

**FACTORS INFLUENCING THE PERFORMANCE OF DEVOLVED SYSTEM OF
GOVERNANCE IN MARSABIT COUNTY, KENYA.**

By

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the Degree of Master of Arts in Project Planning and Management of the University of
Nairobi**

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DECLARATION

I declare that this research report is my own unique work and it has not been presented in this or any other institution for any award.

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This research report has been presented for examination with my approval as the university supervisor.

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DEDICATION

This work is dedicated to my loving spouse Mbarak Ali Leruk and my children, Mohamud Ntwala Sanchir, Nasra Nantei Sanchir, Sophia Tunu Arbe, and Adnan Derache Sanchir for their moral support during the period of struggle for this degree. Their contribution towards my success is invaluable.

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ABBREVIATIONS AND ACRONYMS

A.C	Autonomous Communities
AIDS	Acquired Immunodeficiency Syndrome
CEC	County Executive Committee
CSOs	Civil Society Organizations
FGM	Female Genital Mutilation
HHR	Human Resources for Health
HIV	Human immunodeficiency virus
MCAs	Members of County Assembly
MCH	Maternal and Child Health care
MNCH	Maternal, Newborn and Child Health
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organizations
P B	Participatory Budgeting
PPPs	Public Private Partnerships
PWDs	Persons With Disabilities
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
SSWM	Sustainable Solid Waste Management
U.K	United Kingdom
WUA	Water User Association

ABSTRACT

The international unresponsive approach by centralized governments to the social, cultural and economic needs of the citizenry at the grassroots did inform the devolution of both political and administrative powers to sub-national levels of governments. This was with the view that bringing governments closer to the people would improve its performance in terms of delivery of public services. However, in Kenya these devolved governments (county governments) are faced with a myriad of challenges that influence their handling of administrative functions transferred to them from the national government adversely influencing their; cultural, social and economic performance. This emanates from a number of factors related to; weak stakeholders participation framework, the non-existence of a projects prioritization strategy that would inform funding of projects and uneven distribution of power. This study specifically investigated factors influencing the performance of devolved system of governance in Marsabit County, Kenya. In particular it examined the influence of: allocation of economic resources, collaborative communities, distribution of power and funding of projects on the performance of devolved units of governance. The study was hinged on three theories; Allocative Efficiency, Critical Mass and Public Choice of collaborative governance Theories. The study made use of descriptive survey research design. Target population of 295 respondents. The sample size was of 15 (n=15), Staff Finance and Economic Department County Government of Marsabit, 23 (n=23), Members of County Assembly and Staff, and 51 (n=51) CSOs' and Private Companies' Managers that will be selected to participate in the study. Stratified sampling and Simple random sampling were used to pick the respondents. Questionnaires were used to collect primary data in the study locale. Data was analyzed qualitatively and quantitatively using SPSS version 21.0 was presented in Frequency and Percentage tables and a multiple regression model applied. The study established that, allocation of economic resources, funding of projects, distribution of power and collaborative communities all influenced the performance of the devolved system of governance in County government of Marsabit, Kenya. Based on study findings, a considerable number of the sampled respondents as demonstrated by the obtained mean of 4.048 believed that the performance of County government of Marsabit was influenced by the provision of credit provision to Small and Medium Enterprises (SMEs). Further, the results of the research have revealed emergence of regional economic blocs influenced the performance of County government of Marsabit as shown by a mean of 4.213. Study findings also revealed that the number of women in civil service jobs influenced the performance of County government of Marsabit as shown by a mean of 4.2623. Based on the study findings, the funding of Hospitals and Dispensaries as shown by a considerable number of respondents a mean of 4.066 influenced the performance of County government of Marsabit. The study concluded provision of credit to SMEs critical for the performance of the county as it determined the economic empowerment of vulnerable groups including women, youth and persons with disabilities (PWDS). It can also be concluded that the number of women in civil service jobs and in political leadership at the county level has a major influence on the performance and efficiency of county government of Marsabit it terms of addressing issues related to women. From the research findings the study recommends that to improve on its performance the county government of Marsabit should both carry out a human resources audit and enact laws on the minimum required number of persons with disabilities employed in various civil service jobs. The study also recommends since variables research on accounted for 79.4% of the variations in Performance of devolved system, further studies should be done to establish the other factors that contributed the unexplained (20.6%).

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Cheema and Rondinelli (2007) define devolution as the modus operandi involving the transfer of powers and resources to lower levels of government from the central government. In South America, Faguet (2008) mentions Bolivia, Nicaragua and Colombia operating departmental governments while Chile and Peru operate regional governments. Keating (2009) mentions several European countries operating different types of devolved systems of governance which include; France, Italy, Finland and Denmark operating regional governments, Spain autonomous communities, Ukraine oblasts while Portugal is governed by municipalities and the United Kingdom (U.K) has Ireland, Wales and Scotland operating devolved governance. In Asia, Japan's devolved units are called prefectures while China, Indonesia and South Korea run provincial governments, the Philippines runs regional governments and Myanmar runs municipal governments. While South East Asia has New Zealand and Papua New Guinea operating devolution and in Africa Kauzya (2007) mentions South Africa, Tanzania, Uganda, Rwanda and Kenya as countries with a devolved system of governance.

Globally, the devolved system of governance has had mixed results in terms of performance for the different forms of local authorities. Several scholarly works has been done on the performance of devolved units in South America. In Bolivia, Faguet (2014) reported that allocation of economic resources such as; arable land and communal forest protection was more enhanced under municipal governments after devolution of these powers from the central government to these decentralized units. In Colombia, Bahl and Bird (2013) reported that devolved units performed better than the central government in the funding of water projects and the management of water resources in the country. In Chile, Hinojosa and Franscechet (2012) reported that the continued denial of equal political leadership opportunities to women did result to poor allocation of resources for the provision of women related public services such as maternal health adversely affecting the rating of performance of regional governments in the country. The adoption of collaborative communities did facilitate the enhanced implementation of climate change adaptation strategies through better water management systems for the improved provision of this necessity by a municipality in Lima, Peru (Miranda-Sara & Baud,

2014). In Nicaragua, Larson and Lewis-Mendoza (2012) reported that devolution had enhanced the allocation of economic resources to local communities and in particular land through the provision of titles resulting to improved agricultural harvest translating into increased incomes.

In Europe different scholars have reported a wide range of findings on the performance of devolved units in the continent. In Spain, Hewitt and Hernandez-Jimenez (2010) reported that the need to allocate economic resources and in particular land for enhanced sustainable development did result to the emergence of collaborative communities among municipalities leading to better land-use practices. In Finland, equitable distribution of power at urban areas regional governments through the use of quotas is observed to have granted women equal political opportunities as their male colleagues facilitating better handling of women related issues such as maternal health (Holli, 2011). In Portugal, Barros (2012) observed that devolved units could play a key role in the allocation of economic resources that would lead to the globalization of Small and Medium Enterprises (SMEs) resulting the creation of more jobs at the municipal levels positively influencing their performance. Cicchetti and Gasbarrini (2016) established that differences in funding levels for provision of health did negatively influence the implementation of health care projects such as public hospitals and local community dispensaries in the administrative regions of Italy.

In the Philippines, Valente and Moreno (2014) reported better performance of regional governments that had adopted equitable distribution of political power for men and women noting that Barangay (Wards) led by women councilors had more development projects than those led by men. In China, Li, Cheng and Dong (2015) reported that the performance of agricultural projects funded by provincial governments was adversely influenced by lack of reliable financial oversight and budgetary control and planning. In Indonesia, Djaenudin, Oktaviani, Hartoyo and Dwiprabowo reported that the function of land allocation had been devolved and different provincial governments were allocating it for various economic purposes depending on their geographical location. Funding of transport infrastructure and in particular feeder roads was the determining factor for both access to market and working opportunities which in turn affected levels of income for the populace residing in the different 47 prefectures in Japan (López-Rodríguez and Nakamura, 2011). Further, Minoletti (2014) reported a very low distribution of political leadership positions and job appointments for women by Sub-national

governments in Myanmar leading their poor responsive rates to women and girl child related issues such as early marriages and maternal health.

In Papua New Guinea Zahid, Keefer and Menzies (2011) reported that the allocation of economic resources and funding of different socio-economic projects by different provincial governments was influenced by citizenry knowledge of existence of these devolved units and individual membership to self-help groups. Collaborative communities developed through inter-organizational partnerships, public participation and group partnerships were important in addressing societal issues such as; the adverse effects of climate change, water management and food safety that determined the performance of regional governments in New Zealand (O’Leary, 2014). In Solomon Islands, Wood (2015) established that cultural beliefs had derailed the enactment of gender quotas in provincial parliaments consequently denying women positions of political leaderships through elections and or nominations resulting to poor representation of and response to women issues in these devolved units of governance.

In Africa, Dickovick and Riedl (2010) observed that though devolution promised better delivery of services to citizenry in the continent, different devolved units in various countries had exhibited mixed results in terms of their performance. In South Africa, Bikam, Rapodile and Chakwizira, (2015) reported that poor implementation of fiscal decentralization of the municipal infrastructure grants by provincial governments to municipal governments did adversely influence the latter’s funding of on-ground water and sanitation projects. In Tanzania, Misafi (2014) reported on the low numbers of women both elected and nominated into political leadership positions and these few had a very limited impact on policy amendments resulting to power performance of regional governments on issues related to women and the girls such as Female Genital Mutilation (FGM), Early Marriages and high cases of maternal morbidity and mortality. In Uganda, Bashaasha, Mangheni and Nkonya (2011) reported on the need to create collaborative communities through inter-municipal networks and partnerships with Non-governmental Organizations (NGOs) on agricultural extension and natural resources management. In Kenya, Kiprono and Wanyoike (2016) reported that a county government had funded different projects such as; construction of public feeder roads and bridges, public hospitals, water and sanitation and livestock improvement through artificial insemination which translated into improved standards of living for her residents.

1.2 Statement of the Problem

The promulgation of the Kenya 2010 Constitution brought with it hope as it promised a more responsive approach to the needs of citizens; bringing most government functions closer to the people. Devolved units of governance (county governments) embedded in this constitution were now charged with functions including; agriculture, health, water, county trade and infrastructure previously performed by the central government that had failed to not only ensure the equitable distribution of economic benefits but also enhance equal political representation for all parts of the country. However, county governments are now faced with emerging bottlenecks that adversely influence their performance and dampen the aspirations of citizens at the grassroots. Among the challenges that are bedeviling county governments in Kenya are lack of transparency and accountability exhibited by; high levels of wastage of resources, nepotism, ethnic profiling in employment and supremacy battles between county assemblies and the executive arm at county level and corruption.

The County government of Marsabit, Kenya is also faced with these challenges that continue to forestall the implementation of various projects and provision of public services to its people. This particular county government is faced with a myriad of bottlenecks mainly; an unreliable stakeholders participation framework that adversely influences the embracing of collaboration of communities in developmental issues such as local tourism and environmental initiatives; solid waste management. This coupled with substandard strategies on allocation of economic resources such as; credit provision for small and medium enterprises, distribution of county jobs and tenders and poor livestock programs adversely influences the economic performance of County government of Marsabit. Further, the county government lacks effective policy strategies on funding of projects that negatively influences the prioritization of projects evidenced by the county's inability to fund water and irrigation projects that would mitigate effects of recurrent droughts affecting the cultural, economic and social lives of the people of Marsabit County. The uneven distribution of power to women and other vulnerable groups also present in the county precipitates the prevailing societal evils; discrimination of persons with disabilities, domestic violence, female genital mutilation (FGM) and early marriages, all of which adversely influences the social performance of the county government of Marsabit.

1.3 Purpose of the Study

The purpose of the study was to investigate the factors influencing the performance of devolved system of governance in Marsabit County, Kenya.

1.4 Objectives of the Study

The study was guided by the following research objectives;

1. To establish the influence of allocation of economic resources on the performance of devolved system of governance in Marsabit County.
2. To establish the influence of collaborative communities on the performance of devolved system of governance in Marsabit County.
3. To assess the influence of distribution of power on the performance of devolved system of governance in Marsabit County.
4. To determine the influence funding of projects on the performance of devolved system of governance in Marsabit County.

1.5 Research Questions

The study sought to answer the following research questions;

1. How does allocation of economic resources influence the performance of devolved system of governance in Marsabit County?
2. How do collaborative communities influence the performance of devolved system of governance in Marsabit County?
3. How does distribution of power influence the performance of devolved system of governance in Marsabit County?
4. To what extent does funding of projects influence the performance of devolved system of governance in Marsabit County?

1.6 Research Hypothesis

H₀ The above factors combined have no significant relationship with performance of devolved governance.

H₁ The above factors combined have a significant relationship with performance of devolved governance.

1.7 Significance of the Study

It is anticipated that the findings from the field of the current research study will be valuable to policy makers in the Ministry of Devolution and the Marsabit County Government's Department of Finance and Economic Planning to facilitate the coordination of the county's interdepartmental development plan on issues related to project planning and financing, monitoring and evaluation and procurement for the implementation of county projects. The study also contributes to the body of knowledge on performance of devolved units of governance particularly on matters related to allocation of economic resources and distribution of power to vulnerable groups including; women, youth and people living with disabilities (PWDs). The study also provides suggestions that can be adopted which can be used to petition the County Assembly of Marsabit to enact legislation that facilitates equitable distributes power to women and youth and other vulnerable groups in the county. The study has contributed literature on variables not researched before which will prompt other researchers to undertake studies on other factors that influence the performance of devolved system of governance in other counties.

1.8 Limitations of the Study

The main limitation of the study was that the researcher encountered reluctant respondents who did not disclose information that they deemed confidential and politically sensitive. To counter this, questionnaires were used to ensure confidentiality and anonymity by requesting the respondents not to indicate their names and contact on them.

