

**DECENTRALIZATION OF GOVERNMENT OPERATIONS AND
SERVICE DELIVERY PERFORMANCE BY COUNTY
GOVERNMENTS IN KENYA**

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DECLARATION

I, the undersigned, declare that this research project is my original work and has never been submitted in any other university or college for a degree or any other award.

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SIGNATURE.....

DATE.....

This research project has been submitted for examination with my approval as the University appointed supervisor.

SIGNATURE.....

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DEDICATION

I dedicate this project first to Almighty God for His strength and grace throughout the whole project process. Secondly, to my wife Cecilia Mutheu for her moral support, and finally to my son Clement Muuo for his perseverance and patience during my times of absence in this process.

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LIST OF ACRONYMS

GDP	- Gross Domestic Product
ISA	- Institute for Social Accountability.
KIPPRA	- Kenya Institute for Public Policy Research and Analysis.
LAs	- Local Authorities
SID	- Society for International Development
SPSS	- Statistical Package for Social Sciences
TI	- Transparency International
TOC	- Theory of Constraints
ToP	- Theory of Performance

ABSTRACT

The objective of the study was to establish the relationship between decentralization of operations and the performance of county governments. It specifically looked at operations which have been decentralized, effect of decentralizing operations on the performance and constraints facing decentralization of operations in county governments. The study adopted an exploratory descriptive survey design which targeted three counties namely, Nyeri (agriculturally rich county), Nairobi (Industrial County) and Machakos (arid and semi-arid area). Stratified random sampling technique was used owing to the need of ensuring that all the 3 counties were independently sampled and represented. A sample size of 150 residents (50 from each county) was selected. Primary data was collected using semi-structured questionnaires and analyzed using descriptive statistics and multiple linear regression models as an inferential analysis. The study established that agricultural sector was the most decentralized followed by transport sector, health and education sector. There was an overlap of role of national government and county government in delivery of service in some functions and this has led to conflict in service delivery which has affected performance of county government. There was lack of resources for service delivery that match level of decentralized functions. It was concluded that there is a positive relationship between decentralization of operations and performance of county governments. Based on the finding, the study recommended that county governments should adopt decentralization as a policy to improve on the performance of the county government.

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CHAPTER ONE: INTRODUCTION

1.1 Background of Study

The advent of new constitution in Kenya changed the way government operations are handled. It led to creation of two tiers of government, national and county government and this brought about decentralization of some of functions previously performed by central government to county governments, to ensure services are delivered effectively and efficiently at county level. This led also to decentralizations of operations of these functions. Previously, functions were performed from a centralised focus, with delegation to provincial level as the only way central government ensured services were performed at local levels. Distribution of these functions between the two levels of governments is guaranteed in the Constitution of Kenya 2010 Fourth Schedule (Muriu, et al. 2013). Decentralization of functions gives county governments and their agencies the responsibility of performing the operational activities of each function to ensure services are delivered in the areas of their jurisdictions (Lubale, 2012). They have a responsibility to ensure policies formulated by national government are implemented as required, to ensure services are delivered to the benefit of its citizens (Muriu, et al 2013).

According to Muriu (2012), Performance of decentralized services by county governments can be measured by indicators of allocative efficiency, accountability and reduction of corruption, and equity in service delivery. Allocative efficiency is the extent to which the services delivered match the preferences of the citizens. It is assessed by the extent to which citizen needs expressed in proposals are reflected in the decisions and final services provided. Accountability is the practice where service delivery agents make public, and are responsible for their actions. In this case it is the

extent to which officials of the county government give account to the citizens on the resources at their disposal and how they have been used in service delivery. Reduction of corruption is the extent to which abuse and misuse of public resources for private gain has been controlled and minimized. Equity has to do with geographical and demographic targeting of services especially to the neediest groups in the society. This includes targeting the poor and marginalized who have previously been ignored (Muriu, 2012).

The functions of national government as provided for in constitution of Kenya 2010 fourth schedule include among others; Foreign affairs, Security, the entire judiciary services, National economic policy and planning, education policy, transport and communications, Telecommunication, National public works, Energy policy, National referral health facilities, disaster management, public investment and policy formulation for such sectors like; health, agriculture, energy, tourism among others. According to Muriu, et al (2013), the constitution assigns to county governments the task of service delivery in key sectors like water, health and agriculture, with the national government's role in some of the sectors being that of policy formulation. Other operations decentralized to county governments according to Institute for Social Accountability (ISA) (2011) are; county transport, trade development and regulation, animal control and welfare, and county planning and development.

1.1.1 Decentralization of Operations

The most commonly used definition of decentralization regards it as the transfer of decision-making power and administrative responsibility from the central government to the periphery (Milner, 1980; Rondinelli, 1990; Bossert, 1998). According to

Sunkuli (2011) decentralization is the transfer of authority and responsibility for public functions from the central government to intermediate and local governments or quasi-independent. Cleaves (2014) looks at decentralization as the capability to transfer statutory authority and responsibility for mission essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

Decentralization of operations in Kenya came as a result of devolving the functions formerly performed at central level to county level after promulgation of Kenya constitution 2010. This means counties have the role of actual delivery of services to the Kenyan people (Sunkuli, 2011). Services whose delivery has been decentralized as indicated earlier include but are not limited to education, health, water, sanitation, public transport and infrastructure, roads maintenance, fire fighting, housing and social welfare (Robinson, 2007; Muriu 2012). Decentralization of health care services according to the fourth schedule left National referral health facilities and health Policy at national level, while devolving such functions like county health facilities and pharmacies, ambulance services, promotion of primary healthcare, licensing and control of undertakings that sell food to the public, veterinary services (excluding regulation of the profession), cemeteries, funeral parlours and crematoria and refuse removal, refuse dumps and solid waste disposal (Murkomen, 2012). Education services were partially decentralized. The national government retained primary, secondary and tertiary education, while the county governments would be responsible for pre-primary and vocational education (Ndii, 2010). On Water and sanitation, the national government according to Ndii retained the mandate for resource management (Water Service Boards), while the county governments were assigned local

reticulation and service delivery, which were services provided by water and sanitation companies owned by the local authorities. On transport, county governments oversee county transport, while National policy, telecommunications, railway, civil aviation and broadcasting are the mandate of National government.

1.1.2 County Service Delivery Performance

Service delivery in many African countries is confronted with many challenges, which constrain their delivery capacities. They include the human resource factor, relating to shortages of the manpower in terms of numbers and key competencies, lack of appropriate mindsets, and socio-psychological dispositions. There is also the perennial problem of the shortage of financial and material logistics that are necessary to support effective service delivery. On the other hand, the gradual erosion of the ethics and accountability in public offices has continued to bedevil county governments in delivering public services to the people effectively. Public sector reforms meant to address these challenges have achieved minimal result (Lienert, 2003).

