

**THE EFFECT OF GOVERNANCE ON RESOURCE  
DECENTRALIZATION WITHIN COUNTIES IN EASTERN  
KENYA**

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## **DECLARATION**

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

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This research project has been submitted for examination with my approval as the Student's University Supervisor.

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This project is dedicated to my loving parents: Dad Justus Masila and Mum Grace Masila for creating a strong education foundation, offering unlimited prayers, providing dear parental support, their kindness and understanding for being there in my absence as I undertook my studies enabling me to accomplish this high academic goals and achievements.

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## **ABBREVIATION AND ACRONYMS**

<b>AG</b>	Attorney General
<b>CBK</b>	Central Bank of Kenya
<b>COG</b>	Council of Governors
<b>CRA</b>	Commission of Revenue Allocation
<b>COK</b>	Constitution of Kenya 2010
<b>GOK</b>	Government of Kenya
<b>KLR</b>	Kenya Law Reports
<b>KENAO</b>	Kenya National Audit Office
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>SRC</b>	Salaries and Remuneration Commission

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## **ABSTRACT**

This study sought to establish the effect of county governance on resource decentralization within counties in Eastern Kenya. The study was anchored on three theories: principal-agent theory, sequential theory and stakeholders' theory. The study adopted a descriptive research study design and random sampling technique to determine the sample size. The target population consisted of 100 respondents mainly County officers in charge of strategic planning and delivery in selected five counties: Machakos, Makueni, Kitui, Embu and Marsabit that fall in the Eastern Kenya region. The study was based on primary data and used structured questionnaire for data collection. Descriptive statistics were used to analyse the data. The research findings revealed that governance strategy had an influence on the resource decentralisation in Counties. The study further revealed that citizens in the counties had ease access to County information through established information visibility channels; county roads and other infrastructural developments lagged before completion with impressive health service delivery in the local health centres within the county governments. The study established that County Governments has exclusive autonomy in the recruitment and deployment of their staff in respective areas of responsibility, and participated in the public and private partnerships for development purposes. The study concludes that there is a positive significant relationship between governance strategy rolled out in counties and resource decentralization. The study recommends an increase of resource decentralization to counties and increase watch or monitoring mechanism to ensure there is proper accountability and performance in the counties. The study also recommends that National Government to facilitate proper governance and provide speedy decision making pertaining matters relating to the County and national Governments. This study will benefit the County Governments, National Government, Policy Makers and Stakeholders in the devolution sector.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Globally, countries are combatting unfair distribution of resources and representation in decision making processes (Ahmad, Junaid, Devarajan, Khemani, & Shah, 2005). Decentralizing power and resources is viewed as a workable strategy in enabling progress in economic development, social constructivism and political diversity (Ekpo, 2008). Management in countries is modelled by the level of representation in both decision making processes and the availability of capacity to implement decisions or strategies (Aslam & Yilmaz, 2011). In most situations, decentralization and governance is attributed to the need for improved public service delivery, organizational performance, equitability, accountability and need to bolster improved public management systems of resources (Smoke, 2015). Governance is a major concern with many governments owing to difference to adopted systems and models of governing. This presents uniqueness in decision making, strategy formulation and implementation and diversity inclusion in the resource management (Jones, 2008).

Governance is defined as the process of controlling or taking charge of a network, people or an institution (Ngundo, 2014). Governance occurs both in public and private dimensions. Private governance is construed to specific norms and subject to high standards of privacy presenting individual decision making (Wangari, 2014). This is converse with public governance that includes overall inclusivity of various parties in order to arrive at a decision or strategy. Public governance will be central for this study. Public governance is inclusive of various cadres or levels in the

making of decision in particular those regarding decentralization (Shen & Zou, 2015). Resource decentralization is defined as the process of distributing or dispersing specific unit items or materials or persons from a central location to other locations with a diverse and spread authority over the resources. Mookherjee (2014) defines resource decentralization as a process aimed at ensuring inclusivity and mutual participation. It is also a process meant to ensure all parties participate in the process of making decisions (more less regarded as an indirect self-management process).

This study was guided by principal agent, sequential and stakeholders' theories. Principal-agent theory implies one party is senior and provides the specifications to be met by the junior party who is the agent (Wangari, 2014). Sequential theory was based on the assumption that decentralization is a process of reforms and processes that are varied in stages whereas stakeholders' theory assumes that for an institution to gain performance and growth there is the collaborative segment requirement to instil the success with internal and external parties.

### **1.1.1 Governance as a Strategic Orientation**

Employment of strategy requires effective leadership and authority in control (Muriu, 2012). Proper governance is modelled by the activities involved or goals required to be achieved by a given time schedule (Kobia & Bagaka, 2014). Governance is a major concern both in private and public arenas with both aimed at gaining a competitive advantage over others and creating a lead role or superiority over others (Amusa & Mabugu, 2016). Governance is the norm of controlling or creating authority over a matter for a time schedule and being responsible for decisions or strategy implementation. Governance is meant to instil growth and

performance of institutions of administration or enterprise thus an effective mode is advised. Governments worldwide compete to increase representation and provide fair enterprise and public space meant to enable growth and performance improvement (Opiyo, 2014). Governments have strategies through periodic strategic plans meant to programme the operationalization of activities, issues and projects within a specific time. Further, the strategic plans are meant to increase competition in the sharing of available resources and authority (Burugu, 2010).

The Constitution of Kenya 2010 introduced different levels of governance. This included the national and county governments (Wangari, 2014).the different levels of governance models were mainly meant to increase public participation in the decision making processes (Khaunya, Wawire, & Chepng'eno, 2015). Khaunya et al (2015) opines further that this representation meant to bring equilibrium in delivering to decentralization initiatives and revamp lagged strategies that have never been implemented before. Opiyo (2014) notes that this model of governance was meant to limit biasness in decision making processes. Devolved units of governance are meant to increase citizenry participation and ensure decision making processes are transparent and not a reserve of individuals (ICJ Kenya, 2013). Accessibility of public services and inclusivity in major government programmes was a reserve of appointees from central government limiting majority participation which is a converse with current governance model (Kobia & Bagaka, 2014). Therefore this study sought to examine the influence this kind of governance has on the resource decentralization in counties on the eastern side of Kenya.

