

**INFLUENCE OF DEVOLUTION PRINCIPLES ON
PERFORMANCE OF GOVERNANCE IN COUNTY
GOVERNMENTS IN KENYA**

JOYCE AKHAHULE AMUHAYA

**DOCTOR OF PHILOSOPHY
(Leadership and Governance)**

**JOMO KENYATTA UNIVERSITY OF
AGRICULTURE AND TECHNOLOGY**

2019

**Influence of devolution principles on performance of Governance in county
governments in Kenya**

Joyce Akhahule Amuhaya

**A thesis submitted in partial fulfillment for the Degree of Doctor of
Philosophy in Leadership and Governance in the Jomo Kenyatta
University of Agriculture and Technology**

2019

DECLARATION

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

Signature.....Date:.....

Joyce Akhahule Amuhaya

This thesis has been submitted for examination with our approval as the University Supervisors.

Signature.....Date:.....

Prof. Gregory S. Namusonge (PhD)

JKUAT - Kenya

Signature.....Date:.....

Dr. Peter Nthigah (PhD)

JKUAT - Kenya

DEDICATION

This thesis is dedicated to my beloved husband Prof. Mike Iravo and my children Tonny, Mercy and Brenkah for their patience, understanding and support through the entire period of my study. To my parents Mr. George Ongama and my special late mother Mrs. Rachael Kamula Ongama for their prayers and moral support that have made me reach where I am today.

ACKNOWLEDGEMENT

I thank the Almighty God for the great opportunity that made this academic undertaking possible. My sincere appreciation goes to my supervisors Prof. G.S. Namusonge and Dr. P. Nthigah for imparting ample skills and for guiding me through the process to conduct this research. To my classmates, I say thank you for their cooperation and teamwork. I also thank the entire JKUAT Westland Campus fraternity for the support. I cannot conclude this without the mention of my friends and all who made my time a pleasurable learning experience in Jomo Kenyatta University of Agriculture and Technology. May the Almighty Lord bless you all.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	x
LIST OF FIGURES	xii
LIST OF APPENDICES	xiii
LIST OF ACRONYMS AND ABBREVIATION	xiv
ABSTRACT	xviii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the study	1
1.2. Statement of the problem	6
1.3 Objectives of the Study.....	8
1.3.1 General objective.....	8
1.3.2 Specific objectives.....	8
1.4 Research Hypotheses	9
1.5 Significance of the study.....	9
1.5.1 Government of Kenya.....	9
1.5.2 Council of Governors	10
1.5.3 Society	10
1.5.5 Scholars and Researchers.....	11
1.6 The scope of the study	11
LITERATURE REVIEW	12
2.1. Introduction.....	12

2.2. Theoretical Framework.....	12
2.2.1 Separation of Power Theories	12
2.2.2 Democratic Participatory Theories.....	13
2.2.3 Resource Dependency Theories	13
2.2.4 Gender Balance Theories	14
2.2.5 Performance Theories	15
2.2.6 Policy Governance model	15
2.3 Conceptual Framework.....	16
2.3.1 Separation of powers	18
2.3.2 Democratization	19
2.3.3 Reliable Sources of Revenue	21
2.3.4 Gender Balance of Member Representation	21
2.3.5 Constitutionalism.....	22
2.3.6 Performance of County Government in Kenya.....	26
2.4 Empirical Studies	35
2.4.3: Gender balance of member representation	36
2.5. Critique of existing Literature Relevant to the Study.....	40
2.6. Research Gap.....	41
2.7. Summary	42
CHAPTER THREE	43
RESEARCH METHODOLOGY.....	43
3.1. Introduction.....	43
3.2. Research Design	43
3.3 Target Population	44
3.4 Sample Techniques and Sampling Size	44
3.4.1 Sampling Frame	44
3.4.2 Sampling Techniques.....	45
3.4.3 Sample Size	45
3.5. Data collection Instruments	48
3.6 Data Collection Procedure	48

3.7 Pilot Testing	49
3.7.1 Validity of Research Instruments.....	49
3.7.2 Reliability of Research Instruments	50
3.8 Data Analysis and Presentation.....	50
3.9 Measurements of Variables.....	51
3.9.1 Statistical Models	51
3.9.2. Data presentation	51
3.9.3. Hypothesis Testing	52
3.9.4 Measurement of study variables.....	53
CHAPTER FOUR.....	54
RESEARCH FINDINGS AND DISCUSSION.....	54
4.1 Introduction.....	54
4.2 Response Rate.....	54
4.3 Reliability Analysis	55
4.4 Data Preparation and Screening	56
4.5 Sample Characteristics	57
4.6 Descriptive statistics.....	58
4.6.1 Separation of powers.....	58
4.6.2 Democratization	61
4.6.3 Reliable sources of revenue	62
4.6.4 Gender Balance	65
4.6.5 Constitutionalism.....	66
4.6.6 Performance of County Governments	68
4.7 Factor Analysis for the Study Variables.....	70
4.7.1 Factor analysis for separation of powers.....	71
4.7.2 Factor analysis for democratization	73
4.7.3 Factor analysis for reliable sources of revenue.....	74
4.7.4 Factor analysis for gender balance.....	76
4.7.5 Factor analysis for devolution principles	77
4.7.6 Factor Analysis for Performance of County Governments.....	79

4.8 Assumption of regression model.....	81
4.8.1 Linearity.....	81
4.8.2 Normality.....	83
4.8.3 Homoscedasticity.....	84
4.7.4 Test of Multicollinearity.....	84
4.9 Inferential Statistics.....	85
4.9.1 Correlation Analysis.....	85
4.10 Hypothesis Testing.....	87
4.10.1 Effect of Separation of powers on Performance of governance in County government.....	87
4.10.2 Effect of democratization on Performance of governance in County government.....	88
4.10.3 Effect of reliable sources of revenue on performance of governance.....	89
4.10.4 Effect of gender balance on performance of governance in county government ..	90
4.10.5 Effect of devolution principles on performance of governance in county government.....	92
4.11 Overall Regression Model.....	93
4.11.1 Overall Regression Coefficient.....	95
4.12. Moderating Effects of Constitutionalism on the Relationship between Separation of powers and Performance of governance in County Governments.....	97
4.13 Moderation of Constitutionalism on the Relationship between Democracy and Performance of governance in County Governments.	102
4.14 Moderation of Constitutionalism on the Relationship between Gender balance and Performance of governance in County Governments.	102
CHAPTER FIVE.....	105
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	105
5.1 Introduction.....	105
5.2 Summary of Findings.....	105
5.2.1 Commitment on separation of powers.....	105
5.2.2 Democratization.....	106
5.2.3 Reliable source of revenue.....	106
5.2.4 Gender balance and representation.....	106
5.3 Conclusions.....	107

5.4 Recommendations	109
5.4.1: Separation of powers	109
5.4.2: Democratization	109
5.4.3: Reliable sources of revenue	110
5.4.4: Gender balance of member representation	110
5.4.5: Performance of governance in County governments	110
5.4.6: Policy implication.....	110
5.5 Areas for further research	111
REFERENCES.....	112
APPENDICES	120