Lebens & Euske (2006) define performance as a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. Organisations measure their performance to ascertain their growth. According to Santa et al (2010), improving operational effectiveness involves determining key performance objectives and establishing benchmarks. Benchmarking as an efficiency tool is based on the principle of measuring the performance of one organisation against a standard, whether absolute or relative to other organisations. It can be used to; assess performance objectively, expose areas where improvement is needed, identify other organisations with processes resulting in superior performance, with a

view to their adoption and to test whether improvement programmes have been successful (Cowper and Samuels, n.d). Organisations which appreciate the value of performance measurement are able to identify operating strengths and weaknesses and recognise improvements when they occur, for efficient and effective service delivery (Ammons, 2007).

Saavedra (2010) argues that decentralization aims at bringing decision makers and decision making processes closer to people and their needs. He further argues that local decision-makers have access to better information on local conditions than central authorities; this knowledge allows them to better tailor services and public spending patterns to local needs and preferences; this in turn, is expected to improve efficiency and quality of services for local constituents. McLure (2002) argues that, decentralized framework of service provision must be backed with sufficient fiscal resources and discretion over them. If local governments are to carry out expenditure responsibilities and provide public services in a decentralized manner effectively, they should be able to have an adequate level of revenues to afford those decentralized functions, either through locally raised revenues, which could bring greater accountability

In Kenya, service delivery under the former regime of governance was centralized, with the central government delegating some functions to provincial level and local authorities (LAs). Policies were implemented and functions performed on behalf of the central government and therefore performance measurement was for the central government. With the new regime of decentralization, government operations have been decentralized as per the fourth schedule of Constitution of Kenya 2010, making

counties responsible for setting operational policies for enabling them perform the decentralized operations. Operational policies are the instruments and practices by which organizations rationalize and continuously improve the work they do through available knowledge and technology (Martin, 2009). This family of policies includes team synergy, decision structures, methods, standards, systems and procedures that yield high performance and consistently respond to changing circumstances.

The Government of Kenya introduced Performance Contracting in the Public Service in 2004 as one of the tools to improve service delivery. Performance contracting is defined by Simiyu (2012) as a freely negotiated performance agreement between a government, acting as the owner of a public agency and the management of the agency. The performance contracting is one element of the broader public sector reforms aimed at improving efficiency and effectiveness while reducing total costs. The fundamental principle of performance contracting is the devolved management style where emphasis is management by outcome rather than management by processes. It therefore provides a framework for changing behaviours in the context of devolved management structures (Kobia, 2006). Through use of performance contracting, officials in public sector are made accountable of their functions performance and accountable of resources entrusted to them for service delivery to citizens.

1.2 Statement of the problem

Decentralization in any country is expected to bring service delivery closer to the people and that delivery of such services becomes efficient and effective. The outcome of such process is reflected on the satisfaction citizens derive from services

delivered, how officials working in the devolved sectors feel about service delivery processes and generally how the decentralized government performs against its set goals in service delivery. According to Dicker (2010), measuring performance of the decentralized government will reveal how service performance has fared over time and the areas needing improvement, how well resources are utilized and how best they can be allocated and level of accountability of individual personnel. This will require a good measurement system which according to Aranda (2003) must be supported by the dimensions of operations strategy in place.

The change of system of governance in Kenya since promulgation of new constitution led to decentralization of certain government functions to county level, as outlined in Kenya constitution 2010 schedule 4. Some of the decentralized functions include education, health, agriculture, Public works and services among others. Lubale (2012) observes that, county governments and their agencies have the responsibility of delivering services within their designated area of jurisdiction, while observing the principles of equity, efficiency, accessibility, non-discrimination, transparency, accountability, sharing of data and information, and subsidiarity. So far, county governments in Kenya are still grappling with challenges of service delivery on the decentralized functions. A report by Kenya Institute for Public Policy Research and Analysis (KIPPRA) in 2013 highlights key sectors like health, water and sanitation, education among others which have faced challenges in service delivery. Survey done by Transparency international (TI) (2013) reported that 41% of Kenyans were not satisfied with the performance of their county governments in service delivery.

Various studies on decentralization and performance of county governments have been conducted locally. Some include; Wamae, (2014) who studied role of procurement function in enhancing performance in devolved government. She found that there is a significant positive relationship between the Technology, Staff competency, Stakeholder influence and Government policy with Performance in devolved system of government. Mugambi and Theuri (2014) studied challenges encountered by devolved governments in Kenya in budget-preparations. The study found that the planning process was not adequately done and needed to be improved so as to issue a valid platform for preparing the budget. It also found that public participation was not done as per the stipulated guidelines, and also that politicians' involvement in the budget process was very high and this affected the budget preparation process by increasing the time spent and prioritization of projects within the budget. Muriu R. (2012) did a study on the nature and influence of citizen participation on decentralized service delivery in Kenya. He found that the citizen participation through has had minimal influence on the decentralized service delivery in local authorities. He also found that the decision space had been limited to a few resources and hence the overall influence even where fully exerted could only make a little difference.

These studies however focussed narrowly on the subject of decentralizing functions and their effect on performance of county governments. They dwelt on single function or variable which cannot be taken as representative of the overall performance measurement. There is still a gap in knowledge that has to be filled in view of the performance of county governments in Kenya based on the decentralised operations. This research endeavoured to explore this subject, in particular the way county

governments in Kenya have performed so far in service delivery of the decentralised functions. The research question was, “how has decentralization of operations influenced performance of services by county governments in Kenya?”

1.3 Research objectives

1.3.1. General objective

To identify the relationship between decentralization of operations and the performance of county governments.

1.3.2. Specific objective

- i. To identify operations which have been decentralized to county governments in Kenya
- ii. To establish the effect of decentralizing operations on the performance of county governments in Kenya.
- iii. To identify constraints facing decentralization of operations in county governments in Kenya.

1.4. Value of the study

The findings of this study may help the national government of Kenya in assessing the milestone of the process of devolution of operations to the county governments and identifying key areas which need to be strengthened, or to be redefined in order to ensure devolution of operations benefits the people of Kenya. To the county governments, the study gives insight on how the devolved operations have influenced their performance, and how they can improve on their service delivery processes to ensure maximum and beneficial performance results.

The study may also benefit policy makers in that, they shall be able to understand the level of operations performance which is optimal to county governments, so that the policies they draw are in line with the capacity of performance of county governments in Kenya. Practitioners of the devolved functions may also be beneficiaries by understanding the constraints that hamper their performance, thereby devising methods of dealing with them for ensuring smooth performance of their functions. Finally, this study may benefit academicians by providing a basis for future research on the relationship between devolution of operations and performance or more specifically, what effect does devolution of operations have on the performance of the devolved governments.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This Chapter discusses the existing literature on the various studies conducted by researchers on relationship between decentralization of operations and service delivery performance by county governments in Kenya. It begins with looking on the theoretical foundation of the subject and then moves to looking at operations decentralization, performance of county governments in service delivery in Kenya and then some empirical studies.

