms among various scholars (Stillman, 1980; Okafor, 2005 in Osawe, 2015). In the light of this, bureaucrats are identified by their activities in formal and public organisations. Bureaucracy denotes the system of authority relationships that exist between men, offices and methods that government uses to implement its programmes. It does not cover political appointee such as Ministers and Advisers or members of the judiciary at the federal, state and local government tiers of government (Eme and Onwuka, 2010).

The existence of local government has always been defended on the basis that it is a crucial aspect of democratization and intensification of mass participation in the decision making process. No political system is considered complete and democratic if it does not have a system of local government (Shah, 2006:15). Local government serves a two-fold purpose. The first is the administrative purpose of supplying goods and services; the other purpose is to represent and involve citizens in determining specific local public needs and how these local needs can be met. Local representative government is a process that span and connects representation and administration at local levels within local government structures (Appadorai, 2004:287)

Local Government has been defined by various scholars in different ways. The United Nations office for Public Administration cited in (Ogbuzor 2006).

defines local government as: a political subdivision of nation or (in a federal system) state, which is constituted by law and has substantial control of local affairs including the power to impose taxes or to exalt labour for prescribe purposes. The governing body of such an entity is elected

Awa (1981) sees local government as “a political authority set up by a nation or state as a subordinate authority for the purpose of dispersing or decentralizing political power” Wraith (1984) also defines local government as “the act of decentralizing power, which may take the form of deconcentration or devolution. According to Emezi (1984) on the other hand perceived local government as: System of local administration under local communities that are organized to maintain law and order, provide some limited range of social amenities, and encourage cooperation and participation of inhabitants towards the improvement of their conditions of living. It provides the community with formal organizational framework which enables them to conduct their affairs effectively for the general good.

According to Mawhood (2013) local government maybe loosely defined as a public organization, authorized to decide and administer a limited range of public policies within relatively small territory which is a subdivision of a regional or national government.

Stoker (2010) defines Local government as governmental organization having jurisdiction not over the whole of a country but over specific portion of it.

Municipal Research and Services Centre (MRSC, 1993) defines service delivery as the actual producing of a service such as collecting refuse and disposing it or lighting the streets. Staus (2005) supports this view and suggest that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than physical resources. Whitaker (2018) observes that depending on the kind of service being offered each service has primary intention of transforming the customer and that the client himself/herself is the principal beneficiary.

As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare. Ghatak (2007) argue that public services are a key determinant of quality of life that is not measured in percentage income. The authors stress that service delivery is an important feature of the poverty reduction strategy. Hernandez (2006) concerns that services are vital to poverty alleviation and key to realizing the Millennium Development Goals (MDG’s) both directly and indirectly, i.e. enhancing the availability and affordability of education, health and empowering women through entrepreneurial and employment creation opportunities.

According to the Organization for Economic Cooperation and Development (OECD, 2010) throughout the world cities face the most acute challenge of service delivery because of fast growing population. Khalid (2010) supports this view when he states that local council continues to face pressure to improve their service delivery. The increased level of education of the population has led to more vocal and discerning citizens that expect better services and accountability from the local government.

3. METHODOLOGY

The research methods used in this study is “survey” because the phenomenon under research was of the present and this method ultimately deals with the situation under study. Both primary and secondary sources of data was used to generate the data for this study. The population of this study is 4,177,828 being the population of people in Anambra state (2006 Census). The sample size of 210 was determined using the Taro Yamane Formula of 1964 while simple random sampling method or process was adopted in this study.

Quantitative data collected using a questionnaire were analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and presented through percentages, means, standard deviations and frequencies. Consequently, Pearson Product Moment Correlation Coefficient was also used to test the hypotheses earlier postulated

4. DATA PRESENTATION AND ANALYSIS

A total of 110 questionnaires were administered to staff in various departments of the Nnewi North and South local government. Out of the number, 83 were recovered and 72 questionnaires were found to have been suitably answered for the study. Also, 100 questionnaires were served on occupants and clients of the Local government with 80 suitably answered and recovered for analysis.

In all, 152 respondents consisting staff from selected local government areas and consumers such as contractors, suppliers, consultants, traders, building developers, students, unemployed, etc, were sampled and analyzed.