LIST OF TABLES

Table 3.1: Sampling Frame	47
Table 3.1: Measurement Of Study Variables	53
Table 4.1: Response Rate Of Questionnaires.....	55
Table 4.2: Reliability Analysis.....	56
Table 4.3: Distribution Of The Number Of Missing Values On Cases	56
Table 4.4: Distribution Of The Number Of Missing Values By Variables	57
Table 4.5: Sample Characteristics	58
Table 4.6: Commitment On Separation Of Powers.....	60
Table 4.7: Democratization.....	62
Table 4.8: Reliable Sources Of Revenue	64
Table 4.9: Gender Balance.....	66
Table 4.10: Constitutionalism	68
Table 4.11: Performance Of County Governments.....	70
Table 4.12: Factor Analysis For Separation Of Powers	72
Table 4.13: Factor Analysis For Democratization	73
Table 4.14: Factor Analysis For Reliable Sources Of Revenue.....	75
Table 4.15: Factor Analysis For Gender Balance	76
Table 4.16: Factor Analysis For Devolution Principles	78
Table 4.17: Factor Analysis For Performance Of County Governments	80
Table 4.18: Linearity	82
Table 4.19: Normality	83
Table 4.20: Homoscedasticity..	84
Table 4.21: Test For Multicollinearity	85
Table 4.22: Correlation Analysis	86
Table 4.23: Regression Results For Effect Of Separation Of Powers On Performance Of Governance In County Government	88
Table 4.24: Regression Results For Effect Of Democratization On Performance Of Governance In County Government.....	89

Table 4.25: Regression Results For Effect Of Reliable Sources Of Revenue On Performance Of Governance	90
Table 4.26: Regression Results For Effect Of Gender Balance On Performance Of Governance In County Government	92
Table 4.27: Regression Results For Effect Of Devolution Principles On Performance Of Governance In County Government	93
Table 4.28: Model Summary For The Overall Model.....	94
Table 4.29: Analysis Of Variance	95
Table 4.30: Overall Regression Coefficient.....	96
Table 4.31: Moderating Effects Of Constitutionalism On The Relationship Between Separation Of Powers And Performance Of Governance In County Government.....	100
Table 4.32: Summary Of The Study Results	104

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	17
--	----

LIST OF APPENDICES

Appendix I: Questionnaire	120
Appendix ii: Interview Guide For Ministers	132
Appendix Iii: Authority From The University	135
Appendix Iv: Nacosti Permit	136

LIST OF ACRONYMS AND ABBREVIATION

ALAC	Advocacy and Legal Advisory Center
ANOVA	Analysis of Variance
BPfA	Beijing Platform for Action
CDF	Constituency Development Fund
CDFC	Constituency Development Fund Committee
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
COG	Council of Governors
COK	Constitution of Kenya
MDG	Millennium Development Goal
MP	Member of Parliament
NACOSTI	National Commission for Science, Technology and Innovation
OCB	Office of Controller of Budgets
UNIDO	United Nations Industrial Organizations
SPSS	Statistical Package for Social Science
SID	Society for International Development
SDG's	Sustainable Development Goals
COG	Council of Governors

OPERATIONAL DEFINITION OF TERMINOLOGIES

- Citizen Participation:** Refers to the ability of citizens to attend, contribute and decide on important issues in county government (Wangari, 2014).
- Commitment:** Refers to the quality of being dedicated to a cause of activity that is government's promise to support public services in achieving success up to acceptable levels (William, 2013).
- Constitution:** Refer to the fundamental law, written or unwritten that establishes the character of a government by defining the basic guidelines to which a society must conform, by describing the organization and regulation, distribution, and limitations on the functions of different government departments; and by prescribing the extent and manner of exercise of its sovereign powers (Ngundo, 2014).
- Devolution:** Refers to statutory granting of powers from the central government of sovereign state to govern at sub-national level such as regional, county or local level. (Nyanyom, 2010). It is the transfer of administrative and political powers from central government to lower tiers giving them decision making powers (Average, 2010)
- Devolved Units:** Refers to territories or counties created from the central government having powers to make legislation relevant to the area that is services and self-governance have been brought closer to the citizen. (Eryihmaz, 2011). It is the process of transferring decision-making and implementation power functions, responsibilities and resources to legally constituted local governments (Kauzya 2007).
- Governance:** Refers to the provision of goods/service delivery of the political, social and economic that any citizens have the right to expect from state and that any state has responsibility to serve its citizens (Burugu, 2010).
- Local government:** Refers to a political sub-division, which are created within a state for the exercise of duties and responsibilities granted by constitutional provisions

or legislative enactments. It is the lowest level of government in a modern state structure that is legally distinct with powers to raise its own revenue and to undertake delegated responsibilities as provided for by the constitution. It is the lowest level through which representative government can be practiced. (COK 2010)

Participation: Refers to engagement of individuals with the various and institutions of democracy (Wang and Wan Wart, 2007).

Performance: Refers to development of the individuals and teams', a means of getting better results from the organization, and understanding deliverables within an agreed framework of planned goals, standards and competence requirements. (Armstrong, 2011)

Principles: Refers to fundamental norms, rules or values that represent what is desirable and positive for a person, group, organization or community and help it in determining the rightfulness or wrongfulness of its actions by declaring objectives that a government or party seeks to achieve and preserve in the interest of its community (Simonet, 2008).

Separation of power: The doctrine means that specific functions, duties and responsibilities are allocated to distinctive institutions with a defined means of competence and jurisdiction. (COK 2010)

Democracy: Is the type of government in which the people have both explicit and implicit rights of participation. This participation could be in the form of direct involvement of the citizens in the governing process, for instance, as ward administrator, members of the various legislative houses, governors or president. It also involves the right of the people to choose their representatives since everyone cannot participate directly in the governing process. (Oladipupo 2011)

Revenue: All tolls, taxes, impress, rates, fees, duties, fine, penalties, fortunes and all other receipt of government from whatever source arising over a period either one year or six months. (COK 2010)

Gender Balance: Is the state of equal ease of access to resources and opportunities regardless of gender, including economic participation and decision-making; and the state of valuing different behaviors, aspirations and needs equally, regardless of gender. (Wangari, 2014).