1.9 Delimitations of the Study

The scope of the study was Marsabit County consequently the researcher can not therefore hypothesize study findings to other devolved systems of governance in other counties in Kenya. The study was also limited to four main variables; allocation of economic resources, funding of projects, distribution of power and collaborations of communities and how these influence the performance of the devolved system of governance with reference to Marsabit County government. Study respondents; the County Executive Committee (CEC) for Finance and Economic Planning and staff in the department, Managers of different Private Companies and Civil Society organizations (CSOs) operating in the study locale and staff at the County

Assembly of Marsabit. The performance of devolved system of governance may also result from a multiplicity of other factors not covered by the study.

1.10 Assumptions of the Study

The researcher assumed that the sample population would be a representative of the general population; the researcher assumes that job creation, infrastructural development, creation of entrepreneurial opportunities, environmental conservation initiatives and provision of public services such as health care and water are acceptable universal indicators of performance of devolved system of governance. It was also assumed that Managers of different Private Companies and those of CSOs have adequate information on factors influencing the performance of devolved system of governance in relation to variables under study.

1.11 Definition of Significant terms Used in the Study

Allocation of Economic Resources: This refers to policy procedures adopted by county governments operating under the devolved system of governance to enhance their equitable and effective appropriation of resources such as; land, employment opportunities, business loans for entrepreneurs and new agricultural technologies.

Collaborative Communities: This refers to emerging or existing partnerships with Non-governmental organizations, religious organizations, private sector and other devolved units in terms of economic blocs that intensify the performance of county governments in terms of provision of social services and public goods such as; feeder roads, water, agricultural inputs, healthcare services and hospital infrastructure.

Devolved System of Governance: This refers to governance at a sub-national level, such as regional, local municipalities, provincial or county government. This study looks at performance of this type of governance in terms of provision of social services such as healthcare services and public goods; feeder roads and agricultural inputs and how this is influenced by; allocation of economic resources, existence of collaborative communities, distribution of power and funding of projects.

Distribution of Power: In this study this refers to constitutional political processes and policies such as affirmative action that provide for equitable sharing of both political power and civil

service positions to both women and youth and other vulnerable groups such as persons with disability in a devolved unit populace.

Funding of Projects: This refers to the use of either locally generated monies raised either through local taxes and or grants and disbursements from central governments to projects such as; hospitals, feeder roads, agricultural produce markets, tourism and hospitality facilities, water dams, sports stadia, solid waste management and cultural centres that both provide services and public goods to a devolved unit's populace and earn revenues to the devolved unit.

Performance of Devolved System of Governance: In the context of this study, this refers to accomplishments by a devolved system of governance which is evidenced by the provision of public social services; clean drinking water, accessible local roads and other infrastructure such as bridges, sports stadia and cultural theatres and solid waste management.

1.12 Organization of the Study

This study is organized into five chapters. Chapter One consisted of introduction covering; background to the study, statement of the problem, purpose of the study which explained what the study intended to accomplish, research objectives and research question, significance of the study. The significance of the study justified the reason for my study. This chapter also highlighted delimitation and limitation of the study, and assumptions of the study.

Chapter Two reviewed literature of the study. This chapter brought out what previous researchers have found out in the area of study. This chapter covered how various independent variables: Allocation of Resources, Collaborative Communities, Distribution of Power and Funding of Projects and how these influence the performance of devolved units initially giving a global perspective narrowing down to the local level. It also covered theoretical and conceptual frameworks.

Chapter Three consists of Research methodology covering; research design, target population, sampling procedures which were discussed in detail how the sample for this study will be selected. It also covered research instruments, approaches to data collection, pilot study, validity and reliability of data collection research tools, data analysis and present an operationalizational table of variables.

Chapter Four will cover data analysis, presentation and interpretation of findings, based on background information and on four variables under study which include; Allocation of Resources, Collaborative Communities, Distribution of Power and Funding of Projects.

Chapter Five covered summary of findings, discussions of the findings, conclusions and recommendations. It will also provide suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature related to the study grounded on thematic areas drawn from the study objectives. It also presents theoretical and conceptual framework that guides the study.

2.2 Performance of Devolved System of Governance

In their study, Jaramillo and Alcázar, (2013) found evidence on collaborative communities that took the form of participatory budgeting (P.B) leading to an increase in the number of water and drainage systems projects implemented by regional governments in Peru. Further, they observed and improved performance of regional governments in terms of combating cases of water borne diseases among citizens (Jaramillo and Alcázar, 2013). In their study, Caruso, Stephenson and Leon (2010) observed that departmental governments and municipalities in Bolivia had created Departmental Health Social Councils (DHSC) and Local Health Committees (LHC) respectively which enhanced the collaborative governance in both the implementation and management of health projects. Further, they observed these played key roles in the management of Maternal , Newborn and Child Health projects (MNCH) leading to better performance in reduction of maternal morbidity and child mortality through diarrhea (Caruso, et al., 2010).

In their study, Cazcarro et al., (2015) observed the funding of water projects by Autonomous Communities (A.C) governments led to the expedited implementation of water and drainage system projects resulting to improved agricultural productivity in these devolved governance levels in Spain. Further, they note this led to a significant improvement in agricultural incomes earned by rural farmers leading to their economic empowerment (Cazcarro et al., 2015). Further, Shygonskyj and Shygonska, (2016) observed the funding of water and drainage systems projects by Oblasts in Ukraine. This they note was important in the reduction of reported cases of water borne diseases in public hospitals under the management of these devolved units of governance (Shygonskyj and Shygonska, 2016). In a study, Di Saverio, Scialdone and Villante (2014) found evidence on the creation of entrepreneurial opportunities among the youth by regional governments in Italy. They argued that the provision of credit at low interest rates created

entrepreneurial opportunities for the youth which improved the performance of the regional government in terms of combating high levels of unemployment (Di Saverio, et al., 2014).

In a study, Lethoko (2016) found evidence on environmental conservation initiatives implemented by a provincial government for municipal agricultural development in South Africa. He observed that this improved performance of the provincial governments in terms of food security and increase in agricultural income among populace living in these municipalities (Lethoko 2016).

2.3 Allocation of Economic Resources and Performance of Devolved System of Governance

Shanee and Shanee, (2016) found evidence indicating that failure by two regional governments to effectively allocate land through proper titling did lead to encroachment of a reserved area by local communities. This they contend did lead to both increased deforestation through logging and poaching of wildlife adversely influencing regional tourism consequently the local economies of these two devolved units of governance in Peru (Shanee and Shanee, 2016). In their study, Amorós, Felzensztein and Gimmon, (2010) observed that despite the existence of devolution, the central government and urban regional governments were providing more credit to Small and Medium Enterprises (SMEs) for business development compared to the rural regional governments in Chile. This they further argued did influence both the emergence of new entrepreneurs and business growth among existing SMEs in most rural regions adversely influencing the economic performance of these devolved units of governance (Amorós, et al., 2010).

In their study, Reyes-García, Vadez, Aragón, Huanca and Jagger, (2010) found evidence on the unfair distribution of employment opportunities by a departmental government in Bolivia. Further, they observe that this though emanating from lack of information on the benefits of devolution did deny a local community job opportunities in this devolved unit of governance (Reyes-García, et al., 2010). Ballvé, (2012) also found evidence indicating that failure by two departmental governments to adopt effective land allocation through titling did adversely influence land tenure security of farmlands belonging to small scale local farmers. This he contends did negatively influence agricultural incomes of these farmers and consequently lowering their disposable income resulting poor economic performance of these devolved units

of governance in Colombia (Ballvé, 2012). Similarly, Faguet, Sanches and Villaveces (2016) found evidence exhibiting mixed results on land distribution for economic purposes by devolved units of governance in Colombia. They further argued that though the country had adopted land distribution reforms which had witnessed increased agricultural incomes among peasant farmers, some municipalities had reported inequalities in land distribution and titling emanating from elite capture of the process (Faguet, et al., 2016).

Castro, Pereira, Amiama and Bueno, (2015) observed that an autonomous community (A.C) rural government had allocated support to dairy farming for the mechanization of this economic activity. This they further concluded had improved income levels raised through dairy farming leading to an enhanced quality of life among dairy farmers residing in this devolved unit of governance in Spain (Castro, et al., 2015). Similarly, Caraveli and Chardas, (2013) found evidence indicating that a rural regional government had allocated machinery to farmers in remotes areas as an implementation of a policy strategy aimed at improving agricultural yields in Greece. Further, they contend that this not only improved income among farmers realized from mechanized crop farming but it also resulted to the economic development of rural regions due to increased disposable incomes among the farming community (Caraveli and Chardas, 2013).

In their study, Li, Wu and Deng (2013) had observed that devolved units of governance had adopted different land allocation processes that were driven by their different economic needs. They further did note that while urban counties increased the acreage of land for both public infrastructure and real estate development which resulted to increased urban incomes, rural counties allocated more land for forestry and grasslands to increase incomes of rural pollutions in China (Li, et al., 2013). Further, Dong (2014) found different evidence of an enhanced procedure in the allocation of land use under devolved units of governance in China. He further observed that most county governments governing under provincial authorities had adopted better land allocation processes that improved the economic use of available land resulting to both reduced deforestation and economic growth among these devolved units of governance (Dong, 2014). Tan and Amri, (2013) found evidence indicating that some provincial governments were providing financial support to emerging entrepreneurs resulting to a higher performance rating of these devolved governance units in Indonesia. Further, they observe that this was in terms of financial deepening which led to different businesses and in particular Small and Medium

Enterprises (SMEs) accessing financial credit from provincial governments through the Provincial Development Planning Agency (Tan and Amri, 2013).

Thonart, et al., (2013) found evidence indicating that failure of mechanization of dairy farming through allocation of processing machinery by devolved units of governance to enhance the production of products as fermented milk did derail the realization of economic benefits that would emerge from this economic activity. This they observe did continually limit dairy farmers to the overreliance on the use of traditional technology units to produce popular dairy products such as fermented milk. They also contend that this did limit farmers' production levels and consequently their disposable incomes adversely influencing the economic development of rural devolved units of governance in Rwanda (Thonart, et al., 2013). In his study, Muchunguzi (2012) had observed that failure by the national government to enhance land tenure security for peasant farmers resulted to devolving of the function of land administration to local government in Uganda. However, Leewun, (2017) found evidence indicating the lack of better land allocation by devolved units of governance in Uganda. This he noted emanated from; corruption, overdependence on the national government funding, inadequate and unskilled staff resulting to insecure land tenors among small-scale farmers which in turn adversely influenced their agricultural activities and income of populations residing in these devolved units of governance (Leewun, 2017).

Njovu, (2013) observed that devolved units of governance in Tanzania were in a better position to both select and recruit their human resources that would meet their needs and consequently positively influencing their performance. This he argued would make the employees both more accountable to their work places and they are able to work more effectively because they are compatible to the local conditions (Njovu, 2013). However, Lameck, (2015) found different evidence noting that recruitment and selection processes for human resources at devolved units of governance tends to be imbalanced in terms of ethnic representation and gender. He further noted that it is also characterized by nepotism and other forms of favouritism anchored by corruption leading to poor performance of these devolved units of governance (Lameck, 2015). Similarly, Plimo and Cheruiyot, (2016) found evidence indicating that county jobs distribution in one of the counties was characterized by unbalanced and unjust recruitment practices which witnessed these limited opportunities allocated to a particular ethnic group in Kenya. This they

argued did result to the employment of under qualified employees who could not meet the needs of this particular county government resulting to its poor performance in delivery of public services under its management (Plimo and Cheruiyot, 2016).

2.4 Collaborative Communities and Performance of Devolved system of Governance

According to Donahue and Zeckhauser (2011) increased demands for the timely service delivery among citizenry has necessitated governments and in particular devolved governments to work in partnership with other stakeholders through; sharing of information on community concerns, public services investments and a more accountable and efficient use of public resources through collaborative communities in governance. In their study, Verzijl and Dominguez (2015) observed that partnerships between a regional government and Non-governmental Organizations (NGOs) through the water user association (WUA) did positively influence the provision of water to residents of this devolved unit of governance in Peru. They further noted that water experts from the NGOs did enhance residential water connection enabling locals to not only utilize it for domestic purposes but to also engage in small-scale irrigation (Verzijl and Dominguez, 2015). Similarly, in his study Velasco (2012) established that collaborative partnership between an administrative department and a community self-help group did enhance environmental conservation efforts in Colombia. This he noted did facilitate the mitigation of negative effects emanating from deforestation and water pumping from a local river by a local hydro-electric company in this administrative department (Velasco, 2012).

In his study O’Keeffe, (2011) found evidence that led to the conclusion that the emergence and adoption of collaborative communities among rural municipalities governing under autonomous communities did lead to better performance of these devolved units of governance in Spain. This he observed did in particular have a correlation to the better provision of services such as water and health, the construction of social infrastructure such as cultural theatres, the creation of employment opportunities and the development of tourism in these devolved rural authorities (O’Keeffe, 2011). On their part Bel, Fageda and Mur (2014) established that the cooperation of small municipalities with larger ones did lead to reduced costs on solid waste management in suburban areas governed under autonomous communities in Spain. This they contend did lead to improved performance of these devolved administrative units in the provision of this public social service (Bel, et al., 2014).

Similarly in their study, Rayle and Zegras (2013) found evidence indicating that the collaboration of municipalities did lead to better performance evidenced by the construction of bridges and roads that connected these devolved governance units in Portugal. They also point out that this did exhibit a correlation with improved mobility of populations among the municipalities leading to economic development through enhanced inter-municipality trade and movement of human capital (Rayle and Zegras, 2013). In their study also, Dijkgraaf and Gradus (2013) observed collaborative communities among municipalities on solid waste management did cut costs leading better performance of these devolved units in the provision of this public service in the Netherlands. Further, they noted that lower costs did result to the adoption of effective and efficient strategies that enhanced the collection of solid waste in residential areas resulting to less polluted residential environments (Dijkgraaf and Gradus, 2013).