Analysis of the Research Questionnaire

Tables 4.2a to 4.2d, show the departments that put into action policies of the Local Government Area for political, social and economic development in the study area. Out of the 72 respondents, 29.2% represents Administration, 26.4% from Finance and 1.4% from Legal departments. Ninety-eight percent (98.6%) of the respondents agree that the function of their departments depends on contributions from others as 1.4% thinks otherwise. However, 58.3% of respondents do not accept that interdependence does not positively influence productivity, whereas 41.7% accept it does. As to whether these departments are well-equipped to carry out their functions, 34.7% responded positively; as 65.3% think departments of the Local government do not have the required logistics to facilitate service delivery.

Tables 4.3(a) to 4.3(e) show responses from staff of the local government on partnership amongst departments and the effect of laid down rules, regulations, procedures, methods, etc, on service delivery. Out of the 72 respondents, 64 of them agree that features of established procedures, methods, etc exist to direct their ways of working, with the remaining 8 respondents not aware of any such procedure. Seventy (70) respondents said rules and regulation are very relevant and provide guidelines to effectively discharge projects and programmes of the local government.

Bureaucracy is intended to meet the need of society at large, but not selected few. In this vein public institutions must not be selective when dealing with clients, but to follow due process as required. Forty-three (43) respondents still believe that some clients are given preferential treatment in service delivery, whilst 29 remaining respondents were of the view that favouritism is not countenanced in the local government business. Working according to laid down procedures, according to 23 does not prevent them from making other decisions on the job. However, 49 respondents think that procedures prevent them from making other decisions. Respondents were equally divided on whether non-performing employees are held accountable for their ineffectiveness or poor performance.

In Table 4.3(f), Forty-four (44) respondents from the table above do agree that there are some working procedures, methods, which are meticulously followed, but are irrelevant and delay service delivery. The remaining 28 do not think procedures and methods in running administrative activities lead to delay of service.

Tables 4.4(a) to 4.4(c), show that Local Government Area is hierarchically arranged and headed by the Chairman, who directs the day-to-day administration of the Local government area. Bureaucracy is characterised by legal-rational leadership, legitimate and imbued with authority which has direct impact on service delivery. Those who think the leadership style is autocratic consist of 22.23% of the 72 respondents and 77.8% sees it as democratic. Information flow from the Local government chairman according 41.7% of respondents is slow. However, 58.3% see information dissemination from the Local Government Chairman very expeditious. In respect of coordination between senior officials and junior officials, 73.6% said it is strong, whereas 26.4% did not see it that strong.

Figure 4.4(d) reveals that with information dissemination 62.5% stated that procedures outlining sending and receiving instructions are not cumbersome, but 37.5% saw them cumbersome. For those who said, the information flow is cumbersome, in their view service delivery is likely to be slow and indeed delay services to strategic investors and other occupants of the local government.

Tables 4.5(a) to 4.5(c) represent the inter-personal relationships that are impersonal and one of the key principles outlined in bureaucracy. Of the 72 respondents 56 do not agree with the view that Local Government Area officials are serving themselves instead of the public. The remaining 16 respondents agree with this view. A public official is to serve all and sundry without preference to one above the other and in accordance with working procedures and method. Fifty-seven

(57) respondents said they can use their office to facilitate service delivery to known than to those they don't know. However, 15 respondents will follow due processes and treat all equally. Majority of respondent representing 59 revealed that laid down procedures are followed in upgrading staff, whilst the remaining 13 are of the view that procedures are breached to favour others.

Consideration of technical competence in employment and promotion

The tables 4.6(a) to 4.6(d) show that out of the 72 respondents, 34 of them are of the view that employment is based on competitive recruitment. However, 7 of the respondents stated that it does not followed required procedures, whilst 31 of the remaining are of the view that there were times when competitive selection processes were considered and times when they were ignored. In respect promotion 46 respondents said it was based on merit whilst the remaining 26 indicated that long service. Fifty-six (56) respondents agreed with the assertion that the local government is equipped with the managerial and technical skills to effectively carry out service delivery to the general public. The remaining 16 respondents disagreed with this assertion. In response to being paid fixed salaries as colleagues on the same level, 22 respondents saw nothing wrong with it, whilst 50 stated that, it stifles individual's effort at increasing productivity.

Bureaucracy and public service delivery

Tables 4.7(a) and 4.7(b) show that 46 respondents believe that citizens are their clients whilst 26 remaining do not. As to whether development programmes are explained to staff of the local government area, 42 said that the local government explains programmes to them through, memos dispatched to all departments with the remaining stating that it is done through seminars, department meetings, staff durbars and workshops, among others. This shows that development programmes and other administrative issues are widely circulated.

