

**FACTORS INFLUENCING SERVICE DELIVERY IN COUNTY
GOVERNMENTS IN KENYA;**

A STUDY OF COUNTY GOVERNMENT OF KITUI

BY

ANTONY K. MUTHUI

Masters of Business Administration (Corporate Management)

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DECLARATION AND APPROVAL

I declare that this research work is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

Student Name: Antony Kyalo Muthui

Reg. No. KCA/09/03850

Sign.....

Date.....

I do hereby confirm that I have examined the dissertation of

Antony Kyalo Muthui

And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

Sign.....

Date.....

DR. BEATRICE OKATCH

Dissertation Supervisor

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ABSTRACT

The new Kenyan Constitution gave the county a new leeway of governing the country. Devolution was the decision on how the nation should be governed. County governments were created for the purpose of efficiently delivering services to citizens. However, the delivery of services in county governments in Kenya seems to take a divergent direction and not providing the citizens efficient services as expected. This shows that in as much as the national government devolved financial resources, there is scanty and apparent realization of the objectives that were envisioned in county governments. This study aimed at assessing the factors influencing service delivery in County Governments in Kenya with special reference to Kitui County Government. Such an analysis will offer guidance and suggest appropriate solutions to the challenges and potential complexities that county governments experience when delivering services to citizens. The study ought to achieve three specific objectives including to establish how resource mobilization influences service delivery in County Governments in Kenya, to establish how public participation influences service delivery in County Governments in Kenya and to determine how accountability by local leadership influences service delivery in County Governments in Kenya. The study adopted a descriptive survey research design. The study's target population were residents of Matinyani ward in Kitui County. The study used simple random sampling technique to select the sample. The researcher collected primary data using questionnaire. Quantitative data was analyzed using descriptive statistics, by means of measures of central tendency, frequency and percentages aided by statistical package for social sciences (SPSS) while relationship between independent and dependent variables was determined using regression analysis. Data is presented by the use of tables, charts, polygons, and a consortium of graphs. The study findings reveal that Kitui County Government (KCG) fairly allocates financial resources to key community issues. KCG did not hold consultative meetings on development issues, neither did they publicize such consultative forums through media nor did citizens attend such forums. The study also concludes that KCG leaders are poorly transparent on public resources. They did not hold meetings to explain to *mwananchi* how County Finances were used, neither did projects initiated by county Government get complete in time nor did KCG publish reports on County Expenditure on projects. Therefore, the study provides evidence that resource mobilization, public participation and accountability influences the level of service delivery in county Governments in Kenya. The study recommends that, KCG to increase the allocation of financial resources to key community concerns in the priority of access to health facilities, accessible roads, access to clean and safe water and access to education and electricity; KCG to observe the government legislation of allocating contracts as required by Public Procurement and Disposals Act 2006; and the government policy of allocating 30% of all procurement to women, youth and people living with disabilities; KCG to abide by the constitution 2010 and County Governments Act 2012 by ensuring that they hold public participation consultative meetings on development issues which should be widely publicized.

Keywords: Devolution, public participation, resource mobilization, accountability

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ABBREVIATIONS AND ACRONYMS

AGA	Autonomous Government Agencies
CAJ	Commission for Administrative Justice
CIC	Constitution Implementation Committee
ECA	Economic Commission for Africa
FDI	Foreign Direct Investment
FRA	Financial Resource Accountability
IEBC	Interim Electoral and Boundaries Commission
KCA	Kenya College of Accountancy University
KCG	Kitui County Government
KNBS	Kenya National Bureau of Statistics
LASDAP	Local Authority Service Delivery Action Plan
LG	Local Government
PP	Public Participation
PPF	Public Participation Forums
PWD	People Living with Disabilities
SAGA	Semi-Autonomous Government Agencies
SPSS	Statistical Package for Social Sciences
TA	Transition Authority
UN	United Nations
WY & PWDs	Women, Youth and People Living with Disabilities

TERMS AND DEFINITIONS

Accountability: Accountability is the practice where service delivery agents make public, and are responsible for their actions. It is the extent to which leadership of the county government give account to the citizens on the resources at their disposal and how they have been used in service delivery (Khemani, 2001).

Citizen participation: This refers to consultations during budgeting and Gender Considerations and engagements in county development organized by county governments (Warners, 2003).

Resource mobilization: This refers to the how the county government obtains and mobilizes or allocates and raise revenue to the benefit of the citizens in an effort to influence service delivery in the county governments (Von Brown and Grote, 2002).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Devolution is generally defined as the process of transfer of political, administrative and fiscal management powers between central government and lower levels of government, who operate primarily at city and regional levels (Potter, 2011). Devolution can therefore be seen as a form of decentralization that puts power close to the citizens so that local voices are recognized better in making decisions that affect the wider public.

The decentralization of government powers to the local level has been successfully practiced in, among world countries, the United States of America (Brazil), India and United Kingdom among others. Internationally studies indicate that such decentralization of powers influences service delivery to the citizens. However, these countries have achieved efficiency in delivery of services to the citizens differently. For example, in Brazil; from 1989 the Brazilian Workers Party won the municipal elections, local assemblies were organized to suggest, discuss and choose on distributions and spending of the municipal investment financial resources. As such public participation began to contribute to how service delivery is provided to citizens within the country. This by 1996 resulted in increased units of households with access to water services 18%, the expansion of municipal sewage system by 39% and increase in number of children registered in public schools increased two-fold (Cheema, 2007). Similarly, in his study, Besley and Burgess, (2002) found out that in the federal government of India decentralization promoted government responsiveness in service delivery.

In his study on devolution in United Kingdom, Peterson, et al., (2001) found out that devolution in United Kingdom took place along territorial and communal lines, and it fostered effective cooperation within the devolved units. As a result, local communities were able to mobilize social pressure against rent seeking and corruption. Indeed, a growing number of countries have over the last three decades further decentralized administrative, fiscal and political functions of central government to sub – national governments. These brought success to Scotland, Wales and Northern Ireland. Other countries that benefited from devolution includes Italy and Spain. In many cases, devolution has also been driven by the need to bring government closer to the people (Peterson, et al. 2001).

In Africa, it has been practiced in South Africa, Nigeria and Ethiopia (World Bank, 2012). South Africa, and Nigeria have relatively implemented devolution with some degree of success, however Tewfik (2010) in his study on Transition to Federalism; The Ethiopian Experience established that Ethiopia faced several challenges at the onset of the implementation of the devolved governance, similarly Bardhan and Mookherjee (2000) in their study on Capture and governance at local and national levels, observed that improved access of local elite to public resources increase opportunities for corruption in Ethiopia.

In his study on analyzing the Impact of Devolution on Economic Development Potentialities in Kenya, Ndung'u, (2014) established that Kenya as a country has not had experience in devolution, an examination of Kenya's history discloses that Kenya has for the better part of its independent life been a unitary state with a highly centralized government that has, had an imperious control over the sub – national governments and the other arms of government, namely the legislature and the judiciary. The country has, therefore, not had any real experience with devolution for two reasons.

First, the introduction of regionalism, popularly known as ‘Majimboism’, in 1963 under the Kenya independent Constitution, did not last long. The first government of the independent Kenya, under the leadership of Jomo Kenyatta, amended the constitution soon after the independence in 1964, effectively scrapping the regional governments and replacing them with the central – controlled Provincial Administration and the local government system. Second, the governments established under the Local Government Act cap 265 of the laws of Kenya were not granted significant political, administrative and fiscal powers. Instead, central government retained control of the local governments through the administration officers (Ndung’u, 2014).

So why the haste about devolution in Kenya? Devolution affects governance in several ways. First, by distributing authority over public goods and revenues devolution makes it difficult for individuals or groups of official actors to collude and engage in corrupt practices. Second, where devolution of authority takes place along territorial and communal lines, it can foster effective cooperation within the devolved units. As a result, local communities are able to mobilize social pressure against rent seeking and corruption. Indeed, a growing number of countries have over the last three decades further decentralized administrative, fiscal and political functions of central government to sub – national governments.

From the foregoing it is evident then that Devolution is at the heart of the new Constitution and a key means for addressing spatial inequities of the past. It is generally doubted that a more decentralized government makes important sense given Kenya’s diversity and past experience with political use of central power as well as presenting an opportunity to address the diversity of local needs, choices and constraints. County government may be better placed than the national centralized government to deliver on social services since each county has specific challenges that required an institution that has local knowledge on how to go about providing

more realistic solutions having considered all the factors within the locality (Mukabi, et. al., 2015).

1.1.1 Kitui County

The study has been conducted in Kitui County which geographically is located in Eastern Kenya and bordered by Tana River to the East and South East, Taita Taveta to the South, Makueni and Machakos to the West, Embu to the North West, and Tharaka and Meru to the North. The county covers an area of 30,496.5 Km². Kenya National Bureau Statistics (KNBS, 2009), the county experiences temperatures ranging from a minimum of 14°C to a maximum of 34°C with a rainfall range of 500mm to 1050mm per annum which differs in different parts of the county (Kenya Meteorological Department, 2015). The road network in the county consists of Bitumen Surface, Gravel Surface (399.2 Km), and Earth Surface (1072.2 Km) with two major national monuments; the Tsavo East National Park and Mwingi National Reserve.

The county has total population of 1,012,709 people which consists of 481,282 males (48 %) and 531,427 females (52%) (KNBS Census 2009), with a population density of 33 people per Km² and an annual Growth Rate of 2.2%. It has a population structure of 0-14 years (46.6 %), 15-64 years (48.2 %), 65+ years (5.2 %) housed in 205,491 households. Economically the county boasts of Wildlife, Livestock, Arable Land, Minerals, Tourism and Forests, however with a county poverty level of 63% and an age dependency ratio of 100:108. Main Economic Activities include Livestock keeping, Cotton, Tobacco, Coffee, Mangoes and Commercial businesses while Livestock Products, Maize, Pigeon Peas, Sorghum, Beans, Cowpeas, Cassava, and Millet are the main agricultural products.

Kitui County has 1,098 primary schools, 181 secondary schools. Primary school enrolment is 328,528 while secondary school enrolment is 46,100 with a teachers' pupil ratio of 1:34 in public schools. There are over 60 tertiary institutions Comprised of University (South Eastern University College, Nairobi, and Kenyatta) and Satellite Campuses, Youth Polytechnics, Teacher Training Colleges, Medical Training College, Technical Colleges, and Several Commercial Colleges. Kenya National Bureau of Statistics (KNBS, 2009).

1.1.2 County Government of Kitui

The county government is headquartered in Kitui Town, and consists of 8 constituencies which are: Kitui West, Kitui Rural, Kitui South, Kitui Town, Mwingi North, Mwingi South, Mwingi Central, and Mutitu. The county had 321,800 registered voters (IEBC, 2012). It is administered through 16 Districts. Kitui West, Kitui central, Mutha, Kyuso, Katulani, Kisasi, Lower yatta, Matinyani, Mutomo, Ikutha , Mutito, Mwingi central, Mwingi East, Muumoni, Tseikuru and Mingwani . The county is made up of 40 wards headed by 40 elected members of county assembly and 16 nominated members of county.

The county government runs over 223 health facilities comprising of: district hospitals (3), sub-district hospitals (8), dispensaries (189), and health centers (23), while the private sector in the county run medical clinics (30), and nursing homes (5), with a doctor to population ratio: 1: 16,047 (Kitui district), 1: 50,701 (Mwingi district). Kenya National Bureau of Statistics (KNBS, 2009).

1.1.3 Service Delivery

Service delivery is an important concept in every organization; it determines whether the business will continue surviving or otherwise, service delivery in postal corporation encompasses the transmission of letters, data and parcels. Effective Service delivery will be attained by ensuring that factors such as time and timelessness, completeness, courtesy, consistency, accessibility, convenience, accuracy, and responsiveness are continuously sustained. This will ensure Customer satisfaction, lower costs of delivery, enhanced Firm image and reputation.

Citizen satisfaction refers to the state of reaction by a citizen to the level of fulfilment they attain from a product or a service (Kim, 2004). The county government's major focus should be to diminish the citizen's service perception gap by improving continuously so as to meet and even exceed citizen's expectations. Service delivery in county governments encompasses offering public goods and service mandated by the Kenya constitution 2010. Effective Service delivery will be attained by ensuring that factors that relate to quality of services such as reliability, responsiveness, assurance, empathy, tangibility (Zeithaml, 1990), time and timelessness, completeness, courtesy, consistency, accessibility, convenience, accuracy, and responsiveness are continuously sustained. This will ensure Citizen Satisfaction, lower costs of delivery, enhanced county governance image and reputation.

1.2 Statement of the Problem

The long struggle for a new constitutional dispensation was finally realized upon the promulgation of the constitution 2010; this document came along with a promise for not only a new but a better Kenya (Mukabi, et. al., 2015). Chief among its provisions was the migration from unitary to dual system of government; with it came the national and forty-seven county

governments. It was envisioned that devolution would take governance to the grassroots and enable an enhance citizen participation in decisions making and over sighting which would potentiality translate to equitable distribution of resources as well as better, reliable and efficient public services to the citizens. With all these in place, it would be expected that Kenyans would have already started benefiting through improved service delivery in the counties. However, despite the fact that the creation of county governments ‘promised’ Kenyan citizens better lives ahead, Kenyans are yet to obtain these benefits (Mukabi, et. al., 2015). A major reason is the financial constraints experienced by county governments due to low allocation of budget by the national government. Resources in the county governments have not yet realized the interest of Kenyan citizens as expected.

Involving citizens through public participation, efficient resource mobilization and accountability of local leaders are crucial in service delivery within counties. However, there are no adequate mechanisms to enable the citizens to fully participate through public participation in shaping development agenda, equally allocate resources, furthermore the county government has not put in place mechanisms to disclose information of expenditure (Mwamuye & Nyamu, 2014). These concerns require immediate attention.

