

**INSTITUTIONALIZATION OF DEVOLVED GOVERNANCE
STRATEGY BY COUNTY GOVERNMENTS IN KENYA**

BY

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DECLARATION

This is my original work and has not been presented in this or any other college/
University for an award of diploma or degree.

Signature:.....

Date:.....

Kahindi Hellen Sidi

D61/61402/2011

This is to declare that this project has been submitted for examination with my
approval as the project supervisor.

Signature:.....

Date:.....

Dr. Jackson Maalu

DEDICATION

This project is dedicated to my family. Through them I learnt that hard work, perseverance and determination are instrumental packages for success in any life endeavor.

ACKNOWLEDGEMENT

This work would not have been possible without the encouragement, moral support and assistance given by my family members, MBA colleagues, lecturers, friends, relatives and workmates. My special thanks goes to my supervisor Dr Jackson Maalu for his guidance and advice. My appreciations are further extended to all the lecturers of University of Nairobi in the school of business for imparting valuable knowledge to me.

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LIST OF ABBREVIATIONS

CEO.....	Chief Executive Officer
DAP.....	Delivery Action Plan
DFRD.....	District Focus for Rural Development
KHRC.....	Kenya Human Rights Commission
LASDAP.....	Local Authority Service Delivery Action Plan
LATF.....	Local Authority Transfer Fund
SPAN.....	Social & Public Accountability Network
SBU.....	Strategic Business Unit
PM.....	Performance Management
UK.....	United Kingdom

ABSTRACT

Institutionalization of devolved governance strategy is a new concept in the Kenyan governance structure. It refers to an assimilation of elements of change into a structured organization resulting into modifying the organization in a stable manner. It is a process through which an organization assimilates innovation into its structure. The ability of organizations to institutionalize strategies has become a central concern in many organizations today. Several studies have been done on devolution in Kenya including that done by, Mutuiri (2012) in which she analyzed administration and performance of the local authority transfer fund (LATF) in Nyeri County, an important devolution mechanism for addressing inequalities across local authorities. Such studies identified the critical challenges that face the implementation of innovative reforms. The studies however did not provide an explanation on the challenges faced in the rolling out of the devolved governance strategy in Kenya. This is probably because being a new governance structure these studies were done earlier than the official start of the full scale implementation of devolved governance while the study others done later focused on small units of devolution. Further, little literature on devolution exists in Kenya. This study therefore was intended to go along way into filling this gap. A descriptive survey study was design to find out how institutionalization of devolved governance strategy by county Governments in Kenya is facing various challenges. The study collected primary data using a questionnaires administered through drop and pick later method in a census of all county transitional authority coordinators. Analysis of the results was done based on the research objectives using statistical tools such as frequency tables, percentages, mean and standard deviation with the aid of SPSS version 17 software. The results showed that the process of institutionalization of devolved governance strategy within the county governments in the country were on course as were observed through appreciable rating of 69.2% of the indicators of the process by the respondents. The process however was dogged by several challenges chief of which was in adequate resource allocation. Mean ranking was applied to show the extent of influence of each of the factors on institutionalization of devolved governance strategy showed that structures, policies and allocated resourced had a negative influence while culture; leadership, support systems and organization autonomy each had an insignificant positive influence. It is therefore recommended that stakeholders, particularly the national government of the Republic of Kenya in consultation with county government put in place a raft of measures that would enable proper institutionalization of devolved governance strategy chief of which is prompt allocation of adequate resources.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Institutionalization refers to an assimilation of elements of change into a structured organization resulting into modifying the organization in a stable manner. It is a process through which an organization assimilates innovation into its structure (Miles, Eckholm, and Vandenburghe, 1987). Devolution is a political arrangement in which political, administrative and fiscal power are distributed to clearly defined semi-autonomous territorial and sub-national units. Devolution is characterized by high autonomy and downward accountability and in which the sub-national entities are not directly accountable to central government, but work within statutes and rules set by the central Government. When devolution is a new idea in a governance system, then it becomes an innovation that has to be institutionalized to harmoniously meet the aspirations of the governed (Muia, 2008).

This study was guided by theories explaining the term institutionalization. The institutional theory argues that institutionalization is an adaptive process which entails instilling value to an organization promoting stability, resource based theory on the other hand argues that institutionalization, is when actions are repeated and given shared meanings by actors whereby the institution becomes stable and durable and that it is matching strategy to the institutions of organization such as structure, leadership, culture, policies, support systems and processes neo-institutional theory and finally the Mc Kinsey 7-S theory posits that an organization must have a degree of internal alignment along all the seven Ss.

The practice and institutionalization of devolution in Africa is not unique to Kenya Decentralization in other countries in Africa like Rwanda and South Africa was a vital and urgent corrective measure, and was promoted in response to the political and economic problems in their history (Mwabu, 2001). Recognizing the urgent need to achieve high economic growth, reduce income disparities, restore public confidence in government, cure historical injustices and other poverty-related inequalities, Kenyans pushed for enhanced decentralization of development initiatives through the adoption of the Constitution of Kenya 2010 that favours devolution.

1.1.1 Strategy Implementation

Kotler (1984) defines implementation as the process of putting plans into action for the accomplishment of set objectives. It is through implementation of strategy that an organization can figure out its future and benefit from the opportunities the future provides. Strategy implementation can also be seen as a series of interventions concerning organizational structures, key personnel actions, and control systems to ensure desired standards of performance are met. It is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2006).

Harrington (2006) noted that successful strategy Implementation involves two key aspects namely operationalization and institutionalization. Operationalization of strategy refers to developing operational plans and tactics through which an otherwise abstract strategy will be implemented. Operationalization ensures that the organizations daily activities and work efforts directly relate to the strategy. It is more specific, concrete and short-term in nature. Institutionalizing strategy is matching strategy to the institutions of the organizations. Implementation of strategy must be built into organizational institutions such as, organizational structure, leadership, firm's culture, support systems, processes and policies. In other words strategy implementation means "change". Thus, it is important to analyze a strategy in terms how much the firm itself will have to change in order to implement it successfully. However, strategy implementation can be challenging if it is not paired with properly designed monitoring and control schemes.

1.1.2 Institutionalization of Strategy

Institutionalizing a strategy requires that every member, work group, department, and division of the organization subscribes to and supports the organization's strategy. There must exist strategic fit between the strategy of an organization and its structure, culture, policies and leadership for institutionalization of strategy to succeed (Chandler, 1962).

Organizational structure is usually captured by the organizational chart and it defines the primary reporting relationships within an organization. Structure establishes the chain of command and the hierarchy of responsibility, authority, and accountability. Structure leads to departments of activities. Chandler (1962) advanced the idea that "structure follows strategy." This phrase indicates that an organization's strategy influences its structure. Failure to fit structure to strategy will lead to operational problems and eventual decline in performance. Structure is always linked to strategy where superior financial superior organizational performance is realized.

In an organization, culture must be in alignment with the organization's strategy. Culture refers to the system of shared beliefs and values that develops within an organization. This system guides the behavior of the organization and gives meaning to its members. The success of companies in countries like the United States of America was partly due to the contribution of the organizational culture. The success of such firms like Procter & Gamble and General Electric was largely due to organizational culture that supported their strategic initiatives (Peters & Waterman, 1982).

Strategy implementation is driven by strong and resolute leadership (Pearce & Robinson, 2003). Lack of proper leadership by the top management of an organization, is a major barrier to effective implementation of strategy (Kaplan & Norton, 2004). Leadership should be aligned with strategy. Without effective leadership the organization may not realize the benefits of strategy. Leaders envision the future, communicate the vision to those around them, empower members of the organization to make the vision happen, and reward them when the vision is realized.

Strategy is guided by policies. Policies are specific guidelines, methods, procedures, rules, forms and administrative practices deliberately established to support and encourage movement towards stated goals. Policies are important to strategy implementation because they communicate specific guidelines towards action. A devolved system of government must have national policies that are sensitive to regional variations if the implementation is to be a success. It is essential for an organization to develop the systems necessary to support its strategy.

Structure, culture, policies and leadership are particularly relevant for effective strategy implementation. When a strategy is being implemented, monitoring and controlling its success and effectiveness should be emphasized (David, 1997).

1.1.3 Devolved Governance System in Kenya

In devolution responsibilities, resources and authority are transferred from higher levels of government to lower levels as one way through which the governed participate in governance (Muia, 2008). The central government cedes some powers to clearly defined sub-national geographical units (Katsiabuni, 2003). According to Manor (1999), in the administrative devolution there is a set of policies that transfer the administration and delivery of social services like education, health, social welfare, or housing to the sub-national units. Devolution is characterized by high autonomy and downward accountability. The sub-national entities are not directly accountable to central government though they have to work within set statutes and rules (Oloo,2006).

The Constitution of Kenya 2010 reversed the centralized non - participatory governance paradigm by institutionalizing a devolved governance system. To date a number of key steps have been taken example passage of key devolution related legislative reforms, followed by general elections in March 2013 that established a new governance structure. County governments have full prerogatives that allow them to manage and develop their own affairs while fostering, social, economic and political development. Their powers also extend to agriculture, transport, trade development and regulation, pre-primary education and planning and development. Their structures include governors, county women representatives, county ward representatives and senators who represent the counties at the national level. The Transitional Authority established by schedule six of the constitution facilitates and coordinates the transition to a devolved system of government. County governments have taken over institutional structures of the local government authorities including office premises, staff, assets and liabilities of the local government that functioned under the former constitutional dispensation.