2.2. Theory of Performance (ToP)

The Theory of Performance (ToP) develops and relates six foundational concepts (italicized) to form a framework that can be used to explain performance as well as performance improvements. To *perform* is to produce valued results. A *performer* can be an individual or a group of people engaging in a collaborative effort. Developing performance is a journey, and level of performance describes location in the journey. Current *level of performance* depends holistically on components: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors. Three axioms are proposed for effective performance improvements. These involve a *performer's mindset*, *immersion* in an enriching environment, and engagement in *reflective practice* (Elgar, n.d).

ToP emphasises that, the performance of a system, for example a home entertainment system, depends on the components of the system and on the interactions between these components. Similarly, level of performance of an individual or an organization

depends on the component parts. The significance of this theory is helping in understanding the concept of performance.

2.3. Transformation theory

According to transformation theory (Daszko and Sheinberg, 2005), transformation is the creation and change of a whole new form, function or structure. To transform is to create something new that has never existed before and could not be predicted from the past. Transformation is a “change” in mindset. It is based on learning a system of profound knowledge and taking actions based on leading with knowledge and courage. They further observe that, transformation occurs when leaders create a vision for transformation and a system to continually question and challenge beliefs, assumptions, patterns, habits and paradigms with an aim of continually developing and applying management theory, through the lens of the system of profound knowledge. Transformation happens when people managing a system focus on creating a new future that has never existed before, and based on continual learning and a new mindset, take different actions than they would have taken in the past. The importance of this theory in this study is to aid in understanding the process of transition from old system of operations performance in service delivery to the new devolved system.

2.4. Theory of Constraints

The Theory of Constraints (TOC) is an intuitive framework developed by Eliyahu Goldratt in the mid 1980's for managing organizations (Motwani& Klein, 1996, Ellis, 2011). Umble and Spuede (1991) defines TOC as an overall management philosophy which emphasizes constraints identification and management as the keys to focusing

limited time and resources on areas where potential returns are greatest. According to Gupta and Boyd (2008), TOC emphasizes the cross-functional and interdependent nature of organizational processes by viewing organization as a chain (or a network of chains) of interdependent functions, processes, departments or resources where a variety of inputs are transformed into a variety of products and services which when sold become throughput.

According to this theory, a constraint is anything that limits an organization's higher performance in terms of its goal. Implicit in the TOC framework is the desire to improve performance of organizations continually, through a process of ongoing improvement (Motwani & Klein, 1996). They further point out that, improvements in the organization should focus on the weakest link in the chain. TOC emphasizes the importance of defining and understanding the global goal of the organization as a condition for success. This concept is based on the assumption that resources available for managers and organizations are limited, and should therefore be directed towards a well defined and focused goal.

While TOC concept has been successfully implemented in manufacturing industry, various study literature appear to point out that the philosophy faces a myriad of challenges in its application in service industry. However, Ellis (2011) suggest, successful application of TOC to services requires that we adapt concepts and translate vocabulary from a world of inventory, machines in series, fixed capacities, and production lines to an environment of workers who can work at variable speeds, switch jobs almost instantaneously, and whose output is more difficult to measure. In line with this suggestion, Siha focused on the translation of the TOC vocabulary for

use in the service industry (Siha 1999). The relevance of this theory in this study is to help identify constraints impeding process of decentralizing operations to county governments and how the constraints can be eliminated in order to foster

2.5. Decentralization of Government Operations

Nyanjom (2011) points out that, decentralization has three fundamental dimensions, which may occur independently or jointly: the administrative, the political and the fiscal. *Administrative* decentralization transfers responsibility of functions from a central agency to one or more of its lower levels internally, or to peripheral agencies, such as a state corporation. *Political* decentralization separates powers and responsibilities horizontally or vertically. In these instances, decentralization is between or among agencies of comparable status, such as the executive, legislature and judiciary, or vertically to agencies that relate hierarchically, such as local authorities. Finally, *fiscal* decentralization involves changing the locus of revenue generation, primarily, but also offers expenditure autonomy.

The main objective of decentralization is to create the most efficient and accountable form of government possible (White, 2011). Decentralization involves assigning public functions, including a general mandate to promote local well being, to local governments, along with systems and resources needed to support specific goals. With decentralization of functions means their operational performance are no longer conducted at central level but at the decentralized level. Public sector decentralization according to Smoke et al. (2013) has become a worldwide phenomenon. In recent decades, many countries have decentralized functions, typically with a combination of stated intention(s), such as to improve service delivery, enhance governance and

accountability, increase equity in service and development outcomes, and/or promote a more stable state. Reform in a particular country reflects its context and the relative priority of desired objectives.

With decentralization, county governments being closer to the citizens are able to adjust budgets to local preferences in a manner that best leads to the delivery of the bundle of public services that is more fitted and responsive to community preferences (Saavedra, 2010). Oates (1972) as quoted by Saavedra (2010) argues, economists commonly assume a better match between local government outputs and local preferences under decentralization, and consequently rate local provision of services as more efficient, unless this situation is outweighed by spillovers or other efficiencies (for example, economies of scale) in central government provision.

Muriu (2012) argues that, decentralization of functions improves governance and local public service provision in several ways; proximity to the citizens provides better understanding of their needs and hence improves efficiency of resource allocation. Secondly, it promotes accountability through provision of information to local residents. It reduces corruption in government by distributing authority over public goods and services to different actors who provide checks on each other. He further argues that decentralization improves cost recovery by increasing the willingness of service consumers to pay for the services as they match their preferences and by enhancing the voice of citizens in decision making processes, decentralization can facilitate equitable distribution of services especially to marginalized and poor communities.

2.6. Performance of Public sector

The primary development goal for any country is to achieve broad-based, sustainable improvement in the standards of the quality of life for its citizens. The Public service and in particular the civil service plays an indispensable role in the effective delivery of public services that are key to the functioning of a state economy. When the delivery of services is constrained or becomes ineffective, it affects the quality of life of the people and nation's development process (Kobia, 2006). Public sector is however undoubtedly more complex than the private sector which has the luxury of a single dominant objective, that of profit maximisation, to focus its efforts. The public sector's provision of services is hugely complicated by shared or sometimes conflicting objectives, the demands of stakeholders and the influence of politicians (Tilley and Smart, 2010).