Tables 4.7(c) and 4.7(d) show responses to the local government ability to create the needed environment for social and economic development within the local government, 30.6% were confident of the local government capabilities, on the other hand, 69.4% do not think the local government is well equipped to create that enabling environment. However, reacting to public out cry against delay in providing solutions to socio-economic issues, respondents expressed the following; limited financial support for the local government area, refusal of people within the local government to pay levies and unnecessary bureaucracy within the local government administrative systems. Others are of the view that budget allocated to the local government must be made public for all to know limitations of the local government area.

Table 4.7(e) shows findings in answer to the question that seeks to understand how respondents assess current administrative processes, whether there is the need for reforms. In support of administrative reforms majority of respondents suggested better remuneration, computerization of working processes, staff capacity building, employment of more qualified personnel, yearly training programmes, personnel reshuffle and transfer, creation of better working environment whereas 27.8% do not see any need for a reform.

Table 4.7(g) shows the effect of inadequate salary and remunerations on quality and effectiveness of service delivery. Sixty-six (66) respondents said salary and remuneration directly influence quality and effectiveness of service delivery in local government area.

They are of the view that excessive bureaucracy by some Local Government Area officials are intended to extort money from citizens/consumers, due to low remuneration.

Figure 4.7(h) shows whether public resentments of poor service delivery negatively affect the image of government, 84.7% said the Local government poor service directly affects the image of the Local Government Area and the central government, whereas 15.3% do not see any relationship.

Table 4.7(i) seeks the views on whether the local government solicits views from the public to enhance service delivery. Fifty-one (51) respondents said the Local Government Area solicits public input in its administration, whilst the remaining 21 respondents share a different view.

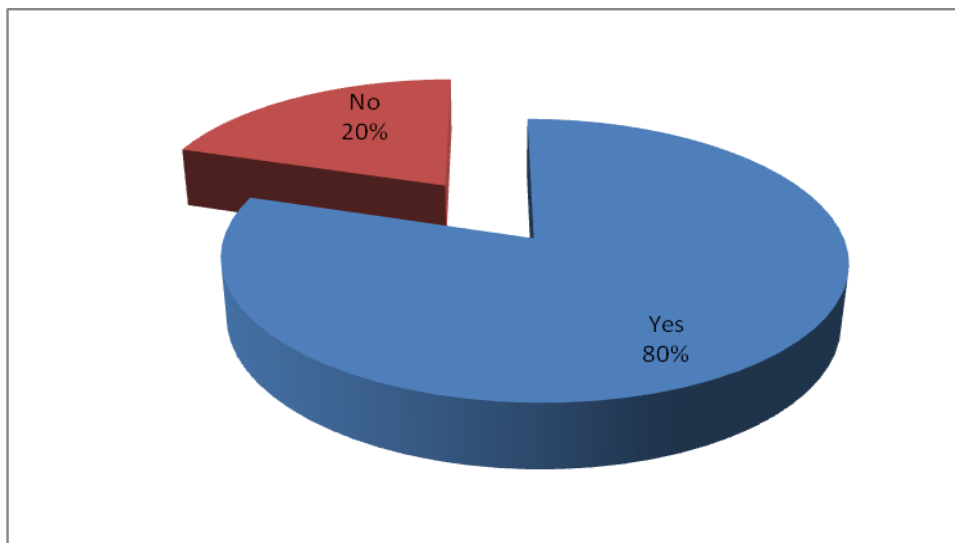
Table 4.7(j) explains the assertion that the public is not satisfied with the level of service delivery from the local government area. Forty-two (42) respondents confirmed this public perception, as the remaining 30 disagree with it. A section of respondent alluded the cause of this to low staff motivation in salary, poor infrastructure, inadequate funds received by the local government area, refusal of people within the local government to pay taxes (more especially property rates), among other reason.

Clients/occupants Perception of Bureaucracy and public service delivery

Table 4.9(a) shows the types of services respondents obtained from the Local Government Area and the bases for the assessment of this research. The highest frequency is 19 and their interaction with the local government was to obtain permit to operate their businesses with the rest as follows; building permits, store license, marriage certificate, birth/death/burial certificate and other services.

Table 4.9(b) represents the response of clients of Local Government Area in connection with the technical capability of the local government to discharge its obligations. Out of the 80 respondents 55 said the Local Government Area is not well equipped to function, 10 said the local government has the capacity to perform well. Some respondents blamed the ineffectiveness of the local government on lack of expertise, equipment and political appointment of Local Government Chairman.