1.2 Research problem

The ability of organizations to institutionalize strategies has become a central concern in many organizations today. Kenyans pushed for enhanced decentralization of development initiatives through the adoption of the Constitution of Kenya 2010 that focuses on devolution. Counties have now adopted a devolved system of government with one national government and forty seven county governments. The national government focuses mainly on policy formulation while the county governments are largely dwelling on policy implementation. The transition to devolved governments Act 2012 has the potential to be useful in helping the counties institutionalize the planned change focusing on facilitating and coordinating the transition to devolved system of government. This process will help determine the extent to which devolved projects at the local levels. In another study Mwabu & Kibua (2008) studied governance strategy has been institutionalized and the factors that are influencing the institutionalization process.

The Constitution of Kenya article one hundred and seventy six sub section two, requires the County Government to decentralize its functions and provision of its services to the extent that is efficient and practical. Kenya is currently undergoing a national change, from the centralized multiparty government structure to the devolved government structure based on counties. This is done with the desire to mitigate the inefficient delivery of public services in Kenya brought about by the formerly highly centralized government system.

Several studies have been done on devolution in Kenya include that done by, Mutuiiri (2012) in which she analyzed administration and performance of the local authority transfer fund (LATF) in Nyeri County, an important devolution mechanism for addressing inequalities across local authorities. The study identified the critical challenges that face the implementation of this innovative reform of financing development the efforts made to reduce unnecessary layers of government to make service provision to the populace more effective. The Kenyan studies above did not provide an explanation of the challenges that face the rolling out of the devolved governance strategy in Kenya.

This is because the study by Mwabu & Kibua (2008) was done earlier than the official start of the full scale implementation of devolved governance while the study by Mutui focused on a small unit of devolution. Little literature on devolution exists in Kenya but nothing has been done in all the counties. This study will go into filling this gap. The study sought to find answers to the question: To what extent has devolved governance been institutionalized in Kenya? and what factors influence the institutionalization of devolved governance strategy by county governments in Kenya?

1.3 Research objectives

The specific objectives of the study were:-

- i. To determine the extent to which devolved governance is being institutionalized by county governments in Kenya.
- ii. To establish the factors influencing institutionalization of devolved governance by county governments in Kenya.

1.4 Value of the Study

This study will be of value to scholars and researchers, to the government policy makers and to the citizens of the counties in Kenya. Kenya is currently undergoing a transformation from the former multiparty centralized government that was in place until 2012 to the devolved government system based on 47 units called counties. Scholars will find this study useful since it will provide up to date evidence concerning the challenges faced by devolution strategy during the early stages of such a stratagem. Such a study is unique since it looks into devolution strategy outside the more professional private sector but as applied in the less professional public sector. Researchers will use the findings of this study to further discussions and research topics that will find this study relevant.

Policy makers of the Kenyan government will also find this study of value to them for it will provide a formative evaluation of the devolution process while highlighting the possible areas that pose challenge to the success of devolution. These identified challenges will be early warning signals towards the implementation of the devolved system of governance.

With such early warning signals, it will be possible to make precise changes that will fasten the successful implementation of the devolved governance.

To the citizen of Kenya in general, this research will provide an early testimony concerning the challenges if any, which could be making devolutions difficult. The study will also highlight areas that are helping to drive forward the success of devolution and focus on them positively. Other citizens in other counties will use this study as a standard of assessing the progress of devolution in their counties and plan early to face the identified challenges.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses the literature related to strategy institutionalization and the theories used. It particularly focuses on structure, culture, policies and support system and their effect on institutionalization of devolved governance strategy. It ends with a summary of the literature review.

2.2 Theoretical foundation of the Study

Four models are used as the base of this study to explain institutionalization of strategy. The earliest considered theory is the institutional based theory by Philip Selznick (1957). Other models are resource based theory of the firm by Penrose (1959), McKinsey7-S framework by Peters & Waterman (1982) and neo-institutional perspective theory by Scott (2000). The four models are discussed below.

2.2.1 Institutional Theory

Institutional theory in organizations remains that associated with the work of Philip Selznick (1957). Selznick distinguished between organizations as technically devised instruments, as mechanical and disposable tools, and organizations that have become institutionalized. He viewed organizational structure as an adaptive vehicle shaped in reaction to the characteristics and commitments of participants as well as to influences and constraints from the external environment. Institutionalization refers to this adaptive process: "In what is perhaps its most significant meaning, 'to institutionalize' is to infuse with value beyond the technical requirements of the task at hand". He also observed the extent of institutionalization to vary across organizations.

2.2.2 Resource Based Theory

The resource-based view, with antecedent to Penrose (1959) but more commonly associated with the work of Barney (2001).The resource-based view of the firm suggests that a firm holds a competitive advantage or a sustainable competitive advantage when "it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors".

In general, firm resources that can be used to implement value creating strategies are divided into three types of assets namely physical capital, human capital and organizational capital. When these assets are valuable, rare, inimitable and non-substitutable, they become an organization's strategic assets that lead to the achievement of sustainable competitive advantage.

2.2.3 McKinsey 7-S Framework

The McKinsey 7-S framework, which is a qualitative framework, was developed at the McKinsey Consulting Company by Peters and Waterman to analyze seven different aspects of an organization to determine if it is functioning effectively or not. According to Peters & Waterman (1982), the model is based on the premise that an organization is not just structure, but consists of seven critical aspects of an organization which include strategy, structure, systems, style(leadership), skills, staff(people), and shared values(culture) (the 7Ss). Accordingly, strategy is the central integrated concept of how to achieve the firm's objectives. The essence of strategy is choosing a set of core business activities to create value for the customers, and performing those business activities in the most optimal manner.

2.2.4 Neo-Institutional Theory

Scott (2000) Neo-Institutional approach suggests that institutionalized organizations derive legitimacy as a result of isomorphism. Legitimacy is derived from organizational alignment with socially constructed and accepted conceptions of appropriate organizational goals, structures and routines. Organizations can obtain legitimacy and survival by conforming to institutional expectations; however, they are also constrained by institutional expectations. Scott indicates that institutional environments are multiple, enormously diverse, and variable over time. Neo-institutional theory attends to a wide range of processes, structures and mechanisms by which institutional change occurs. Support from powerful internal and external actors is necessary to ensure survival, as is the development of strategic responses.

2.3 Factors influencing Strategy Institutionalization

Some of the factors influencing strategy institutionalization include: organization culture, leadership, organization structure, support systems, and policies (DiMaggio & Powell, 1983).

2.3.1 Organization Culture

A case study by David A. Zatz(1994), ‘Culture Change at Chrysler’. In the early 1990s, Chrysler had terrible customer service and press relations, with a history of innovation but a present of outdated products. Its market share was falling, and its fixed costs and losses were high. Bob Lutz, the president, wanted Chrysler to become the technology and quality leader in cars and trucks, a clear globally applicable vision. A program of cultural change, Customer One, was built around it. The results were impressive: overhead was cut by \$4.2 billion in under four years, the stock price has quadrupled, and the company reversed its slide into bankruptcy and became profitable. A completely new and competitive line of cars or trucks has appeared each year since. They did this with the same people, but working in different ways.

Turnbull (2002) studied the ways individuals responded to an organization’s attempts to deliberately change its culture to one of trust, openness, innovation and loyalty, in workshops laden with emotional appeals. She found that managers, the subjects of her study, experienced both cognitive and affective reactions, but often in unintended ways, with mistrust, anger and embarrassment often eventuating from awkward situations. They reported the need to hide their feelings and in many cases pretended to comply with the changes.

A case study by Grugulis & Wilkinson (2002) ,on British Airways Unveiling New Identity. British Airways brought together thousands of people in the shape of a globe to create a compelling image for one of its television commercials, and more recently imposed a giant model of Concorde on Times Square. According to British Airways, the company’s new identity was ‘based on what is believed to be the largest consumer research exercise in the history of the travel industry.

It was introduced through ‘what is believed to be the world’s largest satellite corporate television broadcast’ using 13 satellites, transmitting pictures from almost 25 different places to 126 locations in 63 countries across five continents. According to CEO Bob Ayling, ‘Some people abroad saw the airline as staid, conservative and a little cold’- characteristics used to describe Britain as a whole. ‘We need a corporate identity that will enable us to become not just a UK carrier but a global airline that is based in Britain,’ said Ayling. ‘The identity we unveiled is that of a global, caring company, more modern, more open, more cosmopolitan, but proud to be based in Britain.’

2.3.2 Leadership

In a study examining the link between employee values and nonprofit outcomes, Macy (2006) found certain value orientations, such as employee worth, to be related to successful organizational outcomes. While employees and agency directors were surveyed separately, the influence of values on organizational outcomes did not differentiate between employee values and executive values. Thus, Macy’s findings suggest possible support for the argument that nonprofits reflect their leaders’ values.

Peterson & Van Fleet (2008) surveyed 222 nonprofit employees about the managerial leadership behaviors critical in both stable and crisis situations. Their findings revealed that nonprofit employees agreed with for-profit survey results on 11 of the 15 leadership behaviors. Two of the behaviors (structuring rewards and autonomy/delegation) were seen by for-profit employees as important in a stable environment, but were not seen as important at all by nonprofit employees. Two additional behaviors (role clarification and compelling direction) were seen by for-profit employees as important primarily in a crisis, while nonprofit employees saw them as important in times of both crisis and stability.

