

FACTORS INFLUENCING QUALITY OF SERVICE DELIVERY IN COUNTY GOVERNMENTS IN KENYA

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Abstract: *Devolution is meant to improve service delivery of citizens. However, despite devolving services to counties, service delivery remains very poor. Lack of good governance policy yields to weak county performance which has led to low public goodwill characterized by poor citizen-government relations in the counties, ethnicity and even though there has been adequate of public participation across counties in Kenya, the performance of devolved governments is still minimal as well as service delivery. The general objective of the study was to establish factors influencing quality of service delivery in county governments in Kenya. The researcher used descriptive research design. The study population of the research comprised of 109 respondents and Sample size of the study was 85 respondents. The researcher used primary and secondary data. The findings confirm that there is a statistically significant influence of governance structure on quality of service delivery in county governments in Kenya. A positive increase in governance structure leads to an increase in quality of service delivery in county governments in Kenya. It can be concluded from this study that governance structure was statistically significant in explaining quality of service delivery in county governments in Kenya. The findings confirm that there is a statistically significant influence of accountability on quality of service delivery in county governments in Kenya. A positive increase in accountability leads to an increase in quality of service delivery in county governments in Kenya. It can be concluded from this study that accountability was statistically significant in explaining quality of service delivery in county governments in Kenya. The findings confirm that there is a statistically significant influence of staff qualifications on quality of service delivery in county governments in Kenya. A positive increase in staff qualifications leads to an increase in quality of service delivery in the county governments in Kenya. It can be concluded from this study that staff qualifications were statistically significant in explaining quality of service delivery in county governments in Kenya. The findings confirm that there is a statistically significant influence of staffing levels on quality of service delivery in county governments in Kenya. A positive increase in staffing levels leads to an increase in quality of service delivery in county governments in Kenya. It can be concluded from this study that staffing levels were statistically significant in explaining quality of service delivery in county governments in Kenya.*

Keywords: Staffing policy, Accountability of Governance, Service delivery, Governance Structures

Introduction

Good governance is characterized by participation, transparency, equity, responsiveness and accountability among others. It is also effective and promotes the rule of law. Good governance ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most

vulnerable are heard in decision-making over the allocation of development resources. Governance has three legs: economic, political and administrative. Economic governance includes decision-making processes that affect a country's economic activities and its relationships with other economies. It clearly has major implications for equity, poverty and quality of life. Political governance is the process of decision-making to formulate policy, (Ager, 2012).

In the early 1990s, good governance became a common vocabulary in the development discourse across the developing world which promised to bring about fundamental changes in the political, administrative and economic structures of the developing world. Under the good governance agenda, the vital role of the state is to create a political environment that is conducive to development by redefining the role of government in the economy; creating political commitment to economic, political and social restructuring; decentralizing and democratizing government; and strengthening the financial and administrative capacities of local government (Birrell and Gray,2014).

In the US, American government has undergone a steady, but often unnoticed, transformation. Its traditional processes and institutions have become more marginal to the fundamental debates. Meanwhile, new processes and institutions—often nongovernmental ones have become more central to public policy. In doing the peoples' work to a larger and growing degree, American governments share responsibility with other levels of government, with private companies, and with non-profit organizations. This transformation as had two effects. First, it has strained traditional of all the players' or decades, we have debated privatizing and shrinking government. While the debate raged, however, we incrementally made important Policy decisions. Those decisions have rendered much of the debate moot. Government has come to rely heavily on for-profit and nonprofit organizations for delivering goods and services ranging from anti-missile systems to welfare reform. It is not that these changes have obliterated the roles of Congress, the president, and the courts State and local governments have become even livelier, (SID, 2012).

In Africa, devolution has been successfully practiced include South Africa, Nigeria and Ethiopia. When well-managed, a devolved governance system results into several benefits to the citizenry of a country. Also the economic governance is often taken as a justification of devolution. Whether there is a relationship between devolution and good governance should be viewed from four specific angles transparency, accountability, responsiveness and human rights, (Hueglin,2010).

The new system of governance in Kenya, devolution, is associated with greater participation in key decisions by members of society; a greater sense of shared vision and mission; an improved societal confidence and support based on greater knowledge and involvement (World Bank, 2012). The World Bank report observed that greater organizational autonomy is linked to an increased sense of ownership, commitment, empowerment, initiative, professionalism, motivation and morale.

According to Ndung'u, (2014), devolution, as a form of governance could be seen as a means; through which governments are able to provide quality services that citizen's value; for increasing managerial autonomy, particularly by reducing central administrative controls; for creating receptiveness to competition and open-mindedness. This is aimed at encouraging other actors such as the private sector and civil society organizations to participate in providing goods and services; and for empowering citizens through their enhanced participation in decision making, development planning and management.

In recent years, devolution has received much attention from those concerned with third world development. Perhaps, it would be difficult to find any developing state without any degree of devolution. Devolution is and

should be associated with principles of local self-reliance, participation and accountability, adaptation of programs to local environments; improved communication; resource mobilization; utilization of local expertise; better utilization and maintenance of facilities and service, and cooperation. The recognized the importance of developing organizational charts, contradicting the many benefits mentioned by Jones, (2014). This outcome raises important questions that confront county governance; to what extent are decisions making structures taken seriously in the public sector. Consequently, there is a huge responsibility for the experts on governance and human resources to work and ensure that everyone at the county management understand the benefits of delineated responsibilities.

Statement of the Problem

Devolution is meant to improve service delivery of citizens. However, despite devolving services to counties, service delivery remains very poor, Lack of good governance policy yields to weak county performance which has led to low public goodwill characterized by poor citizen-government relations in the counties, ethnicity and even though there has been adequate of public participation across counties in Kenya, the performance of devolved governments is still minimal as well as service delivery. According to Othieno (2012), devolution can be a solution to problems like conflicts, corruption, inequalities, rent seeking, inefficient use of public resources, and economic stagnation. Besides, devolution is also implemented as a reaction to external pressure from organized groups. For devolution to be effective, however, consensus is paramount.

As of today, the Kenyan Government adopted a 15% allocation as the amount to distribute to all the counties. This figure has elicited sharp reactions from the County Governors and Senators. Given that the 15% allocation through CRA is meant to be supplementary, with the counties expected to generate the bulk of the income locally for their sustainability of economic growth status. At large counties have witnessed poor performance by successive governments due to weak governance of public institutions across the nation. It is important to improve this level of service delivery but in order to do this; there is a need to first investigate the factors which are making the level of service delivery to be low. This is the purpose of this study.

