

**OPERATIONS STRATEGY AND SERVICE DELIVERY BY
COUNTY GOVERNMENT OF KISUMU**

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**A RESEARCH PROJECT PRESENTED IN PARTIAL
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DECLARATION

STUDENT'S DECLARATION

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

SIGN:

DATE.....

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D61/76273/2012

SUPERVISOR'S DECLARATION

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

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DEDICATION

This Project is dedicated to my friend and wife Diana and My family at large.

ABSTRACT

The objective of the study was to establish the relationship between operations strategy and service delivery and performance of county government of Kisumu. It specifically looked at operations which have been devolved, effect of decentralizing operations on the performance and constraints facing service delivery in the county government. The study adopted an exploratory descriptive survey design which targeted five ministries counties namely, Health care services, Water, Agricultural sector, Roads and public works and Trade. Stratified random sampling technique was used owing to the need of ensuring that all the 7 sub-counties were independently sampled and represented. A sample size of 105 residents (15 from each sub - 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 Roads and Public works department was the most efficient followed by 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 devolved functions. It was concluded that there is a positive relationship between operations strategy and service delivery in county government of Kisumu. Based on the finding, the study recommended that Kisumu county government should adopt a more cost effective and efficient procurement system.

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CHAPTER ONE : INTRODUCTION

1.1 Background of Study

Black's Law Dictionary defines devolution as the act or an instance of transferring one's rights, duties or powers to another. It is the practice in which the authority to make decisions in some sphere of public policy is delegated by law to sub-national territorial assemblies (e.g., a local authority) and entails transferring governmental or political authority. It is a political device for involving lower-level units of government in policy decision-making on matters that affect those levels. Devolution is premised on the rationale that institutions closest to the citizens are the most likely to meet and properly articulate needs of the citizen.³ It is estimated that 40% of the world's population lives under some form of devolution visible across the Commonwealth and Africa. The concept of devolution has also been constitutionalised in Kenya new constitution's (Murkomen, 2012). This conceptual framework will help to relate how the independent and dependent variables will be operationalised in the study. It will show the relationship between operations strategy, which is the dependent variable and the independent variable which is service delivery in the county government operations.

This study sought to identify the causes of poor service delivery and the Operational strategies to improve service delivery in County Governments using the case of Kisumu County. Theoretically, it is believed that Service delivery in Kisumu county is confronted with many challenges. They include; (Member of the County Assemblies) MCAs interference and political manipulation, corruption and lack of accountability and transparency, inadequate citizen participation, poor human

resource policy, failure to manage change, lack of employee capacity, poor planning, and poor monitoring and evaluation (Murkomen, 2012).

1.1.1 operations strategy

Strategy in a business organization is essentially about how the organization seeks to survive and prosper within its environment over the long-term. The decisions and actions taken within its operations have a direct impact on the basis on which an organization is able to do this. The way in which an organization secures, deploys and utilizes its resources will determine the extent to which it can successfully pursue specific performance objectives. Slack et al. (2004) argue that there are five operations performance objectives:

Cost: The ability to produce at low cost. Quality: The ability to produce in accordance with specification and without error. Speed: The ability to do things quickly in response to customer demands and thereby offer short lead times between when a customer orders a product or service and when they receive it. Dependability: The ability to deliver products and services in accordance with promises made to customers (e.g. in a quotation or other published information). Flexibility: The ability to change operations. Flexibility can comprise up to four aspects; The ability to change the volume of production, the ability to change the time taken to produce, the ability to change the mix of different products or services produced and the ability to innovate and introduce new products and services.

Nigel (2003), talks about strategy and the connection to operations: "... by 'strategic decisions' we mean those decisions which are widespread in their effect on the organization to which the strategy refers, define the position of the organization relative to its environment, and move the organization closer to its long-term goals.

But ‘strategy’ is more than a single decision; it is the total pattern of the decisions and actions that influence the long-term direction of the business. Thinking about strategy in this way helps us to discuss an organization’s strategy even when it has not been explicitly stated. Observing the total pattern of decisions gives an indication of the actual strategic behavior. Operations strategy concerns the pattern of strategic decisions and actions which set the role, objectives and activities of the operation.”