Taliento & Silverman (2005) more recently offered their opinion of the difference between the role of corporate CEO and nonprofit CEO. Though they did not provide enough information on their methods to determine the rigor of their study, their conclusions were based on interviews with “crossover leaders” who had led both for-profit and nonprofit organizations.

They identified five areas in which nonprofit strategic leaders must adapt the practices of for-profit strategic leaders. These areas were a smaller scope of authority, a wider range of stakeholders who expect consensus, the need for innovative metrics to monitor performance, the requirement that nonprofit CEOs pay more attention to communications, and the challenge of building an effective organization with limited resources and training.

2.3.3 Organization Structure

Mwangi (2003) who studied strategy and structure relationship in locally owned pharmaceutical manufacturing and multinational pharmaceutical companies operating in Kenya noted that some regulations are usually directly from hospitals and institutions who are the end users of the major clients of these companies. The hospitals and other related institutions sometimes issued notices restricting the time and place that marketing representatives can access the hospitals, the type of promotional materials that can be used within the hospital and institution and changes in their procurement procedures. These activities affected the strategy of the pharmaceutical companies by directly affecting the intervals of purchase and quantities of products bought.

Gupta (1987) examined the relationships between Strategic Business Units(SBU)'s strategies, aspects of the corporate-SBU relationship, and implementation and finds that structures that are more decentralized produce higher levels of SBU effectiveness, regardless of the strategic context. DiMaggio & Powell(1983) in their study explained how the organizations adopted similar formal structures or characteristics despite different operating technologies. According to them three interdependent forces does this: normative, coercive and mimetic that compel toward isomorphism. Professionalization, which is common in many forms of normative influence, is a prominent mechanism of institutionalization. Economic, structural and legitimation based forms of coercive isomorphism make the organization adopt new bureaucratic practices.

2.3.4 Support Systems

Gimbert, Bisbe & Mendoza (2010) surveyed 349 Spanish companies and found that companies that use the (Performance Management)PM system strategically performed better with those that use PM system non strategically and the latter did not perform differently than those that did not use the PM system at all.

Mausolff (2004) investigated how organizations learn from (Performance Management)PM systems. He identified four phases that organization members go through when trying to learn from the performance review. First an individual makes sense of performance data and becomes aware of a performance gap (Identify). Second, the individual shares and discusses his/her interpretation of data with other organization members to seek consensus on a solution(Integrate).

If a solution cannot be found, organizational members try to collect additional data to find the best solution for the problem (Search). Finally, organizational members put the chosen solution into practices (Implement). De Waal (2002) in his study adapted the Management Information System (MIS) questionnaire which assessed three purposes of the MIS use: decision support, work integration, and customer services. Later, his principle component analysis results revealed that the use of PM systems can be categorized into three dimensions: decision support, work integration, and communication.

2.3.5 Organization Policies

David et al. (2005) conducted study on organizational policies and its impact on organizational commitment which he argued that commitment to organizational policies, as specific major courses of action that embody a set of values against which employees can measure congruence with their own values, and that are common to any number of organizations, offers a target that enables individuals to focus and maintain their commitment while transcending organizational boundaries. Findings regarding the relationship between attitude and policy commitment suggest that, for practitioners who are considering the development and/or implementation of major organizational policies, it is important to bear in mind that employees' negative responses to current or anticipated policies may not simply be an indication of refuse, but may be a natural result of unpleasant past experiences with similar policies.

In his study on influence of organizational policies and organizational leadership on organizational commitment Diamond (1992) notes that expectations of which [public] policies will succeed are dependent on understanding people's motivations, or the positive and negative (as determined by their values) psychological forces that affect their behavior relative to those policies. Similarly, management's expectations of which organizational policies will succeed is likely to be dependent on understanding the positive and negative psychological forces acting on their employees with regard to those policies.

2.4 Empirical Review

Besley & Burgess (2002) in their study of federal state of India on devolution found that decentralization promotes government responsiveness in service delivery; especially if the media is very active at the local level. Ndegwa (2002) took stock of decentralization across 30 Sub Sahara Africa (SSA) countries based on the perceptions provided by World Bank colleagues stationed in those countries.

His findings on the aggregated country levels of administrative, political and fiscal decentralization showed the constitutionally devolved states of South Africa and Uganda to have the highest levels of decentralization and that early administrative decentralization led to a more advanced form of political decentralization. Oyugi (2006) analyzed the administration and performance of the local authority transfer fund, an important mechanism for addressing inequalities across local authorities. The study identified the critical challenges that face the implementation of this innovative reform of financing development projects at the local levels.

Fukuyama (2007) in his study on Papua New Guinea looked at the process of devolution from a donor-funding perspective. In his study he pointed out that if no one took up the opportunity and challenge then no reforms would happen. Donors cannot succeed in pushing forward institutional change in the absence of local demand for reforms.

Oyugi & Kibua(2008) examined the extent of local community involvement in the preparation of Local Authority Service Delivery Action Plans (LASDAP). Such involvement is key to access by local authorities of transfer funds.

Various challenges that face any meaningful involvement of communities in the budgeting and financial control mechanisms of local authorities were identified. Cabral (2011) reviewed the efficiency impact of decentralization in Africa. In her study she found that participation was significant but not the only important factor in enhancing efficiency. Planning and resources, coordination and agencies were also important.

Maina & Kibua(2008) looked at effectiveness of sector- specific management systems in the delivery of services with a focus on health care. They argued that both District Health Management Boards and District Health Management Teams were created in order to empower community representatives in making their health care decisions at the local levels. A social audit conducted in four constituencies in Nairobi in October 2010 revealed that community participation was relatively high during the identification cycle. However, for both the LASDAP and the CDF participation remained low at the implementation and monitoring stages of development projects.

KHRC & SPAN(2010) in their study on the harmonization of decentralized development in Kenya, examined the effects of the existence of multiple funds and the duplication of implementation jurisdictions. The study established that these have largely deterred citizen engagement in local governance. Citizens have been confused by the existing overlaps between administrative boundaries which have made it difficult for them to understand or recall the processes involved in fund administration. The overlaps have also made it difficult to conduct monitoring and evaluation. The study proposes that for effective citizen participation to be realized there must be harmonization of the funds into a single basket under the county government.

2.5 Summary of the Literature Review

The literature review done has strongly shown that there is a link between the independent variable: organization structure, organization culture, organization policies, organization leadership, organization support systems and processes as the dependent variable. However the findings are case dependent and may not be termed to expressly predict what the situation is among county governments in Kenya.

The empirical studies have concentrated on the impact of devolution, and depict mixed results and in some cases it is inconclusive. It is also clear that these studies have been done mainly outside Kenya and a few studies done in Kenya though all done before the passage in 2012 of key devolution-related legislative reforms, followed by general elections in March 2013 that established a new governance structure. The current development in the system of governance calls for more involvement by county governments. So far there isn't a similar study conducted in Kenya. This creates a gap that this study intends to fill.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter is comprised of the research design, the population of interest, data collection and the data analysis technique that was used to establish the factors influencing Institutionalization of Devolved Governance Strategy by County Governments in Kenya.

3.2 Research Design

This study employed a descriptive survey design. According to Cooper & Schindler (2003) a descriptive study tries to discover answers to the question who, what, when, which and sometimes how. In this study we sought to find out how institutionalization of devolved governance strategy by county Governments in Kenya, is facing various challenges. This approach was successfully used by Odhiambo (2006) when he conducted a survey that focused on strategy implementation by major petroleum companies in Kenya with the aim of finding out the challenges faced by these organizations as they set to implement their documented strategic plans. This approach is, therefore, justified for this study.

3.3 Study Population

The population of this study comprised all counties in Kenya. There are 47 counties in Kenya Constitution of Kenya (2010). (See appendix II). Transition to Devolved Governments Act, provides a framework for a coordinated transition to devolved government pursuant to section 15 of the sixth schedule to the constitution. The County Transition Coordinator was selected for the study.

3.4 Data Collection

This study collected primary data. Structured and semi-structured questionnaire comprising of close-ended questions were used to collect data. The questionnaires were administered using the drop and pick later method. A census of all county transitional authority coordinators was carried out. The data collected were both qualitative and quantitative in nature. The questionnaire was in three parts. Questions in section A was the profile of the county. Section B questions was structured and aimed at addressing the first objective of the study. Questions in section C addressed the second objective.

3.5 Data Analysis

In this study, data analysis was done using Statistical Package for the Social Sciences (SPSS) software. All questions were coded and entered into the software. The data were then cleaned to remove any variations between the transcribed data and the data in the questionnaire. The software was used to generate descriptive statistics including frequencies, percentages, mean and standard deviation. Using mean ranking, the study sought to extract the factors that influence institutionalization of devolved governance strategy and the extent to which devolved governance is being institutionalized by county governments in Kenya. Frequency distribution tables were used for data presentations.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents an analysis of data collected and discusses the findings on institutionalization of devolved Governance Strategy by County Governments in Kenya. Analysis was done based on the research objectives using statistical tools such as frequency tables, percentages, mean and standard deviation with the aid of SPSS version 17 software. Presentation of the data was done using tables, pie charts and histogram.

4.2 Profiles of the Counties

This section provides a profile of the counties involved in the study. It contains size, population and the number of employees in the counties. The study comprised of 43 respondents drawn from 43 out of the 47 Counties within the Country which represents 91.5% response rate.