Khaunyaet *al.*, 2015) found actual performance of counties across Kenya has been dismal. The massive cases of fraud and misappropriation of public resources reported across the nation following the introduction of the devolved governance system contradicts the glorious view painted by the various scholars and proponents .Ntoiti (2013) found out that for several decades, Kenyan Local Authorities, decentralized units of the central government, failed to provide effective service delivery to the citizens mainly due to weak corporate governance practices as political autonomy to administrative units that are already in place. While Omari, Kaburi and Sewe (2012) focused on structural adjustment through devolution in Kenya and found out that that in most government departments' officers were not aware of how to approach the change that has been as a result of devolution. Najeebullah and Kundi (2011) sought to establish the relationship between devolution and political accountability and established that citizen's participation in election is unequivocally greater after devolution and the transparency level of the system is not up to the mark. Therefore this research sought to find out the factors influencing quality of service delivery in county governments in Kenya

Objectives of the Study

The specific objectives were:

- i. To determine the influence of governance structure on the service delivery of county governments in Kenya

- ii. To establish the influence of staffing levels on the service delivery of county governments in Kenya
- iii. To find out the influence of accountability on the service delivery of county governments in Kenya
- iv. To find out the influence of Staffing qualification on the service delivery of county governments in Kenya

Empirical Literature Review

Governance Structures

The structure of Governance specifically their systems are already supporting and scale the development of good judgment, creativity, discipline and rigor of thought, and where specific changes and investments need to be made. Dirk and Achterbergh, (2011) noted that to develop structures that permit institutions to attenuate and amplify talent is a crucial condition for organizational viability and that those structures should necessarily be lean to facilitate faster decision making. It is widely accepted within management circles by achieving sustainable competitiveness of an organization requires developing strong links between organizational and job talent structures. Increasingly, in order to create a flexible and integrated set of decisions that balance performance and flexibility, organizations must rely on more social, informal and matrix-based shared visions among managers and employees. By linking institutional processes and procedures to structures that bridge strategy and talent, it is possible to identify pivotal talent pools.

According to Mullins (2010), the purpose of decision making structures is the division of work among members of the organization, and the co-ordination of their activities so they are directed towards the goals and objectives of the organization. Structures make possible the application of the processes and procedures of management and create a framework of order and command through which activities of the organization can be planned, organized, directed and controlled. Structures define tasks and responsibilities, work roles and relationships, and channels of communication.

Johnson et. al (2011) argue that structural designs describe formal roles, responsibilities and lines of reporting in organizations and can influence the sources of an organization's competitive advantage, particularly with regard to talent development and management; failure to adjust governance structures appropriately can fatally undermine strategy implementation and thus jeopardize organizational success.

Accountability of Governance

The good structures alone are not enough for organizational success. The processes that drive and support people within and around an organization can have a major influence on success or failure of organizations through defining how strategies are formulated and executed and the types of talents necessary for the success of the organization. The Constitution of Kenya 2010 enshrines devolution. The constitution led to the creation of 47 counties that are managed by political leaders such as governors and Member of County Assemblies (Khaunya, Wawire and Chepng'eno, 2015). The constitution also establishes several institutions/bodies to oversight counties to enhance accountability. Such bodies include the senate and the auditor general's office (Ndung'u, 2014).

Due to this and lack of support, the country returned to a centralized system of governance. Conversely the Constitution of Kenya, 2010 following extensive decade-long consultation process, changed the governance structure to devolution. It was expected that the development challenges of the centralized government Kenya

had faced since independence will be addressed following this promulgation and the onset of the County Government after the 2013 elections with the accompanying enactment of subsidiary laws (Khaunya, Wawire and Chepng'eno, 2015).

Indeed the National Government is making deliberate effort to distribute resources in more equitable way through quota disbursement of County Governments. However, the counties are still threatened by a number of challenges ranging from misappropriation of funds to irregular appointments to nepotism among others

The World Bank, (2012) further observed that management of the state through the central and local authorities in Kenya over the past fifty years of independence has experienced many challenges. Other factors that contributed to the poor state of service delivery in the country (Ntoiti, 2013) included weak; financial management practices, human resource management practices, information technology and government regulations. He concluded that all these factors had a negative and significant relationship with the weak performance of the Local authorities. A structure that is relevant once an organization grows beyond a very basic level of size and complexity and has to start dividing up responsibilities such as is the case in national and county governments in devolved public institutions, is to bring governance closer to the people as advocated by the decentralization theorem, which states that each public service should be provided by the jurisdiction having control over the minimum geographic area that would internalize benefits and costs of such provision,(Simiyu and Mweru, 2014).

Staffing levels

According to a survey within the Regional Policy Division of OECD that was responsible for Public Governance and Territorial Development by Charbit, (2011). Found out that to improve capacity and co-ordination among public stakeholders at different levels of government (multi-level governance) in order to increase efficiency, equity and sustainability of public spending. To be able to measure the results of the study, a list of key variables for investigation were identified. These included, staff numbers and levels of their qualifications, systems and structures, policy inputs and outcomes, service coverage, efficiency of sub-national authorities, effectiveness in service delivery programmes implemented, equity in terms of geographic variation in the use of the services, quality of service delivery and public opinion on user satisfaction with local services.

In this case, a full separation of responsibilities and outcomes in policy making cannot be achieved. This situation thus, demands that the national government has to progressively increase its role in monitoring the performance of devolved authorities through intergovernmental regulations imposed on states and local governments through direct to more indirect actions that force sub-national level policy changes. An advisory authority has to be established to advice on intergovernmental relations to develop appropriate policy actions for the national government with impacts on state and local authorities. Mullins, (2010) justified the need for organizational charts by saying that the purpose of decision making structures is the division of work among members of the organization, and the co-ordination of their activities so they are directed towards the goals and objectives of the organization.

According to Mullins, (2010) gave five reasons why organizations should develop organizational charts and these are: they make possible the application of the processes and procedures of management; they create a framework of order and command through which activities of the organization can be planned, organized, directed and controlled; they define tasks and responsibilities, work roles and relationships, and channels of communication; they clarify work relations, establish hierarchical structures of decision making and power and finally; they provide an information portal for the organization.

However there is no one optimal level of decentralization since the sharing of competencies and its implementation remain strongly region specific. However, multilevel governance will always be required for managing public policies in a decentralized context. Similarity with those of the two preceding results and reinforces the rationale for the national government's attempt (Republic of Kenya, 2012) to address this matter. The results agree with empirical study outcomes by Poister, et. al (2010) who concluded that the push linking strategic planning to budgets and using strategic plans to drive the organizations overall performance leads to better outcomes.

Staffing qualification

The structure of an organization is designed to breakdown the work to be carried out, the tasks, into discrete components which might comprise individual businesses, divisions and functional departments. Good governance structures do not, in themselves, produce good performance. However, poor governance structures make good performance impossible, no matter how good the individual managers may be. Improving decision making structures is most likely to improve organizational performance (Thompson and Martin, 2010). The Legislature and Executive at both national and county levels are required to engage the public in the processes of policy making, monitoring and implementation (Jesuit Hakimani Centre, 2013).