Devolution does not only devolve power but also resources that are meant to enhance service delivery to citizens. A study by World Bank (2003), reiterates that devolution has both an explicit and implicit inspiration for improving service delivery for dual reasons: First, these basic services, all of which are the responsibility of the state, are steadily failing and especially failing the poor people. Since these services are consumed locally, there is the need to enhance service delivery through devolution. This clearly indicates that the national Government recognizes the challenge of delivering services to particularly the poor. Internationally studies indicate that

devolution influences service delivery. In his study, Besley and Burgess, (2002) found out that in the federal government of India decentralization promoted government responsiveness in service delivery, this happens especially if the mass media is very active at the grassroots.

Available research studies look at how decentralization enhances participation (Von Braun and Grote, 2002; Ahmad, et al., 2005; Brinkerhoff, et al., 2007); design and emerging mechanisms of participation in sub-national governments (Azfar, et al., 1999; 2008; John, 2009; Matovu, 2011; Joshi and Houtzager, 2012); and, factors influencing citizen participation in local governments (Esonu and Kavanamur, 2011; Yang and Pandey, 2011; Bay, 2011; Michels, 2012). Many of these studies do not cover service delivery in Kenyan County governments. Many of the researchers also did their study outside Kenya. Therefore, the gaps in literature and that the issue in Kenya is not clearly discussed sets the pace to carry out the current study. Furthermore, considering the amount of public resources that go into the county governments and their position in affecting the lives of the common *mwananchi*, it is necessary to assess the factors influencing service delivery in county Governments in Kenya so as to offer guidance and suggest appropriate solutions to the challenges and potential complexities that exists. It is against this backdrop that this study sought to assess the factors influencing service delivery in County Governments in Kenya.

1.3 Objectives of the Study

The general objective of this study was to assess the factors influencing service delivery in County Governments in Kenya. The specific objectives of this study were:

- 1) To establish how resource mobilization influences service delivery in County Governments in Kenya.

- 2) To establish how public participation influences service delivery in County Governments in Kenya.
- 3) To determine how accountability by local leadership influences service delivery in County Governments in Kenya.

1.4 Research Questions

This study sought to answer the following research questions:

- 1) How does resource mobilization influence service delivery in County Governments in Kenya?
- 2) To what extent does public participation influence service delivery in County Governments in Kenya?
- 3) How does accountability by local leadership influence service delivery in County Governments in Kenya?

1.5 Justification of the Study

To realize the Kenyan vision 2030 and other national objectives, Kenya will require for herself vibrant and a very good level of performance by county Governments. Understanding the influence of service delivery on devolved system of governance enables the County Government managers to maximize resources towards the achievement of predetermined objectives which aims to benefit the Kenyan citizens. Considering the strategic roles, they have to play, there is need for this information so as to enable county governments' adequately put in place mechanisms to foster their performance. It is for this reason therefore that a study is required to

this much needed gap hence this study to assess the influence of service delivery on devolved system of Governance.

The findings of this study is envisaged to benefit various stakeholders including the following: The findings of this study provides useful trends and relationship between influence of service delivery on devolved system of Governance in light of increasing demands by Kenyan citizens for quality reliable and consistent services, the findings of this study therefore provide vital information needed by policy makes so as to inform policy direction and decision.

The findings of this study will benefit Government agencies who are the major stakeholders including the Ministries, such as Devolution and planning, Autonomous Government Agencies (AGA) e.g. Constitution Implementation Committee (CIC) and Semi-Autonomous Government Agencies (SAGA) e.g. the Transition Authority (TA). These agencies will find the study findings useful in informing policy and programme directions.

It is in the interest of public servants both in the national and county governments to continue providing the best services to their clientele. This study provides information which can help public servants understand the important role of their services and their influence on service delivery in county Governments in Kenya. This may trigger their pursuit of enhancing service delivery through the development of more refined strategies. This may foster the public servants' zeal to continue enhancing their contribution towards the success of their performance and attainment of predetermined goals including the Vision 2030.

County governments and other county establishments such as the county assemblies will find the findings of this study very vital in the way they need to approach their work and objectives if they are to be able to govern effectively in their devolved units. Particularly the

Governors, their deputies, county secretaries, the speakers of the county assemblies and the members of county assembly will benefit from the findings.

The findings of this study is of immense benefit to researchers and scholars. Its findings will provide an empirical body of knowledge for reference or may inspire further research on the area of service delivery and devolved system of Governance.

1.6 Scope of the Study

The study is limited to County Government of Kitui. The study only focused on three areas which are resource mobilization, public participation and accountability of public services.

1.7 Limitations of the Study

- 1) The study only focused on three variables influencing service delivery at county governments.
- 2) The study was based in one county ward (Matinyani ward).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the research's theoretical framework, review of related past studies, critical evaluation of related literature and research gap and the research's conceptual framework.

2.2 Theoretical Framework

The study is based on three theories namely: Agency theory, Contract theory and Stakeholders' theory.

2.2.1 Agency Theory

This theory focuses on the relationship between principals and agents who exercise authority on behalf of institutions (Shapiro, 2005). This theory postulates that principals have to solve two primary tasks in choosing and controlling their agents: one, they have to identify the best agents and create motivations for them to behave as required; Two, they have to appraise and consistently monitor the behaviour of their agents so as to ensure that they are actually performing as agreed (Ayee, 2005).

In relation to the factors affecting service delivery in county governments in Kenya, the leaders in County governments are the agents performing on behalf of the citizens who are the principal. When provided with resources, the leaders have the responsibility of effectively allocating those resources equally all through the county. They have the duty to ensure that the public participate in the decision making regarding county activities. They should also act on

behalf of the residents in voicing the key concerns that the residents face at the local level. They should ensure that the public is informed of the financial status, reports and progress of the county projects.

2.2.2 Contract Theory

Contract theory is hinged on the fact that there exists an agreement with contractual connotations between persons or parties involved in the discharge of an activity or a service as well as how these parties make decisions under prescribed conditions. In as far as service delivery by the county governments is concerned; there is an implied contract between the county government and the citizens. The citizens who through vote identifies the individuals to transact the process of offering them public goods and services. Tirole (2006), ties up this theory to agency theory and points out that the contract theory focuses on the need for communication within and between an agent and a principal, so as to create a thorough understanding of both the needs and responsibilities of the principal and the requisite ability of the agent to meet and provide those needs in a competent and consistent manner. In this case, service delivery by the county governments, must present good communication between the county leaders as well as the local residents within the county so as to understand and come to an agreement of the issues affecting the county and what needs to change.

2.2.3 Stakeholders' Theory

The stakeholder's theory argues that there are several parties with interests in a concern. The theory looks at the relationships between institutions and others and begins with the premise that values are necessarily and explicitly part of transacting a moral business that creates as much

value as possible for the entire stakeholders. This theory requires managers to communicate shared sense of the value they create, and what creates cohesion among stakeholders. Schwarts & Carroll (2008) suggests that this theory is more appropriate in descriptive research frameworks.

In relations to service delivery by county government, the chief stakeholders include the county governments who discharges public services and the citizens who are the target beneficiaries of government goods and services. The county leaders have the oversight role of ensuring that the county government delivers the required services to the residents. The citizens as stakeholders are also required to participate in decisions that influence the allocation of resources through public participation. Their participation in decision making is crucial in determining areas of priority that county leaders should allocate resources to within the county.

2.3 Empirical Review on Related Past Studies

This section presents review of related literature from past studies on Service Delivery in Devolved Governments, Resource Mobilization, Public Participation and Accountability

2.3.1 Service Delivery in Devolved Governments

The fundamental objective of devolution is to ensure that the citizens benefit from efficient, effective reliable and quality public goods and services by taking governance closer to the people in the spirit of government of the people by the people for the people. Sarkar (2003) in his study reiterates that devolution, through its governance is a means through which governments provides high quality services valued by citizens.

Devolution does not only devolve power but also resources that are meant to enhance service delivery to citizens. A study by World Bank (2003), reiterates that devolution has both an explicit and implicit inspiration for improving service delivery for dual reasons: First, these basic services, all of which are the responsibility of the state, are steadily failing and especially failing the poor people. Since these services are consumed locally, there is the need to enhance service delivery through devolution. This clearly indicates that the national Government recognizes the challenge of delivering services to particularly the poor.

Internationally studies indicate that devolution influences service delivery. In his study, Besley and Burgess, (2002) found out that in the federal government of India decentralization promoted government responsiveness in service delivery, this happens especially if the mass media is very active at the grassroots. This finding is consistent with Fauget (2001), whom in his study on decentralization in Bolivia established that there has been noticeable increase in public investment in urban agriculture, water management, water and sanitation and education, since the 1994 decentralization reform. The ability of devolution to deliver to the expectations depends on how it emerges, in their study Olowu and Wunsch (2004) argues that their exists in idealized process by which devolution emerges from decentralization process, this form of devolution has the greatest chances of succeeding, they however note that the frequent actual experience of decentralization reforms especially in Africa deviates from the ideal situation often failing to deliver its expectations and in some cases leading to recentralization as a result of its weaknesses and inefficiencies. There is a contrast between devolution intentions of many developing countries and the real or actual policy outputs/outcomes in developing countries as opposed to developed world (Olowu and Wunsch, 2004).

Similarly, by the year 2004, Kenya relative to its African peers seemed to have been doing badly especially in terms of local autonomy and authority, resources availability to local units (the then municipal councils), effective open and accountable local political process and governance, indeed Olowu and Wunsch (2004) summarizes how these issues vary between, Chad, Botswana, Uganda, South Africa, Ghana, Nigeria and Kenya.

Indeed, Saito (2000) concurs with the findings; in his study, he found out that service delivery had not meaningfully improved in Uganda as result of devolution. When devolution is in place without meaningful improvements in service delivery a question always remains: what is the problem? (Oyugi, 2009). However, Obwona et al (2000) in his study concluded that financial and institutional constraints have adversely affected the ability of the devolved governments to adequately deliver quality services to the citizens.

Ngugi, Ngugi, Susan & Tihany (2012) investigated in the factors influencing service delivery in the national police service in Kenya. They found out that service delivery is influenced by factors such as technology, service standards, and employee wellbeing. These are similar factors that will affect service delivery in county governments. Tilas (2014) was investigating the factors influencing Citizen's satisfaction with service delivery in Murang'a County. The researcher found out that financial rate of flow as well as timely transfers greatly influences service delivery in county governments. Participation in meeting was also another factor that influences service delivery in county governments. Mwangi (2014) was studying on the factors affecting service delivery underperformance in the county government of Laikipia. He found out that strategic planning and performance measurement are crucial factors that will measure service delivery underperformance in county governments. Further, the study revealed

that evaluation, documentation and communication were major factors that affected the performance contracting on service delivery in Laikipia County.

Kibanya (2015) was investigating the factors influencing customer service standards in Kenyan County governments with special reference to Nairobi County. Kibanya found out that corporate governance negatively affects customer service standards in Nairobi County. He also revealed that lack of periodic forums influenced customer service because clients are not given the opportunity to voice their views and opinions. Rodriguez (2007) was evaluating reformed county government and service delivery performance in Florida Counties. He found out that service delivery performance is better in reformed counties than in unreformed counties. According to Benton (2002), county service delivery is influenced by the government structure the county government as well as the three types of county services are related.

2.4 Factors Affecting Service Delivery

2.4.1 Resource Mobilization and Service Delivery

Resource allocation and mobilization remains a key feature in devolved units. The national Government is required constitutionally in Kenya to allocate financial resources to county government through which public goods and services are provided to the citizens. The amount of this financial allocation is probably an issue that may be contentious in counties practicing devolution. In the world over, Brazil other than being one of the most decentralized democracies have their subnational governments accounting for about half of public expenditure. (Ndung'u, 2014). Devolution therefore remains a key vehicle of enabling local units to access resources, in his study Kayima (2009) found out that in Uganda monetary decentralization policy that is being practiced has facilitated local governments to access additional finances to facilitate

delivery of services to their citizens. Indeed, Akai and Sakata (2002) in their study point out that the design and implementation of a devolved system of government can meaningfully influence the overall resource allocation in the countries. Indeed, the success of devolution usually depends on the fiscal decentralization framework, which defines how the local governments spend and how national tax is shared among the different levels of government (Afar et al, 2004). It is imperative that for development to occur Devolved governments are expected to make public expenditure more efficient (Vasquez and McNab, 2005).

A key contribution of devolution is economic growth; devolution provides a certain degree of autonomy for investment and expenditure decisions which enables county governments to pursue domesticated policies for economic development customized to their own and specific local needs and endowments (Gill et al., 2004). A key example in this case is Brazil; from 1989 when the Brazilian Workers Party (BWP) won the municipal elections, local assemblies were organized to suggest, discuss and choose on distributions and spending of the municipal investment financial resources. This by 1996 resulted in increased units of households with access to water services 18 per cent, the expansion of municipal sewage system by 39 per cent and increase in number of children registered in public schools increased two-fold (Cheema, 2007).

On the flip side though, devolution especially in Kenya is yet to realize optimal monetary allocation, mobilization and utilization. Resource mobilization influences economic growth as well as service delivery differently, In Italy for example a study indicated that devolution may have exacerbated regional inequalities in public spending and economic outcomes (Calamal, 2009). Indeed, there are substantial arguments warning against fiscal decentralization, based on the fact that devolution may reinforce regional disparities, which may hamper economic growth

(Thiessen, 2001). Researchers have however recognized certain common problems related to decentralization's impact on service delivery. Frequently mentioned problem is the lack of capacity at the local governments to exercise responsibility for public services, for example, in his study Akin, Hutchinson and Strump (2001) found out that in Uganda and Tanzania lower levels of governments lack the capacity to manage public finances and maintain appropriate accounting procedures. In Uganda particularly expenditure on primary healthcare dropped from 33% to 16% during decentralization, while in Ethiopia people in their third tier or *woreda* level suffers illiteracy.

But why does this happen? Azfar et al (2001) established that local administrators have inadequate authority to influence service delivery and at the same time citizens' influence at the local level is hindered by inadequate information. As a result, devolution does not achieve the anticipated effects of resource allocation efficacy. Overdependence on national government may also have contributed to such failures, the county governments should avoid this so as not to national government for breakdowns in service delivery (Rodden, 2007: Khemani, 2004). Devolution reduces the national government's role in attracting and allocating industry and the assignment to regions of the responsibility for their own revenue generation and economic development, since devolved units can directly execute this, devolution can inter-county competition for the attraction of foreign direct investment (FDI) (Pose and Gill, 2004).