ABSTRACT

This study sought to find out the influence of devolution principles on performance of governance in County governments in Kenya. The main problem of the study is the level of adherence to the principles of devolved governance that enhances performance of the devolved county governments. Among other necessary contingent factors that were to determine the success or failure of this form of governance is the influence of the commitment to constitutionalism and the devolved principles of governance to enhance the performance of county governments in Kenya. The specific principles included separation of powers, democratization, access to reliable sources of revenue and gender balance of member representation in government institutions in enhancing performance of governance in County governments in Kenya. This study was guided by five theories which included separation of power theory, democratic theory, resource theory, gender balance theory, performance theory and the policy guideline model. The study adopted a descriptive research design that also employed the quantitative research design due to its in-depth analysis of the influence of commitment to devolution principles on the performance of governance in county governments in Kenya. Purposive sampling probability and simple random sampling techniques were used in drawing a representative sample from a population of 47 counties in Kenya. Structured questionnaires and interview schedule were used in the collection of qualitative and quantitative data. Simple regression models and multiple regression models were used to analyze the data with hypothesis testing being applied as the basis to reject or fail to reject the null hypothesis. The hypothesis was analyzed using chi and the Z-test which specified the significance level equal to 0.05 thus rejecting the null hypothesis if the P-value was less than the significance level. Data was presented using tables, figures, frequency tables, charts and percentages. This was done by the help of the statistical package for social science (SPSS Version 20) as a tool. The findings revealed that commitment on separation of powers, democratization, reliable sources of revenue; gender balance and devolution principles significantly influence the performance of governance in county governments in Kenya. Specifically, through separation of powers, the county governments have the autonomy and independence to focus on revenue generation and develop important sectors at the county level. Further, the rule of law is observed in all devolved functions as well as transparency and accountability. As well, the improved performance at the county level is attributed to equitable sharing of national revenue and reliable income generating activities at the county. Consequently, it is important that citizen participation in issues of governance is encouraged and facilitated. Moreover, there should be raised awareness on citizen's rights in terms of decision making in governance. Likewise, the national government needs to ensure that it allocates sufficient funds to the counties to facilitate development plans. Also, there is need for the county governments to promote gender empowerment and embrace the affirmative actions in all the appointments. Finally, there should be compliance with laws and regulations governing all devolved functions at the county level.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Devolution is seen to be the main cornerstone of development reforms in many countries. The importance of devolution is deeply rooted in the political economy argument that devolution leads to better performance of local governments such as county governments (Rosenbaum, 2013). Devolution of power entails inter alia democracy and accountability. Thus with devolution, local communities would actively participate in agenda setting and decision-making. Local communities would make decisions on issues that affect them. Such participation and prioritization of developmental activities would go a long way in promoting social and economic development (Nhede, 2013). Devolution of power underscores the need for transparency in governance matters. Across the world, many countries have successfully implemented devolution, for example Britain, Germany, United States of America, Canada and Australia. According to William (2013) in his paper “Is Devolution Universal”? A Comparative Analysis of Regionalization and Subnational governments asserts that Germany is a federal democratic republic with a strong federalist tradition. Political, legislative, and administrative powers are allocated between the federal government and the 16 federal states, or “Lander” which allows for power sharing between the national government and the local governments.

In Africa, good examples of countries where devolution has been successfully practiced include South Africa, Nigeria and Ethiopia. Sinddle (2011) asserts that South Africa has indeed undergone a radical transformation in its local government system, but although the transformation may in many respects have been dramatic, it was nonetheless carried out pursuant to a process of negotiation which resulted in a general consensus as to the course to be taken, with due provision having been made for the orderly and rational implementation of a system of decentralized governance. The introduction of the White Paper translated these objects into the notion of Developmental Local Government which focused on local government committed to

working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. In the course of the process, a new system of local government was constitutionally entrenched, and the end product is a battery of legislation which is intended to give effect to the constitutional features relevant to local government (Siddle, 2011). This has seen South Africa among the African countries manage to lead democratic governance that serves the interest of the public.

In August 2010, Kenyans enacted a Constitution which established a system of devolved government with 47 county governments. The operation of the county governments started soon after the March 2013 elections, which included the election of county governors, deputy governors and ward representatives. When the Constitution was enacted, Kenyan commentators, opposition parties, and donors focused on the potential benefits of devolution (Ndichu, 2011). In line with decentralization, they extolled both its intrinsic and instrumental virtues. It was hoped that devolution would bring government closer to the people, and provide democratic and development gains, by giving previously marginalized communities an increased stake in the political system and by enabling local solutions to be found for local problems. Aketch (2010) argued that devolution was seen as a means to address Kenya's chronic ethnic conflicts whereby the Constitution establishes national values and principles of governance that seek to diffuse, if not eliminate altogether, the ethnic tensions fueled by perceptions of marginalization and exclusion thus devolution was seen as a means to address Kenya's chronic ethnic conflicts.

The Constitution has hurled the country towards good governance. Article 1 (1) of the Constitution of Kenya vests all sovereign power to the people of Kenya. According to article 1 (2), the authority can either be exercised directly by the people or through their democratically elected representatives (COK, 2010). The authority is supposed to be exercised within the parameters of the Constitution, including the national values and principles of devolved governance articulated in Article 175 of the Constitution which among other things enhances checks and balances and the separation of powers, to

promote democratic and accountable exercise of power; to ensure equitable sharing of national and local resources throughout Kenya, and that no more than two-thirds of the members of representative bodies in each county government shall be of the same gender.

The Constitution consequently denotes substantial attention to the ideals of principles of governance such as Article 27 (3), women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres. Article 202, equitable sharing in the national revenue, revenue raised nationally shall be shared equitably among the national and county governments. County governments may be given additional allocations from the national government's share of the revenue, either conditionally or unconditionally. Article 207 denotes that there shall be established a Revenue Fund for each county government, into which shall be paid all money raised or received by or on behalf of the county government, except money reasonably excluded by an Act of Parliament (COK, 2010).

Devolution is one among several forms of decentralization, which is a characteristic of all governments globally. Vertical decentralization offers a vote, from horizontal decentralization, which also offers voice (Kauzya, 2007). Thus, it is not whether governments decentralize, but rather, how and why they do considerations that are significant for the choice between alternative modes of decentralization. Devolution is focused on efficiency thus the expectation that decentralizing functions to the lowest feasible level of decision making and implementation will optimize information flows and reduce transaction costs. Thus, a decision to devolve is often based on the failure of central government to deliver, such as in revenue collection or in service delivery. Devolution is further seen as an avenue to democratic deepening within a county, with constitutional or legal boundaries diminishing friction with the Centre that could otherwise undermine the county.

Besides concern with efficiency in service delivery, devolution is meant to resolve 'over-centralized misgovernance' or defuse secessionist tendencies, its outcomes leading to greater consensus in decisions (Mwenda, 2010). Devolution in Kenya is the pillar of the

Constitution and seeks to bring government closer to the people, with county governments at the Centre of dispersing political power and economic resources to Kenyans at the local level. Al-Rodhan (2009) argued that good national governance is an important component in creating a history of sustainability for the human race. According to Ghai (2008), most African countries with centralized systems of governance exhibit several symptoms that are associated with poor or failed governance. He further argues that one of the most serious symptoms include the inability to discern between public and private resources since most of the people in positions of leadership exploit public resources for private gain.

Ndulo (2006) asserted that lack of commitment to devolution principles in most African countries with centralized governments' leads to limited participation by the citizenry. Most African countries, Kenya included were very much affected by the kind of leadership perpetuated by the colonialists. Most of the colonial masters were more interested in making economic gain than building economic institutions. The divide and rule approach of the colonialists developed ethnic hostility among various ethnic groups as they struggled to control resources that were available (Kimenyi, 2005). The principles of devolved governance also act as the roadmap to sustainable county governance. This was necessitated by the inability of the centralized system of governance to strengthen institutions and instead making them mere instruments of support to the ruling party (Cotrell & Ghai, 2007). The other reason why devolution was supported in Kenya is due to the marginalization of some regions and communities in terms of development and involvement in decision making. Mackinnon (2015) contends that devolution granted the devolved governments the capacity to develop policies that are better tailored to the economic and social conditions of their areas, encouraging policy divergence through the introduction of local solutions to local problems.

The old constitution of Kenya did not have a clear guideline on how to approach development issues in order to create equitable development. It was believed that devolution would help in reducing the disparities among various communities and regions that developed as a result of marginalization (Ghai, 2006). The devolution efforts

in Kenya have, therefore, been done in five major phases. The first phase involved the Majimbo system immediately after independence, the local authority development fund, district development committee, constituency development fund and the current county government system. Commitment to principles of devolution is essential in supporting the devolution agenda. Devolution of powers from the central government to newly established counties is supposed to make governance more democratic and reduce regional disparities that are witnessed in most political forums in the country. Globally, country like Germany has shown success in introducing and implementing devolution that has seen the economic and social development of the local governments in the country something that can be done in any other country that adopts devolution (William, 2013).