To manage the county staff requires clearly outlined policies on staff management and human resource related issues that affect the operations of the various counties. According to Shuswap (2004) a human resource policy and procedures manual needs to cover several areas namely employment in terms of hiring, probationary terms, salary administration in terms of salary ranges, starting salary, salary increments, transfer, promotion, demotion, hours of work, overtime, statutory holidays, employee benefits, education benefits, workers compensation, leave disciplinary issues, performance employee terms and conditions of service.

Kwena (2013) found that in order for the government to achieve maximum community participation in development projects, devolved units should create room for community participation and also create a favorable environment to address among other things, the institutional obstacles and the capacity gaps within the community.

There is the problem of assigning power and roles in devolved units without overlapping (Sheely, 2012). Many structures of government create complexity thereby hindering transparency and accountability. This also leads to a huge increase in recurrent expenditures. Fourthly, transfer of powers to devolved units for instance power to collect revenue and incur expenditure could bring with it corruption indicates that devolved units often run huge fiscal deficits which could lead to unfavorable long-term economic implications. There is less care and poor accountability attitudes towards the management of government resources, attitudes and behaviors that require to be reversed through strict adherence of the Kenyan Constitution of 2010 and the Public Finance Management Act 18 of 2012. This eventually ensures that the counties are strategically and sustainably managed for the benefit of the county residents.

Failte (2013) says that there are 8 key steps necessary in a recruitment and selection process that must be considered ranging from job Vacancy, Job Analysis, attracting candidates, Screening applications, Interviewing candidates, Selecting and Appointing, Induction and Training and Finally to employee evaluation. Each of the 592 above elements are very important to make sure the most suitable candidate is found for any given post and you should view recruitment and retention as entailing the 8 stages.

Service Delivery

Improving service delivery through increased accountability has been a significant implicit motivation behind the trend towards decentralization in developing countries (Hasnain, 2010). The standard theoretical argument for the transfer of responsibilities to lower tier so f government is that the closer proximity of local policy-makers to citizens increases the flow of information and better enables the public to monitor, and to hold to account, government officials. Conversely, elected local policy-makers, responding to this greater citizen vigilance, focus on improving service delivery in order to get re-elected. Service delivery is an essential function in the relationship between government and citizens Government performance is measured service delivery to the people

A government is expected to deliver better services to its people, and the indices of measuring service delivery to the people include low inflation, better education, provision of improved health care at affordable rates, provision of clean water, provision of good roads and good road networks to the rural areas for the transport of agricultural products and raw materials (Abe & Monisola, 2014). Elsewhere, service delivery as the relationship between policy makers, service providers and poor people. Service delivery encompasses services and their supporting systems that are typically regarded as a state responsibility. These include social services (primary education and basic health services), infrastructure (water, sanitation, roads and bridges) and services that promote personal security (Carlson et al., 2005).

Albert (2010), major challenge that the county will face in implementing devolution is how to narrow regional disparities in income, rescue endowments and economic development. Key objective of devolution is ensuring equitable sharing of national and local resources throughout Kenya. He further provides key objectives of devolution as ensuring equitable sharing of national resources throughout Kenya. It helps to reduce poverty that arises from inequalities between regions; it is successful in reducing poverty that arises from inequalities within regions

Conceptual Framework

The conceptual framework of the study shows the relationship between various factors influencing quality of service delivery in county governments in Kenya and how they relate to devolution of public sector services as results of performance to its citizens.

INDEPENDENT VARIABLES

DEPENDENT VARIABLE

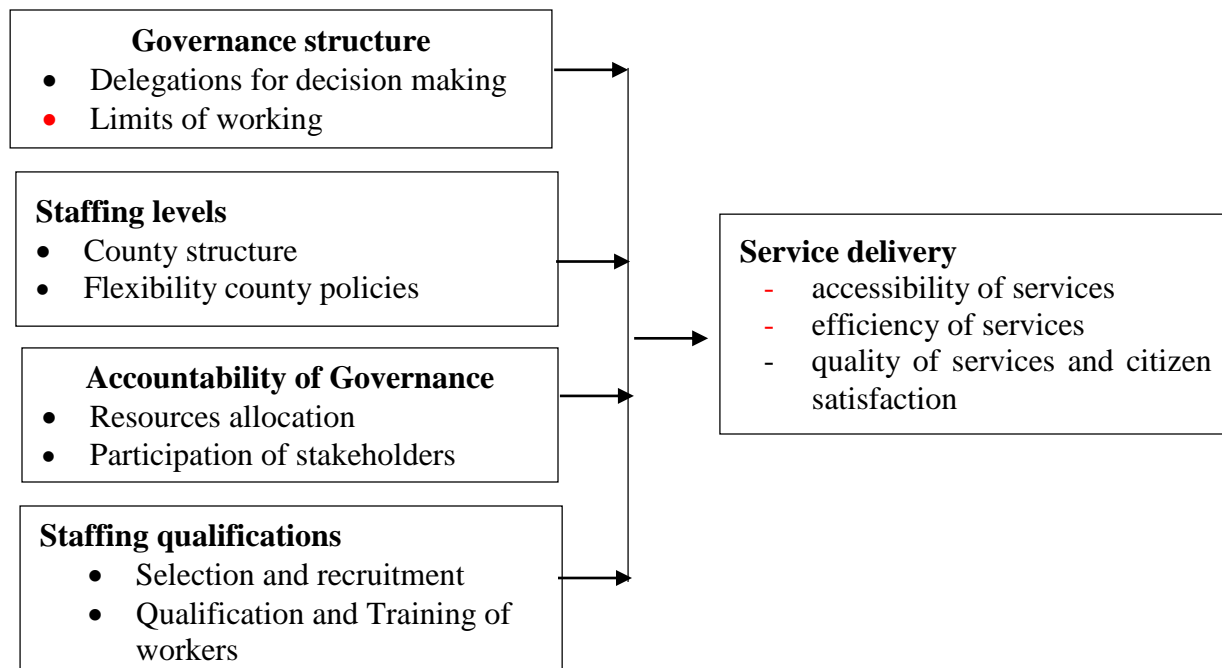


Figure 1: Conceptual framework

Research Gaps

Literature reviewed reveals that majority of governance decentralization and service delivery studies have used service accessibility as a measure of service delivery. Devolution will result in increased citizen participation in local political processes by bringing government closer to local people, it is asserted that the government will be better informed to local needs and preferences, resulting in increased accountability and enhanced responsiveness of officials and government at the empowered local or regional level (Gakure et al., 2012). Thus, changing an organization’s structure to meet a particular strategic goal should be handled with a great deal of care and this should be the role of top leadership/governance. However Thompson and Martin, (2010) points a while good governance structures do not in themselves produce good performance, poor governance structures make good performance impossible, no matter how good the individual managers may be. Therefore this research provides the information on the factors influencing quality of service delivery in county governments in Kenya

Research Methodology

The researcher used descriptive research design. The study population of the research comprised of 109 respondents and Sample size of the study was 85 respondents. The researcher used primary and secondary data. The data was analyzed using descriptive and inferential statistics. Descriptive statistics was involving the use of frequency and percentages. Inferential statistics involves the use of regression analysis to estimate the relationships of variables under study. Data was presented using charts, tables, graphs and percentage frequencies.