Pelizzaro, (2015) also emphasized the need for collaborative communities in the form of public private partnerships (PPPs) on the performance of devolved units of governance in the provision of public services. He in particular found evidence strongly implying that collaborative partnerships between an administrative region and local institutions that involved the participation of self-help groups through funding of decentralized renewable energy sources and the provision of green infrastructure did facilitate community adoption to climate change in this devolved unit of governance in Italy (Pelizzaro, 2015). However, in his study Chardas (2014) found that regional governments were finding it difficult to implement partnerships for development among devolved units of governance in Greece. This he contends had in particular negatively influenced the development of agriculture in rural administrative regions consequently influencing agricultural incomes and the economic performance of these sub national governments (Chardas, 2014).

In their study, Mohammad, Sudikno, Ismu and Dwi (2016) found evidence on the insufficient management of solid waste by devolved units of governance emanating from insufficient financing challenges in Indonesia. They therefore recommended; public private partnerships to address financial issues, partnerships with community groups for public awareness campaigns and benchmarking collaborative partnerships between provincial governments, all these geared towards sustainable efforts on solid waste management by these devolved units of governance (Mohammad et al., 2016). On their part, Khan, Kundi, Shah, Khan and Kamal (2012) observed

that even though devolution had promised better delivery of public services by sub national governments, the absence of collaborative communities was derailing the implementation of projects at this devolved governance level in Pakistan. Further, they contend that this emanated from poor intergovernmental relations perpetuated by political elite capture of the process resulting to lack of participation by other stakeholders in the management and implementation of projects at these devolved units of governance leading to their poor performance (Khan, et al., 2012).

In her study, Eppel (2013) found evidence that the existence of collaborative governance policies did enhance the emergence of partnerships between regional governments and different stakeholders; Environmental Non-governmental Organizations (NGOs), Private Sector and other civil society organizations on existing community concerns related to water management and the environment. This she further observed that had in particular led to both improved environmental conservation efforts and better management of water catchments areas which in turn resulted to better provision of this public service to communities by these devolved units of governance (Eppel, 2013). Further, in his study Vanua, (2014) found evidence indicating that there was an inadequate level of collaboration between provincial governments, community care groups and other stakeholders geared towards the development of rural eco-tourism. This he further noted did adversely influence the number of tourist visiting the rural ecotourism sites due to uncoordinated promotions of this important economic development sector resulting to poor performance of provincial governments on ecotourism development in Papua New Guinea (Vanua, 2014).

Gerrit, (2011) found evidence indicating that failure to adopt policy strategies that would have enhanced cooperative governance did adversely influence the performance of municipal governments in relation to provision of services to citizens in South Africa. This he noted did in particular have a negative influence on services including; water and sanitation that was witnessed by poor drainage systems, poor solid waste management and rationing of electricity that is under the management of these devolved units of governance (Gerrit, 2011). Similarly, Beyers, (2016) found evidence indicating that the non-existence of policy formulation by provincial governments on cooperative governance with the private sector did adversely influence the performance of municipal governments in terms of service provision. Further, he

noted that this particularly had a negative influence on provision of water and solid waste management by most rural municipalities in South Africa (Beyers, 2016). Sirengo, (2016) found that a county government had posted poor performance in terms of overspending its budgetary allocations on solid waste management. This he observed could be addressed through collaborative governance in the form of public private partnerships (PPPs) by contracting micro-enterprises experienced in sustainable solid waste management (SSWM) (Sirengo, 2016).

2.5 Distribution of Power and Performance of Devolved system of Governance

Given the significant role that sub national governments in their different forms; counties, departments, municipalities, provinces and regions play in policy formulation and implementation, one cannot ignore their role in the realization of both women, youth and special groups political participation and representation at these levels of governance (Gerardo, et al., 2013). In her study, McNulty (2012) observed that women were increasingly being politically represented at sub national government levels in Peru. However, she noted that this was mostly at the regional government levels as compared to provincial and district governments with these two reporting very low numbers especially on women political representation on participatory budgeting (P.B) resulting to minimal transparency and accountability at these units of governance adversely influencing their performance (McNulty, 2012).

While some scholars have looked into youth and special groups' political participation, several others have also found different evidence on women's political representation at the sub national governments levels in Europe (Sundström and Stockemer, 2015). In his study, Bertozzi (2015) observed that two regional governments exhibited different levels of support towards youth political participation and representation in devolved governance in Italy. He further notes that while one regional government was keen in addressing structural constraints by both policy implementation and funding of youth political activities that eventually led to youth political leadership, the other was very passive in the support of young political leaders (Bertozzi, 2015). Further, Monteiro (2012) found evidence indicating that despite the existence of gender quotas, women political representation at municipal governments was very low compared to other European nations with sub national governments. This she observed was perpetuated by political elite capture at political parties level most of which did not adhere to the existing parity Act in the country leading to poor performance of municipal governments in addressing issues affecting

women (Montiero, 2012). However, Castello (2012) found different evidence noting that Autonomous Community (A.C) governments had both formulated and implemented policy on the employment of women with disabilities on civil service jobs in Spain. This she observes had improved the quality of life of persons with disabilities (PWDs) and in particular women with disabilities who were now in a position to earn an income (Castello, 2012).

In her study, Rhoads (2012) found evidence that existing cultural belief that portrayed women as the weaker sex that should only take part in domestic chores did deny them both civic service jobs and political leadership opportunities in different provincial governments of Indonesia. Further, she contends that the existing corruption friendly environment did further enable male competitors to bribe political parties' officials to deny women both party tickets to vie and nominations in provincial parliaments. This resulting to low percentages of women leaders as compared to their male counterparts in terms of representation in these devolved units of governance (Rhoads, 2012). Zeng, (2014) also found that though women were allocated 20% of core political leadership positions at provincial and county governments levels, pre-existing traditional beliefs especially those related to family and domestic work denied them access to these positions in China. Further, he argues that their male counterparts had created a political culture that continually denied women opportunities to exercise their full political potential in both demanding for accountability and representation of women issues leading to the poor performance of these devolved units of governance in handling these (Zeng, 2014).

Anticevich, (2010) found evidence indicating low numbers of political participation and representation by persons with disability (PWDs) in municipal governments in South Africa. This he further contends did adversely influence the performance of these devolved units of governance on issues affecting the lives of PWDs (Anticevich, 2010). Further, in his study Matoane (2015) found evidence that revealed low women representation both in the administrative and political components of a municipal government in South Africa. This he further observed did derail implementation of projects that would address issues like; maternal health, access to safe drinking water and sanitation facing women in the municipality (Matoane, 2015).

However, women political representation is being realized in an East African country with 43% of elected district government leaders being women in Rwanda (Ministry of Local Government,

2013). This is above the nationally constituted quotas of 30% of reserved political seats for women at all levels of governance in the country resulting to better response by district governments to women issues such as maternal and child health, access to clean drinking water and early marriages (Ministry of Local Government, 2013). In her study, Wanjiku (2015) found evidence indicating that despite the existence of constitutional laws that encourage women political representation at county government levels, very few were elected in county under study. This she contends emanates from inherent traditional beliefs that hinder women from fully participating in electoral politics and those that are nominated through existing constitutional quotas are no exception due to violent intimidation by their male peers. Further, she notes this has continually denied women to fully address issues such as; Female Genital Mutilation (FGM), early marriages and maternal and child health (MCH) adversely influencing the performance of the county under study in regards to these issues (Wanjiku, 2015).

2.6 Funding of Projects and Performance of Devolved system of Governance

In their study, Stern and Echavarría (2013) established that a regional government had funded the construction of watersheds leading to the economic development of this devolved unit of governance in Peru. This they noted enhanced; irrigation efforts resulting to growth in agricultural produce harvest translated improved incomes, hydroelectricity production leading to industrial growth and promotion of tourism through creation of attractive waterfalls in the watershed (Stern and Echavarría, 2013). In their study, Faguet and Sánchez (2014) established that devolved administrative departments had utilized monies decentralized from the central government to fund the construction of public hospitals. This they further observe did enhance health care access by the poor majority residents of these devolved units of governance in Colombia (Faguet and Sánchez, 2014). However, Faguet (2011) different evidence noting that devolved administrative departments were carrying out more investments using decentralized funds on public service provision projects such as; public hospitals and community health centres, water and sanitation projects as opposed to economic infrastructure projects such tourism facilities in Bolivia. However, he noted that failure by some administrative departments to adopt fiscal accountability systems for decentralized funds resulted to financial instability negatively influencing their ability to fund projects (Faguet, 2011).

In his study, Beramendi (2012) established that there existed an imbalance in the fiscal decentralization formula adopted by the central government to devolve funds to Autonomous Communities (A.C). This he argued did negatively influence the funding of projects such as; hospitals and drainage systems by some A.Cs mostly in rural Spain denying citizens access to medical services and a good environment (Beramendi, 2012). Similar findings were reported by Yasemin (2016) who noted that the existence of unequal fiscal devolution between urban and rural Autonomous Communities did negatively influence the funding of projects by these devolved units of governance. Further, he argued that rural A.Cs in comparison to their urban peers funded fewer public social projects such as; low cost housing, public hospitals, water and drainage systems for better sewage disposal for citizenry in Spain (Yasemin, 2016). In his study, Allers (2014) established that the overdependence of sub-national governments on funds decentralized from the central government did negatively influence their funding of public service projects in health care, waste water management and low cost housing in The Netherlands. Further, he contends that the derailed funding of such projects resulted to constant bail outs of both municipal and provincial governments by the central government in the form of soft constraints budgets adversely influencing the performance of these devolved units of governance (Allers, 2014).

Shen, Zhao and Zou (2014) from a study in China on the effects of devolution of funds and provision of public service goods through funding of various projects, established that provincial governments had failed to effectively and efficiently utilize these funds for investment in projects such as; agriculture, public hospitals, water provision services and drainage sanitation systems. This they however contend was more pronounced in underfunded rural provinces than in their urban peers emanating from failure to adopt both a national minimum public services standard and benchmarking of international practices on devolved system of governance (Shen et al., 2014). In his study, Llanto (2009) found evidence indicating that Local Government Units (LGUs) had funded public services projects with monies devolved to them from the central government in The Philippines. This he also noted resulted to access to better services such as; health care, water, local infrastructure and solid waste management (Llanto, 2009). However, Sasaki (2009) observed that there existed inequality of fiscal decentralization from the central government to regional governments which presented constraints to this devolved units in their quest to fund public services projects such as; agricultural projects in fisheries, water dams for

safe drinking water, local feeder roads, drainage systems and construction of public hospitals. This he argued resulted to poor access to these public social services for citizenry living in rural LGUs (Sasaki, 2009).

In his study, Sasa, (2013) found evidence indicating that lack of mechanisms that would have enhance provincial governments' accountability to the community did adversely influence the funding and implementation of health facilities by these devolved units of governance in Papua New Guinea. He therefore argues that there is need to create policy measures that would ensure bottom-up accountability of devolved funds through participatory budgeting which would enhance the financing of projects at the devolved levels of governance (Sasa, 2013). Similarly, Blythe, et al., (2017) observed that the non-existence of the financing of aquaculture agribusinesses projects by provincial governments in Solomon Islands. This he also observed did negatively influence disposable incomes among farmers practicing aquaculture agribusiness which derailed economic development at these devolved units of governance (Blythe, et al., 2017).

In his study, Majuta, (2014) found evidence indicating that despite receiving devolved funds from the central government, a particular provincial government in South Africa performed poorly in terms of funding public service projects. Further, he noted that this particular devolved unit of governance had failed to fund projects such as; local feeder roads, construction of community health centres and provision of water and drainage systems for her residents resulting to a poor performance rating for this provincial government (Majuta, 2014). Similarly, Bongwa, Kassahun and van Dijk, (2011) observed that the existence of an inequitable revenue sharing mechanism had adversely influenced the funding of public services projects by devolved units of governance in Ethiopia. This they further contend this had a more pronounced negative influence on the funding of projects including; feeder roads for local access, water which resulted to prolonged disruptions and sanitation which was witnessed through poor drainage (Bongwa, et al., 2011).

In their study, Allers and Ishemoi (2011) observed that there was need to adopt a grant equalization formula that would enhance the funding of healthcare services provision projects by local governments in Tanzania. Further, they argued that unequal fiscal devolution did derail the implementation of public services projects by rural local governments (Allers and Ishemoi

2011). Masanyiwa, Neihof and Termeer (2013) found different evidence on funding of projects related to two devolved public services sectors; water and health by local governments in Tanzania. They further observed that that these devolved units of governance did concentrate on funding of water and sanitation projects as opposed to health facilities (Masanyiwa, et al., 2013). In his study, Kimanthi (2016) found evidence the availability of finances was significantly related to the funding of local roads projects by a county government in Kenya. He further noted, though the county government had funded several roads local projects most were derailed by failure to integrate fiscal feasibility did derail the implementation of these projects by this devolved unit of governance (Kimanthi, 2016).

2.7 Theoretical Framework

This research study was hinged on 3 theories; Allocative Efficiency Theory, Critical Mass Theory and Public Choice Theory of Collaborative Governance

2.7.1 Allocative Efficiency Theory

The theory of Allocative Efficiency was developed by Oates, (1972) on the premise that sub-national government levels are better placed than central government to provide conditions under which the Pareto-efficient levels of output for their respective jurisdictions would be uniform. Other proponents of the theory also argued that, devolved units of governance are able to tailor outputs of public service goods to the particular preferences and circumstances of the people they serve because they are closer to them than central governments are (Weingast, 1995; Oates, 2005). This according to the theory grants devolved units of governance opportunities to not only gather more adequate and reliable information on the needs of the citizenry providing them with a platform to better serve them but to also do so at comparatively low costs (Schoeman, 2006).

In applying this theory to the topic under study, the researcher seeks to answer research questions one and four on the influence of allocation of economic resources and funding of projects to the performance of devolved governance. And in the process unpack the relationship between these in terms of; creation of entrepreneurship opportunities, credit provision for SMEs, funding construction of tourism and hospitality facilities and construction of new markets. The theory will also help understand how allocation of economic resources and funding of projects by devolved units of governance improve the economic welfare of the citizenry they serve in terms

of; agricultural incomes from allocated land and mechanization of agriculture, funding of water projects, renovated stadia and cultural centres and how all these relate to the performance of devolved governance.