In acknowledging this complexity, Mukherjee (2000) cites the following difficulties in assessing organizational performance in the public sector. First, unlike private organizations, public organizations have no single performance indicator – such as profits or market share – that can be used to compare across different types of organization or product. Few organizations in the public sector work for profit; and the outputs of organizations such as an audit body or the planning division of the ministry of finance are used only by other organizations within the public sector. Second, he argues that, public sector organizations are often responsible for goods with low contestability and measurability. In such circumstances it is generally impossible to find performance measures that satisfy the ideal qualities of consistency, comparability, clarity, controllability, comprehensiveness, boundedness, relevance and feasibility.

O'Mahony (2005) further observes that, in the private sector, benefits to consumers are embedded in market prices, but this information is not available for public services. What's needed is an indication of the marginal contribution services make to eventual outcomes, e.g. impacts on patients' health outcomes, reduction in waiting times and, in education, students' academic success and what they eventually earn. According to Dicker (2010), measurement of public sector performance is important in ensuring officials are held accountable of their service delivery and also for allocating scarce financial resources. He further argues that, performance measurement can be carried out for either the users of the service (normally citizens), for providers of the service (normally the Government or contracted agencies) or for funders, such as the Treasury or research councils. Measuring and reporting on organizational performance focuses the attention of public managers and oversight agents, as well as the general public, on what, where and how much value programs provide to the public.

2.7. Empirical Studies on Operations Decentralizations

Other studies have been conducted on the subject of decentralization implementation elsewhere across the world. In Pakistan for example, Mezzera et al. (2010) found that, decentralization in Pakistan involved three major changes of government structures. By devolving various administrative and expenditure responsibilities to local level, decentralization changed the administrative level of decision-making, the nature of the accountability of such decision-making and the nature and level of fiscal resources raised and made available. North et al (2007) did a study of decentralization in Wales and found out that responsibilities decentralized included agriculture, culture, economic development, education and training, housing, social services, planning and

transport. Under the Local Government Act 2000, local authorities in Wales were required to produce Community Action Plans to which partner agencies would be committed in ensuring the operations of the county were effectively administered to post a measurable performance.

Decentralization in the United States of America according to Powers (1999) led to the transfer of responsibilities over a series of health, welfare, and social services programmes to the states, also giving states a freer rein over their own finances. States have seen an increase in their share of expenditure from about 8% of GDP in 1980 to approximately 10% of GDP in 2000. In China, although political devolution has not formally occurred and the Chinese Communist party still keeps a tight grip on political developments, Ma, (1996,) observes, there has been widespread fiscal decentralization that has provided regional and local governments with considerable powers and greatly encouraged policy innovations at the regional level. China's efforts towards decentralization began in conjunction with its marketisation initiatives in the late 1970s. The recognition that marketisation warranted a shift in government outlook, from a commanding role towards facilitating functions, brought about a series of fiscal reforms that saw the centre's influence over public resources reduce markedly across the 1980s (Ping, 2000).

2.8 Summary of the Literature Review

Transfer of decision-making power and administrative responsibility from the central government to the local units brings with it advantages that might have implication on the overall government performance. The literature sought to measure performance of the decentralized government in order to reveal both theoretically and empirically how

service performance are owing to decentralization. Theories that were reviewed by the study were: theory of performance that postulates axioms of effective performance such as performer's mindset, immersion in an enriching environment, and engagement in reflective practice; transformation theory that posits that performance requires leadership that create a vision for transformation and a system to continually question and challenge beliefs. Theory of constraints emphasizes constraints identification and management as the keys to focusing limited time and resources on areas where potential returns are greatest in order to increase performance. Empirically, studies have been done on operations decentralizations. These studies, variously, established that decentralization involve three major changes of government structures: financial, political and decision-making decentralization. However, the empirical studies reviewed did not look at decentralization in the Kenyan context. Besides, devolution is new in Kenya and no study has looked at how its decentralization has affected county performance. This study is, thus, important in filling in this gap.

2.9 Conceptual Framework

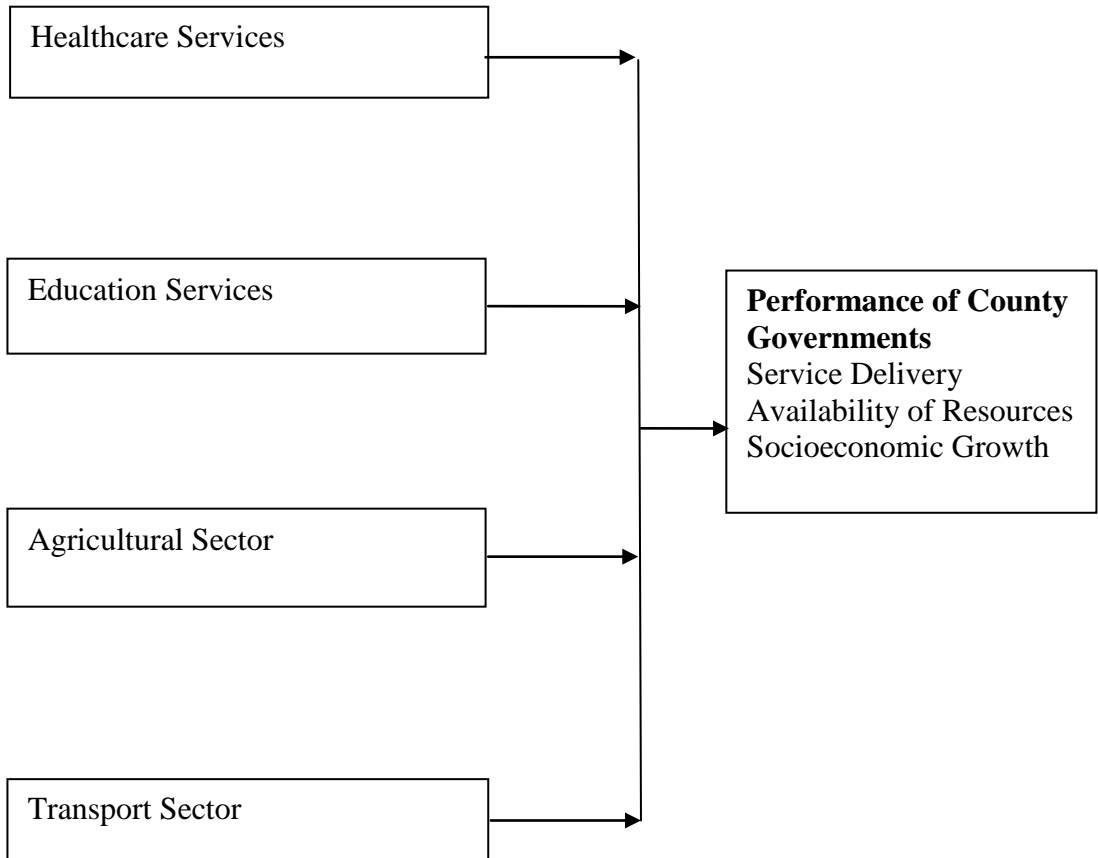
The conceptual framework will help enlighten on how the independent and dependent variables will be operationalised in the study. It shows the relationship between service delivery performance, which is the dependent variable and the independent variable which is degree of decentralization of government operations.