Figure 4.9(c): Relevance of rules, regulations and procedures in service delivery



Source: Researcher’s field work, 2019

Figure 4.9(c) shows that the greater number of respondents representing 80% is of the view that rules and regulations are necessary to direct the conduct and ways of working of Local Government Area officials. However, the remaining 20% do not think they are necessary.

Table 4.9(d) shows the perception of clients about procedures that outlined processes of service delivery and their relevance. Forty-three (63) respondents said Local Government Area officials do follow detailed administrative procedures which are not relevant and therefore delay service delivery. According to respondents, some of these procedures lead to corruption, bribery and extortion. The remaining 17 do not see any delay in procedures in service delivery.

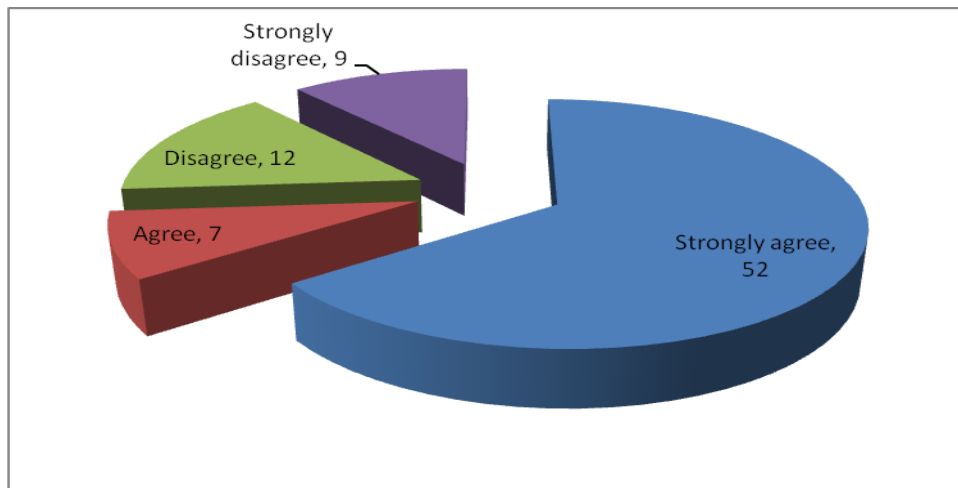
Figure 4.9(e) according to the graph, 58 respondents representing 72.5% agree that where rules and regulation are strictly followed, favouritism and discrimination in service delivery are minimized. Yet, rules, regulations, procedures and methods have not served their purposes in the Local Government Area. On the other hand, 27.5% made up of 22 respondent said rules and regulations have worked effectively that no client given preferential treatment.

Table 4.9(f) shows the views of respondents about friendliness and responsiveness of Local Government Area employees. Thirty-four (34) respondents have attested to the fact that Local Government Area staff show courtesy and friendliness to their customers/clients, whilst the remaining 46 did not agree with this. This confirms undue delays clients encounter in registrations and collection of permits for personal or business purposes.

Table 4.9(g) shows that majority of clients representing 52 are not satisfied with the level of customer satisfaction Local Government Area provided. The remaining 28 were dissatisfied with services rendered.

Table 4.9(h) shows responses to the question seeking to know whether respondents are satisfied with duration of service delivery. Fifty-eight (58) respondents forming majority were of the view that they were unnecessarily delayed.

Figure 4.9(i): A Pie chart showing the degree of favouritism in service delivery



Source: Researcher's field work, 2019

Figure 4.9(i) shows that 52 respondents strongly agree with the perception that one cannot be expeditiously attended to if one doesn't know any official of the Local government area.

However, the lowest number of 9 respondents said favouritism does not play any role in service delivery.

Table 4.9(j) represents responses to whether the absence of any official probably as a result of sickness, leave, transfer, or death could affect the process of service delivery. Thirty-eight (38) respondents said the absence of an official at Local Government Area can delay service delivery. Since some staff would not like their colleagues continue works they are doing, due to personal interest and selfish gains. Fifteen (15) respondents strongly disagree, thereby indicating that an absentee official's duties are taken over by another.

Table 4.9(k) represents the views of respondents as to whether staff of Local Government Area are aware that businessmen, traders, corporate institutions, students, unemployed, etc are their clients/customers. Sixty-seven (67) representing "disagree" and "strongly disagree" which forms 83.8% of clients who responded to this study, do not think that staff know that members of the public are client of the Local government and very vital to the success of Local Government Area's development programmes.