In African it has been witnessed that some countries have gone through successful devolved governance. South Africa has made steps in achieving devolution in practicing accountability and involvement of both national and local governments that has seen economic and social development realized in the country (Siddle, 2011). The introduction of the White paper which was to give guidelines on how to share powers, made it clear to every level of government of what was expected to improve in their performance. Kenya introduced devolution with the aim of transforming the living standards of the public and bringing service closer to the public through proper implementation of the laws and principles as guidelines to better economic and social performance (Ghai, 2008). The initial experience of devolution is generally positive, but serious challenges remain. Chapter Eleven of the Constitution demands the establishment of county governments. It spells out the various objectives and principles of devolved governance, including democratic ideals and the separation of powers (COK, 2010). It recognizes the right of communities to manage their own affairs and further their development. The idea is to give the citizens a sense of identity and self-empowerment.

County Governments in Kenya have a mandate by which they have to ensure that the aim of devolution enhances performance in their respective counties. However counties in

Kenya have failed to meet revenue targets collection to meet their development agenda thus continuously putting a strain on the Treasury to provide development top-up funds.

1.2. Statement of the problem

The issue that necessitated this research was that, since the roll-out of county governments after the 2013 general elections, a section of Kenyan citizens expressed dissatisfaction with the performance of the governance in county governments. According to a national opinion poll on devolution and governance conducted by Transparency International Kenya in 2014 titled “Is it my business?”, over half of the sampled citizens that is 53% stated that they were dissatisfied with the county governance, 28% were either satisfied nor dissatisfied and only 18% stated that they were satisfied. The question was, “Whether devolution principles had any influence on the performance of governance in county governments in Kenya?”

Kenya Controller of Budget (COB) during the following periods revealed: i) 2014/2015 released November 2016 on internal revenue collection per county, it showed that the following six counties from bottom performed poorly that is Vihiga, Siaya, Kilifi, Isiolo, Tana River and Garissa which collected 39.5%, 37.3%, 36.9%, 30.6%, 23.7% and 21.2% respectively among other counties that collected as high as 94.2% that was realized by Laikipia County (COB, 2015), ii) an analysis of the first quarter report of the Financial Year 2017/2018 released March 2018 on internal revenue collection per county showed a decline of 47.1% compared to the Sh7.09 billion generated in a similar period of Financial Year 2016/2017 which was 12.3% of the annual target, raising serious questions about counties’ ability to raise their own revenue. This local revenue collection was below the expected performance of 25% of the annual target, and implies that some planned activities may not be implemented due to insufficient funding. During the period reviewed highest revenue collected in Kenyan shillings was: Nairobi 1.4 billion, Narok 92.38 million, Mombasa 307.91 million, Nakuru 271 million, Kiambu 244.7 million, Nyeri 137.3 million, Kisumu 123 million, Laikipia 106 million, Machakos 103 million and Baringo 92 million and counties that generated the lowest amount were Taita-Taveta

15.7 million, Trans Nzoia 15.6 million, Nyamira 14.8 million, West Pokot 13 million, Vihiga 12 million, Garissa 9.8 million, Mandera 8.5 million, Tharaka-Nithi 6.14 million, Lamu 5.45 million and Tana River 3.95 million. From the hereby foregoing, counties should, therefore, develop and implement strategies aimed at enhancing local revenue collection. These reports gave an indication that counties which do not commit or put strict measures in the laid down principles for revenue collection cannot ensure effective and efficient performance of their governments.

This clearly indicates that some county governments have not achieved the devolved governance principles as enshrined in the new constitution dispensation in Kenya to enhance service delivery and set development agenda for their citizens. Secondly, the contentious issue between the national and county governments has been the division of revenue to counties, with the counties cry that their allocations are too minimal and cannot support them fully. However, despite these complaints, a report released by Controller of Budget for the fiscal 2013/2014 indicated that counties had not utilized the little resources allocated to them efficiently with allegations of misappropriation of funds and more spending on recurrent expenditure with little resources left for development (GOK, 2014). In another report on corruption by National Ethics and Corruption revealed some irregularities in county governments spending of the monies allocated in the budget that they were not able to account for (GOK, 2015). There were irregularities in recruitment of staff whereby they recruited 96 members even though only 36 positions had been advertised as vacant implying that 60 members staff were recruited irregularly (GOK, 2015).

There was need to support devolution for the interest of the Kenyan citizen at both national and county levels. It was imperative that the devolved system of government created and strengthened a system of government where dignity, human rights, transparency, accountability, social justice, gender equality, rule of law, equity and meritocracy reigned supreme at all levels of government (Ghai, 2011). For instance, citizens were to be given chance to monitor and question spending, resource distribution, social welfare systems and processes, respect for human rights, access to medical care

and that all appointments at the county level to be based on merit. Citizen participation strengthened legitimacy and accountability of democratic institutions, built social cohesion among communities and also improved the citizens' self-esteem that made them politically aware of their roles as active citizens (Brodie, Cowling & Nissen, 2009).

According to COB (March 2018), it emphasized that the duty of the county governments is to be concerned to why the citizens are not satisfied with the performance. "Over 30 counties in Kenya registered zero development between July and September 2017". Successful devolved government requires an efficacious design for the context within which it is to be undertaken as there was a great need to assess the capacity and other resource needed for the successful devolution agenda. Harnessing performance of governance in Kenya's counties required full commitment to the principles as stipulated in the Kenyan Constitution (2010) which this study intended to achieve.

1.3 Objectives of the Study

1.3.1 General objective

The general objective of this study was to determine the influence of devolution principles on performance of governance in County Governments in Kenya.

1.3.2 Specific objectives

The specific objectives of the study included:

1. To establish the influence of separation of powers on performance of governance in County Governments in Kenya.
2. To determine the influence of democratization on performance of governance in County Governments in Kenya.
3. To assess how reliable sources of revenue influence performance of governance in County Governments in Kenya.
4. To examine the influence of gender balance of member representation in government institutions on performance of governance in County Governments in Kenya.

5. To find out the moderating influence of constitution on performance of governance in County Government in Kenya.

1.4 Research Hypotheses

- H₀1:** Separation of power does not have a significant influence on performance of governance in County Governments in Kenya.
- H₀2:** Democratization does not have a significant influence on performance of governance in County Governments in Kenya.
- H₀3:** Reliable sources of revenue do not have a significant influence on performance of governance in County Governments in Kenya.
- H₀4:** Gender balance of member representation in government's institutions does not have a significant influence on the performance of governance in County Governments in Kenya.
- H₀5:** Constitution did not have any moderating influence on the performance of governance in County Governments in Kenya

1.5 Significance of the study

This study examined and discussed the relevant issues that concerned the adaptability and influence of the devolution principles on devolved governments. The study was relevant to the following stakeholders who included the government of Kenya, world democracies, county governments, the society and scholars and researchers and also those developing economies that sort to adopt devolution as a strategy for enhancing democracy,

1.5.1 Government of Kenya

The best way to measure the performance of the governance in the country is through implementation of the constitution. The study was to inform the national government policy on devolution and its implementation at the county governments. By illustrating the effects of devolution principles on the performance of governance at the county governments, policy makers are to find the findings of this study to be of importance in formulating policies that were to help the county governments improve in performance so

as to fulfill the major aim of devolution. This should also bring about better ways of coming out with the right strategies in enhancing performance of governance at county governments levels.