Figure 2.1: Conceptual Framework

Independent Variable

Dependent Variable

Degree of decentralization of operations



Source: Author (2014)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the proposed research design, the target population, data collection instruments and the techniques for data analysis.

3.2 Research Design

The study adopted an exploratory descriptive survey design. Descriptive research design seeks to obtain information that describes existing phenomenon by asking individuals about their perceptions, attitudes and values (Mugenda and Mugenda, 2003). According to Shuttleworth (2008), descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. Exploratory descriptive research design is the systematic collection of data in standardized form from an identifiable population or representative. Descriptive approach would, thus, ensure that comprehensive findings and depth information obtained on the subject matter.

3.3. Target Population

The target population of the study was the populace in all the 47 county governments of Kenya. The study put emphasis on counties with well established strategic plans. These counties formed the unit of analysis.

3.4. Sample size

The sampling technique for this research was non-probabilistic purposive sampling technique, focusing on three (3) counties among those with strategic plans. The counties studied were; Nyeri, to represent agriculturally rich counties, Nairobi

representing industrial counties and Machakos, to give reflection of arid and semi-arid area. Owing to the heterogeneity of the counties, stratified sampling technique was used to select samples among the counties. Stratified random sampling technique was used as it ensures that populations within all 3 counties were independently sampled and represented. A representative sample of 150 residents (50 from each county) was selected using stratified sampling.

3.5. Data Collection

Data collection employed two main methods. Primary data was collected through questionnaires containing both open ended and closed questions. Two types of questionnaires were employed, one targeting the citizens and the other targeting officials working at county offices. The questionnaires were distributed through 'drop and pick' method and in some cases by email. There were follow-up to ensure that questionnaires are collected on time and assistance to the respondents having difficulty in completing the questionnaires was offered. Follow-up calls were made to ensure that the questionnaires are fully filled within a reasonable period of time. This ensured that the information gathered is valid, reliable and suitable for this study. The other method was an extensive secondary data collection which covered a wide range of sources. This included relevant textbooks, official publications from national and county governments and media publications. A range of academic peer reviewed publications on local government studies, and decentralization and devolution literature was also consulted.

3.6 Reliability and Validity

Validity is the extent to which research results can be accurately interpreted and generalized to other populations. It is the extent to which research instruments measure what they are intended to measure (Oso and Onen, 2008) on the other hand; reliability is a measure of how consistent the results from a test are. A pilot test was conducted in order to test for reliability and validity of the data collection instrument (questionnaire). Validity was enhanced by engaging the supervisor and experts as supported by Fraenkel and Warren (2000) and Huck (2000) to check the questionnaire items on their appropriateness of content and to determine all the possible areas that need modification so as achieve the objectives of the study.

Pre-testing is considered important in this study because comments and suggestions by respondents during pre-testing help to improve the quality of the questionnaire (Mugenda and Mugenda, 2003). Pre-testing is meant to reveal deficiencies in the instruments. For example, unclear instructions, insufficient writing space, vague questions and wrong numbering may be revealed and corrected, thus improving the instrument. The correlation coefficient that was obtained represents the reliability of only half of the instrument. In order to obtain the reliability of the entire instrument, the Spearman-Brown Prophecy formula indicated below was used.

$$R_e = \frac{2r}{1 + r}$$

Where r – reliability

R_e – reliability coefficient

The closer the reliability coefficient value is to 1:00 the higher the degree of the reliability of the data. According to Gay (1981) any research instrument with a

correlation coefficient between 0.7 and 1.0 is accepted as reliable enough. According to Mugenda and Mugenda (2003) if correlation coefficient (Re) is greater than 0.7 then the instrument is considered reliable enough for the research but if less, the researcher had to make corrections on the instruments in order to provide accurate results.

3.6.1 Pilot Test Results

To establish validity, the research instrument was given to two experts who were experienced in decentralization of operations and performance of county governments to evaluate the relevance of each item in the instrument in relation to the objectives. The same were rated on the scale of 1 (very relevant) to 4 (not very relevant). Validity was determined by use of content validity index (CVI). CVI was obtained by adding up the items rated 3 and 4 by the experts and dividing this sum by the total number of items in the questionnaire. A CVI of 0.747 was obtained. Oso and Onen (2009), state that a validity coefficient of at least 0.70 is acceptable as a valid research hence the adoption of the research instrument as valid for this study.

The questionnaires used had questions measured using Likert scale. For reliability analysis Cronbach's alpha was calculated by application of SPSS. The value of the alpha coefficient ranges from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). A higher value shows a more reliable generated scale. Cooper & Schindler (2008) indicated 0.7 to be an acceptable reliability coefficient. The study involved questionnaires from 3 respondents. Since, the alpha coefficients were all greater than

0.7, a conclusion was drawn that the instruments had an acceptable reliability coefficient and were appropriate for the study.

Table 3.1: Reliability Results

Variable	Cronbach's Alpha	Items
Health care services	.79	2
Education	.77	1
Agricultural sector	.71	2
Transport sector	.73	1

Source: Author (2014)

3.7 Data Analysis

The data collected was analyzed using descriptive statistics. After the data collection, the questionnaires were edited for accuracy, consistency and completeness. The responses were coded into numerical form to facilitate statistical analysis. Data was analyzed using statistical package for social sciences (SPSS) based on the questionnaires. Results were presented in tables and charts. Inferential statistics using simple regression analysis was carried out to establish the nature of the relationship that exists between the variables. In this case service delivery performance (Y) was the dependent variable. Independent variable (X) was degree of decentralization of government functions.

Inferential statistics involve making generations, predictions or conclusions about characteristics of a sample from a population. Inferential statistics is used to establish whether a relationship exists in the larger population from which the sample was

drawn from. This helped in making relevant generalizations whereby a Pearson correlation co-efficient was calculated to determine and test the correlation between the dependent variable and each independent variable.

