

**ROLE OF PUBLIC PARTICIPATION ON PERFORMANCE OF DEVOLVED  
GOVERNANCE SYSTEMS IN KENYA**

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**Role of Public Participation on Performance of Devolved Governance  
Systems in Kenya**

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## DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

Signature ..... Date.....

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## **DEDICATION**

This thesis is dedicated to my late parents, Mrs. Angelina Amollo Opiyo and Mr. James Opiyo , my husband, Walter Ochieng and my children, Rose, Angela and James.

## **ACKNOWLEDGEMENT**

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CBOs:</b>	Community Based Organisations
<b>CDF:</b>	Constituency Development Fund
<b>CF:</b>	Conceptual Framework
<b>CIC:</b>	Commission for the Implementation of the Constitution
<b>CIDA:</b>	Canadian International Development Agency
<b>CRA:</b>	Commission for Revenue Authority
<b>CSO:</b>	Civil Society Organization
<b>CSOs</b>	Civil Society Organisations
<b>EU:</b>	European Union
<b>GDP:</b>	Gross Domestic Product
<b>GoK:</b>	Government of Kenya
<b>ICPAK:</b>	Institute of Certified Public Accountant
<b>ICT:</b>	Information Communication Technology
<b>IEA:</b>	Institute of Economic Affairs
<b>JKUAT:</b>	Jomo Kenyatta University of Agriculture and Technology
<b>KBS:</b>	Kenya Bureau of Statistics
<b>KHRC:</b>	Kenya Human Rights Commission
<b>MCAs:</b>	Member of County Assembly
<b>NACOSTI:</b>	National Commission for Science, Technology and Innovation
<b>NGOs:</b>	Non Governmental Organisations
<b>PP:</b>	Public Participation



**SPSS:** Statistical Package for Social Sciences

**SSA:** Sub Saharan Africa

**TI:** Transparency International

**UK:** United Kingdom

**USA:** United States of America

**WB:** World Bank

## OPERATIONAL DEFINITION OF TERMS

- Citizens:** This term refers to natives or naturalized members of a state or nation who owe allegiance to its government and are entitled to its protection (Oxford American Dictionary, 2015). In the context of this study, citizens refer to members of a devolved state, who collectively form the ‘public’.
- County:** The term county as used in this study refers to territorial division exercising administrative, judicial, and political functions in Kenya (Constitution of Kenya, 2010). The Kenyan constitution recognises forty seven (47) counties within its territory.
- Decentralization:** Decentralization is the transfer of authority or responsibility for decision making, planning, management or resource allocation from any level of government to its field units, district administrative units, other levels of government, regional or functional authorities, semi-autonomous public authorities, parastatal organizations, private entities and non-governmental private or voluntary organizations (Lodiaga, 2012). This definition reflects the contextual usage of this term in this study.
- Devolution:** Jones, Goodwin and Jones (2005) cited in Keraro (2014) defined devolution as the transfer of power, authority and economic operations from the nation state downward to other units of government and governance.

**Governance:** Governance encompasses the rules, institutions and processes, through which people, organizations and governments work toward common objectives, make decisions, generate legitimate authority and power, and promote and protect human rights (CIDA, 2010).

**Organizational Performance:** According to Lodiaga (2012), performance in an organizational context refers to the quality of process or end product with both quantity or quality considerations. Organization success as a positive performance indicator refers to the attainment of the expected results, outcomes, or realization of the set objectives and hence the satisfaction of organizational stakeholders (Strickland, Thompson & Gamble, 2010).

**Public Participation:** Public participation is the process by which an organization consults with interested or affected citizens, organizations, and government entities before making a decision. Public participation is a two-way communication and collaborative problem solving with the goal of achieving better and more acceptable decisions (WB, 2015). For purposes of this study, public participation is the community based process, where people organize themselves and their goals at the grassroots level and work together through the devolved governance system to influence decision making processes in policy, legislation, service delivery, oversight and development matters.

**Public:**

The term public refers to the people constituting a community, state or nation (American Oxford Dictionary, 2015). It is a body of persons associated by some common tie or occupation. In a noun form, this word means any of the following: people, society, population, community, nation, citizens and electorate. In the context of this study, public means all inhabitants of a devolved state.

## **ABSTRACT**

Public participation is the process through which citizens influence and share control over priority setting, policy-making, resource allocations and access to public goods and services. Public participation is widely known to improve performance, the quality and effectiveness of planning and decision making as it widens the knowledge base, stimulates creativity while creating social support for public sector services. Literature reviewed in this study affirmed that public participation contributes to better projects, better development and improved collaborative governance. Kenya's 2010 constitution stipulates that all devolved governments should inculcate public participation processes in their governance systems. Despite the fact that efforts have been made in fostering public participation through legal frameworks and while there is empirical evidence that engaging the public contributes to enhanced performance, actual performance of counties across Kenya has been dismal. The study examined the role of public participation on performance of devolved governance systems in Kenya with a specific focus on citizen empowerment, policy and decision making, service delivery, conflict management and feedback mechanisms. A survey research design was adopted in this study. The study population comprised of all the counties in Kenya. Cluster and purposive sampling techniques were used in this study involving 400 respondents. Questionnaires and interview guides were used in the collection of relevant data. Data was analysed and presented using the SPSS software and spreadsheets. A response rate of 84% was achieved. The study found out that effective handling of all forms of conflicts and their root causes among stakeholders is critical for enhanced performance of devolved governance systems in Kenya. The study also revealed that establishing effective stakeholder identification processes ensures inclusivity and equity in planning and implementation thus avoiding unnecessary conflicts that stifle performance. The study emphasised on the importance of effective feedback mechanisms by counties to ensure implementation of decisions reached through citizen participation. Participation of citizens during the development of clear indicators of progress and performance and the attendant means of verification was also considered critical during project planning processes. The study also found out that communication from counties should be through sub-counties for interpretation and dissemination in a language understood by all citizens in order to stimulate performance. It was also revealed that all county governance structures should ensure decisions reached through public participation and consensus building forums are strictly implemented. Instituting appropriate and adequate engagement forums for inclusivity, equality and effective citizen participation in management and development matters was emphasised for the development of policy that promotes performance. These findings will significantly contribute to the understanding of the role of public participation on performance of devolved governance systems in Kenya. The study made suggestions for future studies.

## **CHAPTER ONE**

### **1.1 Introduction**

This chapter presents the background of the study and defines the statement of the problem. The chapter explains why and how the issue studied is a problem and to whom it is a problem. The study's general and specific objectives, research hypotheses and scope are also presented in this chapter.

#### **1.1.1 Background of the Study**

Participation is the process through which stakeholders influence and share control over priority setting, policy-making, resource allocations and access to public goods and services (World Bank, 2011). Participation is widely considered to improve performance, the quality and effectiveness of decision making as it widens the knowledge base, stimulates creativity and creates social support for policies (Lodiaga, 2012) assert that participation is the involvement in a decision making process, of individuals and groups that are either positively or negatively affected by a planned intervention (a project, a program, a plan, a policy).

The World Bank (2015) and the Institute of Economic Affairs (2015) looked at public participation as the process by which an organization consults with interested or affected individuals, organizations, and government entities before making a decision. They further view public participation as a two-way communication and collaborative problem solving with the goal of achieving better and more acceptable decisions (WB, 2015). It is widely believed that public participation contributes to better projects, better development and collaborative governance. Research has shown that public participation is, indeed, advantageous for the speed and quality of implementation of planning decisions (Mitchels & Graaf, 2010).

Governance experts argue that well planned and structured public participation should be initiated very early in the life-cycle of a planned intervention, and sustained during its entire life. All actors should know the aims, rules, organization, procedure and expected outcomes of the public participation process undertaken. In routine institutional management practises (Omollo,2011) the public participation process should follow some rules of ethics, professional behaviour or moral obligations; focus on negotiable issues relevant to the decision making as well as the values and interests of participants. Public participation (Finch, 2015) is thought to generate ownership and agency, which contribute to social sustainability, community building, and creation of a harmonious society, thus contributing to overall improved performance of institutions or state.

### **1.1.2 Global Perspective of Public Participation and Performance of Devolved Governance**

Major political, social and economic reforms coupled with technological transformation have been witnessed in the last three decades in most regions around the world. Renewed governance reforms that lay emphasis on devolution of power as a way of promoting ideal democracy has also been experienced across many nations in the world (World Bank, 2013). This renewed clamour for good governance reforms is largely attributed to the failures of centralized command and control systems and the inefficiencies of centralised states (Lodiaga, 2012). Consequently, the abuse of centralized authorities and systems has led to a search for a more responsive form of governance in order to ensure that policies and public institutions do respond to the needs of all citizens; hence, the relationship between public participation and good governance has become a focus of devolved governance.

Public Participation (WB, 2015) is critical for the successful performance of governments as it enables the public to determine their development objectives, a fact

that has been realized by countries such as, UK, USA, Brazil, India and South Africa. A study on demand responsiveness of decentralised water service delivery in Central Java, Indonesia (Isham & Kahkonen, 2009) found that only if users were directly involved in some design and selection, services were likely to match users' preferences. Another internationally recognised successful case of public participation (Cabannies, 2014; Fox, 2014) is that of the Brazilian city of Porto Alegre where structured budget participation resulted in more pro-poor expenditures, increased access to public services, and greater local government accountability. The adoption of participatory budgeting led to a substantive increase in tax revenues, as immediate visibility of the work and services that resulted from their engagement motivated citizens to improve their taxpaying habits (Cabannies, 2014; Fox, 2014). In Gujarat, India, the training of elected representatives by a local non-governmental organization (NGO) on budget information improved the ability of members of the local assembly to understand local budgets and track unspent amounts. Implementation of citizen report cards in Pakistan resulted in increased enrolment and learning, better-quality education as parents demanded better performance from schools and increased school-level investments, such as textbooks (Fiszbein & Ringold, 2011). In South Africa, new opportunities for participation on hospital boards led to a switch from a curative approach to one that was primary and holistic, addressing the impacts of socio economic issues such as unemployment and poverty on the well-being of the community (Gaventa & Gregory, 2010).

The Institute of Economic Affairs (2015) and the WB (2015) viewed public participation as a governance approach that has many benefits: namely, citizen empowerment; the generation of new, diverse and innovative ideas and actions on performance; enhancement of citizen governments' relations; appropriate prioritization of development projects; improved delivery of public services and; promotion of governments' responsiveness. Extensive public participation processes serve several objectives like enhancing transparency and legitimacy, using skills and resources of the population, reducing corruption and clientelism, fighting against poverty and inequality and strengthening democracy (Stivers, 2010).



### **1.1.3 Kenyan Perspective of Public Participation and Performance of Devolved Governance**

Public participation in Kenya was practised long before the 2010 constitution, even though in different forms. Kenya, during the colonial era, just like other African countries approached public participation for effective governance through the legislature. Public participation, then, was limited to local authorities, and therefore, the legislation of laws on citizen participation did not realize their full potential because the citizens did not fully understand their rights or embrace the opportunity (Tulla, 2014; Michels and De Graaf, 2010). A study conducted by Devas and Grant (2003) established that there was a major shift in expenditure priorities in local authorities in Kenya as result of citizen involvement in decision making.

The promulgation of the Kenyan constitution in 2010 and the introduction of the devolved system of governance provided a strong legal foundation for enhancement of public participation at the local level. Article 196 (1) (b) of the 2010 Kenyan Constitution requires that the county assemblies facilitate public participation of the people as part of the national values and principles of governance. The Fourth Schedule of the constitution stipulates that county governments should ensure public participation in all governance processes. This involves, among other things, ensuring that citizens are enabled through civic education to develop the capacity to effectively participate in governance at the local level. The constitution also provides that the marginalized and minorities have the right to fully participate in the integrated social and economic life of Kenya as a whole and counties in particular. Article 10 of the Kenyan Constitution recognises democracy and participation of people among the values of governance which binds state organs, institutions as well as state officials (Kanyinga, 2014).

Following the promulgation of the 2010 constitution, Kenya has made a lot of efforts in putting in place legal instruments and policy frameworks at county government levels to foster public participation. Public participation is a two way interaction where the county governments provide opportunities for citizens' involvement in governance and the

citizens choose whether or not to utilize these opportunities based on their interests among other things (Finch, 2015). The public can be involved in a number of ways including through the identification of community needs, development planning for the county; county budget preparation and validation; implementation of development projects at the local level and in the actual monitoring and evaluation of projects or programs being implemented through public funds in the county.

Both state and non state actors on the other hand continue to engage the public in governance matters in various ways across the country through the devolved governance dispensation. A key focus by these actors and the state agencies has been to operationalize the policy, legal and regulatory framework of transparency and public participation into practice and creation of effective mechanisms for public engagement (World Bank, 2015). A study by Khaunya, Wawire and Chepngeno (2015) found out that the county governments in Kenya have made significant progress in involving stakeholders on development at county level, and citizen engagement has increased from 15% in 2014 to 46% in 2015 (Transparency International, 2015).

## **1.2 Statement of the Problem**

Public participation is increasingly being pursued across the world as a means to improve the performance of devolved states (Finch, 2015). The Institute of Economic Affairs (2015) contends that Public Participation is a governance approach that has many benefits: namely, citizen empowerment; the generation of new, diverse and innovative ideas and actions on performance; enhancement of citizen-governments' relations; prioritization of development projects; improved delivery of public service and governments' responsiveness. According to World Bank (2015), public participation is critical for the successful performance of governments as it enables the public to determine and own their development objectives, a fact that has been realized by countries such as UK, USA, India and South Africa that have embraced this governance system. Despite the fact that efforts have been made in fostering Public Participation

through legal frameworks in Kenya in the dawn of the 2010 Constitution (IEA, 2015), and whereas a study by the WB (2015) suggests a positive correlation between public participation and enhanced performance of states, actual performance of counties across Kenya has been dismal. A study by Khaunya, Wawire and Chepngeno (2015) supports this view and notes that there has been escalating unemployment in recent years, inadequate performance in infrastructure development and service delivery in many counties in Kenya. Besides there has been massive misappropriation of resources reported in many counties in Kenya, resulting to persistent demonstrations and strikes across the nation. This has led to loss of trust and confidence in the county governments. Earlier studies conducted by Cheema (2007) and Muriu (2012) noted this same contradiction.

Consequently, this weak state of county performance has led to deteriorating public goodwill characterized by poor citizen-government relations in the counties (Transparency International, 2015). Further, even though there has been intensification of public participation across counties in Kenya, the performance of devolved governments is still dismal. The implication of this state of affairs is that the public, development partners and prospective investors are beginning to lose trust and confidence in the devolved governance systems, thus negatively affecting investment and growth of counties in Kenya (IEA, 2015; WB, 2015). This study sought to address this gap by examining the role of public participation on performance of devolved governance systems in Kenya. In particular, the study examined the role of; citizen empowerment, policy and decision making, service delivery, conflict management and feedback mechanisms on performance of devolved governance systems in Kenya.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of this study was to determine the role of public participation on performance of devolved governance systems in Kenya.

#### **1.3.2 Specific Objectives of the Study**

The study pursued the following specific objectives;

- i. To establish the role of citizen empowerment on performance of devolved governance systems in Kenya.
- ii. To investigate the role of policy and decision making on performance of devolved governance systems in Kenya.
- iii. To ascertain the role of service delivery on performance of devolved governance systems in Kenya.
- iv. To examine the role of conflict management on performance of devolved governance systems in Kenya
- v. To examine the role of feedback mechanisms on performance of devolved governance systems in Kenya.

### **1.4 Research Hypotheses**

This study sought to test the following research hypotheses;

**H<sub>A1</sub>:** Citizen Empowerment significantly influences performance of devolved governance systems in Kenya.

**H<sub>A2</sub>:** Policy and decision making mechanisms significantly influence performance of devolved governance systems in Kenya.

**H<sub>A3</sub>:** Service delivery significantly influence performance of devolved governance systems in Kenya.

**H<sub>A4</sub>:** Conflict management significantly influence performance of devolved governance systems in Kenya.

**H<sub>A5</sub>:** Feedback mechanisms significantly influence performance of devolved governance systems in Kenya

## **1.5 Justification of the Study**

Past studies on performance of devolved governance indicate that, there is a missing gap in literature linking public participation and performance of devolved governance systems in Kenya, yet devolved governance systems plays a major role in promoting the country's economic development they are the pivot point of development at grass root levels. The findings of this study will therefore be of significance to the following groups

### **1.5.1 Devolved Governance Systems (County Governments)**

The performance of counties across the country is critical in developing and maintaining public confidence. Sustained good performance is guaranteed if counties take the step to involve the public in their development agenda. The results will enable national and county governments to develop informed effective policies on public participation and its contribution to good governance. The Kenyan public will, on the other hand, benefit from clear demonstration from the findings, about their role in ensuring efficient management that leads to enhanced performance of counties for the benefit of posterity. Further, findings from this study will contribute to the creation of employment opportunities and improve service delivery, among others in counties given the anticipations of well performing county economies.

### **1.5.2 National Government**

The study will inform national government policy on the performance of the devolved governance systems in Kenya. By illustrating the role of public participation on performance of devolved governance systems in Kenya, policy makers may use the findings of this study to better align or revise the existing legal framework, policies and the guidelines of devolved governance and thus propel the country towards achieving Vision 2030. Additionally, national government might use the findings of this study to come up with effective interventions to enhance public participation for improved performance. This study finally came up with policy recommendations, which can be used by national government to support county governments to enhance performance of devolved governance systems in Kenya

### **1.5.3 Researchers and Scholars**

This study, therefore, will be of great benefit to scholars and researchers in the thematic area of public participation and good governance and its linkages to performance of public institutions. Scholars, in particular, will benefit from the knowledge on the linkages between public participation and performance of the devolved governance systems in Kenya. The findings will also support and enrich the theories and models related to public participation, such as the theory of empowerment, the shared governance theory, good governance theory among others.

## **1.6 Scope of the Study**

This study concentrated on investigating the role of public participation on performance of devolved governance systems in Kenya. The contextual scope of this study was limited to the eight county governments in Kenya that were established by the new constitution in 2010. The conceptual scope of the study was limited to five public participation variables namely, citizen empowerment, policy and decision making, service delivery and feedback mechanisms. Primary and secondary research data was

collected for analysis and interpreted by the end of October 2016. Questionnaires were administered to 400 respondents, sampled from eight out of the forty seven counties in Kenya namely; Kiambu, Mombasa, Machakos, Nairobi, Garissa, Kisumu, Bomet and Kakamega. The study used descriptive survey research design and explanatory research design to analyze, and describe the relationship between public participation and performance of devolved governance systems in Kenya.

### **1.7 Limitations of the Study**

This study was limited by a number of factors. For instance some respondents were biased towards answering the questions especially those investigating the extent to which public participation has enhanced performance of devolved governance systems. This limitation was resolved by explaining to the respondent in advance why the study sought to establish the use of public participation in the devolved governance systems in Kenya. Another limitation was unreliable information received from the respondents. This limitation was addressed by explaining to the respondent why reliable information was needed for the study to achieve its purpose. Too much time taken to complete a questionnaire was also another form of limitation. This was resolved by giving a time limit of one week within which the questionnaire ought to have been completed and collected for data analysis.

Suspicion from the respondents was another limitation. This was solved by showing a letter of introduction to carry out of research from the University, and relevant authorities to show that the research activity was actually genuine and permitted. There was limited literature available that linked public participation and performance of devolved governance systems in Kenya. This necessitated the review of literature relevant to the study from around the world.

Further, it was not possible to study all public participation factors influencing performance of devolved governance systems hence the study was designed to bring out a basic understanding of the public participation factors on performance of devolved

governance systems by focusing on citizen empowerment, policy and decision making, conflict management, service delivery and feedback mechanisms. Nevertheless, all these challenges encountered were adequately addressed and they did not in any significant way impair the outcome of the study. The study suggests that further research be carried out on other factors influencing performance of devolved governance systems in Kenya.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents literature reviewed that was considered relevant to the objectives of the study. More specifically, the chapter reviewed literature specific to citizen empowerment, policy and decision making, service delivery, conflict management and feedback mechanisms in enhancing county performance in Kenya. Further, the conceptual framework and research gaps of the study were also discussed in this chapter.

#### **2.2 Theoretical Review**

This section discusses the various theories. According to Abeywardena and Tham (2012) a theoretical framework (review) provides the researcher with a lens to view the world. A theory is an accepted fact that attempts to provide a plausible or rational explanation of cause- and-effect (causal) relationship among a group of observed phenomenon. The theoretical framework relates to the philosophical basis on which the research was carried out and forms the link between the theoretical aspects and practical components of the problem under investigation. The following theories laid the foundation of the study.

##### **2.2.1 Theories on Citizen Empowerment**

###### **2.2.1.1 The Theory of Empowerment**

According to the theory, empowerment is promoted in systems or institutions that provide their members with access to information, resources, support, and the opportunity to learn and develop. Kluska, Laschinger and Kerr (2004) noted that psychological empowerment includes feelings of competence, autonomy, meaningfulness, and an ability to impact the organization. Members of an organization

that are empowered are more committed to the organization, more accountable for their work, and better able to fulfil job and institutional demands in an effective and productive manner (Degner, 2005).

As noted by Erickson, Hamilton, Jones and Ditomassi (2003), empowerment is thought to occur when a government sincerely engages citizens and progressively responds to this engagement with mutual interest and intention to promote performance and development. Empowerment develops over time as members or citizens gain greater control over their lives and increasingly take part in governance decisions which affect them. The key principles associated with member empowerment are: equity (the integration of roles to achieve common goals and willingness of each member to contribute collectively towards a common goal), ownership (recognition by the participant of the connection between his or her individual role and the performance of their organization), partnership (development of relationships to promote mutual respect, enhanced communication, and collaboration to achieve institutional objectives), and accountability, meaning the willingness to invest in decision making and sharing a sense of responsibility for individual and collective outcomes (Batson, 2004).

As noted by Erickson *et al.* (2003), empowerment is significantly and meaningfully applicable to improve performance in the devolution discourse in Kenya as constitutionally envisaged in the 2010 Kenyan Constitution, that, all layers of governance should ensure adequate public participation. The theory, thus, suggests that engaging members increases their sense of empowerment and foster growth and performance of the concerned institutions, in this case the counties.

#### **2.2.1.2 The Cognitive Engagement Theory**

The main idea of this theory, is that participation depends on citizens having access to information about politics and government, and their desire to use that information in decision making. It is the increase in the levels of education that helps citizens to acquire and process large amounts of information, it is considered that education provides skills

in many areas like the area of technology while at the same time increases the individual's ability to analyze it further (Shea & Bidjerano, 2009), making the informed citizen to be a "critical citizen". However, education makes citizens' dissatisfaction with the state to manifest in forms of unconventional participation, such as protest (Gates & Purcell-Gates, 2009).

The key themes that explain this theory are: education, use of media, interest in politics and political knowledge, and satisfaction / dissatisfaction policy. Education is measured in levels from low to high; use of media in political knowledge is whether citizens understand how the political system works; and satisfaction / dissatisfaction policy refers to public attitudes about the performance of the system to deliver benefits to the citizens (Garrison & Fung, 2010).

Critics to this theory suggest that this theory does not explain why once individuals have acquired all the information they would be motivated to use it to act in an informed manner. That is, citizens are able to acquire and process information, but in the absence of incentives it is not clear why they would be motivated to participate. This theory if applied in devolved governance systems will make the citizens knowledgeable hence ability to make informed choices in governance.

## **2.2.2 Policy and Decision Making Theories**

### **2.2.2.1 The Pluralist and Elitist Theory**

The pluralist theory which mainly focuses on power postulates that power can be in the form of many ideals such as political, religious, skilled or even persuasive power. This power is to be distributed to all members of the social contract and nobody is meant to have more or less say in the institution than the others (Alden, C 2011). The pluralist theory goes further to suggest that no one controls the social contract as everyone has such an equal stake in it. The theory argues that the abilities of the people shall always outweigh the executive rulers' or the rights of the central power.

The elitist theory on the other hand stresses on material power (Amsden, 2012). The theory argues that those who have resources must be successful and rightful rulers, or else that resource would not have gotten into their possession. Superiority in the elites is the premise for the elitist theory. Whoever has achieved must be of a higher mental capacity, and is the only one who is worthy of a position of power. To elitists, the citizenry or “Wananchi” are common due to a lack of superiority. Elitism recognizes the need for people to be governed, and decides that elitists should rule because of all the material power around, they have the most, and therefore, have the most to be lost in the event of an unsuccessful social contract. By making those with the most possession the ones in power, it is theorized that there will be order due to the elites keeping it together in order to sustain their foothold in society.

The centrality of the pluralist theory is located in the hands of the public or citizens who determine their governance and development discourse. To the contrary, the elitist theory is focused on individuals that have material wealth who have a lot to lose if they are not in a position of power. The elitist theory contradicts the ideals of the Kenyan Constitution and thus should be strongly guarded against while championing of the pluralist theory should be upheld; it is directly relevant to public participation as envisaged in the 2010 Kenyan Constitution.

#### **2.2.2.2 Decision Theory**

Decision theory as discussed by Fielder, Dickert, Andreas and Nicklisch (2013) indicates that a manager should be accountable to his decisions. He should be concerned about the outcome of his action by weighing the risks of taking any of the options to reduce the risks by the outcome. This theory is about decisions made at both the individual and institutional level (Fielder, *et al.*... 2013). Modern decision theory has developed since the middle of the 20th century through contributions from several academic disciplines. There are two broad categories of decision theories: the normative and descriptive decision theories. The distinction between normative and descriptive

decision theories is that: a normative decision theory is about how decisions should be made and a descriptive theory is about how decisions are actually made (Folke & Keeler, 2011). Decision theory provides a rational framework for choosing between alternative courses of action when the consequences resulting from this choice are imperfectly known. Two streams of thought serve as the foundations of this thinking. Many county governments are faced with tasks of making Key decisions in the management and this determines the nature of policy and decision making that is employed by the county governments and how public participation functions are executed. The study used this theory to establish the influence of policy and decision making on the performance of devolved governance systems in Kenya

### **2.2.3 Service Delivery Theories**

#### **2.2.3.1 The Shared Governance Theory**

The theory of shared governance is best demonstrated by Anthony (2004) when he wrote about the desired need to reorganize Canadian health care institutions. In his study, Anthony argued that one of the early but enduring goals of the shared governance theory was to improve the work environment of nurses, their satisfaction, and retention. A number of pre/post shared governance implementation studies demonstrate their effect on the work environment.

Historically, the theoretical underpinnings of the shared governance seem to have been anchored on a broad set of perspectives that included organizational, management, and sociological theories. Understanding the variation in these theoretical viewpoints helps us to appreciate the history of how the shared governance theory was designed and implemented. The earliest foundation for shared governance arose from the human resource era of organizational theories. This era represented the first departure from the traditions of scientific management. Theorists such as Herzberg in 1966 and McGregor in 1960 championed employees as an organization's most important asset encouraging

organizations to invest in employee motivation and growth. From the human resource era emerged business and management philosophies that directly influenced the development of the shared governance model.

It has influenced broader redesign initiatives that emphasize performance (Erickson, Hamilton, Jones & Ditomassi, 2003). A critical examination of the shared governance theory reveals that its tenets are so similar to the fundamentals on which public participation is anchored. Practising the shared governance theory seems to suggest that it leads to an accrual of greater performance benefits of organizations and a significantly improved work environment. This theory, therefore, is a great anchor of this study on public participation within the discourse of devolution in Kenya.

#### **2.2.3.2 The New Public Management Theory**

Mongkol (2011) citing (Hughes, 2011) avers that new public management reforms were aimed at improving the quality of public services, saving public expenditure, increasing the efficiency of governmental operations and making policy implementation more effective. The belief that large and monopolistic public bureaucracies are inherently inefficient was a critical force driving the emergence of the new public management. The theory represents a set of ideas, values and practices aimed at emulating private sector practices in the public sector.

Recently, Gumede and Dipholo (2014) further opined that there was a need to reinvent government and harness the entrepreneurial spirit to transform the public sector and later “banish the bureaucracy”. The new public management theory takes its intellectual foundations from public choice theory, which looks at government from the standpoint of markets and productivity, and from managerialism, which focuses on management approaches to achieve productivity gains.. The three underlying issues which new public management theory attempts to resolve includes: citizen-centered services; value for taxpayers’ money and a responsive public service workforce. Notably, there are also studies that indicate that the new public management reforms do not necessarily lead to

improved service delivery. The new public management is often mentioned together with governance. Governance is about setting up of structure of government and of overall strategy, while new public management is the operational aspect of the new type of public administration. The theory has also been supported by (Zungura, 2014) who contends that the dominant theme of new public management is the use of market techniques to improve the performance of the public sector. The main features of new public management include performance management, e-governance, contracting out and outsourcing, decentralization and accountability among others (Zungura, 2014).

The proponents of this theory advocates that the government should put in place social accountability mechanisms to increase efficiency in service delivery. The new public management theory is relevant to the current study as it informs public participation, social accountability practices and service delivery variables. The theory advocates for citizens participation in the process of evaluating public services since the new public management principle of customer responsiveness requires that the degree of the user satisfaction be measured. This study drew from the theory of new public management in understanding the impact of social accountability on service delivery. The broad idea of new public management theory, is the use of market mechanisms in the public sector to make managers and providers more responsive and accountable (Hughes, 2003; Mongkol, 2011). The theory is also important in understanding the service delivery variable. The rationale of establishing county governments is to ensure efficient service delivery. In this regard, county governments are important tool for new public management reforms in improving the quality public services and increasing the efficiency of governmental operations. The new public management theory is, therefore, evident in the quality of services delivered by the county governments and is a great anchor of this study.

## **2.2.4 Conflict Management Theories**

### **2.2.4.1 The Good Governance Theory**

The good governance theory, developed by the United Nations Council in the 1990s emphasized sound public sector management, accountability, exchange and free flow of information and a legal framework for development (Keraro, 2014). This theory refers to measures that are designed to improve the overall performance of an organization (as a composition of sub-systems) by increasing its effectiveness and legitimacy. It advocates for the establishment of a solid foundation for management structures, public participation, policies and procedures which help institutions to fulfil their set goals. Although, this could lead to legal challenges, delays and cost to decisions, applying the governance theory in the management of devolved systems ensures full participation of all the stakeholders and sectors within the devolved governance systems.

