

**FACTORS INFLUENCING CITIZENS'SATISFACTION WITH SERVICE DELIVERY:  
A CASE OF MURANG'A COUNTY, KENYA**

**BY**

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## DECLARATION

This Research Project Report is my original work and has not been presented for the award of a degree in any university or any other institution of higher learning

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This Research Project Report has been submitted for examination with my approval as the university supervisor

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## **DEDICATION**

I dedicate this Research Project Report to my dear husband Titus Tilas, our two Sons, Roy Muteti and Peace Kimuu, and our only Daughter Joy Mwende, for their invaluable love and great desire to see me excel in higher academic heights. My sincere gratitude goes to you for your prayers, support and encouragement

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## **ABBREVIATIONS AND ACRONYMS**

CDF	Constituency Development Fund
CKRC	Constitution of Kenya Review Commission
CRA	Commission on Revenue Allocation
LASDAP	Local Authority Service Delivery Action Plan
LATF	Local Authority Transfer Fund
MDGs	Millennium Development Goals
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
OECD	Organization of Economic Cooperation and Development
PFM	Public Finance Management
TFDG	Task Force on Devolved Governance
VAT	Value added Tax

## ABSTRACT

Kenyans endorsed a new constitution in 2010 which established devolution through county governments. Despite the hopes of better governance and service delivery to citizens, Kenya has experienced difficulties ranging from audit reports indicating financial mismanagement, supremacy battles between Parliament, Senate and Governors, to Governors being impeached and citizens in Murang'a taking to the streets against their County Governments. Consequently, this study sought to establish the factors influencing satisfaction with service delivery within Murang'a County under the era of devolution. The objectives of the study included: to establish the extent to the level accountability of county leaders affects satisfaction with service delivery, to investigate how financial decentralization affects satisfaction with service delivery, to determine how public participation in decision making affects satisfaction with service delivery; and to examine the extent to which inter-governmental relations affect satisfaction with service delivery. Literature studied revealed that in most developing countries quality of public service remained the same or unchanged after devolution. A descriptive survey research design was used. Purposive sampling was done in order to select opinion leaders in the eight sub-counties within Murang'a County. Questionnaires and interviews were used as instruments of data collection, which were validated prior to actual data collection by close consultation with experts. Opinion leaders of a ward that was not included in the study were used for pilot testing to determine the instruments reliability. Raw data was systematically organized, coded and analysed through descriptive statistics using Statistical Package of Social Sciences (SPSS), and finally presented using percentages and frequency distribution tables. The research findings showed that county leaders' accountability had great influence on services delivered as they were not accessible to citizens as expected. The study also found that financial rate of flow and timely transfers greatly influenced County service delivery. Citizen participation in meetings and their gender representation were great influencers of County service delivery. The study recommends an increase in public meetings to enhance accountability, gender balance in citizen participation in County decisions and civic education. Both levels of Governments should strive to enhance predictability of funds so that funds are adequate for service delivery as well as establish an inter-governmental technical committee and secretariat to reduce disputes. Structures and systems for service delivery should be developed by both tiers of government and state organs for satisfactory service delivery.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Centralized Government systems have been blamed for a long time for hindering efficient delivery of public services in Africa and other developing regions. According to a study by the World Bank (2003), decentralisation has both an explicit and implicit motivation of improving service delivery for two reasons: First, these basic services, all of which are the responsibility of the state, are systematically failing and especially failing the poor people and secondly, improving service delivery through decentralisation is because these services are consumed locally. Decentralization is a process that brings decision making closer to the people, enhances participation and representation of ordinary people at the grassroots in politics, increases accountability and transparency, makes government more responsive to public demands and improves the delivery of services.

In developing countries governments have experimented with different forms of decentralization to bring service delivery closer to people through increased accountability. Kenya upon independence in 1963 operated under a Lancaster constitution which had provision for two houses of representatives; upper and lower houses as well as regional governments complete with legislative assemblies (Burugu, 2010). However, this system was replaced by a unitary system in 1965 through constitutional amendments. In the early 1990s Kenya started the long journey of looking at constitutional reforms. After the post-election violence of 2008, and the resulting National Accord, the process of reforms received a boost and the government committed itself to implementing far reaching reforms. Kenya chose Devolution first by promulgation of a new constitution in 2010, followed by the March 2013 election that established 47 County Governments to work alongside the Central Government.

The Kenyan devolution is established by article 6(2) which describes the government as two levels as being distinctly created by the constitution as opposed to being created by another level. Each level has a measure of equality and autonomy and hence the principle of distinctness. It is also operationalized by article 189(1) (a) or the principle of inter-dependence which requires government at either level to perform its functions and exercise its power in manner that respects

the functional and institutional integrity of government at the other level, and respects the constitutional status and institutions of government at the other level and in case of county government, within the county level. Since the national level of government formulates national policies and sets national standards, it also involves a principle of oversight by the national government having a certain measure of monitoring and evaluation over the counties. It is believed that devolution promises Kenya a more equitable model of development and hence be able to meet the urgent need of achieving high economic growth, reducing income disparities, healing historical injustices, reducing poverty-related inequalities and to restore public confidence in its government.

## **1.2 Statement of the problem**

Developing countries have increasingly adopted devolution as a remedy to improve governance and service delivery to citizens. One of the key reforms of the 2010 Constitution of Kenya was to transform the way we govern and manage our society. Article 174 and 175 envisions the power of self-governance by the people and their enhanced participation in decision-making. It is now a year since the operationalization of County Governments following the 4<sup>th</sup> March, 2013 election. Devolution carried with it a lot of hope of good governance as well as better services moving from Nairobi closer to citizens at the counties. However, barely a few months later the public turned to demonstrations in several counties including Murang'a, against the devolved governments claiming of not being consulted in decision making and taxes seen to be excessive as well as not satisfied by services offered so far. There has been incongruent policy and legal institutional frameworks affecting devolution of power, resources and functions. Politicization of the implementation through impeaching or threats to impeach Governors, Speakers or Members of the County leadership, as well as erosion of public confidence in the accountability of County Governments in utilization of public monies has been the other threat to devolution. Politicians in the National Parliament and Senate are therefore promising to make constitutional changes through Bills that may affect not only devolution but also services offered to the public.

As Oyugi (2009) observed, where a decentralised system of government exists without leading to the realization of improved quality of service delivery, a question is often asked: what is the problem? This research sought to fill this gap by providing a detailed analysis of the factors influencing citizens' satisfaction with service delivery in Murang'a County, Kenya.

## **Purpose of the Study**

The purpose of this study was to establish the factors that may be influencing satisfaction with the service delivery to citizens under the County Government of Murang'a, Kenya.

### **1.4 Objectives of the Study**

The specific objectives of the study were;-

1. To establish the extent to which accountability of Murang'a County Government to residents influences satisfaction with service delivery to residents of Murang'a County,
2. To investigate how the decentralization of financial resources influences satisfaction with service delivery to residents of Murang'a County,
3. To determine how the levels of citizen participation in decision making influences satisfaction with service delivery to residents of Murang'a County,
4. To examine the extent to which Inter-Governmental relations between the National and the County Governments influence satisfaction with service delivery to residents of Murang'a County.

### **1.5 Research Questions**

This study was focused on answering the following research question;-

1. How has the accountability of Murang'a County Government to residents influenced satisfaction with service delivery?
2. How has financial decentralization influenced satisfaction with service delivery to residents of Murang'a County?
3. How has citizen participation in decision making influenced satisfaction with service delivery to residents of Murang'a County?
4. How has the Inter-Government relation between the National and the County Governments influenced satisfaction with service delivery to residents of Murang'a County?

## **1.6 Significance of the study**

This study findings and recommendations were hoped to contribute to the development of knowledge and experience on devolution as a new concept in Kenya. The study will assist the devolved government of Murang'a to establish if it has met its citizens' expectations, and if not, establish the factors behind the unsatisfactory performance. It would generate information that can be used for policy formulation by the National and County governments as well as other ministries to help speed up the devolution process so as to propel the country towards achieving all the eight MDGs and the Vision 2030 for sustainable development in every County. Finally, the findings would assist other researchers studying related subject matter

## **1.7 Delimitation of the Study**

This study was limited to factors influencing satisfaction with service delivery to residents of Murang'a County. The study targeted 384 respondents selected randomly among opinion leaders who represent citizens in most meetings. They were selected from the eight sub-counties within Murang'a County. Four Executive members of Murang'a County Government were also included in the study.

## **1.8 Limitations of the Study**

One of the limiting factors was that devolution is a new phenomenon in Kenya, literature was limited to researches outside. Some respondents thought that the research was going to benefit them financially while some failed to respond to the questions in an honest manner which mildly affected the results of the study. The researcher also faced transport difficulties due to terrain and weather conditions during data collection period. There was also shortage of finances and time due to physical geographical distance covered.

## **1.9 Basic Assumptions of the Study**

In this study, it was assumed that the variables of the study would not change in the course of the research period. It was also assumed that the sample chosen was adequate to help assess and draw valid conclusions. Moreover, it was assumed that the instruments for data collection were valid and reliable and that the questionnaires would also be returned on time and be duly

answered. Lastly, it was assumed that the respondents would be honest while giving the required information.

### **1.10 Definitions of significant terms**

<b>Accountability</b>	A requirement for County leaders to offer explanation for an action on behalf of Murang'a people
<b>Citizen participation</b>	Ability of citizens to attend, contribute and decide on important issues for Murang'a County
<b>Devolution</b>	Process of transferring or dispersing decision making power from national government closer to the people at the County.
<b>Financial decentralization</b>	Financial resources given to the Murang'a County government to allocate or distribute and account for
<b>Responsiveness</b>	Ability and readiness of Murang'a County to respond rapidly to societal changes and needs
<b>Satisfaction</b>	The perceived feeling that services meet Murang'a citizens' needs as expected
<b>Service delivery</b>	Ability of the Murang'a county government to meet the needs of its customers or citizens

### **1.11 Organization of the study**

This research project comprises of five chapters. Chapter one highlighted the background of the study taking into consideration the statement of the problem, the objectives of the study and the research questions. It showed the significance of the study, delimitations and limitations of the study, assumptions of the study and definition of significant terms were also components of this chapter. Chapter two focused on literature on devolution and service delivery by first outlining the rationale for devolution in Kenya. It identifies the level accountability of county government, citizen participation in decision making, inter-governmental relations and financial decentralization which revealed the gap that this study sought to fill. Chapter three addressed the research design and research methodology. It focused on the target population from which a sample size was selected, the instruments used for data collection and how they were administered and finally an outline of the methods used to analyse data.

Chapter four provides an analysis, presentation and interpretation of the data collected from the study. This chapter gives insight into the questionnaire response rate and background of the respondents including gender, age, marital status and education qualification of the respondents, accountability of county leaders, citizen participation in decision making, financial decentralization and inter-governmental relations. Chapter five highlighted the summary of the findings, discussion, conclusions on the basis of the literature reviewed in the study and offers recommendations to the challenges that have been brought forth by this research. In addition the researcher suggests areas for further research.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter, the researcher reviewed literature related to devolution and service delivery to citizens. The review was conceptualised under the objectives of the study and focused mainly on structure and composition of the County decision makers, financial decentralization, levels of public participation, and inter-governmental relations as factors influencing satisfaction with service delivery.