Research Findings And Discussion

Governance Structure

The first objective of the study was to determine the influence of governance structure on the quality of service delivery of county governments in Kenya. Table 1 presents the results.

Table 1: Governance Structure and Quality of Service Delivery

Statement	SD %	D %	N %	A %	SA %	Mean	S.D
The county has a governance structure that supports quality service delivery	4.4	6.7	7.0	48.9	33.0	3.99	1.04
The governance structure is aligned according to the county policy direction	3.1	5.9	23.9	42.0	25.1	3.80	0.99
Our organization's governance structure focuses on transparency	4.8	6.7	20.0	45.6	23.0	3.75	1.04
There has been change of governance structure to support new strategy and quality service delivery	7.1	7.9	20.1	37.0	28.0	3.71	1.17
Our county constantly embraces change	7.1	8.7	21.7	37.4	25.2	3.65	1.16
We have a flexible bureaucracy that supports quality service delivery	5.6	14.0	26.8	35.3	18.6	3.48	1.11
We have a Straight line governance structure without too many levels of hierarchy	9.7	13.0	24.9	35.7	16.7	3.37	1.19
Structural changes are communicated to all employees	5.9	23.0	19.7	38.7	13.0	3.30	1.13
Our governance structure has been effective in enhancing quality service delivery	3.0	2.2	11.5	52.6	30.7	4.06	0.88

Key: N=68, SD=Strongly, Disagree D=Disagree, N=Neutral, A=Agree, SA= Strongly Agree, S.D=Standard Deviation

Results in Table 1 indicate that two items had standard deviation that was below 1.0. This shows that the two items had no extremes hence are good measure. The item “Our governance structure has been effective in enhancing quality service delivery” had the lowest standard deviation of 0.88. The percentages indicates that 3% and 2.2% of the respondents scored for strongly disagree and disagree while 53.6% and 30.7% scored for agree and strongly agree respectively. However, seven items had standard deviation that was above 1.0. This shows that the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. The item “We have a straight line governance structure without too many levels of hierarchy” had the highest standard deviation of 1.19 which shows extremes. The percentages indicate that 9.7% and 13% of the respondents scored for strongly disagree and disagree respectively while 16.7% and 35.7% scored for strongly agree and agree respectively. This shows extremes. The findings are not reflecting where the respondents are as they viewed the items from different angles. Most of the items hence are not a good measure.

Additionally, overwhelming majority 83% of the respondents agreed that our governance structure has been effective in enhancing quality service delivery but 5% disagreed. In addition, 52% agreed that structural

changes are communicated to all employees and overwhelming majority 82% agreed that the county has a governance structure that supports quality service delivery. Further, 67% agreed that the governance structure is aligned according to the county policy direction and 69% agreed that our organization's governance structure focuses on transparency. Moreover, 65% of the respondents agreed that there has been change of governance structure to support new strategy and quality service delivery, and 63% agreed that our county constantly embraces change.

Further, the highest mean was 4.06 with the lowest being 3.3. This show the respondents took a positive position (above 3.0). All items had a mean of above 3.0. This shows that the general position was that the respondents agreed with the items. The scores for this section indicate that most county government officials agreed that governance structure was a key determinant of quality of service delivery in the county governments in Kenya.

Accountability

The second objective of the study was to establish the influence of accountability on the quality of service delivery of county governments in Kenya. Table 2 presents the findings.

Table 2: Accountability and Quality of Service Delivery

Statement	SD %	D %	N %	A %	SA %	Mean	S.D
There are few cases of corruption complaints in my county	3.1	2.8	5.9	43.3	44.9	4.24	0.92
Quality of service delivery has been improved because of county openness in its financial dealings	2.5	2.9	10.2	47.5	36.9	4.14	0.89
The county reports on its projects and financial status consistently to the stakeholders which has improved quality of service delivery	3.0	2.0	8.6	53.7	32.7	4.09	0.92
Accountability is a main factor to consider if quality of service delivery is to be improved	2.4	2.0	6.3	42.1	47.2	4.30	0.86

Key: N=68, SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly Agree, S.D=Standard Deviation

Results tabulated in Table 2 indicate that all the items had a standard deviation that was below 1.0. This shows that the items were good measures with no extremes. This shows that majority of the respondents viewed the items from same angles (strongly agree and agree) hence most of the items are good measure. The item “Accountability is a main factor to consider if quality service delivery is to be improved” had a standard deviation of 0.86 which shows no extremes. The percentages indicate that 2.4% and 2% of the respondents scored for strongly disagree and disagree respectively while 47.2 % and 42.1% scored for strongly agree and agree respectively. The findings also indicate that majority 86% of the respondents unanimously agreed that the county reports on its projects and financial status consistently to the stakeholders which has improved quality service delivery, and 5% disagreed. On whether accountability is a main factor to consider if quality of service delivery is to be improved, majority at 89% agreed with the statements with a few 4% of the respondents

disagreeing with the statements. Majority of the respondents 88% agreed that there are few cases of corruption complaints in my county.

The highest mean was 4.3 with the lowest being 4.09. The finding revealed that the respondents took a positive position (above 4.0). All items had a mean of above 4.0. This shows that the general position was that the respondents agreed with the items. The scores of responses for this section indicate that most county government officials agreed that accountability was a key determinant of quality of service delivery in the county governments in Kenya.

Staff Qualifications

The third objective of the study was to establish the influence of staff qualifications on the quality of service delivery of county governments in Kenya. Table 3 presents the findings.