2.7.2 Critical Mass Theory

The Critical Mass Theory was developed by Oliver, Marwell and Teixeira (1985) and is based on the premise that women and racial or ethnic minorities are unlikely to have an impact in any given society and influence decision making until their numbers increase from a few representatives into a considerable number. The theory therefore posits that women's and minorities' participation in governance at devolved governance levels will only have an impact if there is a considerable number of them involved (Minoletti, 2014). This according to the theory would improve both the adoption of women's, minorities' and other vulnerable groups' friendly policy and would result to a more responsive approach to their issues; maternal health, accessibility to buildings and youth unemployment (Childs & Krook, 2008).

In applying this theory to the topic under study, the researcher seeks to answer research question three on the influence of distribution of power to the performance of devolved governance and in the process unpack the relationship between these in terms of; number of women MCAs and those in the civil service, the addressing of issues that directly affect women such as maternal health. It will also help understand how tackling of issues affecting of other vulnerable groups; youth and persons with disabilities (PWDs) such as through offering employment to these groups and implementing PWDs projects influence the performance of devolved governance.

2.7.3 Public Choice Theory of Collaborative Governance

McGuire, (2006) a proponent of the Public Choice theory of collaborative governance contends that it is based on the premise that different stakeholders have divergent interests and they are guided by their individual interests in forming coalitions that would help them realize these interests. Ostrom, (1998) another proponent of the public choice theory argued that the theory puts into perspective stakeholders' divergent interests and the existence of liaison organizations that aggregate them with the overall goal of collective decision-making through structured partnerships on finding sustainable solutions to existing societal issues. However, the existence of these divergent stakeholders' interests does pose dangers to the continual existence of

coalitions and therefore dominant stakeholders (for example devolved units of governance) cede ground on their interests for the common good leading to compromised policy strategies and implementation structures (McGuire, 2006).

In applying this theory to the topic under study, the researcher seeks to answer research question two on the influence of collaborations of communities to the performance of devolved governance and in the process unpack the relationship between these in terms of; partnerships with the private sector, civil society organizations, religious organizations and institutions of higher learning and how these result to the development of local tourism, enhance environmental conservation efforts, facilitate sustainable solid waste management, reduced cases of Female Genital Mutilation (FGM) and reduced public expenditure as a benefit of coalitions and how all these influence the performance of devolved governance.

2.8 Conceptual Framework

The performance of devolved system of governance is influenced by various factors as represented in Figure 2.1 Conceptual Framework which illustrates associations between independent variables (predictor variables) and dependent variables of the study.

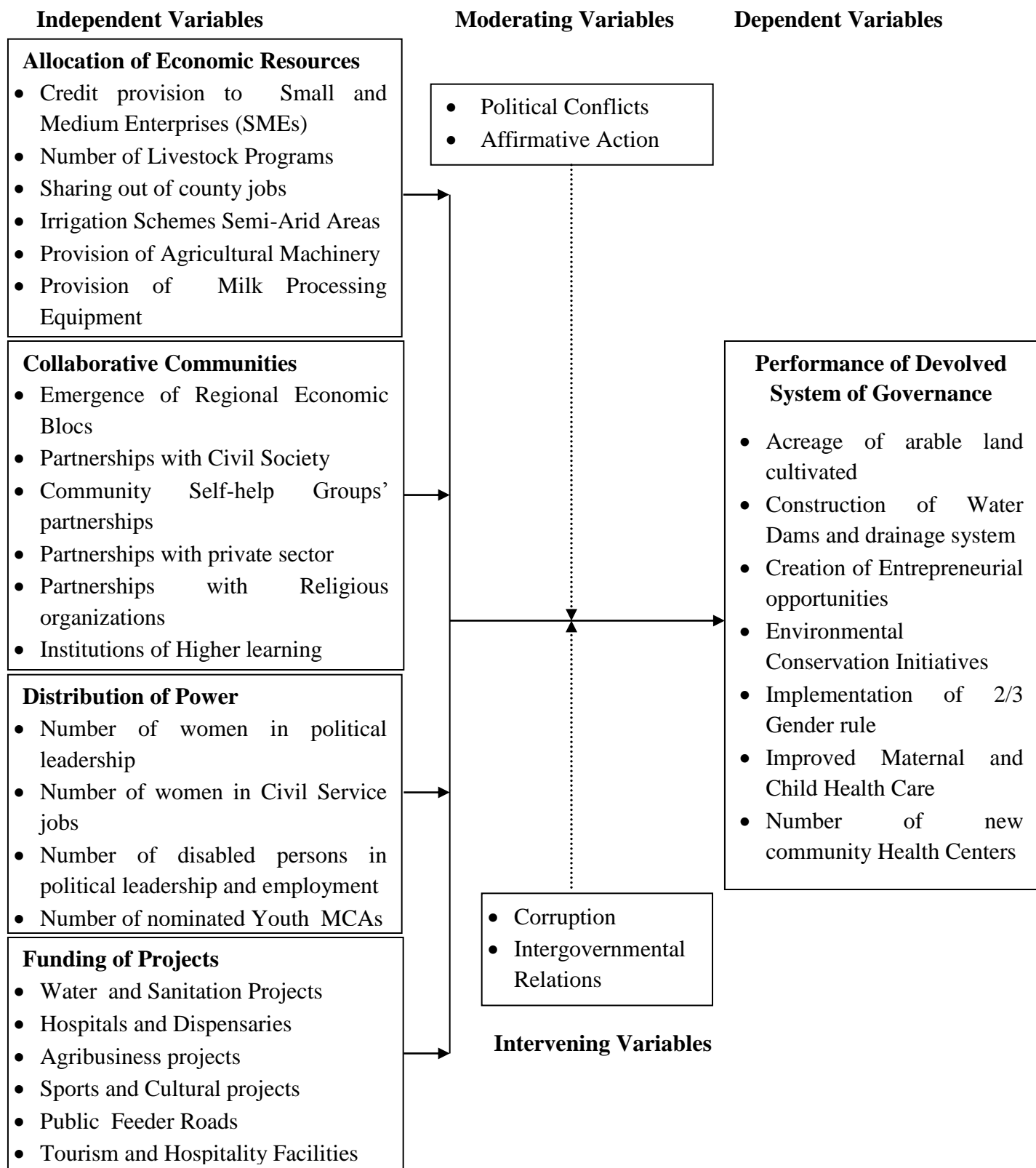


Figure 1: Conceptual Framework
Conceptual Framework of Factors Influencing the Performance of Devolved System of Governance

2.9 Summary of Literature Review

Shanee and Shanee (2016) found evidence indicating that failure by two regional governments to effectively allocate land through proper titling did lead to encroachment of a reserved area by local communities. Dong (2014) found different evidence of an enhanced procedure in the allocation of land use under devolved units of governance in China.

Verzija and Dominguez (2015) observed that partnerships between a regional government and Non-governmental Organizations (NGOs) through the water user association (WUA) did positively influence the provision of water to residents of this devolved unit of governance in Peru. Khan, Kundi, Shah, Khan and Kamal (2012) had reported different findings revealing that the absence of collaborative communities was derailing the implementation of projects at the devolved governance levels in Pakistan. This view is also supported by Chardas (2013); Gerrit, (2011) who report similar results in Greece and South Africa respectively.

Rhoads (2012) found evidence revealing that women were denied leadership opportunities both in civic service jobs and in politics due to pre-existing cultural beliefs in different provincial governments of Indonesia. Zeng, (2014) has reported similar findings in China. Beramendi (2012) established that there existed an imbalance in the fiscal decentralization formula adopted by the central government to devolve funds to Autonomous Communities (A.C). Allers and Ishemoi (2011) observed that there was need to adopt a grant equalization formula that would enhance the funding of healthcare services provision projects by local governments in Tanzania.

This chapter has reviewed literature on how allocation of economic resources, collaborations of communities, distribution of power and funding of projects influence the performance of the devolved system of governance. To this effect, the chapter also comes up with a theoretical framework and a conceptual framework.

2.10 Research Gap

The Caraveli and Chardas (2013) did not find out whether the provision of machinery to dairy farmers was also extended to those engaged in crop farming and how this influenced the overall economic performance of this devolved unit of governance. The Bertozzi (2015) study doesn't also address absence of women representation in both administrative and political leadership in devolved units of governance and how this influences their performance. The current research study sought to fill this research gap.

The Allers (2014) study in Netherlands only looks at how the overdependence by municipal governments for funds did adversely influence the funding of projects it does not look at the time taken to disburse the funds and how this influences the implementation of these projects. The Chardas (2013) study also looks at absence of collaborative governance and but doesn't detail which types of partnerships devolved regions failed to initiate. The current research study sought to fill this research gap.

The research also seeks to fill a research gap on whether the same findings by Yasemin, (2016) in Spain; Verzijl and Dominguez (2015) in Peru and Anticevich (2010) in South Africa can be replicated in Marsabit County.

Most of these studies have been done in far off countries and regions; through this study the researcher seeks to fill a research study gap on factors influencing the performance of devolved system of governance in Marsabit County, Kenya.

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the research methodology to be employed in conducting the study. These includes: the research design to be used in the study, the target population, sampling procedure and sample size and methods of data collection, pilot test, validity and reliability of research instruments which will be used for data collection. It also contained data analysis techniques and the operationalization table of variables and objectives under study plus ethical considerations.

3.2 Research Design

Research design is defined as the comprehensive strategy that is chosen to integrate the dissimilar components of a study in a coherent and logical way, thereby, ensuring that the research problem is addressed effectively (Babbie, 2010). It constitutes the blueprint for the gathering, measurement, and analysis of data. This study was guided by a descriptive survey research design to carry out an investigation into factors influencing the performance of the devolved system of governance in Marsabit County, Kenya. The current research study was guided by descriptive survey research design which facilitated the gathering of qualitative and equally quantitative data on the relationship between variables under research establishing the association between study variables and study problem (Christensen, Johnson and Turner, 2011). Descriptive survey research design was also adopted because it facilitated the process of information gathering on the current state of affairs and thoroughly depicting traits of the study population (Salaria, 2012).

3.3 Target Population

Population has been illustrated as the complete group of individuals or items under consideration in any discipline of investigation and has a common characteristic (Kombo and Tromp, 2009). The population of this study was 295 respondents and will include; Staff Finance and Economic Planning Department, Members of County Assembly (MCA) and Staff and CSO's and Private Companies Managers in the study locale. It is these respondents that were used to collect the necessary data required for this study because they were familiar with the variables under study and their existing relationship in regards to the topic under investigation.

This was summarized in Table 3.1 on target population

Table 3.1 Target Population

Respondents	Target Population
Staff Finance and Economic Planning Department	34
Members of County Assembly (MCA) and Staff	83
CSOs' and Private Companies' Managers	178
Total	295

3.4 Sample Size and Sampling Procedure

Steven, (2012) defined sampling as the technique by which a comparatively small number of persons or measures of individuals, objects or events is selected and analysed in order to observe something about the entire population from which it was selected.

3.4.1 Sample Size

The sample size for this study was 89 respondents drawn from a target population of 295 using Mugenda and Mugenda (2003) 30 % theory of sampling.

This was as presented in 3.4.2 on sampling procedure.

3.4.2 Sampling Procedure

For this study 30% was used to determine the sample and therefore the sample size was 89 respondents represented by; 15 Staff Finance and Economic Planning Department, 23 Members of County Assembly and Staff and 51 CSOs' and Private Companies' managers.

Table 3.2 Sampling Frame

Respondents	Target Population	Sample Size
Staff Finance and Economic Department	34	15
Members of County Assembly and Staff	83	23
CSOs' and Private Companies' Managers	178	51
Total	295	89

3.5 Research Instruments

For this study, the researcher made use of questionnaires in the gathering of primary data. Bell, (2010) defines a questionnaire as a well constructed research tool that enables researchers to obtain information from respondents on their traits, current and past behavior, code of conduct or perspectives and their convictions and or rationale behind their action in relation to the current research study topic. The choice of this instrument was informed by its advantages such as; it is free from the bias of the interviewee and respondents will have ample time to give well thought out answers. The questionnaires also provide both a logical flow of information and an opportunity for the researcher to analyze data more objectively than any other forms of research instruments (Acharya, 2010). The questionnaire had equal proportions of closed as well as open ended questions. Closed questions consisted of a fixed set of questions to be answered by Staff Finance and Economic Department, Members of County Assembly and Staff and CSO's and Private Companies' Managers in a specified sequence and with a pre-designated response options. Open ended questions were restrictive to the respondents. Open ended questions provided respondents with chance to disclose information in a naturalistic way. The questionnaire was divided in 5 sections. Section one requested the respondent to fill in his or her background information, whereas the remaining 4 sections consisted variables which the researcher researched on. The sections were; Allocation of Resources, Collaborative Communities, Distribution of Power and Funding of Projects and Performance of Devolved system.

3.5.1 Pilot Testing of Instruments

The current research study also made use of a pilot study to reduce ambiguity of research tools' items and in the process establishing data integrity. The pilot study enabled the researcher to probe the feasibility of the methods and procedures that will be used in the main study. The accuracy of data to be collected is largely dependent on the data collection instruments in terms of validity and reliability which can only be established through a pilot test (Fisher, 2010). The first step in conducting the pilot study involved convenience sampling, which comprised selection and recruitment of respondents. Mugenda and Mugenda (2003) recommendation of 1–10% of the principal sample size was adopted for conducting this study's pilot study. Specifically 10% that is 9 respondents from the different strata were selected as participants of

the pilot study. The researcher then administered the questionnaire to the 9 pilot participants. Data entry and analysis were then conducted, results discussed with supervisor for identification of weaknesses in the research instruments and advice on modifications was implemented.