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

Whereby: Y = County Government Performance (UP); X1 = Health care services (HS); X2= Education (E); X3= Agricultural sector (AS); X4= Transport sector (TS); $\beta_1, \beta_2, \beta_3, \beta_4$ =Regression model coefficients; and ε = Error Term.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

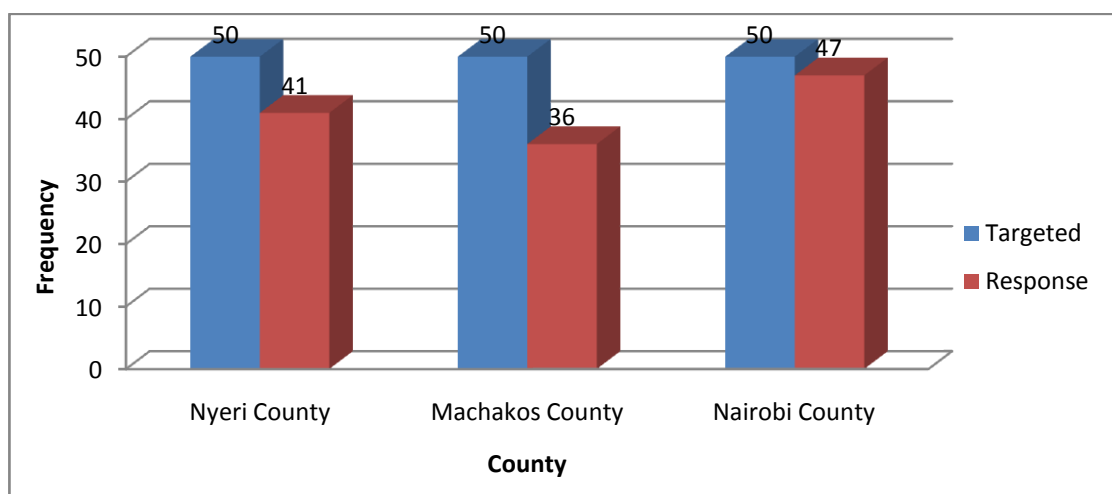
4.1 Introduction

This chapter covers data presentation and analysis. The main objective of the study was to identify the relationship between decentralization of operations and the performance of county governments. In order to simplify the discussions, the researcher provided tables and figures that summarize the collective reactions and views of the respondents.

4.2 Response Rate

The study's unit of analysis was 3 counties. From the 150 questionnaires sent, 124 were returned backed fully filled. This makes a response rate of 82.7%. According to Kothari (2008), a response rate of 70% and above is good for data generalization as shown Figure 4.1. This means that the response rate for this study was excellent and therefore enough for data analysis and interpretation.

Figure 4.1: Response Rate



Source: Author (2014)

4.4 Descriptive Statistics

4.4.1 Extent to which functions have been decentralized

The researcher wanted determine to what extent the respondents agreed that operations of functions have fully been decentralized to county government as presented Table 4.1.

Table 4.1: Extent to which functions have been decentralized

Statement	Mean	Std. deviation	Skewness	Kurtosis
Health care services	2.79	0.967	0.016	-1.151
Education	2.58	0.715	-0.323	-1.004
Agricultural sector	3.88	1.182	-0.077	-1.143
Transport sector	3.06	1.389	-0.006	-1.219

Source: Author (2014)

The study finding in Table 4.1 indicates that almost all the functions have, to some extent, been decentralized. The view that agricultural sector has been decentralized had a mean of 3.88 and a standard deviation of 1.182. The view that health sector had been decentralized had a mean of 2.79 and a standard deviation of 0.967. Education has been decentralized with a mean 2.58 and a standard deviation of 0.715. Transport sector has been decentralized with a mean on 3.06 and a standard deviation of 1.389. This indicates that agricultural sector was the most decentralized followed by health sector, education and transport sectors.

4.4.2 Effects of Decentralized Government Functions, On Performance of County Government in Service Delivery

The researcher sought to determine to what extent the respondents agree with statements regarding effects of decentralized functions on service delivery performance of county government as illustrated in Table 4.2.

Table 4.2: Effects of decentralized government functions, on performance of county government in service delivery

Statement	Mean	Std. Deviation	Skewness	Kurtosis
County government needed more time to prepare policies on how to undertake operations of decentralized functions before they were fully decentralized. Lack of these policies has led to poor performance of service delivery.	3.93	1.632	0.158	-1.301
Some of the decentralized functions are delicate to be performed at county government level and this has affected service delivery negatively	3.50	0.597	0.373	-1.126
There is overlap of role of national government and county government in delivery of service in some functions and this has led to conflict in service delivery, which has affected performance of county government.	4.57	0.610	-0.354	-0.322
There are no challenges in service delivery of decentralized functions and so service performance at county level is ok.	2.61	1.036	0.168	-1.301

Source: Author (2014)

The study findings in Table 4.2 indicate that the decentralization of the county governments enhanced the performance of the county governments. The respondents strongly agreed that county government needed more time to prepare policies on how to undertake operations of decentralized functions before they were fully decentralized. Lack of these policies has led to poor performance of service delivery (mean of 3.93). The respondents also strongly agreed that there is overlap of role of national government and county government in delivery of service in some functions and this has led to conflict in service delivery, which has affected performance of county government (4.57).

However, the issue of lack of challenges in service delivery of decentralized functions and so service performance at county level was ok, had a mean of 2.61. This illustrates that there were indeed challenges in service delivery of decentralized functions. Besides, the respondents agreed that some of the decentralized functions are delicate to be performed at county government level and this has affected service delivery negatively (mean of 3.50). The respondents gave examples of functions like security which might have national security challenges should it be decentralized as each county will have security arrangement that might not be aligned to the national security context. Besides, the findings illustrate that decentralization of services to the county governments is a gradual process that needs time and needed strong policies that would ensure efficacy in their implementation given the inherent resource and security implication.

4.4.3 Constraints Facing Decentralization of Operations to County Governments in Kenya

The researcher sought to determine the extent to which the respondents agree with the statements regarding the process of decentralizing operations of government functions to county level as shown in Table 4.3.

Table 4.3: Constraints facing decentralization of operations to county governments in Kenya

Statement	Mean	Std. deviation	Skewness	Kurtosis
The process of decentralization of operations so far is smooth, efficient and effective.	3.63	0.897	0.443	-1.256
National government is fully committed to ensuring decentralization of operations is successful	3.53	1.692	0.244	-0.462
Policies on service delivery on key sectors like education, agriculture, health and transport are available and operational.	4.40	0.497	0.378	-1.471
Availability of resources for service delivery matches level of decentralized functions.	2.73	1.152	0.383	-1.326

Source: Author (2014)

The study findings in Table 4.3 indicate that the respondents moderately agreed that the process of decentralization of operations so far is smooth, efficient and effective with a mean of 3.63 and also that national government is fully committed to ensuring decentralization of operations is successful with a mean of 3.53. This underscores the

smooth decentralization of operations to the county government with national government support as envisaged in the Constitution 2010 that created the framework. However, the respondents strongly agreed that the policies on service delivery on key sectors like education, agriculture, health and transport are available and operational with a mean of 4.40. Availability of resources for service delivery matching level of decentralized functions had a mean of 2.73. This depicts that there is lack of enough resources for service delivery that matches level of decentralized functions. This affects service delivery and decentralization of operations which needs a lot of resources to actualize, backed with the necessary and sufficient implementation policies.

