

**EFFECT OF CORPORATE GOVERNANCE ON SERVICE DELIVERY: A CASE OF
KENYAN METROPOLITAN COUNTY GOVERNMENTS**

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DEDICATION

This study is dedicated to my family for their continuous support and encouragement in my life to the best I can ever be. Thank you and may God bless you.

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LIST OF ABBREVIATIONS AND ACRONYMS

EACC	Ethics and Anti-Corruption Commission
KIPPRA	Kenya Institute of Public Policy Research and Analysis
MCAs	Members of County Assembly
SPSS	Statistical Package of Social Sciences
VIF	Variable Inflation Factor

DEFINITION OF TERMS

Accountability	is the assumption of responsibility for actions, decisions or policies which include administration and governance and being answerable for resulting consequences. In governance it refers to collective responsibility of officials to preserve public trust by delivering policy outcomes and safeguarding taxpayer's money (Monk and Minow, 2004)
Corporate Governance	The process and structure used to direct and manage the business affairs of the company towards enhancing business prosperity and corporate accountability with the ultimate objective of realizing long-term shareholder value, whilst taking into account the interest of other stakeholders (Mactolo, 2013)
Good Governance	The set of processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled (Knell, 2006).
Inclusivity	is the quality of trying to include many different types of people and treating all of them fairly (Peter, 2011)

Metropolitan	A region of a densely populated urban core and its less-populated surrounding territories, sharing industry, infrastructure and housing (Okwee, 2011)
Public Participation	is the process that directly engages the public in decision making and gives full consideration to public input in making that decision (Devas and Grant, 2013)
Service Delivery	A type of co-operative whose objective is to pool savings for the members and in turn provide them with credit facilities (Okwee, 2011)
Transparency	is the obligation of a government to share information with citizens that is needed to make informed decisions and hold officials accountable for the conduct of the people's business (Clarke and de la Rama, 2008)

ABSTRACT

In the last three decades, the term good governance has become a common vocabulary in the development discourse across the developing world which promised to bring about fundamental changes in the political, administrative and economic structures of the developing world. The role of the central government in the management of cities changed. Devolution has been adopted in a number of countries as a guarantee against egocentric use of power and resources by central government elites as well as a way to enhance the efficiency of service delivery, by allowing for a closer match between governance of public institutions and the desires and needs of local people. Governance is a relevant strategic matter for devolved counties as it determines how they are directed, administered or controlled. However, despite the devolution of the government, there is still poor governance exhibited by stalled projects, poor management of funds, corruption, bureaucracy, incompetence, white elephants, wastage of resources which has affected the service delivery to the public in the counties. Therefore, there was need to determine the extent to which good governance influences service delivery at the County Government with a focus on the Metropolitan County Governments in Kenya. The main objective of this study was to establish the extent to which effective corporate governance influences service delivery at the Metropolitan County Governments, Kenya. Specifically, the study sought to: find out the extent to which accountability of staff influence service delivery at the Metropolitan County Governments; establish how transparency influence service delivery at the Metropolitan County Governments; determine the extent to which public participation influence service delivery at the Metropolitan County Governments; and determine the extent to which inclusivity influences service delivery at the Metropolitan County Governments. The study adopted a descriptive research design. The target population for this study included 165 County government officials of Metropolitan County Governments namely: the County Executive Officers, Committee members, Chief Officers, and County Directors. The study relied on data collected through questionnaires structured to meet the objectives of the study and an interview guide. Responses were tabulated, coded and processed by use of a computer Statistical Package for Social Science (SPSS) version 20.0 programme to analyze the data. The study concludes that transparency and public participation have a positive and significant effect on service delivery at the Metropolitan County Governments while accountability of staff and inclusivity have no significant effect on service delivery at the Metropolitan County Governments. There is need for the County government should adopt well developed strategies that are meant to ensure they perform their duties effectively and efficiently as well as ensuring they achieve their competitive advantage and superior economic performance; and ensure there is sufficient facilitation, that is, financial and transport availability; enhance the strategic planning meetings; proper delegation, that is, with your eyes on and your hands off. There is need to conduct a similar study in other Counties in an attempt to compare the findings. There is also need to conduct a study on the challenges facing service delivery in the County governments

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the last three decades, the term good governance has become a common vocabulary in the development discourse across the developing world which promised to bring about fundamental changes in the political, administrative and economic structures of the developing world (United Nations Development Programme- UNDP, 1997a). Governance is a relevant strategic matter for devolved counties as it determines how they are directed, administered or controlled. Whether it is a government or a private entity, the governance structures determines how everything is ran and decided and how decisions are made (Society for International Development-SID, 2012).

The concern for the stakeholders in the government is to be able to give and ensure good deliverance of more effective public services and this has brought forth and emphasized the need for good governance (Asiinwe, 2015). Another thing that has motivated the African countries to have good governance is the international pressure to be able to meet global city performances. Traditionally, municipals in East Africa were under the total management of the central government. National governments made policies and recruited bureaucrats to manage departments that delivered services to the city (Goodfellow, 2011). Under this governance structure, the central government was the major stakeholder and cities strove to meet standards that were set by government. Local governments endeavoured to make capital cities decent political seats of the central government ignoring other stakeholders since the central government

made and imposed rules governing service delivery and development (Kanyeihamba, 2012; Swyngedouw, 2005).

A devolved system of governance is a form of decentralization that has been successfully practiced by many countries across the world (World Bank, 2012). The role of the central government in the management of cities changed (Asiinwe, 2015). Devolution has been adopted in a number of countries as a guarantee against egocentric use of power and resources by central government elites as well as a way to enhance the efficiency of service delivery, by allowing for a closer match between governance of public institutions and the desires and needs of local people. Blanco (2013) highlights that in a devolved system, cities have both private and public resources and that the central government's role in city governance becomes that of ensuring that collective choices and actions are made regarding the use of public resources. Countries that have successfully implemented devolution globally include; Britain, Germany, United States of America, Canada and Australia. In Africa, good examples of countries where devolution has been successfully practiced include South Africa, Nigeria and Ethiopia (Keraro, and Isoe, 2015).

When well managed, a devolved governance system results into several benefits to the citizenry of a country through enhanced service delivery (Hueglin, 2010; Kulshreshtha, 2008). The new system of governance in Kenya, devolution, is associated with greater participation in key decisions by members of society; a greater sense of shared vision and mission; an improved societal confidence and support based on greater knowledge and involvement (World Bank, 2011 & 2012). The World Bank report observed that greater organizational independence is

linked to an increased sense of ownership, commitment, empowerment, initiative, professionalism, motivation and morale (World Bank, 2012).

Good governance is defined as the set of processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled (Knell, 2006). Corporate governance is also defined by Keasey, Thompson and Wright (1997) as cited in Mactolo (2013) as the process and structure used to direct and manage the business affairs of the company towards enhancing business prosperity and corporate accountability with the ultimate objective of realizing long-term shareholder value, whilst taking into account the interest of other stakeholders. Transparency, accountability and openness in reporting and disclosure of information, both operational and financial, are internationally accepted to be vital to the practice of good corporate governance (Fourier, 2010).

The worldwide concern for transparency and accountability in all types of human endeavours has solidified the popularity of corporate governance in public institutions (Monks and Minow, 2004). The concern for public institutions to have practices and procedures that enable them to achieve their objectives and meet stakeholder expectations has enabled corporate governance to find a firm grounding in city governance (Clarke, 2007). The need for structures through which institutions are directed, administered or controlled. This has made good governance relevant in the governance of public institutions (Clarke and de la Rama, 2008). Good governance structures have been adopted by county governments in different parts of the world because they encourage

institutions to be more effective by providing accountability and control systems that enhance service delivery (Asiinew, 2015; Bain & Band, 1996; Kanyeihamba, 2012).

1.1.1 Corporate Governance

Good corporate governance includes the relationships among the many players involved (the stakeholders) and the goals for which the corporation is governed (Wanjau, 2007). The principal players are the shareholders, management and the board of directors. Other stakeholders include employees, suppliers, customers, bankers and other lenders, regulators, the environment and the community at large (Klapper and Love, 2003). Over time it has been noted that the governance structure of any corporate entity or organization affects the firm's ability to respond to factors that have some bearing on its performance (Muring'u and Muoria, 2011). In this regard, it has been noted that well governed firms largely perform better and that good corporate governance is of essence to firms (Brown and Caylor, 2004; Knell 2006 and; Muring'u and Muoria, 2011).

So as to have more inclusive and collaborative city governance structures and meet the demands of stakeholders wholly, a number of cities in Africa adopted principles of good governance by the year 2000 (Asiinwe, 2015). Presently, good governance is an established institutional governance mechanism in most African countries (Scott, 2009). However, good governance in Africa became widely used in public organisations in the year 2000, owing to the practices advocated by the New Public Management (NPM) enthusiasts (Okpara, 2011; Tricker, 2011). The popularity of good corporate governance in public institutions resulted from a growing realization that they need managers to run them and management boards to ensure that the institutions are run effectively and in the right direction (Adams, 2002). Corporate governance

has therefore become popular in Africa, because it is seen as a strategy for promoting good performance of institutions by preventing poor governance from taking root (Mwanzia & Wong, 2011).

1.1.2 Service Delivery

Service delivery is defined as the definite production of a service such as garbage collection or street lighting (Municipal Research and Services Centre). County governments have poor services that include interference of the administration by the Members of County Assembly (MCAs), insufficient community participation, insufficient budget allocation to meet the needs of the central government, there is no leadership both in politics and administration, poor infrastructure and limited skills on the county governments (Gwayi, 2010). For a county to improve its service delivery, it needs to improve the efficiency of how these public services are delivered to the public (Makanyenza, Kwandayi and Ikobe, 2013). A report by World Bank (2009) noted that the numerous challenges faced by the current counties have led to the need for the implementation of better and more efficient service systems that can be able to handle the problem both efficiently and effectively.

1.1.3 Corporate Governance and Service Delivery

According to Sanda et al (2005), a good corporate governance structure might lead a government to a very high performance that will be able to improve service delivery and ensure protection of its stakeholders. Nam et al. (2002) stated that good corporate governance could lead to improved performance because the agency costs re gradually reduced and the leaders' supervision is better. On the other hand, poor governance is a breeding ground for corruption and poor service

delivery. According to Brown and Caylor (2004), organizations with very weak corporate governance always perform very poorly as compared to those that have very strong and good government structures. These good structures include stock returns, profitability and payment of dividends. Wanjau (2007) contends that good governance brings forth investor confidence and goodwill while the vice-versa is true for poor governance.

Provision of public services should not be focused on what the providers are willing to give but more concerned on what the consumers want and need but this is not the case in developing countries as public service delivery is more of expensive, tiresome, ineffective, too technical service delivery that is not transparent to the public (Tamrakar, 2010). In general, the public servants perform their duties as masters who have no sense of accountability, transparency and integrity while they should be working as servants to the public that employed them (Tamrakar 2010). The public has come to appreciate and be familiar with the service delivery as opposed to the public services as they have an opinion of the public sector as just a way of paying their taxes only (Makanyeza, Kwandayi and Ikobe, 2013).

1.1.3 Metropolitan County Governments

Kenya is divided into five Metropolitan County Governments namely Kajiado, Nairobi, Machakos, Kiambu and Murang'a Counties. Kajiado County was formed after the successful implementation of the Kenya's Constitutional Referendum of 2010 which brought forth the 47 counties in the Country. Kajiado County is made up of a number of administrative districts which are Kajiado Central, Isinya, Loitokitok, Magadi, Mashuru, Namanga and Ngong. The

County government is composed of the Governor, County Executive Committee and the County Assembly (County Government of Kajiado, 2017). The Nairobi City County is the making of the Constitution of Kenya 2010 and the heir of the invalid City Council of Nairobi. The Nairobi City County, in its execution of responsibilities and functions conferred upon by the above Acts has been divided into three arms namely: The Executive that is led by the Governor; the Legislative Arm or the County Assembly headed by the Speaker; and the County Public Service Board (County Government of Nairobi, 2017).

Machakos County was the initial capital city of Kenya and at present, it is an administrative county in Kenya. Machakos has eight constituencies namely: Machakos Town, Mavoko, Masinga, Yatta, Kangundo, Kathiani, Matngulu and Mwala. Machakos Town is the administrative capital of the county (County Government of Machakos, 2017). Kiambu County is located in the central region of Kenya and is one of the 47 counties in the Republic of Kenya. At present, the County is divided into twelve sub-counties namely Limuru, Kikuyu, Kabete, Lari, Gatundu South, Gatundu North, Githunguri, Kiambu, Kiambaa, Ruiru, Thika and Juja Towns. These are further divided into 60 wards (County Government of Kiambu, 2017).

Murang'a County is one of the five counties in the Central region of Kenya and it borders Nyeri to the North, Kiambu to the South, Nyandarua to the West and Kirinyaga, Embu and Machakos Counties to the East. The county occupies a total area of 2,558.8 kilometres squared. The County government is composed of the Governor, County Executive Committee and the County Assembly (County Government of Murang'a, 2017).