### **1.1.2 Resource Decentralization**

Resource decentralization is defined as the equitable supply or distribution of available resources. Resources are tangible or intangible (Abdumlingo & Mwirigi, 2014). Strategies to ensure effective resource decentralization amount require proper capacity to facilitate the delivery. Public service delivery requires adequate resources in place thus only working plan is in the ability to attain this (Saavedra, 2010). The examination and extent establishment of the resource decentralization is based as an empirical and context matter. This decentralisation strategy encompassed three different forms: deconcentration whereby the central institutions have are mandated to ensure administration function, secondly, is delegation which is the transferability of core specific led services to lower units to enhance service delivery. Thirdly, devolution is the model whereby the political and fiscal functionalities are transferable to units that are sub-national for delivery subject to the unitary state law.

Kenya adopted devolution which was meant to increase the decentralization of resources to citizens in the lower cadre. Devolution also was meant to improve public service delivery to citizens. This requires intensive decentralization of resources and machinery or infrastructure mainly held by the central government. Ownership of public resources is maintained by the governments of the day with citizens having majority power over persons in charge of control (Amusa & Mabugu, 2016). Recognisability in contribution by the citizens and the demand to ensure each citizen has a voice in the sharing of resources is a strategy mitigated to enhancing fair competition in progress at the county level.

### **1.1.3 Governance and Resource Decentralization**

Managing resources and other infrastructural establishments requires proper governance and leadership (Saavedra, 2010). Governance entails management of other individuals, resources and establishments to which authority and power is derived from. Effective governance requires ethical leadership, individuals with virtues and purpose to responsibilities they are tasked to deliver (Saavedra, 2010). In this, proper resource decentralization requires effective management to limit wastages and utilization for value creation. Resource decentralization is an involving task requiring chain of contacts thus a stable leadership or management by individuals would enhance the process with ease.

The aim of decentralization of resources is to increase public service delivery, have inclusive participation in decision making and fair distribution to communities and other public members (Olatona & Olomola, 2015). This requires delegated roles and responsibilities as County leadership and National Government leadership, together working to ensure sustainability in the decentralization process. Governance strategy would lead to effective resource distribution with a proper guiding framework and assessment procedure to ensure all deliverables are clearly met (Amusa & Mabugu, 2016). Institutions of government are guided by strategy plans meant to increase resources and their distribution to majority in each area. Proper governance strategies and means have capability of realizing effective decentralization (Simuyu et al, 2014).

### **1.1.4 County Governments in Kenya**

Kenya is a unitary state with a National Government and County Governments where the latter are established under schedule I of the Constitution of Kenya

(Ngundo, 2014). The National Government has supreme role with major roles concerning policy and its implementation and security management. County Governments are tasked with devolved roles as defined in the Constitution. County Governments are established to enhance public service delivery, resource distribution and sharing while also creating employment and enterprise opportunities (Abdumlingo & Mwirigi, 2014).

County Governments in Kenya are 47 in total. Each county is administered by the Governor, Deputy Governor with County Executive Members who constitute as County Ministers. These are for Ministries under the County Government. County Governments are managed and guided through an Act of Parliament, the County Governments Act (2011). The Act defines the sharing of resources, administration and creation of County Offices that enable easier management. National Government on each financial year, it releases financial tranches per guidelines provided by the Commission of Revenue Allocation and amount of revenues and population in each County.

Resource wealth in Counties is varied. Each County has uniqueness in its resources as others have natural resources majority derive their resources in form of opportunities created by the sprawling service industries. Counties in Kenya are managers of National Government resources, most of them formerly held as National Government infrastructure and facilities or institutions of learning, health and municipal complexes, all in place to facilitate public service delivery and growth of economies of each County. This study sought to discuss the resource decentralization and utilization in the Counties and how the County Government management facilitated the service delivery, proper capitalization and effective resource wealth generation for welfare of Kenyans and County Governments.

## 1.2 Research Problem

Governments around the world always strive to ensure there is equitable distribution of resources to each part of their State or Country and to each citizen (Kobia & Bagaka, 2014). Satisfaction from the public varies with how the governments conduct itself regarding the resource distribution (SID, 2014). Governments do undertake strategic planning to ensure all targets and goals that would ensure resource distribution are met within schedule (Saavedra, 2010). Change of Governments would derail or fasten the delivery of services and improve resources distribution (Khaunya, Wawire, & Chepng'eno, 2015). Majority decentralize resources through established agencies, ministries and federal units or administrative units (SID, 2014). This is a concern to most Governments as they lack proper formulaes or capacity to ensure the delivery. This would vary with the number of citizens in each area or the amount of resources available in the area. Resources would be in form of citizenry participation, power, natural forms or infrastructure establishments (Kobia & Bagaka, 2014). Resource decentralization is a strategy applied in most cases to ensure there is adequate and fair distribution of resources. This requires governance and watch over the process. Poor administration may imply a time lag and cause unfair resource allocation, distribution or sharing.

Kenya changed its model of administration with two forms of Governments however, remaining as a unitary State. Simuyu et al (2014) opines that management and resource distribution in particular roles and decision making changed in accordance with provisions of the Constitution. This has culminated with periodic both government cold fights, lack of clear decision making process and parity in the resource allocation in most parts of the counties (Khaunya, Wawire, & Chepng'eno, 2015). Formerly, most Provincial headquarters centers enjoyed resource allocation

from central government leading to other areas lack the share of the national resource cake. Variation in power representation implied a variance in decision making representation allowing fewer people to make decisions on behalf of the majority. This presented inequity, unfair and lack of fair representation.

County governments were created to facilitate reachability of resources and administration to the people, reducing the amount of power and decision making ability from central government (Khaunya, Wawire, & Chepng'eno, 2015). There is a concern over discrepancies in resource allocation, availability of resources and the formulae for use in providing justified resource allocation to counties. With each of the 47 county governments with leadership at the helm and civic representation similarly to national government, there is a concern on the proper strategic mechanism to adopt for effective resource distribution and decentralization. For instance, the counties of Machakos and Kitui were subjects of the low development structures before the reform facilitated by the devolution model. In these counties, lack of sufficient water, health and educational services where over 1 million individuals and about 60 per cent belonged to the poverty line (KNBS, 2015). Therefore, this study seeks to establish the leadership influence on the resource decentralization as a strategy.

Studies conducted on the area of governance and their influence on the resource decentralization in the county governments is limited to model and styles of leadership than strategies adopted. For instance, Abdumlingo & Mwirigi, (2014); Kobia & Bagaka, (2014) only address the merits of decentralized governance than the strategy behind to ensure effective resource decentralization. A study by Macharia et al. (2014) lacked merit as it concentrated on Kipipiri constituency while focusing the entire study on the 47 counties' strategies and influence by governance.