#### **2.2 Rationale for Devolution and Satisfaction with Service Delivery**

Decentralised governance is being favoured by many Africa countries as the most suitable mode of governance through which poverty reduction interventions can be conceived, planned, implemented, monitored and evaluated. Larry (2004) gave three broad reasons why countries are adopting a federal or devolved system. The first reason was that it was seen by some countries as a means of giving different ethnic and regional groups some autonomy and control over their own affairs such as education, culture and economic development and hence feels more secure and be more willing to accept the authority and legitimacy of the larger national state. The second reason was that federalism or devolution was a means of sharing power among bits of different political which may or may not have some basis in ethnic or regional ties. When governing responsibilities and resources are devolved to lower levels of authority (chosen through election) it increases confidence in and commitment to the political system and a sense among the citizens of the system being fair and inclusive. Thirdly, throughout the world democracy is being viewed as a basic value and framework of governance over the past three decades as the people should elect their leaders periodically, freely and in fair elections, which should also have some real power to respond to the needs of the people so that the pressure comes from the grassroots.

Scholars have advanced political and economic rationales in support of decentralization of delivery and financing of public goods. These arguments form the theoretical framework for devolution and other forms of decentralization. Economists justify it on the grounds of increased efficiency of resource allocation, more thoroughgoing equity, and/or greater participation and

responsiveness of government to public needs and increase both quality and quantity of the services it provides (Rondinell et al, 1983). Others argue that decentralization is a 'silent revolution in the public sector governance as it brings decision making for the local public service closer to the people (Shah and Thompson, 2004).

Political scientists argue that decentralization enhances democracy, gives the minority a stake in the system and improves governance in public service provision by improving the efficiency of resource allocation, since sub-national governments are viewed to be closer to the people than the central government and therefore better placed to respond to the diverse needs of the local people (Musgrave, 1959). Oates (1999) states that there are political pressures or even unconstitutional constraints that limits the capacity of central government to provide higher levels of public services in some jurisdictions than others. Osborne (1988) says decentralization should be followed as it allows experimentation and innovation and has better response to citizen preferences, promotes political participation and sub-national control enhances policy making legitimacy. Tiebout (1959) noted that decentralization promotes competition among the sub-national governments and thus enhances the chances that governments will respond to local needs and hence high levels of efficiency in the allocation of public resources.

Opponents of devolution on the other hand, argues that it will place poorer countries and sub-counties at a disadvantage and intensify inequalities among jurisdiction as localities are ill-equipped in personnel or policy making capacities necessary to deal with the new authority (Kenyon and Kincard, 1991). Others argue that devolution may result into little incentives for counties and localities to offer the best services. Devolution may also reduce the ability of the national government to redistribute resources and therefore the ability to assist the less developed sub-national units. In addition, devolution may lead to the capture of local governments by the political elites, especially if devolution rules and systems are not well designed, and hence allow the local politicians to use the local resources to consolidate their hold on political power through patronage. Despite the ills associated with centralised service delivery, the experience with decentralization has been quite mixed (World Bank, 2003; Burki, Perry and Dillinger, 1999).

Some authors have argued that decentralization in Uganda generally resulted in improvements in service delivery (Kator, 1997), While others indicate otherwise. One crucial issue of decentralization is that there have not yet been improvements of service delivery (Saito, 2000).

However, he attributes the problem a perception gap as service workers see some improvement while service users do not. Obwona et al (2000) concludes that financial and institutional constraints have adversely affected the ability of the sub-national governments to adequately deliver services of sufficient quality. Empirical evidence of success or failure is difficult or even premature to judge, especially in the Kenyan case. A study of the federal of India suggests that decentralization promotes government responsiveness in service delivery, especially if the media is very active at the local level (Besley and Burgess, 2002). In Italy a study indicates that devolution may exacerbate regional disparities in public spending and economic outcomes (Calamal, 2009). Azfar et al (2001) found that local officials have limited authority to influence service delivery while citizens' influence at the local level is hampered by limited information. As a result, devolution does not achieve the desired effects of allocative efficiency.

Scholars have however identified some common problems associated to decentralization's impact on service delivery. The most frequently cited problem is the lack of capacity at the sub-national levels of government to exercise responsibility for public services, for instance; in Uganda and Tanzania lower tiers lack the ability to manage public finances and maintain proper accounting procedures, in Uganda spending on primary healthcare fell from 33% to 16% during decentralization, while Ethiopia suffers illiteracy among the people in their third tier or woreda level (Akin, Hutchinson and Strump, 2001). Misaligned responsibility is the second problem, maybe due to the decentralization process not being complete, possibly for political reasons as seen in Pakistan where education was devolved to districts but school teachers still remain employees of the provincial government. The third reason is political capture within lower tiers of government so that actual people's voice is not heard. An example is the village governments in Indonesia with locally-chosen village heads accountable to village councils would determine budget priorities without necessarily including village proposals (World Bank, 2001). The fourth problem, though not associated with decentralization, but influence service delivery in decentralizing economies is the soft-budget constraints where sub-national governments end up over-borrowing (Rodden, Eskeland & Litvack 2003). Otileet al (2013) in an assessment of districts in Uganda observed major service delivery challenges which included; limited contact with electorate and low civic awareness among the councillors; poor participation of councillors in the affairs of the lower local governments; poor record keeping by councillors; lack of

effective monitoring of key service delivery program areas; and the district local government's high dependence on central government funding (99.5% of its budget).

### **2.3 County Accountability and Satisfaction with Service Delivery**

Improving service delivery through increased accountability has been a significant implicit motivation behind the trend towards decentralization in developing countries. The standard theoretical argument for the transfer of responsibilities to the lower tiers of 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. There are two forms of accountability: political accountability in which the elected representatives account to their electorates, and administrative accountability, or the extent to which managers and leaders achieve their set targets. Usually the focus is on the extent to which targets are achieved within the limits of the budget. According to Manor (1997), a decentralized system must possess reliable accountability mechanisms. Such mechanisms should ensure both accountability of the elected representative to the citizens and the accountability of the bureaucrats to the elected representatives. Since democratic decentralization involves the transfer of powers and resources to the elected bodies at the county level, it thus enhances the speed as well as the quantity and quality of responses from government institutions. In case there is pressure from citizens, the elected members of the County Assembly having both power and resources at their disposal respond quickly to the problems without waiting for approval from the Central Government. Similarly, since these elected members are more interested in undertaking small-scale projects, it thus increases the quantity of outputs from government.

Devolution provides people at the grassroots the opportunity to have influence over the decision at the county level. By taking into account the local preferences, there is an improvement in the quality of responses (Manor, 1997). This is explained by reasons like the fact that the elected representatives usually live near or within their county or constituencies. Ordinary people generally believe that they have the power to influence government actions and use this power as a medium for passing information to the government about their problems and preferences. Crook and Manor (1994 cited in Manor 1997), found that in the Indian state of Karnataka, the

district level bureaucrats observed a tenfold increase in the information flow after decentralization. Fauget (2004), in his study on decentralization in Bolivia found that there has been an increase in public investment in education, water and sanitation, water management, agriculture and urban agriculture after the 1994 decentralization reform. Increase in investment in these sectors took place especially in regions where there was greater demand for these services. Similarly, according to Blair (1998) since democratically decentralized government is genuinely accountable to its citizens, it thus pays considerable attention to their needs. According to Rondinelli et al. (1983), decentralization reduces the burden of responsibilities of government departments. By so doing, it makes administrators more responsive to the needs of their clientele and thus increases the responsiveness of government to the public as well as improves both the quantity and quality of services it provides.

Accountability is crucial for the success of democratic governance at the county as well as the national level. This must involve mechanisms for making public servants accountable to elected representatives and later accountable to the public. A number of mechanisms can help ensure accountability such as full authority to elected representatives to have control over civil servants by transferring this authority to them. Similarly, effective elected representatives' accountability to the public can be achieved through free, fair and regularly scheduled elections. Manor (1997) urges that since elected representatives get into a position of power through public support, they must show efficiency and responsiveness. Failing to do so, voters might oust them whenever they get such an opportunity. If this happens to few, then others in future will try to understand the meaning of accountability and try to improve their conduct. According to Agrawal and Ribot (2000), the devolution of power to elected bodies which are not accountable to citizens, or which are accountable only to themselves or to authorities at higher levels of government can make decentralization ineffective in achieving its stated objectives. Both of them consider this downward accountability as the primary dimension of decentralization and urges that it is essential for enhancing participation of the local population as well as increasing the responsiveness of those in power.

For effective delivery of services a strong relationship of accountability must exist among the various actors (citizens, providers and policy makers) in the service delivery chain. Delivery of public services involves two relationships of accountability. The first one involves citizens

holding policy makers or politicians accountable for allocating resources for the required services and secondly, policy makers should in turn hold the service providers accountable for delivering the services (Ahmad et al.2005). Accountability has several advantages one of which is bringing government closer to the people and hence enables the local people to monitor their leaders and be aware of the actions of county. It also creates competition among counties' service providers and hence increases efficiency, transparency and responsiveness. Citizens will also be more willing to pay in the form of taxes and fees for services delivered if they match their preferences and demands and also if transparency exists.

## **2.4 Financial Decentralization and Satisfaction with Service Delivery**

When it comes to the economic factor of decentralization, the key element that makes devolution succeed or fail is fiscal decentralization. The relation between the centre and the devolved units raises simple questions including: Who has the right to tax citizens and businesses? ; On what basis will the revenue generated be shared between the centre and the devolved units and between the units themselves?; How does the national policy deal with regions and devolved units that generate much more wealth than others? This control over how public resources are raised and spent represents a crucial aspect of any federal system (Rao and Singh, 2006). Sub-national governments are assigned the role of resource allocation because tastes and preferences for public services vary among populations and therefore, fiscal decentralization should ensure that benefits of particular services are largely confined to local jurisdictions, welfare gains can be achieved by permitting the level and mix of such services to vary according. The assignment of expenditure and financing responsibility between different tiers of government can have a direct impact on service delivery like in Latin America where decentralization of water and sanitation services to local governments have led to a loss of economies of scale in service delivery. On the other hand, recognizing that the spill over benefits of health and education outcomes and their impact on equity are national in scope have convinced many governments in Latin America and Africa to keep the financing of these sectors at the central level (Litvack, Ahmad, and Bird, 1997).

In principle, the factors that should determine optimal assignment of expenditure and tax responsibilities include; economies of scale, spill over benefits, cost of administering taxes, tax efficiency, and equity. But in practise, political realities and historical legacies often determine

the choices and, not surprisingly give rise to mismatches (World Bank, 2002). In addition, the assignment of responsibilities can affect service delivery by altering the accountability of lower-level governments to higher-level governments as concurrence in expenditure and financing responsibilities may occur especially where joint responsibility has not been clearly defined. Accountability of lower-level government to local clients can also be enhanced if the sub-national governments have access to own taxes with right to adjust tax rates and the incentives for service delivery in sub-national governments will be realised if they raise their own revenues through taxes and not by relying on central transfers of bailouts that soften the budget constraints as in the United States (McLure, 1999) or in India where a dual cent state VAT (with the power given to states to set rates) is considered to strengthen inter-governmental fiscal relations and to enlarge the tax base (Government of India, 2004).

The design and implementation of the inter-governmental fiscal transfer also influences the sub-national government's accountability for service delivery as its own-tax sources will rarely meet the funding requirements. This is because fiscal transfers typically have conditional and unconditional aspects of the centre holding the sub-national governments accountable for proper use of central transfers as well as accountability to citizens for resources used. Predictability of fiscal transfer affects the ability of sub-national governments to plan local service delivery more efficiently. This predictability can only be enhanced through a formula-based allocation system driven by a simple measure of equity and efficiency (Bird, 2003). However, recent evidence from India shows that even when fiscal transfers are supposed to be formula-driven they can be influenced by political concerns and constitutional rules and hence delegating decision-making to independent agencies (Khemani, 2003). Over-dependence on central transfer should also be avoided as sub-national governments blame the central government for breakdowns in service delivery (Rodden, 2002; Khemani, 2004). Fiscal interdependence between tiers of governments means that budgeting and evaluation of transfers should also be catered for as important elements in ensuring service delivery is efficient and gives value for money. Several countries (such as South Africa) have done this by implementing a medium term expenditure framework (MTEF) allowing sub-national entities to participate in a multi-year budgeting system. Treasury Bills have also facilitated public monitoring by non-governmental civil society groups that can make budget information comprehensible for citizens (Singh and Shah, 2003). Other countries like Brazil have involved communities in the budget process through a participatory approach

(Andrews and Shah, 2003). Access to capital markets directing or borrowing through the central governments can influence the overall health of the sub-national government and its ability to ensure good service delivery.