1.2 Statement of the Problem

The need for good governance in the public sector is the key to efficiency and effective firm's performance. This is fully supported by various accountability necessities that brings forth good governance and improved service delivery in the government. Weak governance of public institutions has led to the poor performance by very successful governments in Kenya (Keraro and Isoe, 2015). Ntoiti (2013) conducted a study that found out that for a number of decades, the decentralized units of the Kenyan Local Authorities Central Governments did not manage to provide efficient service delivery to the public because of weak governance structures. There have been a number of initiatives to enhance good governance in public sector in Kenya for example, heavy premium on good governance, public participation, transparency and oversight which brings benefits that include: improved service delivery, and better infrastructure. Kenya adopted a new devolved government's structure after the new promulgation of the constitution in 2010 that led to the country being divided into counties that are headed by the County governments as they hoped that this devolution would lead to better and improved public service delivery. Efforts have been made to curb corruption and ensure good governance premium by the Ethics and Anti-Corruption Commission (EACC), The Auditor General and the Assembly (both National and County Assemblies), like fines and penalties. However, despite the devolution of the government, there is still poor governance exhibited by stalled projects, poor management of funds, corruption, bureaucracy, incompetence, white elephants, wastage of resources, and inflated costs which has affected the service delivery to the public in the counties. Therefore, there is need to determine the extent to which corporate governance influences service delivery at the County Government with a focus on the Metropolitan County Governments in Kenya.

Although several studies have been done on corporate governance such by Asiinwe (2015); Abor (2007); Kibirango (2002); Mwanzia & Wong (2011); Mactolo (2013); Miring'u & Muoria (2011); Ngugi (2007); and Wanjau (2007) among others attained their objectives, they did not delve into the extent to which corporate governance influences service delivery of county governments. There is a scarcity of published work on corporate governance influence on service delivery of county governments particularly in the context of developing countries with devolved systems in the dynamic African region and specifically in Kenya. Hence this study will attempt to establish extent to which effective corporate governance influences service delivery of county governments intending to bridge this gap in knowledge that exists. The study focused on the Metropolitan County Governments, Kenya.

1.3 Objectives of the Study

The main objective of this study was to establish the extent to which effective governance influences service delivery at the Metropolitan County Governments, Kenya.

1.3.1 Specific Objectives

The study specifically sought to:

- i) To find out the extent to which accountability of staff influence service delivery at the Metropolitan County Governments.
- ii) To establish how transparency by management influence service delivery at the Metropolitan County Governments.

- iii) To determine the extent to which public participation influence service delivery at the Metropolitan County Governments.
- iv) To determine the extent to which inclusivity influences service delivery at the Metropolitan County Governments.

1.4 Research Questions

- i) To what extent does accountability of staff influence service delivery at the Metropolitan County Governments?
- ii) How does transparency by management influence service delivery at the Metropolitan County Governments?
- iii) To what extent do public participation influence service delivery at the Metropolitan County Governments?
- iv) To what extent does inclusivity influence service delivery at the Metropolitan County Governments?

1.5 Significance of the Study

Findings from the study may be beneficial to various groups of people:

1.5.1 Metropolitan County Governments

The study will be significant to Metropolitan County Governments, especially to decision makers involved in good governance and service delivery by the County Government. The study will be of benefit to all 47 County Governments in Kenya by contributing knowledge on good corporate governance and how it helps in boosting service delivery hence improving

performance of the Governments. The County heads will be able to use the findings as the base upon which to review the county performance.

1.5.2 Regulators and the Policy Makers

The regulators and the policy makers at a National level can use the finding as reference for policy guidelines on good governance and service delivery in public offices in the country. They will be able to use the findings of the study to formulate viable policy documents that effectively will cope with the challenges of service delivery in counties and in the larger country. The recommendations made from the study will be useful to the County Governments and other policy makers if they follow them to the letter.

1.5.3 Researchers and Academicians

The study will give more information on the topic into the already established literatures regarding good governance and service delivery. These findings and recommendations will improve the already accessible body of knowledge that will interest the researchers and academicians as they try to seek more information and carry out more investigations on the topics.

1.6 Scope of the Study

The research was conducted amongst the County government officials of Metropolitan County Governments namely: the County Executive Officers, Committee members, Chief Officers, and County Directors. The County Executive Officers, Committee members, Chief Officers, and

County Directors were interviewed in regard to the extent to which effective governance influences service delivery at the Metropolitan County Governments, Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explores the existing literature relevant to the study as presented by various researcher and scholars'. The chapter covers the empirical literature, theoretical review, and the conceptual framework of variables. The review includes other scholar's work both at international and local scale. By pointing at the weaknesses and gaps of the previous researches, it will help support the current study with a view of suggesting possible viable measures or ways of filling them.

2.2 Theoretical Literature

This section presents the theories upon which the current study is grounded on. This study is grounded on three theories namely the agency theory, the stewardship theory, the institutional performance theory and the resource-dependence theory.

2.2.1 Agency Theory

It has been pointed out that the separation of control from ownership firm implies that professional managers manage a firm on behalf of the firm's owners (Kiel & Nicholson, 2003). Conflicts or problems arise when, in the perception of a firm's owners, the professional managers do not manage the firm in the best interests of the owners (Davis, Schoorman & Donaldson, 1997). The agency theory is concerned with analysing and resolving problems that occur in the relationships between principals (owners or shareholders) and their agents or top management (Eisenhardt, 1989b). The theory rests on the assumption that the role of an

organization is to maximize the wealth of its owners or shareholders (Blair, 1995). The agency theory holds that most businesses operate under conditions of incomplete information and uncertainty (Mulili, 2011).

According to the agency theory, the superior information available to professional managers enables them to gain advantage over the firm's owners. The reasoning is that top managers may be more interested in their personal welfare than in the welfare of the firm's shareholders (Berle & Means, 2009; Jensen & Meckling, 1976). Managers will not act to maximize returns to shareholders unless appropriate governance structures are implemented to safeguard the interests of shareholders (Donaldson and Davis, 1991). This is done by using internal and external control mechanisms, where the internal mechanisms include requiring management teams to own shares in the firms they manage, and using well-structured boards as well as shareholder-oriented compensation patterns (Daily, Dalton & Cannella, 2003). The external mechanisms, on the other hand, include acquisitions, divestitures and ownership amendments; they are activated when the internal mechanisms fail. Therefore, the agency theory argues that the purpose of good governance is to minimise the potential for managers to act in a manner contrary to the interests of shareholders (Mulili, 2011).

Agency theory is relevant to corporate governance because corporate governance can be used to alter the rules and regulations through which the agent works on and ensure restoration of the principle's interests. The principal ensures that he employs the agent to represent the interests of the principal. This agent will then defeat the shortage of information about the tasks that the agent has performed and the agents must ensure that they have motivations or rewards that are

used to encourage them to act as one with the interests of the principal. Therefore, agency theory is used to come up with these incentives and rewards as it helps in putting into consideration the interests that will make the agent to perform his tasks well. These mechanisms will then help create an improved corporate policy (Mulili, 2011).

2.2.2 Stewardship Theory

The stewardship theory is based on the premise that company executives and managers, acting as stewards of shareholders, are to protect and make profits for the shareholders (Davis, Schoorman & Donaldson, 1997; Lane, Cannella & Lubatkin, 1998). Company stewards tend to integrate their goals with those of their firms in order to become more satisfied and motivated when the firms succeed (Abdullah and Valentine, 2009). On this basis, the theory considers boards and CEOs to be not only pro-organisational but also to exhibit cooperative behaviours, and to be motivated to act in the firms' best interests as opposed to their own selfish interests (Clarke, 2004; Hunger & Wheelen, 2010; Mallin, 2010). This is because, over time, senior executives tend to view a firm as an extension of themselves (Clarke, 2004). Therefore, the stewardship theory argues that, compared to shareholders, a firm's top manager's care more about the firm's long-term success (Mallin, 2010).

A good example of stewardship theory in corporate governance is for a company that deals with environmental issues. The managers of the organization have to ensure that the organization handles and does not go against their beliefs with regard to environmental issues. The managers act as stewards on behalf of the executive to ensure the company performs better, is well run and achieves its goals efficiently and effectively.

2.2.3 Institutional Performance Theory

The institutional performance theory of Cameron (2005) argues that well-performing institutions are those that take seriously the responsibility of setting and pursuing their guiding visions and missions. As social structures, institutions should have strongly held rules supported by more entrenched resources in order to achieve their goals (Scott, 2001). For public institutions to perform, they need to have a vision and provide useful change in the institutions using the available human and non-human resources. County governments are set up to provide basic life services to the citizens (Berger and Luckmann, 1966). Therefore, their missions and goals are very clear as they relate to the delivery of quality county services. As such, their visions, missions and governance structures should guide them towards better service delivery (Asiimwe, 2015). This can only happen if missions and rules are followed by the County leadership.

2.2.4 Resource-dependence theory

Resource-dependence theory states that the executives delegate the duties of provision of resources to the board so that the board can help them realize their goals and objectives as well as the corporate strategies (Hillman and Daziel, 2003). This theory calls for direct advocacy by the board with regard to the corporate human resources, financial support and intangible support from the top-level management of the organization. This theory notes that the executive can make decisions of the organization but they need to be backed up and discussed with the board first before being implemented. A good example of the resource-dependence theory is the training and mentorship programmes that can be offered by the board to the executives so that

the company as a whole can be able to realize its organizational goals as well as improve the performance of the firm.

2.3 Empirical Literature

This section presents empirical literature of the study in relation to the study objectives as presented by other authors, scholars' and researchers. This section has sub-sections that look at the influence of Influence of accountability of staff on service delivery, influence of transparency on service delivery, influence of public participation such as internal and budget controls on service delivery, and influence of inclusivity on service delivery.

2.3.1 Influence of Accountability of Staff on Service Delivery

Accountability is the responsibility of government and its agents towards the public to achieve previously set objectives and to account for them in public (Hulme and Sanderatne, 2008). It is also regarded as a commitment required from public officials individually and collectively to accept public responsibility for their own action and inaction. In this case, the burden of accountability rests on each public functionary to act in the public interest and according to his/her conscience, with solutions for every matter based on professionalism and participation. Accountability in the public sector is broader than in the private sector (Ole Ingstrup and Crookall, 1998). The board ensures everyone is accountable to it in the private sector while in the public sector, the board is accountable to the executive, the ministers and the legislature. But the public sector has additional accountability to its employees and to its customers, the citizens who use the services, as well as to its non – customers, the citizens who don't use the service and this accountability is more subtle, indirect and very different from the normal accountability. The

accountability for performance and the responsibility that both elected and appointed government officials must give a befitting explanation over their power execution, authority and the resources that they have been entrusted with in representation of the citizens (Sarji, 1995). Therefore, accountability is the duty delegated to public government officials to carry out their duties in a responsible and open manner, because they can be held accountable at any given time, whether present or in the future. Internal accountability means that at each level in the hierarchical organization, public officials are accountable to those who supervise and control their work. On the other hand, external accountability means answerability for action carried out and performance achieved to other relevant and concerned authorities outside his/her department or organization. Accountability is therefore an ethical virtue, since ethics concern principles and rules that govern the moral value of people's behaviour. Improving ethics is crucial to enhancing accountability and vice-versa (McNeil and Mumvuma, 2006).

This is imperative as the public have an ultimate right to know and to receive facts and figures which would assist them to debate and decide the destiny of their elected representatives (Almquist et al., 2013; Christensen & Skaerbaek, 2007; Subramaniam et al., 2013). In this process, accountability is vital to demonstrate as a democratic way on how government conduct to monitor and control while preventing the development of concentration of power and enhancing the learning capacity and effectiveness of public administration (Aucoin & Heintzman, 2000; Peters & Pierre, 2008; Rotberg 2014). Fundamentally, every government is trying to appear good and reliable government in the eyes of the public. In order to avoid unethical actions against regulation, anti-corruption laws and ethical codes have been established and enforced (Salminen & Ikola-Norrbacka, 2010).

In administration, it is important to have good governance principles to improve the citizens' trust and the legitimacy of the politico-administrative system (Christensen & Skaerbaek, 2007; Salminen & Ikola-Norrbacka, 2010). The concept of good governance is a value-loaded concept, recommending an ideal of administrative behaviour, and rejecting behaviour that is unethical or questionable (Bouckaert & Walle, 2003; Inglis et al., 2006; Shafer, 2009). The common values and principles explain the relationship between public authorities and citizens which good governance will depend on the morality of public service (Andrews, 2010; Bhuiyan & Amagoh, 2011; Kalsi et al., 2009).

Accountability is always related to good governance that implies public organizations which conduct public matters, manage public funds and guarantee the realization of human rights in a way fundamentally free from abuse and corruption, as well as obeying the rule of law (Bhuiyan & Amagoh, 2011; Morrell, 2009; United Nation Human Rights, 2012). In this day accountability and governance appear to be coexisted between each other. Collier (2008) stated that accountability entails governance and a stakeholder accountability perspective is the only available option for organizations like public sector. This notion also shared by O'Dwyer & Unerman (2007) which stated that in the quasi-public sector where accountability mechanisms have tended to focus on upward accountability to funders rather than downward to the recipients of services.

The concept of accountability has been evolving and broadening to a broader concept of integrated financial management and stewardship over the effective and efficient use of financial and other resources in all areas of government operations (Bovens, 2007; Kaldor, 2013; Mulgan,

2010). Accountability in the public sector requires governments to answer to public to justify the source and utilization of public resources (Almquist et al., 2013; Jorge de Jesus & Eirado, 2012; Laegreid et al., 2008) because there are perception that the government are inefficient and has poor performance in services delivery (Barton, 2006; Hui et al., 2011). Due to the growing concern on how the government spends the money, the public demands seem increasing and adding up a pressure to the government in managing the resources prudently (Abu Bakar et al., 2011; Almquist et al., 2013; Bhuiyan & Amagoh, 2011; Mulgan, 2013). The problem with the belief is that it cannot be fixed simply just by changing the structure of bureaucracies (Siddiquee, 2006). The public sectors also need to be transformed into becoming a reliable and efficient one, while at the same time possesses good governance's ethic (Christensen & Skaerbaek, 2007; Haat et al., 2008).