4.2.1 Size of County in Square Km

Size of the county is the area covered in square kilometers by a particular county. Table 1 contains information on the size of the counties. This section intends to identify the nature of counties that were involved in the study.

Table 1: Size of Counties in square km

Area in square km	Frequency	Percentage
Less than 1,000	4	9.3
5,000 – 10,000	19	44.2
1,000 – 4,999	7	16.3
Over 10	13	30.2
Total	43	100.0

Source: Research Data 2013

It is evident that 4 (9.3%) of the counties cover an area less than 1,000 kilometers mostly being metropolitan counties.

However, majority of the counties, 19 (44.2%) covers an area of between 1,000 and 5,000 square kilometers, 7 (16.3%) covers between 5,000 and 10,000 square kilometers and the remaining 13 (30.2%) covers over 10,000 square kilometers mostly being rural counties in arid and semi arid areas.

4.2.2 Population of County

This is the total number of inhabitants constituting a particular race, class, or group in a county. This section intends to identify the total population of the different counties.

Table 2: Population of the County

Population Density	Frequency	Percentage
Less than 200,000	2	4.7
200,000 – 499,999	6	14.0
500,000 – 1,000,000	24	55.8
Over 1,000,000	11	25.6
Total	43	100.0

Source: Research Data 2013

With regard to population density, 2 (4.7%) of the counties had their total population being less than 200,000 being rural counties in the arid and sparsely populated regions of the counties. The same could be said about the 6 (14.0%) counties with total population of between 200,000 and 500,000. However, a majority of the counties, 24 (55.8%) with between 500,000 and 1,000,000 people or the remaining 11 (25.6%) with over 1 million people were either metropolitan counties or those within the highly productive regions of the country thus the high population density.

4.2.3 Number of County employees.

The number of county employees has a bearing on the size of a county. This has a bearing on the county's wealth and resource availability for growth and development. The researcher choose to use the number of county employees as a measure of size.

Table 3: County employees

Number of employees	Frequency	Percentage
50 and below	10	23.3
51 – 150	5	11.6
151 – 300	8	18.6
301 – 500	1	2.3
Above 500	19	44.2
Total	43	100.0

Source: Research Data 2013

Lastly, the Counties were said to have engaged a varied number of employees with a majority of the counties, 19 (44.2%) having over 500 employees, 10 (23.3%) had either 50 or less employees. The result paints a picture of unequal distribution of human resources in the county governments.

4.3 Extent of Institutionalization of the Devolved Governance Strategy.

The study sought to establish the extent of institutionalization of the devolved governance strategy by the County governments in Kenya. An inquiry on the respondents awareness on the implementation of various attributes of institutionalization was sought based on a 5-point Likert scaled statements which was then used to rate the various indicators. The respondents were thus probed on their awareness of objective pursued by the County government relative to aims of devolution and the importance of such objectives.

4.3.1 Extent of Pursuit of Devolution Objectives

An inquiry of the extent of pursuit of devolution objectives was sought from the respondents as a measure of extent of institutionalization of the devolved governance strategy. The respondents were provided with a set of nine statements to assess their conception of the level of pursuit of the objectives. The findings were as is indicated in Table 4.

Table 4: Extent of Pursuit of Devolution Objectives

Statement	NE		LE		ME		GE		VGE		Total		Mean	STD
	F	%	f	%	F	%	F	%	F	%	f	%		
Promotes democratic and accountable exercise of power.	0	0.0	1	2.3	12	27.9	27	62.8	3	7.0	43	100	3.74	0.621
Fosters national unity by recognizing diversity.	0	0.0	14	32.6	2	4.7	16	37.2	11	25.6	43	100	3.56	1.201
Exercises the powers of the State and in making decisions.	0	0.0	0	0.0	12	27.9	26	60.5	5	11.6	43	100	3.84	0.615
Recognizes the right of communities to manage their own affairs and to further their development.	0	0.0	5	11.6	8	18.6	15	34.9	15	34.9	43	100	3.93	1.009
Protects and promote the interests and rights of minorities and marginalized communities.	0	0.0	6	14.0	7	16.3	21	48.8	9	20.9	43	100	3.77	0.947
Promotes social and economic development and the provision of appropriate, easily accessible services throughout Kenya.	0	0.0	5	11.6	7	16.3	17	39.5	14	32.6	43	100	3.91	0.985
Ensure equitable sharing of national and local resources throughout Kenya.	0	0.0	9	20.9	4	9.3	22	51.2	8	18.6	43	100	3.67	1.017
Facilitate the decentralization of State organs, their functions and services, from the Capital City of Kenya.	0	0.0	9	20.9	2	4.7	13	30.2	19	44.2	43	100	3.98	1.165
Enhance checks and balances and the separation of powers.	0	0.0	12	27.9	3	7.0	21	48.8	6	14.0	43	100	3.49	1.055
Grand Mean													3.77	0.957

Source: Research Data. KEY: NE - No Extent, LE – Lesser Extent, ME – Moderate Extent, GE – Great Extent, VGE – Very Great Extent , f – Frequency, % - Percentage

Results presented in Table 4 show that the extent of pursuit of devolution objectives are clear and measurable as indicated by a weighted mean of 3.77. A greater number of the respondents, 30 (69.8%) indicated that pursuit of the objectives promotes democratic and accountable exercise of power either to a great or very great extent, 27 (62.8%) were persuaded that it is aimed at fostering national unity by recognizing diversity while 31 (72.1%) thought that it enables devolved units exercise the powers of the State in making decisions.

Similarly, 30 (69.8%) respondents conceived the objectives of devolution to recognize the right of communities to manage their own affairs and to further their development while a similar number of respondents consider it to protect and promote the interests and rights of minorities and marginalized communities and 31 (72.1%) said it promotes social and economic development and the provision of appropriate, easily accessible services throughout Kenya to a great or very great extent. Further, 30 (69.8%) respondents pointed out that devolution would ensure equitable sharing of national and local resources throughout Kenya, 32 (74.4%) were in agreement that the process of facilitating the decentralization of State organs, their functions and services, from the Capital City of Kenya was on while 27 (62.8%) respondents indicated that they enhance checks and balances and the separation of powers. This means that a majority of the respondents while highlighting the objectives of institutionalization of devolved governance strategy acknowledged their practical application during the process of their role out.

4.3.2 Importance of the Objectives

Then the importance of pursuit of the devolution objectives was probed to determine their prevalence. Table 4.3 presents a summary of the research findings.

Table 5: Importance of Objectives.

Statement	NI		LI		MI		VI		CI		Total		Mean	STD
	f	%	f	%	F	%	f	%	f	%	f	%		
Generate their wealth	9	20.9	1	2.3	5	11.6	16	37.2	12	27.9	43	100	3.49	1.470
Powers to impose properties taxes	0	0.0	13	30.2	9	20.9	15	34.9	6	14.0	43	100	3.33	1.063
For capital raising	0	0.0	10	23.3	5	11.6	25	58.1	3	7.0	43	100	3.54	0.935
Financial Intermediation	10	23.3	0	0.0	12	27.9	20	46.5	1	2.3	43	100	3.05	1.234
Grand Mean													3.35	1.176

Source: Research Data 2013

KEY: CI – Critically important, VI - Very important, MI – Moderately important, LI - Less important, 1 – Not important , f – Frequency, % - Percentage

From Table 5 which contains the results of the respondents' perception of relevance of devolution objectives show their prominence given their weighted mean of 3.35. A majority of the respondents, 28 (65.1%) indicated that the objectives were important in generating wealth, 21 (48.9%) acknowledged it empowers the counties to impose property taxes, thus according to 28 (65.1%) respondents they were important in raising capital thereby empowering the counties to act as financial intermediaries according to some 21 (48.9%) respondents. Thus the respondents seems to conceive institutionalization of devolved governance strategy as majorly aimed at providing the devolved units with financial autonomy so as to be able to better manage the needs of the populace within their jurisdiction.

4.4 Factors influencing Institutionalization of Devolved Governance.

The study also inquired about the factors influencing institutionalization of the devolved governance strategy by county government. An inquiry of the factors was made based on the general challenges faced in terms of structure, culture, leadership and policies. Others factors considered included support systems, organization autonomy and resource allocation.

4.4.1 Structure

The process of inquiry on the factors influencing institutionalization of devolved governance strategy began with an assessment of the contribution of structures. Structure is always linked to strategy. Chandler (1962) advanced the idea that “structure follows strategy”. The respondents were provided with statements to enable them gauge the significance of the factor. It is clear that organizations strategy influences its structure. This part sought to find out how county’s structure influences institutionalization of devolved governance strategy Table 6 contains a summary of its findings.