3.5.2 Validity of Instruments

Oluwatayo, (2012) defined validity of research tools as the extent to which the scores measures the anticipated and or the intended concept. Validity is concerned with in-built errors and components of the research instrument (Oluwatayo, 2012). This study adopted: Face, content, and construct validity. Face validity was looked into by glancing through the surface of the study's questionnaire with the help the researcher's supervisor, giving it a subjective overview. Further, the current study also looked into the content validity of the choice research tools through persistent consultations with raters from University of Nairobi with respect to; readability, clarity and comprehensiveness of measurement on the construct of interest. This enabled the researcher in determining whether research tools utilized an incorporated satisfactorily representative set of instrument items to examine the construct of interest (Babbie,2010). Expert opinions arrived at through consultations also assisted the researcher in making modifications on the domain of indicators in the research tools making them relevant to the topic under study as advised by experts. Construct was achieved through checking on adequacy of the operational definition of variables by checking on clarity, vagueness and quality of instructions in the questionnaires.

3.5.3 Reliability of Instruments

Ritter, (2010) defines reliability as the degree to which scores by a research instrument and method are consistent and can be replicated with the same units of measurement. The study, as recommended by Ritter, (2010) embraced the use of internal consistency technique employing Cronbach Alpha to examine the reliability of research questionnaire that were utilized in the current research study. A pilot study on a total of 9 respondents from different strata in main sample size was conducted. The results of the pilot study were discussed with experts and the researcher's supervisor from University of Nairobi which guided conclusions on the stability of items of measurement in the research instrument. The researcher was guided by; Alpha values which vary from 0 to 1 noting that a co-efficient of 0.7 is sufficient with 0.8 and or higher

signifying a remarkable reliability of the choice research tools as recommended by (Tavakol & Dennick, 2011). The instruments of research study had their items with reliability above the 0.7 Cronbach Alpha benchmark with the least item registering 0.705 and the highest 0.808.

3.6 Data Collection Procedures

The researcher conducted the collection of primary data through the use of the research tool of choice in person and the drop and pick later method to the sampled respondents was adopted. The study also adopted structured questionnaires due to their design nature which presented each item with a set of choice answers and were also economical in terms of time and money (Archarya, 2010). In order to achieve the desired response rate, a record of that facilitated the tracking of administered questionnaires was developed and used.

3.7 Data Analysis Techniques

Data analysis is the procedure adopted to build categories, form and meaning to the bulk of primary data gathered during a research study (Steven, Brady & Patricia, 2010). The researcher did sort data and entered it for completeness, comprehensibility and reliability. Tabulation for each of the study's research questions quantitative data was done for purposes of providing the researcher with a comprehensive picture of how the data would look like and also assisting the researcher in identifying patterns. The researcher used SPSS version 21.0 to analyze collected data and presented it by applying descriptive statistics which were; frequencies, mean, variance and standard deviation. Results of the analysis made it easy for the researcher to make valid conclusions on the topic of study.

Data from open ended questions was analyzed through the use of content analysis and the result from this analysis was presented in themes as per the study's objectives. Frequencies and percentages were used to summarize information.

To determine the unique impact and significance of individual current research study's four variables in relation to the performance of the devolved system of governance and achieve inferential statistics, a multivariate regression model was adopted. This is an adjustable method of data analysis that is appropriate in the occasion that the researcher seeks to examine the relationship between the dependent variable any other factors. The relationship may be linear

which means that the magnitude to which the variations in the dependent variable is related to the variations in the independent variables (Brian & Graham, 2010). The analysis will help the researcher to make valid inference on the topic of study.

The regression model adopted the following functions:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon$$

The regression model was presented as:

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

Where:

Y = Performance of Devolved System of Governance

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients

X1= Allocation of Economic Resources

X2= Collaborative Communities

X3= Distribution of Power

X4= Funding of Projects

ε = Error term

3.8 Ethical Considerations

To conduct this study, the researcher sought both an introductory letter from the graduate school, University of Nairobi to ascertain that he is a bona fide student and a permit from the National Commission for Science, Technology and Innovation (NACOSTI). In adherence to research ethics the researcher also referenced all literature reviewed in the study and ensured that data collected in the course of the study was used for research purposes only. Permission was also

sought from intended respondents to indicate their willingness to participate and their anonymity when it comes to answering the research instruments was upheld.

3.9 Operationalization of the Variables

An operational definition of variable is the tool which indicates how the intended concept of a research study will be measured (Denscombe, 2010).

The variables are defined as shown on Table 3.3

Table 3.3 Operationalization Table of Variables

Objectives	Variables	Indicators	Measurement	Measurement Scale	Data Analysis	Tools of Analysis
To establish the influence of allocation of economic resources on the performance of devolved system of governance in Marsabit County.	<u>Independent Variable</u> Allocation of Economic Resources	Credit Provision to SMEs	Staff in the department Finance and Economic Planning, and County Assembly staff reporting that the county government has been providing credit to SMEs and the influence of this on the performance rating of Marsabit County.	Interval Scale	Descriptive and Inferential Statistics	Coefficient
		Number of livestock programs	Number of staff in the department Finance and Economic Planning, and County Assembly staff reporting on the number of livestock projects implemented by Marsabit County government and the influence of this on its performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Irrigation Schemes in Semi-Arid areas	Number of staff in the department Finance and Economic Planning, and County Assembly staff reporting on the number of irrigation schemes in Semi-Arid areas implemented by Marsabit County government and the influence of this on its performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Sharing out of county jobs	Number of staff in the department Finance and Economic Planning, staff in the department and County Assembly staff reporting on the sharing out of county jobs by Marsabit County government and the influence of this on its performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Provision of Agricultural Machinery	Staff in the department Finance and Economic Planning and County Assembly staff reporting on the provision of agricultural machinery by Marsabit County government and the influence of this on its performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression
		Provision of milk processing equipment	Staff in the department Finance and Economic Planning, and County Assembly staff reporting on the number of milk processing equipment provided by Marsabit County government and the influence of this on its performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression
		To establish the influence of collaborative communities on the performance of devolved system of governance in Marsabit County.	<u>Independent Variable</u> Collaborative Communities	Emergence of Regional Economic Blocs	Number of staff in the department Finance and Economic Planning, County Assembly staff and private companies' and CSOs' managers reporting on emergence of regional economic blocs and the influence of these on Marsabit County government's performance rating.	Ordinal Scale
Partnerships with Civil Society	CSOs' managers, number of staff in the department finance and economic planning and County Assembly staff reporting on partnerships with CSOs and the influence of this on the county government's performance rating.			Interval Scale	Descriptive and Inferential statistics	Regression

		Partnerships with Private Sector	Private Companies' managers, staff in the department Finance and Economic planning, and County Assembly staff reporting on Marsabit County government partnerships with private companies and the influence of this on the county government's performance rating.	Interval Scale	Descriptive and Inferential statistics	Regression
		Partnerships with institutions of higher learning	Staff in the department Finance and Economic planning, County Assembly staff and private companies' and CSOs' managers reporting on the existence of Marsabit County government partnerships with institutions of higher learning and the influence of this on the county government's performance rating.	Interval Scale	Descriptive and Inferential statistics	Regression
		Partnerships with Self-help groups	Number of staff in the department Finance and Economic planning, County Assembly staff and CSOs' managers reporting on the existence of Marsabit County government partnerships with self-help groups and the influence of this on the county government's performance rating.	Ordinal Scale	Descriptive and Inferential statistics	Regression
To assess the influence of distribution of power on the performance of devolved system of governance in Marsabit County.	<u>Independent Variable</u> Distribution of Power	Number of women in political leadership	Number of staff in the department Finance and Economic planning, County Assembly staff and CSOs' managers reporting on the number of women in political leadership Marsabit County and the influence of this on the county government's performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Number of women in civil service jobs	Number of staff in the department of Finance and Economic planning and County Assembly staff reporting on the number of women in civil service jobs in Marsabit County government and the influence of this on the county government's performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Number of PWDs in political leadership	Staff in the department Finance and Economic planning, County Assembly staff and CSOs' managers reporting on the number of PWDs in political leadership Marsabit County and the influence of this on the county government's performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression
		Number of nominated Youth MCAs	Staff in the department Finance and Economic planning, County Assembly staff and CSOs' managers reporting on the number of nominated MCAs in Marsabit County and the influence of this on the county government's performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression

To determine the influence funding of projects on the performance of devolved system of governance in Marsabit County.	<u>Independent Variable</u> Funding of projects	Water and Sanitation projects	Number of staff in the department Finance and Economic planning and County Assembly staff reporting on number of water and sanitation projects funded by Marsabit County government and the influence of this on the county government's performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Hospitals and Dispensaries	Staff in the department Finance and Economic planning and County Assembly staff reporting on number of hospitals and dispensaries funded by Marsabit County Government and the influence of this on the county government's performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression
		Agribusiness projects	Number of staff in the department Finance and Economic planning and County Assembly staff reporting on number of agribusiness projects funded by Marsabit County government and the influence of this on the county government's performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Sports and Cultural centres projects	Staff in the department Finance and Economic planning and County Assembly staff reporting on number of sports and cultural centres funded by Marsabit County Government and the influence of this on the county government's performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression
		Public feeder roads	Staff in the department Finance and Economic planning and County Assembly staff reporting on number of hospitals and dispensaries funded by Marsabit County Government and the influence of this on the county government's performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression
		Tourism and Hospitality facilities	Number of staff in the department Finance and Economic planning and County Assembly staff reporting on number of agribusiness projects funded by Marsabit County government and the influence of this on the county government's performance rating.	Nominal Scale	Descriptive Statistics	Regression
Performance of Devolved System of Governance	<u>Dependent Variable</u>	Acreage of arable land cultivated	Staff in the department Finance and Economic Planning and County Assembly staff reporting on the acreage of arable land cultivated by Marsabit County government and the influence of this on its performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression
		Creation of entrepreneurial Opportunities	Number of staff in the department Finance and Economic Planning and County Assembly staff reporting on the creation of entrepreneurial opportunities by Marsabit County government and the influence of this on its performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Implementation of 2/3 gender Rule	Staff in the department Finance and Economic planning, County Assembly staff and CSOs' managers reporting on the implementation of 2/3 gender rule in Marsabit County government and the influence of this on the county government's performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression

		Environmental Conservation Initiatives	Staff in the department Finance and Economic planning, County Assembly staff and private companies' and CSOs' managers reporting on the existence of Marsabit County government partnerships for the environmental conservation initiatives and the influence of this on the county government's performance rating.	Interval Scale	Descriptive and Inferential Statistics	Regression
		Improved maternal health care	Number of Staff in the department Finance and Economic planning, County Assembly staff and CSOs' managers reporting on improved maternal health care in Marsabit County and the influence of this on the county government's performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Construction of water dams and drainage systems	Number of Staff in the department Finance and Economic planning, County Assembly staff and CSOs' managers reporting on construction of water dams and drainage systems in Marsabit County government and the influence of this on the county government's performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression
		Number of new community health centres	Number of Staff in the department Finance and Economic planning, County Assembly staff and CSOs' managers reporting on number of new community health centres in Marsabit County government and the influence of this on the county government's performance rating.	Ordinal Scale	Descriptive and Inferential Statistics	Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents and discusses the findings obtained making use of primary research tool employed in the current research study. It discusses the traits and attributes of the final study's sampled respondents and their viewpoints on the factors influencing the performance of devolved system of governance. To simplify the discussions, study findings were presented in frequency tables. Descriptive and inferential statistics was also used.

4.2 Response Rate

The current research study made use of a target sample size of 89 respondents and a total of 61 filled questionnaires and delivered these research tools giving a response rate of 68.5% which is within Mugenda and Mugenda (2003) proposed moderate response rate that can be employed for statistical analysis and the convectional should be at a minimal value of 50%. The current study's response rate results are presented in Table 4.1

Table 4. 1: Response Rate

	Sample	Respondents	Percent
Staff Finance and Economic Department	15	7	7.9
Members of County Assembly and Staff	23	16	18.0
CSOs' and Private Companies' Managers	51	38	42.7
Total	89	61	68.5

In the view that the topic under study addressed performance of devolved system of governance, the study targeted a larger sample from CSO's and Private Companies' Managers to address issues to do with research bias on study variables.

4.3 Reliability Analysis

A pilot study on 9 study respondents was carried out to determine how reliable the questionnaires were. Reliability analysis was thereafter carried out making use of Cronbach's Alpha which assess internal uniformity by verifying if specific items incorporated a scale

evaluate and assess an identical construct. Tavakol and Dennick, (2011) standardized the minimum for Alpha value at 0.7; this guided the current study’s benchmark. The results are presented on Table 4.2

Table 4. 2: Reliability Analysis

	Cronbach's Alpha	Decision
Allocation of Economic Resources	.705	Reliable
Collaborative Communities	.808	Reliable
Distribution of Power	.713	Reliable
Funding of Projects	.736	Reliable

Cronbach Alpha was standardized for each objective under study which constituted a scale. The collaborative community was the most reliable with an Alpha value of 0.808 while allocation of economic resources was the least reliable with an Alpha value of 0.705. This demonstrated that all the current study’s variables were reliable as they possessed reliability values that surpassed the recommended minimum standard of 0.7, (Tavakol & Dennick, 2011). Consequently, this demonstrates that the research tools were reliable and accordingly required no revisions.

4.4 Demographic Information

The study sought the respondent’s general information on their gender, age bracket as well as the highest level of education. This was needed to ascertain their capability of participating in this study.

4.1.1 Age Bracket

In understanding, engaging respondents of various age groups holding different opinions on different it was deemed fundamental to request respondents to indicate the bracket of the years they belong to. These Results of the current study are presented in Table 4.3.

Table 4. 3: Age Bracket

	Frequency	Percent
20-29 years	10	16.4
30-39 years	12	19.7

40-49 years	15	24.6
50 years and above	24	39.3
Total	61	100

The results show that respondents that were 50 years and above were 39.3%, 30-39 years were 24.6%, 40-49 years were 19.7% while those who belonged to 20-29 years age bracket were 16.4%. This implies that the researcher obtained the information for the study from the respondents of different age brackets who gave quality information on the same. This is important because it shows that majority of the study's respondents at 39.3%, are 50 years and above and those that are in the age bracket of 40-49 years were 15 representing 24.6% are people that are looking for investment proposals and very keen on information on how devolved governance units were performing. Those in the age bracket of 30-39 were average 19.7% because these represent people in their mid-life stage that are busy looking for money to meet basic needs such as food and shelter while the youth age bracket 20-29 were the minority 16.4% as these are either busy in schools pursuing different levels of education or busy looking for jobs or are engaged in leisure such that research information on performance of devolved governance units is not of much importance to them. Additionally, it also indicates that the current research study's sampled final subjects were adequately apportioned in terms of the age groups they represented.