There are links between the quality of services and citizens' trust (Bouckaert & Walle, 2003; Chang, Chen, & Lan, 2013; Horsburgh et al., 2011). Lack of trust in public administration does not mean dissatisfaction with service quality, but in other way which is satisfaction towards the quality of public services will immediately improve citizens' trust in public organizations. The politicians, NGOs, employees, the private entities and also the public at large are the biggest stakeholders for the government (Jensen, 2011; Wong et al., 2014). Their observation on whatever government is going to do is indispensable (Pesqueux & Damak-Ayadi, 2015).

Several studies found that there are many factors clearly influencing trust, some of them connected to services and management such as keeping of promises, learning from mistakes, comments of family and friends about services, the staff's conduct of ethics towards customers,

their interest in people's views, the qualities of leaders and the quality of leadership/management (Salminen & Ikola-Norrbacka, 2010). There are five forms of accountability in the public sector organisations were found in Australia namely political, public, managerial, professional and personal, together with two discourses which are structural and personal (Sinclair, 2015). The Nordic countries share even more similar values and principles, such as democracy, openness, service and efficiency for accountability in public sectors (Corte-Real, 2008; Pekkarinen et al., 2011). In the British tradition presumes that their civil servants are loyal to ministers, they must be neutral and the relationship between the minister and civil servants should be based on trust (Joannides, 2012; Salminen & Ikola-Norrbacka, 2010). From the context of Finnish public administration, three core-ethical issues namely trust, good governance and unethical actions were examined by Kalsi et al., (2009), and Plumpre & Graham (2013). The foregoing review shows that accountability has a positive implication on service delivery. Hence the following hypothesis is proposed for the study:

H_{01} = Accountability has no significant effect on service delivery

2.3.2 Influence of Transparency on Service Delivery

Transparency implies openness and communication. With regard to the public services, transparency means that holders of public office should be as open as possible about all the decisions and actions they take (Ssonko, 2010). They should give reasons for their decisions and restrict information only when the wider public interest demands it (Chapman, 2000). Radical transparency in management demands that all decision making should be carried out publicly. All draft documents, all arguments for and against a proposal, the decision about the decision

making process itself, and all final decisions, are made publicly and remain publicly archived (Sssonko, 2010). Transparency initiatives in service delivery are relatively easy to define: any attempts (by states or citizens) to place information or processes that were previously opaque in the public domain, accessible for use by citizen groups, providers or policy makers can be defined as transparency initiatives. Initiatives for transparency can be pro-active or reactive disclosure by government.

Transparency in an organization is not only about what's communicated externally, but about what's right on the inside, in the guts of its operations, and introduces the concept of new transparency to describe the trend for organizations to face more active demands for disclosure of information (Oliver, 2014). In the past many governments passively provided information only on request, and could do so at their own discretion, now they are being required to engage in more active disclosure. States that governmental transparency equates to open government (Piotrowski, 2007). The oft-cited definition of transparency by the Asian Development Bank (1995) is the availability of information to the general public and clarity about government rules, regulations and decisions. Transparency has become an important agenda in nearly every organization, public and private, large or small, with Hood (2006) suggesting it has attained quasi-religious significance in debate over governance and institutional design.

In public service delivery development of transparency is linked to very many factors (Ball, 2009). One of these factors is that transparency is considered a key moral claim in many independent countries, meaning that people are required to have access to public information at any given time (Pasquier and Villeneuve, 2007). Another factor is that corruption can be subdued

through transparency as it acts as a restraint against corruption behaviour through the promotion of public vigilance and alertness and this prevents the public leaders from getting their personal gains through misuse of the public resources (Florini, 2007). Therefore, transparency acts as a strategy to prevent corruption and thus monitor poor performance in the government (O'Neill, 2006). There is a positive relationship between transparency, accountability and trust (Heidi, 2006).

By letting the public access the public information and monitor the service quality provided to them by the government officials, transparency aids in improving the accountability values as it also ensures that the citizens are well satisfied by the public staff (Holzner and Holzner (2006). Transparency raises the trust levels of the citizens when the organizations are always transparent (Rawlins, 2008). However, there are risks with transparency namely, privacy violation, direct price of disclosing information to the public, and the giving of very sensitive information to the public (Prat, 2006). In transparency, the need for secrecy rather than publicity is important so as to ensure that reflection is done in a professional manner. Through credibility building, transparency should add to trust in a positive manner (Chambers, 2014).

Transparency therefore promotes accountability and provides information for citizens about what their government and its agents are doing (Ssonko, 2010). This shows that transparency is key for service delivery hence the study proposes the following hypothesis:

H_{02} = Transparency has no significant effect on service delivery

2.3.3 Influence of Public Participation on Service Delivery

In a bid to ensure improvement of governments' performance, there is need for public participation on governance and in public service delivery (Cheema, 2007). He further notes that at the grassroots level, this is more effective as the resources need to be provided according to the tastes and choices of the public. Citizens are able to give their views and opinions on what affects them through citizen participation and this has made it a fundamental aspect in devolution reforms (Rondinelli, 2011; Devas and Grant, 2013). This consists of the movement of power and public functions duties from the national government to the county or devolved governments or the public sector.

Public participation can be through direct or indirect participation. When participation is direct, the public whether personally or through some self organizations are involved in the decision making in the local levels and indirect participation involves where the public makes decisions or gives their opinions through the government officials or their representatives. According to Kenya Institute of Public Policy Research and Analysis (KIPPRA) (2006), citizen involvement can be seen as an objective and a way to ensure efficient decentralization by the government. The advantages of public participation through decentralization include: it ensures there is reduced corruption, improved efficiency, accountability, trust and equitable distribution of resources (Azfar et al, 2009; Robinson, 2015).

The means for public participation are through the vote which means that the public selects its leaders through electing them at the local level as this has minimal interference from the central

government (Devas and Grant, 2013; Kauzya, 2007). In many countries, the voting powers are limited to once every three or five years thus limiting public participation. Another way of citizen participation, according to Kauzya (2007), is through the voice whereby the public are given a chance to influence the decision making process (from inception to monitoring and evaluation process as well as demand accountability from its leaders. The advantages of public participation are well utilized when both the voice and the vote are used well by the decentralized governments. These ways include: hotlines, elections, town hall meetings, surveys, public hearings, direct public participation, monitoring and evaluation as well as planning and budgetary participation (Azfar et al., 2007, 2014).

There is a relationship between public participation and decentralization and it is characterized by complicated political, social, historic and economic factors. These factors are very different in each and every country (Cheema and Rondinelli, 2007). There is also a shortage of data and information on the relationship between service delivery and public participation as there is no evidence methodologically on whether improved service delivery ensures better provision of services like education, sanitation, health, clean drinking water and the like in decentralized governments. The data available in this area is mainly from single countries and sectors and not from a general decentralized government (Devas and Grant, 2013).

For public participation to be fully effective, other factors must be fully functional in the government and those that are not, need to be very well addressed. Robinson (2015), notes that some of these factors include social, financial, economic, political, technical and institutional

factors that need to be incorporated in the devolved governments. John (2009) notes that for the voice of the public to be well heard, some of the fundamental factors that need to be in place are education, socio-economic status and citizens networks. For there to be good influence, the information given by the public need to be effective, of good quality, accessible, and accurate (Devas and Grant, 2013). For good citizen participation, public management is key and that the red tape and hierarchical power affect public participation in a negative manner (Yang and Pandey, 2011). He further contends that support from elected officials, transformational leadership of the key executive officials and the competence and representativeness of the participants ensures positive results in citizen participation (Azfar et al., 2014).

The foregoing review shows that public participation has a positive implication on service delivery. Hence the following hypothesis is proposed for the study:

H_{03} = Public Participation has no significant effect on service delivery

2.3.4 Influence of Inclusivity on Service Delivery

The addition of a government viewpoint is a key element of inclusivity which looks into measures to ensure no corruption in the decentralized governments (Connerley, Kent and Smoke, 2010). For good and effective service delivery, the government needs to ensure that there is coordination and cooperation between the central government and the devolved government in regard to the country and regional programmes as well as the process of acquiring and giving tenders (Peter, 2011).

Inclusivity is vital in any democratic government as it ensures equal public participation, equal public treatment as well as equal rights before the law. This therefore means that everyone in the country including the women, poor, indigenous people, ethnic and religious minorities, disabled and other disadvantaged groups are fully involved and are given a right to participate in decision making in the government (Peter, 2011). This also means that there is full accessibility, accountability and responsiveness of the public institutions and policies to the disadvantaged people. This ensures that their needs, interests and opinions are well protected and they have equal opportunities for accessing public services such as sanitation, health, justice and education (Carothers and Brechenmacher, 2014). While programs and ways have been made to ensure all this, the disadvantaged people still find themselves excluded economically, socially, politically and they are marginalized from the governance processes in the government. They are given very few chances for redress in these governments (Gregory and Roth, 2013).

Inclusion of the marginalized and the poor in decision making would lead to pro-poor policies hence assuring equitable service provision. In light of these, citizen participation in decentralized service delivery has been increasingly supported so as to provide the necessary impetus to keep the local governments focused on the objects of decentralization (Keeffe, 2013). The three traditional branches of governance namely: legislature, executive and judiciary, along with civil society, the media and the private sector all have unique roles in promoting sustainable human development. Moreover, the diverse functions of these institutions offer multiple opportunities for policy and programming to promote inclusion of disadvantaged groups (Keeffe-Martin, 2011).

In the midst of these difficult trends, there is growing recognition that inclusive societies are more likely to be peaceful and stable. As such, the multilateral system has a responsibility to promote inclusive societies, particularly ones that take into account women and youth (Fukuyama, 2013). The new 2030 Agenda for Sustainable Development includes a stand-alone goal on peaceful and inclusive societies, access to justice and effective institutions, known as SDG. Throughout 2015, the UN, governments, and civil society actors are marking the anniversaries of two milestones for the inclusion and participation of women: the Platform for Action in Beijing (1995) and UN Security Council Resolution 1325 (2000). But the vital underlying principle of Resolution 1325 has yet to be fully understood and embraced, that women's participation is critical for peace and security for all. There is now compelling evidence that women's physical security and gender equality in society are linked to broader peace and stability in states (Gregory and Roth, 2013). The empowerment of women as equal citizens and global citizens can therefore help to prevent conflict and make the state-based multilateral system itself more legitimate, credible, and effective. The slow but steady progress on women's participation in the realm of the state and society serves as a key example of the transformative power of inclusion in building responsive states and effective governance (Carothers and Brechenmacher, 2014).

The foregoing review shows that inclusivity has a positive implication on service delivery. Hence the following hypothesis is proposed for the study:

H₀₄ = Inclusivity has no significant effect on service delivery

2.4 Knowledge Gap

After thorough review of literature by the researcher, the study found that several past studies have been done on corporate governance. However, the study found out that while the study's reviewed attained their objectives, they did not probe the extent to which effective corporate governance influences service delivery of county governments. The study noted experienced scarcity of published work on the relationship between corporate governance and service delivery in county governments particularly in the context of developing countries such as Kenya. Hence this study will attempt to establish extent to which effective corporate governance influences service delivery of county governments intending to bridge this gap in knowledge that exists. The study will focus on the Metropolitan County Governments, Kenya.