1.1.2 Service Delivery

Service delivery is an essential function in the relation between government bodies and citizens. Over the past ten years the realization that citizens are customers has become increasingly important to the way governments think and act. It is good that in the world of government, and in particular, in the world of county governments, we look at ourselves in a more critical way. Customers have a right to demand services from their suppliers that meet their needs: fast, accessible, of good quality and at modest cost, and all wrapped in friendly treatment. This applies particularly to the government as a supplier of key public services. The fact that the government is a monopolist in products that are often either not or hardly wanted, gives the government’s relationship with its clients a double loading, and in fact mandates extra effort (Chukwuemeka et al., 2014).

Good quality and affordable service delivery is also a condition for the good image of government. The meaning of good service delivery for the image that citizens have of the government is not always valued fairly. Service delivery is not an isolated something, but is part of a complex relation between government, society and citizens. According to Djordje S. (2013), to many citizens their local government is the most tangible form of government, it is also the layer of government with which

they have most contact in their everyday life. This applies to the individual who has chosen a residence, but also applies to the entrepreneur who seeks a place of business. The development of information technology and media are having an undeniable influence on this relationship. They are giving other government bodies the chance to get nearer to the citizen, but the fact remains that in the personal approach it is local governments that are closest to the citizen. The power of local administration is that it represents ordinary citizens. People eat, drink, work, sleep and have neighbors in a village or a city. The garden, the balcony, the natural green environment round the house or apartment all tend to come under the direct influence of what local government is doing.

1.1.3 County Government

Devolution is enshrined in Chapter 11 of the Constitution. It legalizes the formation of the 47 counties, each with its own government as spelt out in the County Governments Act, 2012. This Act also created elaborate structures to ensure the full implementation and success of devolution. The county governments have executive and legislative authority, including the accompanying mandates and powers, to raise limited revenue, establish policies, plans, budget and governance. Under this Act, the national government is obliged to support the county governments. The form of the devolved government is defined in Section Six, which states that though the two levels of government are distinct, they remain independent (Kyenge 2013).

The conceptualization of the term “County Government” has been problematic; this is because there is no unanimous acceptable definition of County Government among the scholars of County government and public administration. However, Kyenge (2013) posits that the concept of County government has been given various

definitions by various scholars but no matter how differently the concept is defined, it focuses on the transfer of political powers to local areas by involving the inhabitants in the provision of basic needs in their respective communities. At this juncture, it is imperative to note the definitions of some of these scholars in the subject matter. Specifically, County government is a unit of government below the central, regional or state levels established by law to exercise political authority through a representative council within a defined geographical area Olisa, et al (1990) quoted in Chukwuemeka et al., (2014). Appadorai (1975) defines County government as government by popularly elected bodies' charges with administration and executive duties in matters concerning the inhabitants of a particular district or place.

Thus, County government in Kenya context is established as the Second tier of governance, protected by the constitution, which comprise of democratically elected representative whose purpose is to provide basic services to the people at the grassroots Adeyemi (2013). In a federal system of government like Nigeria, County government is usually the third tier of government. In a unitary system, like Kenya, it usually exists as the second order government to the national level. However, what the County governments have in common, either in federal or unitary systems of government, is responsibility for the most immediate needs of their citizens without any other body between them and the individual. In other words, it is the order of government closest to the people (Chukwuemeka et al., 2014)

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Section Six, which states that though the two levels of government are distinct, they remain independent (Muriu, 2012).

1.1.4 Kisumu County

Kisumu County is one of the new devolved counties of Kenya. Its borders follow those of the original Kisumu District, one of the former administrative districts of the former Nyanza Province in western Kenya. Its headquarters is Kisumu City. It has a population of 968,909 (National Census, 2009). The land area of Kisumu County totals 2085.9 km. Kisumu faces high rates of poverty, inequality and social ills, which affect the growth and development of the County as a whole and restrict individuals' access to opportunities. Both social and economic development interventions are necessary to address the scale and impact of these social problems.

According to Murkomen (2012), Service delivery in the County Governments 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 CGK in delivering public services to the people effectively. Public sector reforms meant to address these challenges have achieved minimal result (Lienert, 2003). Lebars & 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.

1.2 Research problem

Operation strategy and Service delivery performance refer to the ways and means of provision of social or public goods that will promote socio-economic wellbeing of the citizens. Public services offered by government are numerous and may include the provision of public utilities, security, economic development projects, and the enforcement of the law and so on. The delivery of public goods and services at the county government level or the grass root is aimed at moving the standard of living of the populace to the next level (Angahar 2013)

Various studies on operations strategies on service 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. 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. Another study by

Odalonu, (2012) on strategies to improve service delivery in local authorities also failed to clearly point out the specific operational intervention area that affects service delivery. They have all failed to address the tactical operations strategy that can enhance service delivery. This study therefore, aims to fill this gap by empirically analyzing the impact of operations strategies on service delivery in Kisumu County Kenya.