4.1.2 Gender of the Respondent

In view of establishing gender representation among the study respondents, the research further requested the respondents to indicate their gender. The results of the current research are presented in Table 4.4.

Table 4. 4: Gender of the Respondent

	Frequency	Percent
Male	27	44.3
Female	34	55.7
Total	61	100

The findings show that majority of the respondents were female as shown by 55.7% while male were 44.3%. The study obtained reliable information from the both genders. Based on the study

findings, county governments had embraced gender representation and in particular more women were now employed in the devolved units of governance.

4.1.3 Highest Level of Education

The level of education is believed to influence individual’s viewpoints on dissimilar societal issues. In view of gauging respondents’ ability to answer questions related to variables under study, the research sought to find out how qualified the respondents were academically to participate in the study. Study results of highest levels of Education are as illustrated in Table 4.5.

Table 4. 5: Highest Level of Education

	Frequency	Percent
Certificate	8	13.1
Diploma	21	34.4
Degree	27	44.3
Masters	5	8.2
Total	61	100

Majority of the respondents were indicated to have achieved bachelors degree as their highest level of education as shown by 44.3%, diploma as shown by 34.4%, certificate as shown by 13.2% while masters were 8.2%. This demonstrates that an appreciable number of the current study’s final sampled subjects could comprehend themes under investigation. It also signified that a substantial number of final sampled study’s subjects had achieved high academic qualifications and enlightened indicating they were better placed to comprehend the research question and attend to them with easy. These findings were significant to the research because the level of education determines the level of access to information which determines awareness on particular governance issues. From the research finds, given that people with Bachelors degrees are the majority, it was deduced that this level of education equips them with fundamental knowledge to question the performance of devolved units of governance and they were also equipped with the capacity to provide plausible information with respect the themes under study.

4.5 Allocation of Economic Resources and Performance of Devolved System of

This sub section investigated the influence of allocation of economic resources on the performance of Devolved System of Governance.

The study attempted to substantiate the extent to which final sampled subjects concurred with the following diverse statements on components of allocation of economic resources that influence the performance of the County government of Marsabit. Results are presented in Table 4.6.

Table 4. 6: Allocation of Economic Resources and Performance of Devolved System

	Mean	Std Dev.
Credit Provision to SMEs	4.048	0.733
Sharing out of County Jobs	4.071	0.747
Irrigation Schemes in Semi-arid Areas	3.435	0.554
Number of Livestock Programs	2.982	0.770
Provision of Agricultural Machinery	3.941	0.635

The study revealed that credit provision to SMEs as demonstrated by the obtained mean of 4.048, sharing out of County Jobs as expressed by the obtained mean of 4.071 and that provision of agricultural machinery as shown by a mean of 3.941 influenced the performance of the County government of Marsabit. The study further showed that irrigation schemes in semi-arid areas as shown by a mean of 3.435 and number of livestock programs as demonstrated by the obtained mean of 2.982 lightly influence the performance of the County government of Marsabit. This was significant as it means that a vast majority of respondents mean of 4.048 attached greater importance to the provision of credit provision to SMEs which means majority of them were entrepreneurs or had a spouse or relative in the business sector moving away from traditional pastoralist lifestyle, most of respondents mean of 4.071 also recognized the need to address the issue of sharing out of County Jobs as a measure of improving the performance of the County government of Marsabit meaning most of the populace was now educated and relied on white collar jobs, while a significant number of respondents a mean of 3.941 felt that provision of agricultural machinery was important measure of performance of county government shift from pastoralist to cultivation of crops, a sizeable mean of 3.435 attached the importance of addressing the issue of irrigation schemes in semi-arid areas as a measure of the performance of the County government of Marsabit could because the populace was adopting crop farming a shift from nomadic pastoralists and a minimal number of respondents mean of

2.982 number of livestock programs as an important measure of performance of county government of Marsabit. This could be because citizens were now investing less in livestock due to challenges associated with pasture during recent droughts. The respondents suggested to improve on the allocation of economic resources the County government of Marsabit should adopt; needs analysis, reliable fiscal and equalization policy strategies.

4.6 Collaborative Communities and Performance of Devolved System of Governance

This sub section investigated the influence of collaborative communities on the performance of Devolved System of Governance.

The study attempted to substantiate the extent to which final sampled subjects concurred with the following diverse on the extent to which components of collaborative communities influence the performance of the County government of Marsabit. Results are presented in Table 4.7.

Table 4. 7: Collaborative Communities and Performance of Devolved Governance

	Mean	Std. Deviation
Emergence of Regional Economic Blocs	4.2131	0.60868
Partnerships with Civil Society	3.6066	1.12958
Partnerships with Private Sector	3.082	0.6136
Partnerships with Institutions of Higher Learning	4.1967	0.81281
Partnerships with Self-help Groups	2.8689	0.78476

The respondents agreed that emergence of regional economic blocs (mean=4.213), partnerships with institutions of higher learning (mean= 4.1967), partnerships with civil society (mean=3.6066) greatly influence the performance of the County government. The respondents also indicated that partnerships with private sector (mean=3.082) and partnerships with self-help groups (mean=2.8689) influenced the performance of the County government. This study findings were significant as it means that a vast majority of respondents mean of 4.213 linked the emergence of regional economic blocs to the performance of County government of Marsabit which means majority of them were entrepreneurs or had a spouse or relative in the business sector a shift from traditional nomadic pastoralist lifestyle, most of respondents mean of 4.1967 also recognized the need to establish partnerships with institutions of higher learning as a measure of improving the performance of the County government of Marsabit meaning most of the populace was now educated and advocated for expertise and technocrat advise in the

implementation of county projects, while a significant number of respondents a mean of 3.6066 advocated for partnerships with civil society organizations as important measure of improving performance of county government may be because majority of respondents were from the civil society sector, a sizeable number of respondents mean of 3.082 assigned great importance partnerships with private sector as ways of improving performance of devolved units of governance and a minimal number of respondents mean of 2.8689 linked the performance of the County government of Marsabit to partnerships with self-help groups could because members of these groups understood the immediate needs of the people and therefore their consultation was of great significant to the performance of the county government.

The respondents suggested stakeholders’ consultative forums as well as effective communication as strategies that can be implemented to improve on the collaboration of communities in Marsabit County that would improve on the performance of County government.

4.7 Distribution of Power and Performance of Devolved System of Governance

This sub section investigated the influence of distribution of power on the performance of Devolved System of Governance.

The attempted to substantiate the extent to which final sampled subjects concurred with the following diverse components of distribution of power influence the performance of the County government of Marsabit. Results are presented in Table 4.7

Table 4. 7: Distribution of Power and Performance of Devolved System of Governance

	Mean	Std. Devi.
Number of women in political leadership	3.7705	1.13127
Number of women in Civil Service jobs at county level	4.2623	0.75059
Number of persons with disabilities in political leadership	4.1967	0.79204
Number of nominated youth Members of County Assembly	3.377	0.98597
Number of persons with disabilities in civil service jobs at county level	3.2459	1.09019

The respondents indicated that number of women in civil service jobs at county level as demonstrated by the obtained 4.2623, number of persons with disabilities in political leadership as shown by a mean of 4.1967 and number of women in political leadership as demonstrated by

the obtained 3.7705 greatly influence the performance of the County government of Marsabit. They further indicated that number of nominated youth members of county assembly as shown by a mean of 3.377 and number of persons with disabilities in civil service jobs at county level as shown by a mean of 3.249 moderately influence the performance of the County government of Marsabit. Based on study findings a vast majority of respondents, mean of 4.2623 linked the number of women in civil service jobs as a significant measure to the performance of county government of Marsabit. This could be because most respondents were female and also the study locale experiences patriarchal tendencies. Most respondents, mean of 4.1967 attached a significant value to number of persons with disabilities in political leadership as an important measure to the performance of county government of Marsabit while a significant number of respondents a mean of 3.7705 attached great emphasis on the number of women in political leadership as a significant measure for the performance of County Government of Marsabit. It could be deduced it was because the study locale experiences high levels of patriarchal tendencies. A sizeable number of respondents, mean of 3.377 linked the number of nominated youth members of county assembly as a significant measure of the performance of county government of Marsabit, this could be because majority of respondents were 50 years and Above and most probably felt only the youth could better represent themselves and a minimal number of respondents, mean of 3.249 felt that the number of persons with disabilities in civil service jobs at county level presented an insignificant measure on the performance of county government of Marsabit. It can be deduced this emanates from preexisting discriminating prejudices towards people living with disabilities.

The respondents suggested the implementation of 2/3 gender rule, youth policy and the enactment of laws on political empowerment for disabled people as important policy measures to improve on the distribution of power significantly influence the performance of County government of Marsabit.

4.8 Funding of Projects and Performance of Devolved System of Governance

This sub section investigated the influence of distribution of power on the performance of Devolved System of Governance.

The attempted to substantiate the extent to which final sampled subjects concurred with the various classifications of funded projects influence the performance of the County government of Marsabit. Current Study's results are as presented in Table 4.8

Table 4. 8: Funding of Projects and Performance of Devolved System of Governance

Statement	Mean	Std Dev.
Public Feeder Roads	3.863	0.826
Hospitals and Dispensaries	4.066	0.735
Agribusiness Projects	4.012	0.709
Sports and Cultural Centres Projects	3.482	0.997
Water and Sanitation Projects	3.958	0.613
Tourism and Hospitality Facilities	3.738	0.592

The study indicated that investments in; Hospitals and Dispensaries (Mean=4.066), agribusiness projects (Mean= 4.012, Water and Sanitation Projects (Mean=3.958), Public Feeder Roads (Mean=3.863) and tourism and hospitality facilities (Mean=3.738) greatly influenced the performance of the County government. The study further indicated that investments in; sports and cultural centres projects (Mean=3.482) moderately influence the performance of the County government. Based on study findings a vast majority of respondents, mean of 4.066 attached greater emphasis on funding of Hospitals and Dispensaries as a significant measure to the performance of county government of Marsabit. This could be because most respondents perceived access to health as an important societal issue. Most respondents mean of 4.012, attached great significance to investments in Agri-business as an important measure to the performance of county government of Marsabit, this could be used to deduce a shift from nomadic pastoralist lifestyle to crop farming business, while a significant number of respondents Mean=3.958 attached great emphasis on the funding of Water and Sanitation Projects as a significant measure for the performance of County Government of Marsabit. It could be deduced it was because the study locale experiences high water shortage given that it is an arid area. A

significant number of respondents, Mean=3.863 linked investments in Public Feeder Roads as a significant measure of the performance of county government of Marsabit, this could be because the study locale had experienced marginalization from previous national governments in terms of funding of road infrastructure. A sizeable number of respondents, Mean=3.738 attached significance to investments in tourism and hospitality facilities as important in the performance of county government of Marsabit and a minimal number of respondents, Mean=3.482 attached significance to sports and cultural centres projects as have moderately influenced the performance of the County government. It can be deduced this emanates from the fact the populace in the study locale does not engage in sports like football and athletics like in other areas in Kenya.

4.9 Perform of Devolved System of Governance

Further, the current research study attempted to determine measures of the performance of devolved system of governance. The study attempted to substantiate the extent to which final sampled subjects concurred with various statements on performance of devolved system of governance. Results are presented in Table 4.9

Table 4. 9: Statements Related to Performance of Devolved Governance System

Statement	Mean	Std Dev.
The county government has allocated enough acreage of arable land for cultivation.	3.482	0.997
The county government has not created entrepreneurial opportunities through provision of business opportunities at the county level.	3.886	0.676
The county government has not created partnerships with the private sector for better results on environmental conservation initiatives.	4.266	0.735
The county government has put in place policy measures for the implementation of the 2/3 gender rule.	3.738	0.592
The county government has not improved on maternal and child health due to her failure of funding hospitals and dispensaries at the county level.	4.482	0.997

The county government has not funded the construction of water dams and drainage systems.	3.776	0.676
The county government has recorded an increase in the number of community health centres through funding the construction of new ones.	4.112	0.709

The respondents agreed that the county government has not improved on maternal and child health due to her failure of funding hospitals and dispensaries at the county level as expressed by a mean score of 4.482, that the county government has not created partnerships with the private sector for better results on environmental conservation initiatives as expressed by a mean score of 4.266, that the county government has recorded an increase in the number of community health centres through funding the construction of new ones as expressed by a mean score of 4.112 and that the county government has not created entrepreneurial opportunities through provision of business opportunities at the county level as expressed by a mean score of 3.886.

They also agreed that the county government has not funded the construction of water dams and drainage systems as expressed by a mean score of 3.776 and that the county government has put in place policy measures for the implementation of the 2/3 gender rule as expressed by a mean score of 3.738 while they were neutral that the county government has allocated enough acreage of arable land for cultivation as expressed by a mean score of 3.482.

4.10 Inferential Statistics

The data presented before on allocation of economic resources, collaborative communities, distribution of power, funding of projects and Performance of devolved system of governance were computed into single variables per factor by obtaining the averages of each factor. Pearson’s correlations analysis and multiple regression analysis were then conducted at 95% confidence interval and 5% confidence level 2-tailed to establish the relationship between the variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the Pearson’s Product Moment Correlation and multiple regression.

4.10.1 Pearson's Product Moment Correlation

A Pearson's Product Moment Correlation was conducted to establish the strength of the relationship between the variables. The findings are presented in Table 4.10.