### **2.2.4.2 Conflict Theory**

Any political system revolves around conflict. A study by (Macharia *et al.*, 2014) observed that conflict is a struggle over values and claim to scarce resources, services, power and resources. These authors further observed that conflict, between inter groups and intra groups are part of social life and is part of relationship building and not necessarily a sign of instability. It is worth noting at this point that all cases that involve people from diverse backgrounds, social and political beliefs necessarily witness levels of conflict. However, there are positive effects of conflict which include; the development of a sense of identity, priority setting and provision of legitimate ground for organizing and seeking preventive measures, management and conflict resolution approaches. In this context, conflict serves as a lens to monitor institutional and government activities whose target beneficiaries are the citizens. Conflict is the main feature of partnership experienced between the government, private sector and non-profit centres.



Conflict management has become a major source of concern. These conflicts can affect the county government decision-making process due to public servants' personal or private interests. The process can be affected either positively or negatively. The assessment of public understanding on devolution is essential in the development process. Misunderstanding on devolution leads to low expectations on leaders as well as low participation by the public. This obviously creates a gap between the public and the leaders in the society thereby a challenge in the development process. On the other hand, understanding leads to high expectations from the leaders and raises participation of the public in the development process (Mills, 2002).

Positive effects of conflict are highlighted and include developing a sense of identity, priorities setting and provision of legitimate ground for organizing, seek preventive measures, management and resolution systems. Although conflicts among citizen is a major source of due to personal vested interest it should be closely monitored to avoid stifling performance and it is not necessarily a sign of instability and is part of relationship building hence the application of the theory to boost performance in the devolved governance systems.

## **2.2.5 Feedback Mechanisms Theories**

### **2.2.5.1 The Citizen Involvement Theory**

Citizen participation is a process which provides individuals an opportunity to influence public decision-making process (Davids, 2005). The roots of citizen participation can be traced to ancient Greece and Colonial New England. Before the 1960s, governmental processes and procedures were designed to facilitate external participation. Citizen participation was institutionalized in the mid1960s with President Lyndon Johnson's Great Society Programs. Democratic decision-making in contrast to bureaucratic or technocratic decision making is based on the assumption that all who are affected by a given decision have the right to participate in the making of that decision. Participation can be direct in the classical democratic sense, or can be through representatives for their

point of view in a pluralist-republican model. In a democracy, it is the public that determines the direction to go and their representatives and bureaucratic staff role is to get them there. This means the end should be chosen democratically even though the means are chosen technocratically. Although many government agencies or individuals choose to exclude or minimize public participation in planning efforts claiming citizen participation is too expensive and time consuming. Yet, many citizen participation programs are initiated in response to public reaction to a proposed project or action. A successful citizen participation program must be: integral to the planning process and focused on its unique needs; designed to function within available resources of time, personnel, and money; and responsive to the citizen participants (Davids, 2005). At a practical level, public consultation programs should strive to isolate and make visible the extremes. The program should therefore create incentives for participants to find a middle ground (Roberts, 2004). This theory instigates public participation as an influence of performance of devolved governance systems in Kenya.

#### **2.2.5.2 The Communication Development Theory**

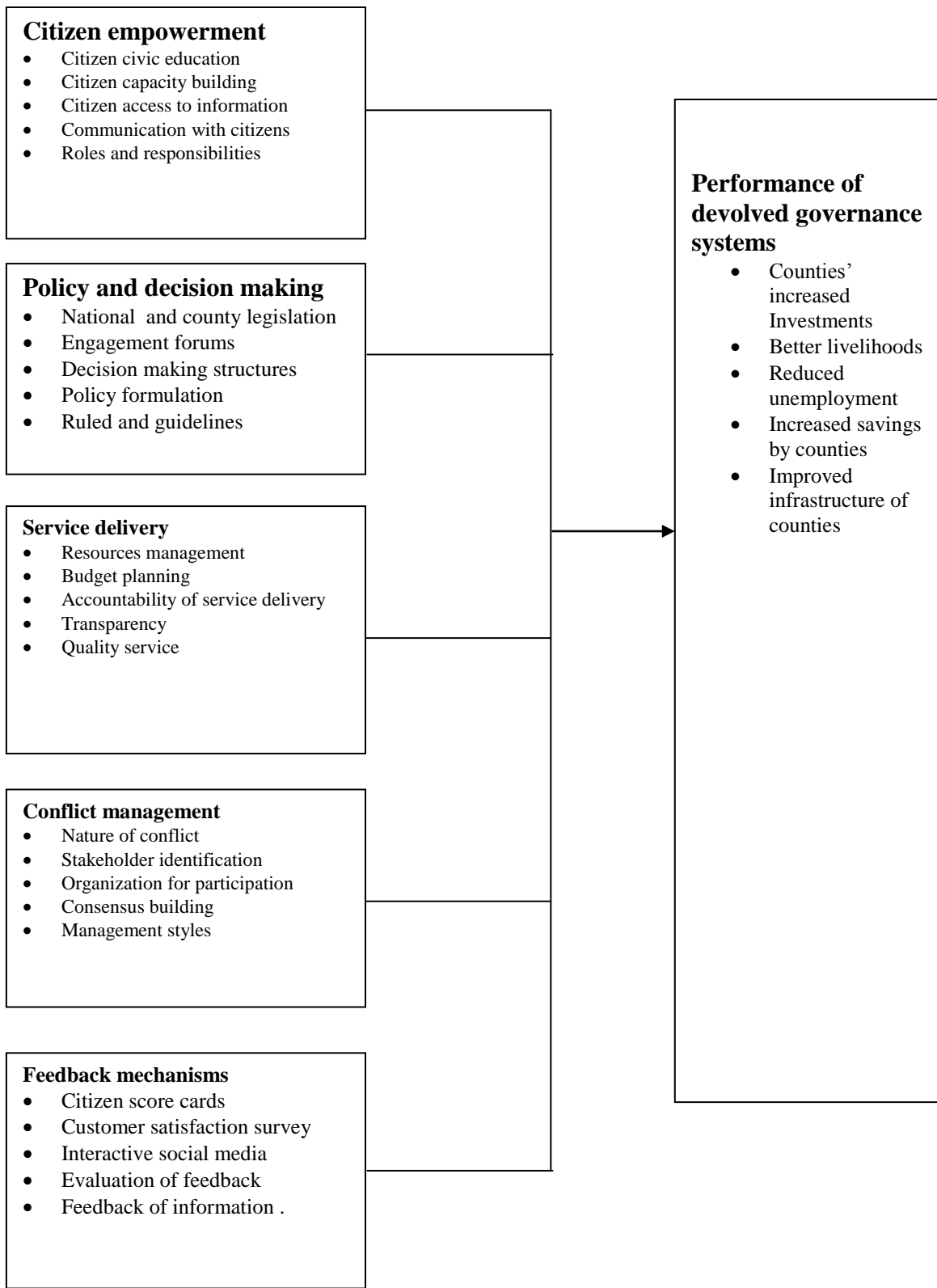
Development communication is an educational process. It aims at developing social consciousness, personal responsibility towards one's fellowmen, one's community and country. In other words, it is a social conscience hence sensitizing the conscience. Buchholz (2014) implies development communication as respect for the human person, respect for his intelligence and his right to self-determination. Development communication help organization to engage the community as a stakeholder in educative and awareness issues and this helps to establish conducive working environment for assessing risks and opportunities and promotes information exchanges to bring about positive social change via sustainable development. Development communication implies respect for the human person, respect for his intelligence and his right to self-determination.

The role of mass communication is to help, not to take over or substitute for, his thinking. It serves him by providing the facts on which to base a sound judgment, and the inspiration to carry out his resolve. Thus, development communication is a social process. Social because it seeks the human response of people in society. The term “social communication”, therefore, suggests the primacy of human values and human dignity over mere technique, better than “mass communication”. It is the mark of human beings to be social, whereas the concept of mass is derived from an obvious quality of brute matter.

Finlay (2006) point out that development communication technique such as information dissemination and education, behaviour change, social marketing, social mobilization, media advocacy, communication for social change and community participation has helped many organizations with development agenda to succeed even in the phase of hostility if the techniques are well used. The theory of development communication is therefore important to this study as it demonstrates the extent to which feedback mechanisms through proper communication influences performance of devolved governance in the devolved systems.

### **2.3 Conceptual Framework**

The conceptual framework summarizes behaviours and provides explanations and predictions for the majority number of empirical observations (Cooper& Schindler, 2011).Conceptual frameworks are used in research to outline possible courses of action or to present a preferred approach to an idea or thought. Figure 2.1 presents the conceptual framework of the study undertaken.



**Independent Variables**

**Dependent Variable**

**Figure 2.1: Conceptual Framework**

### **2.3.1. Public Participation**

Conceptually, public participation is an appealing model that promotes the ideals of shared governance of institutions. Public participation, transparency, and accountability in decision-making processes are paramount for public service delivery and efficiency (WB, 2015). Kenya's constitution and the legal framework on devolution place strong emphasis on public participation, transparency, and accountability as means of improving efficiency, equity, and inclusiveness of government and service delivery. Multiple studies have documented how governance weaknesses limit Kenya's economic and social development and impede its progress toward national goals for economic growth, job creation, social inclusion, equity, and poverty reduction. Devolution creates a new opportunity, as well as new challenges, for addressing governance challenges that limit the efficiency and equity of service delivery. Evidence is mounting that strengthening public participation is critical for effective service delivery. However, devolution alone does not necessarily improve the accountability and responsiveness of service delivery, unless proper accountability mechanisms, such as public participation are instituted.

Based on the 2010 Kenyan constitution, there are six key benefits of engaging in public participation processes; namely, it strengthens democracy and governance; by engaging in public participation in policy, law and development of policy processes, the public exercise their constitutional rights, and as a result, the decision making process becomes more representative. Openness to the public provides a platform in which the public presents their concerns and engages with government. Insufficient public engagement limits the power of the people to participate in democratic governance; public participation increases accountability; improves transparency and accountability of the social, political, cultural, economic, and environmental impacts of policies, laws and development plans and of how the costs and benefits impact on different segments of society. Public participation helps to ensure that governments are accountable for their

actions and responsive to public interests. By linking the public with decision-makers, public confidence and support of decision making processes is enhanced (IEA, 2015).

Public participation also improves process quality, enables governments to understand different opinions and concerns and ensures that policies, laws and development plans are more robust because they have been tested through a comprehensive process of review and revision before being approved. It also provides additional skills, knowledge, concerns, and ideas that might not have otherwise been considered. Public participation manages and helps to alleviate social conflicts by bringing different stakeholders and interests together. It also helps in assessing the impact of conflict in reaching a consensus (WB, 2013). Investment in public participation at an early stage helps minimize both the number and the magnitude of social conflicts arising over the course of the implementation of policies, laws and development plans. Public participation enhances process legitimacy, public participation in policy, law and development plans and development legitimises implementation processes. Without significant public participation, the public may feel manipulated and suspicious which may undermine effective dialogue and create distrust. Participation also protects public interests. Active public participation can protect public interests, by reducing public conflict and safeguards against future risks (Mitchels *et al* 2010),

Public Participation as a process provides private individuals an opportunity to influence public decisions and has long been a component of the democratic decision-making process. The roots of citizen participation can be traced to ancient Greece and Colonial New England. Before the 1960s, governmental processes and procedures were designed to facilitate "external" participation. Citizen participation was institutionalized in the mid 1960s with President Lyndon Johnson's Great Society programs. Public involvement is a means to ensuring that citizens have a direct voice in public decisions. While the terms "citizen and public" and "involvement and participation" are often used interchangeably, both are generally used to indicate a process through which citizens have a voice in public policy decisions, both have distinctively different meanings and convey little

insight into the process they seek to describe. Other scholars assert that the term "citizen participation" and its relationship to public decision-making has evolved without a general consensus regarding either its meaning nor its consequences (Innes & Booher, 2004).

Many government agencies or individuals choose to exclude or minimize public participation in planning efforts claiming citizen participation is too expensive and time consuming. Yet, many citizen participation programs are initiated in response to public reaction to a proposed project or action. However, there are tangible benefits that can be derived from an effective citizen involvement program. Identify five benefits of citizen participation to the planning process as information and ideas on public issues giving; public support for planning decisions; avoidance of protracted conflicts and costly delays; reservoir of good will which can carry over to future decisions; and spirit of cooperation and trust between the agency and the public. These benefits are important to governments in their planning efforts, particularly the last three.

### **2.3.2. Citizen Empowerment**

The new Constitution of Kenya laid the basis of county development on citizen participation (Omollo, 2010). However, the key huddles faced by citizens in engaging in meaningful participation and effective development of counties is linked to various needs and duties; the need to create awareness amongst both duty bearers and citizens on what citizen participation is and its importance; the need to build the capacity of citizens to enhance their participation in the management of local affairs and projects, and to hold duty bearers accountable; and the need for duty bearers to engage in continuous capacity building on participatory methodologies. To engage effectively, citizens not only need an awareness of their roles and responsibilities but knowledge and skills on how to execute the responsibilities. Capacity building consists of developing knowledge, skills and operational capacity so that individuals and groups may achieve their purposes (Okello, Oenga & Chege, 2008).

If citizens are going to participate in planning and administrative processes of government (Hughes, 2011), information is central to such participative processes. Hughes argued that participating in managing organizational change, informed citizens will have to resolve the definitional, manageability, evaluating success/failure and predicting the future conundrums that the study of managing change raises for change scholars. One of the key barriers to citizen empowerment (Craig, 2007) is the level of citizen capacity, meaning the abilities of the citizens to engage effectively in partnership activities. In addition, there is often existence of ‘institutional resistance’ as a barrier to citizen empowerment (Barnes, Newman & Sullivan 2007). This is currently preventing the reform of public services to more fully recognize the role of citizen empowerment and actually implement service redesign and reform of delivery that fully engages with the local populace. Local government models have a long history of centralization rather than ‘double devolution’ and the local government approach to service delivery is grounded in the ethos of public service rather than public participation. For effective engagement of the public in governance matters, the public require multiple empowerment styles, patterns and levels of engagement in order to promote a broad base of citizen participation that underpins regeneration partnerships for improved performance of devolved governance systems.

### **2.3.3. Policy and Decision Making**

Similar to citizen capacity empowerment, Omolo (2013) argued that the Constitution of Kenya lays the basis of county development and policy formulation on participation. Omolo (2010) identified a number of policy concerns that require specific and adequate attention, in order to address the issue of citizen participation effectively. These are; the need to designate funds to facilitate the process of citizen awareness creation; county governments should publish and widely disseminate any information of public significance in accordance with relevant legislation; as well as strengthen mechanisms of communication and explore alternative methods of disseminating information. The need to give sufficient notice of meetings to enable communities adequately prepare to attend



and participate effectively in consultations is also identified. Where guidelines for participation exist, there is no commitment towards implementing them and therefore there is the need to sensitize both communities and duty bearers on the importance of citizen participation; the need for a calendar of activities to enable citizens engage effectively at various stages of the development cycle and provision for a recourse mechanism where action against public bodies can be taken if information is unduly withheld.

A decision is rational to the extent that it is shown empirically to match the best available means of achieving a given end. Traditional rational planning and policy analysis processes typically have five or six steps. Bardach, E (2011) outlined the six steps in the policy analysis process as: problem definition; identification of goals and objectives; development of alternatives; development of evaluation criteria; identification of the "best" alternative; and monitoring and evaluation of the outcome. Kingdom, J W (2011) suggested that policy analysis tends to concentrate power in the hands of a few experts and that policy analysis is most compatible with bureaucratic decision-making which is "antithetical to citizen participation". Given that expertise is an inherent component of policy analysis, the role of citizen participation in the traditional policy analysis process is minimized. Citizens often lack technical expertise and can be emotionally involved in issues of concern rather than being detached and rational.

For a number of reasons, a purely rational decision-making process is difficult. One major limitation inherent in the process is the lack of comprehensive information. However, input from citizen groups outside organizational boundaries can help provide more comprehensive information on all aspects of the policy analysis process states that 'in a democracy, it is the public that determines where it wants to go and the role of its representatives and bureaucratic staff is to get them there'. In other words, the end should be chosen democratically even though the means are chosen technocratically (Kingdom, J. W. 2011). Interactive planning is based on the assumption that open,

participative processes lead to better decisions. The planner engages directly with stakeholders to gain support, build consensus, identify acceptable solutions, and secure implementation. Success in interactive planning is measured by the extent to which balance can be achieved among competing interests and consensus is reached on appropriate actions.

#### **2.3.4. Service Delivery**

Since 1980s, a public sector concept of “new public management” emerged as a new market-based paradigm to improve quality and efficiency in public administration all over the world. Following this approach, public officials’ efforts are devoted to increase citizens’ participation in service planning and provision (Kelly, 2005). Significant service quality improvements can be derived from citizen’s involvement, for example through the use of citizen surveys (Dalehite, 2008). More interestingly, Brandsen and Pestoff (2006) emphasized the importance of the so-called public service co-production which is “related primarily to the involvement of citizens or clients in production, i.e. direct user involvement”. This means creating a circular link between service planning, provision and performance, and citizen feedback, based on a two-way communication channel (Cassia & Magno, 2008).

Rapid devolution carries major risks for disruptions in service delivery, mismatches between responsibilities of counties and their capacity, leakages of public resources, and continued regional inequality (WB, 2015). Navigating the rapid transition to a devolved system; establishing effective county-level systems and capacities (including clear functional assignments, strong public financial management, management of human resource transitions, establishment of effective monitoring and evaluation systems); and ensuring responsiveness to citizens are major challenges, especially given the speed and magnitude of Kenya's transition. Citizens should be engaged by focusing on popular services and issues they care about by building responsive service delivery mechanisms. This is particularly the experience from other countries (WB, 2015) which indicates that

devolution does not automatically bring greater government responsiveness and accountability to the public, especially in service delivery if accountability mechanisms are not quickly put in place. Governance risks that can undermine expected performance and accountability gains from decentralization include elite capture, clientelism, capacity constraints, and competition over the balance of power between levels of government, and weak interregional information flows.

### **2.3.5. Conflict Management**

Conflict is a process in which individuals or groups feel that other individuals or groups have frustrated or are about to frustrate their plans, goals, beliefs or activities. Public involvement is a fundamental principle of good governance systems in terms of conflict management. The inclusion of the views of the governed citizens or the affected and interested public helps to ensure the decision making process is equitable and fair and leads to more informed choice and enhanced performance outcomes. The effectiveness of direct public participation as a change strategy (O'Meally, 2015) is based on the assumption that it will not give rise to conflict with other organizations or personal goals within a system. Conflict has been advanced as a result of each person having certain goals and aspirations (Robert, 2014).

Conflict theorists postulate that conflict is often multidimensional even though distinctions can be drawn to different sources. As a result, the need for conflict management must be adopted with a focus on collaboration and resolution management in order to mitigate unintended negative consequences through the promotion of consensus building (Ntuli, 2011). Conflict theorists identify five preconditions to successful conflict management (Navarra & Cornford, 2005); stakeholders recognize interdependence, solutions result from dealing with differences openly and creatively, joint ownership of decisions exists, stakeholders accept collective responsibility, and collaboration is an emergent process (Macharia *et al.*, 2014). The theorists caution that these preconditions may not, necessarily, be easy to adopt due to the diverse nature of

conflicts arising out of the diversities and the needs of those in conflict. Well-planned citizen involvement programs should carefully relate to the expectations of both the citizens and the devolved governance systems. For most decentralised states, conflict among citizens is a major source of concern because it can stifle government decision-making processes due to personal vested interests.

### **2.3.6. Feedback Mechanisms**

According to World Bank (2015), quality participation is achieved through an informed citizenry, representative spaces, and enhanced government systems for sharing information, consulting citizens, and receiving feedback. Use of various feedback mechanisms for the public is as useful as the development of legislation on public participation itself (CIC, 2014). Although the public has been mobilized to provide input on various policy proposals (World Bank, 2015), the challenge witnessed within the public set-up is that rarely has the same public been provided with feedback on how its contributions influenced the decisions made and the rationale supporting the final decisions. This lack of feedback often results in public participation being viewed as a mere public relations exercise with little genuine intent, which could discourage future participation.

Literature review reveals that existing studies attempts to conceptualize and assess how feedback mechanisms influence accountability in the devolved government systems. However, studies exploring the impacts of social accountability on service delivery are scanty. There is relatively a small body of work and attempts to systematically examine the evidence on the impact of accountability on public service delivery. Additionally, previous studies identify information dissemination, complaint mechanisms, community monitoring and public hearings and social audits as the emerging social accountability practices.

## **2.4 Empirical Literature Review**

The study sought to establish the role of public participation on the performance of the devolved governance systems in Kenya. The variables under study namely: citizen empowerment, policy and decision making, conflict management, feedback mechanisms and service delivery and this section explores the empirical reviews. Through the use of a systematic approach to previous scholarship, literature review allows a researcher to place his or her research into an intellectual and historical context (Wagana, 2017). In other words, literature review helps the author declare why their research matters.

### **2.4.1 Public Participation**

Buccus (2011) pointed out that demand for public consultation in policy and decision making is part of a larger movement that evolved from the 1960s. The initial question he raised was: who is the public? He categorized publics into five groups including: the organized public; the general public; politicians; public interest groups; and the local experts. The shift from the traditional model of tight central control, separation of functions and diffusion of responsibility towards a model based around strategic goal setting, decentralization, effective management systems, greater responsibility and accountability and ensuring quality customer service presents a number of significant challenges to those in management positions within the public sector. Coram and Burns (2001) maintained that it is the emphasis on public accountability, demonstrating value for money and meeting increasing expectations of the general public and politicians in regard to service levels and quality that sets public sector managers apart from the private sector counterparts.

In order to enhance performance (Irvin and John, 2004) through the public sector reforms such as devolution, there is a powerful case for empowering ‘front-line employees, as part of a shift to a culture based on trust, openness, encouragement and support. A study by Marchington and Wilkinson (2000) suggested that direct participation practices are among the solutions to enhancing public sector performance

and this approach takes four forms; namely; downward communications; upwards problem solving; task participation; team-working and self-management.

In recent years, the focus for development in governments across the world, and particularly in the developing world has moved from economic efficiency to the promotion of human wellbeing and performance (Eversole & Martin, 2005). Consequently, the roles of different actors, such as government officials, public leaders, private sectors and citizens have also shifted during implementation of country development programmes (Cornwall, 2002; Eversole & Martin, 2005). Researchers have argued that citizen engagement is critical to transforming public sector performance and service delivery, and thus they suggest the need to put emphasis on the ‘notions of citizen, community and neighbourhood’ for effective service delivery (Jones, Clench & Harris, 2014). Effective people’s participation can ensure accountability, transparency, and legitimacy, that is, good governance during implementation of any development programmes that have an effect on local people (Sinker & Cosic, 2007). According to Khwaja (2004) and Santiso (2001), establishing good governance in devolved systems is a pre-requisite for enhanced performance and fast development.

Empirical studies conducted by Grindle (2004), Jones *et al.*, (2014) and O’Flynn (2007) argue that the traditional approaches towards people’s engagement need to be changed to achieve good performance from any devolved governance reform initiatives. This means managers and public representatives working in the devolved institutions need to develop a customer-oriented approach for delivering services (Jones, *et al.*, 2014; Navarra & Cornford, 2005). They need a clear idea about the intention of new governance (O’Flynn, 2007) and what they are doing in achieving greater performance of that new governance (Hope, 2009; Jones *et al.*, 2014). A study by the World Bank (1998) revealed that where there is participatory governance, an additional 1 per cent of gross domestic product in aid translates into a 1 per cent decline in poverty and a similar decline in infant mortality (World Bank, 2015), thus leading to better performance for citizens.

## **2.4.2 Citizen Empowerment and Performance of Devolved Governance**

Studies by Fox (2014), Muriu (2014) and O’Meally (2015) suggest that building effective public participation depends on capacity building of government as well as citizens. Local government capacity and incentives are often key constraints to effective decentralization. Strengthening public participation requires building government systems and capacity, as well as the capacity of citizens and CSOs. The authors further argued that an enabling environment must be created that actively encourages the voice and representation of people who would normally be excluded because of gender, age, ethnic or class bias. Such an environment may be achieved by reaching out to marginalized groups to seek their representation on boards, committees, and forums.

A major problem with available empirical literature is that there is no systematic or comparative evidence on whether increased citizen participation in decentralized local governance generates better outputs in provision of education, health, drinking water and sanitation services’. The available evidence draws either on example from single countries and sectors, or is anecdotal, temporally specific and highly localized, thus rendering the task of generalization problematic. Previous research indicates that when citizens have the necessary information to monitor the providers, and the incentives to demand good quality services, their participation helps to improve the quality of public services.

For devolved system to be successful, citizens must be politically conscious, and have access to information. They must not only be aware of their rights and responsibilities but also know the channels via which they can exercise them (Omollo, 2010). A study conducted by the IEA on the Constituency Development Fund (CDF) in Kenya showed that CDF is generally well known in many communities across Kenya’s former eight provinces (85%). However, the knowledge of regulations and specifics of CDF was very low (21%) and communities were unaware of costs of projects and disbursed amounts (IEA, 2015). Similarly a study by KHRC in 2010 ascertained

that citizen awareness of CDF was very high (96%) but involvement very low (39%).

#### **2.4.3 Policy and Decision Making and Performance of Devolved Governance**

The introduction of “new public management” in the 1980s conditioned public officials to focus on developing tools to increase public participation in service planning and provision (Kelly, 2005). Many studies underlined the benefits of involving citizens in policy-making in order to improve quality of services, for example through the use of citizen surveys (Dalehite, 2008). Public participation is one means of decreasing tension and conflict over public policy decisions and it is a key ingredient in the recipe for democracy. Public participation increases transparency in the decision making process (Holder & Zakharchenko, 2002). These authors argued that if citizens are involved in the policy development, they will be able to make government officials more accountable for their decisions. Therefore, individuals must be involved in the decision making process because their input can help create useful solutions to service delivery problems and thus enhance overall government performance.

#### **2.4.4 Service Delivery and Performance of Devolved Governance**

A study by Cassia and Magno (2009) concluded that this co-production process implied benefits for all the involved actors. Citizens are provided with knowledge about public issues and with the opportunity of influencing agendas: as a consequence, they can obtain improved services (Askim & Hanseen, 2008). Politicians and public officials can receive useful information about policies and citizens’ preferences (Poister & Thomas, 2007). Moreover, citizen participation can improve the legitimacy of (local) government decisions (Robbins *et al.*, 2008). Drawing on a construct of customer orientation developed within the private sector, Cassia and Magno (2008) showed that a similar “citizen orientation” construct can be able to explain specific behaviours and outcomes within the public sector as well. Findings supported this hypothesis demonstrating that the intention to increase the level of co-production within local government depends not



only on objective antecedents (e.g. available financial resources) but also on the level of public officials' citizen orientation.

A research by Fox (2014); Muriu (2014); and O'Meally (2015) suggested the following: effective implementation of decentralization reforms requires a strategy to give discretionary power to local governments and strengthen their accountability to the public; effective accountability measures work simultaneously on different issues and at different levels. Public participation principles, therefore, need to be embedded in all stages of the policy cycle, and enforcement and action as well as information sharing and transparency need to be ensured. Information alone is rarely sufficient to improve accountability outcomes; it must match the capacity and incentives of actors to bring about change; an enabling environment needs to reduce fear of reprisals and longer time horizons and a learning-by-doing approach need to be adopted. Kenya's constitution mandates a new era of public participation (Sapala, 2015) in government, particularly the devolved government structure. The author argued that Kenya has a long history with decentralization and transfers of power from the central to local government. This means therefore that the 47 new county governments are expected to share information on budgets and spending while enabling effective citizen participation in establishing service delivery priorities across all the counties.

Civil society organization reports and several empirical studies provide examples where citizen participation has contributed to local service delivery (WB, 2013). These studies illustrate those collaborative initiatives between the government and CSOs' contribution to greater success of participatory initiatives. For instance the Parliamentary Centre's joint mobilization efforts between government and civil society can bring higher levels of citizen engagement and improve development results. They also highlight how CSOs play a key role in facilitating citizen participation, through initiatives such as designing training handbooks to assist communities in understanding how CDF works, how to participate in various stages of the CDF project cycle and how to effectively monitor expenditure through social audits. CSOs monitoring initiatives like the Citizen's CDF

Report Card had also considerable positive improvement on the management of the CDF.

#### **2.4.5 Conflict Management and Performance of Devolved Governance**

A study by Macharia, Wambua and Mwangulu (2014) observed that conflict is a struggle over values and claim to scarce resources, services, power and resources. These authors further observed that conflict, between inter groups and intra groups are part of social life and is part of relationship building and not necessarily a sign of instability. It is worth noting at this point that all cases that involve people from diverse backgrounds, social and political beliefs necessarily witness levels of conflict. However, there are positive effects of conflict which include; the development of a sense of identity, priority setting and provision of legitimate ground for organizing and seeking preventive measures, management and conflict resolution approaches. In this context, conflict serves as a lens to monitor institutional and government activities whose target beneficiaries are the citizens. Conflict is the main feature of partnership experienced between the government, private sector and non-profit centres.

#### **2.4.6 Feedback Mechanisms and Performance of Devolved Governance**

A study by Finch (2015) established that most counties in the country use interactive social media platforms, including, face book and twitter, to get feedback from citizens on laws, policies, implementation of projects, and service delivery. Other feedback mechanisms in use include citizen blogs on their websites. A study by Info Track in 2015 concluded that counties that had established feedback mechanisms ranked among the top-performing counties by citizens, with Bungoma placed second (with 60 percent approval) and Bomet fourth (with 59 percent). Most of the platforms are ICT related and these have really been used well to obtain feedback from the public. According to a report in 2014 by ICPAK, town hall meetings, budget preparation and validation forums, and stakeholder forums and general public hearings are some of the other most popular mechanism used to reach out to citizens. Only a small number of counties have however

adopted county-specific legislation on public participation, most of the others having some legislation in draft bills. Bomet, Kajiado, Kiambu, Laikipia, Lamu, Migori, Nyeri, Tana River, and Turkana are some of the counties that have enacted public participation bills. Civil society has worked with some counties in the development of public participation legislation. Other counties also use citizen score cards and customer satisfaction surveys to solicit feedback on their performance, with notable success, as was experienced in a ward within Nakuru county. In this particular case, by using scorecard approach for obtaining information, the county was able to respond immediately to the results of a community score card implemented at the Lengenet health centre, where citizens had indicated the absence of equipment. The missing equipment was delivered shortly after the scoring process.

## **2.5 Critique of Existing Literature Relevant to the Study**

A detailed theoretical and empirical literature review relevant to the study has been done in this chapter. Based on the literature of the several scholars' works that have been reviewed in this chapter as well as the critical examination of the 2010 Kenyan constitution, this study concludes that inculcating public participation in governance structure has various benefits including; strengthening democracy and governance; ensuring that the public exercise their constitutional rights, thus decision making processes become more representative; providing a platform in which the public presents their concerns and engages with government; improving transparency and accountability of the social, political, cultural, economic, and environmental impacts of policies, laws and development plans and of how the costs and benefits will impact on different segments of society; and enhancing decision making processes. Reading through the plethora of literature reviewed revealed that public participation also improves process quality. These observations on the benefits of public participation are strongly supported by a number of theories reviewed in this study.