The history of fiscal decentralization in Kenya can be traced to the independence period under the Majimbo system and the Sessional Paper No 10 of 1965. Fiscal decentralization involves the planning process and structures for public finance management across different levels of government. It defines how and in which ways public expenditure is organized between different levels of government. Sasaoka (2008) asserts that Kenya's fiscal decentralization has been carried out in three waves, namely: District Focus for Rural Development in 1983; Kenya Local Government reform Program which gave rise to the Local Authority Transfer Fund (LATF) in 1999; and the Constituency Development Fund (CDF) in 2003. LATF and CDF were meant for both capital investment and service delivery. However, both had weaknesses such as overlap in projects and services they supported. CDF was dominated by the incumbent Member of Parliament (MP) in appointing committee members to manage the fund as well as choose the projects to be funded contrary to the stipulations of the CDF Act 2003. LATF informed by the Local Authority Service Delivery Action Plan (LASDAP) which is to be prepared with the full participation of the would-be beneficiaries of the project, but this hardly happened as the Act regarding the utilization of the fund between service provision and the administrative aspect is ignored.

Under the Kenyan Constitution every County has power to raise revenue through taxation (Article 209(3)) by imposing rates, entertainment taxes and any other tax that it is authorized to impose by an Act of parliament. A County can only borrow if the national government guarantees the loan and with the approval of the County government Assembly (Article 212). The County government can also collect revenue but it is not clear in the constitution how revenue generated will be collected. The principles of Public Finance Management in Article 201 and PFM Act include openness and accountability, promotion of equitable society by fair sharing of tax burden, national revenue and expenditure development. Revenues raised at the national level are to be shared equitably among the counties on a clear criterion. Equalisation Fund for basic services in marginalized areas is at 15% while the budget process at the national and county level is to be overseen by the commission on Revenue Allocation. The Controller of



Budget is to oversee the implantation of the budget and to authorize withdrawals of public funds while the Auditor General is to audit public fund spending as Senate through Article 96 determines allocations amongst counties as well as oversight. Since fiscal decentralization involves some responsibilities for expenditures and/or revenues to lower levels of government, the global trend towards devolving service implantation is based on the principle of subsidiarity and on the view that it results in improved efficiency in the delivery of public services and hence, a more efficient allocation of resources in the economy.

A common view in literature is that decentralization may aggravate fiscal imbalances, thereby endangering overall macroeconomic stability, unless sub-national governments are committed to fiscal discipline and the decentralization package includes incentives for prudence in debt and expenditure management. Empirical evidence on relationship between decentralization and macroeconomic stability is mixed. Shah (1998) and King and Ma (2001) stated the decentralized fiscal systems have a better record controlling inflation and deficits. However, increases in sub-national spending and deficits led to an increase in spending and deficits at the central level. Recent studies suggest that the design and implementation of a multi-tier system of government can significantly affect overall resource allocation in the economy (Akai and Sakata, 2002).

A central argument for fiscal decentralization leading to improved resource allocation rests on the assumption that fiscal decentralization increases local influence over the public sector. However, in theory there is an equal possibility that fiscal decentralization simply transfers power from national to local elite and that improved access of local elite to public resources increase opportunities for corruption (Bardhan and Mookherjee, 2000). In Uganda Kayima (2009) found out that fiscal decentralization policy and practise has enabled local governments to access more funds to deliver services to the citizenry. He also observed that local government effectiveness under decentralization has improved over time though affected by challenges of less flexibility on the conditional grants, less involvement of stakeholders in the planning and budgeting process, limited capacity of the local government officials to handle reports from the local governments as required by law.

The county government Act 2012, the urban area and cities Act2012 and the Inter-governmental fiscal relations Act 2012-through the loan and grants council- all provide a legislative framework

which allow for the county governments, the city boards, and municipal boards to borrow money and receive unconditional and conditional grants.

## **2.5 Citizen Participation in County Decision Making and Satisfaction with Service Delivery**

One of the aspects of decentralization is establishment of local governments with legislative assemblies and Executive arms to manage the implementation of decisions of the local government. Traditionally, democratic decentralization may refer to local people participating in not only electing of their leaders but also in decisions of operation and sustainability of their institutions to meet their needs (Muia, 2008). A right based approach to participation is that citizens have superior rights over local government officials to demand answers and to impose sanctions (Oloo, 2006). They must be included in decision making process in all stages of development such as integrated development plans, sectorial plans, spatial plans and cities and urban areas plans.

The local governments should facilitate citizen for participation at all levels of government within the country especially in service delivery (Azfar et al, 2004). Azfar identified mechanisms through which citizens can participate in service delivery; regular local elections to vote out errant local political leaders; surveys to solicit citizens' feedback on improving service delivery; public hearings and call-in lines for soliciting feedback on local policies; legal recourse through which citizens can petition government; demonstration; exit- where citizens discontinue the use of services that they are dissatisfied with; ombudsman where they can lodge complaints relating to public service delivery. Other modalities and platforms for citizen participation include; information communication technology based platforms, town hall meetings, budget validation fora, notice boards announcing jobs, appointments procurement awards and other important information, development projects or establishment of citizen's service charter at all levels and centres for sub-national and national government to provide public services to all citizens. Devolution policies are granting more powers to local government as well as affirmative action which have made it possible in some countries for women to be included in significant numbers in local government.

Decentralization is said to improve outcomes to the extent that physical proximity increases voter information, participation and monitoring of performance, and to the extent that narrowing

the scope of responsibilities of each tier of government decision makers reduces their ability to shrink on some responsibilities by performing better on others and facilitates project ownership (Barret, 2007). Decision making powers may include; the power to make rules or modify old ones; the power to make decisions about particular resources or opportunity is to be used; the power to implement and ensure compliance to the new or altered rules; and the power to adjudicate disputes that arise in the effort to create rules and ensure compliance. The hope of decentralization to locally elected government is that narrowing the jurisdiction served by a government, and the scope of public activities for which it is responsible, citizens will find it easier to hold government accountable (Ahmad, 2005). It also ensures that varying interests of stakeholders are balanced and the decision are made in a rational, informed and transparent fashion contributing to overall efficiency and effectiveness of the institutions (Oloo, 2006). Keefer and Khemani (2005) argued that policy makers who depend on political support from the poor do not effectively deliver basic services to the poor due to three broad features of electoral competition; lack of information among the voters about politician performance; social and ideological fragmentation among voters that leads to identity based voting and lower weight placed on the quality of public service; and lack of credibility of political promises to citizens. Within this framework, decentralization to locally elected governments will improve political incentives and service delivery outcomes if voters are better informed and likely to use information about local public goods in their voting decisions for electing local governments, if there is social homogeneity and coordination of preferences for local public goods, and if political promises are more credible at local levels.

Khemani (2001) found evidence that Indian voters use more information in evaluating governments in state elections than they do in national elections. But the state governments were indicated as the most responsible agent in provision of public goods voters in India cared about, although locally elected village governments were also indicated as having significant responsibility for these goods (Chhibber et al, 2003). This evidence suggests that the mere creation of locally elected governments does not ensure that citizens will hold local representatives responsible for public services. Azfar et al (2000) found that citizens in Philippines and Uganda, both countries with decentralization reforms, rely on community leaders and local social networks for news about local corruption and local elections and more on the formal media for news about national elections with no data about relative quality and range of

information from these different sources. Evidence from Nigeria suggests that local governments' overdependence on central transfers appears to have created uncertainty and lack of information about resources actually available to local governments, which facilitates local evasion of responsibility under the guise of fiscal powerlessness. This makes resources received by local government sometimes be treated as the personal items of local politicians (Khemani, 2004).

Kauzya (2007) observed that the mere opting for decentralization shall not by itself ensure that the population effectively participate in its development which is the ultimate goal of a good policy of decentralization and good governance. It is important to set up mechanisms reassuring the participation so the population. In Uganda and Rwanda devolution involved a form of direct participatory decision making at the lowest level of the local government system which at higher levels involves representation especially of formerly excluded groups like women, the youth and the disabled. At least one third of each local council in Uganda must be women, while in Rwanda at least half of the local government council must be women. Kauzya argues that for all groups to participate fully at local community level through decentralized governance, they need to participate using the vote, their voice and their direct action by engaging in specific activities. This requires innovative ways of structuring and institutionalizing the interface between the people and their local governments. Valenzuela (2002) argues that if given the opportunity, the poor and marginalized people can build strong and sustainable organizations, build enormous generosity and solidarity, successfully improve their quality of life, generate participation and accountability mechanisms and stimulate the emergence of democratic leadership.

Diamond (1999) gave five overlapping benefits of enhancing participation; it helps foster democratic values and skills among citizens; increases accountability and responsiveness to local interests and concerns; it provides additional channels of access to power for historically marginalized groups and thus improves the representativeness of democracy; it enhances checks and balances vis-à-vis power at the centre; and provides opportunities for parties and factions in opposition at the centre to exercise some measure of political power for legitimacy and stability of democracy. An effective participatory process must meet some conditions such as pre-existing strong civic organizations of culture that favours participation. The presence of local organizing groups at the launch and promotion of a participatory process also matters since quality of

deliberation has impact on the final decisions because they are empowered with access to social organizations, financial resources and information as well as endowed with structures, procedures and the rights to access decision making(Savini 2011). Devolved systems of government are therefore credited not only for improved allocative efficiency to match preferences of residents, but also to enhance sustainability of development through better citizen participation and accountability from the leaders.

The Urban Areas and Cities Act of 2012 provide under section 74 for the rights of the residents to contribute to the decision making processes of the city or municipality by submitting written or oral recommendations, presentations or complaint to a board through the city or municipal manager or administrator. The boards are compelled by the Act to provide prompt responses to the subsequent written or oral communications by the residents. The residents also have the right to regular disclosure of the state of affairs of the city or municipality, including its finances. Any loan guaranteed or any grant applied and received from the national government and other multilateral sources by the institutions must be on behalf of the local people recorded as a source of revenue for purposes of building institutions' accountability to the voters.

It is therefore the responsibility of the citizens to monitor and interrogate the usage of the borrowings in the forums to ensure sound growth and development. Participation is also envisaged to ensure: residents' involvement in the preparation of the cities and municipalities' budget; and making of strategic decisions relating to delivery of service. The boards are required under the law to contribute towards capacity building the residents to enable them participate in the affair of the city or the municipality. The set up in rural areas will be a bit different bringing on board the essence of sub county units as decentralized units to coordinate, manage and supervise service delivery and development at the sub county level. Under the Constitution or as permitted by the county government Act of 2012, the proceedings of the committee and the county assembly will be open to the public.

## **2.6 Inter-governmental Relations between County and National governments and Satisfaction with Service Delivery**

The concept of inter-governmental relations between the two levels of government is enshrined in the Constitution of Kenya Article 6(2). However, the County governments will not be absolutely autonomous but will aim to work with the national government thereby embracing the principle of inter-dependence. Intergovernmental relations defined as a set of multiple formal and informal processes, channels, structures and institutional arrangements for bilateral and multilateral interaction, will be one of the key relational elements of interdependency between the two levels of government. These relations seek to achieve various objectives including promotion and facilitation of cooperative decision-making; coordination and alignment of priorities, policies, planning, budgets, and activities across interrelated functions and sectors; ensuring the smooth flow of information within and between governments on a constant basis in order to enhance the implementation of policy and programs; and providing constant information to citizens and responses to their needs.