A case in point was in Brazil, Pose and Arbix, (2001) point that this competition took the form of "Guerra fiscal" between different states resulting in detrimental effects in the attraction of FDI; this was notable in the automobile industry especially between 1995 and 1999, and car manufacturers invested over US \$12 billion in Brazil. This however failed to yield growth and instead, this investment spurred a fierce and wasteful rivalry between Brazilian states,

Pose and Arbix, (2001:152) argue that:

... in trying to influence companies' location decisions in exchange for locating within a region, firms were increasingly offered tax breaks, favorable loan agreements, donations of land, grants, etc. The car companies encouraged such competition and played Brazilian states off against each other in order to achieve the best possible deal. The final outcome of these bidding wars was pure waste, since any possible increase in local welfare was neutralized by the costs of attracting FDI, leading, in the long – run “towards greater dependency, greater instability, greater disparities and probably greater poverty”

From this incident then, it is clear that devolution can reinforce regional disparities among the county governments, which may prove disadvantageous to economic development due to their undesirable welfare consequences (Cheshire and Gordon 1996, cited in Agnew, 2000) and the under – utilization or waste of resources, such as infrastructure and human resources, in lagging regions (Armstrong and Taylor, 2000). When this occurs regions become worried since spatial equality usually often comes second to the main objective of promoting an economic dividend within each county (Agnew, 2000). The rate at which this development is realized is important, Devolution carries with it inherent fiscal, political and administrative costs which fall more heavily upon those counties with inadequate adjustment capacities, resulting in different rates at which counties can capitalize upon the opportunities it offers which may lead to superior development of originally rich and powerful counties to the disadvantage of poorer zones (Pose and Gill, 2004).

Furthermore, the formula used in allocating county governments resources can bring about a repressiveness in the allocation of government expenditure, as this formula dictates how funds are allocated which often lead to unequal negotiating strength to the richer ones, whose degree of influence over the central government is higher, permitting them to obtain a unequal share (Pose and Gill, 2003). When this occur, it worsens poverty in the remote areas and enhance spatial inequality, further more giving different strengths to local councilors (MCAs). This

discretionary distribution of resources to the local governments has constrained them greatly in many countries (Shuna and Yao, 2007, Hernandez-Trillo and Jarillo-Rabling, 2008).

2.4.2 Public Participation and Service Delivery

Public participation in Kenya is a constitutional right via the Kenya constitution 2010 and the county governments Act 2012. In his study Warner's, (2003) affirms that Successful decentralization other than needing administrative and financial capacity equally requires effective citizen participation, Shah and Thompson (2004) concurs that decentralization is a silent revolution in the public sector governance as it takes decision making to local public service closer to the citizens. Valenzuela (2002) further agrees by arguing that if given opportunity, the poor and marginalized people can shape robust and sustainable organizations, build huge generosity and unity, positively improve their quality of life, cause participation and accountability mechanisms and arouse the emergence of democratic leadership in their locality. A study carried out in Lesotho emphasizes that the extent to which Basotho will own and drive the process of local governance will determine its success (Molgics, 2003). In order to improve the appropriate functioning of local authorities, the critical aspect was to link them effectively with the communities at the community level (Gol, 2004).

Internationally, a significant internationally documented successful case of local participation is that of participatory budgeting and auditing in Brazil's southern city of Porto Alegre (United Nations (UN), 2005; Cheema, 2007; Van Speier, 2009). In Africa, Public participation do occur but at low different degrees in different African countries. A study by the Economic Commission for Africa (ECA) (2009) noted that only 45% of respondents in Cape Verde felt that their local governments are moderately effective mechanisms for citizen

participation and as high as 70% of respondents in Egypt, 66% in Gabon and Kenya, 69% in Nigeria, 62% in Togo and 67% in Zambia rate Local Government (LG) low in as far as citizen participation is concerned (Pieterse, 2002 and Economic Commission for Africa (ECA) study, 2009). So what is the problem here? In as much as public participation is practices in countries running on decentralized units, there remain a myriad of challenges. According to Warner's, (2003) many local governments lack an adequate revenue base or sufficient expert management capacity which is fundamental in encouraging public participation. This implies that it is not only imperative to promote the citizen voice, but citizen voice must also be heard (Crook, 2003).

In their study Azfar et. al. (2004) identified the following as means through which citizens can participate in shaping service delivery: Regular local elections – through which citizens can vote out errant local political leaders, Surveys to solicit citizens' feedback on improving service delivery, Public hearings and call – in lines – for soliciting feedback on local policies, Legal Recourse through which citizens can petition government, Demonstrations, 'Exit' – where citizens discontinue the use of services that they are dissatisfied with and Ombudsman – by lodging complaints relating to public service delivery. However, for effective results of decentralization to be attained, there must be adequate capacity in the form of labour, essential equipment and technology, and incentives to encourage government officials to produce the anticipated (Azfar et. al. 2004). In Kenya, Devas and Grant (2003) established a positive shift in expenditure priorities in local authorities in Kenya as a result of citizen involvement in decision making through Local Authority Service Delivery Action Plan (LASDAP).

2.4.3 County Leadership Accountability and Service Delivery

Accountability is a virtuous practice where service delivery agents make public, and are responsible for their actions in the process of discharging responsibilities. In this case it is the extent to which officials of the County government give account to the citizens on the resources at their disposal and how they have been used in service delivery. Devolution, as an advancement of the good governance theory is a form of decentralization that has been successfully practiced by many countries across the world (World Bank, 2012).

Improved citizen participation can reinforce accountability. In so doing ‘citizens should have accurate and accessible information about local government: about available resources, performance, service levels, budgets, accounts and other financial indicators’ (Devas and Grant, 2003). The hope of decentralization in county government is by narrowing the prerogative served by a local government, and the scope of public activities in their responsibility, local citizens will find it easier to hold government accountable (Ahmad, 2005). Accountability was found to be a vital determinant in identifying officers during voting, Khemani (2001) found evidence that Indian voters use such information in appraising contestants in local elections than they do in national elections.

Similarly, Azfar et al (2001) established that citizens in Uganda and Philippines, both countries with decentralization reforms, depend on community leaders and local social networks for update about local corruption and local elections. Is accountability lacking in devolved units? A number of studies seem to suggest this. For example, the interviews conducted in Lesotho readily confirm that there are weak mechanisms for accountability. There are several indicators supporting this. ‘Grants-in-aid have become substantial but lose helpfulness due to lack of information about what is available, slowness to release funds, ‘use it or lose it’ budget

provisions, multiple budgetary requirements, unsuitable accounting requirements, rigid stipulation about use of funds, corrupt practices, lack of qualified personnel and inadequate supervision' (Daemane, 2012). Just like in most African countries and particularly in Kenya, Administrative efficiency in the county governments has also been thwarted by outrageous reports of widespread corruption particularly by the opportunistic senior politicians. Accountability and other essential elements of good governance beside the establishment of good structures and legislations for decentralization lack serious implementation and enforcement (Olowu, 2003). There is urgent need to look into this if any meaningful gains are to be made both at national and county governments.

2.5 Critical Analysis of Related Literature and Research Gap

Empirical evidence on the impact of devolution depicts mixed results and in some cases, it is inconclusive. For instance, a study of the federal state of India advocates that decentralization encourages government responsiveness in service delivery (Besley and Burgess, 2002). While another study in Italy indicates that devolution may aggravate regional inequalities in public spending and economic outcomes (Calamai, 2009). Success at local level is disadvantaged by limited information and as a result, devolution does not achieve the desired effects of efficiency (Azfar et al, 2001). Furthermore, despite the theoretical underpinnings and advocacy for citizen participation in decentralized service delivery, there is a scarcity of data on the relationship between public participation and service delivery outcomes; evidence on the resulting impact is mixed at best especially in a developing country's context.

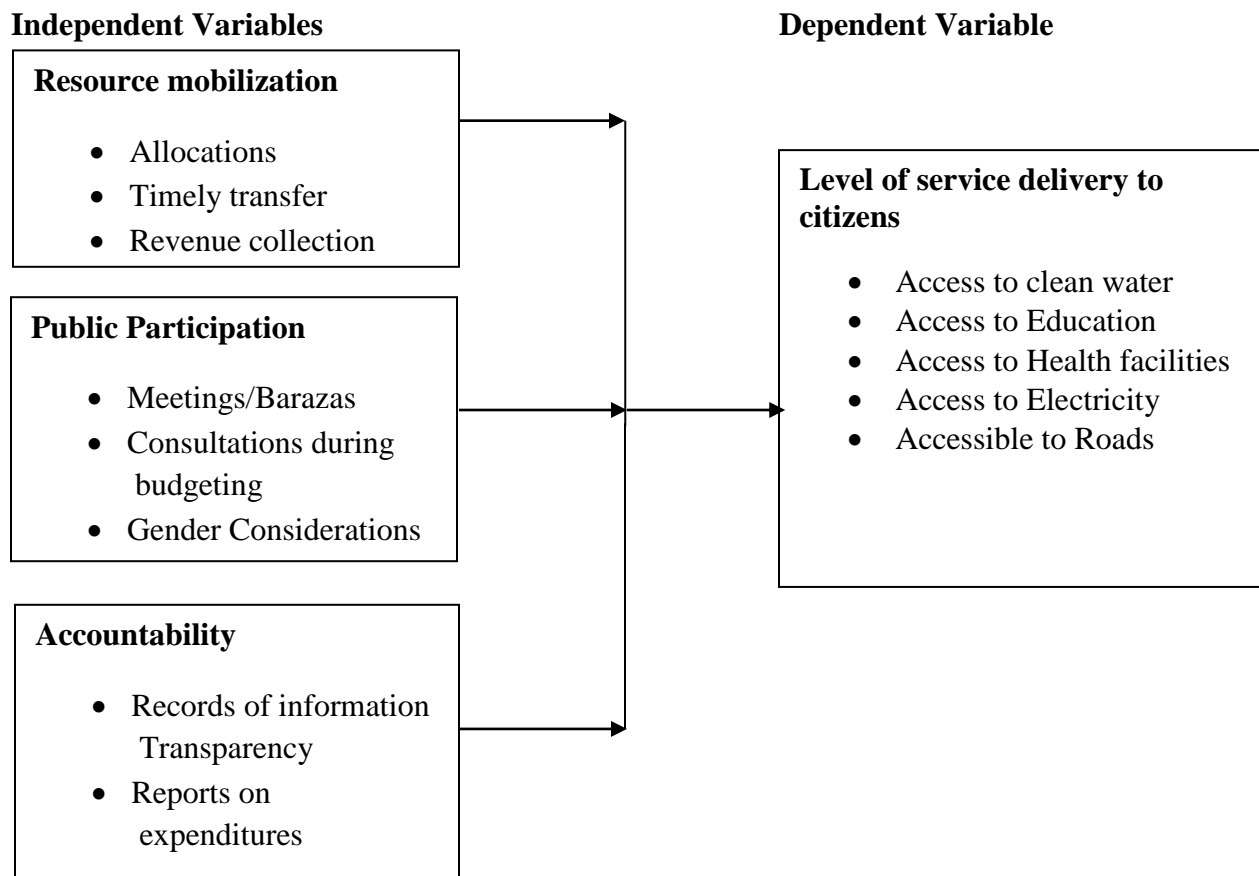
Robinson (2007) notes that ‘there is no systematic or comparative evidence on whether increased citizen participation in decentralized local governance produces better outputs in provision of education, health, drinking water and sanitation services’. Where data is available it is ‘from single countries and sector or is anecdotal and temporarily specific and highly localized thus rendering generalization problematic’. Notably, few studies have examined the direct impact of participation on decentralized service delivery outcomes especially in the developing countries (Putnam, 1993 cited in Azfar, et al., 1999; Fiszbein, 1997; Isham and Kähkönen, 1999; Devas and Grant, 2003; Oyugi and Kibua, 2008). It is against this backdrop that the increasing support of devolution particularly in Kenya and its ability to deliver effective, efficient, reliable and quality public goods and services warrants a closer look. This is particularly so in the face of limited empirical evidence to support the theoretically based positive effects attributed to devolution in Kenya. Thus the question is, how does resource mobilization, public participation and accountability by local leadership influence service delivery in County Governments in Kenya and particularly in County Government of Kitui?

2.6 Conceptual Framework

To carry out this inquiry, the study assumes the argument that resource mobilization, public participation and accountability by local leadership influence service delivery in County Governments in Kenya based on Azfar, et al., (1999); Von Braun and Grote, (2002) argument that service delivery outcomes are impacted by characteristics that include efficient allocation of resources, equity in service delivery, accountability and reduction of corruption. Pieterse, (2002) postulates that developmental local governments depend on attaining good and effective governance, participatory local democratic governance, capability, viability, accountability

purpose-driven municipalities and participatory development, integrated development and equitable access to resources and opportunities. The researcher proposed to limit this study to resource mobilization, public participation and accountability by local leadership from the above. These are conceptualized as shown in Figure 2.1.

FIGURE 2.1: Conceptual Framework



Source: Author (2016)

Operationalization of Variables

Decentralized service delivery is the dependent variable and operationalized by indicators of resource mobilization, public participation and accountability of county government leadership. These are picked as key indicators of whether service delivery has improved or not, in line with the common objectives of decentralization. In this study these indicators are measured in terms of Access to clean water, Education, Health facilities, Electricity, and Accessible to Roads.

Resource mobilization this refers to the how the county government obtain and mobilize or allocate and raise revenue to the benefit of the citizens in an effort to influence service delivery in the county governments, it is operationalized in terms of allocations of financial resources, Timely transfer of this resources, Revenue collection to areas as identified by local people. In this resource mobilization efficiency is measured as the degree to which services provided match citizen preferences and the satisfaction level of citizens with it.

Citizen participation this study assumes the argument that citizen participation influences service delivery outcomes through impacting its determinants or characteristics and is measured through the number and frequency of Barazas, Consultations during budgeting and Gender Considerations and engagements in county development.