A key theory that concurs with arguments put forward by the various scholars whose work were reviewed is the theory of empowerment which states that members of an organization that are empowered are more committed to the organization and are more accountable to their work, thus leading to enhanced performance of the organization. The citizen's involvement theory on the other hand suggested that it is the public that determines the direction to go and the role of their leaders is to ensure that they get there. Dalehite (2008), in his study averred that significant service quality improvements can be derived from citizen involvement.

While it is true that engaging the public in governance matters through establishment of sound public participation structure has a direct link with performance, Innes and Booher (2004) and other scholars assert that the term "citizen participation" and its relationship to public decision-making and performance has evolved without a general consensus regarding either its meaning nor its consequences. As observed by the World Bank (2015), there is no doubt that engaging the public in governance matters has a direct link with performance; however, county performance in Kenya has been dismal since the establishment of the devolved governance systems.

The World Bank argued that rapid devolution carries major risks for disruptions in service delivery, mismatches between responsibilities of counties and their capacity, leakages of public resources, and continued regional inequality. The study counselled that navigating the rapid transition terrain to a devolved system; establishing effective county-level systems and capacities (including clear functional assignments, strong public financial management, management of human resource transitions, establishment of effective monitoring and evaluation systems); and ensuring responsiveness to citizens are major challenges that require careful attention, otherwise the move can easily become counterproductive. Rapid decentralization and introduction of public participation structures could be prone to major conflicts. Therefore, there is the need for conflict management systems to be adopted with a focus on collaboration and resolution

management in order to mitigate unintended negative consequences through the promotion of consensus building.

Some of the studies on public participation reviewed dwelt on narrow areas of devolved governance systems; for instance, A study by (Fox, 2014) in Brazil found out that structured budget participation resulted in enhanced performance of states. Locally, studies by Muriu (2012) on the nature of citizen participation on decentralized service delivery in Kenya; Indeche and Ayuma (2015) on the effects of citizen participation on the budget preparation process in Mombasa County came to a conclusion that there is a high positive correlation between public participation and improved efficiency and performance of the devolved governance systems. Indeed, most of the studies reviewed, showed that counties around Kenya have tended to legally institutionalize public participation structures as a way to comply with the constitutional requirements with little focus on how this move directly contributes to performance.

Literature by the Institute of Economic Affairs (2015) seems to have theoretically developed a link between public participation and performance, as a contemporary governance approach whose benefits include; citizen empowerment; the generation of new, diverse and innovative ideas and actions on performance; enhancement of citizen-governments relations; prioritization of development projects; improved governments and public service delivery but, the extent to which this has resulted in practical tangible performance is still a wild dream to many Kenyans. This argument is solid as it finds its backing in the fact that most of the Kenyan population is not able to comprehend their specific responsibility in as far as performance of the devolved governance system is concerned. Thus, the beginning point to addressing this challenge is to engage the public in civic education in order to make them understand their role in the governance of their counties in an effort to improve performance. The other strategic approach is to carry out a study such as this one that directly investigates and develops a link between public participation and performance and then disseminate the findings for a wide public audience. Moreover, literature by Khaunya *et al.*, (2015) noted that escalating

unemployment in recent years, massive plunder of public resources, inadequate infrastructural development and service delivery in many counties has diverted the attention of citizens from engaging in proactive governance issues that would result into enhanced performance.

Based on the literature reviewed, the social challenges experienced by citizens can be too overwhelming to the extent that public participation processes for enhanced performance does not receive the requisite focus. Studies conducted by Cheema (2007) and Muriu (2012) concur with the works of many scholars cited in the literature reviewed and concluded that there are too many challenges in the devolved governance systems that have become a major stumbling block in inspiring faster growth and development of counties. In conclusion, the reviewed theoretical and empirical literature on public participation and performance interrelationships of devolved governance systems does not exhaustively demonstrate the situational influence of each to performance.

## **2.6 Research Gaps**

The establishment of devolved systems of governance in Kenya is anchored in the 2010 constitution. This means that this new governance system is just over five years. Public participation is one of the core pillars of the new Kenyan constitution which was itself, a product of strong public engagement that led to its promulgation in August 2010. Based on the literature reviewed, public participation is hailed as a process that enables enhanced performance of states by virtue of the fact that it; strengthens democracy and governance, increases accountability, improves process quality, manages social conflicts, and enhances process legitimacy. According to the World Bank (2015) and Finch (2015), public participation in planning improves performance, the quality and effectiveness of decision making as it widens the knowledge base, stimulates creativity and creates social support for policies.

Despite the plethora of research on public participation, there seems to be inadequate literature specific to the role of public participation in performance of devolved county governance systems, and in particular, literature that is local to Kenya. Most of the literature reviewed showing that public participation enhances performance is foreign and is largely biased towards private sector institutions. The fact that devolution is at its infancy in Kenya in terms of its development is on the other hand a strong contributor to the pronounced lack of local empirical literature that is relevant to the study undertaken.

Most of the studies conducted locally are mainly by the state and civil society groups and findings from these studies have tended to be biased towards addressing the specific needs of those institutions. From a scholarly point of view, while efforts have been made across the devolved governance systems in the country, and as demonstrated by (Khaunya *et al.*, 2015) actual performance of counties across Kenya has been dismal. The massive cases of fraud and misappropriation of public resources reported across the nation following the introduction of the devolved governance system contradicts the glorious view painted by the various scholars and proponents (World Bank, 2015; Finch, 2015; Cheema, 2007; Muriu, 2012) of public participation that it improves accountability while streamlining governance across the nation. It is reported across the nation that levels of unemployment are on the rise, an indicator that negates the positive views of the role of public participation on the performance of devolved governance systems. Besides, none of the empirical literature reviewed directly examines the role of the specific variables such as citizen empowerment, policy and decision making, service delivery, conflict management and feedback mechanisms on performance of devolved governance systems in Kenya; thus legitimizing the need for this study.

## **2.7 Chapter Summary**

This chapter reviewed the various theories that explain the independent and dependent variables. The chapter also presents the conceptualization of the independent and the dependent variables by analyzing the relationships between the two set of variables. This chapter has reviewed literature relevant to the objectives of the study. The chapter presented a conceptual framework showing the variables of the study and their inter-relationships. Theories underpinning the study have been discussed and critiqued. Empirical reviews relevant to the study have been presented. Additional literature review under each of the five research areas has been presented. Dalehite (2008), in his study averred that significant service quality improvements can be derived from citizen involvement. Innes and Booher (2004) and other scholars assert that the term conflict management and its relationship to public decision-making and performance has evolved without a general consensus regarding either its meaning nor its consequences. The massive cases of fraud and misappropriation of public resources reported across the nation following the introduction of the devolved governance system contradicts the glorious view painted by the various scholars and proponents (World Bank, 2015; Finch, 2015; Cheema, 2007; Muriu, 2012) of public participation that it improves accountability while streamlining governance across the nation. This implies that lack of public participation affects performance of devolved governance systems in Kenya. The next chapter discusses the methodology used in conducting this study.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

According to Mugenda and Mugenda (2012), research methodology describes how the study was conducted. This chapter presents the research philosophy and research design of the study. It also presents the population, sampling frame, sampling technique, sample size, instruments used in the study, pilot test and data analysis techniques.

#### **3.2 Research Design**

According to Cooper and Schindler (2011) and Kothari (2011), research design refers to how data collection and analysis are structured in order to meet the research objectives through empirical evidence economically. Research design as defined by Kothari (2004) refers to the overall plan for obtaining answers to the questions being studied and for handling some of the difficulties encountered during the research process. According to Oso and Onen (2011), research design is the plan and structure of investigation so conceived as to obtain answers to research questions. This study adopted a qualitative and quantitative survey research design. Qualitative and Quantitative survey studies are used to collect information using a highly structured questionnaire or interview guide (Oso & Onen, 2011; Cooper & Schindler, 2011). Using this design allows the researcher to ask questions in a carefully crafted and sequenced order. The survey study was aimed at deriving comparable data across subjects of the chosen sample so that similarities and differences could be established. Oso and Onen (2011), Cooper and Schindler (2011) and Mugenda and Mugenda (2012) concluded that the greatest strength of the survey approach is its versatility in data collection.

### **3.2.1 Research Philosophy**

The study adopted a combination of two research philosophies; namely, the empiricism, rationalism and positivism research philosophies. According to Uddin and Hamiduzzan (2009), social research contains, among others, philosophical analysis of methodologies including empiricism, positivism and rationalism. Empiricism philosophy is the doctrine that ‘sense experience’ is the only basis of knowledge, and that all hypotheses and theories should be tested by a process of observation and experience (Heywood, 2000). The philosophy emphasizes on those aspects of scientific knowledge that are closely related to evidence, especially as formed through deliberate experimental arrangements. Heywood (2000) postulates that empirical study of social research makes a distinction between the language of observation and the language of theory and that all forms of empiricism draw a clear distinction between facts and propositions that have been verified by experience and experiment.

The rationalism philosophy is closely linked to the empiricism philosophy in that it makes the use of assumptions or hypotheses in order to analyze social reality, which approaches research data with logical and mathematical modelling. Rationalism philosophy believes that everything has a rational structure and as a philosophical research theory, rationalism is the belief that knowledge flows from reason rather than experience (Heywood, 2000 and Uddin and Hamiduzzan, 2009). Positivist philosophers embrace the empiricism and rationalism approaches and argue that all forms of philosophical enquiry should strictly adhere to the methods of the natural sciences (Heywood, 2000; Cohen & Crabtree, 2006; Bryman, 2001).

The positivist philosophy covers those perspectives which have made some or all of the following claims: first, the thesis asserts that reality consists essentially in what is available to the senses; second, philosophy while a separable discipline is parasitic upon the findings of science; third, the natural and social sciences share a common logical and methodological foundation; and fourth, there is a fundamental distinction between fact

and value (Kombo & Tromp, 2011). Positivists believe that reality is stable and can be observed and described from an objective viewpoint (Oso & Onen, 2011)) without interfering with the phenomena being studied. Levin advises that phenomena should be isolated and observations should be repeatable. A study by Keraro (2014), while agreeing with the works of the authors whose work was reviewed in this study observed that principal positivist methods often involve statistical analysis in order to generate findings and to test hypotheses, which is similar to the approach of this study.

### **3.3 Population of the study**

Sekaran (2006) defined a target population as the total collection of elements about which inferences are made and it refers to all possible cases which are of interest for the study. It is the group of people to whom the research results apply. It is the total of all the individuals who have certain characteristics and are of interest to a researcher (Kombo & Tromp, 2011; Kothari, 2011). These authors see a population as a ‘universe’ that consists of a group of individuals, objects or items from which samples are taken for measurement. Oso and Onen (2011) observed that a population is the total collection of elements about which one wants to make inferences on. A study population is the people or individuals that meet the researcher’s operational definition of the target population. The unit of analysis was the devolved county governments in Kenya. Based on this background, the population of this study was all the citizens of Kenya (10,769,381) residing in the targeted eight counties aged 18 years and above. The target population was arrived at the number of people who had identification cards and eligible to participate in the public forums to offer their views on the management of their counties. The list of the target population was sourced from the directory of Commission on Revenue Allocation (2011) and <http://kenyacountyguide.com> website as at 31st July 2016. Therefore, the study stratified the population into strata based on Kenya’s county regions as shown below in Table 3.1

**Table 3.1: Target Population**

<b>County</b>	<b>Population (Annex 3)</b>	<b>Percentage</b>
Kiambu	1,623,282	0.1507
Mombasa	939,370	0.0872
Machakos	1,098,554	0.1020
Nairobi	3,138,369	0.2914
Garissa	626,060	0.0581
Kisumu	968,909	0.0900
Bomet	724,186	0.0672
Kakamega	1,650,651	0.1533
<b>Total</b>	<b>10,769,381</b>	<b>100</b>

Source: KNBS, 2009, Commission on Revenue Allocation (2011) and <http://kenyacountyguide.com>

### **3.4 Sample Size and Sampling Techniques**

#### **3.4.1. Sampling Frame**

According to Keraro (2014) a sampling frame is a list of the target population from which a sample is drawn. It is the source material or device from which a list of all elements within a population (Ngugi, 2012) that is sampled is drawn from and may include individuals, households or institutions. A sampling frame facilitates formation of a sampling unit that refers to one member of a set of entities being studied which is the material source of the random variable (Bailey, 2008; Klaus & Oscar, 2008). This study relied on a sampling frame that was obtained from the Kenya Bureau of Statistics (KBS) on the most recent population census conducted in 2009. The same data was also obtained from the Commission for Revenue Allocation (CRA).

### 3.4.2. Sample and Sampling Techniques

A sample is a subset of the population to be studied. It is a true representative of the entire population to be studied (Hyndma, 2008; Marczyk, DeMatteo & Festinger, 2005). The main advantages of sampling are cost, speed, accuracy and quality of the data (Adèr, Mellenbergh, & Hand, 2008). Sampling on the other hand is the process of selecting a subset of individuals from within a population to yield knowledge about the whole population for the purposes of making predictions based on statistical inference (Black & William, 2004). A good sample should be: truly representative of the population; result in a small sampling error; viable, economical, and systematic, whose results can be applied to a universe with a reasonable level of confidence (Kothari, 2011). This study employed both probabilistic and non-probabilistic sampling techniques. In stage one; stratified sampling was applied to group the forty seven (47) counties into the eight Kenyan regional administrative blocks (strata). Once the counties were grouped into strata, eight (8) counties were conveniently selected (one from each stratum) as presented in Table 3.1.

**Table 3.2: County Sample Size**

<b>Stratum (Region)</b>	<b>Counties per Cluster</b>	<b>Counties Studied</b>	<b>Counties sampled</b>
Central	5	1	Kiambu
Coast	6	1	Mombasa
Eastern	7	1	Machakos
Nairobi	1	1	Nairobi
N. Eastern	4	1	Garissa
Nyanza	6	1	Kisumu
Rift Valley	14	1	Bomet
Western	4	1	Kakamega
<b>Total</b>	<b>47</b>	<b>8</b>	

To determine the exact sample size that was involved in responding to the study, a procedure defined by Mugenda and Mugenda (2003) was employed. The procedure states that, if selecting a sample from a population of more than ten thousand (10,000) objects, then the sample size shall be: Sample Size (n) =

$$n = \frac{N}{1+Ne^2}$$

Where:

n = is the desired sample size when the target population is > 10,000

N = Target population of the study

e = Appropriate significance level, for instance at 95%, the significance level is .05.

Using this procedure, the sample size arrived at was 400, derived as follows;

$$\text{Sample Size (n)} = \frac{N}{1 + (N \cdot (.05)^2)} = \frac{10,769,381}{1 + (10,769,381 \cdot (.05)^2)} = 400$$

The 400 sampling units were distributed to the eight conveniently selected counties using the proportional allocation scheme as computed in Table 3.1.. The weights assigned to each sampled county were informed by the population of each selected county as contained in Annex 5. The respective county samples are presented in the Table 3.2.

**Table 3.3: Sample Distribution by County**

<b>County</b>	<b>Population (Annex 3)</b>	<b>Proportion</b>	<b>No. of Respondents</b>
Kiambu	1,623,282	0.1507	60
Mombasa	939,370	0.0872	35
Machakos	1,098,554	0.1020	41
Nairobi	3,138,369	0.2914	117
Garissa	626,060	0.0581	23
Kisumu	968,909	0.0900	36
Bomet	724,186	0.0672	27
Kakamega	1,650,651	0.1533	61
<b>Total</b>	<b>10,769,381</b>	<b>100</b>	<b>400</b>

### 3.5 Data Collection Instruments

According to Oso and Onen (2011), data is anything given or admitted as a fact on which a research inference is based. Cooper and Schindler (2011) and Mugenda and Mugenda (2012) defined data collection instruments as the tools and procedures used in the measurement of variables in research. The main objective of this study was to establish the role of public participation on performance of devolved governance systems in Kenya. The study relied on questionnaires, supplemented with interview guides in the collection of the primary data. A questionnaire is a collection of questions or statements that assesses attitudes, opinions, beliefs, biographical information or other forms of information (Oso & Onen, 2011; Cooper & Schindler, 2011; Burns & Burns, 2012; McMillan & Schumacher, 2001). According to researchers, questionnaires are preferred for primary data collection because they are less costly, especially when the population is large and widely spread geographically. They ensure anonymity, permit use of standardized questions and ensure uniform procedures. They also ensure that respondents who are not easily approachable are

reached conveniently. Besides, questionnaires can provide time for respondents to think about responses and are easy to administer and score (Mugenda & Mugenda, 2003; Kothari, 2011). Thus, questionnaires were used as important tools for collection of primary data due to their many positive attributes discussed herein. The method was found useful in the interest of time and given the wider spread of the counties that was involved in this study. Likert scale types of questions were designed in the questionnaire and balanced between the quantity and the quality of data collected.

According to Kothari (2011) and Cooper and Schindler (2011), a self administered interview method of collecting data involves asking questions, listening to individuals and recording their responses. The method can be used through personal or telephone interviews (Kothari, 2011). Keraro (2014) argues that the main advantages of the self administered interview method are; more and detailed information can be obtained, the interviewer is able to overcome any form of resistance, the method can be made to yield an almost perfect sample of the general population, there is greater flexibility under this method as the opportunity to restructure questions is always available to the researcher, the researcher can usually control which respondents will answer the questions and personal information can also be obtained easily under this method.

Owing to the many advantages outlined above, this study, as already mentioned used self administered interview guides to supplement the questionnaire instruments in data collection. The interview guide questions were administered to a number of respondents, equivalent to 10% that were required to fill questionnaires from each of the eight counties sampled. Information collected through this method significantly assisted in the drawing of inferences and conclusions relating to the study.

### **3.6 Data Collection Procedure**

Mugenda and Mugenda (2012) define data collection as the precise, systematic gathering of information relevant to the research sub-problems, using methods such as interviews, participant observations, focus group discussion, narratives and case



histories. For purposes of this study, the data collection procedure involved seeking for authorization from JKUAT University to allow the researcher to collect data. A research permit was also obtained from National Commission for Science, Technology and Innovation. In addition, the researcher sought permission from governor's office in the sampled counties in order to be allowed to collect data from county government officials. The primary data was collected through use of questionnaires. The questionnaires were presented to the respondents under a questionnaire-forwarding letter accompanied by an introductory letter from the university. The researcher identified the respondents, introduced herself and requested to drop the questionnaire and collect back answered instruments

### **3.7 Pilot Testing**

The purpose of pilot testing is to establish the accuracy and appropriateness of the research design and instrumentation (Saunders, Lewis & Thornhill, 2007). According to Newing (2011), the importance of field piloting cannot be overemphasized; one will almost find that there are questions that people fail to understand or interpret in different ways, places in the questionnaire where they are not sure where to go next, and questions that turn out simply not to elicit useful information. Cooper and Schindler (2011) concur that the purpose of pilot test is to detect weaknesses in design and implementation and to provide proxy for data collection of a probability sample. Sekaran (2008) reinforced that pilot test is necessary for testing the reliability of instruments and the validity of a study. Other benefits of pilot testing (Punch, 2006; White, 2000) are that it helps in; assessing the feasibility of a study, designing a research protocol and assessing whether it is realistic and workable, establishing whether the sampling frame and technique are effective, identifying logistical problems which might occur with the methodology planned to be used, determining resources needed for the study to be undertaken and assessing the data analysis techniques to uncover potential problems.

### **3.7.1 Validity of Instruments**

According to Bhattacharjee (2012), validity refers to the extent to which a measure adequately represents the underlying construct that is supposed to be measured (a question that measures a variable such as citizen empowerment). Validity can be assessed (Bhattacharjee, 2012) using theoretical or empirical approaches, and should ideally be measured using both approaches. Many other research scholars argue that there are several forms of validity which include; content validity, face validity, criterion-based validity and convergent validity, among others. The two most commonly used forms of validity in social science research are content and face validity (Bhattacharje, 2012).

According to Mugenda and Mugenda (2012), content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain of indicators or content of a particular concept. As stated in both Keraro (2014) and Isoe (2014), face validity is the degree to which an instrument is judged to be relevant in obtaining accurate and meaningful data on the variables of interest. Further, Borg and Gall (1989) explain that content validity is the degree to which the sample test or instrument items represent the content that the instrument is designed for while face validity is the degree to which an instrument appears to measure what it is supposed to measure. To ensure that the research instruments in the study collected the required data (Isoe, 2014; Bhattacharjee, 2012), different measures were taken to ensure both content and face validity. The instruments were discussed with supervisors, colleagues, and other experts in research who checked and interrogated them on content and face validity. Their feedback greatly helped in making necessary adjustments to the instruments used in data collection.

### **3.7.2 Reliability of the Instruments**

Reliability is the degree to which the measure of a construct is consistent or dependable (Bhattacharjee, 2012). These researchers and many others argue that reliability simply implies consistency but not accuracy, so reliability of the instruments is measured to determine internal consistency to yield the expected results. Sekaran (2008) says that reliability is the extent to which a measuring instrument has variable errors that may be noted from one observation to another during any given measurement using same instruments. In this study, Cronbach's alpha type of reliability co-efficient was used in assessing the degree of instrument reliability. As observed by Bramble & Mason (2017), instruments with a reliability index of 0.5 and above can be used to collect data. According to Berthoud (2000), a reliability index of 0.7 or 70% is satisfactory for any research instrument. Cronbach's alpha was used on the standardized items. This is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Cronbach's alpha is computed in terms of inter-correlation among the items measuring the concept. The closer Cronbach's alpha is to 1, the higher the internal consistency reliability (Sekaran, 2010). If the Cronbach's alpha is above .70 the instrument is reliable. Further the Pearson correlation coefficient ( $r$ ) was used to present the results of this study (contained in Chapter 4).

The pilot testing exercise should be conducted in a manner that reflects the actual study. Observations made during the pilot testing exercise help to significantly improve the research design used, instrumentation and data analysis approaches and techniques. According to Connelly (2008), a pilot study sample for any social science research should be 10% of the sample projected for the larger parent study. However, Hertzog (2008) cautions that this is not a simple or straight forward issue to resolve because social science types of studies are influenced by many factors. Nevertheless, to Connelly (2008), suggested 10% of the project sample size. This study, therefore, used 10% (or 40 respondents) of the sample size determined for pilot testing. The respondents that took part in the pilot test were not included in the final data collection process. The responses

from the pilot test that was conducted were used to test reliability. As stated in Guyo (2012), Cronbach's Coefficient Alpha was then computed using statistical packages for social sciences (SPSS) to determine how items correlated amongst themselves. Alpha values above 0.7 were considered adequate for the study progression.

### **3.8 Data Analysis and Presentation**

According to Kombo and Tromp (2011), data organization in research is about the orderliness in data; that is putting data into some systematic format. Data analysis refers to examining the data that has been collected and making deductions and inferences (Oso & Onen, 2011; Cooper & Schindler, 2011; Kothari, 2011; Kombo & Tromp, 2011). Data analysis involves uncovering underlying structures, extracting important variables, detecting any anomalies and testing any underlying assumptions. It involves scrutinizing the acquired information and making inferences.

The study collected and analyzed primary data which was keyed into an excel table, before the same subjected to meaningful analysis through SPSS. The process involved the identification and correcting of errors in the data (data cleaning), coding the data and storing it in excel form. Data was coded and analyzed simultaneously using content analysis method.

To operationalize the research variables, the study first determined the indicators/parameters of each independent variable and then employed ordinal/Likert scale to measure the independent variables. Based on theories and models in the literature review, the scale comprised an ordinal scale of 1-5 (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree) The study used 5 point Likert scale. According to Kothari (2004) Likert scales are good because they show the strength of the persons feelings to whatever is in the questions, they are easy to analyze, they are easy for collection of data, are more expansive and they are quicker to use.

Normality test was carried out to check for the normality of the distribution (Cooper & Schindler, 2011) where the normal Q-Q plot was used and the Classical Linear Regression Modelling. Factor analysis for the variables was carried out to ensure the items help in to measure the intended constructs. Reliability test was performed on each variable to determine the degree of consistency in scores due to random errors. Quantitative techniques like Cronbach's coefficient Alpha was used to test the validity and reliability of data. The study used Durbin-Watson test to test whether the residuals from the multiple linear regression models are independent. The identification of multicollinearity in a model is important and was tested by examining the tolerance and the variance inflation factor (VIF) diagnostic factors. The variance inflation factor (VIF) was used to measures the multicollinearity among the variables in a regression model.

The study also conducted inferential statistics through correlation analysis. Correlation is a statistical tool with the help of which relationships between two or more variables is determined (Saunders et al., 2009). Pearson correlation coefficient was used for testing associations between the independent and the dependent variables. Correlation usually refers to the degree to which a linear predictive relationship exists between random variables, as measured by a correlation coefficient (Cooper & Schindler, 2011).

The study also adopted a regression analysis to further determine the strength of the relationship between the independent and dependent variables, as well as determine the combined effect of all the independent variables on the dependent variable (Cooper & Schindler, 2011). Regression analysis was used to infer causal relationship between the independent and the dependent variable. The  $R^2$  was used to measure the goodness of fit of the model being assessed. F –test was carried out to evaluate the significance of the model and to define the relationship between the dependent variable and independent variables at 0.05 level of significance. Linear regression models were used to test the linear relationships between individual predictor variables and the dependent variable. Linear regression is a statistical procedure for predicting the value of a dependent variable from an independent variable when the relationship between the variables can

be described with a linear model. In statistics, linear regression is a method of estimating the conditional expected value of one variable  $y$  given the values of some other variable or variables  $x$ . Based on this background, the following linear regression models have been used in Chapter 4 to test the linear relationships between individual predictor variables and the dependent variable, performance of devolved governance systems.

$$Y_i = \beta_0 + \beta_1 X_1 + \mu \dots \dots \dots \text{Equation 1}$$

$$Y_i = \beta_0 + \beta_2 X_2 + \mu \dots \dots \dots \text{Equation 2}$$

$$Y_i = \beta_0 + \beta_3 X_3 + \mu \dots \dots \dots \text{Equation 3}$$

$$Y_i = \beta_0 + \beta_4 X_4 + \mu \dots \dots \dots \text{Equation 4}$$

$$Y_i = \beta_0 + \beta_5 X_5 + \mu \dots \dots \dots \text{Equation 5}$$

The study also relied on a combined multiple linear regression model to test the significance of the influence of the combined independent variables on the dependent variable. The multiple linear regression model used in this study is laid out below.

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \mu \dots \dots \dots \text{Equation 6}$$

Where, in all the equations above,

$Y_i$  = Performance of Devolved Governance Systems in Kenya  
(dependent variable)

$\beta_0$  = Constant

$\beta_1 \dots \beta_4$  = Coefficients of independent variables

$X_1$  = Citizen Empowerment

$X_2$  = Policy and Decision Making

$X_3$  = Service Delivery

$X_4$  = Conflict Management

$X_5$  = Feedback Mechanisms

$\mu$  = Error term

To evaluate the reliability of the estimated multiple linear relationship, the researcher made use of coefficient of determination to establish the goodness of fit of the estimated model. (Oso & Onen, 2011). Secondly, the researcher carried out analysis of variance (ANOVA) to determine the contribution of each of the explanatory variable to the change in the dependent variable. (Kothari, 2011). The relevance of application of this model to this study was tested by using the p-value for the F statistics, whereby if the p-value was less than 0.05, then it was concluded that the model is significant and has good predictors of the dependent variable and the results are not based on chance. However, if the p-value was greater than 0.05, then the model was considered not to be significant and could not be used to explain the variations in the dependent variable. Analysis of Variance (ANOVA) was also used to test the goodness of fit of the regression models and finally to test the hypothesis of the multiple regression models.