Table 4. 10: Correlation Matrix

		Performance of devolved system of governance	Allocation of economic resources	Collaborative communities	Distribution of power	Funding of projects
PM&E implementation	Pearson Correlation Sig. (2-tailed)	1 .				
Allocation of economic resources	Pearson Correlation Sig. (2-tailed)	.814 .039	1 .			
Collaborative communities	Pearson Correlation Sig. (2-tailed)	.724 .017	.523 .016	1 .		
Distribution of power	Pearson Correlation Sig. (2-tailed)	.612 .031	.743 .012	.597 .028	1 .	
Funding of projects	Pearson Correlation Sig. (2-tailed)	.879 .047	.533 .009	.720 .002	.531 .014	1 .

Based on the current study's results as presented in Table 4.14 reveal that there is a well grounded, positive and important association between allocation of economic resources and Performance of devolved system of governance ($r = 0.814$, $p \text{ value} = 0.039$). In addition, the study reveals that the correlation between collaborative communities and Performance of devolved system of governance is positive and significant ($r = 0.724$, $p \text{ value} = 0.017$). Further, the study reveals that the correlation between distribution of power and Performance of devolved system of governance is positive and significant ($r = 0.612$, $p \text{ value} = 0.031$). Finally the

study establishes that there was a very strong, positive and significant correlation between funding of projects and Performance of devolved system of governance ($r=0.879$, p value= 0.047). This implies that all the variables had a positive and significant correlation with Performance of devolved system of governance in Marsabit County, Kenya.

4.10.2 Multiple Regression Analysis

In this study, a multivariate regression analysis was carried out to examine individual and collective influence with respect to predictor variables investigated. The summary of regression model output is as demonstrated in Table 4. 11.

Table 4. 11: Summary of Regression Model Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.899	0.808	0.794	2.561

The study found that independent variables selected for the study (i.e. Funding of projects, Distribution of power, Collaborative communities and Allocation of economic resources) accounted for 79.4% of the variations in Performance of devolved system of governance in Marsabit County. According to the test model, 20.6% percent of the variation in implementation of Performance of devolved system of governance in Marsabit County could not be explained by the model. Therefore, further studies should be done to establish the other factors that contributed the unexplained (20.6%) of the variation in Performance of devolved system of governance in Marsabit County.

The analysis of variance results for the relationship between the four independent variables and the implementation of Performance of devolved system of governance in Marsabit County is presented in Table 4. 12.

Table 4. 12: Summary of One-Way ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1625.82	4	406.455	58.815	.000
	Residual	387	56	6.911		
	Total	2012.82	60			

The probability value of 0.000 indicates that the regression relationship was significant in predicting the effects of funding of projects, Distribution of power, Collaborative communities and Allocation of economic resources on Performance of devolved system of governance. The calculated F (58.815) was significantly larger than the critical value of F= 2.4288. This again shows that the overall test model was significant.

The Regression coefficients for the relationship between the four independent variables and Performance of devolved system of governance are as demonstrated in Table 4.13.

Table 4. 13: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.674	0.123		5.480	.000
Allocation of economic resources	0.765	0.342	0.688	2.237	.031
Collaborative communities	0.678	0.276	0.654	2.457	.018
Distribution of power	0.567	0.187	0.487	3.032	.004
Funding of projects	0.853	0.156	0.786	5.468	.000

The established multiple regression equation for predicting Performance of devolved system of governance in Marsabit County from the four independent variables was:

$$Y = 0.674 + 0.765X_1 + 0.678X_2 + 0.567X_3 + 0.853X_4$$

Where, Y= Performance of devolved system of governance

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1 = Allocation of economic resources

X_2 = Collaborative communities

X_3 = Distribution of power

X_4 = Funding of projects

ϵ =Error Term

The study's regression equation as presented above has established that all factors investigated taken into consideration (funding of projects, allocation of economic resources, collaborative communities and distribution of power) constant at zero, Performance of devolved system of governance was 0.674. The study's analyzed field results presented also demonstrate that by examining all other independent variables at zero, a rise in the measure for the funding of projects process would lead to a 0.853 increase in the scores of Performance of devolved system of governance and a unit increase in the scores of allocation of economic resources would lead to a 0.765 increase in the scores of Performance of devolved system of governance. Further, the findings demonstrate that a rise in the measure in the obtained results for collaborative communities potentially leads to a 0.678 increase in the scores of Performance of devolved system of governance. The study also found that a unit increase in the scores of distribution of power would lead to a 0.567 increase in the scores of Performance of devolved system of governance in Marsabit County. Overall, funding of projects had the greatest effect on the Performance of devolved system of governance, followed by allocation of economic resources, then collaborative communities while distribution of power had the least effect to the Performance of devolved system of governance. All the variables were significant (p-values < 0.05). The null hypothesis; the above factors combined have no significant relationship with the performance of devolved system of governance if therefore rejected.

**CHAPTER FIVE:
SUMMARY OF FINDINGS, DISCUSSIONS,
CONCLUSIONS AND RECOMMENDATIONS**

5.1 Introduction

This chapter presents the summary of the findings, conclusions, recommendations and ends with suggestions for further study. From the analysis and data collected, the following discussions, conclusion and recommendations were made. The responses were based on the thematic objectives of the study.

5.2 Summary of Findings

The current research study made use of a target sample size of 89 respondents and a total of 61 filled questionnaires and delivered these research tools giving a response rate of 68.5% which is within Mugenda and Mugenda (2003) proposed moderate response rate that can be employed for statistical analysis and the convectional should be at a minimal value of 50%. Based on this assertion, it was established the study's response rate was excellent. Results obtained show that a substantial number of the respondents 39.3% were 50 years and above were. From study findings, it was revealed that 44.3% and 34.4% of respondents held bachelors degree and diploma.

In line with the first objective, the study revealed that a vast majority of respondents mean of 4.048 attached greater importance to the provision of credit provision to SMEs which means majority of them were entrepreneurs or had a spouse or relative in the business sector moving away from traditional pastoralist lifestyle, most of respondents mean of 4.071 also recognized the need to address the issue of sharing out of County Jobs as a measure of improving the performance of the County government of Marsabit meaning most of the populace was now educated and relied on white collar jobs, while a significant number of respondents a mean of 3.941 felt that provision of agricultural machinery was important measure of performance of county government shift from pastoralist to cultivation of crops, a sizeable mean of 3.435 attached the importance of addressing the issue of irrigation schemes in semi-arid areas as a measure of the performance of the County government of Marsabit could because the populace was adopting crop farming a shift from nomadic pastoralists and a minimal number of respondents mean of 2.982 number of livestock programs as an important measure of

performance of county government of Marsabit. This could be because citizens were now investing less in livestock due to challenges associated with pasture during recent droughts.

In line with the second objective, the study results show that a vast majority of respondents mean of 4.213 linked the emergence of regional economic blocs to the performance of County government of Marsabit which means majority of them were entrepreneurs or had a spouse or relative in the business sector a shift from traditional nomadic pastoralist lifestyle, most of respondents mean of 4.1967 also recognized the need to establish partnerships with institutions of higher learning as a measure of improving the performance of the County government of Marsabit meaning most of the populace was now educated and advocated for expertise and technocrat advise in the implementation of county projects, while a significant number of respondents a mean of 3.6066 advocated for partnerships with civil society organizations as important measure of improving performance of county government may be because majority of respondents were from the civil society sector, a sizeable number of respondents mean of 3.082 assigned great importance partnerships with private sector as ways of improving performance of devolved units of governance and a minimal number of respondents mean of 2.8689 linked the performance of the County government of Marsabit to partnerships with self-help groups could be because members of these groups understood the immediate needs of the people and therefore their consultation was of great significant to the performance of the county government.

In line with the third objective, a vast majority of respondents, mean of 4.2623 linked the number of women in civil service jobs as a significant measure to the performance of county government of Marsabit. This could be because most respondents were female and also the study locale experiences patriarchal tendencies. Most respondents, mean of 4.1967 attached a significant value to number of persons with disabilities in political leadership as an important measure to the performance of county government of Marsabit while a significant number of respondents a mean of 3.7705 attached great emphasis on the number of women in political leadership as a significant measure for the performance of County Government of Marsabit. It could be deduced it was because the study locale experiences high levels of patriarchal tendencies. A sizeable number of respondents, mean of 3.377 linked the number of nominated youth members of county assembly as a significant measure of the performance of county government of Marsabit, this could be because majority of respondents were 50 years and Above and most probably felt only

the youth could better represent themselves and a minimal number of respondents, mean of 3.249 felt that the number of persons with disabilities in civil service jobs at county level presented an insignificant measure on the performance of county government of Marsabit. It can be deduced this emanates from preexisting discriminating prejudices towards people living with disabilities.

In line with the fourth objective, a vast majority of respondents mean of 4.066 attached greater emphases on funding of Hospitals and Dispensaries as a significant measure to the performance of county government of Marsabit. This could be because most respondents perceived access to health as an important societal issue. Most respondents mean of 4.012, attached great significance to investments in Agri-business as an important measure to the performance of county government of Marsabit, this could be used to deduce a shift from nomadic pastoralist lifestyle to crop farming business, while a significant number of respondents Mean=3.958 attached great emphasis on the funding of Water and Sanitation Projects as a significant measure for the performance of County Government of Marsabit. It could be deduced it was because the study locale experiences high water shortage given that it is an arid area. A significant number of respondents, Mean=3.863 linked investments in Public Feeder Roads as a significant measure of the performance of county government of Marsabit, this could be because the study locale had experienced marginalization from previous national governments in terms of funding of road infrastructure. A sizeable number of respondents, Mean=3.738 attached significance to investments in tourism and hospitality facilities as important in the performance of county government of Marsabit and a minimal number of respondents, Mean=3.482 attached significance to sports and cultural centres projects as have moderately influenced the performance of the County government.

5.3 Discussions

This section focuses on the discussion of the findings relative to what previous researchers have found on the study variables. It correlates the findings with those of the previous literature and establishes where they are in agreement or they contradicted.

5.3.1 Allocation of Economic Resources and Performance of Devolved System of Governance

Based on the current research's field analyzed findings, a substantial number of the study's sampled final subjects concurred provision of credit provision to SMEs, sharing out of County Jobs and provision of agricultural machinery influenced the performance of devolved system of governance. The findings are in line with the research by Tan and Amri, (2013) found evidence indicating that some provincial governments were providing financial support to emerging entrepreneurs resulting to a higher performance rating of these devolved governance units in Indonesia. However, they are in contrary with study findings by Amorós, Felzensztein and Gimmon, (2010) observed that despite the existence of devolution, the central government and urban regional governments were providing more credit to Small and Medium Enterprises (SMEs) for business development compared to the rural regional governments in Chile.

Respondents agreed to a great extent that there was need to address issues related to sharing out of County Jobs as a measure to improve on the performance of the Marsabit county government. These findings are in line with Reyes-García, Vadez, Aragón, Huanca and Jagger, (2010) found evidence on the unfair distribution of employment opportunities by a departmental government in Bolivia which adversely influenced the performance of these devolved units of governance. The findings are also line with Lameck (2015) who found evidence on a positive correlation between unfair recruitment and selection processes for human resources characterized by nepotism and other forms of favouritism anchored by corruption leading to poor performance by devolved units of governance in Tanzania.

Further, a substantial number of the study's sampled subjects concurred that provision of agricultural machinery influenced the performance of devolved units of governance in Marsabit County. The findings are in line with the research by Caraveli and Chardas, (2013) who found evidence on a positive correlation between the allocations of machinery to farmers in remotes areas by a rural regional government in Greece which had improved agricultural yields and improved performance of the devolved unit of governance. The findings are also in line with study findings by, Castro, Pereira, Amiama and Bueno, (2015) who found evidence on a positive correlation between mechanization of dairy farming, improved income levels raised through

dairy farming and the performance of an autonomous community (A.C) rural government in Spain.

5.3.2 Collaborative Communities and Performance of Devolved System of Governance

Based the current research's field analyzed findings, a substantial number of the study's sampled final subjects concurred emergence of regional economic blocs; partnerships with institutions of higher learning and partnerships with civil society organizations influenced the performance of devolved system of governance in Marsabit County.

An appreciable number of the study's sampled subjects concurred to a great extent that emergence of regional economic blocs influenced the performance of County Government of Marsabit. The current study's analyzed field findings substantiate those of the research study undertaken by Bel, Fageda and Mur (2014) who observed a positive correlation between the emergence of economic blocs between large and smaller autonomous communities in Spain and the improved performance of these devolved administrative units in the provision of this public social service such as solid waste management. These findings are contrary to those by Khan, Kundi, Shah, Khan and Kamal (2012) who found evidence that failure to create economic blocs emanating from poor intergovernmental relations perpetuated by political elite capture led to poor performance by devolved units of governance in Pakistan.

From the research findings, majority of the respondents agreed that there was need to create partnerships with institutions of higher learning to improve the performance of County government of Marsabit. The current study's analyzed field findings substantiate those of the research study undertaken by Pelizzaro, (2015) who observed a positive relationship between partnerships with institutions of higher learning and the performance of regional governments in the provision of renewable energy sources and the provision of green infrastructure thereby addressing climate change in Italy.

Based the current research's field analyzed findings, a substantial number of the study's sampled final subjects concurred partnerships with civil society organizations significantly influenced the performance of County government of Marsabit. The findings are in line with the research by Verzijl and Dominguez (2015) who found a positive correlation between partnerships between a regional government and Non-governmental Organizations (NGOs) through the water user

association (WUA) which also influenced the performance of regional governments' provision of water to residents of this in Peru.

5.3.3 Distribution of Power and Performance of Devolved System of Governance

Based the current research's field analyzed findings, a substantial number of the study's sampled final subjects concurred number of women in civil service jobs, a high number of women in political leadership and number of persons with disabilities in political leadership influenced the performance of the devolved governance system in County Government of Marsabit.

Based the current research's field analyzed findings, a substantial number of the study's sampled final subjects concurred that a high number of women in civil service jobs influenced the performance of County government of Marsabit. These findings are line with study by Castello (2012) who found evidence on a positive correlation between the recruitment of a high number of women with disabilities on civil service jobs by Autonomous Community (A.C) governments in Spain and their improved the quality of life. The current study's analyzed field findings substantiate those of the research study undertaken by Matoane (2015) who observed a correlastion between low women representation in civil service jobs in provioncial governments and the derailed implementation of projects that would address issues like; maternal health, access to safe drinking water and sanitation adversely influencing the performance of these devolved units in South Africa.