Table 3: Staff Qualifications and Quality of Service Delivery

Statement	SD %	D %	N %	A %	SA %	Mean	S.D
There is no proper staff qualification and this affects the quality of service delivery	9.7	13.0	24.9	35.7	16.7	3.37	1.19
The county based on its quality of service delivery basically has unskilled workforce	5.9	23.0	19.7	38.7	13.0	3.30	1.13
Staff qualification improvement is a continuous exercise at our county	4.8	6.7	20.0	45.6	23.0	3.75	1.04
The high turnover of staff at the county limit continuous training and skills development thus hampers quality service delivery	15.0	9.6	11.1	45.8	18.8	3.44	1.31
It is my opinion that the lack of highly skilled labor affects us negatively on quality of service delivery	9.6	8.5	15.1	47.6	19.2	3.58	1.17
If we could greatly improve on staff qualification, our quality service delivery will be effective	5.7	8.1	13.4	44.5	28.3	3.82	1.11

Key: N=68, SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly Agree, S.D=Standard Deviation

The finding in table 3 indicates that the highest standard deviation for the items was 1.31 with no single item having a standard deviation of less than 1.0 which shows there were extremes in the scoring. In the item “The high turnover of staff at the county limit continuous training and skills development thus hampers quality service delivery”, 15% and 9.6% of the respondents scored for strongly disagree and disagree while 18.8% and 45.8% scored for strongly agree and agree respectively. This show the respondents were spread to the positive and to the negative hence the high standard deviation witnessed.

The study further found that 69% of the respondents in this study agreed that staff qualification improvement is a continuous exercise at our county. In addition, 73% agreed that if we could greatly improve on staff qualification, our quality service delivery will be effective. Many of the respondents in this study (67%) agreed that it is my opinion that the lack of highly skilled labor affects us negatively on quality of service delivery. In addition, 52% of the respondents agreed that there is no proper staff qualification and this affects the quality of service delivery while 52% agreed the county based on its quality of service delivery basically has unskilled workforce.

The highest mean was 3.82 with the lowest being 3.30. This shows that the respondents took a positive position (above 3.0). All items had a mean of above 3.0. This shows that the general position was that the respondents agreed with the items. The scores of responses for this section indicate that most of the county government officials agreed that staff qualifications were a key determinant of quality of service delivery in the county governments in Kenya.

Staffing Levels

The fourth objective of the study was to determine the influence of staffing levels on the service delivery of county governments in Kenya. Table 4 presents the findings.

Table 4: Staffing Levels and Quality of Service Delivery

Statement	SD %	D %	N %	A %	SA %	Mean	S.D
The county has rigid staffing levels that does not support quality of service delivery	7.1	8.7	21.7	37.4	25.2	3.65	1.16
The staffing levels are flexible enough to support quality of service delivery	7.1	7.9	20.1	37.0	28.0	3.71	1.17
The staff have appropriate and distinct division of labor that supports quality of service delivery	4.8	6.7	20.0	45.6	23.0	3.75	1.04
The Staffing levels generally has improved the quality of service delivery	3.1	5.9	23.9	42.0	25.1	3.80	0.99

Key: N=68, SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly Agree, S.D=Standard Deviation

Results in Table 4 indicate that one item had standard deviation that was below 1.0. This shows that the item had no extremes hence are good measure. The item “The Staffing levels generally have improved the quality of service delivery” had the lowest standard deviation of 0.99. The percentages indicates that 3.1% and 5.9% of the respondents scored for strongly disagree and disagree while 25.1% and 42.0% scored for agree and strongly agree respectively. However, three items had standard deviation that was above 1.0. This shows that the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. The item “The staffing levels are flexible enough to support quality of service delivery” had the highest standard deviation of 1.17 which shows extremes. The percentages indicate that 7.1% and 7.9% of the respondents scored for strongly disagree and disagree respectively while 28% and 37% scored for strongly agree and agree respectively. This shows extremes. The findings are not reflecting where the respondents are as they viewed the items from different angles. These items hence are not a good measure.

The study further found that 69% of the respondents in this study agreed that the staff have appropriate and distinct division of labor that supports quality of service delivery. In addition, 63% agreed that the county has rigid staffing levels that do not support quality of service delivery. The highest mean was 3.80 with the lowest being 3.65. This shows that the respondents took a positive position (above 3.0). All items had a mean of above 3.0. This shows that the general position was that the respondents agreed with the items. The scores of responses for this section indicate that most of the county government officials agreed that staffing levels were a key determinant of quality of service delivery in the county governments in Kenya.

Quality of Service Delivery in County Governments in Kenya

Service delivery is an essential function in the relationship between government and citizens (Abe & Monisola, 2014). Government performance is measured by service delivery to the people (Eigema, 2007). This section addresses the various measurements of service delivery in county governments in Kenya. The responses to the service delivery items are tabulated in Table 5.

Table 5: Quality of Service Delivery

Statement	SD %	D %	N %	A %	SA %	Mean	S.D
Tangibles:							
Your county has modern working equipment	13.5	25.5	20.0	31.6	9.5	2.98	1.222
Your county's physical facilities are visually appealing	21.8	17.5	18.5	28.7	13.5	2.95	1.370
Your county's reception desk employees are neat in appearance	14.2	21.8	15.3	30.2	18.5	3.17	1.344
Reliability:							
When Your county promises to do something by a certain time, it does so	19.3	24.4	17.5	25.8	13.1	2.89	1.338
When customers have problems, employees in your county will be sympathetic and reassuring	20.0	17.5	22.2	27.3	13.1	2.96	1.333
Your county performs the service right, the first time	21.0	17.2	17.6	33.0	11.2	2.96	1.340
Your county insists on error-free records	15.6	18.5	20.4	26.9	18.5	3.14	1.345
Responsiveness:							
Employees tell customers exactly when the services will be performed	21.5	20.4	13.8	32.0	12.4	2.93	1.371
Employees give customers prompt services.	21.1	20.0	13.8	34.2	10.9	2.94	1.351
Employees are always willing to help customers	9.5	13.1	22.2	30.9	24.4	3.48	1.254
Employees are never too busy to respond to customers' questions	25.5	15.6	19.3	25.5	14.2	2.87	1.410
Assurance:							
Employees instill confidence in customers	21.8	19.3	18.2	25.1	15.6	2.93	1.394
Employees provide sufficient trust to customers placing confidence in employees in this respect.	25.1	22.2	17.5	22.5	12.7	2.76	1.381
Employees always respect customers	22.2	14.9	17.8	29.5	15.6	3.01	1.401
Employees have necessary knowledge to answer customers' questions.	21.5	14.9	12.7	34.5	16.4	3.09	1.416
Empathy:							
Your county gives customers individual attention	15.6	13.8	18.5	33.1	18.9	3.26	1.338
Your county has working hours suitable for all customers	9.5	10.5	15.6	40.4	24.0	3.59	1.227
Your county has customer's best interest at heart	17.1	17.5	13.1	32.4	20.0	3.21	1.395
The employees understand customer specific needs	16.7	14.5	15.6	28.4	24.7	3.30	1.416

Key: N=68, SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly Agree, S.D=Standard Deviation

The result in table 5 shows that all the nineteen items had standard deviation above 1.0. The highest standard deviation for the items was 1.416 with which shows there were extremes in the scoring. In the item “The employees understand customer specific needs”, 16.7% and 14.5% of the respondents scored for strongly disagree and disagree while 24.7% and 28.4% scored for strongly agree and agree respectively. This show the respondents were spread to the positive and to the negative hence the high standard deviation witnessed. This implied that majority of the respondents viewed the items from different angles hence items were not a good measure.