A legislative and institutional framework is required to provide for mechanisms of consultation and co-operation between national and county governments and among the county governments themselves. County governments shall be required to develop short and medium term county integrated development plans that will form the basis of budgeting. Due to the interdependent nature of the developmental activities and programs of the national government and county governments, the development plans of the county government will generally be required to align with the national development plan. County governments shall adopt a budget system that integrates and harmonizes policy, planning and budgeting in the short and medium term.

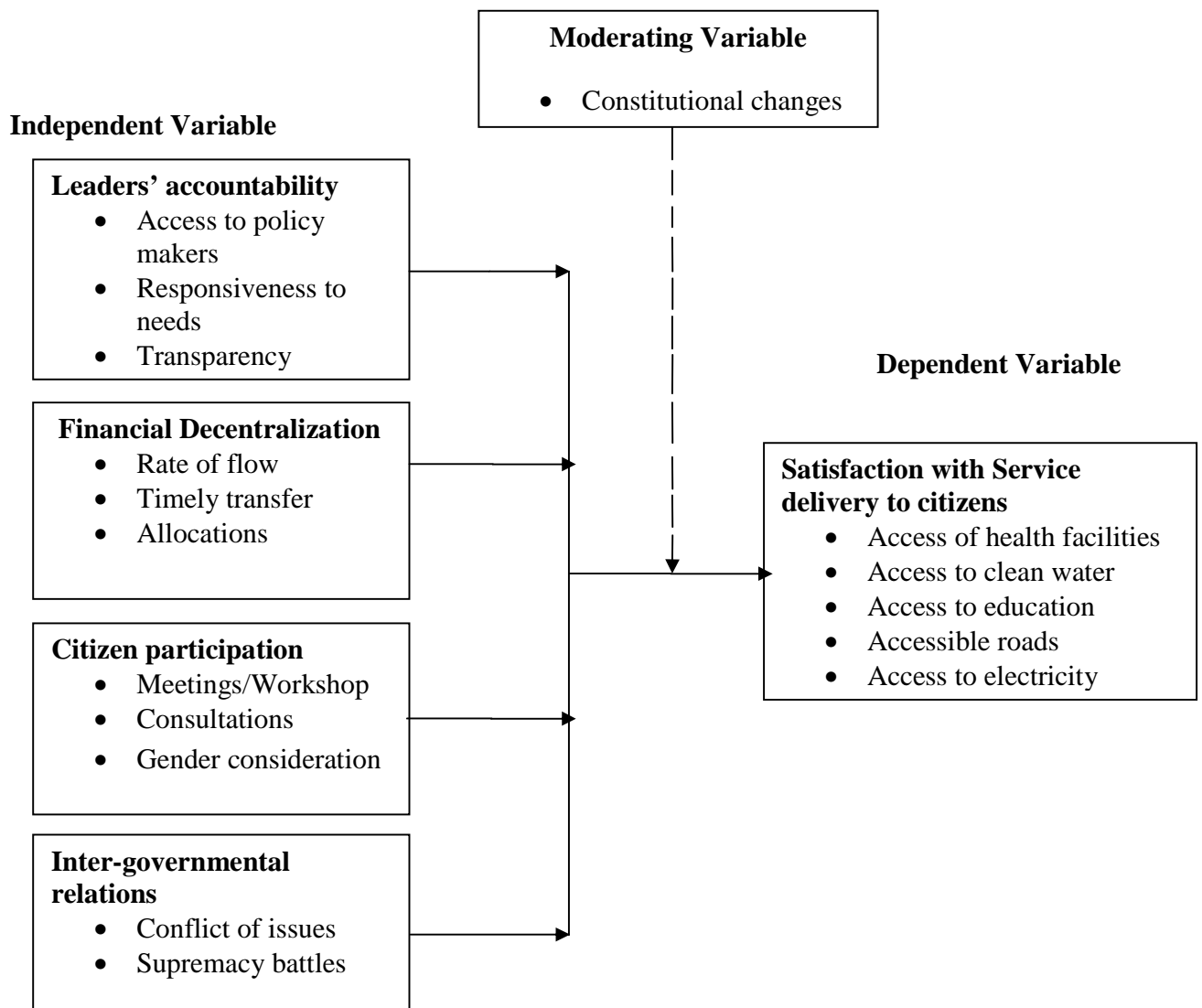
Martin (2009) observed that devolution in England, Scotland and Wales does not inevitably lead to regional centralism and that central-local relations at the regional or intermediate levels are less competitive and more collaborative whether power balance or symmetry exists between the intermediate and the local level. The differences in how public services were structured in the three countries, suggests that the trend towards governance is not immutable but at least partly a matter of political choice. He also notes that the similarities between the metropolitan centre and the two devolved territories remained pronounced with a pattern of continued policy tracking through which the dominance of the metropolitan centre is maintained indirectly rather than directly.

According to the Constitution of Kenya, an inter-governmental forum shall be established in each county chaired by the governor and made up of all heads of departments of the national government rendering services in the county together with the county executive. Their duties would include harmonizing services rendered in the county, coordinating development activities as well as coordinating inter-governmental functions.

A number of reasons have been given to explain why decentralization is still being practised to a limited extent in Africa and why it has such poor track record. Central governments have not been able to set up the required basic institutional infrastructure with adequate power attached; have insufficient capacity and finances; have been confronted with strong resistance to change that exists for powerful actors; and/or have hardly any experience with engaging local communities in effective, bottom-up planning. The result has been that instead of listening to the them for decision-making at local levels, there are cases where decentralized local governments just copy the environment that previously occurred at central level. Totemeyer (2008), in his study of decentralization in Namibia observed that there was fear within the central government, that decentralization if implemented as designed would undermine its authority. In addition according to World Bank (2004) jurisdictional overlap between tiers of government weakens incentives to perform well on service delivery and encourages politicians to target services to their supporters. However, over-dependence on central transfer should be avoided as sub-national governments blame the central government for breakdowns in service delivery (Khemani, 2004).

During the one-year, according to an assessment done by the Commission on Implementation of the Constitution (CIC) Kenya in June 2014, counties have experienced disputes such as those relating to boundaries, revenue collections, management of natural resources among others. Disputes reported between the national and county governments were mostly around incomplete transfer of functions and unclear demarcation of functions. This is resulting from the effect of not unbundling these functions. These relations have also witnessed challenges including; politicization of the process of institutional reform coupled with inadequate focus on institution building; delays in undertaking critical transitional activities; tendency of both levels of government to discharge functions that are not within their purview; misuse and misapplication of funds that should otherwise be spent on development.

**Figure 1.2 Conceptual framework**



## 2.7 Conceptual Framework

Figure 1 is a diagrammatic representation of the conceptual framework. It indicates the relationship between the independent and the dependent as well as moderating variables. Mugenda and Mugenda (2003) define a variable as a measurable characteristic that assumes different values among subjects. Independent variable is that which a researcher manipulates in order to determine its effects or influence on another variable. Dependent variable attempts to indicate the total influence arising from effects of the independent variables. Under this study, the factors that may be influencing satisfaction with service delivery to citizens by the County



Government of Murang'a forms the independent variable while dependent variable is outcomes of service delivery to citizens. These factors include; the accountability of the county government, financial decentralization, citizen participation and inter-governmental relations between the national and the county governments. Government policy provisions including the constitutional changes form the intervening variable.

## 2.8 Summary

Literature review focused on the experiences of other countries under decentralization especially those in Africa, Asia and Latin America as third world countries, to establish whether they had success or failure especially on the factors under study. The literature reviewed is intended to help in identifying gaps in knowledge such as those shown below in order to create a framework and direction for new research.

**Table 2.1 Research Gaps/Conclusions**

<b>Researcher's name</b>	<b>Area of study</b>	<b>Conclusion</b>	<b>Research gap</b>
Obwona (2000)	Fiscal decentralization in Uganda	Financial and institutional constraints had adversely affected the ability of the sub-national governments to adequately deliver services of sufficient quality	Influence of financial decentralization to counties on service delivery
Crook and Sverrison (2001)	Devolution effects in two districts in Ghana	70% of respondents felt the elected assembly did not respond to their needs	Assessment of levels of accountability and responsiveness by county government
Lineth Oyugi (2009)	Performance of LATF in Kenya	Challenges included inadequate and inefficient oversight from central government as well as from the beneficiaries of the services they provided as locals were not involved in LASDAP preparation	Influence of locals participation in decision making on county service delivery

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

This chapter addressed the research design and research methodology. It focused on the target population from which a sample size was selected, the instruments used for data collection and how they were administered and finally an outline of the methods used to analyse data.

#### **3.2 Research Design**

The study adopted descriptive survey design as proposed by Kombo and Tromp (2006). Orodho (2003) explains descriptive survey as a method of collecting information by administering a questionnaire to a sample of individuals. It describes events as they are and may also result in formulation of important principles of knowledge and solutions to significant problems. The survey method was chosen because the information provided would answer the research questions posed. Opinion leaders were accessible to the researcher and were used to facilitate rapid data collection and ability to understand population generated information to answer research questions. This design enabled the study population (opinion leaders) to be able to make inferences on factors influencing satisfaction with service delivery by county governments in Kenya.

#### **3.3 Target population**

The target population of the study consisted of 384 opinion leaders (according to Krejcie and Morgan sample size table (1970), since they represent the citizens in most meetings. According to Kombo and Tromp (2006), an effective population should have ideas on the topic investigated. Respondents also included four Executive Ministers of the County Government giving a total population of 388 elements. This target population adequately provided information on the factors influencing satisfaction with service delivery by the Murang'a County Government since they were also accessible to the researcher.

**Table 3.1: Murang'a County Population**

<b>Strata</b>	<b>No</b>
Kiharu	181,076
Kangema	76,988
Mathioya	88,219
Kandara	156,663
Kigumo	123,766
Gatanga	163,597
Maragua	152,272
<b>Total</b>	<b>942,581</b>

**Source: KNBS,2013**

### **3.4 Sample size and Sampling Procedure**

This section presents the method used to determine the study sample size from which data data was collected. It also describes the sampling techniques used in selecting elements to be included as the subjects of the study sample.

#### **3.4.1 Sample Size**

According to Krejcie and Morgan sample size table (1970), the sample size of the study was 388 respondents based on the target population of 942,581 (Appendix 5) which included 384 opinion leaders selected through purposive sampling and four County Executives. A sample size is a part of the target population that has been procedurally selected to represent it (Oso and Onen, 2009). The sample must be a representative of the population on which the researcher would wish to generalize the research findings

#### **3.4.2 Sampling Technique**

This is the act of selecting a suitable sample or representative part of the population for the purpose of determining characteristics of the whole population (Frankie and Wallen, 2008).In this study, the researcher embarked on both probability and non-probability techniques to create a sample. In probability sampling, stratified proportional sampling was used to ensure that elements were evenly distributed within the eight Sub-counties within Murang'a County

(Mugenda & Mugenda, 2003). In non-probability sampling purposive probability also known as judgemental sampling was used. It involved a sample that was selected based on the knowledge of a population and the purpose of the study. It was very useful for this situation where the researcher needed to reach a targeted sample quickly. It also facilitated triangulation, flexibility and met multiple interests and needs (Patton, 1990). It was used to select the opinion leaders from the eight Sub-Counties who were accessible to the researcher and were used to facilitate rapid data collection as representatives of the community in most development meetings

**Table 3.2: Sample Size**

<b>Strata</b>	<b>Population</b>	<b>Sample per group</b>
Kiharu	181,076	$181076/942582*384=74$
Kangema	76,988	$76,988/942,581*384=31$
Mathioya	88,219	$88,219/942,581*384=36$
Kandara	156,663	$156,663/942,581*384=64$
Kigumo	123,766	$123,766/942,581*384=50$
Gatanga	163,597	$163,597/942,581*384=67$
Maragua	152,272	$152,272/942,581*384=62$
<b>Total</b>	<b>942,581</b>	<b>384</b>

### 3.5 Data Collection Instruments

This study used closed and open-ended questionnaires and an interview schedule to administer to the sample. A questionnaire according to Mugenda and Mugenda (2003) is a list of standard questions prepared to fit a certain inquiry. Closed-ended questions were used where respondents were restricted to direct answers without further explanation while the Open-ended questions sought for their views on factors that would assist in enhancing satisfactory service delivery.