1.5.2 Council of Governors

To the council of governors who are the implementers of the constitution principle, will greatly benefit from the findings of this study because the study addressed the influence of devolution principles on the performance of the governance in county government. The county governments played a big role in ensuring good governance is realized at their levels. This was to inform the county, all the stakeholders at the county that devolution principles influence the performance of the counties and came up with the right strategies to improve the performance of the governance at the counties. The study also came up with recommendations that will help the county government to come up with policies that can be used to enhance governance performance.

1.5.3 Society

The society and Non-government organizations management who had an opportunity to interact with the study findings benefited in that they will be able to develop policies at their levels which can be applied to support the constitutional guidelines in achieving the aims of devolution in Kenya. This was also to provide them with an in-depth understanding of the relationship between the devolution principles and performance in improving the standards of living of the citizens. This study was also meant to benefit the society in realizing their role of insuring that devolution was well implemented to achieve good governance at the county levels.

1.5.4 World Democracies

The study will inform other world democracies that have or are on the verge of adopting this system of devolution for development to be conscious of the commitment to the devolution principles and design appropriate structures and a roll out framework for good governance in devolved county governments.

1.5.5 Scholars and Researchers

To the scholars, the study added value to the existing body of knowledge as it was to develop a comprehensive model on devolution in Kenya and to other countries with an intension of applying devolution in their governance. The study will help those scholars who sort to undertake further researches with the aim of improving performance at the county level. The academic researchers can be able to refer to the findings given that in Kenya there is minimal information available related to the influence devolution principle on performance of the county governments. The findings were of great importance to the academicians who needed to replicate this study in different countries.

1.6 The scope of the study

The study focused on the counties that included Taita-Taveta, Trans Nzoia, Nyamira, West Pokot, Vihiga, Garissa, Mandera, Tharaka-Nithi, Lamu and Tana River whose performance index was below 25% and were ranked bottom 10 poor performing counties in Kenya (OCB, March 2018). These counties were part of the 47 counties in Kenya under devolved governments system. Further they covered Coastal, Rift-Valley, Nyanza, Western, North Eastern and Eastern regions as detailed in the Independent Electoral and Boundaries Act 2011. The researcher focused on all the ten county ministers and ten chief officers in the ten devolved functions to the counties in Kenya which include: Finance & Accounting, Agriculture & Livestock, Environment & Natural Resources, Health services, Education, Culture & Social, Physical planning/housing, Public works & Utilities, Public Service Management, Trade, Industry, Development & Registration and Roads & transport, ministries at each county. The respondents were sampled from all the county ministers and chief officers in charge of all devolved policies and operations at the county levels that performed poorly in Kenya.

In order to achieve the objectives of this study, respond to the research questions and test the hypotheses, the study limited itself to 1 level analysis. The hypotheses were tested using multiple regression which was preferred due to its ability to show whether linear relationship was significant or not (Maddalla 2009).

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter covered a systematic identification and analysis of previous studies related to the matter which was studied. The chapter entailed analysis of observations and opinion related to the proposed study. The literature review enabled the researcher to identify key areas that had been studied on the strength and weakness of past researchers and identified the gap to be filled from these studies. This chapter established the theories, model and variables that influenced devolution principles on performance of governance in county governments in Kenya; it included empirical studies, critique of the literature review, research gap and summary.

2.2. Theoretical Framework

2.2.1 Separation of Power Theories

According to Wanjoyi (2003) the local government founded upon the premise that the sub-unit government stimulated popular participation in development and political activities which ensured that there was separation of powers to enable adequate contribution to performance of the local authorities in Kenya. Montesquieu a famous French political philosopher published “The Spirit of Laws in 1748” and, held up the English form of government as the best because it had a separation of powers among the different branches of government. Montesquieu believed that separating the government would prevent it from becoming too powerful and depriving the people of their rights. Separate branches could also watch over each other to ensure no other branches overstepped their bounds. William (2013) concurs with Montesquieu, in his paper ‘Is devolution Universal? A Comparative Analysis of Regionalization and Subnational governments asserted that Germany is a federal democratic republic with a strong federalist tradition. Political, legislative, and administrative powers are allocated between the federal government and the 16 federal states, or Lander which allowed for power sharing between the national government and the local governments.

2.2.2 Democratic Participatory Theories

Democratic participatory theory by Carole Pateman (1970) holds that for a democracy to exist, a participatory society must exist, including not only politics but all spheres of society, such as industry. Pateman, a British feminist and political theorist, critiques contemporary theories built on assumptions that increased political participation could upset the stability of the democratic system. This theory perceives the local government as an avenue for the local populace to participate in politics Osborne et al (2000). This school of thought believes that the local government provides the training ground for local populace to engage in democratic governance. It argues essentially that, the local government provides the citizen at the community level, the opportunities for political participation, interest aggregation, political education and political socialization. John Morison (2017) in his paper on citizen participation; A critical look at the democratic adequacy of government consultations argues that consulters and consultees need to be much more to ensure both the participatory validity and democratic value is achieved.

2.2.3 Resource Dependency Theories

Whilst the stakeholder theory focuses on relationships with many groups for individual benefits, resource dependency theory by Johnson et al, (1996) concentrates on the role of board directors in providing access to resources needed by the firm. Hillman, Canella and Paetzold (2000) contended that resource dependency theory focused on the role that directors played in providing or securing essential resources to an organization through their linkages to the external environment. The directors in this case being the county executive committee in the devolved units and the chief officers ensured that there are enough resources to the Counties to enable them run their functions effectively. Indeed, Johnson et al, (1996) argued that resource dependency theorists provided focused appointment of representatives of independent organizations as a means for gaining access in resources critical to firm success. The resource dependency theory underpinned the idea that resources were key, to county success and that access and control over resources is a basis of power that enhances counties performance. Strategies were to be carefully considered in order to maintain open access to resources. It was argued that the provision of reliable resources enhanced organizational functioning, firm's performance and its survival (Daily et al, 2003). Hillman, Canella and Paetzold (2000) argued that

directors brought resources to the firm, such as information, skills, access to key constituents such as public policy makers, social groups as well as legitimacy. This theory promoted the need for county governments in Kenya who were charged with the reliable sources for developments, efficiency, effectiveness and service delivery.

2.2.4 Gender Balance Theories

Durkheim and Emile (2002) argued that the local government is an effective agent of change. He addressed gender balances in government representation. This changed encompassed social and economic development, work force resource development, national integration and better share of the national wealth. The theory also argued that the local government also created an avenue for proper accountability and controlled the people who were familiar with the elected officials and the success of the representatives judged the way people perceived the performance of their duties effectively and efficiently for the collective good of the communities. The extent to which the elected officials achieve their designated duties and functions determines the level of trust and confidence the people had in re-electing such an official. Therefore, the development and accountability controlled theory served as a check and litmus test on the representatives of the local government.

In a study by the United Nations Economic and Social Council (2016), they developed the theory of change based on the definition and principles of mainstreaming gender equality. The theory of change identifies four key assumptions or drivers that need to be present to achieve the mainstreaming of gender equality, effective leadership, adequate financial and human resources, availability of appropriate procedures and processes, and appropriate organizational incentives and accountability structures. World Bank (2012) suggests that observing gender equality, counties are able to enhance productivity, improve development outcomes for the next generation, and make institutions more representative. Gender inequalities are embedded in the processes, rules and relationships of government institutions. Commitments to these in turn influence decisions that shape gender relations and identities at national, local, household and individual levels, contributing to the perpetuation of gendered inequalities.