The findings will increase knowledge and understanding of the institutional framework and policies to be formulated for efficient and effective service delivery under the decentralized system. This will provide a basis for; improve interventions to address the deficiency to efficient service delivery, improve the effectiveness of the linkages between research, policy and practice and the support required from all actors to ensure effective service delivery.

This study aims to answer one key question; What are the operational strategies that the county governments should employ to achieve efficient service delivery?

1.3 Research objectives

To establish influence of Operations strategy on Service delivery in County Government of Kisumu - Kenya

1.4. Value of the study

The findings of this study may help the County Government of Kisumu and the national government of Kenya in assessing the milestone of the process of devolution of operations and in identifying key operational areas which need to be strengthened, or to be redefined in order to ensure devolution of operations benefits the residents of Kisumu. 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 strategies 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 contains a review of available literature on Operations strategy and Service Delivery. It includes theories underpinning study i.e. Theory of Performance, transformation theory and theory of constraints. It also looks at the concepts of operational strategy and Service delivery. Finally, there is mention of Public sector performance. A brief summary of the Literature review is also provided at the end of the chapter.

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). The significance of this theory is helping in understanding the concept of service delivery 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 Spoede (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.

The relevance of this theory in this study is to help identify constraints impeding implementation of operational strategies and how the constraints can be eliminated in order to foster good service delivery

2.5 Operational Strategies

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.

With devolution, 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.

2.6 Service Delivery Performance

Service delivery refers to the provision of social or public goods that will promote socio-economic wellbeing of the citizens. Public services offered by government are numerous and may include the provision of public utilities, security, economic development projects, and the enforcement of the law and so on. The delivery of public goods and services at the local government level or the grass root is aimed at moving the standard of living of the populace to the next level (Angahar, 2013). Consequently, the efficient and effective provisions of basic amenities and social infrastructures for the people at the grass root are key factors to the existence of any government (Bolatito & Ibrahim, 2014). In sequel to the above, the Nigerian constitution assigns service delivery responsibilities to the three tiers of government with states and local government playing the most significant role in the delivery of basic services. Some of the services expected from local government authority include education, health, housing, water, rural electricity, waste disposal services, roads, transport, and so on (Adeyemi, 2013; Agba, Akwara, & Idu, 2013). Thus local government councils are required to serve the public interest in areas of constructing roads, public markets, healthcare centers, drainages, transportation, motor parks, building primary schools, among others (Bolatito & Ibrahim, 2014). In support of this position, Agba, Akwara, & Idu (2013) contends that as agents of rural

development, local governments are to use funds made available to them by both federal and state governments and their internally generated revenue to improve on the lives of the people within their areas of operations through initiating and attracting developmental projects to the local government such as provision of access roads, water and rural electricity. Apart from being a viable political and administrative organ for the transformation of rural communities, local governments also act as the training ground for the breeding of the grassroots democracy fundamental in national development (Adeyemo, 1995; Lawal and Oladunjoye, 2010). Sadly, Nigerian local governments have not been up and doing in terms of efficient and effective social service delivery to the grassroots. This is evident in the poor environmental state, deteriorating public school building, poor market facilities and lack of health centers (Olusola, 2011). The provision of basic social services such as education and health, as well as maintenance of roads and public utilities within the jurisdictions of local government is now both a myth and mirage (Agba, 2006)

The failure of local governments in service delivery was expressed by ex-president Obasanjo (2003). He lamented that: What we have witnessed is the abysmal failure of the local government system. It is on record that at no time in the history of the country has there been the current level of funding accruing to the local governments from the federation account, yet the hope for rapid and sustained development has been a mirage as successive councils have grossly under-performed in (their assigned responsibilities). Almost all the areas of their mandate..., yet the clamour for the creation of more local government areas have not abated'' (Obasanjo, 2003). The above observations apparently show that local government has not really facilitated rapid development at the grassroots, which is the essence of their creation (Amaechi, 2012). As a result of abysmal failure of local governments in service delivery, the

citizens at the local level are beginning to lose trust in the existence or otherwise of local government councils in Nigeria. At this juncture, it is pertinent to ask questions; what could be the factor or factors responsible for the failure of local governments in efficient and effective social service delivery at the grassroots?