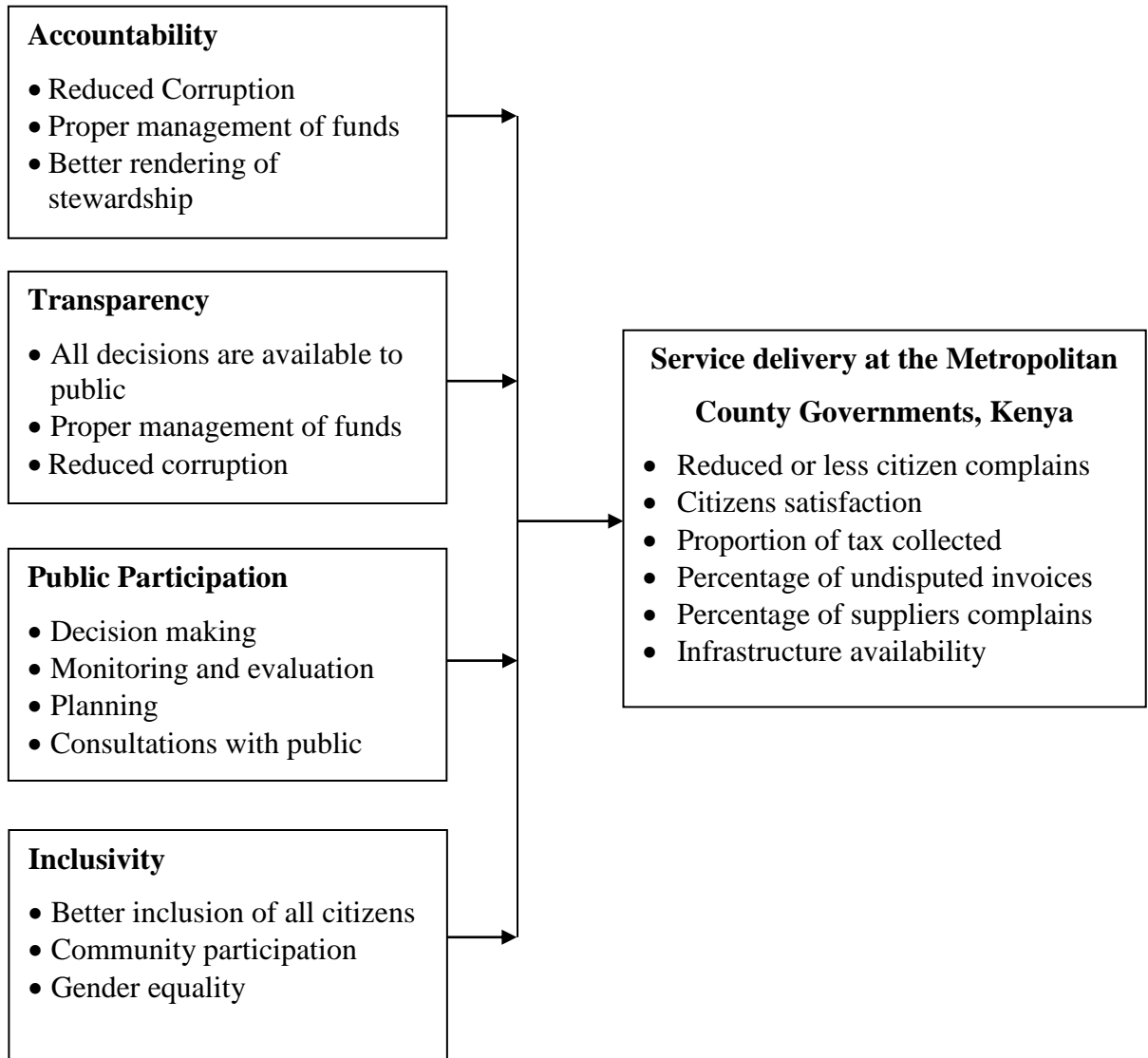
2.5 Conceptual Framework

A conceptual framework is defined as an assumed model that helps in making out the study concepts as well as the relationships they have with each other (Mugenda and Mugenda, 2003). In this framework, there are certain good governance factors that influence service delivery at the Metropolitan County Governments, Kenya. These factors which are the independent variables include but are not limited to accountability of staff, transparency, public participation, and inclusivity. Service delivery at the Metropolitan County Governments, Kenya is the dependent variable that is affected by the independent variables as shown in Figure 2.1.

Figure 2.1: Conceptual Framework

Independent Variables

Dependent Variable



2.6 Operationalization of Variables

Table 2.1 gives a summary of research objectives, variables of study, their indicators, level of measurement, tools of analysis for each objective and type of tool employed for each objective.

Table 2.1: Operationalization of Variables

Variable	Operational definition	Indicator/Measure	Measurement scale
Accountability	The responsibility of government and its agents towards the public to achieve previously set objectives and to account for them in public	<ul style="list-style-type: none"> • Reduced Corruption • Proper management of funds • Better rendering of stewardship 	Interval
Transparency	Transparency means that holders of public office should be as open as possible about all the decisions and actions they take	<ul style="list-style-type: none"> • All decisions are available to public • Proper management of funds • Reduced corruption 	Interval
Public Participation	Ways in which citizens exercise influence and control over the decisions that affect them	<ul style="list-style-type: none"> • Decision making • Monitoring and evaluation • Planning • Consultations with public 	Interval
Inclusivity	Everyone in the country including the women, poor, indigenous people, ethnic and religious minorities, disabled and other disadvantaged groups are fully involved and are given a right to participate in decision making in the government	<ul style="list-style-type: none"> • Better inclusion of all citizens • Community participation • Gender equality 	Interval

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter identifies the procedures and techniques that will be used in the collection, processing and analysis of data. The sub-topics covered in this chapter are: research design, target population, sample size and sampling procedure, research instruments, data collection methods, research procedures, pre testing of instruments, data analysis, and ethical considerations.

3.2 Research Design

This study employed a descriptive research design. The purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study (Mugenda and Mugenda, 2003). The descriptive survey research designs are utilized both in preliminary and exploratory studies so as to let the researchers to collect information and give a summary, analyze, present and interpret the data collected for the core intention of clarification (Orodho, 2003). This research design is chosen because it helps in reducing bias while maximizing the reliability of gathered information. The descriptive research design tries to collect data from the public about their perceptions, values, behaviours and attitudes about the phenomena at hand (Nachmias and Nachmias, 2007).

3.3 Target Population

Target population is defined as a specific proportion of the entire population that can be narrowed to achieve research objectives (Cohen, Manion, and Morrison, 2007). A population is a well-defined or set of people, services, elements, events, group of things or household that are being investigated (Orodho, 2003). The target population for this study included County government officials of Metropolitan County Governments namely: the County Executive Officers, Committee members, Chief Officers, and County Directors as tabulated in Table 3.1. The target population was chosen for this study because they are knowledgeable about the topic at hand.

Table 3.1: Target Population

Target Population	Number (N)	Percentage (%)
County Executive Officers	5	3.0
Committee members	50	30.3
Chief Officers	60	36.4
County Directors	50	30.3
Total	165	100.0

Source: County Government Data (2017)

3.4 Sample Size and Sampling Procedure

Sampling was not done given the number of respondents is small a census survey of all county officials will be conducted. Israel (1996), notes that when a population is less than 200, it is appropriate to conduct a census.

3.5 Data Collection Instruments

The study used a questionnaire to collect primary information from the respondents. The questionnaires are chosen for this study because it is assumed that the respondents are literate and therefore, were able to understand and answer the questions sufficiently. The questionnaire

comprised of a mix of both open and closed questions ensuring that a wide range of questions are covered. The advantages of having a questionnaire include: it is able to gather information from the respondents in a short span of time and quickly, thus this is the reason as to why the questionnaire is a preferred data collection instrument for this study (Kothari, 2008).

3.6. Pretesting of the Instrument

Before administering the research instruments to the respondents, pre-testing was done so as to help in determining the validity and reliability of the research tools to ensure that the questions are applicable and clearly understandable.

3.6.1 Validity of the Research Instrument

Validity is the most critical criterion of sound measurement and indicates the degree to which an instrument measures what it purports to measure (Kothari, 2008). This study adopted content validity which is the extent to which a measuring instrument provides adequate coverage of the topic under study. In order to establish content validity and make adjustments and/or additions to the research instruments, consultations and discussions with the supervisor were done.

3.6.3 Reliability of the Research Instrument

Reliability is the degree of consistency that the instrument or tool demonstrates on repeat trials (Wambugu et al., 2015). To ensure reliability the study employed self-administration approach of data collection and monitor the process to ensure that people outside the sample do not fill the questionnaires. Reliability was measured using the internal consistency approach. Internal

consistency is defined as the common agreement between different items like in the likert scale that make up a composite score of a survey measurement of a given construct and is often measured by calculating the correlation between the items. Internal consistency will be done using the Cronbach's Alpha. Cronbach's Coefficient Alpha approach recommended by Cohen, Manion and Morrison (2007) for its ability to give average split-half correlation for all possible ways of dividing the test into two parts was used to measure internal consistency of the research instruments. Computation of Cronbach's Alpha was done using SPSS for windows version 20.0 programme. Correlation coefficient varies on a scale of 0.00 (indicating total unreliability) and 1.00 (indicating perfect reliability). 0.8-0.9 indicates high reliability, 0.6-0.8 indicates acceptable reliability value while below 0.5 is unacceptable (Wambugu et al., 2015). The questionnaires were accepted at reliability indices of 0.70 and above.

3.7 Data Collection Procedure

The study commenced by getting a letter from the University to aid introduced the researcher to the respondents as well as enable data collection from the county offices. The researcher then personally distributed the questionnaires to the respondents and waited as they are filled. The researcher also had trained research assistants to help with the delivering of the research tools and they gave each respondent about five minutes or less so as to ensure the respondents had ample time to fill the questionnaires. The researcher explained the purpose of the study and offer guidance to the respondents on the way to fill in the questionnaire before administering the questionnaire. The questionnaires were filled and assistance was sought where possible thus raising the reliability.

As for the busy respondents or those out of office, the questionnaires were administered through drop and pick method whereby the respondents were left with the questionnaire to fill in their convenient time. The researcher thereafter followed up by making subsequent visits and courtesy calls when necessary to remind the respondents to fill the questionnaires and in so doing increasing the response rate. The respondents were assured verbally that the information obtained from them was treated with ultimate confidentiality. They were therefore requested to provide the information truthfully and honestly. The study relied on data collected through a questionnaire structured to meet the objectives of the study.

3.8 Data Analysis

Data collected from the completed questionnaires was summarized, coded, tabulated and checked for any errors and omissions. Frequency tables and percentages were used to present the findings. A computer Statistical Package for Social Science (SPSS) version 20.0 was used to analyze the close-ended responses from the questionnaires while responses from the open-ended questions were analyzed and reported in a descriptive narrative manner as qualitative analysis. Quantitative data was analyzed using descriptive statistics including percentages. Diagnostic tests (multicollinearity) were performed before the regression analysis is done. Regression analysis will be applied in all the cases where correlation was found to exist between the independent and dependent variables. It is important to carry out regression analysis so as to establish the extent of the influence exerted on the dependent variable by the independent variable.

A multiple regression model was used to determine the relative importance of each of the four variables in relation to the study which seeks to understand effective corporate governance and service delivery at the Metropolitan County Governments, Kenya. The regression model that was used for hypothesis testing was as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Service Delivery in Metropolitan County Governments, Kenya.

β_0 = Constant Term

$\beta_{1,2,3,4}$ = Beta coefficients

X_1 = Accountability of staff

X_2 = Transparency

X_3 = Public participation

X_4 = Inclusivity

ε = Error

3.9 Ethical Considerations

As this research aims at adding to the knowledge of effective corporate governance and public sector service delivery, it will uphold utmost confidentiality about the respondents. The study made certain that all respondents are given free will to participate and contribute voluntarily to the study. The researcher also adhered to appropriate behaviour in relation to the rights of the respondents. A verbal consent was sought from the sample respondents before being interviewed. In addition, the study ensured that necessary research authorities are consulted and consent approved and appropriate explanations specified to the respondents before commencement of the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this chapter the key issues related to data presentation, analysis and interpretation have been discussed. This chapter presents responses from all County government officials of Metropolitan County Governments regarding the extent to which effective corporate governance influences service delivery at the Metropolitan County Governments, Kenya. First, the research response rate has been computed and presented for each section. Secondly, the demographic characteristics of the participants have been described. Thirdly, the findings on the four key objective areas of the study have been presented and interpreted. The responses were analyzed using descriptive and inferential statistics. The data has been presented in tables, graphs and pie charts.

4.2 The Study Response Rate

Out of 165 questionnaires which had been administered to the interviewees, 161 of them were returned for analysis. This translates to 97.6 percent return rate of the respondents. Overall, the response rate was considered very high and adequate for the study as shown in Table 4.1;

Table 4.1: Distribution of the Respondents by Responses Rate

Response Rate	Frequency (F)	Percentage (%)
Returned	161	97.6
Not Returned	4	2.4
Issued	165	100.0

4.3 Demographic Characteristics of the Respondents

The respondents in this section of the study were County government officials of Metropolitan County Governments who were of different categories. The categories were characterized by gender, age, education level, years worked as a civil servant and years worked with the County Government.

4.3.1 Gender

The study sought to find out the gender of the County government officials. Findings indicates that out of 161 County government officials who participated in the study, (58.0%) the majority were males while 42.0% were female. These results are an indication that most of the County government officials are male.

4.3.2 Age of the respondent

The study sought to find out the age of the County government officials'. The findings are shown on Table 4.2

Table 4.2: Distribution of the County government officials by Age

Age	Frequency (F)	Percentage (%)
18-22 years	0	0.0
23-27 years	0	0.0
28-32 years	26	16.1
33-37 years	23	14.3
38-42 years	35	21.7
43-47 years	22	13.7
48-52 years	33	20.5
53 and above years	22	13.7
Total	161	100.0

It is evident from the data shown in Table 4.2 that, majority of the County government officials (21.7%) fell under the age bracket of 38-42 years, 48-52 years (20.5%), 28-32 years (16.1%), 33-37 years (14.3%), 43-47 years (13.7%) and 53 and above years (13.7%). The findings reveal that County government officials of Metropolitan County Governments comprises of young and middle aged people.

4.3.3 Education level of the respondent

The study sought to find out the education level of the County government officials'. The findings are shown on table 4.3

Table 4.3: Distribution of the County government officials by Education level

Education	Frequency (F)	Percentage (%)
Diploma	13	8.1
Undergraduate	49	30.4
Postgraduate	60	37.3
PhD	39	24.2
Total	161	100

Source: Researcher (2017)

Table 4.3 shows that majority of the respondents represented by 37.3% have attained postgraduate level of education, 30.4% have attained undergraduate degree, 24.2% have attained PhD level of education and 8.1% have attained diploma level of education. This could imply that majority of the County government officials are learned having attained tertiary level of education.

4.3.4 Duration the respondent has been a civil servant

The study sought to find out the duration the County government officials' have been civil servants.. The findings are shown on table 4.4.