Table 6: County Structures

Statement	NE		LE		ME		GE		VGE		Total		Mean	STD
	f	%	F	%	f	%	f	%	f	%	f	%		
County structures are in place; clearly define roles, authority and accountability of office holders	0	0.0	7	16.3	16	37.2	19	44.2	1	2.3	43	100	3.35	0.778
Capacity at the county level has been developed	1	2.3	25	58.1	12	27.9	4	9.3	1	2.3	43	100	2.51	0.798
The county has adopted flat structure system	0	0.0	14	32.6	24	55.8	4	9.3	1	2.3	43	100	2.81	0.699
There is flexible bureaucracy in the county government	3	7.0	6	14.0	29	67.4	4	9.3	1	2.3	43	100	2.86	0.774
Every member, workgroup, department and division of the county supports devolved governance strategy	0	0.0	11	25.6	11	25.6	17	39.5	4	9.3	43	100	3.33	0.969
The structure of the county affects institutionalization process of devolved governance strategy	0	0.0	1	2.3	10	23.3	19	44.2	13	30.2	43	100	4.02	0.801
Structure of the county aligned with institutionalization of devolved governance strategy	0	0.0	0	0.0	8	18.6	30	69.8	5	11.6	43	100	3.93	0.552
The goals of and incentives for the workforce are not aligned with the devolved governance strategy	0	0.0	1	2.3	15	34.9	25	58.1	2	4.7	43	100	3.65	0.613
Grand Mean													3.31	0.748

Source: Research Data 2013 **KEY:** NE - No Extent, LE – Lesser Extent,

ME – Moderate Extent, GE – Great Extent, VGE – Very Great Extent

Information contained in Table 6 shows that a majority of the respondents consider structures as a factor influencing institutionalization of devolve governance strategy given the item's overall favourable weighted mean of 3.31. This is due to the favourable view with which each of its elements drew from the respondents. For instance, a slightly lesser number of respondents, 20 (46.5%) indicated that county structures are in place; there are clearly defined roles, authority and accountability of office holders to either great or very great extent, only 5 (11.6%) respondents were convinced that capacity at the county level has been developed, that flat structure system in the county has been adopted and that there is flexible bureaucracy in the county government to a great or very great extent.

However, a greater number of respondents, 21 (48.8%) confirmed that every member, work group department and division of the county supports devolved governance strategy, 32 (74.4%) asserted that the structure of the county affects institutionalization of devolved governance strategy, 35 (81.4%) maintained that the structures of their respective counties were aligned with institutionalization of devolved governance strategy and 27 (62.8%) insisted that the goals of and incentives for the workforce are not aligned with the devolved governance strategy to a great or very great extent. The findings show that though proper structures are required to adequately enable institutionalization of devolved governance strategy, the existing structures do not adequately answer to the needs of the counties thus a modest but not high rating of its influence.

4.4.2 Culture

The second issue whose influence was assessed was the prevailing culture. Institutionalizing a strategy also requires a good strategy-culture fit. Culture is “the way we do things around here” An organization culture provides the social context in which an organization performs its work and interactions.(Peter & Waterman 1982) Table 7 indicates the findings on culture of the county.

Table 7: Culture of the County

Statement	NE		LE		ME		GE		VGE		Total		Mean	STD
	f	%	f	%	F	%	F	%	f	%	f	%		
The culture of the county is a barrier to institutionalization of devolved governance strategy	0	0.0	20	46.5	7	16.3	12	27.9	4	9.3	43	100	3.00	1.069
The county has facilitated a culture of public service and accountability in the county public service	0	0.0	3	7.0	21	48.8	18	41.9	1	2.3	43	100	3.40	0.660
Communities participation in the planning and implementation of development projects	0	0.0	2	4.7	29	67.4	8	18.6	4	2.3	43	100	3.32	0.715
The county has promoted social and economic development	0	0.0	3	7.0	16	37.2	20	46.5	4	9.3	43	100	3.58	0.763
The county has provided easily accessible services	0	0.0	7	16.3	18	41.9	16	37.2	2	4.7	43	100	3.30	0.803
Culture influences actions of employees to support the current devolved governance strategy.	0	0.0	2	4.7	16	37.2	24	55.8	1	2.3	43	100	3.56	0.629
Grand Mean													3.36	0.748

Source: Research Data 2013

KEY: NE - No Extent, LE – Lesser Extent, ME – Moderate Extent, GE – Great Extent, VGE – Very Great Extent, f – Frequency, % - Percentage

Results presented in Table 7 show that the influence of culture on institutionalization of devolved governance strategy though manifest, was not highly rated given its weighted mean of 3.36. This is due to the fact that while some of the statement attracted favourable rating from the respondents, others did not. The results show that fewer respondents, 16 (37.2%) thought that the culture of a county was a barrier to institutionalization of devolved governance strategy to a great or very great extent, 19 (44.2%) said that their counties had facilitated a culture of public service and accountability in the county public service,

12 (27.9%) indicated that communities were participating in the planning and implementation of development projects with a similar number of respondents insisting that their counties had provided easily accessible services to a great or very great extent.

However, a majority of the respondents, 24 (55.8%) believed that the county had promoted social and economic development to a great or very great extent while 25 (58.1%) maintained that culture influenced actions of employees to support the current devolved governance strategy to a great or very great extent. The finding appreciates the remarkable decentralization culture already adopted by the respondents. However, it also notes some level of resistance to change due to devolution responsible for the moderate ranking of the effects of culture on institutionalization of devolved governance strategy.

4.4.3 Leadership

County's leadership is essential to effective institutionalization of devolved governance strategy. Lack of proper leadership by top management of an organization is a major barrier to effective implementation of strategy (Kaplan & Norton, 2004). An undertaking was requested from the respondents to indicate their opinion on how they perceived the influence of leadership on institutionalization of devolved governance strategy. Their response was recorded in Table 8.

Table 8: Influence of Leadership

Statement	NE		LE		ME		GE		VGE		Total		Mean	STD
	f	%	f	%	f	%	f	%	f	%	f	%		
The county leadership has enabled effective devolved governance strategy implementation	0	0.0	0	0.0	15	34.9	21	48.8	7	16.3	43	100	3.81	0.699
Leadership at the county level competent enough to implement devolved governance strategy	0	0.0	1	2.3	15	34.9	25	58.1	2	4.7	43	100	3.65	0.613
Human Capital fully developed to support institutionalization of devolved governance strategy	2	4.7	16	37.2	12	27.9	12	27.9	1	2.3	43	100	2.86	0.966
Effective leadership at the county promotes facilitation and coordination of citizen participation in the development of policies and plans and delivery of service.	0	0.0	2	4.7	13	30.2	25	58.1	3	7.0	43	100	3.67	0.680
Grand Mean													3.50	0.740

Source: Research Data 2013

KEY: NE - No Extent, LE – Lesser Extent, ME – Moderate Extent, GE – Great Extent, VGE – Very Great Extent, f – Frequency, % - Percentage

Data in Table 8, presenting the findings of the effect of leadership on institutionalization of devolve governance strategy shows that the respondents considered leadership as a major component of the process of institutionalization of devolved governance strategy hence the item registered a weighted mean of 3.50.

Specifically, a majority of the respondents, 28 (65.1%) felt that their county leadership had enabled effective devolved governance strategy implementation, 27 (62.8%) said that the leadership at the county level were competent enough to implement devolved governance strategy, 13 (30.2%) were categorical that human capital in the counties were fully developed to support institutionalization of devolved governance strategy and 28 (65.1%) felt that effective leadership at the county promoted facilitation and coordination of citizen participation in the development of policies and plans and delivery of service to a great and very great extent. This means that though the respondents recognize the significant contribution of leadership in institutionalization of the devolved governance strategy, they pointed out the inadequacy of robust human capital in the counties required for the process.

4.4.4 Policies

Policies are specific guidelines, methods, procedures, rules, forms and administrative practices. Similarly, an undertaking was requested from the respondents to indicate their opinion on how they perceived the influence of policies on institutionalization of devolved governance strategy. Their observations were as is recorded in Table 9.

Table 9: Influence of Policies

Statement	NE		LE		ME		GE		VGE		Total		Mean	STD
	f	%	f	%	f	%	f	%	f	%	f	%		
Policies and plans in the county have been developed	1	2.3	24	55.8	4	9.3	13	30.2	1	2.3	43	100	2.74	1.002
Policies at the county adequately support the institutionalization of devolved governance strategy	1	2.3	10	23.3	19	44.2	12	27.9	1	2.3	43	100	3.05	0.844
Policies at the county guide and control decision making	1	2.3	6	14.0	13	30.2	21	48.8	2	4.7	43	100	3.40	0.877
Policies promote uniform handling of activities and effective decision making	0	0.0	4	9.3	14	32.6	22	51.2	3	9.3	43	100	3.56	0.765
Grand Mean													3.19	0.765

Source: Research Data 2013

Information in Table 9 shows that the influence of policies had a relatively average rating by the respondents (mean of 3.19). This could be attributed to the average rating that most of its elements received from the respondents. A minority of the respondents, 14 (32.5%) felt that policies and plans in the county have been developed to a great or very great extent, 13 (30.2%) thought that policies at the county adequately support the institutionalization of devolved governance strategy, 23 (53.5%) respondents suggested that the policies at the county guide and control decision making and 25 (58.2%) insisted that policies promote uniform handling of activities and effective decision making to a great or very great extent. This research findings show that though the respondents were cognizant of the relevance of strong policies in enabling institutionalization of devolved governance strategy, they found the existing policies not to adequately measure up to their expectations thus in directly called for formulation of policies that uniquely answer to the respective counties.

4.4.5 Support Systems

Institutionalization of strategy involves building up systems in the organization capable of carrying out the strategy successfully. This means enough resource allocation, adequate support systems and programme for continuous improvements. An undertaking was sought from the respondents to indicate their opinion on how they perceived the influence of support systems on institutionalization of devolved governance strategy. This section sought to find out the extent various support systems influence the process. Their response was recorded in Table 10.