Accountability is the practice where service delivery agents make public, and are responsible for their actions. In this study, it is the extent to which leadership of the county government give account to the citizens on the resources at their disposal and how they have been used in service delivery. It is expected that those charged with decentralized service delivery apply all resources for the intended purposes only. According to Devas and Grant (2003), enhanced citizen participation can strengthen accountability. In so doing ‘citizens should

have accurate and accessible information about local government: about available resources, performance, service levels, budgets, accounts and other financial indicators'. This indicator is assessed and measured based on Records of information, Transparency Reports on expenditures and the adherence to budgets.

Hypothesis

1. Resource Mobilization

H₀ – There is no difference between resource mobilization and service delivery in county governments in Kenya

H₁ – There is a significant difference between resource mobilization and service delivery in county governments in Kenya

2. Public Participation

H₀ – There is no difference between public participation and service delivery in county governments in Kenya

H₁ – There is a significant difference between public participation and service delivery in county governments in Kenya

3. Accountability of Local Leaders in the County

H₀ – There is no difference between accountability of local leaders in the county and service delivery in county governments in Kenya

H₁ – There is a significant difference between accountability of local leaders in the county and service delivery in county governments in Kenya

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design used in the study, the site of the study, the target/study and accessible population, sample size, sampling technique and procedure, data collection instrument, Reliability and validity of research instrument, data management and analysis, data presentation and ethical considerations that were observed during the study.

3.2 The Research Design

The study employed descriptive survey research design. Orodho (2004) suggests that descriptive survey design is appropriate for gathering information, summarizing, presenting and interpreting it for the purpose of explaining trends in of a population. Similarly, descriptive survey design enables the researcher to study a number of variables to determine the current status of the population (Kiambati & Itunga, 2014). This design therefore enabled the researcher to collect data and answer the pre-determined research questions concerning the current status of the population under study.

3.3 The Site of the Study

The study was conducted in Kitui County which consists of 8 constituencies namely: Kitui West, Kitui Rural, Kitui South, Kitui Town, Mwingi North, Mwingi South, Mwingi Central, and Mutitu. It is geographically being located in Eastern Kenya and bordered by Tana River to the East and South East, Taita Taveta to the South, Makueni and Machakos to the West, Embu to the North West, and Tharaka and Meru to the North. The county covers an area of

30,496.5 Km². (KNBS, 2009). The county has total population of 1,012,709 people which consists of 481,282 males (48 %) and 531,427 females (KNBS Census 2009), with a population density of 33 people per Km² and an annual Growth Rate of 2.2%. It has a population structure of 0-14 years (46.6 %), 15-64 years (48.2 %), 65+ years (5.2 %) housed in 205,491 households. Kitui County has 1,098 primary schools, 181 secondary schools. Primary school enrolment is 328,528 while secondary school enrolment is 46,100 and over 223 health facilities.

3.4 Target Population of the Study

The study's target population were Kenyan citizens who are residents of Matinyani Ward in Kitui County. Respondents for the study were drawn from 2,006 households within Matinyani ward (KNBS Census, 2009). Specifically women and men over the age of 18 years of sound mind were the respondents for the study.

3.5 Sampling Techniques, procedure and Sample Size

In this study a simple random sampling was used. Neuman (2003) suggests that, for descriptive research the sample should be 10% - 20% of the study population. Therefore 200 (10/100 x 2,006) respondents were randomly be selected. One adult respondent was randomly picked from each household. The study therefore had a sample size of 200 as shown by the table below.

TABLE 1.1 Sampling

Description of Study population	Size (N)	Sample Technique	Sample Size (n)
Residence (Citizens) of Matinyani ward (Households)	2,006	Simple Random Sampling based on 10% (Newman 2003)	200

Source: Author 2016

3.6 Data Collection Instruments and Procedure

The researcher used a questionnaire to collect data from sampled respondents. The questionnaire was considered an appropriate instrument for this study since it was easier to administer within a relatively shorter time. The instrument comprised of closed questions only. These closed questions provided optional answers for ease of filling so as to encourage respondents fill all questions and enabling them to express their perceptions on the variables under study. The questionnaire comprised of various sections. The first section captured personal data to help understand demographic profile of the respondents. The rest of the sections contained questions that sought to provide answers to the researcher's study variables. The questionnaires were administered by 'drop and pick' method.

3.7 Reliability and Validity

To establish the instruments reliability, study's research instruments was subjected to a pilot study where it was tested and retested (test-retest method) on a sample of 10 respondents who were not be used in the final analysis, the instrument was administered twice to the same people within a time interval of two weeks and Responses checked for stability and agreement of responses. The instrument was validated by determining if the content that the instrument contains was adequate to evaluate the applicability and appropriateness of the content of the

instrument, clarity and adequacy of the construction of the instruments and suggestions made were modified appropriately. Similarly, the researcher explained the purpose of the study to the respondents so as eliminate apprehension from the respondents and hence eliminate fear while providing data.

3.8 Data Analysis and Presentation

The data collected was coded, data entry done into a computer using SPSS and analyzed. Quantitative data was generated. The analysis of the data was done using descriptive statistics through measures of central tendency such as frequency and percentages. The analysis was aided by Statistical Package for Social Sciences (SPSS) version 20. The correlation between the independent and dependent variables was determined by the use of regression analysis as follows.

$$y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \epsilon_i$$

Where;

y - Service Delivery (SD)

α - is the regression constant term

$\beta_1, \beta_2, \beta_3$ are the regression coefficients

x_1, x_2, x_3 – independent variables (RM, PP, ALL)

Therefore,

$$SD = \alpha + \beta_1 RM + \beta_2 PP + \beta_3 ALL + \epsilon_i$$

Where;

RM – Resource Mobilization

PP – Public Participation

ALL – Accountability by Local Leadership

ϵ_i – is the error term

Data presentation of key findings was done using statistical tables, charts and graphs.

3.10 Ethical Considerations

The researcher got an authority letter from KCA University giving consent to carry out the study. The researcher put in place mechanisms to ensure that no one was harmed or suffered adverse consequences from this research activity. The researcher explained clearly the purpose of the study so as to obtain informed consent from the respondents. Furthermore the researcher upheld integrity by ensuring sincerity and honest in the entire research process to ensure that KCA University receives ethically conducted research and research report.

CHAPTER FOUR

FINDINGS AND DISCUSSION

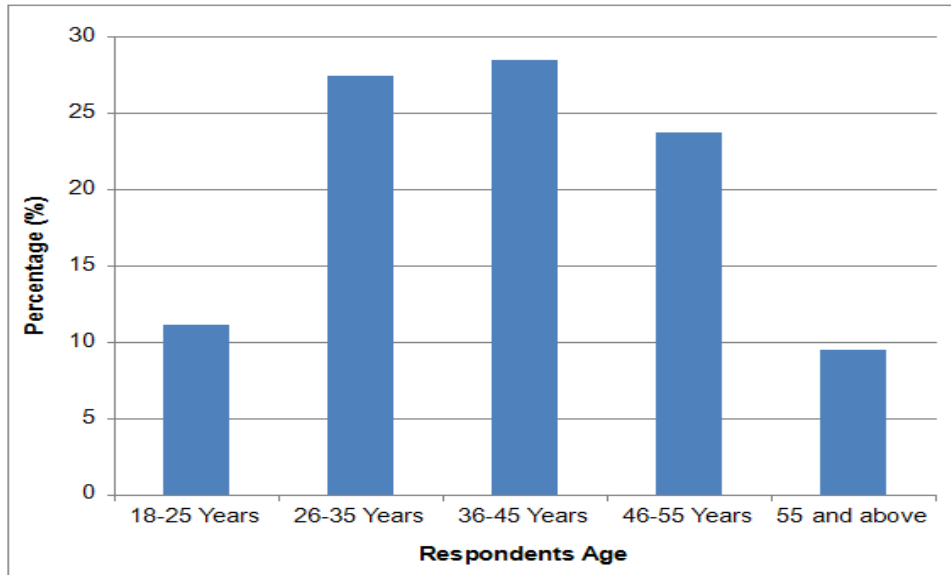
4.1 Introduction

This chapter presents the findings of the study based on the data collection instrument and provides discussion of the results obtained. The purpose of the study was to analyze factors influencing service delivery in County Government in Kenya with focus to Kitui County Government. The findings were intended on answering the study's research questions.

4.2 Response Rate, Gender and Age

The study targeted population of 200 respondents from Matinyani Ward in Kitui County. However out of the 200 questionnaires issued only 190 were collected giving this study a response rate of 95%. The study sought to establish the respondents' gender. Respondents were asked to indicate their gender. The research established that respondents were largely composed of female at 55.3% (105) while male were at 44.7% (85). The study sought to establish the respondents' age. Respondents were asked to indicate their age. The results are indicated in Table 4.1 below

FIGURE 4.1 Respondents Age



The study established that the majority of the respondents were aged between 36-45 years which stood at 28.4%. 26-35 years accounted for 27.4%, those between 46-55 years accounted for 23.7% and those between 18-25 years accounted for 11.1% and those over 55 years accounted for 9.5% as indicated in the figure 4.1 above. This was as a result of the population structure whereby this age group comprises the largest number of the population under study. The age group is also mature enough to understand the dynamics under the study. This implies that the citizens of KCG aged between 36-45 years have a better knowledge of the issues that affect them within the county. It also shows that this age group has a huge participation in county activities. Hence of great relevance to this study.

4.3 Highest Level of Education

The study sought to establish the respondents' highest level of Education. Respondents were asked to indicate their highest level of education. The results are indicated in the Table 4.1 below.

TABLE 4.1 Respondents' Highest Level of Education

Level of Education	Frequency	Percent
Primary	14	7.4
Secondary	24	12.6
Diploma/Certificate	105	55.3
Undergraduate Degree	28	14.7
Post Graduate Degree	19	10.0
Total	190	100.0

The research established that majority of the respondents had college certification of a diploma or certificate (55.3%). Followed by those who held undergraduate degrees (14.7%), while other respondents held Secondary school certificate (12.6%), Postgraduate degrees (10%) and Primary (7.4%). As indicated in the table 4.1 above. These results reveal that many of the participants in the county had good education that would be helpful for the researcher in gaining the relevant information for the study. The reason is that they have a better understanding of the topic under research. Therefore, they provided useful and reliable information.

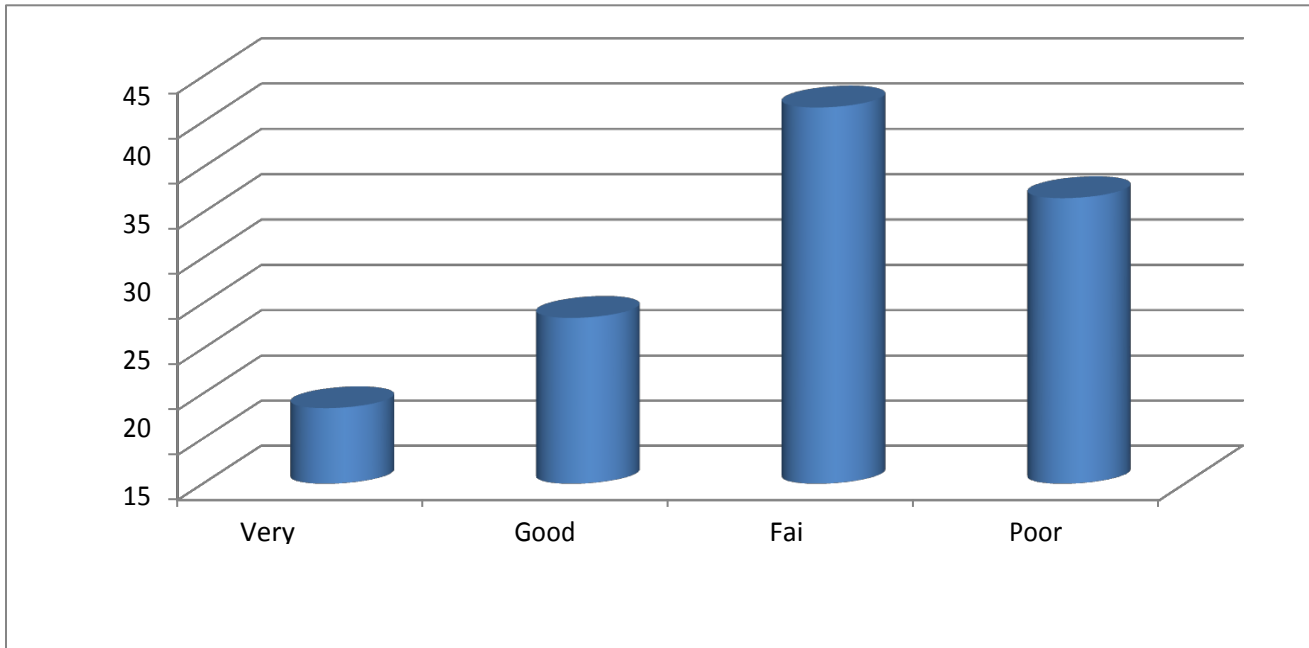
4.4 Influence of County Resource Mobilization on Service Delivery in KCG

The researcher sought to establish how resource mobilization had influenced service delivery at Kitui County Government, respondents were asked to respond to various questions concerning resource mobilization and their responses were as follows.

4.4.1 Extent to which KCG fairly allocates financial resources to key community concerns/issues

The study sought to establish Extent to which KCG fairly allocates financial resources to key community concerns/issues.

FIGURE 4.2 Allocation of financial resources to key communities



The study established that the majority of the respondents (41.6%) held that KCG fairly allocates financial resources to key community concerns/issues. However, a significant proportion of the respondents (31.6%) felt that KCG poorly allocates financial resources to key community concerns/issues. 18.4% and 8.4% of the respondents felt that KCG had done well (a rate of Good and very good respectively) in allocating financial resources to key community concerns/issues. The results were as indicated in Figure 4.2 above. This implies that KCG has not yet achieved the required level of financial resource allocation within county. This could be attributed to the low levels of funds allocated to the county by the national government. Besides,

the county government does not generate enough revenue that could be enough to allocate more financial resources to key community concerns.