The findings also revealed that majority of the respondents were neutral with most of the service delivery items. In the item “Your county has working hours suitable for all customers” 40.4% and 20% of the respondents agreed and strongly agreed respectively. In the item “Employees provide sufficient trust to customers placing confidence in employees in this respect”, 25% and 22% of the respondents disagreed and strongly disagreed respectively. The overall score of the responses for this section was neutral indicating that most employees neither agreed nor disagreed with the statements concerning quality of service delivery in the county governments in Kenya. Furthermore, the highest mean was 3.590 while the lowest was 2.76. Out of the 19items, 9 of them had a mean of above 3.0. This show the respondents took a neutral position (above 3.0). The general position was that the respondents were neutral with service delivery items.

Aggregation of Variables and Test of Reliability

After each set met the threshold, the items that were retained were aggregated by getting the mean to get specific variables for the study. The 9 items under governance structure (X1) were aggregated by getting the average to give X1 score for each respondent. The 4 items under accountability (X2) were aggregated by getting the average to give X2 score for each respondent. The 6 items under staff qualifications (X3) were aggregated by getting the average to give X3 score for each respondent. The 4 items under staffing levels (X4) were aggregated by getting the average to give X4 score for each respondent. The 19 items under service delivery (Y) were aggregated by getting the average to give Y score for each respondent. The descriptive of the variables X1, X2, X3, X4 and Y are shown in Table 6.

Table 6: Descriptive Statistics of Aggregated Variables and Test of Reliability

Variable	No. of Items	Cronbach’s Alpha	Mean	Std. Deviation
Governance Structure	9	0.702	3.68	0.55
Accountability	4	0.813	4.19	0.65
Staff Qualifications	6	0.815	3.54	0.79
Staffing Levels	4	0.714	3.93	0.62
Quality of Service Delivery	19	0.877	3.80	0.61

The results in Table 6 show that accountability had the highest mean of 4.19. This indicates that majority of respondents agreed with the items meaning that accountability was a major determinant of quality of service delivery in county governments in Kenya. Staffing levels was also a major determinant of quality of service delivery as its mean was 3.93 meaning majority of the respondents agreed with the items but the mean was lower than that of accountability. The standard deviation for accountability and staffing levels was 0.64915 and 0.62495 respectively. This standard deviation is low meaning that there were no extremes in the positive

and negative in the scoring. However, staffing levels is a better measure than accountability as it had a lower standard deviation indicating that the respondents agreed more in scoring staffing levels than accountability.

The mean of quality of service delivery and governance structure was 3.80 and 3.68 respectively. This implies that majority of the respondents also agreed with quality of service delivery and governance structure items. The standard deviation for quality of service delivery and governance structure was 0.60872 and 0.54591 respectively. The standard deviations are low implying that the respondents generally agreed in the scoring of quality of service delivery and governance structure items. It can therefore be said that there were no extremes in the scoring and hence a good measure. Majority of the respondents agreed about staff qualifications as the variable had a mean of 3.54. The standard deviation for staff qualifications is 0.79340 which is low. This indicates that the respondents generally agreed in the scoring and hence a good measure.

Further, each independent variable was tested for internal consistency to ensure they were reliable. Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 2012). Cronbach's alpha was used to test for internal reliability of each variable used in the study. The alpha can take any value from zero (no internal consistency) to one (complete internal consistency). As a rule of the thumb, acceptable alpha should be at least 0.70 (Maizura *et al.*, 2009) However, Cronbach's alpha of as low as 0.50 is acceptable (Kilungu, 2015; Kipkebut, 2010) Cronbach's reliability value for each of the variables was calculated. The results obtained showed that the variables tested achieved Cronbach's alpha value of above 0.7 as shown in Table 4.10.

The results in table 6 further indicates that governance structure had alpha of 0.702, accountability had 0.813, staff qualifications had 0.815, staffing levels had 0.714 and quality of service delivery had 0.877. This indicates strong internal consistency among measures of variable items. This implies that respondents who tended to select high scores for one item were likely to select high scores for others. Likewise, those who select low scores for one item are likely to select low scores for others. The data collection instrument was therefore reliable and acceptable for the purposes of the study. This enhances the ability to predict outcomes using the scores.

Pre-Requisite Tests

Testing for Multicollinearity between the Study Variables

Identification of multicollinearity in a model is important and is tested by examining the tolerance and the variance inflation factor (VIF) diagnostic factors. The variance inflation factor (VIF) measures the impact of multicollinearity among the variables in a regression model. Green (1998), cited in Keraro (2014) argued that even though there is no formal criterion for determining the bottom line of the tolerance value or VIF, tolerance values that are less than 0.1 and VIF greater than 10 roughly indicates significant multicollinearity. This same conclusion is supported by Tavakol and Dennick (2011) and Gujarat (2009). The study sought to find out if multicollinearity existed between dependent variable and the independent variables. According to Cohen *et al.*, (2003), the suggested cut-off point for multicollinearity is tolerance level of 0.8. Also, Hair *et al.*, (2006) and Leech *et al.*, (2014) proposed a cut-off point for determining presence of multicollinearity at a tolerance value of less than 0.10, or a VIF of above 10. From Table 7, the study concluded that there was no case of multicollinearity between the dependent and independent variables.

Table 7: Multicollinearity Test between Study Variables

Model	Research Variables	Collinearity Statistics	
		Tolerance	VIF
1	Governance Structures	.583	1.715
	Accountability	.423	2.365
	Staff Qualifications	.428	2.337
	Staffing Levels	.514	1.947

Checking for Autocorrelation between the Study Variables

Gujarat (2009) and Cameron (2005) looked at autocorrelation as the relationship between members of a series of observations ordered in time or space. According to Gujarat (2009), the Durbin-Watson statistic ranges in value between 0 and 4. A value near 2 indicates non-autocorrelation; a value closer to 0 indicates positive correlation while a value closer to 4 indicates negative correlation. The study sought to establish whether there was any presence of autocorrelation between the dependent and independent variables. The results are presented in Table 8. From the Table 8, there was no autocorrelation between the dependent and independent variables since the Durbin-Watson coefficient was 1.909 which is nearly a value of 2 which shows non-correlation.