Simuyu et al (2014) in their study they limited to contextual area being a case study failing to exclusively provide the governance strategy influence on distribution of resources. Therefore, this study sought to answer the question: what is effect of county governance on resource decentralization using a case of counties in Eastern Kenya?

### **1.3 Research Objective**

This study sought to establish the effect of county governance on resource decentralization within counties in Eastern Kenya.

### **1.4 Value of the Study**

These study findings are beneficial in policy making process and strategic planning processes both in national and county governments. Findings of this study are to further help administrators of strategy in the National Government and stakeholders keen to delivery of devolution concept in Kenya. This study findings are to contribute in evidence the influence of governance on the resource decentralization strategy of ensuring growth in various parts of Kenya and equitable distribution of resources. It study further guides on the manner to utilize decentralized resources to counties.

This study findings are to contribute in theory to the study of resource decentralization and strategy planning alongside the influence of governance and leadership styles in place. This study provides keen principles for adoption. This will widen the theory aspect of these concepts.

This study findings are to benefit the scholarly and research world. This study provides empirical evidence, recommendations for adoptions and further study areas for consideration by interested parties. This study provides new devolution,

governance and use of resource decentralization strategy to instil growth and performance in governments' public service delivery.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter is keen to present the theoretical foundation which in depth discusses various theories relevant to this study. In addition, it discusses the factors enhancing resource decentralization and strategies for effective governance. Finally, this chapter provides an empirical review on the governance and resource decentralization strategy.

#### **2.2 Theoretical Foundation**

This section is categorical on the theories related to this study. This section explains and discusses in detail the principal-agent theory, sequential theory and stakeholders' theory. Finally, it provides relevance of each theory to this study.

##### **2.2.1 Principal-Agent Theory**

This principal agent theory is critical in explaining governance reforms in public institutions as well as the management of public resources. Principal agent theory was forwarded by Jensen and Meckling (1976) designed to explain a dual relationship between the principal and an agent. In this theory, the principal is the decision holder or the owner of resources whereas the agent is the implementer or doer of decisions taken by the principal. This theory is dependent on the information flow and the power possession (Mewes, 2011). The manner in which the agent undertakes the decisions to affect the interests of the principals would determine the relationship between the principal, agent and any other involved party (Lee, 2010). Divergent views and interests from the public, politicians and frontline service providers may put the agent in a tricky position requiring decisions that may

override the wishes of the principal (Kamara, Ofori-Owusu, & Sesay, 2012). This theory connects with the study with the Government in national cadre being the principal and county government being agents as also the general public are the principals and the national government being the agent. The interests held by the public are delivered by the national government which provides resources to lower levels of government to ensure all service delivery programmes and initiatives are delivered. Principals monitor and choose who to be their agents in delivering decisions and other activities. This requires adequate resources to create sustainability in delivery Hiskey (2010).

### **2.2.2 Sequential Theory of Decentralization**

Falleti (2004) proposed sequential theory of decentralization. The main pillars of this theory are to explain the state reform process, the transferability of resources and preferential considerations in the conduct of those in charge or administrators. Falleti (2004) argues that decentralization is a model of reforms where there are a number of processes and activities involved to attain given deliverables. Initial operational of political and economic policy decentralization are in the ability to increase power and resource decentralization to majority local actors (Falleti, 2004).

Akorsu (2015) argues that these state reforms and processes may occur both in democratic and authoritarian governed states. Reform processes are highly dependent on the sequence defined by particular policies by the government or administration in charge. Effectiveness is attained on the manner or sequence of operationalization (Awortwi, 2011). Formulation of sub-national policies enables in attaining the decentralization initiatives. This requires sub-national autonomy on the lower levels of government. This theory relates well with this study in examining the

influence of governance strategy on the resource decentralization in Kenya. County governments employ different strategies to ensuring there is sufficient and adequate resource allocation and decentralization to all citizens in the counties. This is undertaken specifically on plans and programmes aimed at ensuring all parties have access to services while getting a share of the resources. Public institutions operate on plans and systematic manner creating a sequence of activities and initiatives. Time lagging and deliverables require resources and proper administration in policy to ensuring all parties are equitably represented, gain or obtain government services.

### **2.2.3 Stakeholders' Theory**

Developed by Richard Edward Freeman (1984), this theory seeks to explain the external intrusion in the management of an institution. This theory notes that an institution operates on the host society that has to take part in the operations of the institution owing to the effect it possess to the society (Friedman and Miles2006). The external or society host members are the stakeholders and the institution management have to work in touch to ensure effective service delivery.

Stakeholders' main influence in an institution is to facilitate resource inflow, utilization and act as fair judge on decision making processes. Stakeholder theory argues that the main purpose of an institution is to create a value addition while gaining share or strength in resource pooling or distribution Phillips (2003). Phillips (2003) further argues that in order to create sustainability, there is need for institutions to take consideration of their host societies and interests.

This theory is relevant to this study in the manner county and national government operate in order to ensure there is adequate public service delivery to its citizens. Resource decentralization and proper governance for making decisions requires stakeholder involvement. Stakeholders may be the citizens, civil society and external internal community aimed at ensuring devolution and proper public service delivery is attained. Governments operate on a framework of consultation and in accordance to structures in place to meet the needs and demands of citizens.

## **2.3 Factors Enhancing Resource Decentralization**

Resource decentralization success is encompassed with a backing of specific factors. Institutions of public and private require an extent degree of trust, responsiveness in decision making and the proper jurisdictions in order to ensure smooth operationalization of activities or initiatives (Rose & Omolo, 2013). Therefore, this section seeks to discuss in detail the factors or strategies that would facilitate effective resource decentralization.

### **2.3.1 Strong Bureaucratic Capacity for Domestic Jurisdictions**

Bureaucracy is a concern to many Governments and public members in overall. However, this is important for various jurisdictions in ensuring the delivery of unfair and unjustified conduct are addressed legally. Monitor (2016), affirms that there is county meetings held do occur with minimal representation of citizens. Further, the assertion that resource decentralization is to benefit the poor is converse as most locals argue this solely benefits the rich people. Most Governments oppress members of the public and deny access to key resources on premise of security and related matters with aim of biased distribution. Merit ranking in the appointment of local population joining the county government has been a subject of bureaucracy

while the skilled workforce is under establishment. Strategically, having improved independent institutions that are fairly aimed at ensuring effective resource decentralization require institutional planning and proper execution of strategies.