2.7 Public Sector Service Delivery Performance

Performance measures are recognized as an important element of all Total Quality Management programs because it helps managers and supervisors in directing the efforts of an organization or a group have a responsibility to know how, when, and where to institute a wide range of changes. These changes cannot be sensibly implemented without knowledge of the appropriate information upon which they are based. In addition, among many organizations within the Department of Energy (DOE) complex, there is currently no standardized approach to developing and implementing performance measurement systems (Tilley and Smart, 2010).

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).

The distinction between direct and indirect service delivery is significant for the way in which matters need to be organized. Direct services involve direct contact with citizens and demand an alert attitude from municipal staff concerned. Everything they do, and how well they do it, directly affects the people for whom they work. Indirect services often involve an extra step. Sometimes this is easier in terms of personal relations but may demand greater understanding with regard to the effect of the measures; Mezzera et al. (2010)

Direct service delivery is characterized by the direct effect that is intended for citizens. There is one-on-one contact that revolves around a service, a product which the user benefits from directly and which the user often pays for. It concerns a transaction between the citizen concerned and the government in the form of a member of government staff.

Indirect service delivery takes place in a context. It is derived from rules and does not only affect the applicant and/or the user. It is the user's first interest, but other interests also play a role and often require the interests to be weighed. Service delivery by local governments can also concern the further provision of services to other government bodies or organizations that perform a task in the public domain. The land and population registers for example, are dependent on the quality of information and registration with municipalities: central government cannot function properly without a properly maintained population and land register (Tilley and Smart, 2010).

Individual service delivery is aimed at services which have an effect on the individual or a limited group with a strictly private character (for instance residents of a home or a company). This does not mean that there are no third parties that may encounter the

consequences of such a decision to provide a service. Even when a permit is refused this must be considered a form of service.

Collective service delivery is aimed at a community as a whole, a municipality, a district, or possibly a street. Some services do not always have to be directly carried out by the authority concerned. A local government may hire a waste-collection and processing company in the private sector to collect waste in its area of responsibility. However, the final responsibility for the quality of the service provided lies with the contracting out party – in this case local government (Kobia, 2006).

2.8 Empirical Evidence

Other studies have been conducted on the subject of operational strategies employed by devolved governments to ensure good service delivery performance. 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.

2.9 Summary of the Literature Review

Transfer of decision-making power and administrative responsibility from the central government to the county governments brings with it advantages that might have implication on the overall government performance. The literature evaluate the performance of the county governments in service delivery and various operational strategies employed to achieve them. It also reveals both theoretically and empirically how service performance fare owing to devolution. 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 the Operational strategies employed by county governments in the Kenyan context. Besides, devolution is new in Kenya and no study has looked at how service delivery can be enhanced by good operational strategies. This study is, thus, important in filling in this gap.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter will look at the Research design used in the study, the target population, Sample design, Data collection and finally data analysis

3.2 Research Design

The study adopted 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. Descriptive approach thus, ensured that comprehensive findings and depth information were obtained on the subject matter.

3.3 Target Population

The population of interest in this study comprised of Kisumu residents mainly from the entire county. A representative sample of 105 was used from people who use the services of Kisumu County directly or indirectly on a daily basis they were distributed to the 7 sub county of Kisumu Namely; Nyando, Nyakach, Kisumu East, Muhoroni, Kisumu West, Kisumu Central and Seme and the Staff working for the county government of Kisumu.

3.4. Sample Design

The sampling technique for this research was non-probabilistic purposive sampling technique, targeting mainly opinion leaders like chiefs, Village Elders, Clergy and

Businessmen. Owing to the heterogeneity of Kisumu a representative sample of 105 residents (35 employees from the county government and 70 residents)

3.5. Data Collection

Primary data was collected using a semi-structured questionnaire which was self administered (See Appendix I& II). The respondents were given questionnaires to fill as the researcher and/or assistant was waiting. This assisted in clarifying issues that were not understood. The questionnaires were pre-tested before fieldwork commenced to test clarity. Two types of questionnaires were employed, one targeting the common citizens and the other targeting officials working at county offices. The respondents were workers representing the five ministries and the Opinion Leaders representing Residents