Figure 4.9(l) shows that 81.3% respondents would wish to see administrative reforms in Local Government Area. As part of the reforms, respondents suggested recruitment of qualified staff, relocation of the local government head office, reduction in political influence in the area of employment, supply of modern electronic equipment and training of staff to use them, better salary and remuneration for staff, increase in the local government common fund to meet demand, supply of machines and tools, etc.

Figure 4.9(m) shows only 20% of respondents "disagree and strongly disagree" with the views that staff who were appointed to the Local Government Area through political leanings and "connections" perform poorly, thus contributing to poor service delivery. However, the rest 80% blamed the Local government poor performance to political influences in employment/recruitment. Adding that persons with strong political "connections" do not respect authority and do not think they can be punished for non-performance.

Table 4.9(n) shows the effects of lack of adequate and decent working environment on quality and effectiveness. Sixty-eight (68) respondents making 85% said that poor service delivery comes about as a result of poor working environment, whilst the remaining 12 respondents representing 15% do not see any relation. Respondents suggested renovation and expansion of all offices will motivate the staff to improve their service delivery.

In the view of customers as shown in Table 4.9(p) inadequate salary and remuneration of Local Government Area staff affect the quality and effectiveness of service delivery. About 71.3% of respondents strongly agree to the view that low remuneration has negative effects on service delivery. They however suggested that some officials create opportunities for extortion and other favours, due to low remunerations.

Figure 4.9(q) reveals the impact of Local Government Area's performance on a ruling government. Fiftytwo (52) respondents representing 65% said the poor performance of the Local Government Area directly affect the popularity and image of the central government, whilst 5 respondents representing 8.8% strongly disagree with the assertion. Respondents indicated that cumbersome administrative procedures resulting in corruption, affect profitability and growth of businesses. This could eventually lead to the collapse of businesses and affect popularity of ruling government, which might be blamed for bad socio-economic policies.

From Table 4.9(r) above, sixty-one (61) respondents stated that the local government does not solicit consumer and public views, whilst the remaining 19 agreed with the view. To those who said that the Local government solicits views, indicated that constituents channel their disapprovals of the Local government performance through their Local government Members. Some also indicated that radio discussions address issues concerning the Local government service delivery.

Table 4.9(s) represents respondents' views on whether or not they are satisfied with the quality of services offered by the Local Government Area. Sixty-six (66) respondents said they did not get the care and satisfaction, whilst the remaining 14 disagree with the view. Some of the disaffections were that there are many bottlenecks hindering swift flow of service delivery by which consumers incur more cost in terms of time and money in getting the service.

Table 4.9(t) shows the views of respondent on the extent to which they evaluate the performance of the Local Government Area to merit any recommendation to others. Nine (9) respondents would recommend the Local Government Area for excellent performance, 12 saw the Local government to have performed very good, with 39 stating that staff performance could be rated as good.

However, the rest 20 respondent noted that Local Government Area can be rated to have performed fairly. These results show that the Local Government Area has to develop a better strategy in its service delivery so as to meet the satisfaction of clients/consumers.

Table 4.9(u) shows how respondents rated the Local government after having obtained its services. Out of the 80 respondents, 25 of them representing the highest frequency said Local Government Area and its staff did fairly and the lowest which 5 gave an excellent rating.

People perspective on services delivered by local government in Anambra state, in the areas of Education, Health Care, Feeder Road and Infrastructure.

From Table 4.8.3 above, 22.6% agreed that there was provision of teaching equipments, 67.8% were unanimous that there was no adequate provision of teaching equipment, which lend credence to our earlier sample of lack of quality education.

From Table 4.8.4 above 26.8% agreed that there was provision of fertilizers and agricultural input to farmers, while, 55% of respondents disagreed that there was no provision to local farmers, this was supported from the interview with the local government officials. They stated that fertilizer distribution is clearly politicized, as i top politicians hijacked the process and later re-sell at higher prices as part of political party patronage.

From Table 4.8.5 above, 14% agreed that the local government provided roads network that links one area to another, while 76.8% disagreed that the local government is not functional as far as road construction was concerned, this was buttressed by our interviewee and consensus opinion of our focus group discussions with the people who pointed out that most of the tarred roads in the area are interventions by the state government because of the strategic location of the area and the ones constructed by the local government are substandard.

From Table 4.8.6 above, 29% were of the opinion that there was provision of health care services, 57.6% disagreed that there was none, which means the local government has not live up to expectations in terms of health care services for its inhabitants as there is inadequate facilities and qualified personnel to manned the primary health care centre's. 13.4% have no response. An entrepreneur/school proprietor in our interview with him took a swipe at the health care facilities in the local government which is condemnable, he simply concluded by saying he can never patronize the primary health centre and focus group discussant were unanimous in their opinion about the poor state of health facilities and equipments in the hospitals. Only 10% appraise the structural uplift of some primary health care centre but at the same time, they lack equipments for proper medicare, they added.