### **2.3.2 Participatory Decision Making and Inclusivity**

One key aim of devolution in decentralization was to have an inclusive decision making processes. This is where the Counties would enable the citizens to participate in key decisions such as sharing of resources and social amenities. High participatory of citizens in decision making through consultative means would imply all decisions reached by the County and National Government are never individualistic rather mutual agreed by the majority. This is a core management strategy to ensuring there are minimal conflicts by parties in reaching to a decision. Collective political representation and grouping with an available accessible platform, it enables increase in transparency and fair engagement.

Open accessibility to information regarding devolution and other programmes is one way of enhancing participation (Rose & Omolo, 2013). All counties have online portals to which published information about the development and resource availability in each region. The portals are avenues of communications; however, physical meetings and committees in wards are mainly essential in improving the participatory and inclusivity of citizens in reaching to decisions regarding the county management and resources sharing. Public resource management is a concern to majority citizens with increased levels of unethical and illegal administration to subdue the influence of citizenry monitoring and watch.

### **2.3.2 Degree of Trust and Civic Inclusivity**

Government public service delivery is modelled by the stakeholder participation in their decision making processes. Proper governance would require inclusivity of the civil societies and public to the making of decisions and designing plans for effective resource sharing. This requires deeper trust from the general public that plans are deliverable within schedule. Further, decisions taken by the government to address majority issues require citizenry approval. According to Lessmann and Markwardt (2009), they opine that civic collection or grouping will enable achieve the governance and resource decentralization agenda while also improving the awareness creation to the local communities.

County government manage decentralized political, economic and social resources. Particularly, citizens would have trust on the administrators of resources subject to a clear strategic plan for the delivery. Public service delivery is based on trust and involvement by the public members thus the development and improvement inclusion is a requirement by the county administrators. The domestic interaction between the county government representatives and local economic, social and political communities enables in the information transferability and accessibility while the latter have right information on project progress.

## **2.4 Strategies for Effective Governance**

Various strategies are significant for effective governance. They include Leadership, Structure, Resource Allocation, and Communication as discussed in the following sections. Johnson (2002) notes in his findings that the key reasons why the strategic plans never meet the threshold of implementation or outcomes is mainly because of individualization, lack of proper communication, lack of clear planning with poor

management and top cadre leadership. This section seeks to explain in detail the strategies that foster effective governance decentralization.

### **2.4.1 Leadership and Governance**

According to Kroon (1995), leadership is the human factor that leads an institution towards realizing goals through voluntary cooperation of all the people in the business. The importance of leadership to the strategic management process is underscored by the fact the process entails formulation and institutionalizing of the new approach (Elsenbach, Pillai and Watson, 1999). Duck (1993) indicated that there is a consensus that leadership is at the core of strategy implementation. While the strategic plan may have good ideas and guidelines, the challenge is in translating the ideas and following the guidelines that lead to concerted well guided change.

Saka (2003) points out that the success of implementing strategy is generally associated with those who facilitate the change process. Okumus (2003) viewed leadership as the actual support and involvement of the Chief Executive Officer (CEO) in the strategic initiative. Okumus identified the following key issues in the involvement of the CEO in the strategy development and implementation process; level of support and backing from the CEO to the new strategy until it is completed, open and covert messages coming from the CEO about the project and its importance.

### **2.4.2 Structure and Governance**

This is the design of organizations through which the enterprises are administered, including lines of authority and data flow through the lines. Organizational structure specifies roles, procedures, governance mechanism and decision making processes. The organization comprises of the formal and an informal structure, (Kroon, 1995).

Organizational structure is influenced by the organizations age and size and it acts as a framework, which reflects what a firm does and how tasks are completed given the chosen strategy. There must be a fit between the organization structure and the strategy (Ghoshal and Bartlett, 1995).

According to David (2001), changes in strategy often require changes in the way the organization is structured. The structural format for developing objectives and policies can significantly impact all other strategy implementation activities. Baker (2007) asserted that organizational structure can help or hinder, support or block strategic change. A good fit-for- purpose structure will enable changes, continuous or discontinuous, small or large, to be made effectively and efficiently.

### **2.4.3 Resource Allocation and Governance**

Okumus (2003) defines resource allocation as the overall process of that material and virtual matters are adequately provided for the responsible party. These matters may include power, resources, and skills among others. This is interlinked with the operationalization and planning perspective in an institution aimed to ensuring there is delivery and accountability in all resources out to use. Procedural considerations, standardization and requirements are key in ensuring proper resource allocation is achieved. Implementation process of ensuring resource allocation encompasses time availability, technical skills and consideration of interests of the intended beneficiaries.

Alexander (1991) observed that strategic implementation of matters is the way the effecting is conducted with the available time, budgets and capabilities, resource and time. Limited resources and unclear plans to implement a strategy will lead to a failure of the strategy (Wery & Waco, 2004). Strategic plans are capital intensive

when implementing thus requiring sufficient resources allocated to achieve it (Hunter, 2007). Sterling (2003) argues that presence of prolonged lack of resources and unavailable capacity to facilitate the resource allocation leads to failure in strategy implementation process.

#### **2.4.4 Communication and Governance**

Change is communicated through strategy implemented or under processing for implementation. Jones (2008) argues communication in strategic implementation process is the alignment of the strategy attributes in cost, time, values, and scope in order to attain the expected target outcome. Strategies are developed in consultation by the concerned parties and interdepartmental staff depending on the content of the strategy. For a successful strategic implementation process, execution and management or personnel involved require to get proper communication what the strategic plan entails (Alexander, 1985).

Aaltonen and Ikavalko (2002) add that middle managers are critical in enhancing the communications in the strategy implementation. This is significant as it facilitates the continuity flow of strategic activities. Jones (2008) argues that the implementers of a strategic plan or activity are required to communicate what they really aim to attain in particular if the strategies are politically, economically and socially motivated. The involved and beneficiaries are thereafter motivated to accept to implement or adopt the changes in strategy. Kogut et al (2006) concludes that for an effective strategy to succeed, transparency and proper communication is required.

## **2.5 Governance and Resource Decentralization**

Governance can unsuccessfully lead to resource decentralisation by lack of accountability and inaccessibility of clear information thus necessitating asymmetry circles in the process of decentralization (Jones 2008). This would imply lack of accessibility to basic goods and services intended for the public. Budgetary constraints and institutional technicalities would hinder resource decentralization thus rendering the governance problematic (Rodden, 2006). The decentralization process to sub-national levels would lead to increased expenditures and benefiting the local areas as compared to central national government with specific interest zones (Faguet, 2014).