Table 10: Influence of Support Systems

Statement	NE		LE		ME		GE		VGE		Total		Mean	STD
	f	%	f	%	F	%	F	%	f	%	f	%		
Internal systems support institutionalization of devolved governance processes in the county	0	0.0	4	9.3	23	53.5	11	25.6	5	11.6	43	100	3.40	0.821
Support systems are used to support decisions at operational level	0	0.0	3	7.0	26	60.5	10	23.3	4	9.3	43	100	3.35	0.752
Support systems enhance accessibility to information at all levels	0	0.0	1	2.3	21	48.8	16	37.2	5	11.6	43	100	3.58	0.731
Grand Mean													3.44	0.768

Source: Research Data 2013

Results presented in Table 10 show that the influence of support systems was clearly evident given its weighted mean of 3.44. A minority of the respondents, 16 (37.2%) maintained that internal systems in their respective counties support institutionalization of devolved governance processes in the county to a great or very great extent as compared to those who felt the effect was either moderate, little or completely nonexistent. Likewise, 14 (32.6%) respondents indicated that support systems at the counties are used to support decisions at operational level to a great or very great extent. However, an improved number of respondents, 21 (48.8%) respondents felt that support systems enhance accessibility to information at all levels to a great or very great extent. Thus, while support systems were shown to be of importance to the process of institutionalization of devolved governance strategy, the respondents seemed not to be satisfied with their prevailing quality hence the modest but not high rating of their influence.

4.4.6 Organization Autonomy

Organizational autonomy is the capacity of organizations to govern. It is This is a characteristic that only a few government agencies can have and it is difficult for other organizations to imitate since it needs the supporting laws. An undertaking was requested from the respondents on their opinion on how they perceived the influence of organization's autonomy on institutionalization of devolved governance strategy. Their take were as is recorded in Table 11.

Table 11: Influence of Organization Autonomy

Statement	NE		LE		ME		GE		VGE		Total		Mean	STD
	f	%	f	%	f	%	F	%	f	%	f	%		
County's Autonomy influences work related behavior and have significant bearing on the institutionalization process of devolved governance	0	0.0	1	2.3	2	2.3	23	53.5	17	39.5	43	100	4.30	0.674
The county is able to manage and develop its own affairs	0	0.0	1	2.3	16	37.2	20	46.5	6	14.0	43	100	3.72	0.734
County's autonomy enhances competitiveness of its governance.	0	0.0	1	2.3	15	34.9	19	44.2	8	18.6	43	100	3.79	0.773
Grand Mean													3.94	0.727

Source: Research Data 2013

KEY: NE - No Extent, LE – Lesser Extent, ME – Moderate Extent, GE – Great Extent, VGE – Very Great Extent, f – Frequency, % - Percentage

Data in Table 11, presenting the findings of the effect of organization autonomy on institutionalization of devolved governance strategy shows that the respondents considered organization autonomy as a major component of the process of institutionalization of devolved governance strategy hence the item registered a weighted mean of 3.94. Specifically, a greater number of respondents, 40 (93.0%) indicated that a county's autonomy influences work related behavior and have significant bearing on the institutionalization process of devolved governance, 26 (60.5%) maintained that each county is able to manage and develop its own affairs to a great or very great extent. Similarly, 25 (62.8%) respondents admitted that a county's autonomy enhances competitiveness of its governance to a great or very great extent.

This factor was rated highest by the respondents indicating their appreciation of their county's quest to offer service to their residence free from interference from the central government. However, the rating seemed to suggest that more needed to be done.

4.4.7 Resource Allocation

Resource allocation is the process of determining the best way to use available assets or resources in the completion of a given project. The respondents were required to indicate their opinion on the influence of resource allocation on institutionalization of devolved governance strategy. The response was recorded in Table 12.

Table 12: Influence of Resource Allocation

Statement	NE		LE		ME		GE		VGE		Total		Mean	STD
	f	%	f	%	f	%	f	%	f	%	f	%		
There is adequate financial and physical resources in the county	1	2.3	31	72.1	6	14.0	0	0.0	5	11.6	43	100	2.47	1.008
The county has adequate Human resources to carry out activities at the county level	4	9.3	29	67.4	2	2.3	4	9.3	4	9.3	43	100	2.42	1.096
There are adequate technological resources which promotes efficiency and effectiveness at the county	1	2.3	22	51.2	12	27.9	3	7.0	5	11.6	43	100	2.74	1.049
Grand Mean													2.54	1.051

Source: Research Data 2013

KEY: NE - No Extent, LE – Lesser Extent, ME – Moderate Extent, GE – Great Extent, VGE – Very Great Extent, f – Frequency, % - Percentage

Information in Table 12 shows that resource allocation had an overall average rating by the respondents (mean of 2.54). There seemed to be a consensus among a majority of respondents that the authority in charge of resource allocation had not done enough to enable the devolved units operates smoothly.

For instance, only 5 (11.6%) respondents were persuaded to state that there is adequate financial and physical resources in the county, only 8 (18.6%) felt that their counties had adequate Human resources to carry out activities at the county level and only 8 (18.6%) respondents admitted that there was adequate technological resources which promotes efficiency and effectiveness at the county. In short the findings mean that the according to a majority of the respondents, the devolved units are in dire need of resources for proper take off.

4.4.8 Extent of Influence of the Factors

To ascertain the level of influence of each of the discussed parameters, an analysis of the mean ranking of the factors was obtained and the results were as is displayed in Table 13.

Table 13: Factors influencing institutionalization of devolved governance strategy

Statement	Mean	Std. Dev.	Rank
Structures	3.31	0.748	5
Culture	3.36	0.748	4
Leadership	3.50	0.740	2
Policies	3.19	0.872	6
Support Systems	3.44	0.768	3
Organization Autonomy	3.94	0.727	1
Resource Allocation	2.54	1.051	7
Grand Mean	3.33	0.808	

Source: Research Data

Results of the analysis on the influence of various factors on institutionalization of devolved governance strategy by county governments in Kenya ,shows that while the respondents acknowledged the overall significant effects of the factors with a weighted mean of 3.33, individually, organization autonomy had the greatest influence (3.94) followed by leadership (3.50) then support systems (3.44) followed by culture (3.36) then structures (3.31) followed by policies (3.19) and lastly resource allocation (2.54) in decreasing order of effect.

4.5 Discussion of Findings

In this chapter, an attempt has been made to synthesize the information gathered from respondents drawn from various counties charged with institutionalization of the devolved governance strategy by counties in Kenya. The analysis highlighted the respondents' demographics, extent of institutionalization of devolved governance strategy and ultimately challenges to the process. The results of the analysis of data obtained from questionnaires pointed out various issues penitent to institutionalization of the devolved governance strategy. To begin with the results of the analysis showed that though the process of institutionalization at the counties were manned by skilled and experienced personnel who could be presumed to be able to the task, some of the counties were found to be inadequately equipped with human resource to assist these officers roll out the devolved governance strategy. This could therefore be said to be impacting negatively on the process in those counties.

Relative to the extent of institutionalization of the devolved governance strategy by the county governments within the country, the respondents were probed on their awareness of objective pursued by the county government relative to aims of devolution and the importance of such objectives. Results showed that the extent of pursuit of devolution objectives were clear and measurable. The respondents' perception of relevance of devolution objectives clearly showed their prominence. This could be interpreted to mean that the process of institutionalization of devolved governance strategy were on course from the clearly measurable indicators.

Further, an inquiry of the factors made based on the general challenges faced in terms of structure, culture, leadership and policies, support systems, organization autonomy and resource allocation showed that the existing structures, culture, leadership, policies, support systems, organization autonomy and resources already allocated though useful to the process of institutionalization of devolved governance strategy could not be said to adequately measure up to their expectations. In other words, the finding means that though the respondents recognize the significant contribution of these factors, they pointed out the inadequacy of the levels of almost all of these factors required for the proper take off of the process.

Resource allocation was particularly single out as an impediment through the lowest ranking in terms of influence on institutionalization of the devolved governance strategy it received. This means that according to the respondents, not only do they seem to point to the significant influence of resources to enable the institution and propagation of tenets of devolution but also show that the devolved units are in dire need of resources.

The results of mean ranking showed that organization autonomy had the greatest influence on institutionalization of devolved governance strategy followed by leadership then support systems followed by culture then structures followed by policies and lastly resource allocation in decreasing order of effect.

The findings suggest existence of a link between the factors of institutionalization of devolved governance strategy and the process itself which agrees with those of other researchers. For instance, Chandler (1962) advanced the idea that "structure follows strategy showing that existing structure affects strategy. Peters and Waterman (1982) in their study of firms like Procter & Gamble and General Electric in USA found that their success was due to existing organization culture. Pearce and Robinson (2003), on their part argued that strategy implementation is driven by strong and resolute leadership an assertion that is supported by Kaplan and Norton (2004) who says that lack of proper leadership by the top management of an organization, is a major barrier to effective implementation of strategy. Further, studies done on the relationship between resources and strategy institutionalization also supports the research findings. Oyugi (2006) in analyzing the administration and performance of the local authority transfer fund identified critical challenges that face the implementation of this innovative reform of financing development projects at the local levels. Likewise, Fukuyama (2007) in his study on Papua New Guinea pointed out that if no one took up the opportunity and challenge that seemed to bedevil the process then no reforms would happen.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The main aim of the study was to investigate the extent of institutionalization of devolved governance strategy in Kenya. This presents the summary of the study findings, presents the research conclusion and recommendations in answers to the research questions. Suggestions for further studies are also presented.