4.4.2 Key concerns/issues/problems facing residents of Kitui County

The study sought to establish Key concerns/issues/problems facing residents of Kitui County. Respondents were asked to indicate what they thought were the Key concerns/issues/problems facing residents of Kitui County.

TABLE 4.2 Key Concerns in KCG

Key Concerns/Issues/problems in KCG	Frequency	Percent (%)
Level of access to clean Water	21	11.1
Level of access to Education	3	1.6
Level of access to Health Facilities	24	12.6
Level of access to Electricity	3	1.6
Level of accessible Roads	35	18.4
All of the above	104	54.7
Total	190	100.0

The study established that majority of the respondents (54.7%) felt that Access to clean water, Education, Health facilities, Roads and electricity were the key concerns/Issues/problems facing residents within KCG. Priority wise, 18.4% of the respondents indicated access to roads, 12.6% access to Health facilities, 11.1% access to clean water, and 1.6% cited access to Education and electricity. From these findings, is clear that access to roads remains the biggest challenge in KCG. As indicated in the Table 4.2 above. These issues affecting the KCG residents could be attributed to the fact that Kitui County has been underdeveloped for a very long time since independence. The previous national governments also had neglected the implementation of developments within the district. This resulted to the county remaining marginalized with the

citizens facing the same challenges for a very long time with which the KCG is now trying to address.

4.4.3 Extent to which KCG has improved key concerns/issues/problems

The study sought to establish the extent to which KCG has improved key concerns/issues/problems facing their residents. Respondents were asked to indicate the extent to which KCG has improved key concerns/issues/problems. The results are indicated in the Table 4.3.

TABLE 4.3 Key Concerns improved by KCG since 2014

Responses	Frequency	Percent
Access to clean water	11	5.8
Access to Education	20	10.5
Access to Health Facilities	27	14.3
Access to Electricity	22	11.6
Access to Roads	36	18.9
All of the above	61	32.1
None of the above	13	6.8
Total	190	100.0

The study established that majority of the respondents (32.1%) felt that KCG has improved Access to clean water, Education, Health facilities, Roads and electricity. KCG has particularly improved access to roads (18.9%) followed by access to Health facilities (14.3%) and access to Electricity (11.6%), Education (10.5%), and clean water (5.8%). However, the percentage is low indicating that such improvement is notably low and indeed 6.8% of the respondent indicated that KCG had not improved Key community concerns. This implies that access to roads which is the main issue for Kitui residents has been improved the most compared

to the others. However, with the low rates of improvement, the key challenges facing the residents have not yet been improved to the expected level of satisfaction.

4.4.4 Extent to which KCG fairly allocates contracts through procurement

The study sought to determine the Extent to which KCG fairly allocates contracts through procurement. The respondents were asked to respond to the question ‘To what extent do your belief that KCG fairly allocates contracts through procurement?’ The findings are indicated in Table 4.4

TABLE 4.4 Allocations of contracts through procurement methods

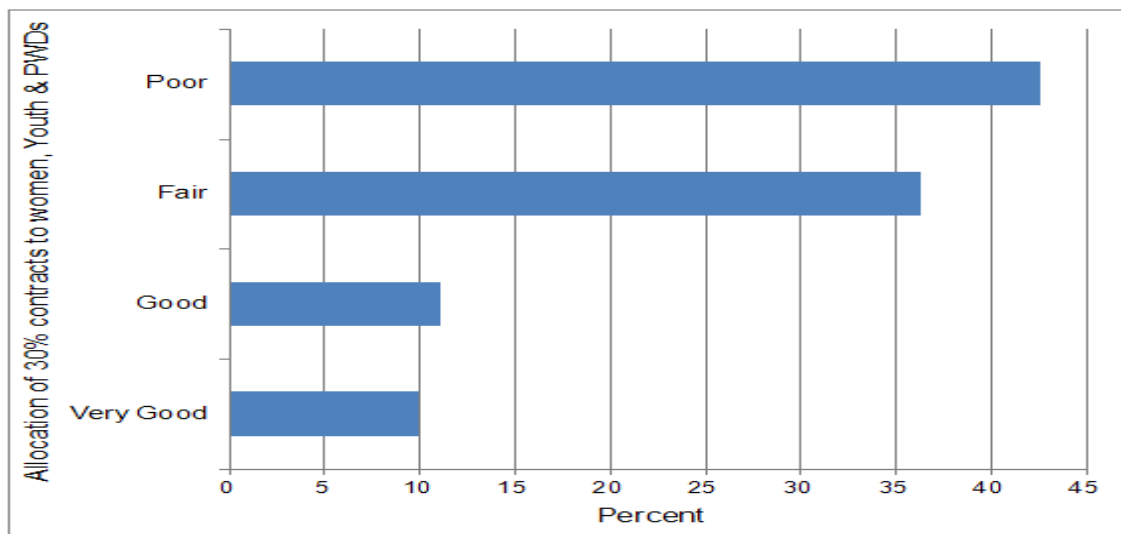
Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Very Good	13	6.8	6.8	6.8
Good	22	11.6	11.6	18.4
Fair	70	36.9	36.9	55.3
Poor	85	44.7	44.7	100.0
Total	190	100.0	100.0	

The study established that majority of the respondents (44.7%) indicated that KCG poorly allocates contracts through procurement. However, a significant high proportion (36.9%) indicated that KCG fairly allocates contracts through procurement, furthermore 11.6% (Good) and 6.8% (Very good) indicated that the county does well in terms of allocating contracts through procurement. This shows that the KCG is not keen on implementing the requirements of the Public Procurement and Disposal Act of 2006 in the process of allocating procurement contracts. The Act requires county governments to follow the set out procedure during procurement.

4.4.5 Extent to which KCG allocates 30% of all procurement to women, youth and people living with disabilities

The study sought to determine the Extent to which KCG allocates 30% of all procurement to women, youth and people living with disabilities. The findings are indicated in Figure 4.5.

FIGURE 4.3 Allocation of 30% of all procurement to women, youth and PWDs



The study found out that majority of the respondents (42.6%) indicated that KCG poorly allocates 30% of all procurement to women, youth and people living with disabilities. However, a significantly high proportion (36.3%) indicated that KCG fairly allocates 30% of all procurement to women, youth and people living with disabilities, furthermore 11.1% (Good) and 10% (Very good) indicated that the county does well in terms of allocating 30% of all procurement to women, youth and people living with disabilities. This could be attributed to the failure of the disadvantaged groups within the county including women, youth and people with disability to apply for the contracts after advertisement. These groups also lack the finances to execute those contracts when allocated.

4.4.6 Efforts in Collection of County Revenue within the County

The study sought to determine whether KCG is doing enough to collect its own revenue within the county. Majority of the respondents 102 (53.7%) indicated that KCG is doing enough to collect its own revenue within the county. However, a significantly high proportion 88(46.3%) felt that KCG is not doing enough to collect its own revenue within the county. Going by the majority it can be deduced that KCG is doing enough to collect its own revenue within the county.

4.4.7 Willingness to Pay Taxes by Business Persons

The study sought to determine the willingness of those doing business to pay taxes levied by county government. Respondents were asked to indicate if they were readily willing to pay county Taxes if they were doing business within the county. The study establishes that Majority of the respondents 152(80.0%) were readily willing to pay county government taxes if they were doing business within Kitui County; however, 38 (20%) of the respondents were not readily willing to pay such taxes. This clearly indicates the citizens are ready to honor their obligations towards the county governance.

4.4.8 Influence of Utilization of County Resources on Service Delivery in KCG

The study sought to determine the Influence of utilization of county resources on service delivery in KCG. Respondents were asked to indicate how (if any) utilization of county resources had influenced service delivery in KCG. The findings are indicated in Table 4.5.

TABLE 4.5 Influence of utilization of county resources on service delivery in KCG

Response	Frequency	Percent
Improved service delivery to a good extent	22	11.6
Satisfactorily improved service delivery	91	47.9
Has had no effect on service delivery	77	40.5
Total	190	100.0

According to table 4.5 the study establishes that Majority of the respondents (47.9%) held that KCG had satisfactorily improved service delivery within the county; however, a significantly high proportion (40.5%) felt that KCG has had no effect on service delivery within the county. this opinion notwithstanding 11.6% of the respondents were highly satisfied with the KCG service delivery. This shows that the KCG is doing its best in utilizing country resources on service delivery.

4.4.9 Extent to which KCG has improved Access to Key community services

The study sought to determine the Extent to which KCG has improved Access to Key community services. Respondents were asked to indicate the extent (if any) to which KCG has improved Access to Key community services. The findings are indicated in Table 4.6.

TABLE 4.6 Extent to which KCG has improved Access to Key community services

Responses	Extent to which KCG has improved Access to									
	Frequency	Clean and safe water %	Frequency	improved Infrastructure in schools %	Frequency	improved Hospital services %	Frequency	expanded Electricity Connection %	Frequency	Improved Roads within KCG %
No Change from previous Governance	55	28.9	44	23.2	46	24.2	51	26.8	39	20.5
Very small extent	50	26.3	47	24.7	46	24.2	38	20.0	49	25.8
Small extent	39	20.5	52	27.4	45	23.7	32	16.8	51	26.8
Large extent	29	15.4	21	11.0	34	17.9	47	24.8	30	15.8
Very large extent	17	8.9	26	13.7	19	10.0	22	11.6	21	11.1
Total		100.0		100.0		100.0		100.0		100.0

Regarding clean and safe water, the study established that Majority of the respondents (28.9%) held that KCG had not improved communities access to clean and safe water. The findings of infrastructure in schools revealed that majority of the responded at (27.4%) held that KCG had improved infrastructure in schools to a small extend. Concerning hospital service, the study showed that majority of the respondent at (24.2%) held that KCG had improved communities access to health services at a very small extend. The results of electricity expansion revealed that majority of the respondent at (26.8%) held that KCG had not improved on expansion of electricity connection from previous Government. The findings regarding the roads

within KCG show that majority of the respondent at (26.8%) had improved roads within the County to a small extent.

4.5 Influence of Public Participation on Service Delivery in KCG

The researcher sought to establish how public participation had influenced service delivery at Kitui County Government, respondents were asked to respond to various questions concerning public participation and their responses were as follows.

4.5.1 Holding, Publicity and Attendance of Public Participation Forums

The study sought to establish whether KCG held and publicizes public participation forums and also whether citizens attend such forums. The study also sought to find out whether citizens were aware of their constitutional right on public participations. Respondents were asked to indicate a Yes/No response to a set of Questions. The findings are indicated in Table 4.7

TABLE 4.7 Holding, Publicity and Attendance of Public Participation Forums

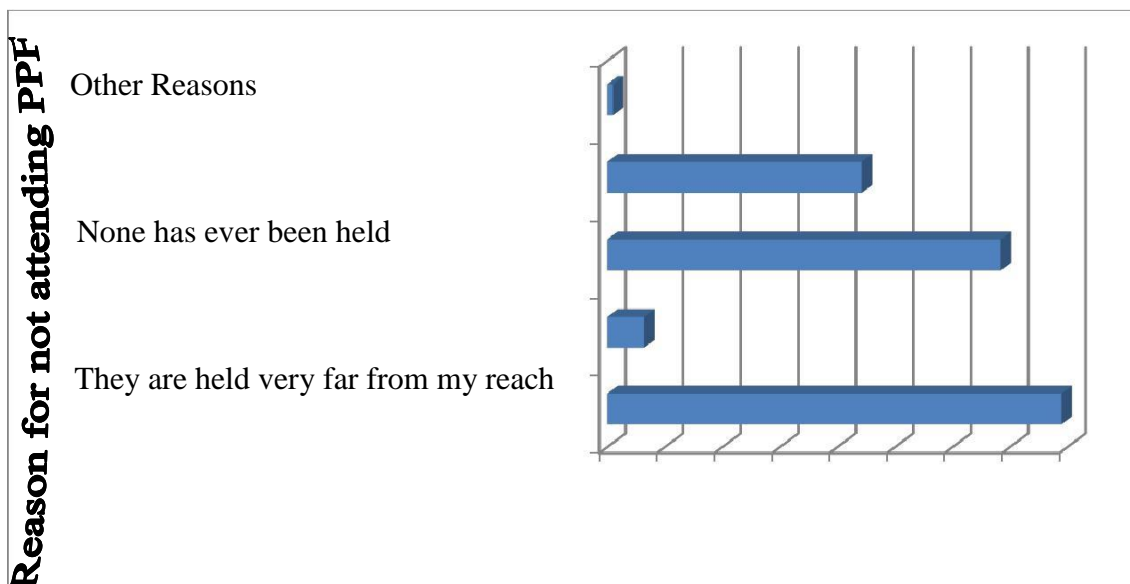
Question	Response (%)			
	Frequency	Yes	Frequency	No
<ul style="list-style-type: none"> Does KCG hold Barasas/meetings to consult Wananchi on development issues? 	91	47.9	99	52.1
<ul style="list-style-type: none"> If yes in the above question, are Wananchi notified through media or any other means on the date, time and venue of such meetings? 	82	42.9	108	57.1
<ul style="list-style-type: none"> Have you ever attended any public participation meeting? 	63	33.2	127	66.8
<ul style="list-style-type: none"> Are you aware that the law requires that you should be consulted through public participation in shaping your County's development? 	166	87.4	24	12.6

The study established that majority of the respondents (52.1%) indicated that KCG did not hold consultative Baraza on development issues, neither did they publicize such consultative forums through media (57.1%) nor did citizens attend such forums (66.8%). However, majority of these respondents (87.4%) were aware of their constitutional/legal right to participate in public participation as indicated in table 4.7. Therefore, it indicates that the leaders in the KCG do not involve citizens when making decisions that pertain the county’s development issues. This could be attributed to the low accessibility to consultative forum information by the residents on the meetings for public participation within the county.

4.5.2 Reasons for Failure by Citizens to Attend Public Participation Forums

The study sought to establish the Reasons for failure by citizens to attend public participation forums. Respondents were asked to indicate why they did not attend public participation forums. The results were as indicated in Figure 4.4 below.