Prud'homme (1995) opines that in the cases of liabilities, the national government that decentralizes resources has to bear the costs and not the sub-national units. There need to share and facilitate liability and manage distress in the decentralization process is critical. This is to imply, this affects the governance approaches in place as such can be limited. Strategy implementation and governance are interlinked to ensuring any decentralization process is achieved within schedule and benefits are spread across. A commitment to a strategy cannot clearly be held in the situation the implementers, beneficiaries and other parties reliably base their trust on the strategic source (Rodden, 2006).

Limited monitoring indiscipline would lead to wastages and overspending by the lower cadre officers in charge of implementation (Jones, 2008). The local social, economic and political leaders are capable of influencing the resource usage by the lack of accountability and loopholes created thus rendering the strategy ineffective, void and without any positive outcomes (Rodden, 2006). These local elites have

clear information about the strategic implementation than other public members thus leading to high negative influence and behaviour that would render poor decision making processes, unwatched governance (Miller, 2002).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter provides the adopted research design for use by the study. It also provides the population considered by this study. The chapter explains in detail the data collection method, procedures and instruments and manner in which the analysis will be conducted.

#### **3.2 Research Design**

Mugenda & Mugenda, (2003), defines research design as a conceptual structure within which research is conducted. This study adopted descriptive research design. Cross sectional survey approach was adopted to answer the research problem. The choice of the method was motivated by the difference in resource and decentralization processes in the study counties of choice. Further, according to Sekaran, (2006), descriptive research design is suitable where the study sought to describe and portray characteristics of an event, situation, and a group of people, community or population which was the case to be adopted in this study.

This study used primary data with help of the questionnaire to collect data. This method enabled the researcher to address all study objectives in depth. This design was ideal for collecting descriptive information on the preference of resource decentralization method besides describing the characteristics of the variables of interest in a situation.

### **3.3 Study Population**

The target population is also referred to as the universe into which the study population is generalized (Sekran, 2006). The target population of this study was the County Governments in the Eastern region of Kenya that constituted the former Eastern province. These counties were Machakos, Makueni, Kitui, Embu and Marsabit. The choice of these counties was motivated by the variance in resources and their mode of governance considering each of the counties had wide area under land cover.

This was a survey study research and therefore, it focused on Machakos, Makueni, Kitui, Embu and Marsabit. The study surveyed 5 counties and through random sampling technique, it selected three counties for data collection. This targeted 100 respondents from each County who included officers serving in the Strategy and Planning units as they are in charge of delivering to county needs and resource allocation.

### **3.4 Data Collection**

Qualitative data was used in this study. The researcher collected primary data from the area of study through use of a structured questionnaire. The questionnaire was the right instrument for this study as it provided questions that queried the resource administration and how the Governments are using the decentralized resources to increase service delivery and steer progress and growth in counties.

This study further utilized likert scale based questions. The questionnaire was in three sections. Section A covered the demographic information and section B covered the governance of counties. Section C covered the resource decentralization and section D will cover the performance of counties. This study adopted a drop and

pick method in distributing the questionnaires to respondents for a period of two weeks. This was mainly because of the travel distances separating the county governments' headquarters.

### **3.5 Data Analysis**

Data analysis refers to the process of coding, collecting and organizing information in a standardized format that allows analysts to make conclusions from the data analysis from the field research (Stemler, 2001). This will help in analysing the resource utilization since the commencement of county governments in office.

Data presentation comprised of illustration of charts, figures and descriptive research findings were tabulated in tables. The study research findings were interpreted with respect to the objective of the study that sought to establish the effect of county governance on resource decentralization within counties in Eastern Kenya. Further, the study discussed in detail the research findings with comparisons to related literature findings in the same subject.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the response rate of the conducted research, demographic information collected and outcomes of the governance strategy, performance of the county government and resource decentralization.

#### **4.2 Response Rate**

The researcher sought to know the response rate of the study. Out of 100 questionnaires distributed for filling, only 79 questionnaires were returned and 21 were unreturned. This is a 79% response rate. According to Mugenda & Mugenda (2008), response rate that is less than or equal to 75% provides the right data for use in analysis and subsequent study calculations for findings.

#### **4.3 Demographic Profile**

Demographic information is the statistical characteristics, behaviour and identities of a given population under study (Mugenda & Mugenda, 2008). This section sought to provide reported research findings of gender participation, age bracket of respondents, highest educational level and work experience level earned by the respondents in this study. In each sub section, the researcher provides interpretations of the findings and importance they have for this study.

##### **4.3.1 Gender of Respondents**

The researcher sought to determine the gender of the respondents participating in this study. Based on research findings, majority were male by 54% and females were 46%. It's important to understand the research contribution by knowing the gender

inclusiveness owing to a variation in responses. This implies that, Counties in the Eastern Kenya region have met the 30% gender balance mark.

### 4.3.2 Age Bracket of Respondents

The researcher sought to determine the age bracket of respondents in Table 4.1.

**Table 4. 1 Age Bracket of Respondents**

<b>Age Bracket</b>	<b>Frequency</b>	<b>Percentage</b>
18-30	13	16.46
31-40	43	54.43
41-50	16	20.25
51-60	7	8.86
61 and above	0	0.00
<b>Total</b>	<b>79</b>	<b>100.00</b>
<b>Mean</b>	<b>15.8</b>	
<b>SD</b>	<b>16.39</b>	

**Source: Primary Data**

Table 4.1 findings report that majority respondents are in the ages of 31-40 years representing 54.43% with fewer above 51 years at 8.86%. This implies that employees serving the Counties are in their productive years therefore capable of delivering to their needs.

### 4.3.4 Highest Education Level

The researcher sought to determine the highest level of education of respondents in Table 4.2.

**Table 4. 2 Highest Education Level**

<b>Highest Education level</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma Level	49	62.03
Bachelor Degree Level	21	26.58
Postgraduate Degree Level	9	11.39
Others	0	0.00
<b>Total</b>	<b>79</b>	<b>100.00</b>
<b>Mean</b>	<b>19.75</b>	
<b>SD</b>	<b>21.31</b>	

**Source: Primary Data**

Based on findings on Table 4.2, majority of the respondents' hold a Diploma at 62.03%. This implies that the Counties have qualified staff and knowledgeable capable of executing the Counties' mandate.

#### **4.3.4 Years of Work Experience**

The researcher sought to determine the number of years respondents have served in public service.