2.2.5 Performance Theories

Expectancy theory by Victor Vroom (1964) is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. This theory underlines the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Salama *et al* 2005). The county governments can only achieve the set goals when the policies are adhered to by the people who are working there and this will enhance performance of governance among individual counties. In a study by United Nations Industrial Development (UNIDO, 2010), governance systems are processes and interactions by which an organization engages and consults with its stakeholders and accounts for its achievements. Governance structure characterizes how things are decided and realized within an organization, be it a government or a private institution (SID, 2012). Governance is, thus, a relevant strategic matter for devolved counties as it determines how they are directed, administered or controlled. A devolved system of governance forms of decentralization that has been successfully practiced by many countries across the world (World Bank, 2012). It has been adopted in a number of countries as a guarantee against discretionary use of power and resources by central government elites as well as a way to enhance the efficiency of social service provision, by allowing for a closer match between governance of public institutions and the desires and needs of local people. Countries that have successfully implemented devolution globally include; Britain, Germany, United States of America, Canada and Australia. In Africa, good examples of countries where devolution has been successfully practiced include South Africa, Nigeria and Ethiopia. This gives no excuse for Kenyan government in ensuring that it embraces devolution principles as one way of moving services closer to the citizens as stipulated in the Constitution (CoK, 2010).

2.2.6 Policy Governance model

Policy Governance was the integrated leadership paradigm created by Carver (2003). It was a groundbreaking model of governance designed to achieve performance of counties in order to fulfill their obligation of development, efficiency and effectiveness, service delivery and others for the county government they govern. As a governance system, it was applicable to the devolved governments. The model enabled the county to focus on

the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the performance of the county; to truly lead its government. Clear devolution principles enhances adherence to the laid down policy in any given government that is the county governments to be more effective and efficient there was need for united commitment to the constitution which was used in moderating the devolution principles for counties better performance. Kolawole (2014) in his paper 'Good governance, constitutionalism and the rule of law; Imperative for sustainable development in Nigeria', argues that African states have been accused of having "constitutions without the spirit of constitutionalism", of having laws without respect for the rule of law and of "creating poverty out of God given wealth" due to lack of good governance. He continues to say that the constitution should be used as a guiding principle to achieve good governance. He concludes by saying that, there has been a growing consciousness for the enthronement of these ideals as they have been recognized as the necessary pre-requisites for the attainment of an overall human and capital development and growth of a nation-ideals which are much more needed in developing nations.

2.3 Conceptual Framework

Mugenda and Mugenda (2003) defined a conceptual framework as a diagrammatic presentation of variables, indicating the relationship between the independent variables, moderating/intervening variables and the dependent variables. The theories that used to conceptualize this framework were Separation of power theory, democratic participatory theory, resource dependence theory, gender balance theory, performance theory and policy governance model. The model illustrated more on the moderating variable since the variable acts as the guiding principle and demonstrates how respect to the rule of law can enhance the performance of the county governments. The conceptual framework figure 2.1 illustrated the perceived relationship between the independent variables (devolution principles), moderating variable (constitutionalism) and dependent variable (performance).

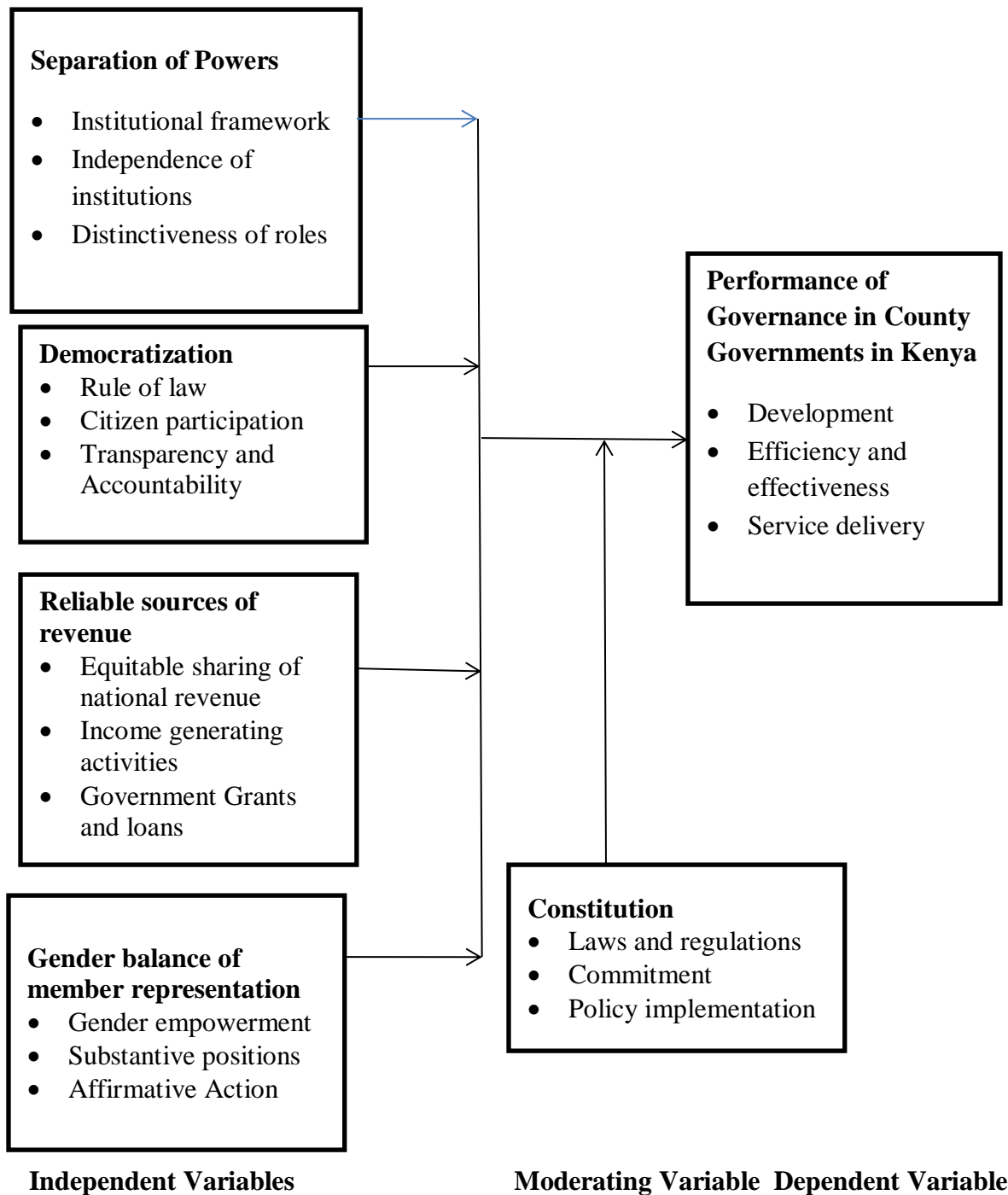


Figure 2.1: Conceptual framework

The conceptual framework in figure 2.1 determined the relationship between six variables studied, separation of powers, democratization, reliable sources, gender balance of member representation, moderated by constitutionalism and performance of governance.