Table 8: Test for Autocorrelation between Study Variables

Model Summary	
Model	Durbin-Watson
1	1.909

Normality Test on Quality of Service Delivery

An assessment of the normality of data is a pre-requisite for many statistical tests because normal data is an underlying assumption in Classical Linear Regression Modelling (CLRM) as well as parametric testing. A normality test is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance) and that the data set is well-modelled by a normal distribution. It is also important as it enables a researcher to compute the likelihood of a random variable underlying the data set to be normally distributed (Cooper and Schindler, 2011). A normality test was carried out on the dependent variable, the quality of service delivery in county governments in Kenya. A Normal Q-Q plot of the data was generated from the SPSS software and the findings are presented in Figure 2 which shows that most of the scatter dots fell within the line of best fit and, therefore, the study concluded that the dependent variable was drawn from a normally distributed population hence subsequent analysis could be carried out.



Figure 2: Normal Q-Q Plot of Quality of Service Delivery

Checking for Outliers on Dependent Variable

An outlier is an observation that is a long way from the general pattern of the distribution of a variable. It simply means that it “lies out” from the rest of the data. Presence of many outliers may give the impression that some observations are having “too much influence” on the results. The research sought out to establish if the dependent variable contained any outliers. A box plot was generated from the SPSS software and presented as Figure 3. The figure is observed to have no outliers as there are no scatter dots below and above the box plot.

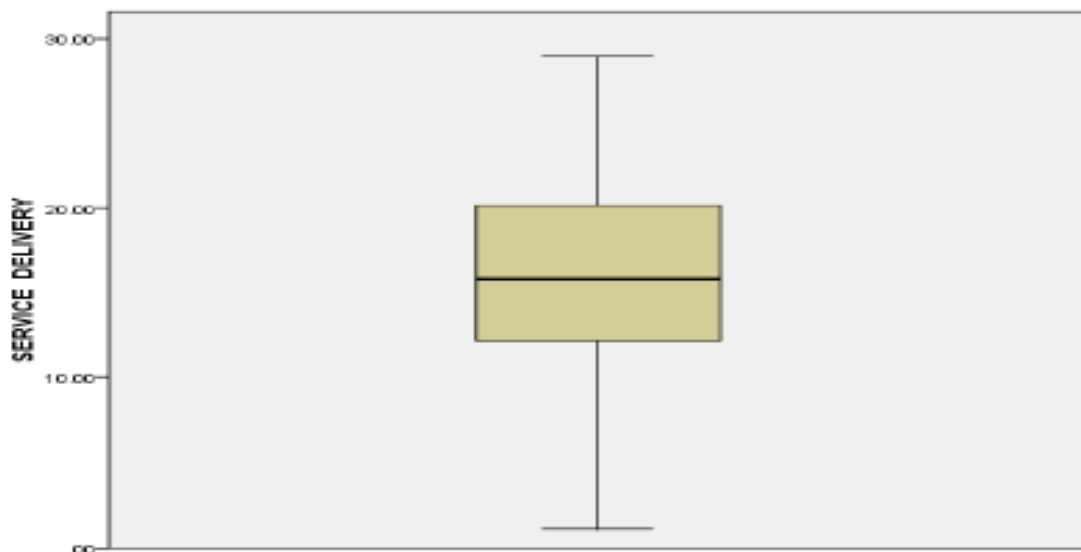


Figure 3: Box Plot to test for Outliers in the Dependent Variable

Inferential Analysis

Inferential statistics are used to make inferences from data to more general conditions (Mugenda & Mugenda, 2012). Thus, they are used to test hypothesis and make estimation using sample data. In this study, inferential analysis was conducted through the use of regression analysis to determine the relationships between dependent and independent variables.

Multiple Regression Analysis (Combined Effect)

In order to analyze the joint effect of independent variables on the dependent variable (service delivery) multiple regression was employed. The following model was fitted:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where, Y is quality of service delivery, X1 is governance structure, X2 is accountability, X3 is staff qualifications, X4 is staffing levels and ε is the error term.

As can be observed in Table 9, the regression model of quality of service delivery in county governments in Kenya, coefficient of determination R Square was 0.30 and R was 0.547. The coefficient of determination R Square indicated that 30% variation in quality of service delivery is explained by variations in (governance structure, accountability, staff qualifications and staffing levels). The remaining 70% of variation in quality of service delivery can be explained by other variables not included in this model. This shows that the model has a good fit since the value is above 5%. This concurs that R-squared is always between 0 and 100%: 0% indicates that the model explains none of the variability of the response data around its mean and 100% indicates that the model explains the variability of the response data around its mean. In general, the higher the R-squared, the better the model fits the data. The adjusted R square is slightly lower than the R square which implies that the regression model may be over fitted by including too many independent variables. Dropping one independent variable will reduce the R square to the value of the adjusted R-square.

Table 9: Regression Model Summary

Model	R	R2	Adj. R2	Std. Error
1	0.547	0.30	0.287	0.51412

The study further used Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Green and Salkind (2003) posit that Analysis of Variance helps in determining the significance of relationship between the research variables. The results of Analysis of Variance (ANOVA) for regression coefficients in Table 10 reveals that the significance of the F statistics is 0.001 which is less than 0.05 and the value of F (297.223) being significant at 0.00 confidence level. The value of F is large enough to conclude that the set coefficients of independent variables are not jointly equal to zero. This implies that at least one of the independent variables has an influence on the dependent variable.

Table 10: ANOVA Results for Regression Coefficients

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18797.087	4	4699.272	297.223	0.001

Residual	1011.877	63	15.811
Total	19808.963	67	

Table 11 presents the beta coefficients of all independent variables versus quality of service delivery in county governments in Kenya. As can be observed from Table 11, Governance Structure (X1) had a coefficient of 0.331 which is greater than zero. The t statics is 2.267 which has a p-value of 0.026 which is less than 0.05 implies that the coefficient of X1 is significant at 0.05 level of significance. This shows that governance structure has a significant positive influence on quality of service delivery. The coefficient of accountability (X2) was 0.713 which was greater than zero. The t statistic of this coefficient is 4.718 with a p value of 0.000 which is less than 0.05. This implies that the coefficient 0.713 is significant. Since the coefficient of X2 is significant, it shows that accountability has a significant influence on quality of service delivery.

Table 11 also shows that staff qualifications (X3) had a coefficient of 0.260 which is greater than zero. The t statics is 2.261 which has a p-value of 0.027 which is less than 0.05 implies that the coefficient of X3 is significant at 0.05 level of significance. This shows that staff qualifications has asignificant positive influence on quality of service delivery. Table 11 further shows that staffing levels (X4) had a coefficient of 0.360 with a t static of 3.913 which has a p-value of 0.000 which is less than 0.05. This implies that the coefficient of X4 is significant at 0.05 level of significance. This shows that staffing levels has a significant positive influence on quality of service delivery.