**Table 4. 3 Years of Work Experience**

<b>Years of Experience</b>	<b>Frequency</b>	<b>Percentage</b>
1 Year or less	21	26.58
2-5 Years	13	16.46
6-10 Years	11	13.92
11-15 Years	9	11.39
15 Years and Above	25	31.65
<b>Total</b>	<b>79</b>	<b>100.00</b>
<b>Mean</b>	<b>15.8</b>	
<b>SD</b>	<b>6.87</b>	

**Source: Primary Data**

From the findings in Table 4.3, majority respondents have served for 15 years and above by 31.65%. This implies that majority employees at the Counties have sufficient experience to handle matters involving strategy implementation.

## 4.4 Governance Strategy

The researcher sought to determine the extent of agreement to selected statements related to governance strategy in this study using the scale of 1- Strongly Disagree at all 2- Disagree, 3-Moderate 4- Agree, 5- Strongly Agree as indicated in table 4.4 below.

**Table 4. 4 Governance Strategy**

<b>Statement</b>	<b>MEAN</b>	<b>SD</b>	<b>COV</b>
The county government has adequate autonomy to contract services without direction from the national government	4.06	8.55	2.10
The county government has autonomy to hire new employees	3.52	7.42	2.11
The county government has autonomy to fire county employees	3.54	10.15	2.86
The county government has power to sign employment contracts with county employees	3.62	7.89	2.18
Your county government is responsible for economic empowerment of the residents	3.66	6.58	1.80
The county assembly has adequate power to make county by-laws	3.86	7.73	2.00
The county government usually has freedom to forge public-private partnerships to speed up development in your county	3.59	6.57	1.83

**Source: Primary Data**

Based on the reported research findings in Table 4.5, the study reveals majority strongly agreed that the county government has adequate autonomy to contract services without direction from the national government; the county government has autonomy to fire county employees and the county government has power to sign employment contracts with county employees. This implies that the county governments have the human resource ability to employ and fire county employees.

These findings are of value to this study given that with division in governance in Kenya setting National Government and County Government, power to undertake various roles is based per the Constitution of Kenya schedules (Kenya Law Reports,

2010). Governance strategy is critical in enhancing service delivery, authority, skills and competencies of employees and citizenry participation while improving the performance of county governments and resource decentralization.

#### 4.5 Performance of County Government

The researcher sought to determine the extent of agreement to selected statements related to performance of the county governments in selected counties in this study using the scale of 1- Strongly Disagree at all 2- Disagree, 3-Moderate 4- Agree, 5- Strongly Agree as indicated in Table 4.5 below.

**Table 4. 5 Performance of County Government**

<b>Statement</b>	<b>MEAN</b>	<b>SD</b>	<b>COV</b>
The county government has website or Internet portal accessible by citizens and businesses community	3.66	6.87	1.88
The county government website has capabilities of searching database and downloading or printing forms, policies, or documents	2.76	4.64	1.69
Citizens can contact government services via e-mail, complete forms online at an e-government web site/portal, or upload completed forms and send them to the government	2.02	4.29	2.12
The county government website offers online secure payment solution to the citizens	2.63	3.72	1.41
The citizens can access government services anytime-24 hours a day, 7 days a week (or 24/7 service delivery) through government website	4.08	8.68	2.13
The county government website has online poll /survey capabilities	1.83	4.88	2.66
The county government website has formal online consultation facility with the government officials	2.62	3.41	1.30

**Source: Primary Data**

Reported research findings in Table 4.5 reveal that majority strongly agreed to citizens accessing government services anytime-24 hours a day, 7 days a week (or 24/7 service delivery) through government website which has online poll /survey capabilities and that the county government has a website or Internet portal

accessible by citizens and businesses community. This implies that the counties have good visibility, public relations and information sharing with their citizens. These findings are important for this study in understanding the influence of the governance strategy on the decentralisation of resources.

This study sought to understand any impact results brought about by the governance strategy in county governments as compared with national government model of governance in facilitating resource allocation or reach to the public/residents of these respective counties. These findings also reveal the trend in other 47 county governments in Kenya as they represent the influence county governance has on the resource decentralisation. Government institutions perform well with proper governance and adequate resources increase the performance levels of counties (Mwikali & Lucy, 2016).

#### **4.6 Resource Decentralisation**

The researcher sought to determine the extent of agreement to selected statements related to resource decentralization in counties using the scale of 1- strongly disagree at all 2- disagree, 3-moderate 4-agree, 5-strongly agree as indicated in Table 4.6 below.

**Table 4. 6 Resource Decentralisation**

<b>Statement</b>	<b>MEAN</b>	<b>SD</b>	<b>COV</b>
In the last three years, the quality of sewer services rendered by your county government has greatly improved	3.11	4.78	1.54
In your opinion, the county government provides sewer service in satisfactory manner	3.13	4.31	1.38
In your own town, you rarely experience sewage pipe bursts and blockages	3.20	5.18	1.62
In the last three years, many households in your town has been connected the sewer line	3.18	3.81	1.20
The sewer line in your town is regularly repaired as soon as it breaks down	2.98	5.18	1.74
In the last three years the quality of the health services at county health centers has greatly improved	3.88	6.43	1.66
Am satisfied with public services provided by county offices	3.08	4.22	1.37
Drugs are always provided to patient in the county government health centers	3.97	13.24	3.33
There are frequent unplanned water supply interruptions	3.38	10.53	3.12
In the last 3 years, many households have been connected to water supply	3.43	15.84	4.62
The county government supply us with enough clean water on daily basis	3.12	6.60	2.11
My county government regularly builds new roads in both rural and urban areas	3.09	10.22	3.30
Prompt attention is always given to the patient who visits county government health centers or hospitals	4.20	14.01	3.34
Majority of roads being built by the county government usually take long to complete	4.20	12.49	2.98
In the last 3 years, the quality of most county roads has greatly improved	3.40	13.08	3.85
I am satisfied with water supply schedule of county government	2.95	8.92	3.03
After devolution most of the health centers became as accessible to the citizens	4.25	14.27	3.36

**Source: Primary Data**

Based on the findings of the study, majority strongly agreed that a prompt attention is always given to the patient who visits county government health centers or hospitals at a mean score of 4.20; majority of roads being built by the county government usually take long to complete at a mean score of 4.20 and that after devolution, most of the health centers became as accessible to the citizens with a mean score of 4.25. These findings imply that majority in the eastern counties of Kenya are not fully satisfied with the resource allocation in place as however, they

are contented with the level of health service delivery in their respective counties. These findings are important for this study because in comprehending the concept of resource decentralization, it should anchor the basic services pertaining citizenry needs. In addition, the findings are important for this study to enable understand how the governance strategy of decentralizing resources in form of authority, physical assets and services to county management has clearly led to citizenry satisfaction by the citizens in the counties. Further, these findings are important for this study in knowing the areas requiring effective review to enhance proper governance inclusivity and adequate resource decentralisation.