3.6 Data Analysis

The data collected was analyzed using descriptive statistics. After the data collection, the questionnaires were edited for accuracy, consistency and completeness. The data was analyzed according to the study objective; that is to determine the operation strategy and service delivery of Kisumu county Government. The data was analyzed using Excel based on the questionnaires. Results were presented in tables and charts. Clear operations strategies and their impact on service delivery were displayed in tables

CHAPTER FOUR: DATA ANALYSYS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter covers data presentation and analysis. The main objective of the study was to identify the relationship between operations strategy and the service delivery performance of county government of Kisumu. 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

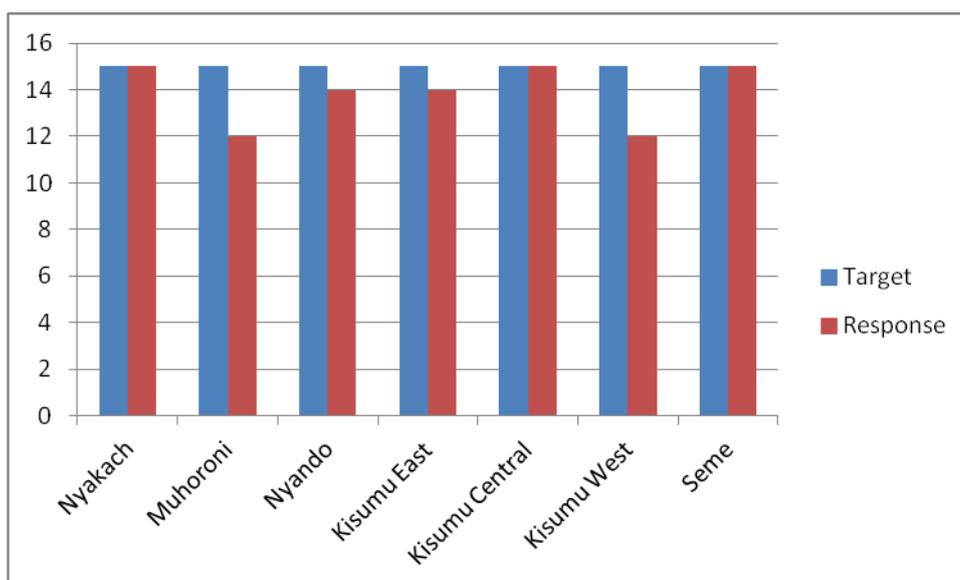
The study's unit of analysis was 7 Sub counties. From the 105 questionnaires sent, 97 were returned backed fully filled. This makes a response rate of 92.38%. According to Kothari (2008), a response rate of 70% and above is good for data generalization as shown Figure 4.11. This means that the response rate for this study was excellent and therefore enough for data analysis and interpretation.

Table 4. 1 Response Rate

Sub County	Target	Response
Nyakach	15	15
Muhoroni	15	12
Nyando	15	14
Kisumu East	15	14
Kisumu Central	15	15
Kisumu West	15	12
Seme	15	15
Total	105	97

Source: Author, 2015

Figure 4. 1 Response Rate



Source Author, 2015

4.2 Extent to which functions have been devolved to the county government

Table 4. 2 Extent to which Health Care services are devolved

	Frequency	Percent
Neutral	37	38.1
Agree	29	29.9
Strongly agree	31	32.0
Total	97	100.0

Source: Author, 2015

Of the 97 respondents who filled the questionnaires, 32% strongly agreed that operation of health care services has been fully devolved to the county government.

29.9% agree that the operations have been devolved while 37% were indifferent as to whether the operations have been devolved or not. The table below shows the data as collected from the respondents.

Table 4. 3 Extent to which Water services are devolved

	Frequency	Percent
Agree	45	46.4
Strongly agree	52	53.6
Total	97	100.0

Source: Author, 2015

53.6% of the respondents strongly agree that operations of water services have been devolved to the county government, while 46.4% agreeing that the operations have been devolved. All the respondents therefore at least agree that the operations of water functions are devolved, as shown in the table below.