FIGURE 4.4 Failure by Citizens to Attend Public Participation Forums



The study established that majority of the respondents (37.7%) indicated that they were never informed of such forums. 34.4% indicated that such forums were held very far from their reach, while 22.2% indicated that such forums are never held and a small percentage (3.2%) indicated that they lacked transport to the venue of such forums. 0.5% had other reasons. This could be attributed to the low reach of county meetings information to the residents of KC because of their inaccessibility to print media and not listening to the local radio stations where the information is advertised. Besides, many of the residents come from far and not able to afford the transport costs to the county headquarters where the meetings are held.

4.5.3 Residence Priority

The study sought to find out what the residence of KCG prioritized. Respondents were asked to respond to the question ‘If you were to participate, what are some of the key areas you would inform the County Government to prioritize?’ The results are indicated in the Table 4.8.

TABLE 4.8 Citizens Priorities

What citizens would like KCG to prioritize	Frequency	Valid Percent
Access to clean and safe water	15	7.9
Access to Education	5	2.6
Access to Health Facilities	30	15.8
Access to Electricity	5	2.6
Access to accessible Roads	22	11.6
Access to all of the above	113	59.5
Total	190	100.0

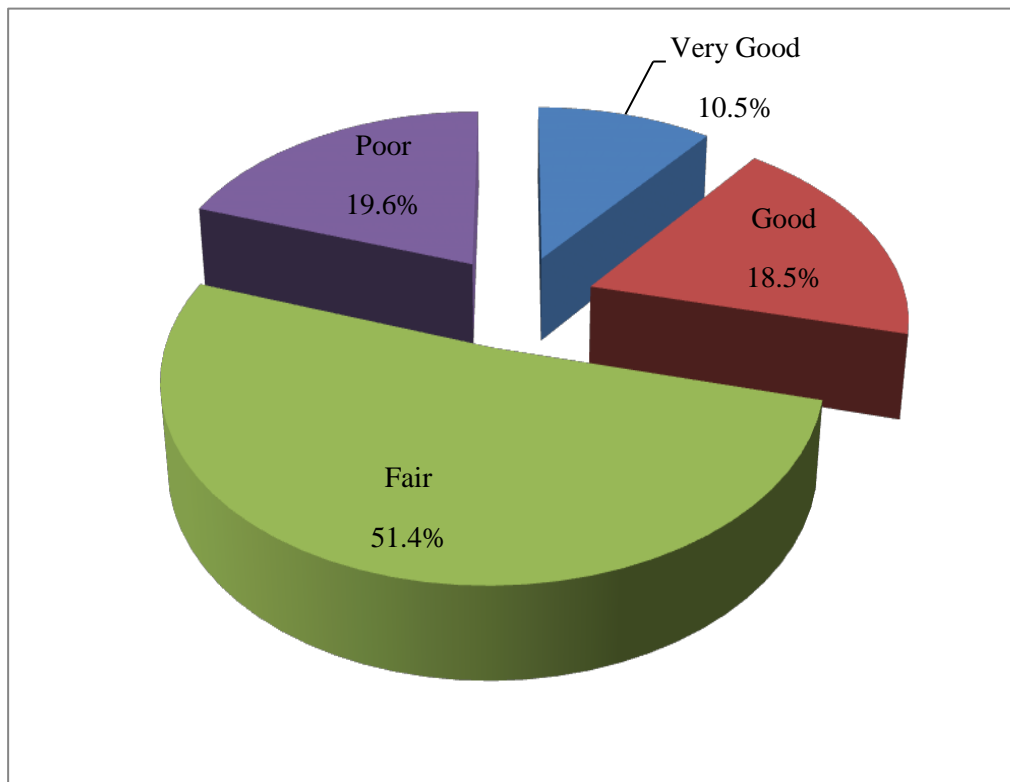
The study established that majority of the respondents (59.5%) indicated that they wanted county government to prioritize access to clean and safe water, education, health facilities, electricity and accessible roads. However, such services were preferred in the order of access to

Health facilities (15.8%), accessible roads (11.6%), access to clean and safe water (7.9%) and access to education and electricity (2.6%). The results reveal that access to health facilities is a primary concern that needs to be addressed before others. It is an indication that the health facilities in the county are the worst when compared to other services provided by the KCG. It also shows that the residents' value health care as the first concern compared to other services they need from the country government.

4.5.4 Extent to which Women have been given Adequate Representation in KCG

The study sought to determine the Extent to which women have been given adequate representation in KCG. The findings are indicated in Figure 4.5.

FIGURE 4.5 Extent to which women have been given adequate representation in KCG



The study established that majority of the respondents (51.4%) indicated that KCG had fairly given women adequate representation indeed a further 18.5% (Good) and 10.5% (Very Good) indicated that KCG was doing well in terms of women representation. However, 19.5% held a contrary opinion that KCG had poorly given women adequate representation. This implies that women in KCG have not yet been recognized in key leadership and participation positions in county activities as expected.

4.5.5 Extent of Public Participation Influence on Service Delivery in KCG

The study sought to determine the Extent of public participation influence on service delivery in KCG. Respondents were asked to indicate the extent to which public participation had influenced service delivery in KCG. The findings are indicated in Table 4.9.

TABLE 4.9 Extent of public participation influence on service delivery in KCG

Response	Frequency	Percent
PP has enhanced service Delivery to a very good extent	29	15.3
PP has satisfactorily improved service delivery	91	47.9
PP has had no effect on service delivery	70	36.8
Total	190	100.0

The study established that Majority of the respondents (47.9%) held that public participation had satisfactorily improved service delivery within the county; however, a significantly high proportion (36.8%) felt that public participation has had no effect on service delivery within the county; this opinion notwithstanding 15.3% of the respondents indicated that public participation had enhanced service delivery to a very good extent as indicated in table 4.9.

This showed that public participation has satisfactory improved service delivery in KCG. The residents were satisfied with the implementation of country government projects.

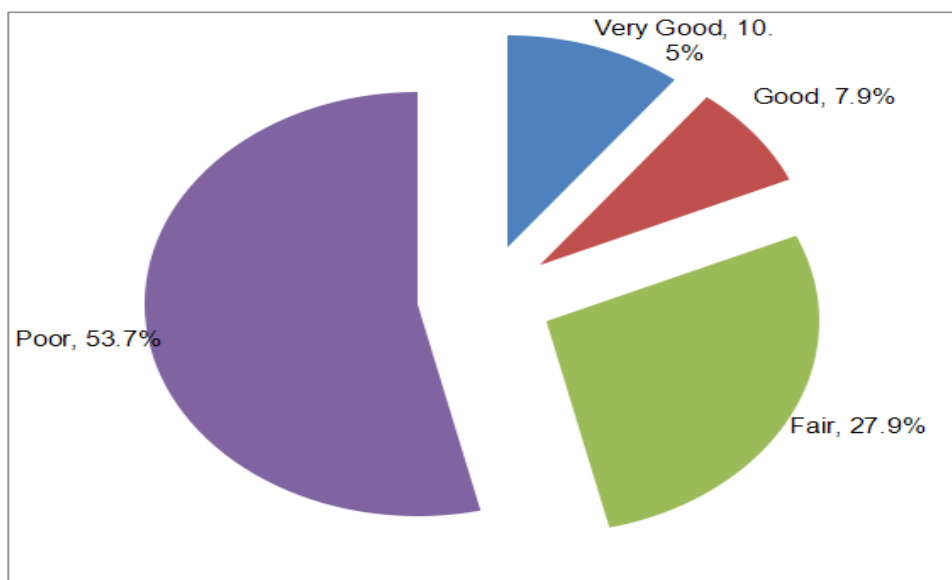
4.6 Influence of Accountability on Service Delivery in KCG

The researcher sought to establish how accountability had influenced service delivery at Kitui County Government, respondents were asked to respond to various questions concerning county leaders' accountability and their responses were as follows.

4.6.1 Extent to which Leaders of KCG are Transparent in Handling Public Resources

The study sought to determine the Extent to which leaders of KCG are transparent in handling public resources. Respondents were asked to respond to the question 'To what extent do you think leaders of KCG are transparent in handling public resources?' The findings are indicated in Figure 4.6.

FIGURE 4.6 Transparency of KCG leaders in handling public resources



The study established that majority of the respondents (53.7%) indicated that KCG leaders are poorly transparent on public resources. However 27.9% of the respondents indicated that county leaders were fairly transparent on county public resources and indeed a further 7.9% (Good) and 10.5% (Very Good) indicated that county leaders are transparent on county public resources. It reveals that transparency of KCG leaders on how they handle public resources is still a key issue that needs to be addressed.

4.6.2 Expenditure Meetings, Projects Completion and Publication of Expenditure Reports

The study sought to find whether KCG hold barazas/meetings to explain to Wananchi how County Finances were used. The study also sought to find out whether projects initiated by county Government get complete in time and whether KCG publish reports on County Expenditure on projects. Respondents were asked to indicate a Yes/No response to a set of Questions. The findings are indicated in Table 4.10.

TABLE 4.10 Expenditure Meetings, Projects Completion and Publication of Expenditure Reports

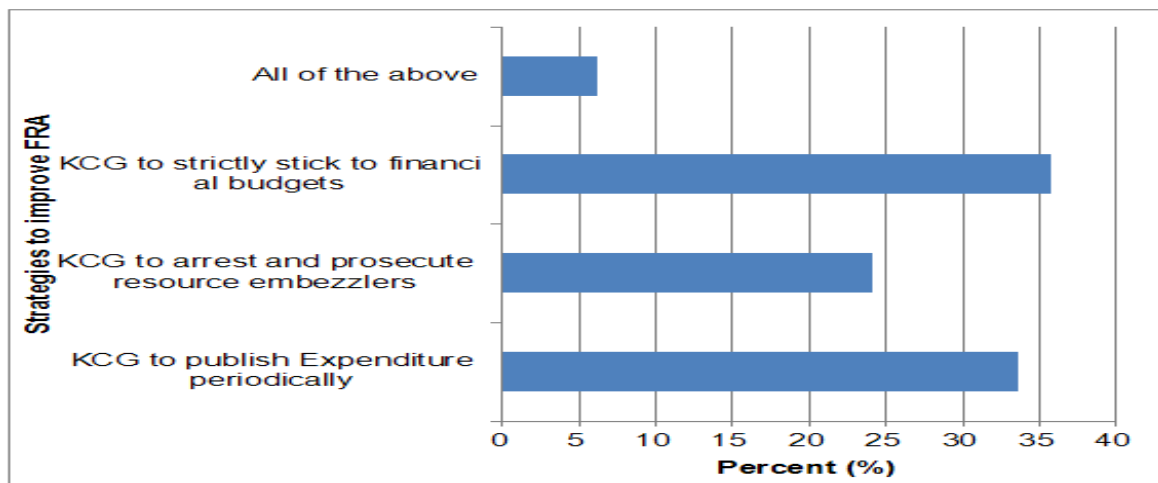
Question	Response (%)			
	Frequency	Yes	Frequency	No
Does KCG hold barazas/meetings to explain to Wananchi how County Finances were used?	52	27.4	138	72.6
Do projects initiated by county Government get complete in time?	41	21.6	149	78.4
Does KCG publish reports on County Expenditure on projects?	68	35.8	122	64.2

The study established that majority of the respondents (76.2%) indicated that KCG did not hold Barazas/meetings to explain to Wananchi how County Finances were used, neither did projects initiated by county Government get complete in time (78.4%) nor did KCG publish reports on County Expenditure on projects (64.2%). This implies that KCG is failing in these areas that the county must account to the citizens on how resources are utilized, the schedules of implementing projects and publicizing of expenditure reports.

4.6.3 Strategies to Improve on Financial Resource Accountability

The study sought to find out what the residence of KCG proposes as Strategies to improve on Financial Resource Accountability (FRA). Respondents were asked to indicate how they would like KCG to improve on Financial Resource Accountability. The results are indicated in Figure 4.7.

FIGURE 4.7 Strategies to improve on Financial Resource Accountability



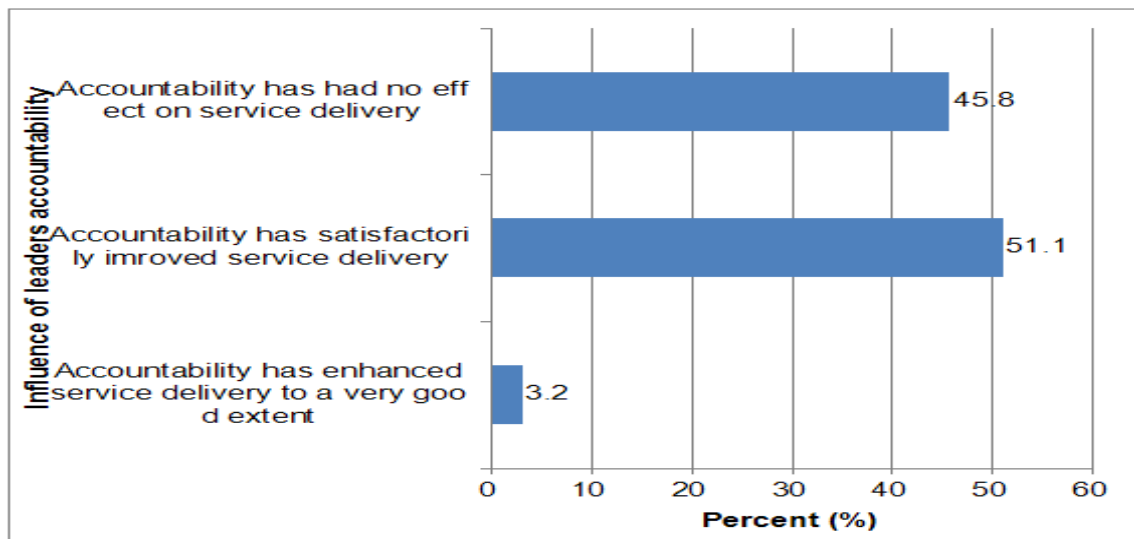
The study established that majority of the respondents (35.8%) proposed that KCG should strictly stick to financial budgets, 33.7% proposed that KCG should publish Expenditure

periodically and 24.2% proposed that KCG should arrest and prosecute resource embezzlers. However 6.3% proposed that KCG should employ all the three strategies in an effort to improve county financial resource accountability. It show that the respondents understood what is required in improving accountability of financial resource accountability within the KCG.