2.3.1 Separation of powers

Separation of powers was conceptualized as proper institutional framework, independence of institutions and clear distinctiveness of roles. In modern states, values once associated with a doctrine of the formal separation of legislative, executive and judicial powers depended on pluralistic arrangements, in which the powerful departments of central government operated in a web of countervailing powers exercised by legislatures, courts, devolved administration, local government and other public bodies, political parties, and a network of pressure groups (Turpin & Tompkins, 2007). Unless these departments were connected and blended, as to give to each a constitutional control over the others, the degree of separation which the maxim required, as essential to a free government, can never in practice be duly maintained thus checks and balances were therefore indispensable (Mangu, 2005). The constitution had meticulously defined, distributed and constrained the use of state power along multiple lines.

The organization of governance and state power requires that power be divided, distributed and dispersed so as to ensure that power is applied to the objectives for which it was invented and in the manner in which it was intended. It was on this conceptual necessity that formed the foundation upon which the devolved systems and structures of government are premised. Another important aspect of separation of powers was the role of the provinces and local government as separated spheres of government, although with large areas of concurrence with national government. The principles which underlined this division of powers, and their factual consequences, required separated consideration of its own (O'Regan, 2005). The Constitution identified devolution and sharing of power as one value and principle that guided our governance system.

Further, the structural arrangement of the constitution provided for clear separation of powers, checks and balances. Every legal system required rules that specified the major institutions and officials of government, and determined which of them was done and

how they interacted, and how their membership or succession was to be determined (Mangu, 2005). The principle of separation of powers was a positive edit in the Constitution of Kenya and was recognized and respected as a permanent and indispensable feature of Kenya's constitutional system. The constitution promised to fundamentally alter the relationship between the Judiciary, the Legislature and the Executive by reintroducing the time honored cornerstone principles of the Constitutional supremacy, parliamentary sovereignty and judicial independence. Separation of powers gave the local governments the autonomy and independency for better organization in the county functions thus bringing out the distinctiveness.

Closely related to the concept of Separation of Powers was the doctrine of the Rule of Law which was one of the most important political ideals of all time. It was one of a cluster of ideals constitutive of modern political morality. The rule of law was a fragile but crucial ideal, one that was appropriately invoked whenever governments tried to get their way by arbitrated and oppressed action or by short-circuited norms and procedures laid down in a country's laws and the Constitution (CoK, 2010). Interfering with the courts and manipulating the Constitution for partisan advantage, were few examples of abused rule of law.

2.3.2 Democratization

The democratization was conceptualized as rule of law citizen participation, transparency and accountability. The essence of democracy was self-government. Democracy distributed administrative power to lower levels up to the very grass root level villages. Within a country, smaller administrative boundaries are drawn which were further divided among different blocks, each had its own self-government system. Though the smaller governments were subordinate to the national government, they provided enough exposure, administrative power and participation to people, increasing efficiency and in turn the government more accountable.

Democratization was built on the very pillar of fairness which gave clear advantage over alternative forms of government. In democracy every citizen had a fair chance to come to power. Free and fair elections were held from time to time under the supervision of an

independent body (Diamond, 2003). Diamond goes on to argue that a true democracy was a platform of healthy competition, not subjected to muscle might or power play. Fair legal frameworks, enforced on an impartial basis, as well as an independent judicial system assist in building societies where individuals and organizations alike can feel safe (Goetz & Jenkins, 2005). They do this by affording legal protection for rights and entitlements, offering redress for those harmed, and guarding against corruption.

Public sector entities at all levels may be involved with creating or interpreting laws; such activities demand a high standard of conduct that prevents these roles from being brought into disrepute. Adhering to the rule of law also required effective mechanisms to deal with breaches of legal and regulatory provisions (Leftwich, 2005). Public sector entities and the individuals working within them should, therefore, demonstrate a strong commitment to the rule of law as well as compliance with all relevant laws. Within this International Framework, they should also strive to utilize their powers for the full benefit of their communities and other stakeholders. The rule of law was also a means by which public sector entities and individuals within them were held to account through compliance with any constraints on resources voted by the legislature.

Moreover, based on the understanding political representation, Young provides an alternative account of democratic representation. Specifically, she envisions democratic representation as a dynamic process, one that moves between moments of authorization and moments of accountability (Young, 2000). It was the movement between these moments that makes the process “democratic.” This fluidity allows citizens to authorize their representatives and for traces of that authorization to be evident in what the representatives do and how representatives are held accountable. The appropriateness of any given representative was therefore partially dependent on future behavior as well as on his or her past relationships. For this reason, Young maintains that evaluation of this process must be continuously “deferred.” We must assess representation dynamically, that is, assess the whole ongoing processes of authorization and accountability of representatives. Young's discussion of the dynamic of representation emphasizes the ways in which evaluations of representatives are incomplete, needing to incorporate

extent to which democratic citizens need to suspend their evaluations of representatives and the extent to which representatives can face unanticipated issues.

2.3.3 Reliable Sources of Revenue

Reliable sources comprises of equitable sharing of national revenue, income generating activities, information and skills. The mobilization of domestic resources and investment was the foundation for sustaining self-development. A sound fiscal policy on mobilization resources and good governance were responsible social spending and a competitive financial system. Established effective and effective system of a government was crucial to economic and social development. It was a road map for developed countries and economies in transition which set an effective, efficient and liable system for mobilization of public resources and managing their fiscal policies secured fiscal sustainability. (Franzen's, 2007) study conducted in Dar es Salaam, Tanzania indicated that, public officials were more effective as revenue collectors than their private counterparts. (Fjeldstad and Haggstad, 2012) concluded that, measures are required to improve the accountability of revenue collectors and elected officials. The foregoing, according to the scholars, can only be achieved through political goodwill from the national government. The county's powers to improve their performance through taxes and charges on services which in turn was used to sustain the county's economic performance for the interest of the common person.

2.3.4 Gender Balance of Member Representation

Gender balance of member representation was depicted by gender empowerment, substantive positions appointments and affirmative action. World Development (2012) argued that gender equality was a core development objective in its own right. It was also smart economics. Greater gender equality which enhanced productivity, improved development outcomes for the next generation, and made institutions more representative. Gender inequalities were embedded in the processes, rules and relationships of government institutions. These in turn influenced decisions that shaped gender relations and identities at national, local, household and individual levels, contributing to the perpetuation of gendered inequalities. The field of politics was the

arena in which these inequalities have been most evident, with men holding the vast majority of powerful positions in national and local governments.

In light of the BPfA, MDG3, SDG's and CEDAW, a significant number of governments have stepped up existing gender-sensitive measures and initiated new ones. The most visible of these are the establishment or strengthening of women's ministries and gender units, renewed attention to the development of gender action plans, and the introduction of quotas to promote women's representation in national and local decision-making bodies. Gender equality and the respected human rights that everyone had a right for expression allowed for contribution in the decision making in the Country's development (Hope, 2014).

2.3.5 Constitutionalism

Constitutionalism is actually the quality of being dedicated to a cause or activity. Ojienda (2013) in modern constitutional systems asserts that the term 'constitutionalism' has come to suggest limited government. In fact, constitutions have become a blueprint for a system of government where authority was shared among a set of different branches and limitations were implied in these divisions. In such cases, constitutions laid the foundation for external checks safeguarded the people's liberties, which was an essential feature of any democratic system. The concept of constitutionalism, therefore, was the doctrine that governments acted within the constraints of a known constitution whether it was written or not. Good governance was influenced by the existence of a well-crafted, democratic Constitution that enabled the government to manage the affairs of the state effectively, while at the same time empowering the citizenry to participate in government. Citizens participated in drafting and implementation of such a Constitution. Good governance, strictly so called, had therefore not been tenable in Africa, due to 'authoritarian constitutions' that disregarded the doctrine of constitutionalism and vest enormous powers on one arm of government disadvantaged other arms. Disquiet with such constitutions, coupled with detested abused executive powers by incumbents, led to the agitation for constitutional reforms in Africa, which had central talking point in many countries on the continent. There was a strong belief among the inhabitants of the

continent that only comprehensive constitutional reforms ensured sustainable constitutionalism, any separation of powers brought to an end abused executive powers.