Table 4.4: Duration as a civil servant

Duration	Frequency (F)	Percentage (%)
2-4 years	4	2.5
5-7 years	34	21.1
8-10 years	35	21.7
More than 10 years	88	54.7
Total	161	100

Source: Researcher (2017)

Majority of the respondents represented by 54.7% have been civil servants for more than 10 years, 21.7% for 8-10 years, 21.1% for 5-7 years and 2.5% for 2-4 years. This could imply that majority of the County government officials have worked as civil servants for a long time and therefore understand well about the governance in the public sector.

4.3.5 Duration the respondent has worked at the County government

The study sought to find out how long the County government officials' have worked at the County government. The findings showed that majority of the respondents represented by 56.5% have worked with the County government for 2-4 years and 5-7 years (43.5%). This could imply that majority of the County government officials have worked in the county government since its

inception and therefore they are knowledgeable about the corporate governance and service delivery in the public sector.

4.3.6 Current position held in the County Government

The study sought to find out the current position held by the County government officials' in the County Government. The findings are shown in Table 4.5

Table 4.5: Current position in the County Government

Position	Frequency (F)	Percentage (%)
County Executive	4	2.5
Committee Members	49	30.4
Chief officers	58	36.0
County Directors	50	31.1
Total	161	100.0

It is evident from the data shown in Table 4.5 that, majority of the County government officials are Chief officers (236.0%), County Directors (31.1%), Committee members (30.4%), and County Executive Officers (2.5%).

4.4 Descriptive Statistics for the Study Variables

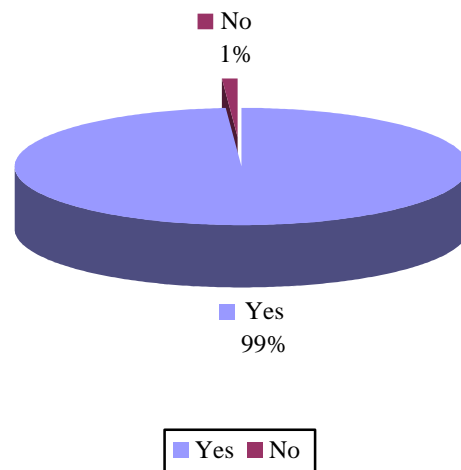
4.4.1 Influence of accountability of staff on service delivery at the Metropolitan County Governments

This section looks at the influence of accountability of staff on service delivery at the Metropolitan County Governments which is an objective of the study.

4.4.1.1 Influence of accountability of staff on service delivery at the Metropolitan County Governments

The study sought to find out the influence of accountability of staff on service delivery at the Metropolitan County Governments. The findings are shown on Figure 4.1.

Figure 4.1: Influence of accountability of staff on service delivery at the Metropolitan County Governments



Source: Researcher (2017)

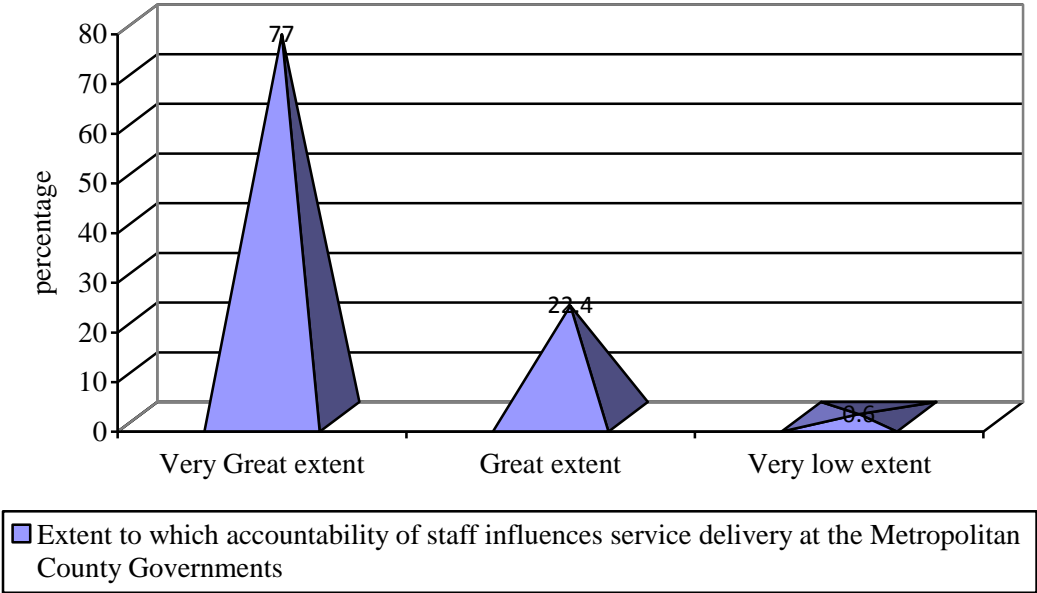
The results in Figure 4.1 indicate that almost all the County government officials (99.0%) agreed accountability of staff influences service delivery at the Metropolitan County Governments while 1.0% disagreed. The findings are in line with researchers such as Almquist et al., 2013; Jorge de Jesus & Eirado, 2012; and Laegreid et al., 2008 who state that accountability in the public sector requires governments to answer to public to justify the source and utilization of public resources

because there are perception that the government are inefficient and has poor performance in services delivery (Barton, 2006; Hui et al., 2011). Due to the growing concern on how the government spends the money, the public demands seem increasing and adding up a pressure to the government in managing the resources prudently (Abu Bakar et al., 2011; Almquist et al., 2013; Bhuiyan & Amagoh, 2011; Mulgan, 2013). In this day accountability and governance appear to be coexisted between each other. Collier (2008) stated that accountability entails governance and a stakeholder accountability perspective is the only available option for organizations like public sector. This notion also shared by O'Dwyer & Unerman (2007) which stated that in the quasi-public sector where accountability mechanisms have tended to focus on upward accountability to funders rather than downward to the recipients of services.

4.4.1.2 Extent to which accountability of staff influences service delivery at the Metropolitan County Governments

The study sought to find out the extent to which accountability of staff influences service delivery at the Metropolitan County Governments. The findings are shown on Figure 4.2

Figure 4.2: Extent to which accountability of staff influences service delivery at the Metropolitan County Governments



Source: Researcher (2017)

Figure 4.2 indicates that more than half (77.0%) of the County government officials agreed to a very great extent that accountability of staff influences service delivery at the Metropolitan County Governments while 22.4% agreed to a great extent that accountability of staff influences service delivery at the Metropolitan County Governments. However, 0.6% agreed to a very low extent that accountability of staff influences service delivery at the Metropolitan County Governments.

4.4.1.3 Extent to which the following statements in regard to influence of accountability of staff on service delivery at the Metropolitan County Governments

The study sought to find out the influence of accountability of staff on service delivery at the Metropolitan County Governments. The findings are shown in Table 4.6

Table 4.6: Extent to which accountability of staff influences service delivery at the Metropolitan County Governments

	No extent at all (%)	Little extent (%)	Moderate extent (%)	Great extent (%)	Very great extent (%)	Mean	S.D
The public servants are accountable to the public in their functions	0.0	0.0	10.6	18.0	71.4	4.195	1.03763
Public Accountability is all about rendering of stewardship	10.6	0.0	8.7	0.0	80.7	4.073	0.8896
The Public officers do publish their budget performance at the end of financial year for public assessment and comment	10.6	9.9	0.0	4.3	75.2	4.227	1.09274
Internal control in the public service is very strong	0.0	0.0	31.1	68.9	0.0	4.115	0.92515
The departments responsible to ensure effective public accountability are very efficient and effective	0.0	3.1	11.8	42.9	42.2	3.861	0.80009
The public participates in accountability in the County	3.1	3.7	8.1	36.0	49.1	3.936	1.03814
Audit files are publicly available	3.7	3.7	3.7	17.4	71.4	3.937	0.90302
The County budget and finances records are subject to legislation oversight	0.0	3.7	15.5	34.8	46.0	3.774	1.03098
Monitoring and evaluation is done and reports widely shared	0.6	1.9	8.1	33.5	55.9	3.6731	0.90924

Majority of county government officials (80.7%) agreed to a very great extent that: Public Accountability is all about rendering of stewardship while 8.7% agreed to a moderate extent. 75.2% of the County government officials agreed to a very great extent that the public officers do publish their budget performance at the end of financial year for public assessment and comment while 4.3% agreed to a great extent, 9.9% to a little extent and 10.6% to no extent at all. 71.4% of the County government officials agreed to a very great extent that the public servants are accountable to the public in their functions while 18.0% agreed to a great extent and 10.6% agreed to a moderate extent. 71.4% of the County government officials agreed to a very great extent that Audit files are publicly available while 17.4% agreed to a great extent, 3.7% to moderate extent, 3.7% to little extent and 3.7% to no extent at all.

55.9% of the respondents agreed to a very great extent that monitoring and evaluation is done and reports widely shared while 33.5% agreed to a great extent, 8.1% to moderate extent, 1.9% to little extent and 0.6% to no extent at all. 49.1% of the respondents agreed to a very great extent that The public participates in accountability in the County, 36.0% to a great extent, 8.1% to moderate extent, 3.7% to little extent and 3.7% to no extent at all.

46.0% of the respondents agreed to a very great extent that The County budget and finances records are subject to legislation oversight while 34.8% agreed to a great extent, 15.5% to moderate extent and 3.7% to little extent. 42.2% of the respondents agreed to a great extent that the departments responsible to ensure effective public accountability are very efficient and effective, 42.9% agreed to a great extent, 11.8% to a moderate extent and 3.1% to little extent.

68.9% of the respondents agreed to a great extent that internal control in the public service is very strong, while 31.1% of the respondents agreed to moderate extent.

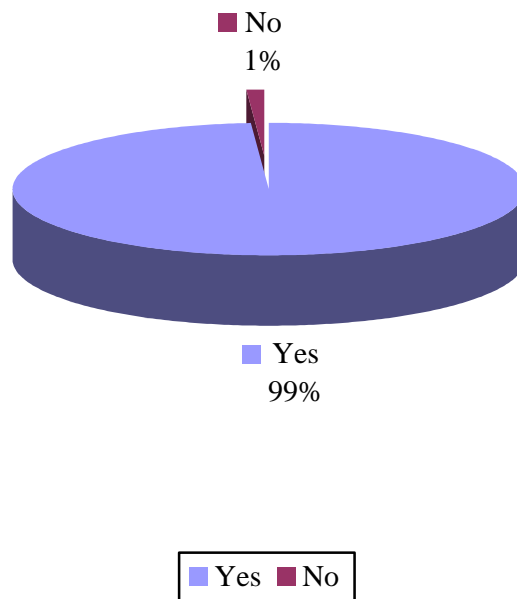
4.4.2 Influence of transparency on service delivery at the Metropolitan County Governments

This section looks at the influence of transparency on service delivery at the Metropolitan County Governments which is an objective of the study.

4.4.2.1 Influence of transparency on service delivery at the Metropolitan County Governments

The study sought to find out the influence of transparency on service delivery at the Metropolitan County Governments. The findings are shown on Figure 4.3.

Figure 4.3: Influence of transparency on service delivery at the Metropolitan County Governments

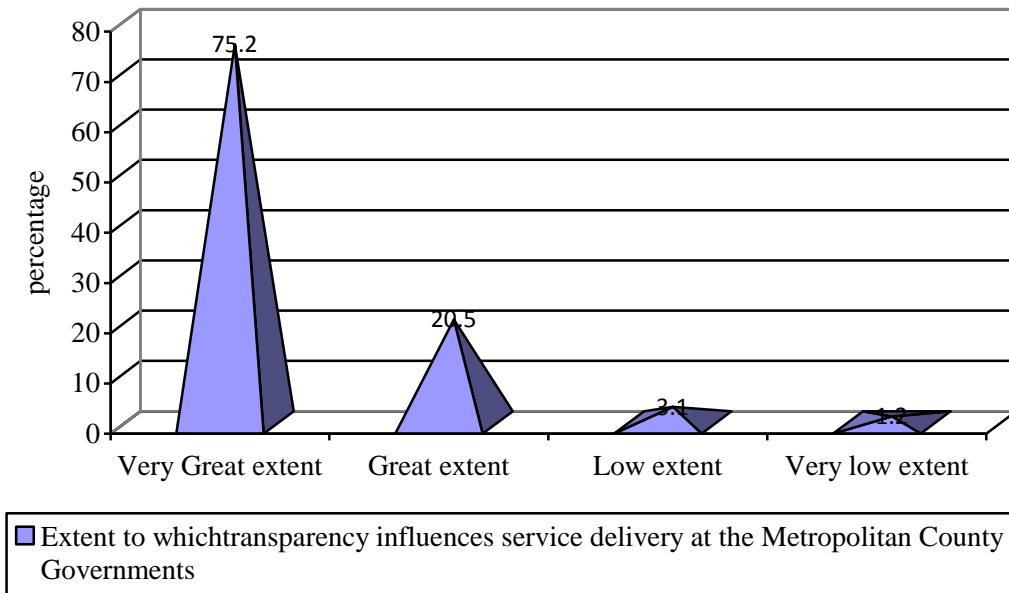


The results in Figure 4.3 indicate that almost all the County government officials (99.0%) agreed transparency influences service delivery at the Metropolitan County Governments while 1.0% disagreed. The findings support Rawlins, (2008) who notes that transparency raises the trust levels of the citizens when the organizations are always transparent. By letting the public access the public information and monitor the service quality provided to them by the government officials, transparency aids in improving the accountability values as it also ensures that the citizens are well satisfied by the public staff (Holzner and Holzner (2006). In transparency, the need for secrecy rather than publicity is important so as to ensure that reflection is done in a professional manner. Through credibility building, transparency should add to trust in a positive manner (Chambers, 2014).