In addition researcher did thematic analysis an analytic technique used with qualitative data to analyze the qualitative data which is one of the types of data that that was collected. They define thematic analysis as: —a method for identifying, analyzing and reporting patterns within data. It entails perusing through the collected data and identifying information that is relevant to the research questions and objectives. It also involves coding of data, highlighting key quotations or insights and interpretations, placing together all materials relevant to a certain topic and finally developing a summary report identifying major themes and the associations between them (Kombo &

Tromp, 2011). The data was represented using tables using tables, bar graphs, and pie

Hypothesis Statement	Hypothesis Test	Decision Rule
<p>charts. Frequency distribution tables were used to summarize categorical or numerical data. A frequency table is a table showing how often each value of the variable occurs in a data set. Frequencies and percentages were also be used to present the data. Frequency distribution tables are the devices that are used to present the data in a simple form. The tables were numbered and titles given.</p>		

### 3.8.1 Hypotheses Testing

Multiple regression analysis in the form of equation was applied to test whether or not the alternative hypotheses stipulated in the study were true. Cooper and Schindler (2011) advocates that multiple regression helps to decide whether the individual hypothesis is statistically supported or not. F-test and Student's t-test was used to test the significance of the dependent variable Y on the influence of the independent variables  $X_1$ -  $X_5$  at 5% level of significance. For the hypothesis to be accepted or rejected, comparison was made between the critical t-values and the calculated t-values. If the calculated t-value was greater than critical t-value, then the alternative hypothesis was accepted. Also if the calculated F-value was greater than critical F-value and p-value less than .05, then the alternative hypothesis was accepted. The study performed individual tests of all independent variables to determine which regression coefficient may be zero and which one may not. The conclusion was based on p value where if the alternative hypothesis of the beta was rejected then the overall model was insignificant and if alternative hypothesis was not rejected the overall model was significant. In other words if the p-value was less than 0.05 then the researcher concluded that the overall model was significant and had good predictors of the dependent variable and that the results are not based on chance. If the p-value was greater than 0.05 then the model was not significant and could not be used to explain the variations in the dependent variable. The decision rule is summarized in Table 3.4



H <sub>a1</sub> : Citizen empowerment significantly influences performance of devolved governance systems in Kenya.	Karl-Pearson's coefficient of correlation -F-test (ANOVA) -T-test Ha <sub>1</sub> : $\beta_1 = 0$	Reject H <sub>a1</sub> if P-value >.05 otherwise fail to reject H <sub>a1</sub> if P-value ≤05
H <sub>a2</sub> : Policy and decision making mechanisms significantly influence performance of devolved governance systems in Kenya.	Karl-Pearson's coefficient of correlation -F-test (ANOVA) -T-test Ha <sub>2</sub> : $\beta_2 = 0$	Reject H <sub>a2</sub> if P-value >.05 otherwise fail to reject H <sub>a2</sub> if P-value ≤05
H <sub>a3</sub> : Decentralised service delivery significantly influence performance of devolved governance systems in Kenya.	Karl-Pearson's coefficient of correlation -F-test (ANOVA) -T-test Ha <sub>3</sub> : $\beta_3 = 0$	Reject H <sub>a3</sub> if P-value >.05 otherwise fail to reject H <sub>a3</sub> if P-value ≤05
H <sub>04</sub> : Conflict management significantly influence performance of devolved governance systems in Kenya.	Karl-Pearson's coefficient of correlation -F-test (ANOVA) -T-test Ha <sub>4</sub> : $\beta_4 = 0$	Reject H <sub>a4</sub> if P-value >.05 otherwise fail to reject H <sub>a4</sub> if P-value ≤05
H <sub>05</sub> : Feedback mechanisms significantly influence performance of devolved governance systems in Kenya	Karl-Pearson's coefficient of correlation -F-test (ANOVA) -T-test Ha <sub>5</sub> : $\beta_5 = 0$	Reject H <sub>a5</sub> if P-value >.05 otherwise fail to reject H <sub>a5</sub> if P-value ≤05

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

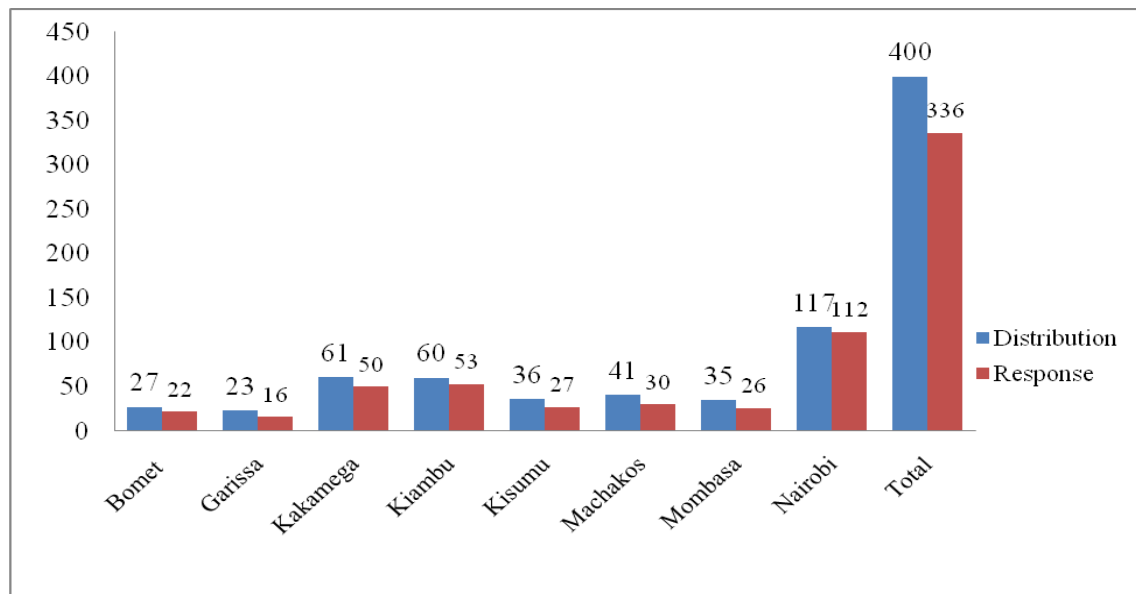
The main objective of the study was to determine the role of public participation on performance of devolved governance systems in Kenya. This chapter presents findings on the following five research areas: citizen empowerment; policy and decision making; service delivery; conflict management and feedback mechanisms and their role in the performance of devolved governance systems in Kenya. The research findings are corroborated with the empirical and theoretical literature reviewed in chapter two. At the end of each study area, the findings are briefly discussed and inferences drawn. Summary descriptive statistics, regression and correlation analysis and analysis of variance (ANOVA) are presented for each study variable together with the fitting of a model.

#### **4.2 Response Rate**

The researcher distributed 400 questionnaires out of which 336 were duly filled and returned, making a response rate of 84.0%. Nachmias and Nachmias (2004) advised that survey researches face a challenge of low response rate that rarely goes above 50%. They further argued that a response rate of 50% and above is satisfactory and represents a good basis for data analysis. According to Mugenda and Mugenda (2003) a 50% response rate is adequate, 60% is good and above 70% is very good. This argument concurs with Kothari (2011) who asserted that a response rate of 50% is adequate, while a response rate greater than 70% is very good. Using the arguments of these authors, the response rate achieved by this study of 84% was very good and therefore allowed the study to proceed with data analysis. Table 4.1 presents the response rate results.

**Table 4.1: Response Rate**

Details	Response
Questionnaires distributed	400
Questionnaires correctly filled and returned	336
<b>Response Rate</b>	<b>84%</b>



**Figure 4.1: Distribution and Response of Questionnaire per County**

From Figure 4.1, a majority of the responses were received from Nairobi County, contributing 95% (112 respondents) of the total responses. The percentage distribution of the responses from each of the eight counties involved in the study together with the number of respondents is presented in Table 4.2.

**Table 4.2: Distribution of Responses**

<b>County</b>	<b>Distribution</b>	<b>Response</b>	<b>% of Responses</b>
Bomet	27	22	82
Garissa	23	16	70
Kakamega	61	50	83
Kiambu	60	53	88
Kisumu	36	27	75
Machakos	41	30	75
Mombasa	35	26	74
Nairobi	117	112	95
<b>Total</b>	<b>400</b>	<b>336</b>	<b>84</b>

### **4.3 Results of Pilot Study**

As already mentioned in chapter 3, the study used 10% (or 40 respondents) of the sample size determined for pilot testing. The respondents that took part in the pilot test were not involved during the final data collection process. Cronbach's alpha coefficients were used to check on reliability among multiple measures and the internal consistency of the variables of the study. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. As stated in Guyo (2012), Cronbach's Alpha Coefficient was then computed using statistical packages for social sciences (SPSS) to determine how items correlated amongst themselves. Alpha values above 0.7 were considered adequate for the study progression. Where the reliability was below 0.7, questions relating to the variable were revised as presented in Annex III.

To check for the validity of the instrument, the study used factor loadings of 0.4 and above for the specific variable items. Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower

number of unobserved variables called factors (Kothari, 2011; Cooper & Schindler, 2011). Keraro (2014) argued that while it is generally agreed that loadings from factor analysis of 0.7 and above are preferable for analysis, researchers generally use 0.4 as a realistic measure given that 0.7 can be high for real life data to meet this threshold. Any factor loadings that were below 0.4 led to the item being dropped from the instruments or revised after which the study measures were found to be highly reliable in that they all had alpha coefficient greater than the minimum accepted Cronbach's alpha coefficient 0.7 as shown in Table 4.3.

**Table 4.3: Reliability Test**

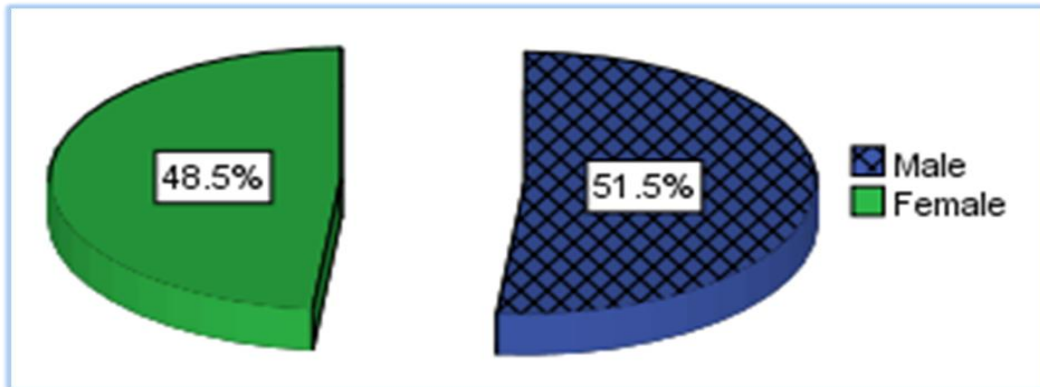
<b>Research Area</b>	<b>Type of Variable</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Performance of Devolved Governance Systems	Dependent	.70	3
Citizen Empowerment and Performance	Independent	.759	6
Policy and Decision Making and Performance	Independent	.757	4
Service Delivery and Performance	Independent	.751	4
Conflict Management and Performance	Independent	.745	3
Feedback Mechanisms and Performance	Independent	.737	3

#### **4.4 Respondents Background Information**

##### **4.4.1 Gender of the Respondents**

The study sought to find out the gender of the respondents. The results shown in Figure 4.2 indicate that, a majority (51.5%) were male while 48.5% were female respondents.

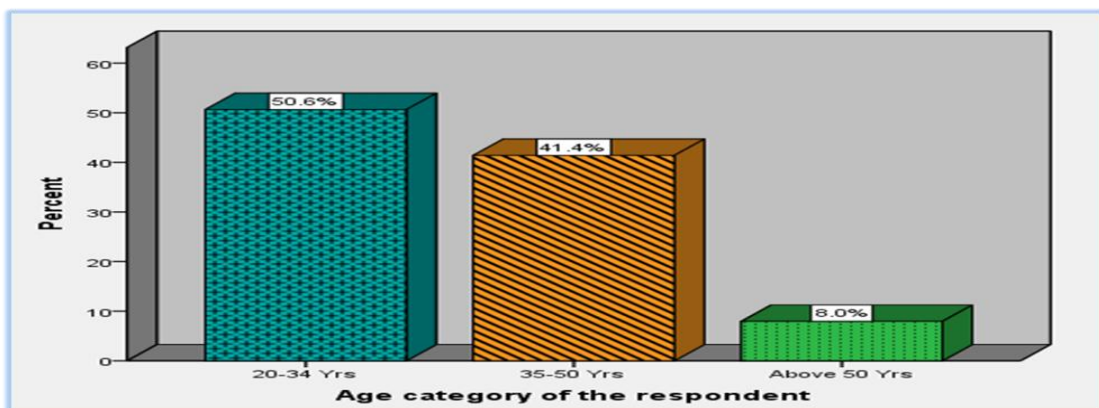
This was a fair distribution which depicts a fair balance of gender, accommodating the opinions and views from both sides of the gender divide.



**Figure 4.2: Gender of the Respondents**

#### 4.4.2 Age Category of the Respondents

The research sought to find out the age category of the respondents. The study findings are presented in Figure 4.3. From the figure, a majority 50.6% of the respondents were aged between 20 and 34 years, 41.4% of the respondents were aged between 35 and 50 years while 8.0% were above 50 years old.



**Figure 4.3: Age Category of the Respondents**

## **4.5 Descriptive Analysis of Variables**

This section presents descriptive analysis based on the findings and results obtained from the study. Descriptive statistics is important because it enables us to present data in a meaningful way, and therefore allows for a simpler interpretation of the data in any form of research (Cooper and Schindler, 2011; Sekaran, 2008; and Kothari, 2011). The study used percentages to present the study findings used in examining the role of public participation on performance of devolved governance systems in Kenya. Results from questions asked during data collection have been collaborated with the literature reviewed in chapter two.

### **4.5.1 Performance of Devolved Governance Systems**

Public participation is an appealing model that promotes the ideals of shared governance of institutions. According to the World Bank (2015), public participation, transparency, and accountability in decision –making processes are key to the public service delivery and efficiency. Kenya’s 2010 constitution and legal frameworks on devolution place strong emphasis on public participation, transparency and accountability as means of improving the efficiency, equity, and inclusiveness of government and service delivery. An analysis of the descriptive statistics on the dependent variable (Performance of devolved governance systems) was carried out. Findings from the study were expressed as percentages and are summarized in Table 4.4. The study enquired to establish whether as a result of effective participation, counties had witnessed improved performance and growth in all sectors.

A majority of 34.8% were neutral on this question, 26.8% of the respondents agreed, 8.6% strongly agreed while 5.7% and 24.1% of the respondents strongly disagreed or disagreed. On the statement on whether the problem of unemployment and social ills in counties had reduced due to improved performance of counties influenced by public participation in all governance systems and processes, 33.9% of the respondents

disagreed, 11.9% strongly disagreed, 28.6% were neutral, 19.9% agreed only 5.7% strongly agreed. On the statement that ‘people's livelihoods in counties had improved due to the good performance of counties influenced by public participation in all governances systems and processes, a majority of 31.5% of the respondents disagreed, 8.0% strongly disagreed, 28.0% were neutral, 23.2% agreed while a paltry 9.2% strongly agreed.

In addition to the results obtained from the likert scale questions asked during data collection, the study asked a number of open ended questions whose responses helped clarify some of the key issues in this study area. Respondents were asked whether citizens in their counties felt that their contributions were always considered in making county decisions and a majority (80%) responded by saying that they did not know while there were equal responses in the both the affirmative and the negative. The small number that responded in the affirmative were asked to justify their responses and they said that they had noted positive county approval ratings by residents in the areas of general infrastructural development, including street lighting, garbage collection, budgeting processes, among others. Those who responded by saying that they did not know as well as those who said no were further asked to suggest ways in which citizens’ contributions could be considered in county decision making process and their answers were as many as they were varied.

Among the key responses to this question were that; proper sensitization should be done by county managers on what is happening and any intended development so that contributions can be made by citizens; the county management and decision makers should ensure that wananchi participate in decision making through regular barazas; the county leaders should randomly seek for citizens’ views and take proper statistics which should be used in decision making; consider citizens’ contributions and compare them with those of experts for best ideas on the best option and give feedback; involve opinion leaders, church leaders, the youth and persons with disabilities asking them for their opinions because they are the consumers of the services; hold public barazas at all



levels of government as they sought their views; need to talk to development partners like NGOs, FBOs, CBOs and other groups; once citizens' views have been collected, they should be sent back in draft form for endorsement through a robust county assembly; there should be meaningful involvement of citizens in decision making right from planning through to implementation; use print, electronic and social media to seek for citizen's feedback; consider citizen views in resource allocation; involve citizens in monitoring and evaluation; and develop effective communication strategy.

**Table 4.4: Performance of Devolved Governance Systems**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
As a result of effective public participation, my county has witnessed improved performance and growth in all sectors	5.7%	24.1%	34.8%	26.8%	8.6%
The problem of unemployment and social ills in my county have reduced due to the improved performance of my county influenced by public participation in all governances systems and processes	11.9%	33.9%	28.6%	19.9%	5.7%
People's livelihoods in my county have improved due to the good performance of my county influenced by public participation in all governances systems and processes	8.0%	31.5%	28.0%	23.2%	9.2%

The other indicators used to measure performance which were on a continuous scale were counties increased investments, reduced unemployment, increased savings by counties, improved infrastructure in the last one year (2016). Due to their measures, they were analysed with the mode the measures of central tendency. The results were presented in Table 4.4. The first indicator for the dependent variable required to know what the performance of devolved governance systems in terms of increase of investments was, 15% of the respondents had less than 1% 35% had 1%-10%, 25% stated 11%-30% , 15% indicated 31%-40% , 15% indicated over 40% The mode was found to be 2 which imply that on average the increase of investments in counties is between 1% to 10%.The next indicator required the respondents to state level of performance of devolved governance systems in terms of reduction of unemployment, 25% of the respondents had indicated less than 1% , 45% had 1%- 10%, 10% stated 11% - 30% , 0% indicated 31%-40% and 20% indicated over 40% The mode was found to be 2 which imply that on average performance of devolved governance systems in terms of reduction of unemployment is between 1%-10%.

When the respondents were asked what the level of performance of devolved governance systems in terms of increase in savings was, 25% of the respondents stated less than 1%, 55% of the respondents stated had between 1%-10%, 20% stated 11%-30% , 0% indicated 31%-40% , 0% posited over 40% The mode was found to be 2 which imply that on average the level of performance of devolved governance systems in terms of increase in savings was between 1%-10%. Finally, when the respondents were asked what the level of performance of devolved governance systems in terms of improvement of infrastructure added was, 30% of the respondents posited less than 1%, 55% indicated between 1%-10%, 15% stated 11%-30%, 0% indicated 31%-40%, 0% of the respondents indicated over 40% The mode was found to be 2 which imply that on average the level of performance of devolved governance systems in terms of improvement of infrastructure added was between 1%-10%. This implies that performance of the devolved government systems in Kenya was poor in terms of reduction of unemployment, increase of savings, and improved infrastructure. This is

attributed to the low public participation to enhance public service delivery and efficiency (WB, 2015). Public participation is limited in the devolved governments and therefore, the legislation of laws on citizen participation has realized their full potential because the citizens do not fully understand their rights or embrace the opportunity (Tulla, 2014). The study findings corroborates with findings by Devas and Grant (2003) who established that there was a major shift in expenditure priorities in county governments in Kenya as result of citizen involvement in decision making.

To a reasonable extent, the results from this study contradict the literature by the WB (2015) that public participation, transparency, and accountability in decision-making processes are critical to public service delivery and efficiency (WB, 2015). The results further challenge views held by a number of other researchers such as Jones, et al., (2014) who argued that citizen engagement is critical in transforming public sector performance and service delivery, and thus suggested the need to put emphasis on the ‘notions of citizen, community and neighbourhood’ for effective service delivery. Sirkar and Cosic (2007) whose extensive literature was reviewed argued that effective people’s participation could ensure accountability, transparency, and legitimacy, that is, good governance during the implementation of any development programmes that have an effect on local people. Khwaja (2004) and Santiso (2001) argued that establishing good governance in devolved systems, such as the engagement of the public is a pre-requisite for enhanced performance and therefore fast development, arguments that does not seem to be supported by these results.

Critical examination of the results obtained from this study area led to a conclusion that a majority of the responses fell between neutral and strongly disagreed. This conclusion is confirmed by the responses to the open ended questions asked by the researcher to clarify issues. One obvious inference that could be drawn from these results is that it is perhaps too early in the newly devolved governance continuum to have made any significant realizations of the real benefits of public participation as envisaged in the Kenyan constitution. Some of the envisioned constitutional benefits include; the

strengthening of democracy and governance; enabling the public to exercise their constitutional rights, decision making process becoming more representative, the provision of a platform for the public to present their concerns and engage with government; improved transparency and accountability of the social, political, cultural, economic, and environmental impacts of policies and helping to ensure that governments are accountable for their actions and responsive to public interests.

**Table 4.8: Indicators of Devolved Governance Systems**

	<1%	1%- 10%	11%- 30%	31%- 40%	Above 40%	Mode
Increase of Investments	15%	35%	20%	15%	15%	2
Reduction of unemployment	25%	45%	10%	0%	15%	2
Increase in savings	25%	15%	20%	10%	10%	2
Improved infrastructure	30%	55%	15%	5%	0%	2

#### **4.5.2 Citizen Empowerment and Performance**

Effective citizen participation in planning and administrative processes of government (Hughes, 2011) depends on availability of information. For effective engagement of the public in governance matters, the public require multiple empowerment styles, patterns and levels of engagement in order to promote a broad base of citizen participation that underpin regeneration partnerships for improved performance of devolved governance systems. Descriptive statistics for citizen empowerment and its role in the performance of devolved governance systems in Kenya are presented in Table 4.5.

From the findings, a majority of over 35.7% of the respondents agreed that civic education is a tool used by their counties to create awareness and empower citizens, 28.0% agreed that citizens in their counties could access all county information without any form of hindrances, 35.7% agreed that citizens in their county can communicate freely on matters relating to the management and use of county resources, 28.6% disagreed that their county had established an effective communication system between officials and the citizens, 35.1% agreed that citizens and county officers in their county had clear roles and responsibilities of citizens, and 33.6% of the respondents agreed that citizens play an important oversight role in their county.

**Table 4.5: Citizen Empowerment and Performance**

<b>Item</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Civic education is a tool used by my county to create awareness and empower citizens	7.7%	16.4%	18.8%	35.7%	21.4%
Citizens can access all county information without any form of hindrances	9.8%	24.7%	27.7%	28.0%	9.8%
Citizens can communicate freely on matters on management and use of county resources	6.3%	23.8%	22.6%	35.7%	11.6%
My county has effective communication system between officials and the citizens	10.1%	28.6%	28.0%	26.2%	7.1%
Citizens and county officers have clear roles and responsibilities of citizens	7.1%	21.1%	25.9%	35.1%	10.7%
Citizens play an important oversight role in my county	10.1%	16.4%	18.8%	33.6%	21.1%

The research asked additional qualitative questions in this study area whose responses helped enhance the understanding of responses to the likert scale questions. First respondents were asked to define in their own words the terms ‘citizen empowerment’.

Most of the responses to this question had a common message clearly indicating that the respondents understood the meaning of the terms. Some of the responses included; giving citizens an opportunity to equip themselves with knowledge and skills which will be beneficial to them; the ability of citizens to actively participate in decision making and take charge or leadership of managing development issues in their counties; enlightening citizens on their rights and equipping citizens with knowledge and power on how to articulate issues relating to their counties or how they are governed. Other responses also included; being able to access relevant information and participating in the decision making process which leads to economic improvement as information is power; building of capacity of ordinary citizens to participate in decision making on public policy issues; and giving powers to citizens in development matters. A platform on which people can participate willingly and express their voice on governance matters, resource allocation and having an avenue for redress; legitimizing people's participation in matters of law so that they are able to participate in expressing views and giving input into what affects them and others in their counties, were also given as responses defining citizen empowerment.

A majority of the respondents agreed to the question on whether there were established mechanisms for citizen empowerment in their counties and they said that these mechanism involved: public barazas; civic education, youth and women empowerment forums; human rights advocacy, workshops, seminars, research forums; engagement during budgeting processes; participation during policy making; religious organizations networks; Jihusishe platforms; Uwezo fund; use of brochures, posters and fliers; affirmative action forums; NYS programmes; Constituency Development Fund (CDF) avenues; through Radio, TV and other media forums; office of the ombudsman; educational seminars for youths and people living with disabilities (PwDs); and information centres at ward levels and employment bureaus. Respondents were also asked to suggest additional mechanisms for empowering citizens in their counties and their responses included; ensuring that county leadership meets and talks to the youth and women; holding forums to sensitise all county stakeholders in county development

matters; county governments should establish a citizen empowerment framework with a policy guideline and skilled staff and establish structured public participation forums. Other responses were: to ensure that empowerment mechanisms are structured and clear to all citizens; use of local administration to champion the empowerment process; creation of job opportunities for the citizens in order to empower them economically; encouraging citizens to form groups and supporting them in coming up with economic projects and credit sourcing; ensuring fair taxation and provision of an enabling environment to conduct business.

The results obtained in this area of investigation concur with the findings by Fox (2014), Muriu (2014) and O'Meally (2015) which suggested that strengthening public participation requires building government systems and capacity, as well as the capacity of citizens and CSOs. The authors further argue that an enabling environment must be created that actively encourages the voice and representation of people who would normally be excluded because of gender, age, ethnic or class bias. The high response rate of 28.6% from respondents disagreeing with the question that their counties had effective communication systems between officials and citizens affirmed the views obtained during literature review on the works of Okello, Oenga and Chege (2008) that the key huddles faced by the citizen in engaging in meaningful participation and effective development of counties is linked to the citizens' need for not only on awareness of their roles and responsibilities but knowledge and skills on how to execute the responsibilities. These authors argued that capacity building consists of developing knowledge, skills and operational capacity so that individuals and groups may achieve their purposes.

As noted in the literature reviewed, empowerment is promoted in systems or institutions that provide their members with access to information, resources, support, and the opportunity to learn and develop. Based on the results obtained in this area of investigation, it is clear that citizens understand the critical importance of developing citizen empowerment strategies for effective performance of devolved governance

systems in Kenya. The high response rate of over 38.8% that citizens can communicate freely on management matters and use of county resources is indeed an important development that will empower them for meaningful contribution to the development of their counties. The rich knowledge by citizens on the effective empowerment approaches and strategies provide an opportunity for the devolved governance systems to capitalize on in order to spur enhanced county performance. There is also notable good progress (over 54.7%) in terms of citizens playing an important oversight role in their county development as well the over 45.8% agreement that roles and responsibilities among citizens and county officers are clear in the counties studied.

#### **4.5.3 Policy and Decision Making and Performance**

The Kenyan Constitution of 2010 lays the basis for devolved governance systems' development and policy formulation on public participation. A study by Holder and Zakharchenko (2002) concluded that if citizens are involved in policy development, they will be able to make government officials more accountable for their decisions. The research generated descriptive statistics presented in Table 4.6 on policy and decision making and its role on the performance of devolved governance systems in Kenya.



**Table 4.6: Policy and Decision Making and Performance**

<b>Item</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
My county has clear legislation, policies, procedures and implementation mechanisms on citizen participation	7.4%	25.3%	31.8%	27.7%	7.7%
The various governance structures in my county follow legislations and involve citizens in governance matters	8.3%	25.9%	28.6%	30.4%	6.8%
Decisions reached through public participation and consensus forums are always implemented by my county	12.2%	25.9%	34.5%	19.3%	8.0%
My county has adequate engagement forums for inclusivity, equality and effective participation in management matters	8.0%	28.9%	30.1%	22.6%	10.4%

From these findings, a majority (31.8%) of the respondents remained neutral on the statement on whether their county had developed clear legislation, policies, procedures and implementation mechanisms on citizen participation, 30.4% agreed that the various governance structures in their county strictly followed national legislations and involved citizens in governance matters, 34.5% remained neutral that decisions reached through public participation and consensus forums were always implemented by their county, and 30.1% also remained neutral on the statement that their county had developed adequate engagement forums to ensure inclusivity, equality and effective citizen participation in county management matters.

Like in the case of citizen empowerment research area, the researcher asked additional qualitative questions in this study area whose responses helped enhance the understanding of the results from the likert scale questions. Respondents were asked whether the leadership of their counties involved citizens in policy and decision making processes and most of the answers were 'I don't know' which is a neutral position. Those that responded in the affirmative said that their counties; used the youth and women forums to discuss policy matters; provide participative forums and used questionnaires on particular policy issues; use of community policing and public barazas; some members of parliament usually hold meetings with the members of county assembly (MCA) business stakeholders, youths and women leaders to discuss matters that border on policy; in some occasions, citizens are involved during the development or reviewing of the development plan for the county where public views are invited; in other extent, counties involve citizens just to fulfil the constitutional requirements such as during the budget making process; there are also several stakeholder forums in communities which seek to collect the views of citizens on various issues; a number of communities have representations from various segments in the community that comment on and bring the views of the respective segments to the committee in the deliberations of policy issues; through memos on submission of bills to parliament; through holding public forums or encouraging citizens to send petitions through gazette notices and through publication of county information on the county websites.

Respondents suggested ways to ensure that views from the citizens on policies to be implemented are obtained on time and the responses included; get back to the grassroots for suggestions during decision making; set up consensus forums across the divide; hold public meetings (barazas) to deliver certain policies and give the citizens room to air their views before any decision is made; develop clear structures of involvement starting from the lowest grass root level; identify clear channel of communication; create enough awareness and give time for people to prepare to participate effectively in policy

development and decision making matters; be informed that public participation is critical since policies and decisions made affects them in the end; use of local networks and the Nyumba kumi initiatives to engage the public; establish a questionnaire to collect public views towards decision making process.

The findings from this study area clearly indicate that a majority of the respondents were neutral in their responses with respect to most of the questions posed with the exception of the 30.4% agreed response on the question on whether the various governance structures in their county followed legislations and involved citizens in governance matters. These findings neither contradict nor support the arguments by Dalehite (2008) who argued that there are numerous benefits of involving citizens in policy-making, including the improvement of the quality of services. Similarly, the results neither support nor contradict the empirical findings from a study by Holder and Zakharchenko (2002) who suggested that public participation increases transparency in the decision- making process. These authors argued that if citizens are involved in the policy development, they will be able to make government officials more accountable for their decisions. They, thus, recommended that individual citizens must be involved in the decision making processes because their input can help create useful solutions to service delivery problems and thus enhance overall government performance.

Similar to the results on citizen empowerment, one can conclude that involvement of citizens in policy and decision making is still at infancy stages in most of the counties. This is clearly demonstrated by the over 31.8% of the respondents that seemed unaware of whether their counties had clear legislation, policies, procedures and implementation mechanisms on citizen participation, the over 34.5% of the respondents who were not sure whether decisions reached through public participation and consensus forums were always implemented by their counties as well as the 30.1% of the respondents that were non-committal on whether their counties had adequate engagement forums for inclusivity, equality and effective participation in county management matters.

#### **4.5.4 Service Delivery and Performance**

Significant quality service improvements can be derived from citizen's involvement through the use of citizen surveys (Dalehite, 2008). The WB (2015) has documented reports and results that provide examples where citizen participation had contributed to improvement of local service delivery. The World Bank, however, advised that unless great care is taken, devolution carries major risks for disruptions in service delivery, mismatches between responsibilities of counties and their capacity, leakages of public resources, and continued regional inequality.

The study sought to ascertain the role of service delivery on performance of the devolved governance systems in Kenya. The findings are presented in Table 4.7. From the table, a majority (28.6%) of the respondents disagreed that citizens in their county were adequately consulted and involved in government budgeting and financial management processes, 38.7% disagreed with the statement that there existed effective accountability mechanisms in ensuring efficient service delivery to the citizens in their counties, 30.7% disagreed that effective laws have been enacted to address cases of misappropriation, plunder of public resources in their county, while 30.1% also disagreed that citizens in their county were adequately consulted and involved in all long term investment projects in county to ensure proper use of resources.

**Table 4.7: Service Delivery and Performance**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Citizens in my county are adequately consulted and involved in government budgeting and financial Management processes	16.1%	28.6%	25.6%	21.7%	8.0%
There exists effective accountability mechanisms in ensuring efficient service delivery to the citizens in my county	9.5%	38.7%	25.6%	22.3%	3.9%
Effective laws have been enacted to address cases of misappropriation plunder of public resources in m county	12.2%	30.7%	25.0%	22.3%	9.8%
Citizens in my county are adequately consulted and involved in all long term investment projects in county to ensure proper use of resources	19.6%	30.1%	23.5%	19.6%	7.1%

The research asked qualitative questions in this study area and the responses helped enhance the understanding of the results from the likert scale questions. Asked about their understanding of the terms ‘service delivery’, the respondents gave a wide range of answers including; it is a process by which a community member can easily access services like education, finances, health care among others; it is the provision of the required services by the public in a timely manner, promptly and appropriately to the satisfaction of the public; it has to do with customer care offering quality services to customers and on time when needed; it is the act of reaching out to the citizens in terms of services that are supposed to be given by the government; this is the type of governance where the citizenry get good value for the taxes they pay to the government; it is the provision of services to members of the public; it means serving clients

according to their expectations in terms of assistance required; it also means the performance of organization's duties satisfactorily in fulfilling their mandate to serve the people; offering to the citizens their rightful services that they are entitled to from the county government; and it is where government agencies commit to address the challenges facing citizens by providing a fair response. Asked whether they were satisfied with the delivery of services by their counties, an overwhelming majority responded in the negative.