5.2 Summary

From data analysis in chapter four, the study isolated some issues relevant to the process of institutionalization of devolved strategy. The contents of the analysis shows that data analyzed represented 91.5% of the intended study sample thus a high percentage of response rates.

The results specifically showed that in terms of size, majority of the counties 44.2% covers an area between 1,000 and 5,000 square kilometers being rural counties. 9.3% of the counties cover an area less than 1000 kilometer mostly being metropolitan counties, the rest being counties in arid and semi arid areas. With regard to population 4.7% of the counties had their total population being less than 200,000 being rural counties. The majority of the counties 55.8% with between 500,000 to 1,000,000 were either metropolitan counties or within the highly productive regions of the county thus high population density. Counties were said to have engaged varied number of employees with majority of the counties 44.2% having over 500 employees and 23.3% having 50 or less employees. This paints a picture of unequal distribution of human resources in the county government.

The first objective sought to establish the extent of institutionalization of the devolved governance strategy by the county governments within the Country. The respondents were probed on their awareness of the objective of institutionalization pursued by the county government relative to devolution and the importance of such objectives.

Results showed that the extent of pursuit of devolution objectives were clear and measurable. The respondents' perception of relevance of devolution objectives clearly showed their prominence through the high mean ranking of their elements.

An inquiry of the factors was made based on the probable challenges relative to structure, culture, leadership and policies, support systems, organization autonomy and resource allocation. The findings show that though proper structures were required to adequately enable institutionalization of devolved governance strategy, the existing structures were found not to adequately answer to the needs of the counties thus a modest but not high rating of its influence. Similarly, the finding appreciates the remarkable decentralization culture already adopted by the respondents. However, it also noted some level of resistance to change due to devolution responsible for the moderate ranking of the effects of culture on institutionalization of devolved governance strategy.

Further, though the respondents recognized the significant contribution of leadership in institutionalization of the devolved governance strategy they pointed out the lack of adequate, qualified and experienced leadership required for the process. The results also showed that though the respondents were cognizant of the relevance of strong policies in enabling institutionalization of devolved governance strategy, they found the existing policies not to adequately measure up to their expectations.

Additionally, while support systems were shown to be of importance to the process of institutionalization of devolved governance strategy, the respondents seemed not to be satisfied with their prevailing quality hence the modest but not high rating of the influence of its elements. Organization autonomy received the highest rating by the respondents indicating their appreciation of their county's quest to offer service to their residence free from interference from the central government. However, the rating seemed to suggest that more needed to be done. Lastly, resource allocation received the lowest ranking in terms of influence on institutionalization of the devolved governance strategy.

This means that according to the respondents, not only do they seem to point to the significant influence of resources to enable the institution and propagation of tenets of devolution but also show that the devolved units are in dire need of resources for proper take off.

5.3 Conclusion

From the foregoing discussion it can be concluded that the process of institutionalization of devolved governance strategy within the county governments in the country were on course as were observed through appreciable rating of the indicators of the process by the respondents. The process however was dogged by several challenges in form of factors. These, include resource allocation, institutional policies, structures, culture, support systems, leadership and lastly organization autonomy in decreasing order of effect.

Mean ranking showed that organization autonomy as a factor had the greatest influence on institutionalization of devolved governance strategy followed by leadership then support systems followed by culture then structures followed by policies and lastly resource allocation in decreasing order of effect.

5.4 Recommendation

It is therefore recommended that stakeholders, particularly the national government of the Republic of Kenya in consultation with county government put in place a raft of measures that would enable proper institutionalization of devolved governance strategy. For instance, it is advised that the government through transition authority ensure prompt and proper allocation of resources to the devolved units.

They should in consultation with the county government foster the development and implementation of policies and practices that would enable the devolved units have requisite technical insight on devolution. This could be achieved through adequate capacity building of the officers charged with institutionalization at the counties.

The leadership of the county governments on their part should ensure proper utilization of the resources already availed to provide structures and institutional support systems for the county governments. Further, they should also ensure their human resource are properly empowered through capacity building to be able to answer to the challenges of institutionalization of the devolved governance strategy. The leadership should also strive to harness the cultural diversities of their counties to enable adequate institutionalization of devolution and foster their autonomy. Lastly, they should ensure that the counties have a lean but adequate human resource personnel to enable them provide quality service to their residents.

5.5 Limitation of the Study

Institutionalization of devolved governance strategy is a new concept in the Kenyan governance structure. Only officers charged with implementation of devolution within the counties were involved in the study as respondents. Since the study involved only a cadre of the process players, the sample may not be representative of all players in the process of institutionalization of devolved governance strategy. The results of the study may also be limited by time and financial constraints.

5.6 Suggestion for Further Study

The following areas are suggested for further study. First and foremost, a comparative study of factors affecting strategy implementation of governance structures at the national and county level to help pin point areas of weakness for better strategic planning and implementation

Secondly, an exploratory study of the level of preparedness of the county governments in institutionalization of the devolved governance structures should be undertaken to prevent further wastage of resources on instances where institutionalization is not viable.

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APPENDICES

Appendix i: Questionnaire

SECTION A: General Background

Instructions:

- (a) Give brief answers in the spaces provided.
- (b) In the boxes given, please tick appropriately.

1. Name of your County:.....

2. Size of your County

- Less than 1,000 sq km []
- 1,000 – 4,999 sq km []
- 5,000 – 10,000 sq km []
- Over 10,000 sq km []

3. Population of your county

- Less than 200,000 []
- 200,000 – 4,999 []
- 500,000 – 1,000,000 []
- Over 1,000,000 []

4. How many employees are in your County?

- 01 – 50 []
- 50 – 150 []
- 151 – 300 []
- 301 – 501 []
- Over 500 []

SECTION B

Institutionalization of Devolved governance Strategy

5. Using the scale provided please indicate the extent to which the following Objectives are pursued by your county to meet the aims of devolution.

(Kindly tick the relevant box for each) 1: No Extent, 2: Lesser Extent, 3: Moderate Extent, 4: Great Extent, 5: Very Great Extent

Statement	1	2	3	4	5
Promotes democratic and accountable exercise of power.					
Fosters national unity by recognizing diversity.					
Exercises the powers of the State and in making decisions.					
Recognizes the right of communities to manage their own affairs and to further their development.					
Protects and promote the interests and rights of minorities and marginalized communities.					
Promotes social and economic development and the provision of appropriate, easily accessible services in your county.					
Ensure equitable sharing of national and local resources in your county.					
Facilitate the decentralization of State organs, their functions and services, from the Capital City of Kenya.					
Enhance checks and balances and the separation of powers.					

6. Using the Likert scale please indicate the extent to which the following objectives are important to your county.

KEY: 5 – Critically important, 4 - Very important, 3 – Moderately important, 2- Less important, 1 – Not important.

The Constitution makes it clear how counties will:-	1	2	3	4	5
Generate their wealth					
Powers to impose properties taxes					
Devolution Creates Opportunities					
For capital raising					
Financial Intermediation					

SECTION C

Factors affecting Institutionalization of Devolved Governance Strategy

7. While functional strategies are essential to the strategy implementation process, it is also important that the strategy be institutionalized within the organization. Theory suggests that a fit must exist between the strategy of the organization and its structure, culture, policies and leadership if the strategy is to be institutionalized.

To what extent do you agree with the following statements?(Kindly tick the relevant box for each)1:No Extent, 2:Limited Extent,3:Moderate Extent, 4:Large Extent, 5:Very Great Extent

a) Structure	1	2	3	4	5
County structures are in place, clearly define roles, authority and accountability of office holders.					
Capacity at the county level has been developed					

The county has adopted flat structure system					
There is flexible bureaucracy in the county government					
Every member, workgroup, department and division of the county supports devolved governance strategy					
The structure of the county affects institutionalization process of devolved governance strategy					
Structure of the county aligned with institutionalization of devolved governance strategy					
The goals of and incentives for the workforce are not aligned with the devolved governance strategy.					
b) Culture	1	2	3	4	5
The culture of the county is a barrier to institutionalization of devolved governance strategy					
The county has facilitated a culture of public service and accountability in the county public service					
Communities participation in the planning and implementation of development projects					
The county has promoted social and economic development					
The county has provided easily accessible services					
Culture influences actions of employees to support the current devolved governance strategy.					
c) Leadership	1	2	3	4	5
The county leadership has enabled effective devolved governance strategy implementation					

Leadership at the county level competent enough to implement devolved governance strategy					
Human Capital fully developed to support institutionalization of devolved governance strategy					
Effective leadership at the county promotes facilitation and coordination of citizen participation in the development of policies and plans and delivery of service.					
d) Policies	1	2	3	4	5
Policies and plans in the county have been developed					
Policies at the county adequately support the institutionalization of devolved governance strategy					
Policies at the county guide and control decision making					
Policies promote uniform handling of activities and effective decision making.					
e) Support Systems	1	2	3	4	5
Internal systems support institutionalization of devolved governance processes in the county					
Support systems are used to support decisions at operational level					
Support systems enhance accessibility to information at all levels					
f) Organization Autonomy	1	2	3	4	5
County's Autonomy influences work related behavior and have significant bearing on the institutionalization process of devolved governance.					