#### **4.8 Discussion**

Based on the reported research findings, governance strategy has an influence in management and decision making in the counties. The research findings reveal to a great extent of agreement that the county government has adequate autonomy to contract services without direction from the national government; the county government has autonomy to fire county employees and the county government has power to sign employment contracts with county employees. These findings differ with Korir (2013) in assessing challenges affecting devolution of public sector services in local authorities in Kenya using a case of County Government of Kericho that the authority and mandates conferred to the county government institutions had not effectively mobilised resource pooling leaving residents of the county in a dissatisfaction owing to inadequate service delivery. According to Savage and Lumbasi (2016) findings in their study on the impact of decentralization in Kenya that the counties in ASALS areas stood at a high risk of losing talented personnel to developed counties due to differences in resource distribution, wage plans and lack of an enabling environment to deliver public services.

Performance of counties is a concern to citizens, decision makers, policy makers and international community. The study selected the following statements: The county government has website or Internet portal accessible by citizens and businesses community The county government website has capabilities of searching database and downloading or printing forms, policies, or documents Citizens can contact government services via e-mail, complete forms online at an e-government web site/portal, or upload completed forms and send them to the government; The county government website offers online secure payment solution to the citizens; The citizens can access government services anytime-24 hours a day, 7 days a week (or 24/7 service delivery) through government website; The county government website has online poll /survey capabilities.

The county government website has formal online consultation facility with the government officials to measure the county performance levels. Based on the findings reported in Table 4.5, majority agreed strongly that citizens can access government services anytime-24 hours a day, 7 days a week (or 24/7 service delivery) through government website which has online poll /survey capabilities presenting a mean score of 4.08 and that the county government has a website or Internet portal accessible by citizens and businesses community presenting a mean score of 3.66. These findings confirm to a study by Savage and Lumbasi (2016) who investigated the impact of decentralization in Kenya, whereby the counties provided information to the public through their website.

Resource decentralization is the main aim of county establishment or devolution framework of governance. The study provided selected statements to respondents in order to enable understand their feelings or response on the resource decentralization brought by the county governments and national governments. The research findings

revealed majority strongly agreed that a prompt attention is always given to the patient who visits county government health centers or hospitals presenting a mean score of 4.20; majority of roads being built by the county government usually take long to complete presenting a mean score of 4.20.

The findings revealed that after devolution, most of the health centers became as accessible to the citizens. This is similar to Savage and Lumbasi (2016) findings that access to healthcare had improved in Turkana and Kajiado Counties. However, Savage and Lumbasi (2016) notes that there's needed further investigation to determine the full extent of the influence or impact particularly in the energy and water sectors. Decentralization of resources is limited to specification provided in the Fourth schedule of the Constitution of Kenya (Kenya Law Reports, 2010). Therefore, county governments have exclusive indirect control in providing basic services including water and facilitating access to energy sources to county resources. Comparing the findings for governance strategy, performance of the county government and resource decentralization, they confirm the tenets of stakeholders' theory, sequential theory and principal agent theory. Governance strategy in enhancing the devolution progress requires good relations between the County and National Governments in order to facilitate adequate resources to the counties. Constitutional processes in define the processes of making decisions based on the authority conferred on the Counties and State/Public Officers appointed to facilitate the performance strategies and aims of the County. Findings reported revealed to some extent the citizens and officers serving the counties were satisfied with the Counties' progresses, decisions and services as however, those relating to infrastructural development elicited delays. This would partly be argued based on the

processes involved between the National and County Governments regarding decision making for mega projects that are capital intensive.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the findings, conclusions and recommendations. The study sought to establish the effect of county governance on resource decentralization within counties in Eastern Kenya. The chapter discusses in depth on the findings in chapter four by providing a summarized view, conclusions on the established the effect of county governance on resource decentralization within counties in Eastern Kenya a, recommendations for adoption, limitations of the study, policy implications and offer suggestions for further studies.

#### **5.2 Summary**

Based on findings in chapter four, the study netted a 79% response rate with a moderate balance in gender participation in this study. This is a 54% male representation against 46% for females. It's recommendable to note majority respondents' age bracket that are majority in this study at 54.43% being in the ages of 31-40 years. This implies selected counties have employed individuals in the youth ages and transitive ages.

The findings reported also indicate that majority working in the counties are Diploma graduates at 62.03% with those with bachelor qualifications 26.58% and post graduate at 11.39%. This illustrates that Counties have contracted personnel with requisite knowledge capable of enhancing the governance strategy for effective resource decentralization that would lead to high performance output of the Counties to their resident citizens. Based on reported findings also, the persons serving in the

counties have been in public service for a period of more than a decade implying that they are experienced capable of implementing the governance strategy. Findings reveal that counties have exclusive autonomy to recruit and deploy and fire their county staff as well as contract other county services to a large extent. These findings confirm that decentralised authority has an effect on the performance of county governments as majority agreed to a large extent that they have access to the relevant county information through website in place. In addition, the study reveals lagged performance in the completion of county roads as well as other infrastructural development converse to impressive health service delivery in the counties. This affirms that proper governance strategy implementation in the counties through the resource decentralization does increase performance of the counties and amount of resources decentralized to the very counties.

### **5.3 Conclusion**

This study concludes that there is an influence of governance strategy on the resource decentralisation within counties in the eastern region of Kenya. The study also concludes that county governments largely rely on decision made by the county heads of governments and national government in facilitating effective resource decentralisation. Further, this study concludes that effective and adequate resource decentralisation depend how efficient and proactive the leadership in the County Governments utilize available resources for improved performance of the counties.

This study also concludes that decisions relating to infrastructural and service based sectors in the counties affect the performance of county governments or decentralisation of resources to the respective counties.

## **5.4 Recommendations**

The study recommends that more resources should be devolved so as to cater for the decentralized functions of the county governments. A case in point is the capital intensive healthcare services that require huge financial and human resources in order to enhance its service delivery. Otherwise, service delivery of the county government along the devolved services would remain a mirage. Resource allocation should also look at the county endowment and disparity in resource availability. For instance, counties should receive a greater share of revenue the larger their population, the higher their poverty rate and the larger they are in terms of land mass.

Since respondents complained of service delivery that do not meet their expectations, the study recommends that county government can benefit from transformational use of innovative technologies to improve their efficiency and effectiveness in public service delivery. This will enhance service delivery at minimal cost given the resource constraints. The study recommends that county government should ensure that the minimal resources they get, is optimally used to avoid wastages.