An interview schedule was used to obtain information from the four County Ministers. This gave the respondents a chance to freely respond to questions addressing the variable on the accountability of Murang'a County government, financial decentralization and effect of inter-governmental relations on the citizens' satisfaction with services delivered by the Murang'a County government.

### **3.5.1 Pilot Study**

Pilot study was achieved through pre-testing of research instruments in Kanyenyaini sub-location an area that was not included in the study sample. A sub-sample of thirty eight respondents, which is 10% of the sample population, was issued with the questionnaires. According to Mugenda and Mugenda (2003), a sample equivalent to 10% of the study sample is enough for piloting the study instruments. Information gathered was found to have errors in phrases which affected the answers given by the respondents and there was need to rephrase and reconstruct the set of items in the instrument.

### **3.5.2 Instrument Validity**

The researcher ensured content validity by use of an expert in devolution. The expert assessed what concept the instrument was trying to measure and determined whether the set of items accurately represented the concept under study. Results obtained from Kanyenyaini were used to validate the instruments by making of necessary amendments to language to ensure questions get the right responses.

### **3.5.3 Instrument Reliability**

This was measured through the test retest technique where the same test was given to a group of respondents in similar characteristics as the actual sample. The tests were repeated after one week interval and scores obtained were correlated to get the coefficient of reliability. The correlations obtained were 0.830 for opinion leaders. According to Mbesa (2006), if the correlation coefficient of the instrument falls above +0.60; the instrument is taken to be reliable and therefore suitable for data collection.

## **3.6 Data collection procedure**

The researcher prepared a research proposal with constant consultation with the supervisor. The research project proposal was then presented to a panel appointed by the University of Nairobi for approval and permission to collect data on the phenomenon of the study. Research permits from the Ministry of Higher Education through the National Council for Science and Technology and also from the Governor's office Murang'a were sought. The researcher administered the

questionnaires to the sample group through a research assistant and after responding to the items therein, they were collected and returned to the researcher.

An interview was scheduled with County Executive Ministersto respond to questions on accountability of Murang'a County government, financial decentralization, citizen participation, and issues of inter-governmental relations based on available policies. Obtained data from the field was summarized and analysed after which a report on the same was prepared subject to supervisor's corrections ready for the final defence.

### **3.7Data Analysis Technique**

The data collected was clean, coded, edited and analysed. The researcher classified and coded the information into distribution tables and analysed it by use of descriptive statistics using Statistical Package of Social Sciences (SPSS) software. Data was finally presented by the use of frequency distribution and percentage tables in order to describe and present the data more easily. This was useful in summarizing a lot of information in a small space

### 3.8 Operationalization of Variables

**Table3.3: Operationalization Table**

Objective/research Question	Type of variable	Indicators	Measurement	Level of scale	Data collection tool	Data analysis Method
To the establish the extent to which accountability of County decision makers influences satisfaction with Murang’a county service delivery	<b><u>Independent</u></b> accountability of County decision makers	Access to leaders Responsiveness Transparency	No. of meetings Types of projects Budget validation forum	Ordinal	Interview guide	Percentage s and frequencies
To investigate the extent to which financial decentralization influences satisfaction with service delivery to residents of Murang’a	Financial decentralization	Adequacy Rate of flow Timeliness	Allocations Rate of flow Timeliness	Ordinal	Interview guide	Percentage s and frequencies
To determine the extent to which citizen participation influences satisfaction with service delivery to residents of Murang’a	Level of citizen participation	Public meetings Gender representation	No. of meetings Men/women present	Ordinal	Questionnaire	Percentage s and frequencies
To examine the extent to which inter-governmental relations influence satisfaction with service delivery to residents of Murang’a	Inter-governmental relations	Conflict Supremacy issues	Disagreement on issues Power battles	Ordinal	Interview guide	Percentage s and frequencies
	<b><u>Dependent</u></b> Service delivery to citizens of Murang’a County	Level of citizen satisfaction	Accessibility to education, water, health, roads, electricity	Ordinal	Questionnaire	Percentage s and frequencies

### **3.9 Ethical issues**

Before administering the questionnaire to the respondents, the researcher made prior arrangements to explain the aims and objectives of the research. An informed consent was obtained from the respondents allowing them to participate voluntarily to the study. The researcher also maintained utmost confidentiality about the respondents' responses by way of keeping all responses secure and using them only for academic purposes. Before embarking on the field, the researcher sought relevant permission from the National Council of Science and Technology and the Murang'a County Governor.

### **3.10 Summary**

In this study on factors influencing satisfaction with service delivery to citizens by the Murang'a County Government, a descriptive survey research was used. Stratified sampling was used to give each opinion leader an equal chance of being selected. Purposive sampling was done in order to get information from the opinion leaders as the representatives of the citizenry in most meetings and therefore quite informed on the data or information that was relevant to this study. Questionnaires and interview guide were used as instruments of data collection, which were pre-tested to check their validity and reliability. The raw data collected was processed and then analyzed by the use of descriptive statistics using Statistical Package for Social Sciences (SPSS).



## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, AND INTERPRETATION**

#### **4.1 Introduction**

This chapter provides an analysis, presentation, and interpretation of the data collected from the study respondents on the factors influencing satisfaction in service delivery to citizens by the County Government of Murang'a. This chapter gives insight into the questionnaire response and background of the respondents. The information obtained was on demographic characteristics of opinion leaders, accountability of Murang'a County leaders, citizen participation in decision making, financial decentralization and inter-governmental relations to establish their influence on satisfaction with service delivery to the citizens of Murang'a

#### **4.2 Questionnaire Return Rate**

The study sample was 388 subjects, 384 opinion leaders of Murang'a county in the eight Sub-counties, four Executive Ministers in the Murang'a County Government. In order to answer the research questions the study administered questionnaires to the Murang'a County opinion leaders and an interview with the County Officers was done. The sample size of 388 was realized. The response rate 100% as all questionnaires were returned. Several opinion leaders were met through prior arrangements enabling the researcher to effectively collect data from the sampled respondents.

##### **a. Demographic Characteristics of the Respondents**

One of the phenomenon that the study sought to establish was demographic Characteristics of the respondents (opinion leaders) on age, gender, marital status and education qualification. The study used the results obtained to cross tabulate them with respondents response against their extent of satisfaction with services delivered by the Murang'a County Government.

##### **4.3.1 Gender Responses and Satisfaction with service delivery**

One of the demographic characteristic that the study investigated on was gender distribution among the opinion leaders in order to establish the influence that gender has in decision making on the service delivery to citizens in Murang'a. To fulfil this the researcher asked the respondents to indicate their gender and the results were presented in Table 4.1 showing that

300(77.3%) of the 388 respondents were men while only 88(22.7%) were women. These findings shows that a large number of study respondents involved in decision making through participation in the County Government forum are male. This correlates with the findings by the World Bank (2007) which stated that, in Kenya men were the key decision makers.

**Table 4.1: Gender Distribution of the Respondents**

Gender	Frequency	Percentage
Male	300	77.3
Female	88	22.7
Total	388	100.0

Further analysis of the level of satisfaction with the servces delivered by the County Government by gender was undertaken. Respondents were asked to indicate their level of satisfaction by gender and results presented in table 4.2.

**Table 4.2: Level of Satisfaction with Service Delivered by Gender**

Level of Satisfaction		Gender		Total
		Male	Female	
Excellent	Count	10	5	15
	% of Total	2.6%	1.3%	3.9%
Very Satisfactory	Count	20	10	30
	% of Total	5.2%	2.6%	7.8%
Satisfactory	Count	70	20	90
	% of Total	18.0%	5.2%	23.2%
Fair	Count	130	40	170
	% of Total	33.5%	10.3%	43.8%
Below Average	Count	70	13	83
	% of Total	18.0%	3.3%	21.3%
Total	Count	300	88	388
	% of Total	77.3%	22.7%	100%

The findings shows that 130(35.1%) of male gender and 40(10.3%) of female gender found the services delivered by the county government of Murang'a fair,70(18.0%) male gender and 20(5.2%) female gender found the services satisfactory. A majority of 260/388 stated that the services were average while 45 opinion leaders found the services to be above average. Only 83/388 found the services to be below average.

#### **4.3.2 Age Distribution and Satisfaction with service delivery**

The study sought to find out the age distribution among the respondents (opinion leaders). To fulfil this the researcher asked the respondents to indicate their age and the results were presented in Table 4.3 which show that 236(60.9%) of the respondents were aged over 41 years and 148(38.1%) were between 31 and 40 years. The remaining 4(1%) were less than 30 years old. The high number of respondents in the over 40 years age group could be due to criteria used in selecting opinion leaders as it focuses on senior members of the community who may even be retired and are willing to serve due to their years of experience in different fields without getting any payments.

Most of the community members aged below 30 years (the youth) were not selected as opinion leaders despite the fact that they are the most vibrant age group. This may concur with the findings by Tara and Thomas (2010) who observed that older adults with a higher education did a better job of remembering specific criteria and utilizing them when they made decisions.

**Table 4.3 Age Distribution**

Age	Number of Respondents	Percentage
<30 yrs	4	1.0
31-40 yrs	148	38.1
>41	236	60.9
Total	388	100.0

Further analysis of the level of satisfaction with the services delivered by the County Government by age was undertaken. The findings were as indicated in table 4.4.

**Table 4.4: Level of Satisfaction with Services Delivered by Age**

Level of Satisfaction		Age			Total
		<30	31-40	>40	
Excellent	Count	0	6	9	15
	% of Total	0%	1.5%	2.4%	3.9%
Very Satisfactory	Count	0	20	10	30
	% of Total	10%	5.2%	2.6%	7.8%
Satisfactory	Count	2	45	43	90
	% of Total	0.5%	11.6%	11.1%	23.2%
Fair	Count	2	53	115	170
	% of Total	0.5%	13.7%	29.6%	43.8%
Below Average	Count	0	24	59	83
	% of Total	0%	6.1%	15.2%	21.3%
Total	Count	4	148	236	388
	% of Total	1.0%	38.1%	60.9%	100%

Table 4.4 shows that 115(29.6%) of those aged above 40 years, 53(13.7%) of those aged between 31 and 40 years and 2(0.5%) of those below 30 years found the services delivered by the county government of Murang'a fair. 45(11.6%) of those aged between 31 and 40 years, 43(11.1%) of those aged above 40 years and 2(0.5%) of those below 30 years found the services delivered by the county government of Murang'a satisfactory. This indicates that the majority(301/388) of the opinion leaders found the services to range between satisfactory and excellent.

#### **4.3.3 Educational Qualification of the Respondents and Satisfaction with service delivery**

The level of education of the opinion leaders was looked at as a demographic indicator that would influence participation and decision making in the County forum. Respondents were asked to indicate their education levels. According to the study findings 278(71.6%) respondents indicated secondary education as their highest education level, 60(15.5%) of the respondents had college education, 30(7.7%) had only primary school education, 5(1.3%) had attained university education while 15(3.9%) had not attended any form of school as shown in table 4.5.