The county is able to manage and develop its own affairs					
County's autonomy enhances competitiveness of its governance.					
g) Resource Allocation	1	2	3	4	5
There is adequate financial and physical resources in the county					
The county has adequate Human resources to carry out activities at the county level					
There are adequate technological resources which promotes efficiency and effectiveness at the county.					

8. What are some of the challenges that you are experiencing as a result of institutionalization of devolved governance?

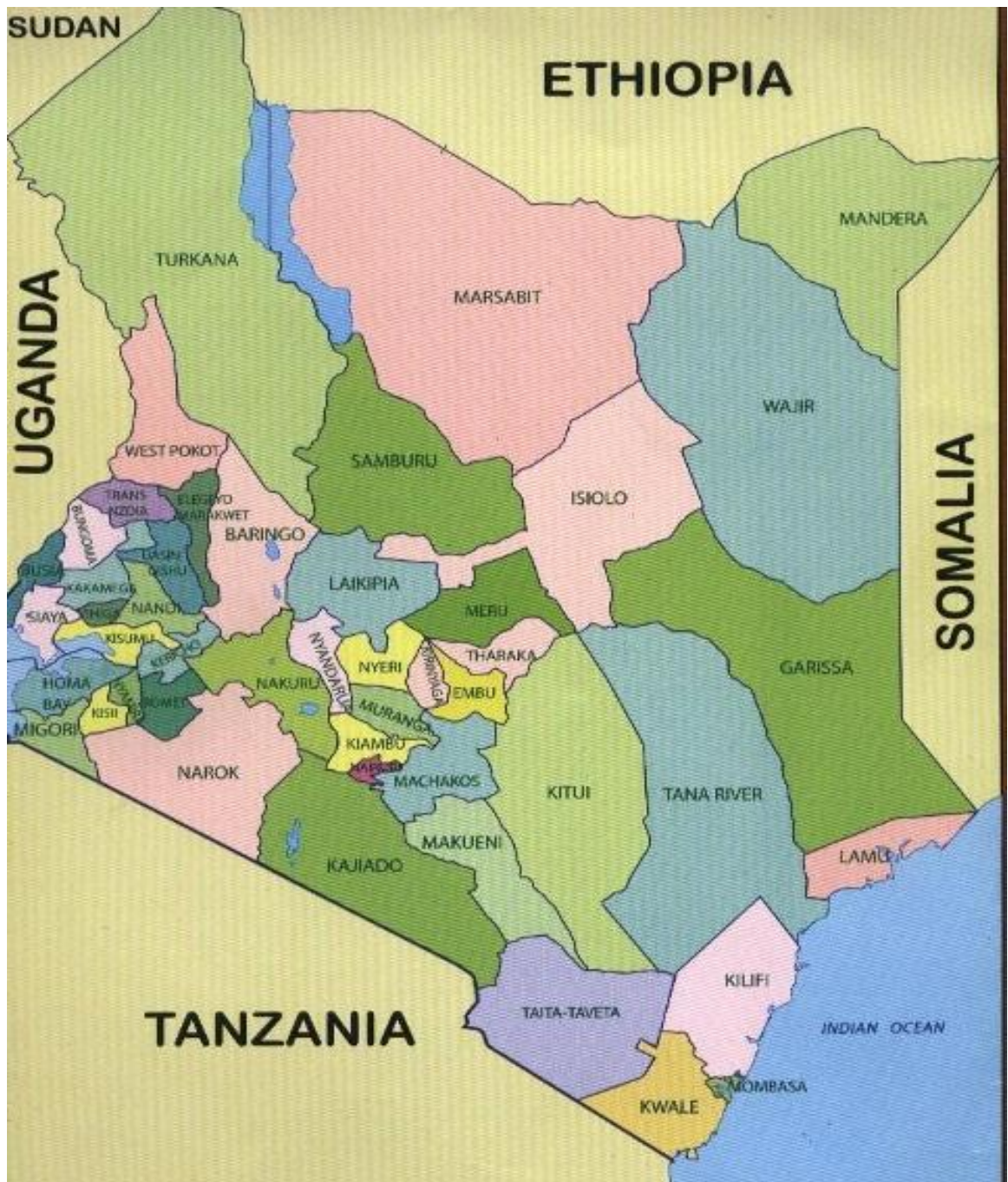
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9. Any other comments?

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THANK YOU FOR YOUR PARTICIPATION

Appendix ii: Counties in Kenya



Source: Kenya National Bureau of Statistics

Appendix iii: List of Counties in Kenya

County	Former Province	Area (km²)	Capital
Nairobi	Nairobi	694.9	Nairobi (City)
Nyamira	Nyanza	912.5	Nyamira
Kisii	Nyanza	1,317.9	Kisii
Migori	Nyanza	2,586.4	Migori
Homa Bay	Nyanza	3,154.7	Homa Bay
Kisumu	Nyanza	2,009.5	Kisumu
Siaya	Nyanza	2,496.1	Siaya
Busia	Western	1,628.4	Busia
Bungoma	Western	2,206.9	Bungoma
Vihiga	Western	531.3	Vihiga
Kakamega	Western	3,033.8	Kakamega
Bomet	Rift Valley	1,997.9	Bomet
Kericho	Rift Valley	2,454.5	Kericho
Kajiado	Rift Valley	21,292.7	Kajiado
Narok	Rift Valley	17,921.2	Narok
Nakuru	Rift Valley	7,509.5	Nakuru
Laikipia	Rift Valley	8,696.1	Rumuruti
Baringo	Rift Valley	11,075.3	Kabarnet
Nandi	Rift Valley	2,884.5	Kapsabet
Elgeyo-Marakwet	Rift Valley	3,049.7	Iten
Uasin Gishu	Rift Valley	2,955.3	Eldoret
Trans Nzoia	Rift Valley	2,469.9	Kitale
Samburu	Rift Valley	20,182.5	Maralal
West Pokot	Rift Valley	8,418.2	Kapenguria
Turkana	Rift Valley	71,597.8	Lodwar
Kiambu	Central	2,449.2	Kiambu
Murang'a	Central	2,325.8	Murang'a
Kirinyaga	Central	1,205.4	Kerugoya / Kutus
Nyeri	Central	2,361.0	Nyeri

Nyandarua	Central	3,107.7	Ol Kalou
Makueni	Eastern	8,008.9	Wote
Machakos	Eastern	5,952.9	Machakos
Kitui	Eastern	24,385.1	Kitui
Embu	Eastern	2,555.9	Embu
Tharaka-Nithi	Eastern	2,409.5	Chuka
Meru	Eastern	5,127.1	Meru
Isiolo	Eastern	25,336.1	Isiolo
Marsabit	Eastern	66,923.1	Marsabit
Mandera	North Eastern	25,797.7	Mandera
Wajir	North Eastern	55,840.6	Wajir
Garissa	North Eastern	45,720.2	Garissa
Taita-Taveta	Coast	17,083.9	Voi
Lamu	Coast	6,497.7	Lamu
Tana River	Coast	35,375.8	Hola
Kilifi	Coast	12,245.9	Kilifi
Kwale	Coast	8,270.3	Kwale
Mombasa	Coast	212.5	Mombasa (City)
Total Area		581,309.0	-

Source: Kenya National Bureau of Statistics

Appendix iv : University Authority Letter



UNIVERSITY OF NAIROBI MOMBASA CAMPUS

Telephone: 020-2059161
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsities

P.O. Box 99560, 80107
Mombasa, Kenya

DATE: 25TH SEPTEMBER 2013

TO WHOM IT MAY CONCERN

The bearer of this letter, **Kahindi Hellen Sidi** of Registration Number **D61/61402/2011** is a Master of Business Administration (MBA) student of the University of Nairobi, Mombasa Campus.

She is required to submit as part of her coursework assessment a research project report. We would like the student to do her project on ***Institutionalization of Devolved Governance Strategy by County Governments in Kenya***. We would, therefore, appreciate if you assist her by allowing her to collect data within your organization for the research.

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

Thank you.

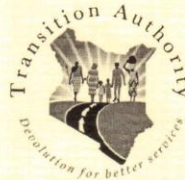


Zephaniah Ogero Nyagwoka

Administrative Assistant, School of Business-Mombasa Campus

Appendix v: Transitional Authority Letter

REPUBLIC OF KENYA



TRANSITION AUTHORITY

Telephone: +254-0710287080
E-mail: infotransauthority@gmail.com

Ex-telecoms House – 8th Floor
P.O. Box 10736 - 00100
NAIROBI

Ref: TA/6/17/(9)

Date: 14th October 2013

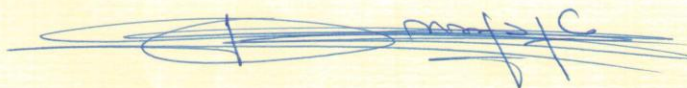
All County Transition Co-ordinators
KENYA

AUTHORITY TO RESEARCH

This is to inform you that Ms. Kahindi Hellen Sidi – Id. No. 10833941 a University of Nairobi – Mombasa Campus who is undertaking a Masters in Business Administration (MBA) degree has been granted permission to undertake her research work in the Counties.

Her research project is on '^{INSTITUTIONALIZATION} Transitionalization of Devolved Governance Strategy by County Governments in Kenya'. Her target respondents are the County Transition Co-ordinators (CTCs) in the 47 Counties.

Please accord her all the required assistance in her research.



J.O. ESPIRA
For: SECRETARY/CEO