The study also recommends that certain services of high national importance such as healthcare services and education should not be fully decentralized. This owes to their huge budgetary outlay vis-à-vis the current financial constraints that county governments face. Decentralization of sectors such as national security would bring security loopholes that might be exploited by criminal gangs with serious national security implications.

## **5.5 Limitations of the Study**

The validity and reliability of the study's information, which was obtained from the staff, depended on how honest they were. Selecting a representative sample was tricky as too large a sample rendered it difficult to collect information economically and yet too small a sample yield a results that are not representative of the overall staff population.

## **5.6 Policy Implications of the Study**

The study found that all the governance decentralization dimensions had a significant positive effect on service delivery in county governments in Kenya. The policy implications are highly relevant: governance decentralization implemented through multidimensional approach (financial, political, administrative, social accountability and citizen participation) may render more positive fruits in terms of improved services delivery than single-dimensional approach. This has important implications for the design of decentralization implementation strategies to policy makers.

The strength of the effect of financial decentralization, political decentralization, administrative decentralization, social accountability and citizen participation are highly relevant for policy makers in developing countries in the context of on-going institutional reforms. If a decentralization process can render larger positive effects on service delivery, designing adequate decentralization frameworks in these countries could help significantly in increasing the quality of life of their citizens through better access to services. The study thus assist policy makers in coming up with policies geared towards improving service delivery.

## **5.7 Suggestions for Further Study**

The study suggests that similar studies can be done on the challenges facing decentralization of services in the county. This would help identify the current constraints, which if solved, will help intervene in the relationship between decentralization and county government performance. It is also suggested that future studies can be conducted on efficient and optimal resource allocation among county government and between national and the former. This owes to the current decentralization challenges with regards to resource allocations as highlighted in this study.

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# APPENDICES

## APPENDIX I

## UNIVERSITY LETTER FOR RESEARCH



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE... 30/11/2017

### TO WHOM IT MAY CONCERN

The bearer of this letter... JOSEPHINE MWIKALI MACILA

Registration No... NG1/72759/2014

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



**PATRICK NYABUTO**  
**SENIOR ADMINISTRATIVE ASSISTANT**  
**SCHOOL OF BUSINESS**

## APPENDIX II

## LETTER OF INTRODUCTION

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: RESEARCH ASSISTANCE**

I am Masila Josephine Mwikali, a postgraduate student at the University of Nairobi taking a Master of Business Administration (Strategic Management). I am conducting an academic research paper with the title “*The Effect of County Governance on Resource Decentralization within Counties in Eastern Kenya*”.

You are chosen among other respondents to assist in filling the questionnaire enclosed. Your participation is welcome.

Thank You.

Yours Sincerely,

**Masila Josephine Mwikali**

Encl.

## **APPENDIX III QUESTIONNAIRE**

- a. The questionnaire is meant for academic research purposes and shall not be used for any purpose whatsoever.
- b. Do not write your name or contact on the questionnaire
- c. Tick the appropriate answer and in cases where comments are needed respond accordingly
- d. In cases of difficulty please ask for assistance
- e. There should be no victimization of whatever kind based on the answers provided and any persons using the responses to judge or victimize shall be liable to legal action

### **SECTION A: DEMOGRAPHIC DATA**

#### **What is your gender**

- a. Male [ ]
- b. Female [ ]

#### **What is your age group?**

- a. 18-30 [ ]
- b. 31-40 [ ]
- c. 41-50 [ ]
- d. 51-60 [ ]
- e. 61 and above [ ]

#### **What is your level of education?**

- a) Diploma Level [ ]
- b) Bachelor Degree Level [ ]
- c) Postgraduate Degree Level [ ]

d) Others (specify).....

**How many years have you served in government?**

- a) 1 Year or less
- b) 2-5 Years
- c) 6-10 Years
- d) 11-15 Years
- e) 15 Years and Above

**SECTION B GOVERNANCE STRATEGY**

**To what extent are the following governance strategy statements used by your County? Use the scale 1- Strongly Disagree at all 2- Disagree, 3-Moderate 4- Agree, 5- Strongly Agree?**

Statement	1	2	3	4	5
The county government has adequate autonomy to contract services without direction from the national government					
The county government has autonomy to hire new employees 16.3 The county government has autonomy to fire county employees					
The county government has power to sign employment contracts with county employees					
Your county government is responsible for economic empowerment of the residents					
The county assembly has adequate power to make county by-laws					
The county government usually has freedom to forge public-private partnerships to speed up development in your county					

**SECTION C PERFORMANCE OF COUNTY GOVERNMENT**

**To what extent are the following statements true to performance of your County? Use the scale 1- Strongly Disagree at all 2- Disagree, 3-Moderate 4- Agree, 5- Strongly Agree?**

Statement	1	2	3	4	5
The county government has website or Internet portal accessible by citizens and businesses community					
The county government website has capabilities of searching					

database and downloading or printing forms, policies, or documents					
Citizens can contact government services via e-mail, complete forms online at an e-government web site/portal, or upload completed forms and send them to the government					
The county government website offers online secure payment solution to the citizens					
The citizens can access government services anytime-24 hours a day, 7 days a week (or 24/7 service delivery) through government website					
The county government website has online poll /survey capabilities					
The county government website has formal online consultation facility with the government officials					

## SECTION D RESOURCE DECENTRALISATION

**To what extent are the following resource decentralization statements used by your County? Use the scale 1- Strongly Disagree at all 2- Disagree, 3-Moderate 4- Agree, 5- Strongly Agree?**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
In the last three years, the quality of sewer services rendered by your county government has greatly improved					
In your opinion, the county government provides sewer service in satisfactory manner					
In your own town, you rarely experience sewage pipe bursts and blockages					
In the last three years, many households in your town has been connected the sewer line					
The sewer line in your town is regularly repaired as soon as it breaks down					
In the last three years the quality of the health services at county health centers has greatly improved					
Am satisfied with public services provided by county offices					
Drugs are always provided to patient in the county government health centers					
There are frequent unplanned water supply interruptions					
In the last 3 years, many households have been connected to water supply					
The county government supply us with enough clean water on daily basis					
My county government regularly builds new roads in both rural and urban areas					
Prompt attention is always given to the patient who visits county government health centers or hospitals					
Majority of roads being built by the county government usually					

take long to complete					
In the last 3 years, the quality of most county roads has greatly improved					
I am satisfied with water supply schedule of county government					
After devolution most of the health centers became as accessible to the citizens					

**Thank You.**