Asked to suggest possible ways to improve service delivery in their counties, the responses were varied and these included suggestions to; improve infrastructure; reduce competition among state agencies and counties and concentrate on delivering service that is targeted to the citizens; service charters set or provided by different institutions should be strictly followed within the set timelines; the officers handling service provision should be equipped with the necessary tools and resources to enhance service delivery; proper remuneration and tools should be provided to the officers/workers involved in service delivery; counties should ensure provision of clean water and proper sanitation facilities; use technology to deliver quality services; educate the public on waste management which will help in the cleanliness of the county and employ *Nyumba kumi* initiative to deliver services closer to the people.

Other responses were that counties should; reduce red tape/bureaucracy; provide avenues for complaints and feedback; all employees in county governments should be committed in their duties with the aid of facilitation from the government; ensure effective public participation in order to improve poor conditions; public tenders should be awarded in transparent manner; corruption and corrupt officials should be punished as this compromises work; prompt payment to suppliers of goods and services and contactors in general to enhance quality of services, the 30% rule for government tenders to youth, women and people with disabilities should be implemented as at the moment its only a theory; put in place accountability mechanisms as well performance management systems; privatise some of the services e.g. garbage collection; involve

citizens to get views on how to improve services; make services to be people centred; employ the right people for the right jobs; allow citizens to participate directly in the projects that deliver services to them; elect well vetted leaders in terms of their manifestos and their past record in service delivery; provide platforms for the public to put forward or express the issues they want addressed by the government; hold the public servants accountable or rather taking serious their performance contracts make sure they do perform; and strictly follow vision 2030.

The findings from this study area clearly indicated that a majority of the respondents disagreed with all the four statements posed to them in the likert scale questions with regards to the service delivery area of study. The same sentiments came through the qualitative questions that were asked as well as the several suggestions made to improve service delivery. These cautious findings negate the views by Dalehite (2008) that significant services quality improvements can be derived from citizen's involvement through the use of citizen surveys. Brandsen and Pestoff (2006) emphasized the importance of the so-called public services co-production which is related primarily to the involvement of citizens or clients in production, i.e. direct user involvement, a fact that seems to be in a converse relationship with the results achieved.

Based on these findings, one could concur with the study results by Cassia and Magno, (2008) who averred that creating a circular link between service planning, provision and performance, and citizen feedback, based on a two-way communication channel is one direct way to provide service delivery for improved performance of devolved governance systems. In addition, and similar to the results on the other study areas analyzed, the effects of service delivery on the performance of devolved governance systems are yet to be felt in most of the counties, and this could be attributed to the fact that devolution is still at the embryonic stages of implementation in Kenya.

#### **4.5.5 Conflict Management and Performance**

Macharia *et al.* (2014) views conflict as a “process in which individuals or groups feel that other individuals or groups have frustrated or are about to frustrate their plans, goals, beliefs or activities.” Thus, the inclusion of the views of the governed citizens or the affected and interested public helps to ensure the decision making process is equitable and fair and leads to more informed choice and enhanced performance outcomes as well as reduced inter-personal and inter-institutional conflicts.

The study generated a descriptive statistics table for conflict management and performance. The results were tabulated in Table 4.8. From the results, over 41.6% (32.7%+8.9%) of the respondents agreed and strongly agreed that conflict in their county among diverse groups of citizens though viewed as inevitable and healthy was closely monitored to ensure that it does not stifle performance, over 60.2% (30.4%+29.8%) of the respondents either disagreed or remained neutral with the statement that their county had developed good conflict resolutions mechanisms to address any forms of divergent views in the interest of performance and development, while 36.9% (27.1%+9.8%) either agreed or strongly agreed that their counties had developed good stakeholder identification processes to ensure inclusivity and equity in representation in planning and implementation forums to avoid conflicts for faster development of their counties.



**Table 4.8: Conflict Management and Performance**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Conflict in my county among diverse groups is closely monitored to ensure that it does not stifle performance	7.7%	23.5%	27.1%	32.7%	8.9%
My county has developed good conflict resolutions mechanisms to address any forms of divergent views in the interest of performance and development	7.4%	30.4%	29.8%	26.2%	6.3%
My county has developed good stakeholder identification processes to ensure inclusivity and equity in representation in planning and implementation forums	7.7%	27.7%	27.7%	27.1%	9.8%

The researcher asked qualitative questions in this study area and the responses helped enhance the understanding of the results from the likert scale questions. Asked whether their counties had experienced any forms of conflict in terms of prioritizing use of county resources, about 50% responded in the positive while the other 50% said that they did not know. Respondents who gave the ‘yes’ answers were then asked for the possible root causes of the conflict experienced in their counties and their answers included; poor management skills, failure by MCAs to pass bills on time; misappropriation of funds; power wrangles by county leaders; poor leadership; tyranny of numbers (meaning that those in government outweigh those in the opposition, thus leading to skewed leadership and management of the counties); lack of agreement on priorities; divergent political interests; land grabbing; poor waste disposal, uneven distribution of resources, skewed provision of services; failure to pay off contractors and service providers; lack of consultations between government and stakeholders; overlapping mandates within county governments and national government; tribalism; inadequate resources; low levels of education; nepotism, greed, favouritism and

patronage – some politicians want to reward their own; wrong policies in regards to development projects; lack of understanding of county governments mandate. Other responses included; inadequate consultation amongst all stakeholders involved governors being afraid of impeachment by MCAs; poor implementation of policies; delayed information; lack of citizen awareness on issues to be addressed; impunity and non sharing of crucial information.

Asked to suggest ways to address root causes of conflicts, respondents gave a number of suggestions including; clearly stating how funds are used; involvement of all parties in decision making; apprehension and prosecution of corrupt government officers; county managers should define rules to guard the use of funds; negotiate through dialogue and consultations; frequent planning forums; proper representation in all spheres of development; information and sensitization for all; and use of strategic approaches to local issues and challenges.

The results obtained from this study area concur with a study by Thornhill, Lewis, Millmore and Saunders (2000) who concluded that effectiveness of direct public participation as a change strategy is based on the grounds that it will not give rise to conflict with other institutions or personal goals within any system or a devolved governance system as is the case in this study. The results also supported the conclusions by Macharia *et al.* (2014) who argued that the inclusion of the views of the governed citizens or the affected and interested public helps to ensure the decision making process is equitable and fair and leads to more informed choice and enhanced performance outcomes as well as reduced inter-personal and inter-institutional conflicts. The majority of over 41.6% agreement or strong agreement on the statement that ‘conflict in my county among diverse groups of citizens though viewed as inevitable and healthy is closely monitored to ensure that it does not stifle performance’ concur with conclusions reached by Macharia *et al.* (2014) that conflict between inter-groups and intra-groups are part of social life and is part of relationship building and not necessarily a sign of instability.

Based on the results obtained from this study, it can be noted that conflict isn't necessarily a hindrance to development if well managed. As established by Mills, M. K. (2002) inclusion of the divergent views of the governed citizens or the affected and interested public could be a case of courting conflict but from a bigger picture, this move helps to ensure the decision making process is equitable and fair and leads to more informed choice and enhanced performance outcomes as well as reduce anti-performance conflicts. In the words of conflict theorists, successful conflict management calls for; stakeholders' recognition of interdependence, handling of differences in opinions and perceptions openly and creatively, existence of joint ownership of decisions exists, stakeholders' acceptance of collective responsibility, and recognizing the fact that collaboration is an emergent process. Well planned citizen involvement programs should carefully relate to the expectations of both the citizens and the devolved governance systems.

#### **4.5.6 Feedback Mechanisms and Performance**

The research carried out a descriptive analysis on feedback mechanisms and performance of devolved governance systems. The findings are summarized in Table 4.9. From the table, 31.5% of the respondents disagreed with the statement that their county had developed feedback mechanisms (between government and the citizens) for effective implementation of decisions reached through citizen participation for enhanced performance, 32.1% remained neutral on the statement that during the planning processes, clear indicators were developed with the participation of citizens to facilitate effective monitoring and evaluation, and 30.7% also remained neutral on the statement that all development and service delivery programmes in their county were effectively monitored and evaluated for enhanced performance. According to World Bank (2015) quality citizen participation is achieved through an informed citizenry, representative spaces, and enhanced government systems for sharing information, consulting citizens, and receiving feedback. Use of various feedback mechanisms like

Face Book and Twitter, citizen blogs and websites for the public is as useful as the development of legislation on public participation itself (CIC, 2014).

**Table 4.9: Feedback Mechanisms and Performance**

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My county has developed feedback mechanisms (between government and the citizens) for effective implementation of decisions reached through citizen participation for enhanced performance	9.8%	31.5%	27.7%	24.7%	6.3%
During the planning processes, clear indicators are developed with the participation of citizens to facilitate effective monitoring and evaluation	6.5%	29.5%	32.1%	26.5%	5.4%
All development and service delivery programmes in my county are effectively monitored and evaluated for enhanced performance	7.1%	28.0%	30.7%	27.1%	7.1%

Just as done in all other research areas, the study asked qualitative questions in this study area to complement the likert scale questions. Asked whether their counties had defined feedback mechanisms for informing citizens on decisions made by their county managers, an overwhelming majority said they did not know. A minority responded in the positive and gave mechanisms such as; county assembly representatives; follow up meetings schedules to inform the stakeholders on the progress on community project; meetings with MCAs and the elected representatives from sub-country locations on development matters; billboards that update and inform the public on performances; updates on the county government websites; brochures placed in strategic places within county and sub-county offices; and through monitoring and evaluation committees identified by citizens.

Suggestions were sought from the respondents on some of the ways to facilitate the feedback challenge in order to enhance performance and the answers included; communications should be through counties, then to sub-counties to effectively reach those all members including those who have literacy challenges; a forum should be put in place for those that have no access to technology to inform them on decisions made by county management using a layman's language that all can understand; the counties should use public forums, barazas, chiefs and other government officers or offices to pass information; use of public radio stations; county websites and national TV stations; conducting civic education on county matters including the decisions and changes made in the county; establishment of an online system for communication between the government and its citizens; suggestion boxes; development of clear journal of communication with reference points of redress; direct engagement with the public through barazas; and having suggestion centres in the grassroots.

The results obtained from this study area somewhat contradict the propositions by the World Bank (2015) that quality citizen participation is achieved through an informed citizenry, representative spaces, and enhanced government systems for sharing information, consulting citizens, and receiving feedback. The study does not seem to support the views that use of various feedback mechanisms for the public is as useful as the development of legislation on public participation itself (CIC, 2014). Further, the largely neutral responses to most of the statements put to the respondents do not concur with the findings by Finch (2015) who concluded that most counties in the country use interactive social media platforms, including, face book, twitter, and blogs to get feedback from citizens on laws, policies, implementation of projects, and service delivery. The results, instead offer strong credence to the view by the World Bank (2015) that although the public has been mobilized to provide input on various policy proposals, the challenge witnessed within the public set-up is that rarely has the same public been provided with feedback on how its contributions influenced the decisions made and the rationale supporting the final decisions.

Like in most of the areas examined in this study, the results on feedback mechanisms prompt conclusions that development of robust feedback mechanisms within devolved governance systems is still at infancy stages in most of the counties. This is clearly demonstrated by the over 31.5% disagreements and 27.7% of the respondents who remained neutral on the statement that their counties had developed feedback mechanisms (between government and the citizens) for effective implementation of decisions reached through citizen participation for enhanced performance. Further, 29.5% disagreed and 32.1% were neutral on the statement that during the planning processes, clear indicators are developed with the participation of citizens to facilitate effective monitoring and evaluation. Results of similar nature are obtained on the statement that all development and service delivery programmes in their counties are effectively monitored and evaluated for enhanced performance. Emphasis should be made that quality participation is achievable through an informed citizenry, representative spaces, and enhanced government systems for sharing information, consulting citizens, and receiving feedback.

#### **4.6: Pre-Requisite Tests**

##### **4.6.1 Testing for Multicollinearity between the Study Variables**

Identification of multicollinearity in a model is important and is tested by examining the tolerance and the variance inflation factor (VIF) diagnostic factors. The variance inflation factor (VIF) measures the impact of multicollinearity among the variables in a regression model. Green (1998), cited in Keraro (2014) argued that even though there is no formal criterion for determining the bottom line of the tolerance value or VIF, tolerance values that are less than 0.1 and VIF greater than 10 roughly indicates significant multicollinearity. This same conclusion is supported by Tavakol and Dennick (2011) and Gujarat (2009). The study sought to find out if multicollinearity existed between dependent variable and the independent variables. According to Cohen *et al.*, (2003), the suggested cut-off point for multicollinearity is tolerance level of 0.8. Also,

Hair *et al.*, (2006) and Leech *et al.*, (2014) proposed a cut-off point for determining presence of multicollinearity at a tolerance value of less than 0.10, or a VIF of above 10. From Table 4.10, the study concluded that there was no case of multicollinearity between the dependent and independent variables.

**Table 4.10: Multicollinearity Test between Study Variables**

Model	Research Variable	Collinearity Statistics	
		Tolerance	VIF
1	Citizen Empowerment and Performance	.583	1.715
	Policy and Decision Making and Performance	.423	2.365
	Service Delivery and Performance	.428	2.337
	Conflict Management and Performance	.514	1.947
	Feedback Mechanisms and Performance	.520	1.924

#### 4.6.2 Checking for Autocorrelation between the Study Variables

Gujarat (2009) and Cameron (2005) looked at autocorrelation as the relationship between members of a series of observations ordered in time or space. According to Gujarat (2009), the Durbin-Watson statistic ranges in value between 0 and 4. A value near 2 indicates non-autocorrelation; a value closer to 0 indicates positive correlation while a value closer to 4 indicates negative correlation. The study sought to establish whether there was any presence of autocorrelation between the dependent and independent variables. The results are presented in Table 4.11. From the Table, there was no autocorrelation between the dependent and independent variables since the Durbin-Watson coefficient was 1.909 which is nearly a value of 2 which shows non-correlation.

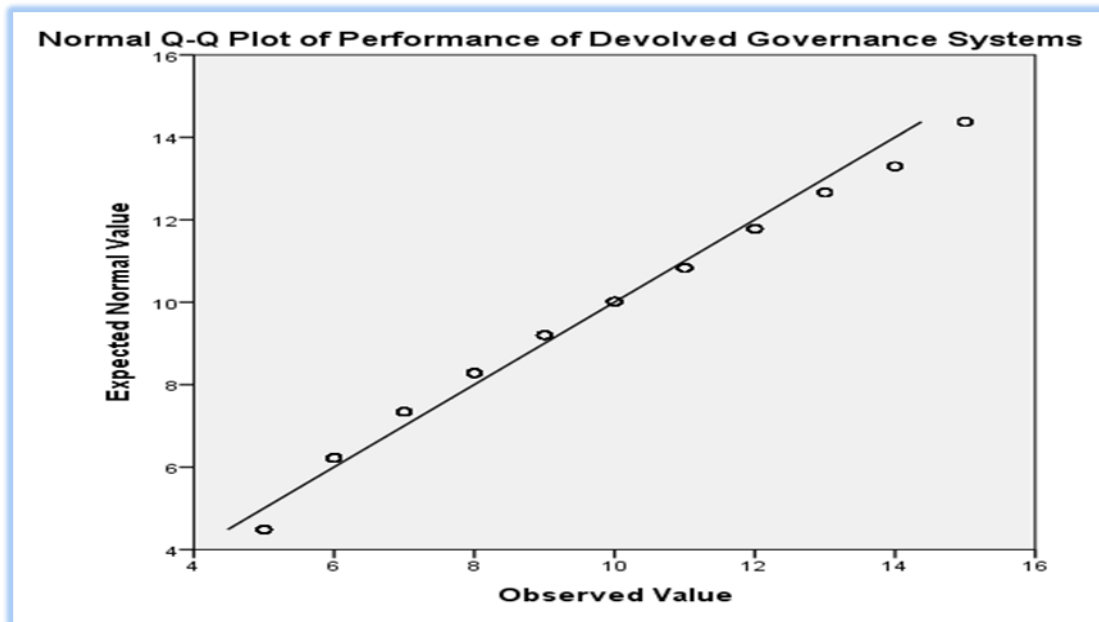
**Table 4.11: Test for Autocorrelation between Study Variables**

<b>Model Summary</b>	
<b>Model</b>	<b>Durbin-Watson</b>
1	1.909

#### **4.6.3 Normality Test on Performance of Devolved Governance Systems**

An assessment of the normality of data is a pre-requisite for many statistical tests because normal data is an underlying assumption in Classical Linear Regression Modelling (CLRM) as well as parametric testing. A normality test is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance) and that the data set is well-modelled by a normal distribution. It is also important as it enables a researcher to compute the likelihood of a random variable underlying the data set to be normally distributed (Cooper and Schindler, 2011). A normality test was carried out on the dependent variable, the performance of devolved governance systems. A Normal Q-Q plot of the data was generated from the SPSS software and the findings are presented in Figure 4.4 which shows that most of the scatter dots fell within the line of best fit and, therefore, the study concluded that the dependent variable was drawn from a normally distributed population.

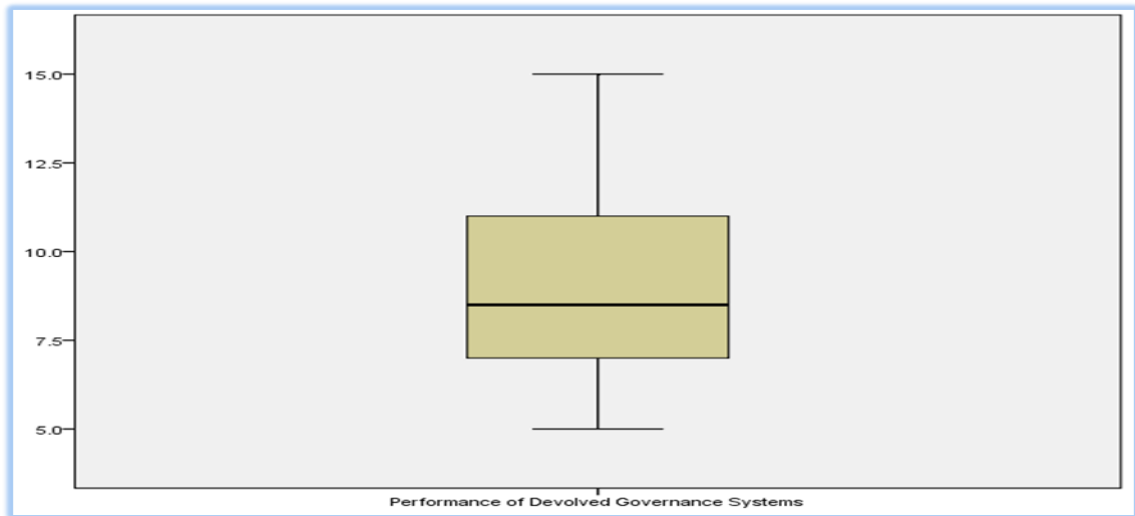




**Figure 4.4: Normal Q-Q Plot for Dependent Variable**

#### **4.6.4 Checking for Outliers on Dependent Variable**

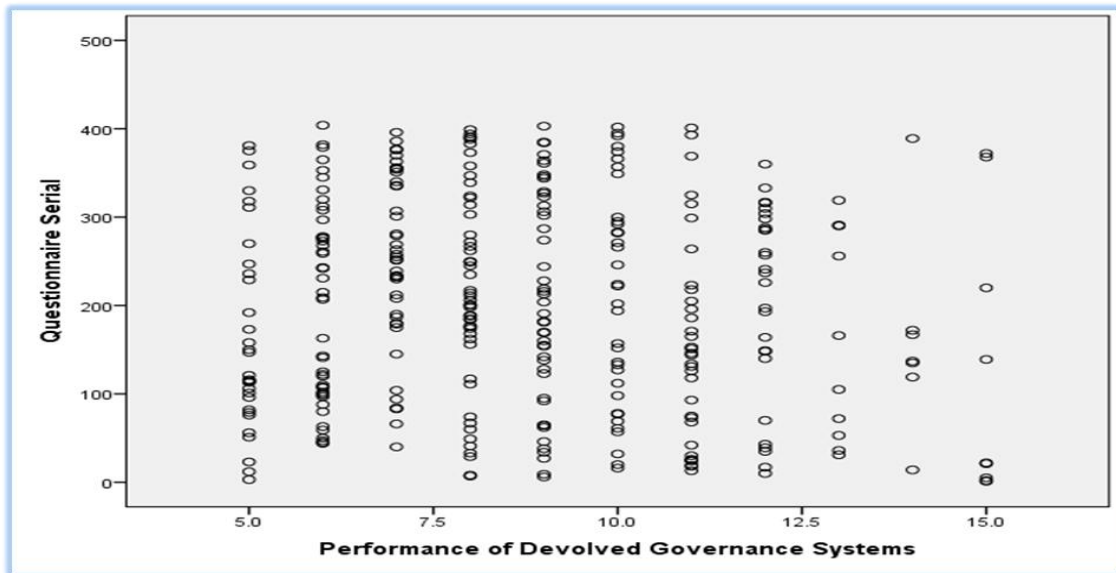
An outlier is an observation that is a long way from the general pattern of the distribution of a variable. It simply means that it “lies out” from the rest of the data. Presence of many outliers may give the impression that some observations are having “too much influence” on the results. The research sought out to establish if the dependent variable contained any outliers. A box plot was generated from the SPSS software and presented as Figure 4.5. The figure is observed to have no outliers as there are no scatter dots below and above the box plot.



**Figure 4.5: Box Plot to test for Outliers on the Dependent Variable**

#### **4.6.5 Heteroscedasticity in the Dependent Variable**

One of the Classical Linear Regression Model (CLRM) assumptions is that the error term variance being in any research data is constant. Homoscedasticity is a term used to denote a statistical situation where the error has the same variance (when the line of best fit is fitted) regardless of the value(s) taken by the independent variable(s). In many situations, the error term doesn't have a constant variance, thus leading to a condition referred to as heteroscedasticity; when the variance of the error term changes in response to a change in the value(s) of the independent variable(s). When the condition of heteroscedasticity is present, then the dispersion of the error changes over the range of observations, thus forming a systematic pattern in the research data analysis. Presence of heteroscedasticity is a serious matter that should be investigated before continuing to analyze the data. In order to test for the presence of heteroscedasticity on the dependent variable, a scatter diagram was generated from SPSS as presented in Figure 4.6. From the figure, the dependent variable, Performance of devolved governance systems, can be said to have no presence of heteroscedasticity as the scatter dots do not form any systematic pattern.



**Figure 4.6: Scatter Diagram testing for Heteroscedasticity on the Dependent Variable**

#### **4.7 Inferential Analysis**

According to Osborne and Waters, 2002 inferential statistics are used to make inferences from data to more general conditions. Thus, they are used to test hypothesis and make estimation using sample data. In this study, inferential analysis was conducted through the use of correlation and regression analysis to determine the relationships between dependent and independent variables.

##### **4.7.1 Correlation Analysis**

Pearson's correlation is used when one is working with two quantitative variables in a population. The possible research hypotheses are that the variables will show a positive linear relationship, a negative linear relationship, or no linear relationship at all (Keith, 2006; Stevens, 2009; Osborne & Waters, 2002). These authors argue that Pearson's correlation coefficients indicate the extent of interdependence between two variables. The Pearson correlation coefficient,  $r$ , can take a range of values from +1 to -1. A value

of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable (Stevens, 2009). A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases. In this study the Pearson correlation coefficient,  $r$ , was used to show the degree and significance of the relationship between variables.

#### 4.7.1.1 Correlation between Citizen Empowerment and Performance

This study sought to establish whether there was any form of correlation between citizen empowerment and performance of devolved governance systems in Kenya. The findings are summarized in Table 4.12.

**Table 4.12: Correlation between Citizen Empowerment and Performance**

		<b>Performance of Devolved Governance Systems</b>	<b>Citizen Empowerment and Performance</b>
Performance of Devolved Governance Systems	Pearson Correlation	1	.487**
	Sig. (2-tailed)		.000
	N	336	336
Citizen Empowerment and Performance	Pearson Correlation	.487**	1
	Sig. (2-tailed)	.000	
	N	336	336

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

From the table, a positive correlation coefficient of .487 (or 48.7%) existed between Citizen Empowerment and Performance of devolved governance System. These findings support literature reviewed in a study by (Hughes, 2011) that for effective engagement of the public in governance matters, the public require multiple empowerment styles, patterns and levels of engagement. This is in order to promote a broad base of citizen

participation that underpins regeneration partnerships for improved performance of devolved governance systems.

The findings concur with the theory of empowerment which opined that empowering members in an institution fosters growth and performance of the concerned institutions. The findings also uphold arguments by Erickson, *et al.*, (2003) who held the view that empowerment is significantly and meaningfully applicable to improve performance in the devolution discourse in Kenya as constitutionally envisaged in the 2010 Kenyan constitution, that, all layers of governance should ensure adequate public participation. These findings also affirm the results of studies by Fox (2014), Muriu (2014) and O’Meally (2015) which suggested that building effective public participation depends on capacity building of government as well as citizens.

#### 4.7.1.2 Correlation between Policy and Decision Making and Performance

The study sought to find out correlation between policy and decision making and performance of devolved governance systems in Kenya. The findings are summarized in Table 4.13.

**Table 4.13: Correlation between Policy and Decision Making and Performance**

		Performance of Devolved Governance Systems	Policy and Decision Making and Performance
Performance Devolved Systems	of Pearson Governance Correlation	1	.547**
	Sig. (2-tailed)		.000
	N	336	336
Policy and Making Performance	Decision and Correlation	.547**	1
	Sig. (2-tailed)	.000	
	N	336	336

From the table, it can be observed that there was a positive Pearson correlation of .547 (or 54.7%) between policy and decision making and performance of devolved governance systems in Kenya. These findings concur with recommendations by Dalehite (2008) and Melkers and Thomas (1998) that involving citizens in policy making improves the quality of services. The findings also confirm the conclusion held by Holder and Zakharchenko (2002) that citizens who are involved in policy development are able to make government officials more accountable for their decisions. Therefore, individuals must be involved in policy and decision making process because their input can help create useful solutions for service delivery problems and thus enhance overall government performance. The findings also echo suggestions by Bardach, E (2011) (that multiple perspectives emphasise an essential feature of integrated resources planning in policy analysis processes.

#### 4.7.1.3 Correlation between Service Delivery and Performance

The study sought to establish whether there was any form of relationship between service delivery and performance of devolved governance systems in Kenya. The findings are summarized in Table 4.14.

**Table 4.14: Correlation between Service Delivery and Performance**

		Performance of Devolved Governance Systems	Service Delivery and Performance
Performance of Devolved Governance Systems	Pearson Correlation	1	.557**
	Sig. (2-tailed)		.000
	N	336	336
Service Delivery and Performance	Pearson Correlation	.557**	1
	Sig. (2-tailed)	.000	
	N	336	336

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

From the table above, it can be observed that there was a positive Pearson correlation of .557 (or 55.7%) between service delivery and performance of devolved governance systems in Kenya. These findings support views held by Dalehite (2008) who averred that significant service quality improvements can be derived from citizen's involvements. Additionally the findings also corroborate literature reviewed by World Bank (2015) and Finch (2015) which stated that there were a plethora of civil society reports and empirical results that provided examples where citizen participation had contributed to improvement of local service delivery. The findings further agree with a study by the World Bank (2015) which asserted that citizens should be engaged by focusing on popular services and issues they care about by building responsive service delivery mechanisms. Additionally, the findings support observations by World Bank (2013) which illustrate collaborative initiatives between government and civil society organisations' contributions of successful participatory initiatives where citizen participation has contributed to improved service delivery.

These findings are also in agreement with a study by World Bank (2015) which indicates that devolution does not automatically bring greater government responsiveness and accountability to the public especially in service delivery if accountability mechanisms are not put in place. Elite capture, clientelism, capacity constraints and competition of a balance of power can weaken the performance of devolved governance systems if not checked.

#### **4.7.1.4 Correlation Analysis for Conflict Management and Performance**

The study sought to establish whether there was correlation between conflict management and performance of devolved governance systems. The findings are summarized in Table 4.15.

**Table 4.15: Correlation coefficient between Conflict Management and Performance**

		<b>Performance of Devolved Governance Systems</b>	<b>Conflict Management and Performance</b>
Performance Devolved Governance Systems	of Pearson Correlation Sig. (2-tailed) N	1  336	.587**  336
Conflict Management Performance	and Pearson Correlation Sig. (2-tailed) N	.587** .000 336	1  336

*\*\*.* Correlation is significant at the 0.01 level (2-tailed).

From the table, a positive correlation coefficient of .587 (or 58.7%) existed between conflict management and performance devolved governance systems in Kenya. The findings obtained concur with a study by Muriu (2012) who suggested that inclusion of the views of the governed citizens or the affected and interested public helps to ensure that the decision making process is equitable and fair and leads to more informed choice and enhanced performance outcomes as well as reducing inter-personal and inter-institutional conflicts. The findings also concur with conclusions reached by Macharia, Wambua and Mwangulu (2014) that conflict between intra- groups are part of social life and is part of relationship building and not necessarily a sign of instability and that if conflict is managed well, it would lead to improved performance.

#### **4.7.1.5 Correlation between Feedback Mechanisms and Performance**

The study sought to find out the correlation between feedback mechanisms and performance of devolved governance systems. The results are summarized in Table 4.16.



**Table 4.16: Correlation coefficients between Feedback Mechanisms and Performance**

		<b>Performance of Devolved Governance Systems</b>	<b>Feedback Mechanisms and Performance</b>
Performance of Devolved Governance Systems	Pearson Correlation	1	.580**
	Sig. (2-tailed)		.000
	N	336	336
Feedback Mechanisms and Performance	Pearson Correlation	.580**	1
	Sig. (2-tailed)	.000	
	N	336	336

From the table, a positive correlation coefficient of .580 (or 58.0%) existed between feedback mechanisms and performance of devolved governance systems in Kenya. These findings support assertions by World Bank (2015) that quality participation is achieved through an informed citizenry, representative spaces, and enhanced government systems for sharing information, consulting citizens and receiving feedback. The findings are also in support of views held by CIC (2014) that use of various feedback mechanisms for the public is as useful as the development of legislation on public participation itself. This is also in agreement with a study by Info Track (2015) which concluded that counties in Kenya that had established feedback mechanisms were ranked among the top performing counties by citizens.