Table 4. 4 Extent to which Agriculture is devolved

	Frequency	Percent
Disagree	24	24.7
Neutral	27	27.8
Agree	22	22.7
Strongly agree	24	24.7
Total	97	100.0

Source: Author, 2015

Respondents giving their answers on the extent to which they agree that the agriculture sector functions have been devolved had varying opinions, with 24.7% of the respondents disagreeing. 22.7% agree that the services have been devolved, 24.7% strongly agree while 27.8% were indifferent on the issue of devolution of the sector functions. The table below shows the data as given by respondents

Table 4. 5 Extent to which Roads and Public works is devolved

	Frequency	Percent
Strongly disagree	26	26.8
Disagree	27	27.8
Neutral	21	21.6
Agree	23	23.7
Total	97	100.0

Source: Author, 2015

26.8% of the respondents strongly disagreed when asked whether roads and public works functions had been devolved to the county government, 27.8% disagreed while 23.7% agreed that the functions had been devolved. However, 21.6% were not able to give their opinion on whether the functions had been devolved or not as shown in the table below.

Table 4. 6 Extent to which Trade and Industrialization is devolved

	Frequency	Percent
Disagree	23	23.7
Neutral	21	21.6
Agree	30	30.9
Strongly agree	23	23.7
Total	97	100.0

Source: Author, 2015

The respondents also gave different responses to the question on the extent to which they agree that trade functions had been devolved. 23.7% disagreed, 30.9% agreed that the functions had been devolved while 23.7% strongly agreed that they had been devolved. 21.6% of the respondents were however neutral on the issue of devolution of trade functions as shown on the table below.

4.3 Operational strategies formulated/implemented by the county government to enhance service delivery

Table 4. 7 Procurement system in the county

	Frequency	Percent
Disagree	29	29.9
Neutral	38	39.2
Agree	29	29.9
Strongly agree	1	1.0
Total	97	100.0

Source: Author, 2015

Only 1% of the respondents strongly agree that the county has a good procurement system. 29.9% agree, while a similar percentage equally disagrees. The highest proportion of the respondents were unable to give their opinion on whether the county has a good procurement system or not. The table below shows the data collected from the respondents.

Table 4. 8 Cost of Projects

	Frequency	Percent
Strongly disagree	23	23.7
Disagree	22	22.7
Neutral	28	28.9
Agree	24	24.7
Total	97	100.0

Source: Author, 2015

When asked the extent to which they agreed that the services offered were cost effective, 23.7% of the respondents strongly disagreed, 22.7% disagreed, 24.7% agreed while the highest proportion, 28.9%, were neutral on the question. The table below shows the data collected from the respondents.

Table 4. 9 quality standards in project implementation

	Frequency	Percent
Strongly disagree	31	32.0
Disagree	32	33.0
Neutral	34	35.1
Total	97	100.0

Source: Author, 2015

When asked the extent to which they agreed that the county observes high quality standards in project implementation, 32% of the respondents strongly disagreed, 33% while the remaining 35.1% of the respondents were neutral on the question as shown on the table below.

Table 4. 10 Flexibility in changing projects

	Frequency	Percent
Strongly disagree	23	23.7
Disagree	23	23.7
Neutral	24	24.7
Agree	25	25.8
Strongly agree	2	2.1
Total	97	100.0

Source: Author, 2015

When asked the extent to which they agreed that the county is very independent, 2.1% strongly disagreed, 21.6% disagreed, 28.9% agreed and 25.8% strongly agreed. 21.6% of the respondents were neutral on the issue. The table below shows the data as given by the respondents.

Table 4. 11 County independence

	Frequency	Percent
Strongly disagree	2	2.1
Disagree	21	21.6
Neutral	21	21.6
Agree	28	28.9
Strongly agree	25	25.8
Total	97	100.0

Source: Author, 2015

When asked the extent to which they agreed that the county is very independent, 2.1% strongly disagreed, 21.6% disagreed, 28.9% agreed and 25.8% strongly agreed. 21.6% of the respondents were neutral on the issue. The table below shows the data as given by the respondents

Table 4. 12 Challenges to service delivery

	Frequency	Percent
Strongly disagree	32	33.0
Disagree	37	38.1
Neutral	28	28.9
Total	97	100.0

Source: Author, 2015

None of the respondents agreed that there are no challenges in service delivery in devolved units. 28.9% were neutral on whether there were challenges or not, 38.1% disagreed with the statement that there were no challenges in service delivery in devolved units while 33% disagreed as shown on the table below.

Table 4. 13 Feedback Mechanism

	Frequency	Percent
Strongly disagree	30	30.9
Disagree	22	22.7
Neutral	23	23.7
Agree	22	22.7
Total	97	100.0

Source: Author, 2015

When asked the extent to which they agreed that there is proper feedback mechanism employed by the county government, the highest proportion of the respondents, 30.9%, strongly disagreed, 22.7% disagreed, 22.7% agreed while 23.7% were neutral. The table below shows the data given.