The constant term is 1.376. The constant term is the value of the dependent variable when all the independent variables are equal to zero. The constant term has a p value of 0.001 which is less than 0.05. This implies that the constant term is significant. The multiple regressions for quality of service delivery is thus an equation through the 1.376. If all the independent variables take on the values of zero, there would be 1.376quality of service delivery in county governments in Kenya.

Table 11: Beta Coefficients of the Independent Variables

Coefficients ^a		Unstand. Coefficients		Stand. Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.376	.277		4.967	.001
	Governance Structure	.331	.146	.145	2.267	.026
	Accountability	.713	.151	.715	4.718	.000
	Staff Qualifications	.260	.115	.201	2.261	.027
	Staffing Levels	.360	.092	.212	3.913	.000

Fitted model is thus $Y = 1.376 + 0.331X_1 + 0.713X_2 + 0.260X_3 + 0.360X_4$

These findings indicate that all of the tested variables (governance structure, accountability, staff qualifications and staffing levels) had positive relationship with quality of service delivery. The findings show that all the variables tested were statistically significant with p-values less than 0.05.

X1 = 0.331 implied that a unit change in governance structure resulted into a 0.331 change in quality of service delivery

X2 = 0.713 implied that one unit change in accountability will result into a 0.713 change in quality of service delivery

$X_3 = 0.260$; implied that one unit change in staff qualifications will result into a 0.260 change in quality of service delivery

$X_4 = 0.360$; implied that one unit change in staffing levels will result into a 0.360 change in quality of service delivery

Summary

The Effect of Governance Structure on the Quality of Service Delivery in County Governments in Kenya

The first objective of the study was to analyze the effect of governance structure on the quality of service delivery in county governments in Kenya. The results of this study showed a positive statistically significant relationship between governance structure and quality of service delivery in county governments in Kenya. The findings therefore confirmed that governance structure is a determinant of quality of service delivery in county governments in Kenya.

The Effect of Accountability on the Quality of Service Delivery in County Governments in Kenya

The second objective of the study was to analyze the effect of accountability on the quality of service delivery in county governments in Kenya. The results of this study showed a positive statistically significant relationship between accountability and quality of service delivery in county governments in Kenya. The findings therefore confirmed that accountability is a determinant of quality of service delivery in county governments in Kenya.

The Effect of Staff Qualifications on the Quality of Service Delivery in County Governments in Kenya

The third objective of the study was to examine the effect of staff qualifications on the quality of service delivery in county governments in Kenya. The results of this study showed a positive statistically significant relationship between staff qualifications and quality of service delivery in county governments in Kenya. The findings therefore confirmed that staff qualifications are a determinant of quality of service delivery in county governments in Kenya.

The Effect of Staffing Levels on the Quality of Service Delivery in County Governments in Kenya

The fourth objective of the study was to assess the effects of staffing levels on the quality of service delivery in county governments in Kenya. The results of this study showed a positive statistically significant relationship between staffing levels and quality of service delivery in county governments in Kenya. The findings therefore confirmed that staffing levels are a determinant of quality of service delivery in county governments in Kenya.

Conclusion

The following conclusions can be made arising from the findings of this study:

- i.* The findings confirm that there is a statistically significant influence of governance structure on quality of service delivery in county governments in Kenya. A positive increase in governance structure leads to an increase in quality of service delivery in county governments in Kenya. It can be concluded from this study that governance structure was statistically significant in explaining quality of service delivery in county governments in Kenya.

- ii. The findings confirm that there is a statistically significant influence of accountability on quality of service delivery in county governments in Kenya. A positive increase in accountability leads to an increase in quality of service delivery in county governments in Kenya. It can be concluded from this study that accountability was statistically significant in explaining quality of service delivery in county governments in Kenya.
- iii. The findings confirm that there is a statistically significant influence of staff qualifications on quality of service delivery in county governments in Kenya. A positive increase in staff qualifications leads to an increase in quality of service delivery in county governments in Kenya. It can be concluded from this study that staff qualifications were statistically significant in explaining quality of service delivery in county governments in Kenya.
- iv. The findings confirm that there is a statistically significant influence of staffing levels on quality of service delivery in county governments in Kenya. A positive increase in staffing levels leads to an increase in quality of service delivery in county governments in Kenya. It can be concluded from this study that staffing levels were statistically significant in explaining quality of service delivery in county governments in Kenya.

Recommendations

Based on the results of the study on factors influencing quality of service delivery in county governments in Kenya, the study makes the following recommendations;

The county government leadership should develop and adopt policies that further improve their governance structures to increase the quality of service delivery to the public. Their governance structures should enhance transparency, have flexible bureaucracy and embrace change.

The county governments should further improve their accountability levels by reducing corruption and promoting openness in all their dealings to increase the quality of service delivery to the public.

The county governments should hire skilled workers in all their departments and adopt policies of continuous staff training and skills development to further improve their staff qualifications levels to increase the quality of service delivery to the public.

The county governments should ensure that their staffing levels are flexible and that their staff has appropriate and distinct division of labor that supports quality of service delivery to increase the quality of service delivery to the public.

Suggestion for Further Research

While the objectives of this study were successfully accomplished, it however suffered several limitations which may require to be addressed by future research. The findings have contributed to the existing stock of knowledge in the literature of factors influencing the quality of service delivery in county governments in a developing country. However, additional research is required particularly on the issue of examining the moderating role of variables such as demographic characteristics, socio- economic factors, experience, qualification, age, religion, sex and others on the relationship between various factors influencing service delivery in county governments. The present study therefore recommends future researchers to examine these factors influencing quality of service delivery through moderator and mediator variables.

This study restricted itself to four variables which were not exhaustive in investigating the factors influencing quality of service delivery. Further empirical work could be conducted to expose other variables such as voice and accountability, political stability, government effectiveness, regulatory quality, rule of law and control of corruption which may influence quality of service delivery in county governments in Kenya. In addition, this study examined the factors influencing quality of service delivery based on data from a single country. While this approach has the advantage of presenting a more focused and detailed view, it does not help to provide international comparisons and cross-country empirical evidence. Hence, this study suggests that future authors extend the sampling to other countries and the duration of study from five years to enable international comparisons and cross-country empirical evidence.

Further, since the study applied questionnaire survey, descriptive and explanatory research design, further studies could be carried using additional qualitative or mixed methods to enrich the findings. Future studies should apply different research instruments like focus group discussions to involve respondents in discussions in order to generate detailed information which would help improve quality of service delivery. Future researchers may undertake longitudinal studies to address this issue more conclusively.

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