4.5 Comparison of Process of Delivering Services In Terms Of Delivery Time

The researcher wanted to find out how the process of delivering services to citizens by the county government compare with old system of central government in terms delivery time as Table 4.5.

Table 4.4: Comparison of Process of Delivering Services In Terms Of Delivery Time

	Mean	Std. deviation
Services are now delivered in good time	3.83	0.717
There is slight improvement in delivery time	3.91	1.982
No change in speed of delivery.	4.10	0.577
Service delivery time has become slower	4.02	0.899

Source: Author (2014)

The study findings in Table 4.4 indicate that the process of service delivering in terms of delivery time having slightly improved was agreed upon by most of the respondents to a great extent. This depicts that there has been improvement in delivery of services with decentralization of operations in counties thus underscoring the effectiveness of decentralization in enhancing service delivery.

4.6 Service alignment with citizens needs and preferences

Table 4.5: Service Alignment with Citizen’s Needs and Preferences

	Mean	std. deviation
Service Alignment With Citizen’s	3.02	0.361

The respondents moderately agreed that the services provided at the county level are in line with the citizens’ needs and preferences with a mean of 3.02 and a standard deviation of 0.361 (see Table 4.5). This depicts that the functions/services, provided by the county government still do not adequately meet the needs of the citizens. This underscores the importance of decentralization has made it possible for county governments to align service provision to the citizens’ needs as the latter are involved in the counties government; decision making organs are brought closer to the people.

4.7 Quality of Services

Table 4.6: Quality of Services

	Mean	std. deviation
Quality of service	2.897	0.392

Source: author (2014)

The study finding in Table 4.6 indicates that most of the respondents only moderately agree that the quality of services delivered by the county government’s staff satisfy

the citizens given a mean of 2.897. Similar to the previous finding, this depicts that the service quality delivered by the county government’s staff is not to the satisfaction of the citizens. This could be justified as the county governments are still in its infancy and service delivery might not as yet satisfy the huge expectation that accompanied the decentralization wave.

4.8 Extent to which the County Government involve its citizens in the process of service delivery

The researcher wanted to find out the extent to which the county governments involve its citizens in the process of service delivery as shown Table 4.7.

Table 4.7: Extent To Which The County Government Involve Its Citizens In The Process Of Service Delivery

	Mean	Std. deviation
Involvement of citizens in process approach	2.973	0.1783

Source: author (2014)

The study findings indicated that the county governments moderately involve its citizens in the process of service delivery. The findings had a mean of 2.973 and a standard deviation of 0.1783. This indicates that county governments only moderately involve the citizens in service delivery. As illustrated earlier, involvement of local citizens in service delivery is in within the confines of decentralization as a governance and administration structure where services are brought close to the people with a consequent effect of involving them in decision making.

4.9 Inferential Statistics

This section presents a discussion of the results of inferential statistics. Correlation analysis was used to measure the strength of the relationship between the independent variables i.e. the relationship between Health care services, education, agricultural sector and transport sector. Regression analysis established the relative significance of each of the variables on county government performance.

4.9.1 Regression Analysis

The following are the results of regression analysis.

4.9.2 Model Summary

Analysis in Table 4.8 shows that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) R^2 equals 0.917, that is, health care services, education, agricultural sector and transport sector explain 91.7% of observed change in county government performance. The P-value of 0.000 (Less than 0.05) implies that the regression model is significant at the 95% significance level.

Table 4.8: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.918(a)	.917	.805	.51038

Predictors: (Constant), Health care services, Education, Agricultural sector, Transport sector. Dependent Variable: county government performance

Source: Author 2014

4.9.3 Analysis of Variance (ANOVA)

The researcher sought to compare means using analysis of variance in Table 4.9.

Table 4.9: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.852	4	.554	3.242	.001
Residual	20.35	119	.171		
Total	22.64	123			

Predictors: (Constant), Health care services, Education, Agricultural sector, Transport sector. Dependent Variable: county government performance.\

Source: Author 2014

ANOVA findings (P- value of 0.01) in Table 4.9 show that there is significant different in mean, thus relationship, between the predictors' variables (healthcare services, education, agricultural sector, and transport sector) and response variable (county government performance).

4.9.4 Regression coefficients

The table shows the results of the regression coefficients required to form the multiple regression models.

Table 4.10: Regression coefficients

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.869	0.123		7.367	0.000
	Health care services	0.063	0.038	0.198	2.021	0.045
	Education	0.057	0.049	0.153	1.156	0.210
	Agricultural sector	0.071	0.021	0.161	1.141	0.123
	Transport sector	0.062	0.033	0.147	1.122	0.227

a. Dependent Variable: County Government Performance

Table 4.10 presents the multiple linear regression coefficient results. The regression result indicates that all the independent variables have positive coefficient. There is a positive relationship between dependent variable (county government performance) and independent variable (degree of decentralization of operations in healthcare services ($\beta_1 = 0.063$), education ($\beta_2 = 0.057$), Agricultural sector ($\beta_3 = 0.071$), Transport sector ($\beta_2 = 0.062$).

The t statistics helps in determining the significance of each variable in the model. However, the t-test significance shows that the independent variables were not significant at 95% confidence level: healthcare services ($p = .045$), education ($p = .210$), agricultural sector ($p = .123$), and transport ($p = .227$) sector respectively.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings from chapter four, and also gives conclusions and recommendations of the study based on the objectives of the study.

5.2 Summary

The main objective of the study was to determine the relationship between decentralization of operations and the performance of county governments. The study specifically concentrated on operations of such functions as: health care services, education, agricultural sector, and transport sector. The study established that the agricultural sector had been decentralized to a very great extent followed by transport sector, health and education sector.

On the effects of decentralized functions on service delivery performance of county government, the findings show that: there is overlap of role of national government and county government in delivery of service in some functions and this has led to conflict in service delivery, which has affected performance of county government; county governments needed more time to prepare policies on how to undertake operations of decentralized functions before they were fully decentralized, lack of which has led to poor performance of service delivery; some of the decentralized functions such as security are delicate to be performed at county government level. However, generally, there were challenges in service delivery of decentralized functions.

The findings established that policies on service delivery on key sectors like education, agriculture, health and transport are available and operational; process of decentralization of operations so far has been smooth, efficient and effective; and, national government is fully committed to ensuring decentralization of operations is successful. However, there was lack of resources for service delivery that match level of decentralized functions. On comparison of process of delivering services in terms of delivery time, the findings established that there is slight improvement in delivery time compared to the order. The study findings concluded from multiple linear regression models that all the independent variables had a positive coefficient; that is, positive relationship between dependent variable (county government service delivery) and decentralization of healthcare services, education, agricultural and transport sectors.