Based the current research's field analyzed findings, a substantial number of the study's sampled final subjects concurred a high number of women in political leadership influenced the performance of County government of Marsabit. These findings are line with study by Zeng (2014) who found evidence on a positive correlation between low political representation of women and poor performance of provincial and county governments in China. The findings are also in line with those of Rhoads (2012) who observed a correlation between low women representation in political leadership in provioncial governments and the continued corruption friendly environment adversely influencing the performance of these devolved units in Indonesia.

Based the current research's field analyzed findings, a substantial number of the study's sampled final subjects concurred that a high number of persons with disabilities in political leadership

influenced the performance of County government of Marsabit. The current study's analyzed field findings substantiate those of the research study undertaken by Anticevich (2010) found evidence indicating low numbers of political participation and representation by persons with disability (PWDs) in municipal governments adversely influenced the performance of these devolved units of governance on issues affecting the lives of PWDs in South Africa. The findings are also in line with those of Castello (2012) who found evidence on a positive correlation between the recruitment of a high number of women with disabilities on civil service jobs by Autonomous Community (A.C) governments in Spain and their improved the quality of life.

5.3.4 Funding of Projects and Performance of Devolved System of Governance

Based the current research's field findings, a substantial number of the study's sampled final subjects concurred that funding of Hospitals and Dispensaries, investments in Agri-business and funding of Water and Sanitation Projects the performance of the devolved governance system in County Government of Marsabit.

Based the current research's field findings, a substantial number of the study's sampled final subjects concurred that funding of Hospitals and Dispensaries influenced the performance of County government of Marsabit. These findings are line with those of the study by Faguet and Sánchez (2014) who found evidence on a positive correlation between funding of Hospitals and Dispensaries and the improved performance of devolved administrative departments in Colombia in terms of provision of health care services. The findings are however contrary to those of Beramendi (2012) who observed a correlation between imbalances in the fiscal decentralization formula, poor funding of Hospitals and Dispensaries and the poor performance of Autonomous Community (A.C) governments in Spain.

Based the current research's field findings, a substantial number of the study's sampled final subjects concurred that funding of Agri-business Projects influenced the performance of County government of Marsabit. These findings are line with those of the study by Stern and Echavarria (2013) who found evidence on a positive correlation between funding of irrigation projects, growth in agricultural produce harvest and the improved performance of devolved regional governments in Peru in terms of improved income from agriculture. The findings are however

contrary to those of Shen, Zhao and Zou (2014) who found evidence that provincial governments had failed to effectively and efficiently utilize funds to invest in agribusiness leading to the poor performance of these devolved units of governance in China.

Based the current research's field findings, a substantial number of the study's sampled final subjects concurred that that funding of water and sanitation projects influenced the performance of County government of Marsabit. These findings are line with those of the study by Llanto (2009) who found evidence on a positive correlation between funding of water and sanitation projects and the improved performance of devolved regional governments in Philippines in terms of better health care through the prevention of water borne diseases. The findings are however contrary to those of Majuta, (2014) who observed a correlation between poor funding of water and sanitation projects and the poor performance of provincial governments in South Africa.

5.4 Conclusions

From the findings of the study a number of conclusions were made.

5.4.1 Objective 1

The study concludes that the provision of credit to SMEs significantly influenced the performance of the County government of Marsabit. It played a key role in creating and stabilizing entrepreneur activities in the county, equality in the sharing out of County Jobs was critical for the performance of the county as it determined the economic empowerment of vulnerable groups including women, youth and persons with disabilities (PWDS) and the mechanization of agriculture also had a significant influence on the performance of the devolved unit of governance in terms of increased agricultural produce leading to improved incomes among farmers.

5.4.2 Objective 2

The study concludes that emergence of regional economic blocs through collaborative governance significantly influenced the performance of County government of Marsabit in terms of creation of entrepreneurial opportunities for women and youth in the county. Establishing partnerships with institutions of higher learning is significant in improving performance of County government of Marsabitas these institutions would provide expert advice and technocrats in the implementation of various county government funded projects and in providing

sustainable solutions to societal issues related to; women, youth and persons with disabilities (PWDS) representation in political leadership and provision of health care services. Establishing partnerships with civil society organizations was also found to significantly influence the performance of the county government as these partnerships presented avenues for funding through financial and in-kind grants.

5.4.3 Objective 3

The study concludes that the number of women in civil service jobs and in political leadership has a major influence on the performance and efficiency of county government of Marsabit in terms of addressing issues related to women. The county government administration should create opportunities for number of persons with disabilities in political leadership as this would improve performance on disability issues. It was also concluded that the number of youth in political leadership significantly influenced the performance of Marsabit County government as these created opportunities for youth to present their issues such as high levels of unemployment.

5.4.4 Objective 4

The study concludes that the effective and efficient funding of Hospitals and Dispensaries was essential to the performance of the county government of Marsabit as access to health care services was critical to the economic development of the populace in the county. Investments in Agri-business and funding of water and sanitation played a key role in the lives of people living in the Marsabit County as this was an area that was historically faced with high water shortage.

5.5 Recommendations

Based on the research findings, the study recommends that to improve on its performance the county government of Marsabit should invest more on water dams and for production of livestock fodder to discourage the sudden shift from livestock farming among her citizens.

Further, from the research findings the study recommends that to improve on its performance the county government of Marsabit should both carry out a human resources audit and enact laws on the minimum required number of persons with disabilities employed in various in civil service jobs at county level.

From the research findings, the study also recommends that to improve on its performance the county government of Marsabit should through its department of Education, Skills Development, Youth and Sports invest in facilities and cultivate the sportsmanship spirit among the youth.

5.6 Areas of Further Study

The study sought to investigate on factors influencing the performance of the devolved system of governance in Kenya focusing on the County government of Marsabit. The study variables (i.e. Allocation of economic resources, Collaborative communities, Funding of projects and Distribution of power) accounted for 79.4% of the variations in Performance of devolved system of governance in Marsabit County. According to the test model, 20.6% percent of the variation in implementation of Performance of devolved system of governance in Marsabit County could not be explained by the model. Therefore, further studies should be done to establish the other factors that contributed the unexplained (20.6%) of the variation in Performance of devolved system of governance in Marsabit County.

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APPENDICES

Appendix I: Letter of Transmittal

Mohamed Lenguar Sanjir

P.O Box 3240-60200

Meru, Kenya.

Dear Respondent,

FACTORS INFLUENCING THE PERFORMANCE OF THE DEVOLVED SYSTEM OF GOVERNANCE: SURVEY OF MARSABIT COUNTY, KENYA.

I am a student at the University of Nairobi and currently pursuing a course of study for the degree in Masters of Project Planning and Management. Pursuant to the pre-requisite course work, I am currently carrying out a study on factors influencing the performance of the devolved system of governance in Kenya. The focus of my research will be one of the devolved units of governance; Marsabit County and this will involve use of questionnaires administered to Staff at the Finance and Economic Planning Department, Private Companies' and Civil Society Organizations' Managers, Members of County Assembly Marsabit County and Staff. Respondents are not restricted to a certain set of answers. Statements in the research questionnaire are just guides through which you are requested to provide your opinions on the topic under study. Kindly note the data you provide will be used for research purpose only and your identity will be held confidential.

Thank you for your time.

Yours Faithfully,

Mohamed Lenguar Sanjir

L50/84558/2016

Appendix II

Staff Finance and Economic Planning Department, MCA's and County Assembly's Staff Questionnaire

This questionnaire is to collect data for purely academic purposes. You are kindly requested to answer the questions as sincerely as possible. The information you will give will only be used for research purposes and your identity will be treated with confidentiality.

Fill the questionnaire by putting a tick \surd in the appropriate box or by writing your response in the provided spaces.

PART A: PERSONAL INFORMATION

1. Please indicate your age bracket?

20-29 30-39 40-49 50 and above

2. Indicate your Gender.

Male Female

3. What is your highest level of education?

Certificate Diploma Degree Masters PHD

Any other please specify

4. How long have you worked as staff in the finance and economic planning department in Marsabit County? Please write down in the space provided?

Part B: Allocation of Economic Resources and Performance of Devolved System

5. To what extent do you agree with the following statements on components of allocation of economic resources that influence the performance of the County government of Marsabit? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Credit Provision to SMEs					
Sharing out of County Jobs					
Irrigation Schemes in Semi-arid Areas					
Number of Livestock Programs					
Provision of Agricultural Machinery					

6. Suggest policy strategies that can be implemented to improve on the allocation of economic resources and the performance of County government of Marsabit?

Part C: Collaborative Communities and Performance of Devolved System of Governance

7. To what extent do the following components of collaborative communities influence the performance of the County government of Marsabit? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Emergence of Regional Economic Blocs					
Partnerships with Civil Society					
Partnerships with Private Sector					
Partnerships with Institutions of Higher Learning					
Partnerships with Self-help Groups					

8. Suggest policy strategies that can be implemented to improve on the collaboration of communities in Marsabit County that would improve on the performance of County government of Marsabit?

Part D: Distribution of Power and Performance of Devolved System of Governance

9. To what extent do the following components of distribution of power influence the performance of the County government of Marsabit? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Number of women in political leadership					
Number of women in Civil Service jobs at county level					
Number of persons with disabilities in political leadership					
Number of nominated youth Members of County Assembly					
Number of persons with disabilities in civil service jobs at county level					

10. Suggest policy strategies that can be implemented to improve on the distribution of power and how this would improve on the performance of County government of Marsabit?

Part E: Funding of Projects and Performance of Devolved System of Governance

11. To what extent do the following classifications of funded projects influence the performance of the County government of Marsabit? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Water and Sanitation Projects					
Hospitals and Dispensaries					
Agribusiness Projects					
Sports and Cultural Centres Projects					
Public Feeder Roads					
Tourism and Hospitality Facilities					

F: PERFORMANCE OF DEVOLVED SYSTEM OF GOVERNANCE

12. To what extent do you agree with the following statements? Using as scale of 1-5 where 1=strongly disagree, 2=disagree 3= neutral 4= agree 5= strongly agree

Statement	1	2	3	4	5
The county government has allocated enough acreage of arable land for cultivation.					
The county government has not created entrepreneurial opportunities through provision of business opportunities at the county level.					
The county government has not created partnerships with the private sector for better results on environmental conservation initiatives.					
The county government has put in place policy measures for the implementation of					

the 2/3 gender rule.					
The county government has not improved on maternal and child health due to her failure of funding hospitals and dispensaries at the county level.					
The county government has not funded the construction of water dams and drainage systems.					
The county government has recorded an increase in the number of community health centres through funding the construction of new ones.					

Appendix III
Private Companies' and Civil Societies' Managers Questionnaire

This questionnaire is to collect data for purely academic purposes. You are kindly requested to answer the questions as sincerely as possible. The information you will give will only be used for research purposes and your identity will be treated with confidentiality.

Fill the questionnaire by putting a tick \surd in the appropriate box or by writing your response in the provided spaces.

PART A: PERSONAL INFORMATION

1. Please indicate your age bracket?

20-29 30-39 40-49 50 and above

2. Indicate your Gender.

Male Female

3. What is your highest level of education?

Certificate Diploma Degree Masters PHD

Any other please specify

4. How long have you worked as Manager in the private company/NGO/CBO in Marsabit County? Please write down in the space provided?

Part B: Allocation of Economic Resources and Performance of Devolved System

5. To what extent do you agree with the following statements on components of allocation of economic resources that influence the performance of the County government of Marsabit? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Credit Provision to SMEs					
Sharing out of County Jobs					
Irrigation Schemes in Semi-arid Areas					
Number of Livestock Programs					
Provision of Agricultural Machinery					

6. Suggest policy strategies that can be implemented to improve on the allocation of economic resources and the performance of County government of Marsabit?

Part C: Collaborative Communities and Performance of Devolved System of Governance

7. To what extent do the following components of collaborative communities influence the performance of the County government of Marsabit? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Emergence of Regional Economic Blocs					
Partnerships with Civil Society					
Partnerships with Private Sector					
Partnerships with Institutions of Higher Learning					
Partnerships with Self-help Groups					

8. Suggest policy strategies that can be implemented to improve on the collaboration of communities in Marsabit County that would improve on the performance of County government of Marsabit?

Part D: Distribution of Power and Performance of Devolved System of Governance

9. To what extent do the following components of distribution of power influence the performance of the County government of Marsabit? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Number of women in political leadership					
Number of women in Civil Service jobs at county level					
Number of persons with disabilities in political leadership					
Number of nominated youth Members of County Assembly					
Number of persons with disabilities in civil service jobs at county level					

10. Suggest policy strategies that can be implemented to improve on the distribution of power and how this would improve on the performance of County government of Marsabit?

Part E: Funding of Projects and Performance of Devolved System of Governance

11. To what extent do the following classifications of funded projects influence the performance of the County government of Marsabit? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

Statement	1	2	3	4	5
Water and Sanitation Projects					
Hospitals and Dispensaries					
Agribusiness Projects					
Sports and Cultural Centres Projects					
Public Feeder Roads					
Tourism and Hospitality Facilities					

F: PERFORMANCE OF DEVOLVED SYSTEM OF GOVERNANCE

12. To what extent do you agree with the following statements? Using as scale of 1-5 where 1=strongly disagree, 2=disagree 3= neutral 4= agree 5= strongly agree

Statement	1	2	3	4	5
The county government has allocated enough acreage of arable land for cultivation.					
The county government has not created entrepreneurial opportunities through provision of business opportunities at the county level.					
The county government has not created partnerships with the private sector for better results on environmental conservation initiatives.					
The county government has put in place policy measures for the implementation of the 2/3 gender rule.					

<p>The county government has not improved on maternal and child health due to her failure of funding hospitals and dispensaries at the county level.</p>					
<p>The county government has not funded the construction of water dams and drainage systems.</p>					
<p>The county government has recorded an increase in the number of community health centres through funding the construction of new ones.</p>					