4.6.4 Extent to which Leaders’ Accountability has Influenced Service Delivery in KCG

Generally, how has the county leaders’ accountability influenced service delivery in KCG? The study sought to determine the Extent to which leaders’ accountability influenced service delivery in KCG. Respondents were asked to indicate the Extent to which leaders’ accountability has influenced service delivery in KCG. The findings are indicated in Figure 4.8.

FIGURE 4.8 Extent to which Leaders’ Accountability has Influenced Service Delivery in KCG



The study established that Majority of the respondents (51.1%) held that leaders accountability had satisfactorily improved service delivery within the county; however a significantly high proportion (45.8%) held that leaders accountability has had no effect on

service delivery within the county; this opinion notwithstanding 3.2% of the respondents indicated that leaders accountability had enhanced service delivery to a very good extent. This is an indication that KC residents are confident with the manner in which the county leaders are making effort to remain accountable in service delivery.

4.7 Regression Analysis

TABLE 4.11 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.902	.356

Source: Survey Data.

a. Predictors: (Constant), resource mobilization, public participation, accountability of local leadership.

R^2 (Square) being the most common goodness of fit statistic was calculated to establish the proportion of the variation in the dependent variable that will be explained by the model. Since it is the square of the correlation coefficient, its value lies between 0 and 1. Results from the Table 4.11 above show that 91.0% of the efficiency of service delivery in Kitui County Government are influenced by all variables (resource mobilization, public participation and accountability of local leadership). This means that the effectiveness of service delivery in Kitui County government can be increased by: efficiently mobilizing resources available in the county governments, encouraging public participation in decision-making on the issues that affect them and local leaders ensuring their accountability of their actions in all areas of county leadership.

TABLE 4.12 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta β (β_1 , β_2 , and β_3)		
(Constant)	.557	.128		4.343	.000
Resource Mobilization	.635	.143	.547	4.454	.000
Public Participation	.032	.175	.035	.180	.858
Accountability by Local Leadership	.316	.103	.398	3.062	.001

Source: Survey Data.

The regression coefficients β_1 , β_2 , and β_3 indicate whether there is a relationship or not between the independent variables (resource mobilization, public participation and accountability by local leadership) and the dependent variable (service delivery in county governments). If a relationship exists, the correlation coefficient will be any other value other than zero; otherwise the value will be zero. From the Table 4.12, all the three independent variables have a correlation coefficient greater than zero (Resource mobilization 0.547, Public participation 0.035, Accountability of local leadership 0.398). Therefore, there is a relationship between the independent variables and dependent variable. This implies that resource mobilization, public participation and accountability of local leaders have a positive relationship with service delivery in county governments.

The correlation coefficient ranges between +1 and -1 inclusive. The sign of the regression coefficient indicates the nature of the relationship. A positive value implies that an increase in the independent variable will lead to an increase in the dependent variable and vice versa. In this case, all variables (resource mobilization, public participation and accountability of local

leadership) have positive values meaning that, an increase in any of these variables will lead to an increase in the efficiency of service delivery in the Kitui County Government.

The strength of this relationship was also measured. When the correlation coefficient is between 0.05 and 1, then there is a strong positive relationship and vice versa. However, when it is between 0 and 0.05, then there is a weak positive relationship and vice versa. In this case, there is a strong positive relationship between service delivery and resource mobilization (0.635) as well as accountability of local leadership (0.316). However, there is a weak positive relationship between service delivery and public participation (0.032).

a. Dependent Variable: Service Delivery in County Governments in Kenya

The tables above shows the influences of the independent variables have on the dependent variable. Public participation is the only variable which is not significant on service delivery in Kitui County Government. This is due to the fact that its significant level is less than 0.05(5%), i.e. 3.2%. Resource mobilization and accountability of local leadership are significant to service delivery because their significant level is greater than 0.05(5%). 63.5% of the variation in service delivery is caused by variation in resource mobilization in the county government. 31.6% of service delivery improvement is caused by accountability of local leadership.

The relationship between the service delivery in Kitui County Government and the independent variables can therefore be given by this equation;

$$Y = 0.557 + 0.635X_1 + 0.032X_2 + 0.316X_3 + \epsilon_i$$

Where Y = Service Delivery (dependent variable)

X_1 = Resource mobilization

X_2 = Public participation

X_3 = Accountability of local leadership

ε = Error

Hypothesis Testing

From the regression equation, the hypothesis is tested

1. Resource Mobilization

H_0 – *There is no difference between resource mobilization and service delivery in county governments in Kenya*

$H_0: = 0.635$ Resource Mobilization

H_1 – *There is a significant difference between resource mobilization and service delivery in county governments in Kenya*

$H_1: \neq 0.635$ Resource mobilization

2. Public Participation

H_0 – *There is no difference between public participation and service delivery in county governments in Kenya*

$H_0: = 0.032$ Public Participation

H_1 – *There is a significant difference between public participation and service delivery in county governments in Kenya*

$H_1: = 0.032$ Public Participation

3. Accountability of Local Leaders in the County

H_0 – *There is no difference between accountability of local leaders in the county and service delivery in county governments in Kenya*

H₀: = 0.316 Accountability of local leaders

H₁ – There is a significant difference between accountability of local leaders in the county and service delivery in county governments in Kenya

H₁: = 0.316 Accountability of local leaders

4.8 Discussion of Findings

The findings of the research present a 95% response of all the intended participants. Females were the majority (55.3%) who participated in the study when compared to men (44.7%). Many of the respondents were aged 36-45 years (28.4%) with the highest having a diploma or certificate level of education (55.3%).

Resources Mobilization

As per the research results, resource mobilization influences service delivery in KCG. Majority of the respondents (41.6%) noted that KCG has a fair allocation of financial resources to key community concerns. However, there was a significant percentage of respondents who said that there was a poor allocation of financial resources within the county. It means that the poor allocation of financial resources to the key concerns within the county have contributed to the poor service delivery to the citizens. The key concerns affecting residents in KCG include; access to clean water, education, health facilities, electricity, and accessible roads. However, the primary issue is access to clean water. These issues need to be addressed so as to improve service delivery within the county.

Majority of the respondents (44.7%) argued that there is a poor allocation of contracts through procurement in KCG. This means that the county administration does not follow the required regulations set on the allocation of contracts. This is an important measure when trying to achieve effective resource mobilization. These findings are similar to those of Armstrong & Taylor (2000) who noted that effective utilization and allocation of resources is important in avoiding wastage of county resources.

Allocation of contracts was also not allocated equally for women, youth and people with disabilities. The study findings shows that only (30%) of the respondents supported good allocation of contracts to these groups. The low support implies that women, youth and people with disabilities are still discriminated within the society. These findings support those of Pose & Gill (2003) who found out that government resources should be equally allocated to citizens without any discrimination. In fact, it is illegal for those in government to have influence on how resources should be allocated. Poor allocation of resources increases poverty among local residents.

Public Participation

Regarding public participation, the research reveals that holding public forums is an important aspect of achieving efficiency in service delivery in county governments. Counties that do not hold such meetings with the residents face challenges or poor service delivery. This was evident in KCG where majority of the respondents (52.1%) indicated that KCG does not hold these forums with the residents to understand their needs at the grass root level. Many (37.7%) of the citizens fail to attend public forums because of lack of information, no transport and those meetings are rarely held. The respondents (47.9%) supported that public participation influences

service delivery in county governments and specifically, KCG. The above findings support those of Warners (2003) and Azfar et al., (2004) who argued that effectiveness on service delivery is achieved through inclusive public participation. Public participation encourages decentralization of resources to the locals and draws services closer to their regions (Shah & Thompson, 2004).

Accountability of Local Leaders

The study findings show that accountability of local leaders influences service delivery in KCG. This is demonstrated by how the leaders are transparent in handling public resources. As per the results transparency in handling public resources is the major challenge for local leaders in providing efficient service delivery. According to majority of the respondents (76.2%), local leaders are not accountable to the residents in reporting matters. They do not hold meetings to brief the local residents on how county finances have been used in projects implemented in the county. These findings coincide with those of Akin, Hutchinson and Strump (2001) who found out that leadership in lower levels of governments lack the capacity to manage public finances and maintain appropriate accounting procedures. These are reporting aspects that must be taken into consideration for local leaders to achieve efficiency in service delivery. Majority of the respondents (35.8%) recommended that sticking to financial budgets is and reporting the County information is important for local leaders to ensure their accountability. These findings are similar to those of Devas & Grant (2003) who found out that timely reporting of accurate information to the public is crucial in ensuring local leaders are accountable to the citizens.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The main purpose of the study was to examine the factors influencing service delivery in county governments in Kenya with special reference to the Kitui County Government. The chapter provides the research summary of the findings, discussions, conclusion and recommendations.

5.2 Summary of findings

The study was guided by three objectives. The study sought to examine the influence of resource mobilization on service delivery in Kitui County. From the study findings, majority of the respondents (41.6%) held that KCG fairly allocates financial resources to key community concerns. However a significant proportion of the respondents (31.6%) felt that KCG poorly allocates financial resources to key community concerns. Only 18.4% and 8.4% of the respondents felt that KCG had done well (a rate of Good and very good respectively) in allocating financial resources to key community concerns. This means that there is low efficiency in resource mobilization in Kitui County Government as per the participants. This was evident considering individual resource mobilization rates as rated by the respondents.

A high percentage of the respondents (54.7%) noted that KCG need to address the efficiency in mobilizing various resources within the county to improve on the access to clean water, Education, Health facilities, Roads and electricity. These were the key concerns facing residents within KCG. In this case, access to roads was the major priority for the residents, followed by other resources in the order of access to health facilities, access clean water, and

access to education and electricity. This is an indication that the biggest challenge in resource mobilization for KCG is the access to roads.

Regarding the improvement on these key resources in the county, the study revealed that KCG has not achieved efficiency in their service delivery. There was a low response on the improvement in the service delivery with only (32.1%) supporting that KCG has improved access to clean water, education, health facilities, roads and electricity. It means that the KCG needs to increase the resource mobilization in these key areas to improve on the service delivery of the key community concerns.

Regarding the influence of public participation on service delivery in KCG, majority of the respondents (52.1%) argued that citizens were not involved or allowed to participate in county meetings on development issues. This was evident with the failure of the KCG not publicizing such forums in the media and inviting the public to participate. Therefore, many of the citizens in the county do not attend forums intended for county meetings and participate in contributing to views and opinions on how the public can contribute to the general improvement service delivery within the county. Even though the public are not involved to participate in the county issues, majority (87.4%) of them had the knowledge of their right to take part in county meetings. This explains why service delivery is poor within the county, since the public are not involved in suggesting areas of concern that need to be addressed by the county government.

According to the respondents, there is the need for the KCG to address key areas that affect their daily lives within the county including access to primary needs such as health care facilities, water, education, roads and electricity. (59%) of the respondents indicated that these facilities are crucial for the public in living a better life and the county government should look

into prioritizing them during service delivery. Improving the service delivery on these key areas will assist in achieving efficiency of service delivery within the county.

From the findings, it is clear that KCG has not effectively included women in public participation. In fact, only (51.4%) indicated that KCG had a fair representation of women in the county government and very few of the participants supported the representation to be good or very good. This is a clear indication that the KCG has failed on the part of women representation in the county government. Involvement of women is an initiative that can help the KCG in recognizing issues that women need addressed within the county. It is a way that brings the realization of issues that affect women and how best the county can deliver improved services to this population. Without adequate representation of women, it means poor service delivery to the county. In this sense, public participation will be viewed as a key aspect of improving efficiency in service delivery within the county.

Concerning the influence of accountability on service delivery in KCG, as per the respondents, majority (53.7%) of the respondents noted that the leadership of KCG is not transparent on public resources. There was a low support on the fairness of transparency of the local leaders on county resources. This means that there is low accountability of local leaders on the management and delivery of services to the county. These findings coincide with the failure of the KCG in involving the citizens in suggesting ways of better management of the county finances. Failure of completing the initiated projects shows the poor level of accountability of the local leaders in service delivery. It was also clear that the local leaders did not publish reports for the County expenditures on key projects under execution or completed within the county. This was a major failure on the part of accountability where financial budgets were deviated, expenditures were not published and county resources embezzled by local leaders. These results

connect to the high rating of (45.8%) of the respondents who argued that the accountability by local leaders had not influenced service delivery in the county. It is an indication that there is much that the county leaders need to do regarding their accountability so as to achieve efficiency in service delivery within the county.

5.3 Discussion of Major Findings

From the analysis of data, the study reveals major findings that can be attributed to the responses from the participants. Regarding county resource mobilization on service delivery, Kitui County Government fairly allocates resources to key community concerns. The key issues that affect KC G residents need to be addressed. There is an improvement in the service delivery of key issues of concern in the county, however, much needs to be done to achieve the expected improvement targets. Regarding allocation of contracts through procurement, the KCG poorly executes its mandate in relation to the duty of allocating contracts of procurement. Besides, those allocations are not effective to women, the youth and people with disability. The county does not collect enough revenue within the county. KCG has not been effective in improving its service delivery to the citizens.

The findings of this study agrees with the findings of World Bank (2003), that reiterates that devolution has both an explicit and implicit inspiration for improving service delivery for dual reasons: First, these basic services, all of which are the responsibility of the state, are steadily failing and especially the poor people and secondly, since these services are consumed locally, there is the need to enhance service delivery through devolution. It further agrees with a study by Sarkar (2003) reiterating that devolution, through its governance is a means through which governments provides high quality services valued by citizens, and similarly Besley and

Burgess, (2002) established that federal government of India decentralization promoted government responsiveness in service delivery.

Regarding the influence of public participation on service delivery in KCG, it is evident that the KCG leaders do not involve the public in making decisions that relate to development issues within the county. Many of the residents are not aware of county meetings, they do not attend to those Barazas. As per county residents' preferences, the county government should meet their need of health care facilities as the primary concern when it comes to service delivery prioritization. There is also no adequate representation of women in county leadership. Besides, public participation has not had a satisfactory improvement of service delivery in the county.