4.4 Constraints facing Operational Strategies in enhancing service delivery in Kisumu county Kenya

Table 4. 14 Efficiency of Service Delivery

	Frequency	Percent
Disagree	37	38.1
Neutral	30	30.9
Agree	30	30.9
Total	97	100.0

Source: Author, 2015

When asked the extent to which they agreed that service delivery so far is smooth, efficient and timely, the highest proportion of the respondents, 38.1%, disagreed, 30.9% agreed while a similar 30.9% were neutral. The table below shows the data given above.

Table 4. 15 Top management support

	Frequency	Percent
Strongly disagree	22	22.7
Disagree	23	23.7
Neutral	28	28.9
Agree	24	24.7
Total	97	100.0

Source: Author, 2015

When asked the extent to which they agreed that the top management fully supports interventions aimed at ensuring that efficient service delivery is achieved, 22.7%,

strongly disagreed, 23.7% disagreed, 24.7% agreed while the highest proportion, 28.9% of the respondents, were neutral as shown by the table below.

Table 4. 16 Quality Standards

	Frequency	Percent
Strongly disagree	32	33.0
Disagree	32	33.0
Neutral	33	34.0
Total	97	100.0

Source: Author, 2015

When asked the extent to which they agreed that county observes high quality standards in project implementation, 34% were neutral. 33% agreed and the same number also strongly disagreed.

Table 4. 17 Policies implementation

	Frequency	Percent
Disagree	31	32.0
Neutral	45	46.4
Agree	21	21.6
Total	97	100.0

Source: Author, 2015

The highest proportion of the respondents, 46.4%, were neutral when asked the extent to which they agreed that policies on service delivery in key sectors like education, agriculture, health and transport are available and operational. 32% disagreed while 21.6% agreed as shown on the table below.

Table 4. 18 Availability of Resources

	Frequency	Percent
Neutral	24	24.7
Agree	35	36.1
Strongly agree	38	39.2
Total	97	100.0

Source: Author, 2015

39.2% of the respondents strongly agree that availability of resources for service delivery matches level of devolved functions, 36.1% agree while the remaining 24.7% were neutral as shown on the table below.

Table 4. 19 Comparison of Old system Vs New system of Government

	Frequency	Percent
Services are now delivered in good time	30	30.9
There is slight improvement in delivery time	30	30.9
No change in speed of delivery.	19	19.6
Service delivery time has become slower	18	18.6
Total	97	100.0

Source: Author, 2015

In comparing the process of service delivery by the current county government and the old system of central government in terms of time, 30.9% of the respondents indicated that services are now delivered in good time, with a similar proportion indicating that there is slight improvement in service delivery time. 19.6% do not see any change in the speed of service delivery while 18.6% responded that the delivery

of services is slower with the county government. This information is presented in the table and chart below.

Table 4. 20 Alignment of services to the citizen needs

	Frequency	Percent
Yes-Fully aligned	60	61.9
Yes- to some extent	19	19.6
No- Not aligned at all	18	18.6
Total	97	100.0

Source: Author, 2015

When asked whether they believed that services provided by the county government are aligned with citizens needs and preferences, a huge proportion, 61.9% of the respondents believed that the services were fully aligned, 19.6% believed that they were aligned to some extent while 18.6% believed that they were not aligned at all. This information is presented in the table and chart below.

Table 4. 21 Quality of services - Staff perspective

	Frequency	Percent
Excellent quality	20	20.6
Good quality	20	20.6
Poor quality	39	40.2
Very poor quality	18	18.6
Total	97	100.0

Source: Author, 2015

When asked to describe the quality of services delivered by the county government staff in terms of satisfying citizens' needs, most of the respondents, 40.2%, described them as being of poor quality and 18.6% as very poor quality. 20.6% described them as of good quality and another 20.6% as of excellent quality. This implies that 60% of the citizens consider the services of the county staff as of at least poor quality. This information is presented in the table below and chart to give a clearer picture of the respondents' perceptions on the quality of services.

Table 4. 22 Citizen involvement in service delivery

	Frequency	Percent
Totally involves	10	10.3
Partially but to good extent	20	20.6
Partially in a small extent	30	30.9
Not at all involved	37	38.1
Total	97	100.0

Source: Author, 2015

When asked the extent to which the county government involves its citizens in the process of service delivery, the highest proportion, 38.1% of the respondents, indicated that the citizens are not involved at all, 30.9% that they are involved to a small extent while 20.6% responded they are involved partially to a good extent. Only 10.3% of the respondents indicated that the county totally involves its citizens in the process of service delivery. This information is presented in the table below and chart.