**Table 4.5: Education Qualification of the Respondents**

Education level	Frequency	Percentage
Primary level	30	7.7
Secondary level	278	71.6
College level	60	15.5
University level	5	1.3
Never attended school	15	3.9
<b>Total</b>	<b>388</b>	<b>100.0</b>

Further analysis of the level of satisfaction with the services delivered by the County Government by education qualification of the respondents was undertaken. Respondents were asked to indicate their level of satisfaction by highest education qualification attained. The findings were as indicated in table 4.6

**Table 4.6: Level of Satisfaction with Services Delivered by Education Qualification**

Level of Satisfaction		Education Qualification					Total
		no school	primary	secondary	college	university	
Excellent	Count	0	01	0	3	2	15
	% of Total	0%	0%	2.6%	0.8%	0.5%	3.9%
Very Satisfactory	Count	2	5	10	12	1	30
	% of Total	0.5%	1.3%	2.6%	3%	0.3%	7.7%
Satisfactory	Count	10	10	59	10	1	90
	% of Total	2.6%	2.6%	15.2%	2.6%	0.3%	23.2%
Fair	Count	0	10	140	14	1	165
	% of Total	10%	2.6%	36.6%	3.6%	0.3%	42.5%
Below Average	Count	3	5	59	21	0	88
	% of Total	0.8%	1.3%	15.2%	5.4%	0%	22.7%
<b>Total</b>	Count	15	30	278	60	5	388
	% of Total	3.9%	8.1%	71.6%	16.2%	1.4%	100.0%

The study found that 140(36%) with their highest level of education being secondary found the services delivered fair, 59(15.2%) found it both below average and satisfactory, while 10(2.6%) found it to be very satisfactory and excellent respectively. Majority (300/388) of those who had between a secondary certificate and a university degree had their level of satisfaction to be above average compared to 88/388 who indicated a below average level of satisfaction. This confirms the findings by O'Connor (1957) who observed that educational systems of any society was an elaborate social mechanism designed to bring about in the persons submitted to it certain skills and attitudes that are adjusted to be useful and desirable in the individual's life and the society at large especially in decision making.

#### **4.4 County Leaders' Accountability and Satisfaction with Service Delivery**

One of the study objective was to examine the accountability of the county leaders in terms of the number of times respondents have been able to meet with their ward representatives, their level of responsiveness to their needs and the extent to which they feel that their representatives have been transparent in the affairs of their wards. As citizens meet with their leaders they are able to get important information as well as present their needs in the order of priority in their areas.

##### **4.4.1 Accessibility of County leaders and Satisfaction with Service Delivery**

The study sought to establish the number of times that residents have met with their ward representatives since they were elected to office so as to be able to articulate their needs and demands as well as propose projects in the order of priority. The findings indicated that majority(218/388) of the respondents 56.2% had not attended any form of meeting with their ward representatives compared to 43.8% that had only attended very few meetings to be able to articulate their wishes as shown in table 4.7.

**Table 4.7: Accessibility of County leaders**

Meetings attended	Number	Percentage
Attended any county forum	170	43.8
Attended no county forum	218	56.2
Total	388	100.0

#### **4.4.2 Responsiveness of County Leaders and Satisfaction with Service Delivery**

Citizens are supposed to participate in the entire process of identifying and implementing local project. It is therefore only logical to claim that citizens' ability to identify local projects should be an indicator of at least some level of representative's responsiveness. The respondents were asked to identify whether a project in their area was under the county or the National government and if it was among the ones they had proposed and the results are as shown in table 4.8

**Table 4.8: Responsiveness of County Leaders**

Knowledge of county projects	Number	Percentage
Well known (among proposed)	78	20.1
Not well known (not among proposed)	310	79.9
Total	388	100.0

From the findings 79.9% of the respondents indicated that the projects in their areas were not clear in terms of the level of government that was financing it neither was it among the projects they had proposed to the government as a priority in the area. However, 20.1% of the respondents were well aware of the projects in their areas being among the ones they had proposed and the level of government that was financing the projects. The findings indicate that both levels of government have a responsibility not only to involve the public in project proposals but also clearly give relevant information to the public to assist in identification of project financiers as well as being part of the monitoring and evaluation for accountability and responsiveness to their needs.

#### **4.4.3 Transparency of County Leaders and Satisfaction with Service Delivery**

In a bid to establish the extent to which the transparency of county leaders influences satisfaction with service delivery, the respondents were asked if they felt that access to information and civic education was adequate including involvement in budget validation, monitoring and evaluation of county projects. The respondents were asked to indicate whether in their opinion they felt that transparency of leaders on county projects influences their level of satisfaction with service delivery.

From the findings a majority of 77.3% agreed that their access to information influences citizens' satisfaction with services delivered by their county leaders compared to 22.7% who

disagreed. Gender balance was indicated by a majority of 96.9% to have influence on satisfaction with service delivery while 64.5% agreed that involvement in monitoring and evaluation of county projects influences satisfaction with service delivery by county leadership compared to 3.1% and 35.5% disagreed with issues of gender imbalances and lack of involvement in assessing county projects having an influence on satisfaction with service delivery as shown in table 4.9

**Table 4.9 Transparency of County Leaders**

Impact		Strongly Agree	Agree	Disagree	Strongly Disagree
Citizens' access	Count	200	100	58	30
To Information	% of Total	51.5%	25.8%	15%	7.7%
Consideration of	Count	226	150	10	2
Gender in meetings	% of Total	58.2%	38.7%	2.6%	0.5%
Involvement in	Count	150	100	90	48
Monitoring& evaluation	% of Total	38.7%	25.8%	23.2%	12.3%
Civic educationand	Count	198	100	50	40
Capacity building	% of Total	51%	25.8%	12.9%	10.3%

#### **4.5 Financial Decentralization and Satisfaction with Service Delivery**

In a bid to establish the extent to which financial issues influence service delivery within the county, the study went further to explore the rate of flow of funds released by their National Government, the allocation of funds to various vote heads and the timeliness of releasing the funds both at the National and the County level to various projects. The respondents were asked to respond to these issues and the results were analyzed and presented in table 4.10

From the findings, a total of 317(91.7%) agreed that the rate of flow of funds from the central government influences satisfaction with service delivery compared to 71(18.3%) who disagreed. This indicates a problem of over-dependence on central transfer so that sub-national governments blame the central government for breakdowns in service delivery (Khemani, 2004). On the allocation of funds by the county government to various vote heads most respondents 288/388 (74.2%) agreed that its influence on satisfaction with services delivered was great. Only



60 (15.5%) of respondents disagreed that timely release of funds by both governments had an influence on service delivery and hence the level of satisfaction among the citizens as compared to 328(84.6%) who agreed.

**Table 4.10: Financial Decentralization and Satisfaction with Service Delivery**

Impact		Strongly Agree	Agree	Disagree	Strongly
DisagreeRate of flow ofFunds by NationalGovernment	Count	262	55	51	20
	% of Total	67.5%	14.2%	13.1%	5.2%
Allocation of funds to various vote heads	Count	198	90	60	40
	% of Total	51%	23.2%	15.5%	10.3%
Timely release of funds	Count	270	58	40	20
	% of Total	69.6%	15%	10.3%	5.2%

#### 4.6 Citizen Participation in Decision Making and Satisfaction with Service Delivery

Citizen participation is the second variable the study aimed to examine in an attempt to answer the study question on the influence of citizen participation on satisfaction with services delivered by the County Government of Murang'a. Devolution is pegged on the principle of participation especially by common citizen and hence it became important to focus on it in this study.

##### 4.6.1 Decision Making Meetings and Satisfaction with Service Delivery

In an attempt to establish the level of citizen participation in the County's decision making process, the study investigated the number of meetings, seminars, workshops on civic education organized by the County Government of Murang'a that the respondents in this study had attended. The results were analyzed and presented in table 4.11

**Table 4.11: Participation in Decision Making by the Respondents**

Meetings attended	Number	Percentage
Less than 3	153	39.4
Between 3 &5	70	18.0
More than 5	65	16.8
None	100	25.8
Total	388	100.0

From the findings, 153 (39.4%) of the respondents had attended less than 3 meetings or workshops organized by the county government of Muranga. About 100(25.8%) of the respondents had not attended any county forum, 70(18%) had attended between 3 and 5 meetings, while only 65(16.8%) had attended more than 5 county decision making forum. This indicates that citizen participation in decision making process of Murang'a County Government was low.

These findings indicate that citizen participation needs to be increased by the County Government for better service delivery. This concurs with the findings of Muia (2008) who stated that democratic decentralization may refer to local people participating in not only electing their leaders but also in decisions of operation and sustainability of their institutions to meet their needs. This also agrees with Kauzya (2007) who argues that for all groups to participate fully at local community level through decentralized governance, they need to participate using the vote, their voice and their direct action through engaging in specific activities.

#### **4.6.2 Consultation with Respondents and Satisfaction with Service Delivery**

The study further explored whether citizens were consulted in the budget validation process as well as in planning development projects for the county. The results were analyzed and presented in table 4.12

**Table 4.12: Consultation of Respondents in County Decision Making**

Comment	Number	Percentage
Consultation was done	93	24
Consultation was not done	295	76
Total	388	100

It was clear that majority of the respondents 76% agreed that the County did not consult them prior to and during the decision making on the budget as well as the projects according to priority of the various sub-counties in the County. However, 24% indicated that consultations were engaged. This reveals that the County Government of Murang'a needs to ensure a responsive participatory approach in decision making which enhances ownership of the project by the project beneficiaries. This can be achieved by residents of given areas identifying projects of priority in their areas as they attend various county decision making forum.

According to GEF Report (2008), participatory process for project identification, design and implementation is of paramount importance. The hope of devolution is to narrow government's jurisdiction and the scope of public activities for which it is responsible, so that citizens can easily hold the government accountable (Ahmad 2005). The findings confirm the comments by Valenzuela (2002) that, if given the opportunity, the poor and marginalized people can build strong and sustainable organizations, build enormous generosity, successfully improve their quality of life, generate participation and accountability mechanisms and stimulate the emergence of democratic leadership.

#### 4.6.3 Gender Consideration and Satisfaction with Service Delivery

In order to establish whether gender considerations are done in County decision making by involving the members of the public, the study sought to find out whether both men and women were included in most decision making panels and also whether they felt that their views were taken in the decision making process. The results were analyzed and presented in table 4.13.

**Table 4.13: Gender Consideration of Respondents in County Decision Making Process**

Meetings attended		Number		Total
		Men	Women	
Less than 3	Count	100	55	155
	% of Total	25.8%	14.2%	40%
Between 3 and 5	Count	45	25	70
	% of Total	11.6%	6.4%	18%
More than 5	Count	37	26	63
	% of Total	9.5%	6.7%	16.2%
None	Count	48	52	100
	% of Total	12.4%	13.4%	25.8%
Total	Count	230	158	388
	% of Total	60%	40%	100%

From the findings 100(25.8%) male respondents and 55(14.2%) female respondents had attended less than 3 meetings, compared to 37(9.5%) of the male gender and 26(6.7%) of the female

gender who had attended more than 5 meetings. However, about 48(12.4%) male respondents and 52(13.4%) female respondents had not attended any decision making forum organized by Murang’a County Government.

The study findings indicate that women had not only attended few meetings but were also not very involved compared to the men. This affects life and development of a community as confirmed by Karl(1995), who observed that without active participation of women and incorporation of women’s perspective at all levels of decision making, the goals of equality in development and peace cannot be achieved.

#### **4.7 Inter-Governmental Relations and Satisfaction with Service Delivery**

Since devolution is entrenched in the Constitution of Kenya it was important for the study to establish the extent to which the relationship between the National and the County Government influences satisfaction with services delivered to citizens of Murang’a. This relationship was dictated by policies such as the Constitution, the County Government Act 2012, the Inter-Governmental Act 2012, Transition to Devolved Government Act 2012, the Public Finance Management Act 2012 among others.