The findings above agrees with the finding of Warner's, (2003) affirming that Successful decentralization other than needing administrative and financial capacity equally requires effective citizen participation, and equally Shah and Thompson (2004) concurring that decentralization is a salient revolution in the public sector governance as it takes decision making to local public service closer to the citizens and equally Valenzuela (2002) who argues that if given opportunity, the poor and marginalized people can shape robust and sustainable organizations, build huge generosity and unity, positively improve their quality of life, cause participation and accountability mechanisms and arouse the emergence of democratic leadership in their locality.

The influence of accountability of service delivery in KCG has been established as ineffective. The count leaders are not transparent when it comes to accountability of county resources. The leaders do not explain to citizens of how financial resources in the county are initiated and scheduled for completion. They do not publish reports on expenditure for county projects. To improve on accountability, KCG residents proposed that there is the need for the

county leaders to stick to financial budgets and publish expenditure reports on the usage of financial resources regularly. Embezzlers of county resources should also be prosecuted when found guilty of the offense. The findings also reveal that leaders have improved in the accountability to foster better service delivery within the county.

The findings above agrees with the findings of previous studies such as Devas and Grant (2003) who argue that improved citizen participation can reinforce accountability. In so doing ‘citizens will have accurate and accessible information about local government: about available resources, performance, service levels, budgets, accounts and other financial indicators’. It does support the findings of Olowu (2003) who argues that accountability and other essential elements of good governance beside the establishment of good structures and legislations for decentralization lack serious implementation and enforcement.

5.4 Conclusion

From the findings the following conclusions have been drawn in relation to the set objectives. The study concluded that resource mobilization and accountability of local leaders are the only variables that are significant on service delivery in Kitui County Government. Public participation is not significant on the efficiency of delivering services within the county. The results of the study revealed that there are important aspects relative to the efficiency of service delivery within the county. These factors are; effective mobilization of county resources, allowing public participation in suggestions, and decision-making about county developments and areas of concern, as well as maintaining the accountability of local leaders on the activities and expenditure taking place in the county. These are essential aspects that will play a big role

for the efficiency in service delivery of county governments in Kenya and specifically, Kitui County Government.

The findings support the conclusions made by Azfar et al (2001) who concluded that the service delivery in county governments is influenced by citizen's participation. Therefore, they require adequate information to help them participate and contribute to the development decisions within their local area. Participation in County activities and decision making arenas helps citizens get what they require from their leaders (Crook, 2003). It is also an initiative that alerts leaders on priority areas that require resource allocation than others. Ahmad (2005) also concluded that well informed citizens have the capability of questioning and monitoring county leaders which makes them more accountable for their duties. Accountability of local leaders increases efficiency in service delivery.

5.5 Recommendations

Based on the study findings, the county's allocation of resources to key community issues remains low. Therefore, it is recommended that KCG increases allocation of financial resources to key community concerns in the priority of accessible roads, access to health facilities, access to clean and safe water and access to education and electricity.

Regarding procurement of county contracts, it is also recommended that KCG observes the government legislation of allocating contracts as required by the Public Procurement and Disposals Act 2006; and the government policy of allocating 30% of all procurement to women, youth and people living with disabilities. KCG should also abide by the Kenyan Constitution 2010, and County Governments Act 2012, by ensuring that they hold public participation consultative meetings on development issues. Further, KCG should increase participation of

county residents by widely publicizing information about consultative forums through media as well as ensuring that such forums are held closer to the residence.

To improve on the accountability of local leaders, it is recommended that the preparation of financial reports should be done and published regularly. Such a step will help the public know the undertakings of the county leaders and how resources are distributed within the county. It is also an initiative that allows the public to question the leaders in the event of noticing misappropriation of county government funds and other resources. It is also recommended for the local leaders to improve on working within the financial budget set by the committee to avoid deviations, and recognize instances of funds embezzlement.

5.6 Limitations of the Study

Since the study narrowed down to Kitui County Government, the findings cannot be generalized to the other counties in Kenya. Therefore, inferences cannot be made from it by other county leaders. The research further needs to be carried out all over the country to establish whether these findings in the current study coincide with those of other County Governments within the country.

5.7 Areas of Further Study

The study recommends a further study to establish whether other factors other than resource mobilization, public participation and accountability of local leaders, have an influence on service delivery in county governments in Kenya. A study to compare such factors on different counties will provide a more comprehensive analysis of the topic to conclude that the factors are common or not to all counties in Kenya.

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APPENDIX I: INTRODUCTORY LETTER

Antony Kyalo Muthui
Reg No 09/03850
School of Business &public
Management
KCA University

Dear Respondent

RE: LETTER OF TRANSMITTAL OF DATA COLLECTION

I am undertaking research in partial fulfillment for the award of a Master Degree at KCA University. The study being undertaken is on *“Factors influencing service delivery in county governments in Kenya; A study of County Government of Kitui”*.

Your assistance on provision of data will be highly appreciated as the study will assist the county improve service delivery. Assurance is given that the information given will be for the above purpose and will be treated in confidence and will only be used for academic purposes.

Attached herewith, please find a questionnaire that requires you to provide information by answering the questions.

Thank you for your co-operation.

Yours faithfully

Antony Kyalo Muthui

APPENDIX II: QUESTIONNAIRE

FACTORS INFLUENCING SERVICE DELIVERY IN COUNTY GOVERNMENTS IN KENYA		
A STUDY OF COUNTY GOVERNMENT OF KITUI		
QUESTIONS	RESPONSES	INSTRUCTIONS
BACKGROUND INFORMATION		
1	GENDER <input type="checkbox"/> Male <input type="checkbox"/> Female	TICK THE MOST APPROPRIATE BOX
2	What is your highest education level? <input type="checkbox"/> No formal education <input type="checkbox"/> Primary <input type="checkbox"/> Secondary <input type="checkbox"/> Diploma/ Certificate <input type="checkbox"/> Undergraduate degree <input type="checkbox"/> Postgraduate degree	
3	What is your age bracket? <input type="checkbox"/> 18 - 25 Years <input type="checkbox"/> 26 - 35 Years <input type="checkbox"/> 36 - 45 Years <input type="checkbox"/> 46 - 55 Years <input type="checkbox"/> 55 and above	
RESOURCE MOBILIZATION		
4	To what extent do you think KTG fairly allocates financial resources to key community concerns/issues? <input type="checkbox"/> Very Good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor	TICK THE MOST APPROPRIATE BOX
5	What do you consider as the key concerns/issues/problems facing residents of Kitui County? <input type="checkbox"/> Access to clean water <input type="checkbox"/> Access to Education <input type="checkbox"/> Access to Health facilities <input type="checkbox"/> Access to Electricity <input type="checkbox"/> Accessible to Roads <input type="checkbox"/> all of the above	TICK THE MOST APPROPRIATE BOX
6	What are some of the key concerns/issues/problems that KCG has improved since 2014? <input type="checkbox"/> Access to clean water <input type="checkbox"/> Access to Education <input type="checkbox"/> Access to Health facilities <input type="checkbox"/> Access to Electricity <input type="checkbox"/> Accessible to Roads <input type="checkbox"/> all of the above	
7	To what extent has KCG improved the above key <input type="checkbox"/> Very Good <input type="checkbox"/> Good	TICK THE MOST APPROPRIATE

	concerns/issues/problems?	<input type="checkbox"/> Fair <input type="checkbox"/> Poor	BOX				
8	To what extent do you believe that KCG fairly allocates contracts through procurement?	<input type="checkbox"/> Very Good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor					
9	To what extent do you believe that KCG allocates 30% of all procurement to women, youth and people living with disabilities?	<input type="checkbox"/> Very Good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor					
10	Is KCG doing enough to collect its own revenue within the county	<input type="checkbox"/> Yes <input type="checkbox"/> NO					
11	If you were running a business within Kitui County, would you be readily willing to pay taxes	<input type="checkbox"/> Yes <input type="checkbox"/> NO					
12	Generally, how has utilization of county resources influenced service delivery in KCG?	<input type="checkbox"/> enhanced it to a very good extent <input type="checkbox"/> satisfactorily improved service delivery <input type="checkbox"/> has had no effect	TICK THE MOST APPROPRIATE BOX				
13		1	2	3	4	5	Rank on a scale of 1-5: 5: Very large extent 4: Large extent 3: Small extent 2: Very small extent 1: No Change
	KCG has improved access to clean and safe water						
	KCG has improved infrastructure in county schools						
	KCG has improved Hospital's services						
	County government has expanded electricity connection						
	KCG has improved roads within the county						
PUBLIC PARTICIPATION							
14	Does KCG hold barasas/meetings to consult Wananchi on development issues?	<input type="checkbox"/> Yes <input type="checkbox"/> NO	TICK THE MOST APPROPRIATE BOX				
15	If yes in the above question, are Wanachi notified through media or any other means on the date, time and venue of such meetings?	<input type="checkbox"/> Yes <input type="checkbox"/> NO					
16	Have you ever attended any public participation meeting?	<input type="checkbox"/> Yes <input type="checkbox"/> NO					
17	If No in the above question, why	<input type="checkbox"/> I am never informed	TICK THE MOST				

	haven't you attended?	<input type="checkbox"/> I don't have transport to the venue <input type="checkbox"/> they hold it very far from my reach <input type="checkbox"/> none has ever been held	APPROPRIATE BOX
18	Are you aware that the law requires that you should be consulted through public participation in shaping your County's development?	<input type="checkbox"/> Yes <input type="checkbox"/> NO	TICK THE MOST APPROPRIATE BOX
19	If you were to participate, what are some of the key areas you would inform the County Government to prioritize?	<input type="checkbox"/> Access to clean water <input type="checkbox"/> Access to Education <input type="checkbox"/> Access to Health facilities <input type="checkbox"/> Access to Electricity <input type="checkbox"/> Accessible to Roads <input type="checkbox"/> all of the above	TICK THE MOST APPROPRIATE BOX
20	To what extent do you think women have been given adequate representation in KCG?	<input type="checkbox"/> Very Good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor	TICK THE MOST APPROPRIATE BOX
21	Generally, how has public participation influenced service delivery in KCG?	<input type="checkbox"/> enhanced it to a very good extent <input type="checkbox"/> satisfactorily improved service delivery <input type="checkbox"/> has had no effect	TICK THE MOST APPROPRIATE BOX
ACCOUNTABILITY			
22	To what extent do you think leaders of KCG are transparent in handling public resources?	<input type="checkbox"/> Very Good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor	TICK THE MOST APPROPRIATE BOX
23	Does KCG hold barazas/meetings to explain to Wananchi how County Finances were used?	<input type="checkbox"/> Yes <input type="checkbox"/> NO	
24	Do projects initiated by county Government get complete in time?	<input type="checkbox"/> Yes <input type="checkbox"/> NO	
25	Does KCG publish reports on County Expenditure on projects?	<input type="checkbox"/> Yes <input type="checkbox"/> NO	
26	How would you like KCG to improve on Financial Resource Accountability?	<input type="checkbox"/> publish expenditure periodically <input type="checkbox"/> arrest and prosecute embezzlers <input type="checkbox"/> strictly stick to the budgets	TICK THE MOST APPROPRIATE BOX
27	Generally, how has the county leaders' accountability influenced	<input type="checkbox"/> enhanced it to a very good extent	

	service delivery in KCG?	<input type="checkbox"/> satisfactorily improved service delivery <input type="checkbox"/> has had no effect	
THANK YOU			

APPENDIX III: Ideal versus Real Cycle of Decentralization in Developing Countries

Idealized Process by Which Local Governance Emerges from Decentralization Reforms	Frequent Actual Experience of Decentralization Reforms
<p>1. Elite chooses to devolve authority, resources, and accountability to localities.</p> <p style="text-align: center;">↓</p> <p>2. Decentralization reforms are defined and promulgated.</p> <p style="text-align: center;">↓</p> <p>3. Redistribution of authority, resources, and accountability to localities occurs.</p> <p style="text-align: center;">↓</p> <p>4. Decisionmaking institutions, broadened participation by the public, and greater accountability to localities emerge.</p> <p style="text-align: center;">↓</p>	<p>1. Elite announces reforms to devolve authority, resources, and accountability to localities.</p> <p style="text-align: center;">↓</p> <p>2. Some decentralization reforms are defined and promulgated.</p> <p style="text-align: center;">↓</p> <p>3. Redistribution of authority, resources, and accountability to localities is announced.</p> <p style="text-align: center;">↓</p> <p>4. Several patterns emerge:</p> <ul style="list-style-type: none"> • Incomplete statutory reform blocks effective control by local authority; • Resources are retained or recaptured by central actors via “conditional” grants, continued control of civil service posted to localities, ignoring local authority’s decisions, etc.; • Resources of localities are consumed paying for salaries of officials they do not control, or for basic administrative overhead; • Local councils are ineffective because of low levels of education, poor organization, infrequent meetings, internal division, and executive dominance; • Local institutions are designed to maintain central control; and/or, • Local elites dominate local governance from behind the scenes. <p style="text-align: center;">↓</p> <p>5. Poor performance and nonaccountability of local governance institutions discourages local support for them.</p> <p style="text-align: center;">↓</p> <p>6. Local governance remains weak and ineffective.</p> <p style="text-align: center;">↓</p> <p>7. Recentralization occurs.</p>

Source: Olowu and Wunsch, 2004:6

APPENDIX IV: Lack of Institutional Pre-requisites Effect on Local Governance

Effectiveness in some African Countries.

Variable	Chad	Botswana	Uganda	South Africa	Ghana	Nigeria	Kenya
Local autonomy and authority	Medium to high ^a	Medium	Low	Medium	Low	Medium	Very low
Resources available to local units of governance	Low to medium	High	Medium	Medium	Medium	Medium to low ^b	Low
Effective local institutions of collective choice (i.e., local councils)	High	Medium	Medium to low	Medium to low	Low	Low	Very low
Effective, open, and accountable local political process	High	High	Medium	Low	Medium to low	Low	Very low
Effective local governance	Medium to high	Medium	Medium	Medium to low	Low	Low	Very low

Source: Olowu and Wunsch, 2004:238.