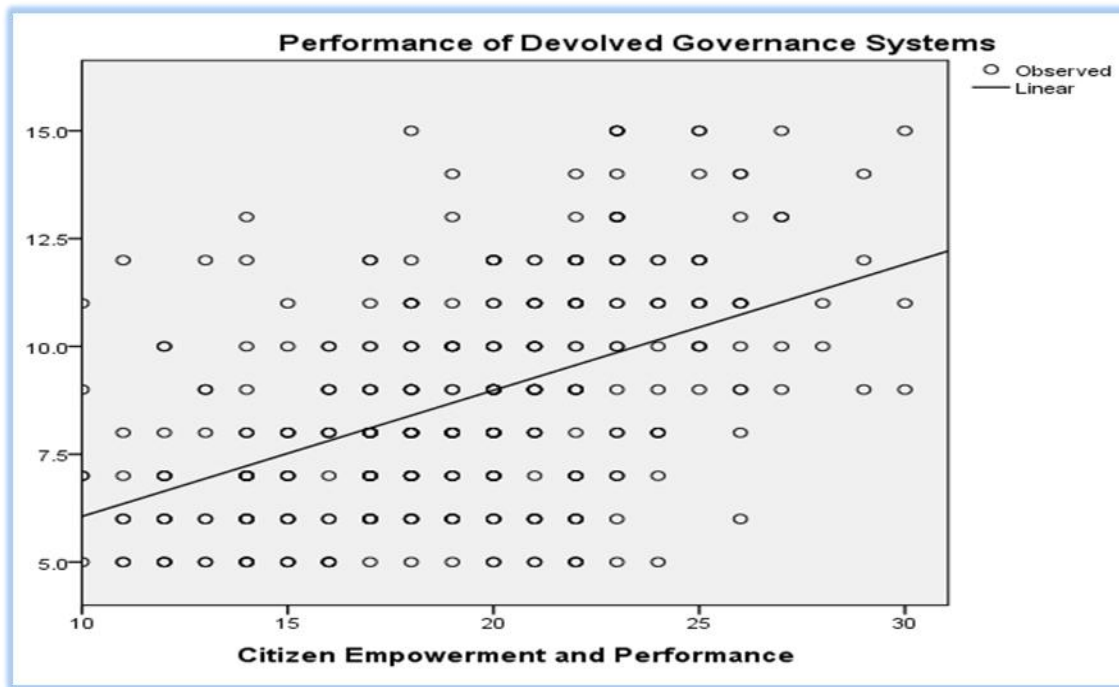
#### **4.7.2 Regression Analysis**

Regression analysis is performed to establish the statistical significant relationship between independent and dependent variables. Multiple regressions can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). According to Green and Salkind (2003) regression analysis is a statistical process of estimating the relationship

between variables. It helps in generating equation that describes the statistical relationship between one or more predictor variables and the response variable. The chance of non-linear relationships is high in the social sciences, therefore it is essential to examine analysis for linearity (Osborne & Waters, 2002). If linearity is violated all the estimates of the regression including regression coefficients, standard errors, and tests of statistical significance may be biased (Keith, 2006). If the relationship between the dependent and independent variables is not linear, the results of the regression analysis will under or over estimate the true relationship and increase the risk of Type I and Type II errors (Osborne & Waters, 2002). When bias occurs it is likely that it does not reproduce the true population values (Keith, 2006). Violation of this assumption threatens the meaning of the parameters estimated in the analysis (Keith, 2006).

#### **4.7.2.1. Linearity Test between Citizen Empowerment and Performance**

The research sought to establish whether citizen empowerment and performance of devolved governance systems had a linear relationship between them. A scatter plot was generated from SPSS data and presented in Figure 4.7. The figure shows that the scatter dots fall within a linear line which implies that there is a positive linear relationship existing between citizen empowerment and performance of devolved governance systems. The figure presents that all the plots appear in the first quadrante and the line of best of fit indicates an estimate line that is increasingly positively upwards. The study findings conforms by Hughes(2011) who investigated the relationship between citizen empowerment and performance of devolved governance systems and established that there is a positive correlation between service delivery and performance of devolved governments.



**Figure 4.7: Scatter plot between Citizen Empowerment and Performance**

**4.7.2.2 Bivariate Analysis between Citizen Empowerment and Performance**

The researcher carried out a regression analysis between citizen empowerment and performance of devolved governance Systems in Kenya. The findings were presented in Table 4.17. This Model Summary Table presents an  $R^2$  result of .238 or 23.8%, meaning that the independent variable, citizen empowerment alone can explain up to a total of 23.8% of the total variability in the dependent variable, performance of devolved governance systems in Kenya. The remaining 76.20% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model

**Table 4.17: Model Summary of Citizen Empowerment and Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487 <sup>a</sup>	.238	.235	2.227

*a. Predictors: (Constant), Citizen Empowerment*

#### **4.7.2.3 ANOVA for Citizen Empowerment and Performance**

Analysis of Variance, ANOVA is a statistical procedure used to test the degree to which two or more groups vary or differ in an experiment. ANOVA tests splits the aggregate variability found inside a data set into two parts: systematic factors and random factors. Analysts use the analysis of the variance test to determine the result that independent variables have on the dependent variable amid a regression study (Keith, 2006). An ANOVA test was performed on the variable, citizen empowerment and the results obtained are presented in Table 4.18. From the ANOVA Table 4.18, the model is statistically significant as the p-value is less than .05. The values of  $F(1, 334) = 104.507$ ,  $P < 0.05$ , shows that citizen empowerment statistically and significantly predicts the performance of the devolved systems (i.e., the regression model is a good fit of the data) and that citizen empowerment significantly influence the performance of the devolved governance systems in Kenya. This means that alternative hypothesis that citizen empowerment has a statistically significant influence on performance of devolved governance systems in Kenya is accepted.

**Table 4.18: ANOVA for Citizen Empowerment and Performance**

<b>Model</b>		<b>Sum Squares</b>	<b>of Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	516.169	1	516.169	104.057	.000
	Residual	1656.784	334	4.960		
	Total	2172.952	335			

To compliment the ANOVA findings on citizen empowerment and performance of developed governance systems in Kenya presented in Table 4.18, Person’s correlation coefficients were also generated. The results of the person’s correlation are presented in Table 4.19. These results show that citizen empowerment contributes a statistically significant value (p-value = .000) of .292 to the regression model. The value of citizen empowerment is statistically significant (t=10.201, p< .05). From the coefficient Table 4.19, citizen empowerment and performance of the devolved systems in Kenya contributes a statistically significant value (p-value = .000) of .292. Using the summary presented in Table 4.19, a linear regression model of the form,

$Y = \beta_0 + \beta X_1 + \varepsilon_i$  can be fitted as follows:

$$Y = 3.136 + 0.292X_1 \dots\dots\dots \textit{Equation 1}$$

The model shows that citizen empowerment positively affects the performance of the devolved systems in Kenya, that is an increase in mean index of citizen empowerment increases the performance of the devolved systems in Kenya by a positive unit mean index value of 0.292. The study sought to establish the influence of citizen empowerment as a function of public participation on the performance of the devolved systems in Kenya. Numerous studies have posited that well managed citizen empowerment lead to improvement of the performance of the devolved systems fronts.

**Table 4.19: Coefficients of Citizen Empowerment and Performance**

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.136	.565		5.552	.000
	Citizen Empowerment and Performance	.292	.029	.487	10.201	.000

*a. Dependent Variable: Performance of Devolved Governance Systems*

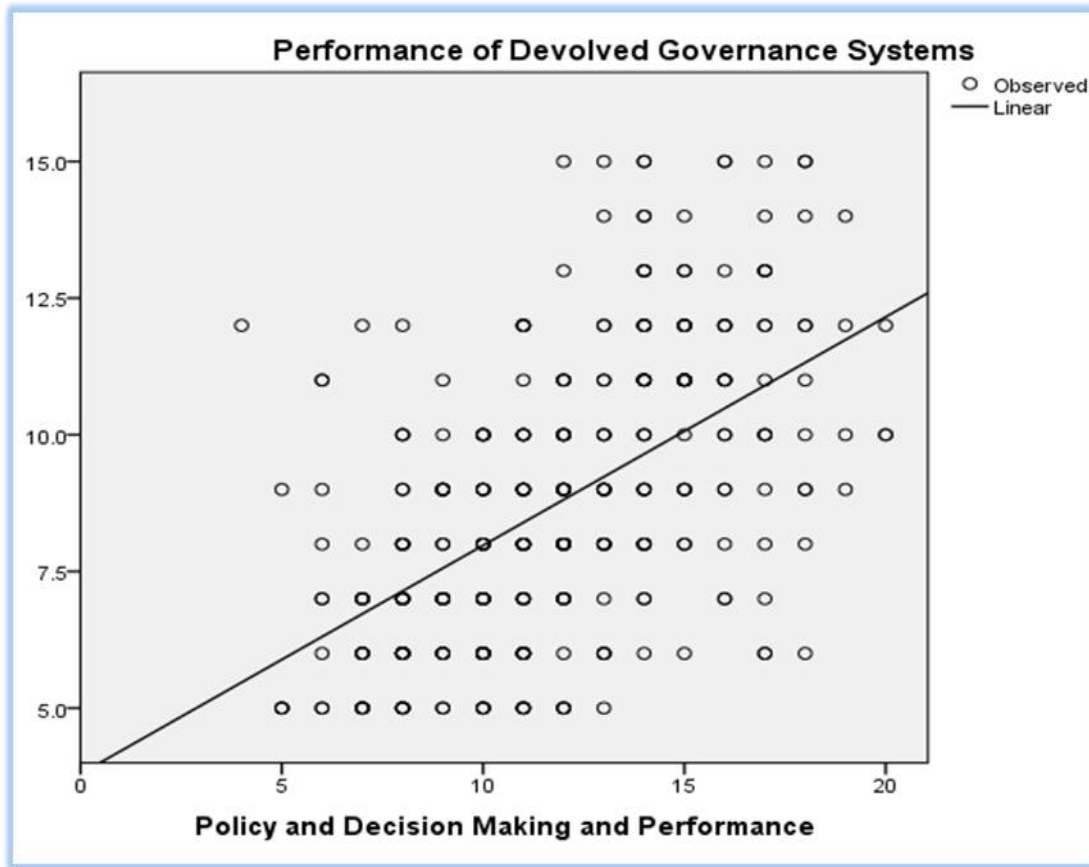
The study findings indicate that devolved governments that have internalized citizen empowerment within their operations experience improvement in their performance outcomes. The multiple regression analysis results indicate that citizen empowerment has a positive statistical significant prediction on the performance of the devolved systems in Kenya;  $p < 0.05$  ( $P=0.000$ ) i.e. an increase in mean index of citizen empowerment increases the performance of the devolved systems in Kenya by a positive unit mean index value of .292 percent. Hence citizen empowerment significantly influences the performance of the devolved systems in Kenya. Therefore, alternative hypothesis that citizen empowerment does significantly influence performance of the devolved systems in Kenya is accepted.

This finding agrees with an empirical research done by Barnes, Newman & Sullivan (2007) that the citizen empowerment is a key element in a public participation, which joins the separated activities and it influences the performance of the devolved systems hugely. The findings also conforms to the study done in developed countries by (Fox, 2014; Muriu & O'Melly, 2015, Craig, 2007), which defines citizen empowerment as an important natural piece of public participation and therefore a vital factor in influencing performance of the devolved governance systems. This findings, therefore, is an indication that results from preceding studies, undertaken in the context of developed

countries, in different time periods, within the devolved governments and exploiting both financial and non-financial measures are in agreement with the ones from developing countries context. It can therefore be stated that the influence of citizen empowerment as a public participation function on performance of the devolved systems does not recognize economic boundaries

#### **4.7.2.4 Linearity Test between Policy and Decision Making and Performance**

The researcher sought to find out if policy and decision making and the performance of devolved governance systems had a linear relationship between them. A scatter plot was generated from SPSS data and presented in Figure 4.8. The figure shows that most of the scatter dots fall within the linear line which implies that a positive linear relationship existed between policy and decision making and performance of devolved governance systems in Kenya. The figure presents that all the plots appear in the first quadrante and the line of best of fit indicates an estimate line that is increasingly positively upwards. The study findings are in agreement with literature review by Delehite (2008) who investigated the relationship between policy and decision making and performance of devolved governance systems and found out that there is a positive correlation between citizen involvement and quality services.



**Figure 4.8: Scatter plot between Policy and Decision Making and Performance**

#### **4.7.2.5 Bivariate Analysis between Policy and Decision Making and Performance**

The study carried out a regression analysis between policy and decision making and performance of devolved governance systems in Kenya. The findings were presented in Table 4.20. This Model Summary Table 4.20 presents an  $R^2$  result of .300 or 30.0%, meaning that the independent variable, policy and decision making alone can explain up to a total of 30.0% of the total variability in the dependent variable, performance of devolved governance systems in Kenya. The remaining 70.00% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model



**Table 4.20: Model Summary of Policy and Decision Making and Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 <sup>a</sup>	.300	.297	2.135

*a. Predictors: (Constant), Policy and Decision Making*

#### 4.7.2.6 ANOVA for Policy and Decision Making and Performance

An ANOVA test was performed on the variable, policy and decision making and the results obtained are presented in Table 4.21. From the ANOVA Table 4.21, the model is statistically significant as the p-value is less than .05. The values of  $F(1, 334) = 142.806$ ,  $P < 0.05$ , shows that policy and decision making statistically and significantly predicts the performance of the devolved governance systems (that is the regression model is a good fit of the data) and that policy and decision making significantly influence the performance of the devolved governance systems in Kenya. This means that alternative hypothesis that policy and decision making has a statistically significant influence on performance of devolved governance systems in Kenya is accepted.

**Table 4.21: ANOVA for Policy and Decision Making and Performance**

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	650.812	1	650.812	142.806	.000
	Residual	1522.140	334	4.557		
	Total	2172.952	335			

To compliment the ANOVA findings on policy and decision making and performance of developed governance systems in Kenya presented in Table 4.21, Person's correlation coefficients were also generated. The results of the person's correlation are presented in

Table 4.22. The value of policy and decision making is statistically significant (t=11.950, p< .05). These results show that policy and decision making contribute a statistically significant value (p-value = .000) of .418 to the regression model. From the coefficient Table 4.22, policy and decision making contributes a statistically significant value (p-value = .000) of .418. Using the summary presented in Table 4.22, a linear regression model of the form,

$Y = \beta_0 + \beta X_2 + \varepsilon_i$  can be fitted as follows:

$$Y = 3.797 + 0.418X_2 \dots\dots\dots \textit{Equation 2}$$

The model shows that policy and decision making positively affects the performance of the devolved governance systems in Kenya, that is an increase in mean index of policy and decision making increases the performance of the devolved governance systems in Kenya by a positive unit mean index value of 0.418. The study sought to establish the influence of policy and decision making as a function of public participation on the performance of the devolved systems in Kenya. The findings are in support of the study of Omolo, (2011) that well managed policy and decision making lead to improvement of the performance of the devolved systems fronts.

**Table 4.22: Coefficients of Policy and Decision Making and Performance**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.797	.431		8.801	.000
	Policy and Decision Making and Performance	.418	.035	.547	11.950	.000

*a. Dependent Variable: Performance of Devolved Governance Systems*

These findings are also in agreement with the study done by Holder and Zakharrchenko (2002) that policy and decision making is a vital part of public participation, as they are necessary for operations and they also contributed to performance of the devolved governance systems and the authors argued that it enhances decision making process. They further argued that if the citizens are involved in the policy development, they will make the government officials more accountable for their decisions. Therefore they must be involved in the decision making process because their input can help create useful solutions to service delivery problems and thus enhance overall government performance. Prior research had provided some empirical support that policy and decision making are important to performance of devolved governments and vital to public participation (Omolo, 2011, O'Meally, 2015). Policy and decision making thus impacts positively on the overall performance of the devolved systems Muriu, (2014) and underlined the benefits of involving citizens in policy making in order to improve quality of services. It enhances public participation thus decreasing tension and conflict over public policy decision and it is a key ingredient for improved democracy thus impacting significantly on the performance of the devolved governance systems.

#### **4.7.2.7 Linearity Test between Service Delivery and Performance**

The researcher sought to establish whether service delivery and performance of devolved governance systems had a linear relationship between them. A scatter plot between service delivery and performance of devolved governance systems was generated from the data. The graph was presented as Figure 4.9. From the figure, service delivery and performance had a positive linear relationship with the performance of devolved governance systems in Kenya as most of the scatter dots lay within or close to the line of best fit. The figure presents that all the plots appear in the first quadrante and the line of best of fit indicates an estimate line that is increasingly positively upwards. The study findings are in agreement with study findings by Page (2005) who investigated the relationship between service delivery and performance of devolved

governance systems and established that there is a positive correlation between service delivery and performance of county governments.



**Figure 4.9: Scatter plot between Service Delivery and Performance**

#### **4.7.2.8 Bivariate Analysis between Service Delivery and Performance**

The study carried out a regression analysis between service delivery and performance of devolved governance systems in Kenya. The findings were presented in Table 4.23. This Model Summary Table presents an  $R^2$  result of .310 or 31.0%, meaning that the independent variable, service delivery alone can explain up to a total of 31.0% of the total variability in the dependent variable, performance of devolved governance systems in Kenya. The remaining 69.00% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model

**Table 4.23: Model Summary of Service Delivery and Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 <sup>a</sup>	.310	.308	2.118

*a. Predictors: (Constant), Service Delivery*

#### 4.7.2.9 ANOVA for Service Delivery and Performance

An ANOVA test was performed on the variable, service delivery and the results obtained are presented in Table 4.24. From the ANOVA Table 4.24, the model is statistically significant as the p-value is less than .05. The values of  $F(1, 334) = 150.393$ ,  $P < 0.05$ , shows that service delivery was statistically and significant important in predicting the performance of the devolved governance systems (that is the regression model is a good fit of the data) and that service delivery significantly influence the performance of the devolved governance systems in Kenya. This means that alternative hypothesis that service delivery has a statistically significantly influence on performance of devolved governance systems in Kenya was accepted.

**Table 4.24: ANOVA for Service Delivery and Performance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	674.651	1	674.651	150.393	.000
	Residual	1498.301	334	4.486		
	Total	2172.952	335			

To compliment the ANOVA findings on service delivery and performance of developed governance systems in Kenya presented in Table 4.24; Pearson's correlation coefficients were also generated. The results of the Pearson's correlation are presented in Table 4.25. The value of service delivery is statistically significant ( $t=12.263$ ,  $p < .05$ ). These results

show that service delivery contribute a statistically significant value (p-value = .000) of .405 to the regression model. Using the summary presented in Table 4.25, a linear regression model of the form

$$Y = \beta_0 + \beta X_3 + \varepsilon_i \text{ can be fitted as follows:}$$

$$Y = 4.297 + 0.405X_3 \text{ .....Equation 3}$$

**Table 4.25: Coefficients of Service Delivery and Performance**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.297	.382		11.250	.000
	Service Delivery and Performance	.405	.033	.557	12.263	.000

*a. Dependent Variable: Performance of Devolved Governance Systems*

The model shows that service delivery positively influence the performance of devolved governance systems in Kenya, that is an increase in mean index of service delivery increases the performance of devolved governance systems in Kenya by a positive unit mean index value of 0.405. This shows that service delivery statistically and significantly predicts performance of devolved governance systems in Kenya and that service delivery significantly influences the performance of devolved governance systems in Kenya. Further the study established that inclusion of citizens in service delivery such as; resources management-budget, accountability of service delivery systems and development projects were practiced resulting to increased performance of devolved governance systems in Kenya. The model shows that service delivery positively influences the performance of devolved governance systems, i.e. an increase in mean index of order service delivery systems increases the performance of devolved governance systems in Kenya by a positive unit mean index value of 40.50 percent.

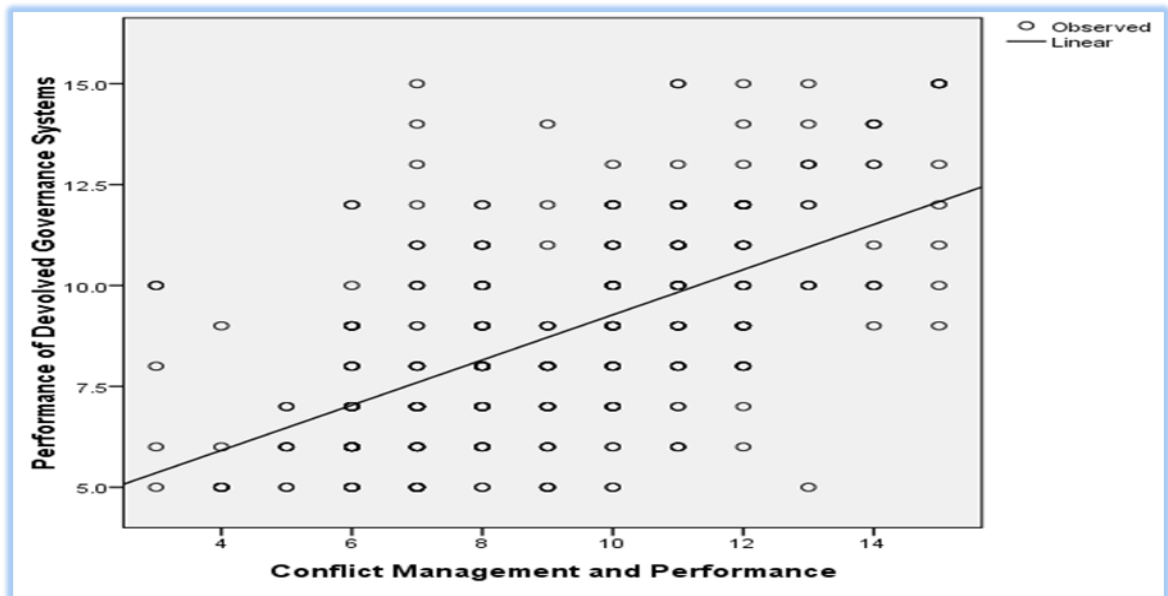
The findings support the argument that service delivery if managed well results to improved performance of the devolved governments. Significant quality service improvements can be derived from citizen's involvement through the use of citizen surveys (Dalehite, 2008). The WB (2015) has documented reports and results that provide examples where citizen participation had contributed to improvement of local service delivery. The World Bank, however, advised that unless great care is taken, devolution carries major risks for disruptions in service delivery, mismatches between responsibilities of counties and their capacity, leakages of public resources, and continued regional inequality.

This study is in agreement with that of World Bank (2013) which supports the argument that civil society organization reports and several empirical studies provide examples where citizen participation has contributed to local service delivery. This study illustrates those collaborative initiatives between the government and CSOs' contribution to greater success of participatory initiatives. For instance the Parliamentary Centre's joint mobilization efforts between government and civil society can bring higher levels of citizen engagement and improve development results.

#### **4.7.2.10 Linearity Test between Conflict Management and Performance**

The research sought to establish whether conflict management and performance of devolved governance systems had a linear relationship between them. A scatter plot was generated from SPSS software using the research data and the results are presented in Figure 4.10. The figure shows that the scatter dots fall within the curvilinear line of best fit which implies that a positive linear relationship exists between conflict management and performance and performance of devolved governance systems in Kenya. The figure presents that all the plots appear in the first quadrante and the line of best of fit indicates an estimate line that is increasingly positively upwards. The study findings are in agreement with study findings by Macharia. *et al* (2014) who investigated the relationship between conflict management and organizational performance and

established that there is a positive correlation between management of conflicts and service delivery.



**Figure 4.10: Scatter plot between Conflict Management and Performance**

**4.2.7.11 Bivariate Analysis between Conflict Management and Performance**

The study carried out a regression analysis between conflict management and performance of devolved governance systems in Kenya. The findings were presented in Table 4.26. This Model Summary Table 4.26 presents an  $R^2$  result of .344 or 34.4%, meaning that the independent variable, conflict management alone can explain up to a total of 34.4% of the total variability in the dependent variable, performance of devolved governance systems in Kenya. The remaining 65.60% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model



**Table 4.26: Model Summary of Conflict Management and Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587 <sup>a</sup>	.344	.342	2.066

*a. Predictors: (Constant), Conflict Management and Performance*

#### 4.2.7.12 ANOVA for Conflict Management and Performance

An ANOVA test was performed on the variable, conflict management and the results obtained are presented in Table 4.27. From the ANOVA Table 4.27, the model is statistically significant as the p-value is less than .05. The values of F-calculated (1, 334) = 175.258,  $P < 0.05$ , shows that conflict management statistically and significantly predicts the performance of the devolved systems (that is the regression model is a good fit of the data) and that conflict management significantly influence the performance of the devolved governance systems in Kenya. This means that alternative hypothesis that conflict management significantly enhances performance of devolved governance systems in Kenya was accepted.

**Table 4.27: ANOVA for Conflict Management and Performance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	747.808	1	747.808	175.258	.000
	Residual	1425.144	334	4.267		
	Total	2172.952	335			

To compliment the ANOVA findings on conflict management and performance of devolved governance systems in Kenya presented in the Table 4.27, Person's correlation coefficients were also generated. The results of the person's correlation are presented in

Table 4.28. These results show that conflict management contribute a statistically significant value (p-value = .000) of .560 to the regression model. From the coefficient Table 4.28, conflict management contributes a statistically significant value (p-value = .000) of .560. The value of conflict management is statistically significant (t=13.239, p< .05).. Using the summary presented in Table 4.28, a linear regression model of the form,

$Y = \beta_0 + \beta X_4 + \varepsilon$  can be fitted as follows:

$$Y = 3.676 + 0.560X_4 \dots\dots\dots \text{Equation 4}$$

**Table 4.28: Coefficients of Conflict Management and Performance**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.676	.400		9.180	.000
	Conflict Management and Performance	.560	.042	.587	13.239	.000

The model shows that conflict management positively affects the performance of devolved governance systems in Kenya, that is an increase in mean index of conflict management increases the performance of devolved governance systems in Kenya by a positive unit mean index value of 0.560. The influence of conflict management on the performance of devolved governance systems in Kenya was therefore examined. The study findings indicate that devolved governments that have embraced conflict management within their operations activities do experience improved performance. Results of regression analysis show that conflict management statistically enhances the performance of devolved governance systems in Kenya,  $p < 0.05$  ( $P=0.000$ ) with an explanatory power of 34.40% percent. The model shows that conflict management positively influence the performance of devolved governance systems in Kenya that is

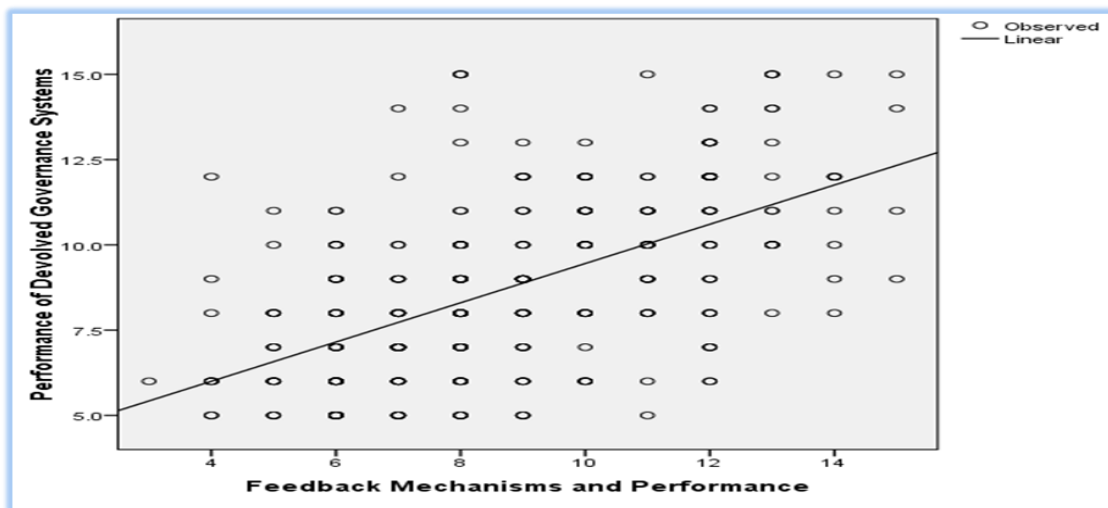
an increase in mean index of conflict management increases the performance of devolved governance systems in Kenya by a positive unit mean index value of 56 percent. Therefore, the alternative hypothesis that conflict management does significantly enhanced the performance of devolved governance systems in Kenya was accepted.

These findings are in agreement with the observation by Macharia. *et al* 2014 observed that conflict is a struggle over values and claim to scarce resources, services, power and resources. These authors further observed that conflict, between inter groups and intra groups are part of social life and is part of relationship building and not necessarily a sign of instability. It is worth noting at this point that all cases that involve people from diverse backgrounds, social and political beliefs necessarily witness levels of conflict. However, there are positive effects of conflict which include; the development of a sense of identity, priority setting and provision of legitimate ground for organizing and seeking preventive measures, management and conflict resolution approaches. In this context, conflict serves as a lens to monitor institutional and government activities whose target beneficiaries are the citizens. Conflict is the main feature of partnership experienced between the government, private sector and non-profit centres. Conflict theorists postulate that conflict is often multidimensional even though distinctions can be drawn to different sources. As a result, the need for conflict management must be adopted with a focus on collaboration and resolution management in order to mitigate unintended negative consequences through the promotion of consensus building. The study agrees with the findings of Mills (2002) that conflict management has become an important element that reflected collaboration within the public participation and performance of devolved governance systems.

#### **4.7.2.13 Linearity Test between Feedback Mechanisms and Performance**

The research sought to establish whether feedback mechanisms and performance of devolved governance systems had a linear relationship between them. A scatter plot was

generated from SPSS software using the research data and the results are presented in Figure 4.11. The figure shows that the scatter dots fall within the curvilinear line of best fit which implies that a positive linear relationship exists between feedback mechanisms and performance of devolved governance systems in Kenya. The figure presents that all the plots appear in the first quadrante and the line of best of fit indicates an estimate line that is increasingly positively upwards. The study findings are in agreement with study findings by Finch (2015) who established that use of feedback mechanism has a positive correlation with performance of county governments.