4.4.2.2 Extent to which transparency influences service delivery at the Metropolitan County Governments

The study sought to find out the extent to which transparency influences service delivery at the Metropolitan County Governments. The findings are in Figure 4.4.

Figure 4.4: Extent to which transparency influences service delivery at the Metropolitan County Governments



It is evident from Figure 4.4 indicate that more than half (75.2%) of the County government officials agreed to a very great extent that transparency influences service delivery at the Metropolitan County Governments while 20.5% agreed to a great extent that transparency influences service delivery at the Metropolitan County Governments. However, 3.1% agreed to a low extent that transparency influences service delivery at the Metropolitan County Governments.

4.4.2.3 Extent to which the following statements in regard to influence of transparency on service delivery at the Metropolitan County Governments

The study sought to find out the influence of transparency on service delivery at the Metropolitan County Governments. The findings are shown in Table 4.7.

Table 4.7: Extent to which transparency influences service delivery at the Metropolitan County Governments

	No extent at all (%)	Little extent (%)	Moderate extent (%)	Great extent (%)	Very great extent (%)	Mean	S.D
There is an institutionalization of a culture of transparency and giving feedback to stake holders on development projects in all public sector institutions	0.0	0.0	9.9	21.1	68.9	4.1591	.96311
Administrative decisions have always be taken in accordance with transparent, simple and understandable procedures, while ensuring accountability	0.0	6.2	9.9	14.9	68.9	3.7045	.92960
The administration have established or strengthened reception and information units for users in order to assist them in gaining access to services and recording their views, suggestions or complaints	0.0	4.3	11.8	57.8	26.1	3.7500	.96749
The administration informs the person concerned of any decision taken concerning them, should they decide to challenge the decision	0.0	3.1	6.8	9.9	80.1	3.5000	.76249
All procedures for any activity are publicly available	0.0	5.6	13.7	5.0	75.8	4.4091	.49735
The systems has no informality	0.0	0.6	19.9	28.0	51.6	4.7053	.87214
All transactions use the stipulated financial procedures	0.0	0.0	11.2	18.6	70.2	4.0000	.74709
The County uses systems such as IFMIS and E-procurement	0.0	5.6	16.8	18.6	59.0	3.8636	.63212

The results in Table7 indicate that, majority of county government officials (80.1%) agreed to a very great extent that: The administration informs the person concerned of any decision taken concerning them, should they decide to challenge the decision while 9.9% agreed to a great extent, 6.8% to a moderate extent and 3.1% to a little extent. 75.8% of the County government officials agreed to a very great extent All procedures for any activity are publicly available while 5.0% agreed to a great extent, 13.7% to a moderate extent, and 5.6% to a little extent. 70.2% of the County government officials agreed to a very great extent that All transactions use the stipulated financial procedures while 18.6% agreed to a great extent and 11.2% agreed to a moderate extent. 68.9% of the County government officials agreed to a very great extent that There is an institutionalization of a culture of transparency and giving feedback to stake holders on development projects in all public sector institutions while 21.1% agreed to a great extent, and 9.9% to moderate extent.

68.9% of the respondents agreed to a very great extent Administrative decisions have always be taken in accordance with transparent, simple and understandable procedures, while ensuring accountability while 14.9% agreed to a great extent, 9.9% to moderate extent, and 6.2% agreed to little extent. 59.0% of the respondents agreed to a very great extent that The County uses systems such as IFMIS and E-procurement, 18.6% to a great extent, 16.8% to moderate extent, and 5.6% to little extent.

51.6% of the respondents agreed to a very great extent that The systems has no informality while 28.0% agreed to a great extent, 19.9% to moderate extent and 0.6% to little extent.

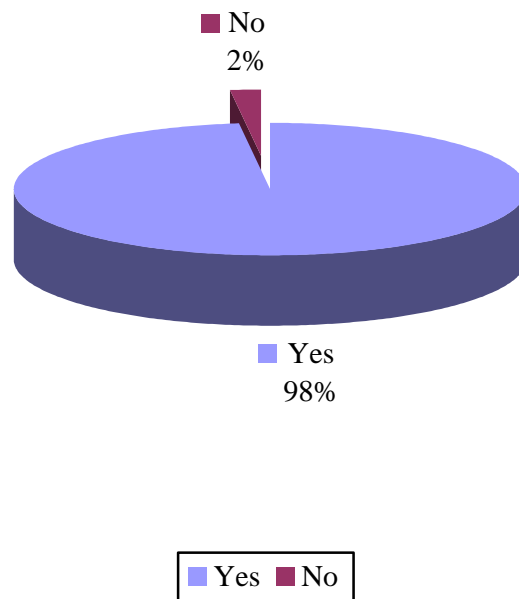
4.4.3 Influence of public participation on service delivery at the Metropolitan County Governments

This section looks at the influence of public participation on service delivery at the Metropolitan County Governments which is an objective of the study.

4.4.3.1 Influence of public participation on service delivery at the Metropolitan County Governments

The study sought to find out the influence of public participation on service delivery at the Metropolitan County Governments. The findings are shown in Figure 4.5.

Figure 4.5: Influence of public participation on service delivery at the Metropolitan County Governments

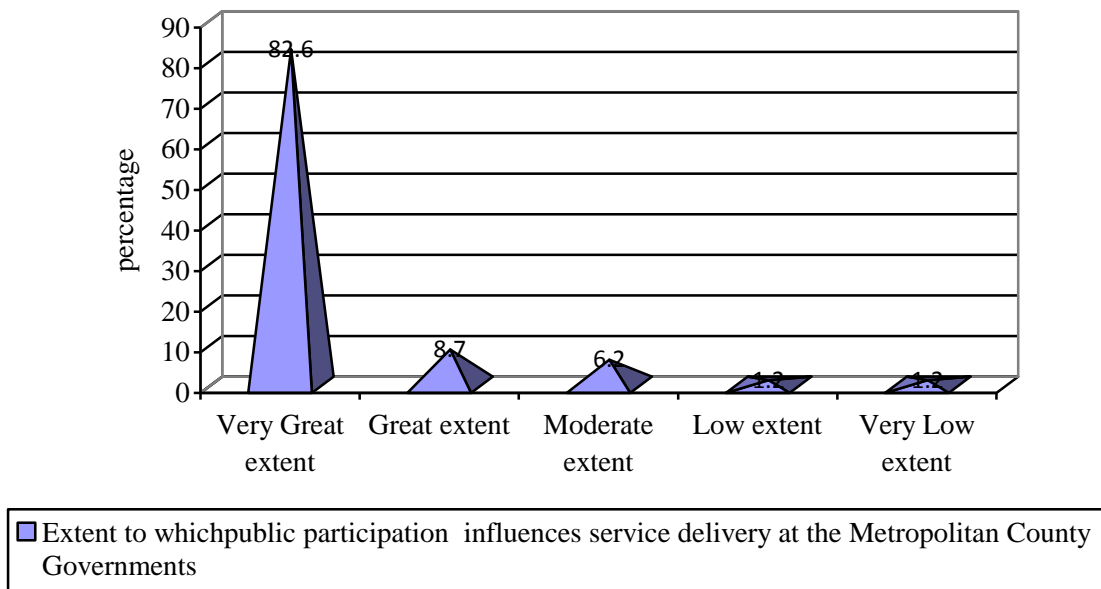


Almost all the County government officials (98.0%) agreed public participation influences service delivery at the Metropolitan County Governments while 2.0% disagreed. The findings support Cheema, (2007) who notes that in a bid to ensure improvement of governments' performance, there is need for public participation on governance and in public service delivery. He further notes that at the grassroots level, this is more effective as the resources need to be provided according to the tastes and choices of the public. Citizens are able to give their views and opinions on what affects them through citizen participation and this has made it a fundamental aspect in devolution reforms (Rondinelli, 2011; Devas and Grant, 2013). For good citizen participation, public management is key and that the red tape and hierarchical power affects public participation in a negative manner (Yang and Pandey, 2011).

4.4.2.2 Extent to which public participation influences service delivery at the Metropolitan County Governments

The study sought to find out the extent to which public participation influences service delivery at the Metropolitan County Governments. The findings are shown on Figure 4.6.

Figure 4.6: Extent to which public participation influences service delivery at the Metropolitan County Governments



Source: Researcher (2017)

The results on Figure 4.6 indicate that more than half (82.6%) of the County government officials agreed to a very great extent that public participation influences service delivery at the Metropolitan County Governments while 8.6% agreed to a great extent that public participation influences service delivery at the Metropolitan County Governments. However, 1.2% agreed to a very low extent that public participation influences service delivery at the Metropolitan County Governments.

4.4.3.3 Extent to which the following statements in regard to influence of public participation on service delivery at the Metropolitan County Governments

The study sought to find out the influence of public participation on service delivery at the Metropolitan County Governments. The findings are shown in Table 4.8

Table 4.8: Extent to which public participation influences service delivery at the Metropolitan County Governments

	No extent at all (%)	Little extent (%)	Moderate extent (%)	Great extent (%)	Very great extent (%)	Mean	S.D
The public is involved in the preparation of their County's budget	0.0	0.0	7.5	5.6	87.0	4.31	0.612
The Public is involved in decisions on the provision of County services	0.0	4.3	0.0	14.9	80.7	3.87	0.864
The public is involved in the preparation, implementation and review of developmental plans in the County	10.6	4.3	16.1	32.3	36.6	4.21	0.667
The public is involved in the Monitoring and review of their County's performance	4.3	5.6	6.2	18.6	65.2	4.31	0.579

Table 4.8 indicates that, majority of county government officials agreed to a very great extent that: The public is involved in the preparation of their County's budget (87.0%) while 5.6% agreed to a great extent and 7.5% to a moderate extent. Majority of the respondents (80.7%) agreed to a very great extent that the Public is involved in decisions on the provision of County services (80.7%) while 14.9% agreed to a great extent and 4.3% to a little extent. 65.2% of the respondents agreed to a very great extent that the public is involved in the monitoring and review of their County's performance while 18.6% agreed to a great extent, 6.2% to moderate extent,

5.6% to a little extent and 4.3% to no extent at all. 36.6% of the County government officials agreed to a very great extent that the public is involved in the preparation; implementation and review of developmental plans in the County while 32.3% agreed to a great extent, 16.1% to a moderate extent, 4.3% to a little extent and 10.6% to no extent at all.

4.4.4 Influence of Inclusivity on service delivery at the Metropolitan County Governments

This section looks at the influence of inclusivity on service delivery at the Metropolitan County Governments which is an objective of the study.

4.4.4.1 Influence of inclusivity on service delivery at the Metropolitan County Governments

The study sought to find out the influence of inclusivity on service delivery at the Metropolitan County Governments. The findings are shown on Figure 4.7.

Figure 4.7: Influence of inclusivity on service delivery at the Metropolitan County Governments

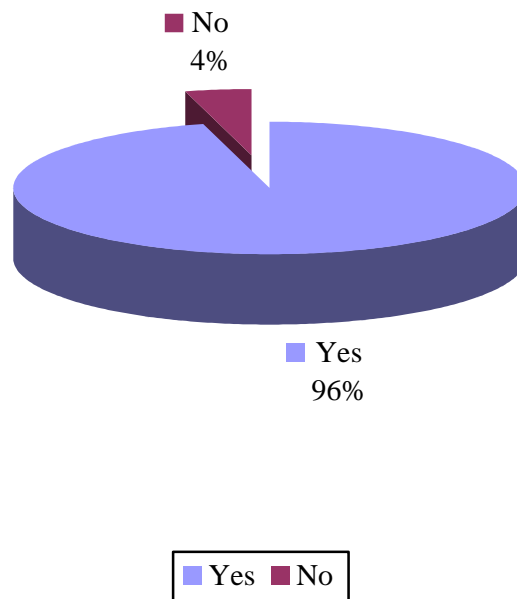


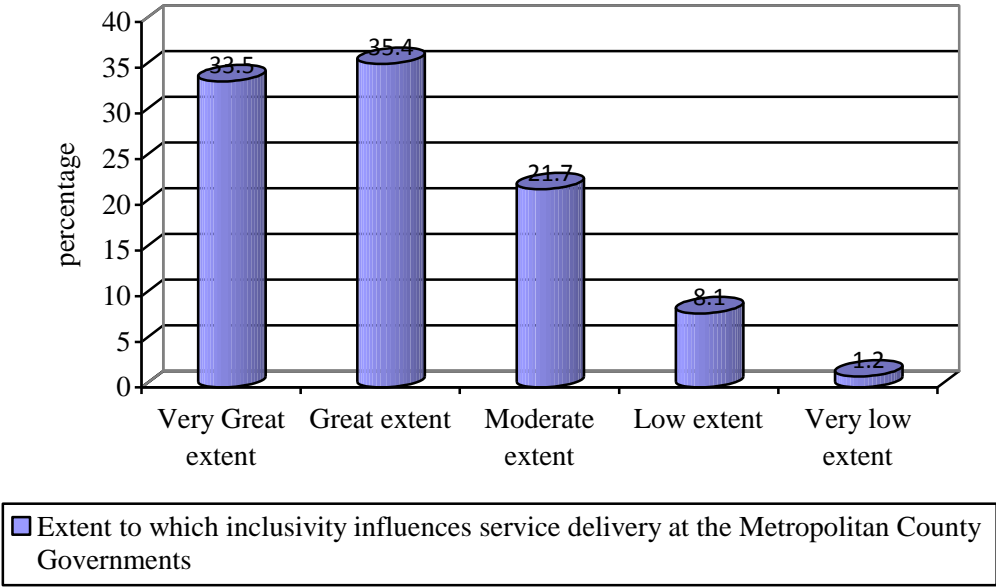
Figure 4.7 indicates that almost all the County government officials (96.0%) agreed inclusivity influences service delivery at the Metropolitan County Governments while 4.0% disagreed. The findings are in line with researchers such as Peter (2011) who states that for good and effective service delivery, the government needs to ensure that there is coordination and cooperation between the central government and the devolved government in regard to the country and regional programmes as well as the process of acquiring and giving tenders. Inclusivity is vital in any democratic government as it ensures equal public participation, equal public treatment as well as equal rights before the law. This therefore means that everyone in the country including

the women, poor, indigenous people, ethnic and religious minorities, disabled and other disadvantaged groups are fully involved and are given a right to participate in decision making in the government (Peter, 2011). This ensures that their needs, interests and opinions are well protected and they have equal opportunities for accessing public services such as sanitation, health, justice and education (Carothers and Brechenmacher, 2014).