##### **4.7.1 Existence of Inter-governmental conflicts and Satisfaction with Service Delivery**

During the one-year of devolution, according to an assessment done by the Commission on Implementation of the Constitution (CIC) Kenya in June 2014, counties have experienced disputes such as those relating to boundaries, revenue collections, management of natural resources among others. Disputes reported between the national and county governments were mostly around incomplete transfer of functions and unclear demarcation of functions. This is resulting from the effect of not unbundling these functions. Respondents were asked to indicate if these conflicts influence service delivery and the results were analyzed and presented in table 4.14

**Table 4.14 Existence of Inter-governmental Conflicts**

Inter-governmental conflict	Number	Percentage
Affects service delivery (yes)	290	74.7
Does not affect service delivery (no)	98	25.3
Total	388	100.0

From the table, 290 (74.7%) of the opinion leaders admitted that the inter-governmental conflicts had a great influence on service delivery. Only 25.3% indicated that in their view inter-governmental conflicts did not influence service delivery in the county.

#### 4.7.2 Supremacy Battles and Satisfaction with Service Delivery

The study further explored whether the supremacy battles between the two levels of government had an impact on service delivery. The respondents were therefore asked to indicate if in their opinion whether the war for power between the national and the County government influenced service delivery and the results were analyzed and presented in table 4.15

**Table 4.15: Supremacy Battles and Satisfaction with Service Delivery**

Comment	Number	Percentage
supremacy battles affects service delivery (Yes)	305	78.6
supremacy battles affects service delivery (No)	83	21.4
Total	388	100.0

A higher number (78.6%) of the respondents maintained that supremacy battles had a great influence on service delivery that made it unsatisfactory to citizens. The other 21.4% indicated there was no such battles in the county. The main difficulty cited was that devolution was a new concept in Kenya and hence misunderstandings between the National and the County Governments on how to actualize autonomy and interdependence principles of devolution. Most respondents felt that the National Government was not allowing the Counties to exercise autonomy or even supporting the process of devolution to mature.

This findings concurs with the argument by Totemeyer in his study of decentralization in Namibia (2008), who observed that there was fear within the Central government, that decentralization if implemented as designed would undermine its authority. In addition, according to World Bank (2004) jurisdictional overlap between tiers of government weakens incentives to perform well on service delivery and encourages politicians to target services to their supporter.

#### **4.8 Summary**

This chapter highlighted the results of data and information gathered. The respondents' profile was based on four major variables namely; accountability of the County leaders, financial decentralization, citizen participation in county decision making as well as the inter-governmental relations between the National and County levels. Raw data was collected using questionnaires and an interview schedule, systematically organized, coded and analysed through descriptive statistics using Statistical Package of Social Sciences (SPSS), and finally presented using percentages and frequency distribution tables. The findings indicated that all the variables had an effect on citizens' satisfaction with services delivered by the County government of Murang'a.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS,DISCUSSION, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter highlights the summary of the findings, discussion, conclusions and offers recommendations to the challenges that have been brought forth by this research. In addition the researcher suggests areas for further research. Conclusions are made on the basis of the literature reviewed in the study.

**5.2 Summary of Findings**

The study sought to investigate factors influencing satisfaction with service delivery in Murang'a County so as to recommend possible solutions to better services. The study engaged both male and female genders as opinion leaders and residents of the county. As far as demographic characteristics are concerned, the study established that 77.3% of the opinion leaders were male against 22.7% female gender. A majority of 67% indicated that service delivery by the Murang'a County government was average compared to 21.4% who stated that the services were below average. Only 11.6% leaders found the service delivery to be above average.

As concerns the respondents age, the study established that only 1% were aged below 30 years while only 38.1% were between 31 and 40 years. Majority of the respondents represented by 60.9% were above 41years who have experience in different areas and have retired from their professional services. According to the study findings 71.6% respondents indicated secondary education as their highest education level, compared to 1.3% who had attained university education and 3.9% who had not attended any form of school.

The research has shown that majority of the respondents represented by 56.2% had not attended any form of meeting with their ward representatives compared to 43.8% that had only attended very few meetings to be able to articulate their wishes. 79.9% of the respondents indicated that the projects in their areas were not clear in terms of the level of government that was financing it neither was it among the projects they had proposed to the government as a priority in the area. However, 20.1% of the respondents were well aware of the projects in their areas being among the ones they had proposed and the level of government that was financing the projects.

From the research findings a majority of 77.3% agreed that their access to information influenced citizens' satisfaction with services delivered by their county leaders compared to 22.7% who disagreed. Gender balance was indicated by a majority of 96.9% to have influence on satisfaction with service delivery while 64.5% agreed that involvement in monitoring and evaluation of county projects influences satisfaction with service delivery by county leadership compared to 3.1%. Only 35.5% disagreed with issues of gender imbalances and lack of involvement in assessing county projects having an influence on satisfaction with service delivery.

Regarding influence of financial decentralization on satisfaction with service delivery, the findings revealed a total of 91.7% agreed that the rate of flow of funds from the central government influenced satisfaction with service delivery compared to 18.3% who disagreed. On the allocation of funds by the county government to various vote heads most respondents represented by 74.2% agreed that its influence on satisfaction with services delivered was great. Only 15.5% of respondents disagreed that timely release of funds by both governments had an influence on service delivery and hence the level of satisfaction among the citizens as compared to 84.6% who agreed.

From the findings, 39.4% of the respondents had attended less than 3 meetings or workshops organized by the county government of Muranga. About 25.8% of the respondents had not attended any county forum, 18% had attended between 3 and 5 meetings, while only 16.8% had attended more than 5 county decision making forums. It was clear that majority of the respondents 76% agreed that the County did not consult them prior to and during the decision making on the budget as well as the projects according to priority of the various sub-counties in the County. However, 24% indicated that consultations were engaged.

From the research findings 74.7% of the opinion leaders admitted that the inter-governmental conflicts had a great influence on service delivery. Only 25.3% indicated that in their view inter-governmental conflicts did not influence service delivery in the county. A higher number 78.6% of the respondents maintained that supremacy battles had a great influence on service delivery that made it unsatisfactory to citizens. The other 21.4% indicated there was no such battles in the county.



### **5.3 Discussion of the Findings**

From the findings it is clear that most residents of Murang'a County feel that the services offered by the County government are just average with issues such as access to information, gender imbalance in decision making fora, timely release of funds and conflicts between the national and county government greatly influencing service delivery in the county.

The study established that the County leaders did not hold frequent meetings with the people in their areas of representation and hence were not in touch with the needs or demands of the citizens as expected. This is revealed by the percentage of respondents(79.9%) who indicated that consultation on projects in their areas was not done. This contrasts with the views of Kauzya (2007) who argued that for all groups to participate fully at local community level through decentralized governance, they need to participate using the vote, their voice and their direct action by engaging in specific activities. The public indicated a need to access more information from their leaders on matters of county development and also inclusion in monitoring and evaluation so as to enhance accountability and transparency. This agrees with the views of Manor (1997) who stated that, a decentralized system must possess reliable accountability mechanisms. These mechanisms may assist the government that is genuinely accountable to its citizens to pay considerable attention to their needs (Blair, 1998).

Gender parity was established by the study as a factor that the county government needed to improve on so that more women are represented at all stages of decision making as well as in the projects done by the County government. This affects life and development of a community as confirmed by Karl(1995), who observed that without active participation of women and incorporation of women's perspective at all levels of decision making, the goals of equality in development and peace cannot be achieved. When the public holds more meetings with their representatives they not only articulate their needs but also hold their leaders responsible in all issues of development.

Financial decentralization was established to have influence on satisfaction with service delivery. The rate of flow of funds and timely release of these funds from the Central Government was found unsatisfactory by most of the respondents (91.7%). This is because fiscal transfers typically have conditional and unconditional aspects of the centre holding the sub-national governments accountable for proper use of central transfers as well as accountability to citizens

for resources used (Bird, 2003). On the allocation of funds by the county government to various vote heads most respondents represented by 74.2% agreed that it was not all-inclusive and hence its influence on satisfaction with services delivered was great. This is because, in practise, political realities and historical legacies often determine the choices and, not surprisingly give rise to mismatches (World Bank, 2002). Also just like evidence from India indicates, even when fiscal transfer are supposed to be formula-driven they can be influenced by political concerns and constitutional rules (Khemani, 2003).

Timely release of funds by both levels of governments had an influence on service delivery in that funds were not released in good time causing delays in project implementation and hence the level of satisfaction among the citizens was low. Respondents felt that the government should enhance predictability of funds through either encouraging counties to raise own taxes with rights to adjust tax rates and the incentives for service delivery (McLure, 1999), or through a formula-based. Counties are mandated by the Constitution to collect taxes to enhance predictability and efficiency of service delivery. However, this is not the case on the ground as the study has established that there is a problem of over-dependence on central transfer so that sub-national governments blame the central government for breakdowns in service delivery (Khemani, 2004). This confirms the findings of Rao and Singh (2006) who suggested that how public resources are raised and spent represents a crucial aspect of any federal system. Counties should therefore innovate ways of mobilizing the resources available in their areas and spend the same in ways that are not only beneficial to the community but also sustainable to reduce over-dependence on the national government.

The study findings established that citizen participation was average represented by 74.2% of the respondents (opinion leaders) who indicated having attended a forum organized by the Murang'a County Government as compared to 25.8% that had not. A majority of 79.7% of this leaders indicated that they were consulted in the County's decision making process so that most projects were not in line with their wishes. This disagrees with the views of Oloo, (2006) who stated that a right based approach to participation is that citizens have a superior right over local government officials to demand answers and to impose sanctions and therefore they must be included and consulted in all issues. Regardless of their status or gender the public need to be involved in decision making simply because, if given opportunity, the poor and marginalized people can build strong and sustainable organizations, build enormous generosity and solidarity,

successfully improve their quality of life, generate participation and accountability mechanisms and stimulate the emergence of democratic leadership (Valenzuela, 2002). This is because, traditionally, democratic decentralization may refer to local people participating in not only electing of their leaders but also in decisions of operation and sustainability of their institutions to meet their needs as stated by Muia (2008).

In this study, 74.7% of the opinion leaders admitted that the inter-governmental conflicts while 78.6% cited that supremacy battles between the tiers of government and among leaders had a great influence on service delivery. This agrees with the conclusions by Totemeyer (2008) who observed that there was fear within the central government that decentralization if implemented as designed would undermine its authority. This requires the Kenyan legislative an institutional framework to provide for mechanisms fo consultation and co-operation between the national and the county governments and among the county governments themselves so that jurisdictional overlaps between tiers of governments that weakens the incentives to perform well on service delivery is enhanced (World Bank, 2004).

#### **5.4 Conclusions**

The study focused on factors influencing satisfaction with service delivery to citizens by the Murang'a County Government. In order to answer the study questions, the study investigated accountability of county leaders. The study established that the County leaders did not hold frequent meetings with the people in their areas of representation and hence were not in touch with the needs or demands of the citizens as expected. This is revealed by the percentage of respondents(79.9%) who indicated that consultation on projects in their areas was not done. The public indicated a need to access more information from their leaders on matters of county development and also inclusion in monitoring and evaluation so as to enhance accountability and transparency. The hope of devolution is to narrow government's jurisdiction and the scope of public activities for which it is responsible, so that citizens can easily hold the government accountable (Ahmad 2005).

In an attempt to answer the study question on influence of finances and service delivery by the County government, it was established that services can only be delivered in the expected time and manner if the resources are availed by the central government. Delays in transfer of funds from the central government to the counties were noted to greatly affect service delivery. The

study concluded that finances needed to be availed to counties in good time and amounts, and counties should be given independence to allocate financial resources freely in consultation with their subjects' order of prioritized projects. Counties should also innovatively raise their own taxes that will reduce over-dependence and breakdowns in service delivery (Khemani, 2004), as well as cover for any deficit from the transfer sent by the central government.