Table 4. 23 Extent of Devolution of services to the grass root

	Frequency	Percent
Yes – most services are at the grassroots level	37	38.1
No – More services need to be devolved further	20	20.6
No – some more functions should be reserved to the national government	20	20.6
Don't know/no opinion	20	20.6
Total	97	100.0

Source: Author, 2015

38.1% of the respondents agreed that most services are at grassroots level when asked whether they believed that the services are fully devolved to the grassroots level.

20.6% of the respondents indicated that more services need to be devolved further while another 20.6% believe that some more functions should be reserved to the national government. The remaining 20.6% also did not know whether or not the services are fully devolved to the grassroots level

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 operational strategies and service delivery of county government of Kisumu. The study specifically concentrated on operations of such functions as: health care services, water, agricultural sector, roads and public works and trade sector. The study established that the water sector had been devolved to a very great extent followed by health sector, trade and agriculture sector.

On the effects of devolved functions on service delivery performance of county government of Kisumu, 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 devolved functions before they were fully devolved, lack of which has led to poor performance of service delivery; some of the devolved functions such as security are delicate to be performed at county government level.

However, generally, there were challenges in service delivery of devolved functions.

The findings established that policies on service delivery on key sectors like roads and public works, agriculture, health, trade and water are available and operational; process of devolution of operations so far has been smooth, efficient and effective; and, national government is fully committed to ensuring devolution of operations is successful. However, there was lack of resources for service delivery that match level of devolved 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.

5.3 Conclusion

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

Procurement department in the county government of Kisumu should be reformed to be more responsive to the requirements of the service delivery by the citizen.

Devolution 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 devolution has been bedecked by several challenges including lack of resources to cater for the extent of devolved services. This inadequacy of resources has done little to promote effectual devolution as the national government controls much of budget resources according to the findings.

5.4 Policy Recommendations

The study recommends that more resources should be devolved so as to cater for the devolved 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 of Kisumu 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 devolved. This owes to their huge budgetary outlay vis a vis the current financial constraints that county governments

face. Devolution 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.

The residents were also giving responses depending on their political alienations and benefits they receive directly.

5.6 Suggestions for Further Research

The study suggests that similar studies can be done on the challenges facing devolution of services in the county. This would help identify the current constraints, which if solved, will help intervene in the relationship between devolution 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 devolution 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, “**Operation strategy and service delivery performance of Kisumu County-Kenya.** ” The study seeks to establish the relationship between Operation strategy and Service delivery in Kisumu county. 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: KISUMU

Section A: Extent to which functions have been devolved

Q1. To what extent do you agree that operations of the following functions have fully been devolved 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.	Water					
c.	Agricultural sector					
d.	Roads and public works					
e.	Trade					

Section B: Operational strategies formulated/implemented by the county governments to enhance service delivery

Q2: To what extent do you agree with the following statements regarding impact of Operational strategies employed by the county to enhance service delivery In Kisumu

Use 1 – strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly agree

	Statement	1	2	3	4	5
A	County government has good procurement system					
b	The Projects/ Services offered are cost effective					
C	The county observes high quality standards in project implementation					
D	There is flexibility in changing from one project to another as need may dictate					
E	The county is very independent					
F	There are no challenges in service delivery in devolved units					
G	There is proper feedback mechanism employed by the county government					

Section C: Constraints facing Operational strategies in enhancing service delivery in Kisumu county Kenya.

Q3. To what extent do you agree with the following statements regarding the Operational challenges in the county? Use 1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly agree

	Statement	1	2	3	4	5
A	Service Delivery so far is smooth efficient and timely					
b	The top management fully support interventions aimed at ensuring that efficient service delivery is achieved					
C	The county observes high quality standards in project implementation					
D	Policies on service delivery on key sectors like education, agriculture, health and transport are available and operational					
E	Availability of resources for service delivery matches level of devolved functions.					

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, **“Operation strategy and service delivery performance of Kisumu County-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: KISUMU

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 that the services are fully devolved to the grassroots level?

- a) Yes – most services are at the grassroots level
- b) No – More services need to be devolved further
- c) No – some more functions should be reserved to the national government
- d) Don't know/no opinion