4.4.4.2 Extent to which accountability of staff influences service delivery at the Metropolitan County Governments

The study sought to find out the extent to which inclusivity influences service delivery at the Metropolitan County Governments. The findings are shown on Figure 4.8

Figure 4.8: Extent to which inclusivity influences service delivery at the Metropolitan County Governments



Source: Researcher (2017)

Majority (35.4%) of the County government officials agreed to a great extent that inclusivity influences service delivery at the Metropolitan County Governments while 33.5% agreed to a very great extent that inclusivity influences service delivery at the Metropolitan County Governments. However 1.2% agreed to a very low extent that inclusivity influences service delivery at the Metropolitan County Governments.

4.4.4.3 Extent to which the following statements in regard to influence of inclusivity on service delivery at the Metropolitan County Governments

The study sought to find out the influence of inclusivity on service delivery at the Metropolitan County Governments. The findings are shown in Table 4.9

Table 4.9: Extent to which inclusivity influences service delivery at the Metropolitan County Governments

	No extent at all (%)	Little extent (%)	Moderate extent (%)	Great extent (%)	Very great extent (%)	Mean	S.D
The County has put into consideration gender equality while appointing its leaders and staff	0.0	4.3	34.2	39.1	22.4	4.27	0.598
Inclusion and integration of minorities and marginalized groups is given due consideration by the County government	11.8	13.7	16.1	18.6	39.8	4.02	0.641
The County Government leaders engage in open and inclusive dialogue on development policies	0.0	13.0	30.4	42.9	13.7	4.55	0.573

The county has included people living with disability as well as the marginalized communities in its development policies and decision making	0.0	1.9	9.3	23.0	65.8	4.5874	0.166
The County has incorporated the gender rule in its leadership and employees.	0.0	0.0	7.5	18.6	73.9	4.0909	0.791

It is evident in Table 4.9 that, majority of county government officials (73.9%) agreed to a very great extent that: The County has incorporated the gender rule in its leadership and employees while 18.6% agreed to a great extent, and 7.5% to a moderate extent. 65.8% of the County government officials agreed to a very great extent The county has included people living with disability as well as the marginalized communities in its development policies and decision making while 23.0% agreed to a great extent, 9.3% to a moderate extent, and 51.9% to a little extent. 39.8% of the County government officials agreed to a very great extent that inclusion and integration of minorities and marginalized groups is given due consideration by the County government while 18.6% agreed to a great extent 16.1% agreed to a moderate extent, 13.7% to little extent and 11.8% to no extent at all. 22.4% of the County government officials agreed to a very great extent that The County has put into consideration gender equality while appointing its leaders and staff while 39.1% agreed to a great extent, 34.2% to moderate extent, and 4.3% to little extent.

13.7% of the respondents agreed to a great extent that The County Government leaders engage in open and inclusive dialogue on development policies while 13.7% agreed to a very great extent, 30.4% to moderate extent, and 13.0% agreed to little extent.

4.4.5 Other Challenges faced in Service delivery

Other challenges faced in service delivery include: transport challenges; financial facilitation; language barriers; cultural practices; inadequate technical staff; inadequate tools to carry out technical services; inadequate resources to fully discharge their mandate; lack of motivation in terms of proper remuneration; delayed and inadequate funding.

4.4.6 Suggestions/recommendations towards effective corporate governance and service delivery at the Metropolitan County Governments, Kenya

The study sought to find out from the County government officials suggestions/recommendations towards effective corporate governance and service delivery at the Metropolitan County Governments, Kenya. The responses given include: the County government should adopt well developed strategies that are meant to ensure they perform their duties effectively and efficiently as well as ensuring they achieve their competitive advantage and superior economic performance; ensure there is sufficient facilitation, that is, financial and transport availability; enhance the strategic planning meetings; proper delegation, that is, with your eyes on and your hands off; empower the institutions in the County to operate efficiently, transparently and effectively by allocating enough financial resources; recruitment and promotion of staff to be fair and open; and the community needs to be sensitized on importance of public participation; procurement process regulations to be open and involvement of line department.

The responses further given include: there is need to provide capacity building through civic education to the general public as well as other developmental strategies so as to ensure that they

are involved and participate substantively and in an informed manner in the County governance processes; the County government should recognize the women, youth, persons with disability and the minority communities in their counties and encourage them to be more involved in the government processes in order to create a strong foundation for inclusion and public participation for the productivity and development of the county; the county government must push for more resources from the national government to help them improve their service delivery techniques and develop their counties; the county government must also increase their capacity in order to deliver their services to the public effectively and efficiently.

4.5 Diagnostic Tests

4.5.1 Multicollinearity tests

Multicollinearity denotes that the variables that are correlated with other variables and it occurs when the regression model includes multiple factors that are correlated with each other. In this study, multicollinearity was performed to find out if the independent variables accountability of staff, transparency, public participation and inclusivity in the multiple regression model are closely correlated to one another.

Table 4.10: Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Accountability of staff	0.719	1.392
	Transparency	0.840	1.190
	Public participation	0.634	1.577
	Inclusivity	0.999	1.001

From the findings in the Table 4.10, based on the coefficients output - collinearity statistics, the obtained values for Accountability of staff (1.392), transparency (1.190), public participation (1.577) and inclusivity (1.001) mean that the VIF value obtained is between 1 and 10. Therefore it can be concluded that that there is no multicollinearity symptoms.

4.5.2 Regression Analysis

Regression analysis was used to model, examine, and explore the relationship between effective corporate governance influences service delivery at the Metropolitan County Governments, Kenya against the four independent variables (accountability of staff, transparency, public participation and inclusivity) used for the study, this was important in measuring the extent to which changes in one or more variables jointly affected changes in another variable.

Regression analysis was also used to generate an equation applied to the independent variables in order to best predict the dependent variable in the model. Each independent variable is associated with a regression coefficient describing the strength and the sign of that variable's relationship to the dependent variable. Analysis was done using SPSS version 20.0 to generate the model summary, Analysis of variance (ANOVA) and coefficients of regression. A model summary was generated providing the values of R, R Squared, Adjusted R Square and Standard error of the estimates for dependent and independent variables. The results are shown in Table 4.11.

4.5.2 Model Summary

Table 4.11: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.437 ^a	0.191	0.170	0.124
a. Predictors: (Constant), Inclusivity, Accountability of staff, Transparency, Public participation				

Source: Research Data (2017)

The study used Table 4.11 to establish whether the dependent variable business growth has a linear dependence on the independent variables namely accountability of staff, transparency, public participation and inclusivity. The correlation coefficient (R) measures the strength and direction of a linear relationship between two variables. The study established a correlation value of 0.437. This depicts a strong linear dependence between the two variables. The R-squared indicates the coefficient of determination, which is the proportion of variance in the dependent variable that can be explained by independent variables. An R-square value of 0.191 was established and adjusted to 0.170. The coefficient of determination depicts that 17.0% of the variations in service delivery can be explained by accountability of staff, transparency, public participation and inclusivity meaning that there are other factors that effective corporate governance on service delivery at the Metropolitan County Governments.

4.5.3 ANOVA

Analysis of Variance (ANOVA) was used to determine the linear relationship among the variables under investigation. Using this method, the sum of squares, degrees of freedom (df), mean square, value of F(calculated) and its significance level was obtained. The results are shown in Table 4.12.

Table 4.12: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.561	4	0.140	9.186	0.000 ^b
	Residual	2.383	156	0.015		
	Total	2.944	160			
a. Dependent Variable: Effective corporate governance on service delivery						
b. Predictors: (Constant), Inclusivity, Accountability of staff, Transparency, Public participation						

Source: Research Data (2017)

Analysis of Variance was used to test the significance of the regression model as pertains to significance in the differences in means of the dependent and independent variables. The table 4.12 shows that the independent variables statistically predicts the dependent variable (4, 165) =9.186, $p < 0.05$ (i.e. the regression model is a good fit for the data).

4.5.4 Coefficients

Table 4.13: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.639	0.167		3.820	0.000
	Accountability of staff	-0.202	0.146	-0.117	-1.382	0.169
	Transparency	0.394	0.096	0.322	4.103	0.000
	Public participation	0.191	0.079	0.220	2.436	0.016
	Inclusivity	-0.011	0.048	-0.016	-0.224	0.823

a. Dependent Variable: Effective corporate governance and service delivery

Source: Research Data (2017)

Table 4.13 further shows the constant in this model is represented by a value of 0.639, which is the expected value of effective corporate governance and service delivery at the Metropolitan County Governments when the values of the independent variables are equal to zero. Transparency was found to be the most (0.394) significant among the four variables followed by accountability of staff (0.202), public participation (0.191%) and inclusivity (0.011). From the coefficients Table, it is evident that the p-values for transparency (0.040), public participation (0.036) and inclusivity (0.023) are less than 0.05. This therefore means that transparency, and public participation are statistically significant and they therefore influence service delivery at the Metropolitan County Governments. From the coefficients Table, it is evident that the p-values for accountability of staff (0.169) and inclusivity (0.823) are more than 0.05. This

therefore means that accountability of staff and inclusivity are statistically insignificant and they therefore influence service delivery at the Metropolitan County Governments.

4.6 Model Fitting

Based on the analysis, the regression equation for the independent variable on the dependent variable resulted to the following;

$$Y = 0.639 - 0.202X_1 + 0.394X_2 + 0.191X_3 - 0.011X_4$$

Where Y = Service Delivery in Metropolitan County Governments, Kenya.

X₁= Accountability of staff

X₂= Transparency

X₃= Public participation

X₄= Inclusivity

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The basic purpose of this chapter is to give the summary of the findings, conclusions and recommendations of the study. This was based on the research findings that is presented and discussed in the previous chapters. The study established several findings which make a direct contribution to knowledge and policy formulation. Recommendations both for further research as well as policy and practice have been made.

5.2 Summary of the Findings

This study aimed at establishing the extent to which effective governance influences service delivery at the Metropolitan County Governments, Kenya. The task included; finding out the extent to which accountability of staff influence service delivery at the Metropolitan County Governments; establishing how transparency by management influence service delivery at the Metropolitan County Governments; determining the extent to which public participation influence service delivery at the Metropolitan County Governments; and determining the extent to which inclusivity influences service delivery at the Metropolitan County Governments. The study reviewed previous studies with a view to establish academic gaps which the present study sought to bridge. This was done through library research.

Given below is a summary of the key study findings.

The study findings reveal that majority of the county government officials are male aged between 38-42 years old and have attained postgraduate level of education. The study findings

reveal that majority of the respondents have been civil servants for more than 10 years and have worked with the County government for 2-4 years. The study findings also reveal that majority of the County government officials are Chief Officers.

5.2.1 Influence of accountability of staff on service delivery at the Metropolitan County Governments

The study findings reveal that almost all the County government officials (agreed accountability of staff influences service delivery at the Metropolitan County Governments. The findings further reveal that more than half of the County government officials agreed to a very great extent that accountability of staff influences service delivery at the Metropolitan County Governments. The findings further reveal that majority of county government officials agreed to a very great extent that: Public Accountability is all about rendering of stewardship, The Public officers do publish their budget performance at the end of financial year for public assessment and comment, The public servants are accountable to the public in their functions, and The departments responsible to ensure effective public accountability are very efficient and effective are statements regarding influence of accountability of staff on service delivery at the Metropolitan County Governments. The findings are in line with researchers such as Almquist et al., 2013; Jorge de Jesus & Eirado, 2012; and Laegreid et al., 2008 who state that accountability in the public sector requires governments to answer to public to justify the source and utilization of public resources because there are perception that the government are inefficient and has poor performance in services delivery (Barton, 2006; Hui et al., 2011).