5.3 Conclusion

From the findings presented in the previous chapter, a number of conclusions can be drawn. To begin with, county governments bare the sole responsibility of delivering services to the community as one of the major reforms contextualized within the new Constitution. Decentralization has thus, translated the expectations of Kenyans into meaningful results by helping to bring public services like education, health, transport and infrastructure closer to the people. Therefore, decentralization is an ideal opportunity to tackle deep-rooted problems of inefficiency because citizens are increasingly becoming empowered to demand for better services.

Decentralization of functions gives county governments and their agencies the responsibility of performing the operational activities of each function to ensure services are delivered in the areas of their jurisdictions. They have a responsibility to

ensure policies formulated by national government are implemented as required, to ensure services are delivered to the benefit of its citizens. However, findings indicate that decentralization has been bedecked by several challenges including lack of resources to cater for the extent of decentralized services. This inadequacy of resources has done little to promote effectual decentralization as the national government controls much of budget resources.

5.4 Policy Recommendations

The study recommends that more resources should be devolved so as to cater for the decentralized functions of the county governments. A case in point is the capital intensive healthcare services that require huge financial and human resources in order to enhance its service delivery. Otherwise, service delivery of the county government along the devolved services would remain a mirage. Resource allocation should also look at the county endowment and disparity in resource availability. For instance, counties should receive a greater share of revenue the larger their population, the higher their poverty rate and the larger they are in terms of land mass.

Since respondents complained of service delivery that do not meet their expectations, the study recommends that county government can benefit from transformational use of innovative technologies to improve their efficiency and effectiveness in public service delivery. This will enhance service delivery at minimal cost given the resource constraints. The study recommends that county government should ensure that the minimal resources they get, is optimally used to avoid wastages. The study also recommends that certain services of high national importance such as healthcare services and education should not be fully decentralized. This owes to their huge

budgetary outlay vis a vis the current financial constraints that county governments face. Decentralization of sectors such as national security would bring security loopholes that might be exploited by criminal gangs with serious national security implications.

5.5 Limitations of the study

The validity and reliability of the study's information, which was obtained from the staff, depended on how honest they were. Selecting a representative sample was tricky as too large a sample rendered it difficult to collect information economically and yet too small a sample yield a results that are not representative of the overall staff population.

5.6 Suggestions for further research

The study suggests that similar studies can be done on the challenges facing decentralization of services in the county. This would help identify the current constraints, which if solved, will help intervene in the relationship between decentralization and county government performance. It is also suggested that future studies can be conducted on efficient and optimal resource allocation among county government and between national and the former. This owes to the current decentralization challenges with regards to resource allocations as highlighted in this study.

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APPENDICES

Appendix (I): Questionnaire I

Instructions.

This questionnaire is purely for academic project and the information you will give shall be treated with utmost confidentiality.

The study title of the project is, **“Decentralization of government operations and performance on service delivery by county governments in Kenya.”** The study seeks to establish the relationship between decentralization of operations and performance of county governments in service delivery. You are therefore requested to respond to the questionnaire to the best of your knowledge of the issues or questions asked. It’s highly expected that you will not leave any question unanswered.

NAME OF THE COUNTY.....

Section A: Extent to which functions have been decentralized

Q1. To what extent do you agree that operations of the following functions have fully been decentralized to county government? Use 1 – strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly agree

	Statement	1	2	3	4	5
a	Health care services					
b	Education					
c	Agricultural sector					
d	Transport sector					

Section B: Effects of decentralized government functions, on performance of county government in service delivery.

Q2: To what extent do you agree with the following statements regarding effects of decentralized functions on service delivery performance of county government?
Use 1 – strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly agree

	Statement	1	2	3	4	5
a	County government needed more time to prepare policies on how to undertake operations of decentralized functions before they were fully decentralized. Lack of these policies has led to poor performance of service delivery.					
b	Some of the decentralized functions are delicate to be performed at county government level and this has affected service delivery negatively					
c	There is overlap of role of national government and county government in delivery of service in some functions and this has led to conflict in service delivery, which has affected performance of county government.					
d	There are no challenges in service delivery of decentralized functions and so service performance at county level is ok.					

Section C: Constraints facing devolution of operations to county governments in Kenya.

Q3. To what extent do you agree with the following statements regarding the process of decentralizing operations of government functions to county level? Use 1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly agree

	Statement	1	2	3	4	5
a	The process of decentralization of operations so far is smooth, efficient and effective.					
b	National government is fully committed to ensuring decentralization of operations is successful					
c	Policies on service delivery on key sectors like education, agriculture, health and transport are available and operational.					
d	Availability of resources for service delivery matches level of decentralized functions.					

Q4: Do you have any further comments about operations devolution and their effect on performance of the county government? If your comment is by way of an expansion or explanation of an answer given to an earlier question, please indicate the question number in brackets – e.g. “(Q3 b)”.

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Appendix II: Questionnaire II

Instructions.

This questionnaire is purely for academic project and the information you will give shall be treated with high level of confidentiality.

The study title of the project is, **“Decentralization of government operations and performance on service delivery by county governments in Kenya.”** The study seeks to establish the relationship between decentralization of operations and performance of county governments in service delivery. You are therefore requested to respond to the questionnaire to the best of your knowledge of the issues or questions asked. It’s highly expected that you will not leave any question unanswered.

NAME OF THE COUNTY.....

Q1: In your opinion, how does the process of delivering services to citizens by the county government compare with old system of central government in terms delivery time?

- a) Services are now delivered in good time []
- b) There is slight improvement in delivery time []
- c) No change in speed of delivery. []
- d) Service delivery time has become slower []

Q2: Do you believe services provided by county government are aligned with citizens’ needs and preferences?

- a) Yes-Fully aligned []
- b) Yes- to some extent []
- c) No- Not aligned at all []

Q3. How would you describe quality of services delivered by county government staff in terms of satisfying citizens’ needs?

- a) Excellent quality []
- b) Good quality []
- c) Poor quality []
- d) Very poor quality. []

Q4: To what extent does the county government involve its citizens in the process of service delivery?

- a) Totally involves []
- b) Partially but to good extent []
- c) Partially in a small extent []
- d) Not at all involved. []

Q5: Do you believe the county citizens would be better served if some of the matters currently reserved to the National government were now decentralised to the county level?

- a) Yes – some more functions should be decentralized []
- b) No – the current balance is about right []
- c) No – some more functions should be reserved to the national government []
- d) Don't know/no opinion []

Q6: Are there changes you would like to see to the above distribution of responsibilities – either decentralized matters that you would now like to see reserved, or reserved matters that you would now like to see decentralized?

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Q7: Do you have any further comments about operations devolution and their effect on performance of the county government? If your comment is by way of an expansion or explanation of an answer given to an earlier question, please indicate the question number in brackets – e.g. “(Q3 b)”.

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