**Figure 4.11: Scatter plot of Feedback Mechanisms and Performance**

#### **4.2.7.14 Bivariate Analysis between Feedback Mechanisms and Performance**

The study carried out a regression analysis between feedback mechanisms and performance of devolved governance systems in Kenya and the findings were presented in Table 4.29. This Model Summary Table 4.29 presents an  $R^2$  result of .336 or 33.6%, meaning that the independent variable, feedback mechanisms alone can explain up to a total of 33.6% of the total variability in the dependent variable, performance of devolved

governance systems in Kenya. The remaining 66.40% of the variation in the dependent variable is unexplained by this one predictor model but by other factors not included in the model

**Table 4.29: Model Summary of Feedback Mechanisms and Performance**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.580 <sup>a</sup>	.336	.334	2.078

#### **4.2.7.14 ANOVA for Feedback Mechanisms and Performance**

An ANOVA test was performed on the variable, feedback mechanisms and the results obtained are presented in Table 4.30. From the ANOVA Table 4.30, the model is statistically significant as the p-value is less than .05. The values of F-calculated (1, 334) = 169.287,  $P < 0.05$ , shows that feedback mechanisms statistically and significantly predicts the performance of the devolved systems (that is the regression model is a good fit of the data) and that feedback mechanisms significantly influence the performance of the devolved systems in Kenya. This means that alternative hypothesis that feedback mechanisms significantly influence performance of devolved governance systems in Kenya was accepted. The study findings are in agreement with literature review by World Bank (2015) that quality participation is achieved through an informed citizenry, representative spaces, and enhanced government systems for sharing information, consulting citizens, and receiving feedback. Use of various feedback mechanisms for the public is as useful as the development of legislation on public participation itself (CIC, 2014).

**Table 4.30: ANOVA for Feedback Mechanism and Performance**

<b>Model</b>		<b>Sum of Squares</b>	<b>d.f</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	730.844	1	730.844	169.267	.000
	Residual	1442.108	334	4.318		
	Total	2172.952	335			

To compliment the ANOVA findings on Feedback Mechanisms and Performance of devolved governance systems in Kenya presented in the Table 4.31, Person’s correlation coefficients were also generated. The results of the person’s correlation are presented in Table 4.31. These results show that feedback mechanisms contribute a statistically significant value (p-value = .000) of .576 to the regression model. From the coefficient Table 4.31, feedback mechanisms contribute a statistically significant value (p-value = .000) of .576. The value of feedback mechanisms is statistically significant (t=13.010, p< .05).Using the summary presented in Table 4.31 a linear regression model of the form,

$Y = \beta_0 + \beta X_5 + \varepsilon$  can be fitted as follows:

$$Y = 3.698 + 0.576X_5 \dots \dots \dots \text{Equation 5}$$

**Table 4.31: Coefficients of Feedback Mechanisms and Performance**

<b>Model</b>		<b>Un-standardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	3.698	.405		9.124	.000
	Feedback Mechanisms and Performance	.576	.044	.580	13.010	.000

The model shows that feedback mechanisms positively influence the performance of devolved governance systems in Kenya, that is an increase in the mean index of feedback mechanisms increases the performance of devolved governance systems in Kenya by a positive unit mean index value of 0.576. The influence of feedback mechanisms on the performance of devolved governance systems in Kenya was therefore examined. The study findings indicate that devolved governments that have embraced feedback mechanisms within their operations activities do experience improved performance. Results of regression analysis show that feedback mechanisms statistically significantly influence the performance of devolved governance systems in Kenya,  $p < 0.05$  ( $P=0.000$ ) with an explanatory power of 33.60% percent. The model shows that feedback mechanisms positively affects the performance of devolved governance systems in Kenya that is an increase in mean index of feedback mechanisms increases the performance of devolved governance systems in Kenya by a positive unit mean index value of 56%. Therefore, the alternative hypothesis that feedback mechanisms does significantly improve the performance of devolved governance systems in Kenya was accepted.

The study findings are in tandem with literature review by Info Track (2015) which concluded that counties that had established feedback mechanisms ranked among the top-performing counties by citizens, with Bungoma placed second (with 60 percent approval) and Bomet fourth (with 59 percent). Most of the platforms are ICT related and these have really been used well to obtain feedback from the public. According to a report in 2014 by ICPAK, town hall meetings, budget preparation and validation forums, and stakeholder forums and general public hearings are some of the other most popular mechanism used to reach out to citizens.

### **4.7.3 Hypotheses Testing**

According to ANOVA Table 4.18, Table 4.21, Table 4.24, Table 4.27, Table 30 the study performed individual tests of all independent variables to determine which

regression coefficient may be zero and which one may not. The conclusion was based on the basis of p-value where if the alternative hypothesis of the p-value was rejected then the overall model was insignificant and if alternative hypothesis was not rejected the overall model was significant. In other words if the p-value was less than 0.05 then the researcher concluded that the overall model was significant and had good predictors of the dependent variable and that the results were not based on chance. If the p-value was greater than 0.05 then the model was not significant and could not be used to explain the variations in the dependent variable. This indicated that there was a significant correlation (relationship) between the independent variable and dependent variable.

*H<sub>a1</sub>: Citizen Empowerment significantly influences performance of devolved governance systems in Kenya.*

Since the P-value is 0.000 which was less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between citizen empowerment and performance of devolved governance systems in Kenya.

*H<sub>a2</sub>: Policy and decision making mechanisms significantly influence performance of devolved governance systems in Kenya.*

Since the P-value is 0.000 which is less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between policy and decision making and performance of devolved governance systems in Kenya.

*H<sub>a3</sub>: Service deliveries significantly influence performance of devolved governance systems in Kenya.*

Since the P-value is 0.000 which is less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between service delivery and performance of devolved governance systems in Kenya.

*H<sub>a4</sub>: Conflict management significantly influence performance of devolved governance systems in Kenya.*



Since the P-value is 0.000 which is less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between conflict management and performance of devolved governance systems in Kenya

*H<sub>a5</sub>: Feedback mechanisms significantly influence performance of devolved governance systems in Kenya*

Since the P-value of is 0.000 which is less than 0.05, the hypothesis was accepted and it was concluded that there is a significant correlation between feedback mechanisms and performance of devolved governance systems in Kenya

**Table 4.32– Summary of Hypotheses Testing**

<b>Hypothesis</b>	<b>Coefficient P- Values</b>	<b>Conclusion</b>
H <sub>a1</sub> : Citizen empowerment significantly influences performance of devolved governance systems in Kenya.	P=0.000<0.05	<b>Accept H<sub>a</sub></b>
H <sub>a2</sub> : Policy and decision making mechanisms significantly influence performance of devolved governance systems in Kenya.	P=0.000<0.05	<b>Accept H<sub>a</sub></b>
H <sub>a3</sub> : Decentralised service delivery significantly influence performance of devolved governance systems in Kenya.	P=0.000<0.05	<b>Accept H<sub>a</sub></b>
H <sub>04</sub> : Conflict management significantly influence performance of devolved governance systems in Kenya.	P=0.000<0.05	<b>Accept H<sub>a</sub></b>
H <sub>05</sub> : Feedback mechanisms significantly influence performance of devolved governance systems in Kenya	P=0.000<0.05	<b>Accept H<sub>a</sub></b>

#### 4.8. Multiple Regression Analysis (Combined Effect)

A multiple regression model was fitted to determine whether independent variables notably,  $X_1$ = Citizen Empowerment,  $X_2$ = Policy and Decision Making,  $X_3$ = Decentralized service delivery,  $X_4$ = Conflict Management and  $X_5$ = Feedback Mechanisms simultaneously affected the dependent variable  $Y$ = Performance of devolved governance systems. As a result, this sub-section examines whether the multiple regression equation can be used to explain the nature of the relationship that exists between the independent variables and the dependent variable. The multiple regression model was of the form: Where;  $\beta_0$  = Constant  $Y$ = Performance of devolved governance systems

$X_1$ = Citizen Empowerment

$X_2$ = Policy and Decision Making

$X_3$ = Decentralized service delivery

$X_4$ = Conflict Management

$X_5$ = Feedback Mechanisms

$\beta_i$  = Coefficients of regression for the independent variables  $X_i$  (for  $i = 1,2,3,4,5$ )

$e_i$  = error term

A resultant combined linear regression model of the form,

$Y = \beta_0 + \beta_1 X_1 + \dots + \beta_5 X_5 + \varepsilon_i$  - can be fitted as follows using the data in Table 4.34;

$$Y = 1.033 + 0.078X_1 + 0.099X_2 + 0.085X_3 + 0.233X_4 + 0.226X_5 \dots \dots \dots \text{Equation 6}$$

As can be observed in Table 4.32, the regression model of Performance of devolved governance systems coefficient of determination R Square was 0.475 and R was 0.690. The coefficient of determination R Square indicated that 47.50% of the variation on Performance of devolved governance systems can be explained by the set of independent variables, namely;  $X_1$ = Citizen Empowerment,  $X_2$ = Policy and Decision Making,  $X_3$ = Decentralized service delivery,  $X_4$ = Conflict Management and  $X_5$ = Feedback Mechanisms. The remaining 52.50% of variation in Performance of devolved governance systems can be explained by other variables not included in this model. This shows that the model has a good fit since the value is above 5%. This concurs that R-squared is always between 0 and 100%: 0% indicates that the model explains none of the variability of the response data around its mean and 100% indicates that the model explains the variability of the response data around its mean. In general, the higher the R-squared, the better the model fits the data. The adjusted R square is slightly lower than the R square which implies that the regression model may be over fitted by including too many independent variables. Dropping one independent variable will reduce the R square to the value of the adjusted R-square.

The study further used Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Green and Salkind (2003) posit that Analysis of Variance helps in determining the significance of relationship between the research variables. The results of Analysis of Variance (ANOVA) for regression coefficients in Table 4.32 reveals that the significance of the F statistics is 0.00 which is less than 0.05 and the value of F (59.831) being significant at 0.00 confidence level. The value of F is large enough to conclude that the set coefficients of independent variables are not jointly equal to zero. This implies that at least one of the independent variables has an influence on the dependent variable.

Table 4.32 presents the beta coefficients of all independent variables versus performance of devolved governance systems. As can be observed from Table 4.32, citizen empowerment ( $X_1$ ) had a coefficient of 0.078 which is greater than zero. The t statics is

2.485 which has a p-value of 0.013 which is less than 0.05 implies that the coefficient of  $X_1$  is significant at 0.05 level of significance. This shows that citizen empowerment has a significant positive influence on Performance of devolved governance systems. The coefficient of policy and decision making ( $X_2$ ) was 0.099 which was greater than zero. The t statistic of this coefficient is 2.124 with a p value of 0.034 which is less than 0.05. This implies that the coefficient 0.099 is significant. Since the coefficient of  $X_2$  is significant, it shows that policy and decision making has a significant influence on performance of devolved governance systems.

Table 4.32 also shows that service delivery ( $X_3$ ) had a coefficient of 0.085 which is greater than zero. The t statics is 1.920 which has a p-value of 0.056 which is greater than 0.05 implies that the coefficient of  $X_3$  is insignificant at 0.05 level of significance. This shows that decentralized service delivery has a insignificant positive influence on Performance of devolved governance systems. Table 4.32 further shows that conflict management ( $X_4$ ) had a coefficient of 0.233 with a t static of 4.397 which has a p-value of 0.000 which is less than 0.05. This implies that the coefficient of  $X_4$  is significant at 0.05 level of significance. This shows that conflict management has a significant positive influence on Performance of devolved governance systems.

Finally, Table 4.32 demonstrates that feedback mechanisms ( $X_5$ ) had a coefficient of 0.226 which is greater than zero. The t statistic of this coefficient is 4.125 with a p value of 0.000 which is greater than 0.05. This implies that the coefficient 0.226 is significant. Since the coefficient of  $X_5$  is significant, it shows that feedback mechanisms have a significant effect on Performance of devolved governance systems. The constant term is 1.033. The constant term is the value of the dependent variable when all the independent variables are equal to zero. The constant term has a p value of 0.041 which is less than 0.05. This implies that the constant term is significant. The multiple regressions for performance of devolved governance systems is thus an equation through the 1.033. If all the independent variables take on the values of zero, there would be 1.033 Performance of devolved governance systems in Kenya.

**Table 4.32: Multiple Regression Analysis (Combined Effect) Model Summary, Multiple Regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 <sup>a</sup>	.475	.468	1.858

**ANOVA, Multiple Regression**

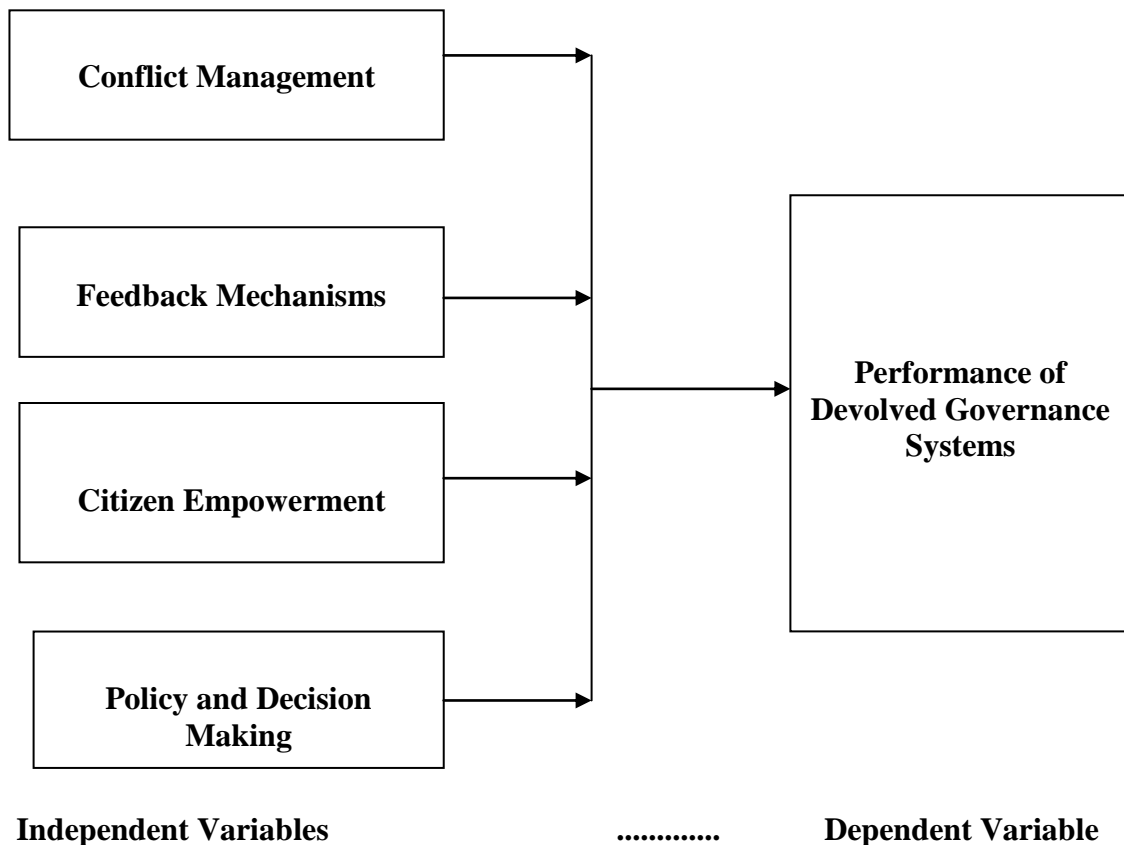
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1033.215	5	206.643	59.831	.000
	Residual	1139.738	330	3.454		
	Total	2172.952	335			

**Beta Coefficients, Overall Multiple Regression**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.033	.504		2.049	.041
	Citizen Empowerment and Performance	.078	.031	.130	2.485	.013
	Policy and Decision Making and Performance	.099	.047	.130	2.124	.034
	Service Delivery and Performance	.085	.044	.117	1.920	.056
	Conflict Management and Performance	.233	.053	.245	4.397	.000
	Feedback Mechanisms and Performance	.226	.055	.228	4.125	.000

#### 4.9. Optimal Model

The model shows an increase in mean index of each of the factors or variables increases the performance of devolved governance systems by a positive unit mean index value of the respective factors. Thus, the study optimal model (revised conceptual framework model) is given by Figure 4.12. This study sought to establish an optimal frame work for the variables according to their ranking from the highest to the lowest by use of the Pearson Correlations values. The study found out that all the indicators of this study had p-values less than 0.05 except service delivery which had a p-value of 0.056 which is greater than 0.05. This implies that service delivery was statistically insignificant. The study dropped service delivery but retained all the other variables.



**Figure 4.12: Revised Conceptual Framework Model**

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the results of the study on the role of public participation on performance of devolved governance systems in Kenya. The study investigated five research variables and their role on the performance of devolved governance systems in Kenya. The five study areas are; citizen empowerment, policy and decision making, service delivery, conflict management and feedback mechanisms. This chapter, therefore, presents summaries, conclusions and recommendations of the results on each of the five study areas. The chapter concludes by proposing areas for further research.

#### **5.2 Summary of Major Findings**

The general objective of the study was to determine the role of public participation on performance of devolved governance systems in Kenya. The study specifically examined the influence of citizen empowerment, policy and decision making, service delivery, conflict management, feedback mechanisms on performance of devolved governance systems in Kenya. The reviewed literature showed that public participation had a role to play on performance of devolved governance systems in Kenya. The major findings summarized from the five specific objectives are as follows:

##### **5.2.1 Influence of Citizen Empowerment on Performance of Devolved Governance Systems in Kenya**

The first specific objective of this study was to establish the role of citizen empowerment on the performance of devolved governance systems in Kenya. The study established that civic education is a tool used by their counties to create awareness and empower citizens. The citizens in their counties can access all county information

without any form of hindrances and the county can communicate freely on matters relating to the management and use of county resources. The study established that an effective communication system between officials and the citizens should have well defined and clear roles and responsibilities of citizens.

Further, the study established that there was a good understanding among the public that citizens empowerment is critical in the development of their counties and that this entailed; giving them an opportunity to equip themselves with knowledge and skills which will be beneficial to them. The citizen empowerment can provide the ability of citizens to actively participate in decision making and take charge or leadership of managing development issues in their counties. This will enlighten citizens on their rights and equip them with knowledge and power on how to articulate issues relating to their counties or how they are governed. The Analysis of variance (ANOVA) confirmed that citizen empowerment was statistically significant in explaining the change in the dependent variable considering that its P-Value result was less than 0.5 level of significance. This means that the hypothesis that citizen empowerment has a statistically significant influence on performance of devolved governance systems in Kenya was accepted.

### **5.2.2 Influence of Policy and Decision Making on Performance of Devolved Governance Systems in Kenya**

The second specific objective of this study was to investigate the role of policy and decision making on performance of devolved governance systems in Kenya. The study established that; a majority of the respondents remained neutral on the statement on whether their county had developed clear legislation, policies, procedures and implementation mechanisms on citizen participation. The respondents disagreed that various governance structures in their county strictly followed national legislations and involve citizens in governance matters. The respondents remained neutral that decisions reached through public participation and consensus forums were always implemented



by their county. The respondents were neutral on the statement that their county had developed adequate engagement forums to ensure inclusivity, equality and effective citizen participation in county management matters.

The study further established that a significant number of Kenyans did not know whether the managers of their counties involved citizens in policy and decision making processes. The small numbers of respondents that responded in the affirmative to the question said that their counties used the youth and women forums to discuss policy matters. To involve citizens, questionnaires were used on particular policy issues; community policing and public barazas were commonly used; some members of parliament usually held meetings with the members of county assembly (MCA), business stakeholders, youths and women leaders to discuss matters that border on policy. In some occasions, citizens were involved during the development or reviewing of the development plans for the counties where public views were invited while in some cases, counties involved citizens to fulfil the constitutional requirement through budget making process. The results also established that there existed a positive linear relationship between policy and decision making and the performance of the devolved governance systems in Kenya

The Analysis of Variance (ANOVA) confirmed that policy and decision making was statistically significant in explaining the change in the dependent variable considering that its P-Value result was less than .05 level of significance. This means that the alternative hypothesis that policy and decision making does have a statistically significant influence on performance of devolved governance systems in Kenya was accepted.

### **5.2.3 Influence of decentralized Service Delivery on Performance of Devolved Governance Systems in Kenya**

The third specific objective of this study was to ascertain the role of service delivery on performance of devolved governance systems in Kenya. The study established that; a

majority of the respondents disagreed that citizens in their counties were not adequately consulted and involved in government budgeting and financial management processes. There existed effective accountability mechanisms in ensuring efficient service delivery to the citizens in their counties. They disagreed that effective laws had been enacted to address cases of misappropriation and plunder of public resources in their county. They disagreed that citizens in their county were adequately consulted and involved in all long term investment projects in county to ensure proper use of resources. The study further established that a significant number of Kenyans did not have a good understanding of the terms 'service delivery'. In addition, the study established that an overwhelming majority of Kenyans were not satisfied with the services provided by their counties.

From the inferential statistics, the results showed that there existed a positive linear relationship between service delivery and the performance of the devolved governance systems in Kenya. The Analysis of variance (ANOVA) confirmed that service delivery was statistically significant in explaining the change in the dependent variable considering that its P-value result was less than 0.05 level of significance. This means that the hypothesis that service delivery has a statistically significant influence on performance of devolved governance systems in Kenya was accepted.

#### **5.2.4 Influence of Conflict Management on Performance of Devolved Governance Systems in Kenya**

The fourth specific objective of this study was to examine the role of conflict management on performance of devolved governance systems in Kenya. The study established that the respondents agreed and strongly agreed that conflict in their county among diverse groups of citizens though viewed as inevitable and healthy was closely monitored to ensure that it does not stifle performance. The majority of the respondents either disagreed or remained neutral with the statement that their county had developed good conflict resolutions mechanisms to address any forms of divergent views in the interest of performance and development. The respondents agreed or strongly agreed

that their counties had developed good stakeholder identification processes to ensure inclusivity and equity in representation in planning and implementation forums to avoid conflicts for faster development of their counties.

The study further established that the citizens had experienced conflicts related to prioritizing use of resources in their counties, while an equal number was unaware of any form of conflicts. The study also established that most of the root causes of conflicts experienced in counties related to; poor management skills; failure by MCAs to pass bills on time; misappropriation of funds; power wrangles by county leaders; poor leadership, skewed leadership based on tyranny of numbers, lack of agreement on priorities; divergent political interests; land grabbing; poor waste disposal dumping sites; uneven distribution of resources, skewed provision of services; failure to pay off contractors and service providers; lack of consultations between government and stakeholders; overlapping mandates within county governments and national government; tribalism; nepotism and inadequate allocation of resources.

Other factors included low levels of education among MCA's; greed, favouritism and patronage; wrong policies in regards to development projects; lack of understanding of county governments mandate; inadequate consultation amongst all stakeholders involved. Other factors adduced included, Governors being afraid of impeachment by MCAs; poor implementation of policies; delayed information; lack of citizen awareness on issues to be addressed; impunity and non sharing of crucial information. The Analysis of variance (ANOVA) confirmed that conflict management was statistically significant in explaining the change in the dependent variable considering that its P-value result was less than 0.05 level of significance. This means that the hypothesis that conflict management does have a statistically significant influence on performance of devolved governance systems in Kenya was accepted.

### **5.2.5 Influence of Feedback Mechanisms on Performance of Devolved Governance Systems in Kenya**

The fifth and final specific objective of this study was to examine the role of feedback mechanisms on performance of devolved governance systems in Kenya. The study established that majority of the respondents disagreed that their county had developed feedback mechanisms (between government and the citizens) for effective implementation of decisions reached through citizen participation for enhanced performance. Majority of the respondents were neutral that during the planning processes, clear indicators were developed with the participation of citizens to facilitate effective monitoring and evaluation. They disagreed that the development and service delivery programmes in their county were effectively monitored and evaluated for enhanced performance.

The study further established that the citizens did not know whether their counties had defined feedback mechanisms for informing citizens on decisions made by their county managers. A few of the respondents stated that they gave mechanisms such as; county assembly representatives; follow up meetings scheduled to inform the stakeholders on the progress of community project; meetings with MCAs and the elected representatives from sub-country locations on development matters; billboards that update and inform the public on performances; updates on the county government websites; brochures placed in strategic places within county and sub-county offices; and through monitoring and evaluation committees identified by citizens. The Analysis of variance (ANOVA) confirmed that feedback mechanisms was statistically significant in explaining the change in the dependent variable considering that its P-value result was less than 0.05 level of significance. This means that the hypothesis that feedback mechanisms did have a statistically significant influence on performance of devolved governance systems in Kenya was accepted.

### **5.3 Conclusion**

Based on the findings discussed in chapter four and the summaries presented in section 5.2 of this thesis, the study concluded that citizens play a significant development role if they are enabled to access county information, including project development information on a timely basis and without any form of hindrances. This conclusion concurs with the findings by Fox (2014), Muriu (2014) and O'Meally (2015) who posited that strengthening public participation requires building government systems and capacity, as well as the capacity of citizens.

A study by Muriu and O'Melly averred that an enabling environment must be created in order to actively encourage the voice and representation of people who would normally be excluded because of gender, age, ethnic or class bias. This argument upholds the conclusion that citizen participation is significantly enhanced when they are left to communicate freely on matters relating to the management and use of their county resource regardless of their backgrounds. Citizens should also be engaged in playing oversight roles in the management of counties and voice their concern when this is not the case. The study also concluded that; that public barazas, civic education forums, youth and women empowerment forums, human rights advocacy, workshops, seminars, research forums, use of brochures, posters and fliers, affirmative action forums are all important strategies for empowering citizens for enhanced performance. This conclusion supports study results by Okello, Oenga and Chege (2008) that the key huddles faced by citizens in engaging in meaningful participation and effective development is linked to the citizens' need for knowledge and skills on how to execute their responsibilities.

On the role of policy and decision making, the study concluded that there is need for counties to; develop clear legislation, policies, procedures and implementation mechanisms on citizen participation as well as appropriate legislations and involve citizens in all governance matters. Decisions reached through public participation and consensus forums must always be implemented by counties and that there should be

adequate engagement forums for inclusivity, equality and effective participation in management matters. These results reinforce conclusions by Dalehite (2008) that there are numerous benefits of involving citizens in policy-making, including the improvement of the quality of services. A study by Holder and Zakharchenko (2002) on the other hand concluded that public participation increases transparency in the decision-making process, a fact that has been established by this study.

On ascertaining the role of service delivery, the study emphasized the need for effective accountability mechanisms to ensure efficient service delivery in the counties. These results concur with those by Cassia and Magno (2008) who held the view that creating a link between service planning, provision and performance, and citizen feedback, based on a two-way communication channel is one suitable way to provide service delivery for improved performance of institutions. It can also be concluded that ideal strategic approaches that have strong impact on improvement of service delivery across the counties; reducing competition among state agencies and counties and concentrating on delivering citizen-targeted service; development of and strict adherence of service charters by different county institutions within agreed timelines; officers handling service provision need to be equipped with the necessary technologically attuned tools; and availing adequate resources to enhance service delivery; adequate remuneration to the county officers and workers involved in service delivery. These results are congruent with those of Dalehite (2008) and Brandsen and Pestoff (2006) who affirmed the importance of the public services co-production that is related primarily to the involvement of citizens or clients in production, i.e. direct user involvement in service delivery for enhanced performance. It can further be concluded that educating the public on waste management and employing the 'nyumba kumi' initiative to deliver services closer to the people is a better way to enhance performance of devolved governance systems. Besides, reducing red tape or bureaucracy in service delivery is critical for enhanced service delivery in public service.

On the role of conflict management, the study concluded that; there is need to closely monitor conflict among diverse groups in counties in order to ensure that it does not

stifle performance; that counties develop good conflict resolution mechanisms to address any forms of divergent views in the interest of performance and development and that counties develop effective stakeholder identification processes to ensure inclusivity and equity in representation in planning and implementation forums to avoid stifling performance due to conflicts. These results resonated with Kelly (2005) conclusions that effectiveness of direct public participation as a change strategy is based on the assumption that it will not give rise to conflict with other institutions or personal goals within any system or a devolved governance system in the case of this study. The results also support the conclusions by Macharia et al (2014) who said that the inclusion of the views of the governed citizens enhances the decision making process that is equitable and fair, capable of leading to more informed choice and enhanced performance outcomes as well as reduce inter-personal and inter-institutional conflicts. To address root causes of conflicts, counties need to clearly state and publish revenue resources and demonstrate how these resources have been used. Involvement of all parties in decision making need to be a rule rather than an exception; corrupt officers in government have to be apprehended and prosecuted.

On feedback mechanisms, the study concluded that counties should develop appropriate systems for effective implementation of decisions reached through citizen participation forums for enhanced performance; all development and service delivery programmes in counties be effectively monitored and evaluated for enhanced performance. During the planning processes, clear indicators should be developed with the participation of citizens to facilitate effective monitoring and evaluation. These conclusions are in tandem with the study results of World Bank (2015) that quality citizen participation is achieved through an informed citizenry, enhanced government systems for sharing information, consulting citizens and receiving feedback. Further, the conclusion agrees with those by CIC (2014) that use of various feedback mechanisms for the public is as useful as the development of legislation on public participation itself. The study also concluded that to facilitate effective feedback for enhanced county performance, communication from counties ought to flow through sub-counties for interpretation and

dissemination to all citizens using an effective language that can be understood by all members, including those with literacy challenges. Further, a forum should be put in place for those that have no access to technology to inform them on decisions made by county management using a layman's language.

## **5.4 Recommendations**

The study explored the role of public participation on performance of devolved governance systems in Kenya. Based on the findings, the following recommendations were made which the national and county governments; other organizations should put in place to address these issues of performance of devolved governance systems in Kenya to achieve vision 2030.

### **5.4.1 Citizen Empowerment**

Based on the conclusions of this study and for public participation to play an effective role on enhancing the performance of devolved governance systems in Kenya; the study recommends that citizens in all counties should be enabled to access county information (including project development information) on a timely basis and without any hindrances; citizens should be able to communicate freely on matters relating to the management and use of their county resources for the development of their counties; mechanisms should be developed by the county managers to meaningfully engage the citizens in playing oversight roles in the management of counties as well as voice their concern whenever necessary. The study also recommends that counties should invest in public 'barazas', civic education forums, youth and women empowerment forums, human rights advocacy, workshops, seminars, research forums, use of brochures, posters and fliers where crucial county development matters are discussed.

Affirmative action forums, as important avenues for empowering citizens so that they can make meaningful contributions to enhancing performance of their counties, are also recommended. Considerations should also be made for county leadership to develop and



document citizen empowerment guidelines and engage skilled staff in disseminating the same on a regular basis, encourage citizens to form participation groups and then support them in coming up with economic projects and credit sourcing strategies, ensure fair taxation, and provide an enabling environment to conduct business as a way to enhance the performance of devolved governance systems in Kenya.