5.2.2 Influence of transparency on service delivery at the Metropolitan County Governments

The study findings reveal that almost all the County government officials agreed transparency influences service delivery at the Metropolitan County Governments. The findings further reveal that more than half of the County government officials agreed to a very great extent that transparency influences service delivery at the Metropolitan County Governments. The findings further reveal that majority of county government officials agreed to a very great extent that: the administration informs the person concerned of any decision taken concerning them, should they decide to challenge the decision, administrative decisions have always be taken in accordance with transparent, simple and understandable procedures, while ensuring accountability and there is an institutionalization of a culture of transparency and giving feedback to stake holders on development projects in all public sector institutions are statements regarding influence of transparency on service delivery at the Metropolitan County Governments. The findings support Rawlins, (2008) who notes that transparency raises the trust levels of the citizens when the organizations are always transparent. By letting the public access the public information and monitor the service quality provided to them by the government officials, transparency aids in improving the accountability values as it also ensures that the citizens are well satisfied by the public staff (Holzner and Holzner (2006).

5.2.3 Influence of public participation on service delivery at the Metropolitan County Governments

The study findings reveal that almost all the County government officials agreed public participation influences service delivery at the Metropolitan County Governments. More than half of the County government officials agreed to a very great extent that public participation influences service delivery at the Metropolitan County Governments. The findings further reveal that majority of county government officials agreed to a very great extent that: The public is involved in the preparation of their County's budget, The Public is involved in decisions on the provision of County services, and The public is involved in the Monitoring and review of their County's performance are statements regarding influence of public participation on service delivery at the Metropolitan County Governments. The findings support Cheema, (2007) who notes that In a bid to ensure improvement of governments' performance, there is need for public participation on governance and in public service delivery. He further notes that at the grassroots level, this is more effective as the resources need to be provided according to the tastes and choices of the public.

5.2.4 Influence of Inclusivity on service delivery at the Metropolitan County Governments

The study findings reveal that almost all the County government officials agreed inclusivity influences service delivery at the Metropolitan County Governments. The findings further reveal that majority of the County government officials agreed to a great extent that inclusivity influences service delivery at the Metropolitan County Governments. The findings further reveal that majority of county government officials agreed to a very great extent that: Inclusion and

integration of minorities and marginalized groups is given due consideration by the County government, The County has put into consideration gender equality while appointing its leaders and staff, and The County Government leaders engage in open and inclusive dialogue on development policies are statements regarding influence of inclusivity on service delivery at the Metropolitan County Governments. The findings are in line with researchers such as Peter (2011) who states that for good and effective service delivery, the government needs to ensure that there is coordination and cooperation between the central government and the devolved government in regard to the country and regional programmes as well as the process of acquiring and giving tenders

The findings reveal that other challenges faced in service delivery include: transport challenges; financial facilitation; language barriers; cultural practices; inadequate technical staff; inadequate tools to carry out technical services; inadequate resources to fully discharge their mandate; lack of motivation in terms of proper remuneration; delayed and inadequate funding.

The study findings reveal p-values for transparency and public participation are less than 0.05. The study findings reveal p-values for accountability of staff and inclusivity are more than 0.05. This therefore means that transparency, and public participation are statistically significant and they therefore influence service delivery at the Metropolitan County Governments. The study also found that accountability of staff and inclusivity are statistically significant and they therefore influence service delivery at the Metropolitan County Governments.

5.3 Conclusion

The study found that almost all the County government officials agreed that accountability of staff influences service delivery at the Metropolitan County Governments to a very great extent. The findings are in line with researchers such as Almquist et al., 2013; Jorge de Jesus & Eirado, 2012; and Laegreid et al., 2008 who state that accountability in the public sector requires governments to answer to public to justify the source and utilization of public resources because there are perception that the government are inefficient and has poor performance in services delivery (Barton, 2006; Hui et al., 2011). Due to the growing concern on how the government spends the money, the public demands seem increasing and adding up a pressure to the government in managing the resources prudently (Abu Bakar et al., 2011; Almquist et al., 2013; Bhuiyan & Amagoh, 2011; Mulgan, 2013). In this day accountability and governance appear to be coexisted between each other. Collier (2008) stated that accountability entails governance and a stakeholder accountability perspective is the only available option for organizations like public sector. This notion also shared by O'Dwyer & Unerman (2007) which stated that in the quasi-public sector where accountability mechanisms have tended to focus on upward accountability to funders rather than downward to the recipients of services.

The study found that almost all the County government officials agreed transparency influences service delivery at the Metropolitan County Governments to a very great extent. The findings support Rawlins, (2008) who notes that transparency raises the trust levels of the citizens when the organizations are always transparent. By letting the public access the public information and monitor the service quality provided to them by the government officials, transparency aids in improving the accountability values as it also ensures that the citizens are well satisfied by the

public staff (Holzner and Holzner (2006). In transparency, the need for secrecy rather than publicity is important so as to ensure that reflection is done in a professional manner. Through credibility building, transparency should add to trust in a positive manner (Chambers, 2014).

The study found that almost all the County government officials agreed public participation influences service delivery at the Metropolitan County Governments to a very great extent. The findings support Cheema, (2007) who notes that In a bid to ensure improvement of governments' performance, there is need for public participation on governance and in public service delivery. He further notes that at the grassroots level, this is more effective as the resources need to be provided according to the tastes and choices of the public. Citizens are able to give their views and opinions on what affects them through citizen participation and this has made it a fundamental aspect in devolution reforms (Rondinelli, 2011; Devas and Grant, 2013). For good citizen participation, public management is key and that the red tape and hierarchical power affect public participation in a negative manner (Yang and Pandey, 2011).

The study found that that almost all the County government officials agreed inclusivity influences service delivery at the Metropolitan County Governments to a great extent. The findings are in line with researchers such as Peter (2011) who states that for good and effective service delivery, the government needs to ensure that there is coordination and cooperation between the central government and the devolved government in regard to the country and regional programmes as well as the process of acquiring and giving tenders. Inclusivity is vital in any democratic government as it ensures equal public participation, equal public treatment as well as equal rights before the law. This therefore means that everyone in the country including

the women, poor, indigenous people, ethnic and religious minorities, disabled and other disadvantaged groups are fully involved and are given a right to participate in decision making in the government (Peter, 2011). This ensures that their needs, interests and opinions are well protected and they have equal opportunities for accessing public services such as sanitation, health, justice and education (Carothers and Brechenmacher, 2014).

Therefore, study concludes that transparency and public participation have a positive and significant effect on service delivery at the Metropolitan County Governments while accountability of staff and inclusivity have no significant effect on service delivery at the Metropolitan County Governments.

5.4 Recommendations

On the basis of the above, conclusions, the following recommendations were made for the effective governance and service delivery at the Metropolitan County Governments, Kenya.

There is need for the County government should adopt well developed strategies that are meant to ensure they perform their duties effectively and efficiently as well as ensuring they achieve their competitive advantage and superior economic performance; ensure there is sufficient facilitation, that is, financial and transport availability; enhance the strategic planning meetings; proper delegation, that is, with your eyes on and your hands off; empower the institutions in the County to operate efficiently, transparently and effectively by allocating enough financial resources; recruitment and promotion of staff to be fair and open; and the community needs to be sensitized on importance of public participation; procurement process regulations to be open and involvement of line department.

There is need to provide capacity building through civic education to the general public as well as other developmental strategies so as to ensure that they are involved and participate substantively and in an informed manner in the County governance processes; the County government should recognize the women, youth, persons with disability and the minority communities in their counties and encourage them to be more involved in the government processes in order to create a strong foundation for inclusion and public participation for the productivity and development of the county; the county government must push for more resources from the national government to help them improve their service delivery techniques and develop their counties; the county government must also increase their capacity in order to deliver their services to the public effectively and efficiently.

5.5 Suggestion for Further Study

This study sought to establish the extent to which effective governance influences service delivery at the Metropolitan County Governments, Kenya attempting to bridge the gap in knowledge that existed. Although the study attained these, it mainly focused on five county governments. There is need to conduct a similar study in other Counties in an attempt to compare the findings. There is also need to conduct a study on the challenges facing service delivery in the County governments.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Florence Waiganjo,

P.O Box **XXXX**,

Nairobi, Kenya

07th July, 2017.

Dear Respondent,

RE: DATA COLLECTION

I am a student at Kenya College of Accountancy University currently undertaking a research study to fulfill the requirements of the Award of Master in Business Administration on the **Good Governance and Service Delivery at the Metropolitan County Governments, Kenya**. I would largely appreciate your participation as you have been selected to participate in this study by answering all the questions truthfully and completely. The responses will be treated with extreme confidentiality and privacy as they will be used solely for this study. This study will only be used for academic research. You are required to participate voluntarily and no one will be coerced to participate. Kindly spare a few minutes to complete the questionnaire attached.

Thank you in advance for your co-operation.

Yours Faithfully,

Florence Waiganjo,

Researcher

APPENDIX II: STRUCTURED QUESTIONNAIRE

Questionnaire Number

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Instructions: *Kindly complete the following questionnaire using the instructions provided for each set of question. Tick appropriately.*

PART A: Respondent's Background Information

1. What is your gender?

Male Female

2. In which of the following age brackets does your age fall?

18-22 years 23-27 years 28-32 years 33-37 years
 38-42 years 43-47 years 48-52 years 53 and above

3. What is your education level (state the highest level)

Certificate Diploma Undergraduate
 Post Graduate PhD Other _____

4. How long have you been a civil servant?

Below 2 years 2 to 4 years
5 to 7 years 8 to 10 years
More than 10 years

5. How long have you worked with the County government?

Below 2 years 2 to 4 years
5 to 7 years 8 to 10 years
More than 10 years

6. What is your current position in the County Government?

- County Executive Officers]
- Committee members]
- Chief Officers]
- County Directors]

PART B: Influence of accountability of staff on service delivery at the Metropolitan County Governments

7. In your opinion, does accountability of staff influence service delivery at the Metropolitan County Governments?

-] Yes] No

To what extent

-] To a very great extent] To a great extent] To a moderate extent
-] To a low extent] To a very low extent

8. To what extent do you agree to the following in regard to accountability of staff and service delivery at the Metropolitan County Governments? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

Accountability	Not at all (1)	Little extent (2)	Moderate extent (3)	Great extent (4)	Very great extent (5)
The public servants are accountable to the public in their functions					
Public Accountability is all					

about rendering of stewardship					
The Public officers do publish their budget performance at the end of financial year for public assessment and comment					
Internal control in the public service is very strong					
The departments responsible to ensure effective public accountability are very efficient and effective					
The public participates in accountability in the County					
Audit files are publicly available					
The County budget and finances are subject to legislation oversight					
Monitoring and evaluation is done and reports widely shared					

PART C: Influence of transparency on service delivery at the Metropolitan County

Governments

9. In your opinion, does transparency influence service delivery at the Metropolitan County Governments?

Yes No

To what extent

To a very great extent To a great extent To a moderate extent

To a low extent To a very low extent

10. To what extent do you agree to the following statements in regard to transparency and service delivery at the Metropolitan County Governments? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

Transparency	Not at all (1)	Little extent (2)	Moderate extent (3)	Great extent (4)	Very great extent (5)
There is an institutionalization of a culture of transparency and giving feed back to stake holders on development projects in all public sector institutions					
Administrative decisions have always be taken in accordance with transparent, simple and understandable procedures, while ensuring accountability					
The administration have established or strengthened reception and information units for users in order to assist them in gaining access to services and recording their					

views, suggestions or complaints					
The administration informs the person concerned of any decision taken concerning them, should they decide to challenge the decision					
All procedures for any activity are publicly available					
The systems has no informality					
All transactions use the stipulated financial procedures					
The County uses systems such as IFMIS and E-procurement					

PART D: Influence of public participation on service delivery at the Metropolitan County Governments

11. In your opinion, does public participation influence service delivery at the Metropolitan County Governments?

Yes No

To what extent

To a very great extent To a great extent To a moderate extent
 To a low extent To a very low extent

12. To what extent do you agree to the following statements in regard to public participation and service delivery at the Metropolitan County Governments? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

	Not at all (1)	Little extent (2)	Moderate extent (3)	Great extent (4)	Very great extent (5)
The public is involved in the preparation of their County’s budget.					
The Public is involved in decisions on the provision of County services					
The public is involved in the preparation, implementation and review of developmental plans in the County					
The public is involved in the Monitoring and review of their County’s performance;					

PART E: Influence of inclusivity influences service delivery at the Metropolitan County Governments

13. In your opinion, does inclusivity influences service delivery at the Metropolitan County Governments?

Yes No

To what extent

To a very great extent To a great extent To a moderate extent
 To a low extent To a very low extent

14. To what extent do you agree to the following in regard to inclusivity influences service delivery at the Metropolitan County Governments? Indicate your response based on a 5-point scale by using a tick (✓) or X to mark the applicable box.

Inclusivity	Not at all (1)	Little extent (2)	Moderate extent (3)	Great extent (4)	Very great extent (5)
The County has put into consideration gender equality while appointing its leaders and staff					
Inclusion and integration of minorities and marginalized groups is given due consideration by the County government.					
The County Government leaders engage in open and inclusive dialogue on development policies					
The county has included people living with disability as well as the marginalized communities in its development policies and decision making					
The County has incorporated the gender rule in its leadership and employees.					

15. What challenges do you face in service delivery?

16. Please give suggestions/recommendations towards Good Governance and Service Delivery at the Metropolitan County Governments, Kenya.

THANK YOU FOR YOUR TIME AND COOPERATION!!