The study findings noted that citizen participation in county decision making is average and yet the services offered are aimed at meeting their needs. The study findings therefore stress the fact that achievements of community projects or satisfactory services are tied to community participation which calls for active involvement of all community members in need assessment, influencing the direction and execution of projects, rather than merely receiving a share of project benefits from a distance. Working as a team helps to tap the energies and resources of individual citizens within the community for the benefits of the entire community as emphasized in citizen participation theory of which this study is grounded on. It also ensures that varying interests of stakeholders are balanced and the decision are made in a rational, informed and transparent fashion contributing to overall efficiency and effectiveness of the institutions (Oloo, 2006).

In regard to the fourth objective of establishing the influence of inter-governmental relations on service delivery. It was established that funding for county activities emanated from the central government through transfers that are unpredictable in amounts and timeliness and hence greatly affecting service delivery. The legal framework and policies available seems to make it hard for County and National Governments to appreciate and function in their roles properly due legal misunderstandings and misinterpretation of the inter-governmental regulations. Despite being enshrined in the Constitution of Kenya that both levels of governments would embrace inter-dependence to promote cooperative decision making, coordination and alignment of priorities, policies budgets and activities, this has not been the case in Kenya. County governments want more autonomy while the Central government seems reluctant to let go. This findings concurs with the argument by Totemeyer in his study of decentralization in Namibia(2008), who observed that there was fear within the Central government, that decentralization if implemented as designed would undermine its authority. In addition, according to World Bank (2004) jurisdictional overlap between tiers of government weakens incentives to perform well on service delivery and encourages politicians to target services to their supporter.

## **5.5 Recommendations**

Satisfaction with service delivery to citizens requires full involvement of the beneficiaries of devolution for ownership and sustainability. In order to enhance services that meet the needs of the citizens to their satisfaction, this study recommends that

1. The researcher recommends that County governments should seek to involve the public more in decision making by increasing the number of meetings between the leaders and the public. A comprehensive and coordinated capacity building program should be developed and implemented for both tiers of government as well as rigorous mobilization and sensitization of the community on their role in devolution and the need for active involvement in governance.
2. County governments must strive to strike gender parity or at least bring more females and the youth into decision making for any projects sustainability to be realized, starting with project identification, planning, implementing even up to monitoring and evaluation of all county projects.
3. Both the National and the County Governments should strive to enhance predictability of funds so that funds are adequately available at the counties for service delivery. This can be through fiscal interdependence between the two tiers by joint budgeting and evaluation of transfers for efficient service delivery. The National government should be seen to support counties' independence in allocation while the County governments should reduce their over-dependence on transfer of funds from the central government by innovating their own tax sources as they maximize on the available resources per county.
4. To overcome the challenge of inter-governmental relations/disputes, an inter-governmental technical committee and secretariat should be established to support the Council of Governors. This can be through releasing adequate funds on time, offering relevant training to county leaders and the general public. The public as the greatest safeguard of the system among other watchdog institutions should hold the county governments accountable for resources used and services delivered against their actual needs.
5. Structures and systems for service delivery should be developed by both tiers of government and state organs such as the legal framework, service delivery charters etc to enable citizens to access information and receive better service delivery.

## **5.6 Suggestions for further studies**

The focus of this study was to investigate factors influencing satisfaction with service delivery by devolved governments. For the purpose of enhancing research activities and general public awareness, other researchers and scholars may carry out studies in the following areas:

- a) Analysis of factors influencing satisfaction with service delivery by devolved governments in other Counties
- b) Analysis of factors influencing accountability on service delivery by County Governments
- c) The Role of public participation on County service delivery

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**Appendix I: LETTER OF TRANSMITTAL**

TILAS MIRIAM WANGARI,  
P.O. BOX 199-10202,  
**KANGEMA**

Dear Respondent,

**Re: FACTORS INFLUENCING CITIZENS' SATISFACTION WITH SERVICE  
DELIVERY BY COUNTY GOVERNMENT OF MURANG'A**

I am a Master of Arts student at the University of Nairobi-Nyeri Extra-Mural Centre. I am undertaking a study that seeks to examine factors influencing satisfaction with service delivery to citizens by the County Government of Murang'a as a partial fulfillment for the requirement for an award of a Masters in Arts degree in Project Planning and Management.

This is a request for your participation in responding to the attached questionnaire. Your truthful and accurate response will help facilitate this study. Please be assured that any personal information given will be treated with utmost confidentiality, highly appreciated and will be purposely used for this study. You do not need to write your name in this questionnaire.

Thank you for your co-operation.

Yours Faithfully,

**Tilas Miriam W**

## **Appendix 2: QUESTIONNAIRE FOR THE MURANG'A COUNTY OPINION LEADERS**

The Questionnaire seeks to gather information from the Murang'a opinion leaders who are the representatives of the general public in any deliberations on County development projects, deliberated and passed by the County Assembly. It is sub-divided into five sections to address the demographic characteristics of the respondents, accountability of county leaders, citizen participation in decision making, financial decentralization and influences of inter-governmental relations on levels of satisfaction with services provided by the Murang'a County government. The identity of all the respondents will be held in strict confidence. Do not include your name in the questionnaire. Participation of the survey will be voluntary and all the information given will be used only for the research purpose. Kindly spare your time to provide answers based on your experience in the implementation of devolved governance in Murang'a County. In case of any clarification or need for translation, please feel free to ask

### **SECTION (A) BIO DATA**

Please put a tick where appropriate.

1. Gender (i) Male [  ] (ii) Female [  ]
2. Age bracket in years (i) 30 years and below [  ] (ii) 31-40 [  ] (iii) 41-50 [  ]  
(iv) 50 and above [  ]
3. Marital Status: (i) Single [  ] (ii) Married [  ] (iii) others (please specify).....
4. Religion: (i) Christianity [  ] (ii) Islam [  ] (iii) Other (specify).....
5. Highest level of your education attained  
(i) Primary level [  ] (ii) Secondary level [  ] (iii) College level [  ] (iv) University level [  ]  
(v) Others (please specify).....

**SECTION B: ACCOUNTABILITY OF COUNTY LEADERS AND SATISFACTION WITH SERVICE DELIVERY**

1. How many meetings held by the Ward Representative of your area have you attended?  
 (i) Less than 3 [ ] (ii) More than 5 [ ] (iii) Between 3 and 5 [ ] (iv) None [ ]
2. In the meeting were your proposals for projects requested for?  
 (i) Yes [ ] (ii) No [ ]
3. If yes, are the county projects in your area among the ones you had proposed?  
 (i) Yes [ ] (ii) No [ ]
4. In your opinion, to what extent has the ward leader been accountable to the people?  
 (i) Very High [ ] (ii) High [ ] (iii) low [ ] (iv) Very low [ ]
5. To what extent do the following aspects influence your leader’s level of transparency?  
 (Tick your opinion on a scale of 1-4, where 1=very high; 2=high; 3=low; 4=very low).

<b>Impact</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Citizens’ access to information				
Citizen involvement in decision making				
Consideration of gender in meetings				
Citizens involvement in monitoring & evaluation				
Civic education/capacity building				

**SECTION C: FINANCIAL MANAGEMENT AND SATISFACTION WITH SERVICE DELIVERY**

To what extent do you agree that the following financial issues influence the operations and effective service delivery to citizens of Murang'a? (Please tick in the appropriate box)

**County Financial management**

<b>Impact</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Rate of flow of funds released by the central government				
Allocation of funds to various vote heads				
Timely release of funds by county government				

**SECTION D: CITIZEN PARTICIPATION AND SATISFACTION WITH SERVICE DELIVERY**

1. How many meetings held by the Murang'a County Government have you attended?

- (i) Less than 3 [ ] (ii) More than 5 [ ] (iii) Between 3 and 5 [ ] (iv) None [ ]

2. In the meetings you have attended, how many men/women were present

Men Representatives

- (i) Less than 3 [ ] (ii) More than 5 [ ] (iii) Between 3 and 5 [ ] (iv) Not aware [ ]

Women Representatives

- (i) Less than 3 [ ] (ii) More than 5 [ ] (iii) Between 3 and 5 [ ] (iv) Not aware [ ]

3. In your opinion, do you feel that your views were considered in deciding projects or services delivered in your area?

- (i) Strongly disagree [ ] (ii) Disagree [ ] (iii) Agree [ ] (iv) Strongly agree [ ]

4. How many workshops or civic education forum organized by the Murang'a County Government have you attended?

(i) Less than 3 [ ] (ii) More than 5 [ ] (iii) Between 3 and 5 [ ] (iv) None [ ]

5. How would you describe your level of satisfaction with the service provided by the Murang'a County Government?

(i) Excellent [ ] (ii) Very satisfactory [ ] (iii) satisfactory [ ]

(iv) Fair [ ] (v) Below average [ ]

**SECTION E: EFFECTS OF INTER-GOVERNMENTAL RELATIONS ON SATISFACTION WITH SERVICE DELIVERY**

1. Are you satisfied with the relations between the National government and your County leadership?

YES [ ] NO [ ]

2. In your opinion do you think the inter-governmental conflicts so far influences service delivery in Murang'a County? (tick one)

(i) Strongly disagree [ ] (ii) Disagree [ ] (iii) Agree [ ] (iv) Strongly agree [ ]

3. In your view, do you think that the supremacy battle between the National government and the County government members has an influence on service delivery in Murang'a County? (tick one)

(i) Strongly disagree [ ] (ii) Disagree [ ] (iii) Agree [ ] (iv) Strongly agree [ ]



### **Appendix 3: INTERVIEW SCHEDULE FOR COUNTY EXECUTIVEMINISTERS**

#### **SECTION (A) BIO DATA**

1. Gender (i) Male [ ] (ii) Female [ ]
2. Age bracket in years (i) 30 years and below [ ] (ii) 31- 40[ ] (iii) 41-50 [ ]  
(iv) 50 and above [ ]
3. Marital Status: (i) Single [ ] (ii) Married [ ](iii) others .....
4. Highest level of your education attained  
(i) Secondary level [ ] (ii) College level [ ] (iii) Universitylevel [ ]  
(iv) Others (please specify).....

#### **SECTION B: ACCOUNTABILITY OF COUNTY LEADERSANDSATISFACTION WITH SERVICE DELIVERY**

1. How many meetings have you held with your area opinion leaders?
2. In the meetings, were the proposals for projects from the opinion leaders/citizens requested for?
3. If yes, are the county projects in your area among the ones they had proposed?
4. In your opinion, to what extent have you as a leader been accountable to the people?
5. To what extent doesCitizens' access to information influenceyour level of transparency to them?
6. In your opinion, do you think that Citizen involvement in decision making, their gender and involvement in monitoring and evaluation of county projects influences your level of transparency?

#### **SECTION C: FINANCIAL DECENTRALIZATIONANDSATISFACTION WITH SERVICE DELIVERY**

7. Does the rate of flow of funds released by the central government influence the ability and rate at which the County Government of Murang'a delivers its services to the satisfaction of its citizens?

8. Has the allocation of received funds been adequate for all vote heads and how has this affected your allocation and hence service delivery to the satisfaction of the citizenry?
9. Do the funds from the central government get to your office in good time and how has this affected your service delivery to Murang'a citizenry?

**SECTION D: EFFECTS OF INTER-GOVERNMENTAL RELATIONS ON SATISFACTION WITH SERVICE DELIVERY TO MURANG'A CITIZENS**

10. Are you satisfied with the relations between the National government and your County leadership?
11. In your opinion do you think the inter-governmental conflicts so far influences service delivery in Murang'a County?
12. In your view, do you think that the supremacy battle between the National government and the County government members has an influence on service delivery in Murang'a County?

#### Appendix4:Krejcie and Morgan Sample Size Table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
70	59	380	191	2800	338
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	<b>100000</b>	<b>384</b>