#### **5.4.2 Policy and Decision Making**

Counties should also develop clear citizen participation legislation, policies and decision making structures and procedures to enhance the performance of devolved governance systems. The study further recommends that county governance structures should ensure that decisions reached through public participation and consensus building forums are always implemented. In addition, county managers should institute adequate engagement forums for inclusivity, equality and effective citizen participation in county management and development matters. The study also recommends that counties should exploit the use of the youth and women forums to discuss policy matters; use questionnaires as well as interview guides to develop and entrench desired policy issues; use community policing and public barazas as mechanisms to obtain public views; encourage community representations from various segments of society that could provide input during deliberations of policy issues; use memos on submitting policy related bills to county assemblies' parliament; and encourage citizens to send petitions through gazette notices as well as ensure vital county information is published on the county websites.

#### **5.4.3 Service Delivery**

On service delivery, county managers across the county should ensure effective application of the relevant laws on accountability in order to ensure efficient service delivery to the citizens. The managers should also ensure that; citizens are adequately consulted and involved in all long term investment projects so as to ensure proper use of

resources for development and that citizens are adequately consulted and involved in government budgeting and financial management processes. The study also recommends that county managers across the nation establish mechanisms for reducing competition among state agencies and counties and instead concentrate on delivering service that is targeted to benefit citizens; ensure that officers charged with the responsibility of handling service provision are adequately equipped with the necessary tools and resources in order to enhance service delivery.

Additionally there should be proper remuneration to all the county service providing officers and workers to forestall fraud temptations as well as explore ways of exploiting the use of technology to deliver quality services. The ‘nyumba kumi’ initiative should be used to maximize delivery of services closer to the people; ensure that public tenders are awarded in a transparent manner and in accordance with the constitutional provisions as well as ensure prompt payments to suppliers of goods and services and contactors in general to enhance quality of services.

#### **5.4.4 Conflict Management**

Further, the study recommends that counties should develop good conflict resolutions mechanisms to address conflicts that may arise from all forms of divergent views in the interest of performance and development. County management should also develop effective stakeholder identification processes to ensure inclusivity and equity in representation in planning and implementation forums to avoid stifling performance due to conflicts based on tribe, race, gender, or any other root causes. In order to address the root causes of conflicts, the study recommends that counties should clearly publish all county sources of revenue and how the same are being used as well as involving all parties at all times in decision making as a rule rather than as an exception.. With regards to conflict and its effects on the performance of devolved governance systems, county management across Kenya should ensure close monitoring of conflicts among diverse groups in order to ensure that this does not stifle performance. Finally, the study

recommends that county managers should develop strong internal controls to guard against misuse of public resources

#### **5.4.5 Feedback Mechanisms**

Additionally, the study recommends that counties across the nation should develop effective feedback mechanisms for implementation of decisions reached through citizen participation for enhanced performance; all development and service delivery programmes in counties should be regularly monitored and evaluated for enhanced performance. The study further recommends that clear indicators of progress and performance and the attendant means of verification should be developed and documented during project planning processes with the participation of citizens. In addition, the study recommends that communications from counties should flow through sub-counties for interpretation and dissemination to all citizens using an effective language and methodology capable of being understood by all citizens. A forum must also be put in place for those that have no access to technology to inform them on decisions made by county management using a layman's language, including use of vernacular TV and radio stations. An establishment of online systems for communication between the government and its citizens; and use of suggestion boxes are also recommended in order to facilitate the enhancement of public participation in county development matters.

#### **5.4.1 Knowledge Gained for Policy and Practice**

The study contributes to the body of knowledge by determining that performance of devolved governance in Kenya is greatly affected by citizen empowerment, conflict management, feedback mechanisms, service delivery and policy and decision making. The study contributes to the existing literature in the field of leadership and governance by elaborating existing theories, models and empirical studies on role of public participation on performance of devolved governance in Kenya. The study thus

contributes to the existing knowledge in leadership and governances by reviewing theories and models that can be applied to improve public participation to enhance performance of devolved governance in Kenya.

## **5.5 Areas for Further Research**

This study has detailed and brought to light several useful empirical data on public participation and its role in enhancing the performance of devolved governance systems in Kenya. The study problem, objectives, methodology and the findings have been documented in this thesis with the results being presented in chapter four and summarized in chapter five. The study now makes the following recommendations for future consideration. First, that a similar study be conducted at some stage in the future using the same variables to validate the findings of this study. The research advocates that the proposed study samples a larger number of counties in the study in order to provide an enhanced reflection of the situation on the ground with respect to public participation and how it impacts on the performance of devolved governance systems.

Secondly, all the five predictor variables studied when taken together could only explain up to 47.50% of the variation in the performance of the devolved governance systems in Kenya. This means that 52.50% (majority) of the variation in the performance of devolved governance systems in Kenya could be explained by other variables not involved in this study. The research, therefore, proposes that a study be conducted to investigate other factors including; citizens' literacy standards, citizens' political affiliation, development background of counties, citizens' religious beliefs, county ethnic composition, and county population among other potential predictor variables.

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## APPENDICES

### Appendix I: Introduction Letter to Respondents

Date: \_\_\_\_\_

**Dear Respondent,**

This questionnaire is aimed at collecting data for academic research purposes on “Role of Public Participation on Performance of Devolved Governance Systems in Kenya”. The study is in partial fulfilment of the requirements for the award of a PhD degree in Leadership and Governance of Jomo Kenyatta University of Agriculture and Technology (JKUAT).

Please be assured that any information collected through this questionnaire will be treated with utmost confidence and will be used for research purposes only. High level ethical standards will strictly be observed to ensure that the study outcomes and reports will not include reference names of any respondents. Thank you in advance for your time and cooperation.

Yours faithfully,

**Sophia Atieno Opiyo**

Student, PhD, Governance and Leadership

Reg. No. HD419-1891//2014

**Appendix II: Questionnaire**

**SECTION I            BACKGROUND INFORMATION**

**Personal Information**

1. Name of Respondent \_\_\_\_\_
2. County \_\_\_\_\_
3. Institution of Affiliation \_\_\_\_\_
4. Position \_\_\_\_\_
5. Gender                    M [  ]            F [  ]
6. Your current Age: 20-34Yrs [  ] 35-50 Yrs [  ] Above 50yrs [  ]

**A. Citizen empowerment and performance**

1. In your own words, how can you define citizen empowerment?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. Are there established mechanisms for civic empowerment in your county?

Yes [  ]      No [  ]      I don't know [  ]

3. If your answer to Question A-2 is YES, please list them?

\_\_\_\_\_

\_\_\_\_\_

4. If your answer to Question A-2 is NO, suggest possible mechanisms for empowering citizens in your county

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5. To what extent do the following statements apply to your County? Please tick as appropriate in a corresponding box? Use a scale of 1 to 5, where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree

		1	2	3	4	5
a.	Civic education is a tool used by my county to create awareness and empower citizens					
b.	Citizens in my county can access county information without any form of hindrance					
c.	Citizens in my county can communicate freely on matters relating to the management and use of county resources					
d.	My county has established an effective communication system between officials and the citizens					
e.	Citizens and county officers have clear roles and responsibilities of citizens					
f.	Citizens play an important oversight role in my county					

**B. Policy and decision making and performance**

1. Does your county involve citizens in Policy and decision making process?

Yes [ ] No [ ] I don't know [ ]

2. If your answer to Question B-1 is YES, please explain below

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3. If your answer to Question B-1 is NO, suggest possible ways in which citizens could involved in policy and decision making processes.

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4. To what extent do the following statements apply to your County? Please tick as appropriate in a corresponding box? Use a scale of 1 to 5, where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree

	<b>Policy and Decision Making</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a.	My county has developed clear legislation, policies, procedures and implementation mechanisms on citizen participation					
b.	The various governance structures in my county strictly follow national legislations and involve citizens in governance matters					
c.	Decisions reached through public participation and consensus forums are always implemented by my county					
d.	My county has developed adequate engagement forums to ensure inclusivity, equality and effective citizen participation in county management matters					

**C. Service delivery and performance**

1. What is your understanding of the terms 'service delivery'?

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Are you satisfied with the delivery of the services mentioned in question above in your county?

Yes [  ]      No [  ]

2. If your answer to Question C-2 is YES, please explain

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3. If your answer to Question C-2 is NO, please suggest possible ways to improve service delivery in your county.

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4. To what extent do the following statements apply to your County? Please tick as appropriate in a corresponding box? Use a scale of 1 to 5, where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree

	<b>Service Delivery</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a.	Citizens in my county are adequately consulted and involved in government budgeting and financial Management processes					
b.	There exists effective accountability mechanisms in ensuring efficient service delivery to the citizens in my county					
c.	Effective laws have been enacted to address cases of misappropriation plunder of public resources in m county					
d.	Citizens in my county are adequately consulted and involved in all long term investment projects in county to ensure proper use of resources					

**D. Conflict management and performance**

1. Has your county experienced any form of conflict in terms of prioritizing use of county resources?

Yes [ ] No [ ] I don't know [ ]

2. If YES to question D-1, please explain the root causes of these conflicts?

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3. If NO to question D-1, please suggest ways to address these conflicts?

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4. To what extent do the following statements apply to your County? Please tick as appropriate in a corresponding box? Use a scale of 1 to 5, where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree

	<b>Conflict Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a.	Conflict in my county among diverse groups of citizens though viewed as inevitable and healthy is closely monitored to ensure that it does not stifle performance					
b.	My county has developed good conflict resolutions mechanisms to address any forms of divergent views in the interest of performance and development					
c.	My county has developed good stakeholder identification processes to ensure inclusivity and equity in representation in planning and implementation forums to avoid conflicts for faster development of our county					

**E. Feedback mechanisms and performance**

1. Do you have a defined feedback mechanism for informing you (citizens) on decisions made by county?

Yes [ ] No [ ] I don't know [ ]

2. If YES to question E-1, please explain those mechanisms in place

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3. If NO to question E-1, please suggest ways to address these challenge in your county

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4. To what extent do the following statements apply to your County? Please tick as appropriate in a corresponding box? Use a scale of 1 to 5, where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree

	Feedback Mechanisms	1	2	3	4	5
a.	My county has developed feedback mechanisms (between government and the citizens) for effective implementation of decisions reached through citizen participation for enhanced performance					
b.	During the planning processes, clear indicators are developed with the participation of citizens to facility effective monitoring and evaluation					
c.	All development and service delivery programmes in my county are effectively monitored and evaluated for enhanced performance					

**F. Performance of devolved governance systems**

1. Do citizens in your county feel that their suggestions/contributions are always considered in making county decisions?

Yes [ ] No [ ] I don't know [ ]



2. If YES to question F-1, please explain

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3. If NO to question F-1, please suggest ways to citizens' contributions could be considered in county decision making

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4. To what extent do the following statements apply to your County? Please tick as appropriate in a corresponding box? Use a scale of 1 to 5, where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Performance Of Devolved Governance Systems</b>					
a.	As a result of effective public participation, my county has witnessed improved performance and growth in all sectors					
b.	The problem of unemployment and social ills in my county have reduced due to the improved performance of my county influenced by public participation in all governances systems and processes					
c.	Peoples livelihoods in my county have improved due to the good performance of my county influenced by public participation in all governances systems and processes					

5. The performance of the devolved governance systems can be measured in terms of increase of investments, reduction of unemployment, increase in savings and improved infrastructure To what extent do the following statements apply to your county for the last one year. Please tick appropriately

	<1%	1%- 10%	11%- 30%	31%- 40%	Above 40%
Increase of Investments					
Reduction of unemployment					
Increase in savings					
Improved infrastructure					

**Appendix III: Interview Guide**

Name of Respondent (Optional)

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County

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Position in Point

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Gender

---

Your Current Age

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**Citizen empowerment and performance**

1. How often does your county conduct civic education

---

2. How have these civic education sessions benefited:

a. The Citizens of your County”

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b. The performance of your county”

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3. What are the most commonly used methods of communication used by your county to reach the citizens?

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4. In your view, how effective have these communication methods been in empowering the citizens of your county?

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5. If not effective, can suggest ways to improve the same?

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**Policy and decision making and performance**

6. Has your county developed legislation, policies and procedures on public participation?            YES [  ]            NO [  ]

7. Please clarify your answer in question 6 above:

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8. If YES to question 6 above, how have these legislations, policies and procedures helped the citizens in contributing to the performance of your county?

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If NO to question 6 above, suggest how such legislations, policies and procedures, if developed, can help citizens in contributing to the performance of your county?

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**Service delivery and performance**

9. Citizen in my county are adequately consulted and involved in government budgeting and financial management processes? YES [  ]  
NO [  ]

10. If YES, explain the extent of involvement.

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If NO, provide suggestions on how citizens could be involved n such processes?

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11. In your view, in what does involvement of citizens in budgeting and financial management processes contribute to performance of your county?

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**Conflict management and performance**

12. What forms of conflict resolution mechanisms have been put in place by your county?

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13. In your view, would the involvement of citizens in conflict resolutions contribute to performance of your county? Yes [ ] NO [ ]

Briefly explain your answer above

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**Feedback mechanism and performance**

14. Has your county developed feedback mechanisms on decisions reached through citizen participation? YES [ ] NO [ ]

Briefly explain your answer

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15. How have these feedback mechanisms contributed to performance of your county?

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**Performance of devolved governance systems**

16. Has your county adequately involved citizens in its governance systems? YES  
[ ] NO [ ]

Briefly explain

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17. Has your county realized any improvement in performance as a result of public participation? YES [ ] NO [ ]

18. Briefly explain your answer

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## **Appendix IV: Results of the Pilot Study**

As discussed in section 4.3 of this study, Cronbach's alpha coefficients and factor analysis ratios were used to check on the reliability among multiple measures and the internal consistency of the variables of the study. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. It is computed in terms of inter-correlation among the items measuring the concept. The closer Cronbach's alpha is to 1, the higher the internal consistency (Sekaran, 2010). A commonly accepted rule of thumb is that an alpha score above 0.7 indicates acceptable reliability; an alpha of 0.8 and above indicates good reliability. Alpha scores of 0.95 or higher are not necessarily desirable, as this may indicate that the items may be entirely redundant. The goal of using the Cronbach's alpha measure is to ensure that researchers design a reliable instrument in order to ensure internal consistency. Cronbach alpha scores below 0.5 are considered unacceptable and that the instrument is unreliable. Rahim and Magner (2005) argued that while it is generally agreed that loadings from factor analysis of 0.7 and above are preferable for analysis, researchers generally use 0.4 as a realistic measure given that 0.7 can be high for real life data to meet this threshold. The following are the results of the pilot study.

### **1. Citizen Empowerment and Performance**

The study carried out reliability check for Citizen Empowerment and Performance. The findings are summarized in Table A. From the table, Cronbach's reliability coefficient was found to be approximately 0.6. This was considered to be slightly below the acceptable threshold of 0.7 alpha score. This, therefore, necessitated a revision and increase of the number of questions on this variable with the view to improve reliability as well as enhance internal consistency.



**Table A: Reliability of Citizen Empowerment and Performance**

Reliability Statistics	
Cronbach's Alpha	N of Items
.587	5

The researcher further carried out component factor analysis so as find out factor loadings on Citizen Empowerment and Performance. From the findings tabulated in Table B, all the factors loaded above the threshold of .4. However, since the reliability was slightly below the acceptable 0.7 threshold, factor statements were revised and the number of items increased.

**Table B: Factor Analysis of Citizen Empowerment and Performance**

Component Matrix <sup>a</sup>	Component
	1
Citizens in my county can readily access all county information without any form hindrances	.708
There exists efficient and effective communication systems in my county between government officials and citizens	.667
Citizens in my county can communicate freely on any matter relating to the management and use of county resources without any fear of reprisals	.624
Civic education is used regularly by my county government to create awareness and empower citizens for effective participation in county matters	.620
Clear roles and responsibilities of citizens and county officers in my county have significantly contributed to improved performance	.462

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## 2. Policy and decision making and performance

The study generated a reliability table on Policy and decision making and performance. The findings were summarized in Table C. From the table, Cronbach's alpha coefficient was .772 which was above the threshold of 0.7. Therefore, Policy and decision making and performance was found to be reliable.

**Table C: Reliability on Policy and decision making and performance**  
**Reliability Statistics**

Cronbach's Alpha	N of Items
.772	4

Factor analysis was carried out on Policy and decision making and performance to investigate how factors would load on the variable. The findings summarized in Table D revealed that all the factors loaded highly as all were above the threshold of .4.

**Table D: Factor Analysis on Policy and decision making and performance**

Component Matrix <sup>a</sup>	
	Component 1
My county has developed adequate engagement forums to ensure inclusivity, equality and effective citizen participation in county management matters	.858
The various governance structures in my county strictly follow national legislations and involve citizens in governance matters	.809
My county has developed clear legislation, policies, procedures and implementation mechanisms on citizen participation	.784
Decisions reached through public participation and consensus forums are always implemented by my county	.616

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

### 3. Service delivery and performance

The study sought to establish if Service delivery and performance was reliable by carrying out a reliability check. The findings presented in Table E, shows that Cronbach's Alpha was above the threshold of 0.7 (at .838). Therefore, service delivery was considered as reliable.

**Table E: Reliability check on Service delivery and performance**

Reliability Statistics	
Cronbach's Alpha	N of Items
.838	4

Further, Factor analysis was conducted on Service Delivery and performance to establish factor loading on Service delivery and performance. The findings summarized in Table F show that all factor statements loaded highly on Service delivery and performance.

**Table F: Factor Analysis on Service delivery and performance**

Component Matrix <sup>a</sup>	
	Component
	1
There exists effective accountability mechanisms in ensuring efficient service delivery to the citizens in my county	.918
Citizens in my county are adequately consulted and involved in all long term investment projects in county to ensure proper use of resources	.800
Effective laws have been enacted to address cases of misappropriation plunder of public resources in m county	.791
Citizens in my county are adequately consulted and involved in government budgeting and financial Management processes	.786

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

#### 4. Conflict management and performance

The study carried out a reliability check on Conflict management and performance. The findings were summarized in Table G. From the findings, the reliability coefficient was found to be below the threshold of 0.7. Therefore, a factor analysis was run to find out the factor that did not load highly (Table H). Then a reliability check was redone with only the factors that attained a threshold of .4 and the reliability improved from .415 to .722 (Table I).

**Table G: Reliability check on Conflict management and performance (Before Factor Analysis)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.415	4

**Table H: Factor Analysis on Conflict management and performance**

	Component Matrix	
	1	Dropped Factors
My county has developed good stakeholder identification processes to ensure inclusivity and equity in representation in planning and implementation forums to avoid conflicts for faster development of our county	.851	
My county has developed good conflict resolutions mechanisms to address any forms of divergent views in the interest of performance and development	.831	
Conflict in my county among diverse groups of citizens though viewed as inevitable and healthy is closely monitored to ensure that it does not stifle performance	.676	
Conflict is inevitable when trying to priority use of scarce resources	-.389	Dropped

Extraction Method: Principal Component Analysis.

**Table I: Reliability Check on Conflict management and performance (After Factor Analysis)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.722	3

### 5. Feedback mechanisms and performance

The research sought to find out the reliability coefficient of feedback mechanism and performance. The findings were summarized in Table J. From the table, the Cronbach's Alpha was above the threshold of 0.7 at .846.

**Table J: Reliability Statistics**

Cronbach's Alpha	N of Items
.846	3

In addition, the research sought to establish the factor loadings on feedback mechanism and performance. The findings summarized in Table J shows that all the factors loaded very as non was below the .4 threshold.

**Table K: Factor Analysis on Feedback Mechanism and Performance**

Component Matrix <sup>a</sup>	
	Component
	1
During the planning processes, clear indicators are developed with the participation of citizens to facility effective monitoring and evaluation	.913
My county has developed feedback mechanisms (between government and the citizens) for effective implementation of decisions reached through citizen participation for enhanced performance	.857
All development and service delivery programmes in my county are effectively monitored and evaluated for enhanced performance	.852

Extraction Method: Principal Component Analysis.

## 6. Performance of devolved governance systems

The research sought to find out the reliability of performance of devolved governance systems. The findings were summarized in Table K. From the findings, performance of devolved governance systems was found to be reliable as Cronbach's Alpha was above the threshold of 0.7 at .768.

**Table K: Reliability of performance of devolved governance systems**

Reliability Statistics	
Cronbach's Alpha	N of Items
.768	3

The researcher further carried out factor analysis on performance of devolved governance systems. The findings summarized in Table L shows that none of the factors loaded below the cut-off point of .4.

**Table L: Factor Analysis on performance of devolved governance systems**

Component Matrix <sup>a</sup>	
	Component 1
Peoples livelihoods in my county have improved due to the good performance of my county influenced by public participation in all governances systems and processes	.864
As a result of effective public participation, my county has witnessed improved performance and growth in all sectors	.827
The problem of unemployment and social ills in my county have reduced due to the improved performance of my county influenced by public participation in all governances systems and processes	.788

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

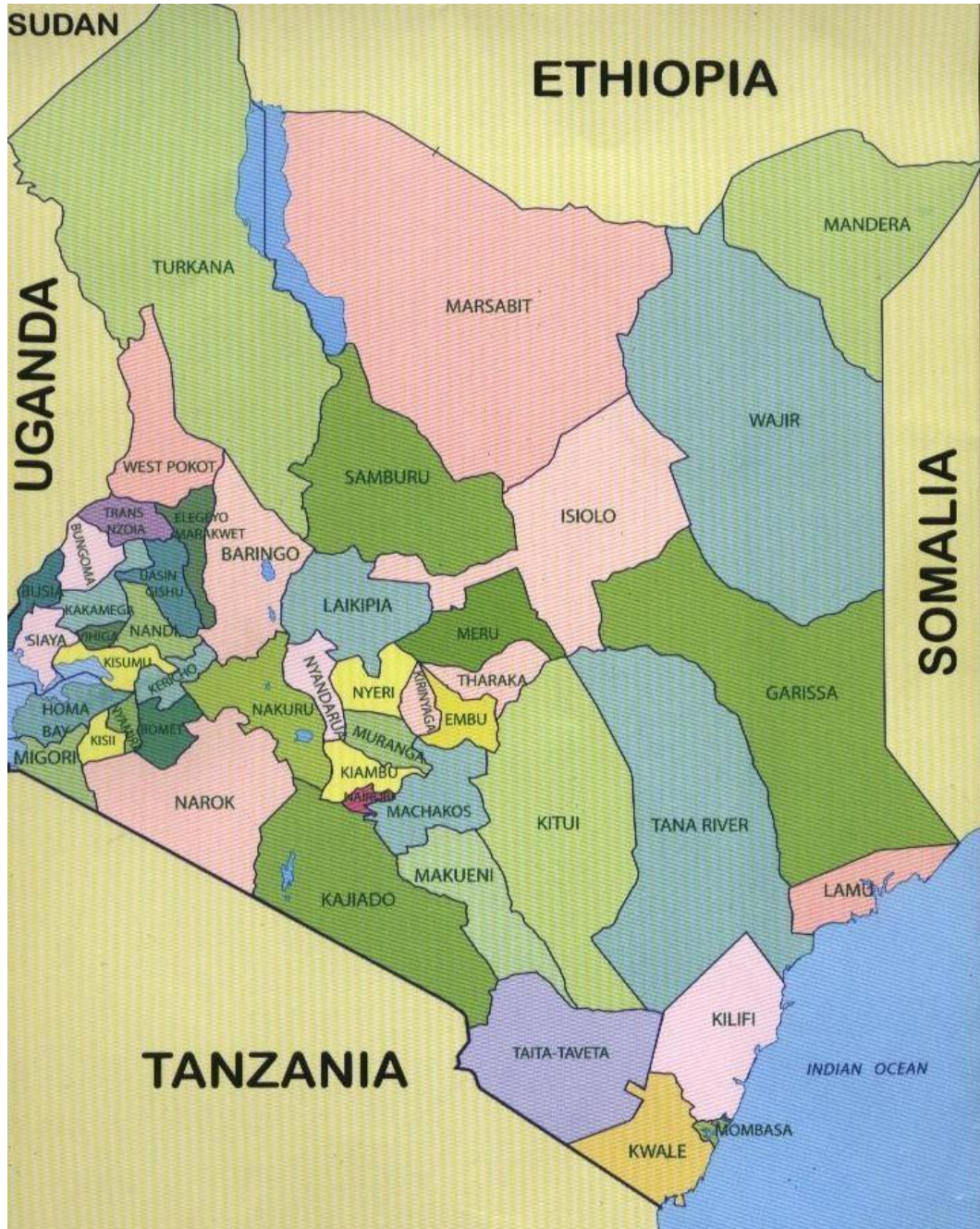
## Appendix V: Kenyan Counties and Estimated Population

Kenyan County	Region	Est. Population (2011)
1. Baringo	Rift Valley	555,561
2. Bomet	Rift Valley	724,186
3. Bungoma	Western	1,630,934
4. Busia	Western	488,075
5. Elgeyo-Marakwet	Rift Valley	369,998
6. Embu	Eastern	516,212
7. Garissa	North Eastern	623,060
8. Homa Bay	Nyanza	963,724
9. Isiolo	Eastern	143,294
10. Kajiado	Rift Valley	687,312
11. Kakamega	Western	1,650,651
12. Kericho	Rift Valley	758,339
13. Kiambu	Central	1,623,282
14. Kilifi	Coast	1,109,735
15. Kirinyaga	Central	528,054
16. Kisii	Nyanza	1,152,282
17. Kisumu	Nyanza	968,909
18. Kitui	Eastern	1,012,709
19. Kwale	Coast	649,931
20. Laikipia	Rift Valley	399,227
21. Lamu	Coast	101,539
22. Machakos	Eastern	1,098,584
23. Makueni	Eastern	884,527
24. Mandera	North Eastern	1,025,756
25. Marsabit	North Eastern	291,166
26. Meru	Eastern	1,356,301
27. Migori	Nyanza	1,028,579
28. Mombasa	Coast	939,370
29. Murang'a	Central	942,581
30. Nairobi	Nairobi	3,138,369
31. Nakuru	Rift Valley	1,603,325
32. Nandi	Rift Valley	752,965
33. Narok	Rift Valley	850,920
34. Nyamira	Nyanza	598,252
35. Nyandarua	Central	596,268
36. Nyeri	Central	693,558
37. Samburu	Rift Valley	223,947
38. Siaya	Nyanza	842,304
39. Taita Taveta	Coast	284,657

40. Tana River	Coast	240,075
41. Tharaka Nithi	Eastern	365,330
42. Trans Nzoia	Western	818,757
43. Turkana	Rift Valley	855,399
44. Uasin Gishu	Rift Valley	894,179
45. Vihiga	Western	554,652
46. Wajir	North Eastern	661,941
47. West Pokot	Rift Valley	512,690



## Appendix VI: Map of Kenyan Counties



Source: Commission of Revenue Allocation (2011)

## Appendix VII: Introduction/Confirmation Letter from JKUAT



JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY  
KQ PRIDE CENTRE  
P.O. Box 62000-00200 CITY SQUARE, NAIROBI, KENYA. TELEPHONE: 0719828131/0735015175/0206422832  
Office of the Associate Chair  
Email: [chairkuat-kqpridecentre@ikuat.ac.ke](mailto:chairkuat-kqpridecentre@ikuat.ac.ke)

Our Ref: JKU/16/006 - HD419-1891/2014

DATE : 24<sup>th</sup> March, 2016

TO  
THE CHAIRMAN  
COUNCIL OF GOVERNORS (KENYA)  
DELTA CORNER, 2<sup>ND</sup> FLOOR,  
P.O BOX 40401-00100  
NAIROBI.

Dear Sir/Madam

**RE: CONFIRMATION OF SOPHIA ATIENO OPIYO.**

The above subject refers.

This is to confirm that Sophia Atieno Opiyo is a bona fide student of Jomo Kenyatta University of Agriculture and Technology pursuing a Doctoral degree (PhD) in Leadership and Governance at our centre, KQ Pride Centre.

The student has successfully completed course work; a mandatory three (3) semesters of class attendance, assignments, sitting of CATs and examinations and passed. The student can now proceed on for thesis which should take twenty four (24) months on the "Role of public participation on the performance of devolved governance systems in Kenya".

Any assistance accorded to her will be highly appreciated.

For any further enquiries, please do not hesitate to call us.

Thank you.

Yours faithfully

  
**DR. JANE W. GATHENYA, PhD**  
**ASSOC. CHAIR, KQ PRIDE CENTRE**

*jwg/ikt*



JKUAT is ISO 9001:2008 and ISO 14001:2004 Certified  
Setting Trends in Higher Education, Research and Innovation





## Appendix IX :Research Authorization Letter – NACOSTI



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 310571, 2219420  
Fax: +254-20-318245, 318249  
Email: secretary@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref: No. **NACOSTI/P/16/20215/10517**

Date: **13<sup>th</sup> April, 2016**

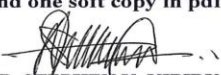
Opiyo Sophia Atieno  
Jomo Kenyatta University of Agriculture  
And Technology  
P.O. Box 62000-00200  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Role of public participation on performance of devolved governance systems in Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for the period ending **13<sup>th</sup> April, 2017.**

You are advised to report to **the County Commissioners and the County Directors of Education of the selected Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**DR. STEPHEN K. KIBIRU, PhD.**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioners  
Selected Counties.

The County Directors of Education  
Selected Counties.

*National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified*

## Appendix X :Authority Letter – Ministry of Devolution & Planning

REPUBLIC OF KENYA



**THE PRESIDENCY  
MINISTRY OF DEVOLUTION AND PLANNING  
STATE DEPARTMENT OF DEVOLUTION**

Fax No: 2217869  
Telephone: Nairobi +254-202217475  
Web:<http://www.devolutionplanning.go.ke>.  
E-mail: [psdevolution@devolutionplanning.go.ke](mailto:psdevolution@devolutionplanning.go.ke)

TELEPOSTA TOWERS  
KENYATTA AVENUE  
P.O BOX 30004-00100  
**NAIROBI**

**Ref : MDP/DSP/1/18 VOL.XIV (74)**

**13<sup>th</sup> April, 2016**

Sophia Atieno Opiyo  
Jomo Kenyatta University  
Agriculture and Technology  
P O Box 62000 – 00200  
**NAIROBI**

**RE: AUTHORITY TO COLLECT DATA IN COUNTIES**

Reference is made to your letter dated 4<sup>th</sup> April, 2016 on the above subject.

Authority is hereby granted to you to collect data on "Role of Public Participation on Performance of Devolved Governance Systems in Kenya".

This authority is valid up to 13<sup>th</sup> April, 2017.

A handwritten signature in blue ink, appearing to read 'Douglas Njeru'.

**Douglas Njeru**  
**For: PRINCIPAL SECRETARY**