The table above shows that, 68.2% were of the view that the joint account system constitutes a problem to effective service delivery, while, 22.6% disagreed. 8.9% were of no idea. This corresponds with the general opinion of our focus group discussants as they view the joint account system was a problem in the delivery of services.

Test of Hypothesis

Ho: There is no significant relationship between local government bureaucracy and service delivery in Anambra state.

Hi: There is significant relationship between local government bureaucracy and service delivery in Anambra state.

The result of the correlation coefficient for hypothesis one, as displayed using SPSS version 20 indicates that the Pearson Product Moment Correlation Coefficient is 0.224, showing that There is significant relationship between local government bureaucracy and service delivery in Anambra state.

Decision Rule: From the computation above, the probability value at 0.049 is less than 0.05 significant level. Therefore, we accept the alternative hypothesis that There is significant relationship between local government bureaucracy and service delivery in Anambra state.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

Public service delivery is the implementation of services and making sure they are timely delivered to people and places they are intended to. If the private sector is the engine of growth, then the public sector is the fuel needed to propel that engine to function profitably. However, the general view on public service delivery has not be satisfactory with complaints of excessive bureaucratic procedures intended to extort money from prospective clients, thereby stalling social and economic development, deepening the suffering of the people. The negative impacts of bureaupathology, as a result of ineffective civil/public institutions are too costly to quantify in monetary terms. Until Anambra state government pursue a strong public sector reforms, setting measurable objectives, disciplining corrupt public servants and reprimanding ineffective institutions, bureaucracy shall only be a word in the dictionary.

The research assessed the services rendered by Nnewi North and Nnewi South local government in areas of education, health care delivery, infrastructural development, etc. The local government in the period under review performed below expectation. There is no doubt that as a third tier of government it has a central role towards her area of jurisdiction, in terms of development. This is an important reason that led to its establishment. It therefore, means that local government has meaning only when it contributes to uplift the people's lives and state of living.

Nnewi North and Nnewi South Local Government had not succeeded in the performance of this role in the area during the period covered. This stem from the fact that there was still high level of inadequate and infrastructural deficits like poor feeder roads, poor portable water, poor educational facilities, poor health care services etc.

According to majority of clients/customers, who interacted with the local government to acquire services such as; business operating permit, store license, building permit, death/birth/burial certificates, etc, services are procedurally delayed for selfish reasons. Further to this, staff are unfriendly and lack customer care. This therefore culminated in over 80% of clients' poor rating for the local government area.

Nonetheless, it could be observed that the poor service delivery by Nnewi North and South local government can be attributed to problems encountered in her developmental drives such as financial emasculation in the name of joint account, poor leadership/mismanagement, etc.

Recommendations

Based on the findings and conclusions drawn from the research data and analysis these recommendations are made for consideration by Local Government Area and the central government.

To correct these anomalies, Local Government Area should equip all departments with required equipment and discipline staff whose activities bring the Local government into disrepute.

For the purpose of achieving efficiency, an organization's operations for achievement of results are guided by laid down rules, regulations, procedures and methods. However, these were excessively used by staff, suggesting that periodic review of procedures, methods, rules and regulations would go a long way by removing barriers and reformulation of acceptable practices for expeditious service delivery.

Recruitment of staff based on political affiliation, family, ethnic and religious should be eschewed. The situation where inexperience and less qualified persons were recruited into various job positions must be a thing of the past, if the Local government wants to significantly enhance its operations.

The issue of state/local government joint account is a strangulation of the system, as often state governments makes substantial deduction from the local government funds and uses other financial instruments to control local government chief executives for their selfish interest.

Local government staff in Anambra state should be periodically trained in line with the tenets of New Public Management System which specifies the following; improvement of quality of services delivered to consumers; adherence to consumer focus principles; reduction of inflexibility, rigidity and other forms of bureaupathology in service; involvement of consumers in service delivery system design and packaging, etc. This will boost the confidence of clients/customers who are dissatisfied with the Local government performance in service delivery.

As a public institution empowered by law to promote and provide support for productive activities and development (community health and sanitation, maintenance of law and order, general amenities such as roads, bridges, basic education and infrastructure) public participation in the Local government programme is very vital to the successful implementation of its policies.

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