The topic of constitutionalism and governance cannot be completed without specific reference to the role and place of religious leaders in shaping it. The most notable religious outfit in Kenya was the Ufungamano Initiative. This initiative influenced constitution making and governance in a significant way. The Ufungamano House gathering was convened under the auspices of the Religious Community Coordination Team made up of representatives of the Catholic Church's Kenya Episcopal Conference, the Supreme Council of Kenyan Muslims, the National Council of Churches of Kenya, the Hindu Council of Kenya, the Muslim Consultative Council, the Organization of African Instituted Churches, the Anglican Church of Kenya, the Presbyterian Church of Eastern Africa, and the Methodist Church in Kenya. This gathered to find consensual way forward, out of an impasse created by the Moi regime's which refused to meet a popular demand for a people-driven constitutional Review Process. To demonstrate more robustly the role of religious institutions in constitution making, the paper focused on the Christians' engagements thereof. The paper explored the extent to which Christians in Kenya had engaged in political transformation in Kenya between 1990 and 2005. Involvement of the church in political transformation during the period directly influenced church's understanding of its mandate in political action. The engagement reflected the various perspectives which Christians adopted in that regard.

Politics of transition in this case was the political transition which according to Maria Nzomo (Wanyande, Oyugi and Mbai 2003) referred to the move between different sets of rules governing the distribution of power that in some cases was accompanied by regime changed. Between 1990 and 2005, Kenya experienced three transitional sessions 1992, 1997 and 2002. The paper emphasized on the transition from Kenya African National Union to National Rainbow Coalition. This writer opined that the church participated in the politics of transition in that particular year in an unprecedented way. It was also in this year that Kenya experienced the most remarkable presidential contests in Kenya's history (of course not profiling the hotly contested and close election of 2007 which

arguably triggered the unprecedented violence costing over 1,200 lives). The ruling party Kenya African National Union (KANU)'s 39 year hold on power was brought to an end by the joint opposition which won the elections.

Participation by the church in the 2002 political transition can be seen against a background of ethnicity, regionalism, corruption and other social evils that characterized public leadership and politics in Kenya for many years. To express this, Reverend Timothy (Crouch 1993) noted: For Kenyan Christians endured the economic failure, ethnic debacle, political decay, and moral degeneration; they had their Christianity incorporated into their blood more deeply than their land, houses, wives, husbands, children, parents or tribes. (Wanyande, Oyugi and Mbai, 2003) underscored the same when they stated that from mid 1960s to the 1990s autocracy or personal rule became a common feature in the states of sub Saharan Africa. Throughout that period the personal rule promoted repression, abuses of human rights, ethnicity, nepotism, patronage and widespread corruption. The same factors led to the beginning of the consistent decline of the economy and the general deterioration in the efficient delivery of public services in Kenya. At that point the church according to (Mugambi, 1989) realized fruitless effort to only sort to heal the hearts of people without concerning with the structures and conditions under which their hearts were sick. Indeed the church in such circumstances ought to have concerned itself more with the material caused rather than symptoms of problems in society. Informed by this fact, the church took the challenge and acted.

The role of the church in the process of democratization was crucial. For the first time in Zambia, the church exercised a critical social responsibility in the 1991 general elections, according to (Kobia, 2003) the South African Council of Churches participated in the Ecumenical Monitoring Programme during the first free elections in South Africa in April 1999. Shortly afterwards, in May 1994, the church in Malawi participated in the general elections. Kenya was no exception; the National Council of Churches of Kenya developed and participated in an ecumenical election observation programme called Kenya Domestic Observation Programme (K-DOP). In 2002, the need for the Christians to vote was widely emphasized in churches during that period. Another aspect of

Christian's involvement was civic education, it was the writer's view that civic education had played an important role in the democratic political transition in Kenya- especially in raising public awareness of individual and collective rights and making citizens aware of their power as voters who are entitled to demand that their elected government rule them democratically.

Before the 2002 period the Kenya church had a good history in political involvement. According to (Nzomo, 2003) Kenya civil societies led by the Law Society of Kenya and the National Council of Churches of Kenya from 1989 felt emboldened enough and began the clamor for governance reforms and expanded political space. Nzomo notes that agitation for expanded political space began in earnest on 1st January 1990, spearheaded by a radical National Council of Churches of Kenya clergyman, Reverend Timothy Njoya, who in his 1990 New Year church sermon called for the introduction of political pluralism. Nzomo highlighted what was soon taken by reform seeking clergymen and politicians-Bishop Henry Okullu, Charles Rubia and Kenneth Matiba. This agitated the church in Kenya for good governance which had subsided, the church through National Council of Churches of Kenya and Evangelical Alliance of Kenya and other ecumenical alliances and individual denominations continued to be involved in political action and particularly the 2002 political transition.

A constitution is a basic contract between the people of a country and those they have given powers to govern them. It was the basis of justice, peace, economic growth and progressive relationship with other countries. Therefore, Christians in Kenya engaged in this fundamental national exercise, John Stott (Stott John, 1996) underscored this when he stated that as Christians proclaimed the love of God they got involved in loving service and committed to the Kingdom of God's demanded for justice and peace. From 1993 Christians agitated for constitutional reform as key prerequisite for democratic governance founded on justice and peace. Several initiatives were forged to carry constitution reform agenda ahead. According to (Turner, 2003) National Convention Preparatory Committee brought together most of the political parties, Non-Governmental Organizations and churches were formed to force the government into conceding and

initiating the process of comprehensive constitutional reforms. This eventually led to minimum constitutional reforms spearheaded by what was commonly known as Inter-Parties Parliamentary Group (IPPG). The religious organizations got involved in political action (Triton, 1970). They realized that citizens of a given country had civil responsibilities. For Christians, for example, Triton emphasized that Christians acted to improve the laws, customs and structures of society that were appropriate means. Failure to do so was to opt out civic responsibilities. The religious organizations in Kenya got involved in the political transition in 1992, 1997 and 2002. The involvement was greatest in 2002 when various ecumenical organizations and individual persons were involved in civic education, and election monitoring.

2.3.6 Performance of County Government in Kenya

Performance governance was conceptualized as county development, effective and efficiency, and service delivery. The World Development Report (2003) strongly supports devolution for making service delivery work for the poor. (Thomas, 2000) asserted that development was a vision or description of how desirable a society was. Therefore it was the responsibility of the county government to ensure that it serves the citizens with the necessary empowerment to realize their development economically. Development is an action deliberate effort to change things for the better. Development involves empowering groups and individuals to make their own choices. Individuals and social movements were the agents of change.

The United Kingdom's government focused strongly on developing and strengthening local community as mechanisms for both increased efficiency and effectiveness (Sullivan & Skelcher, 2002; Lowndes & Sullivan, 2004). In Ireland, deliberative democracy structure promoted a significant level of participation among people in county development for a better local democracy (Teague, 2007). Countries such as Australia and United Kingdom (UK) had hierarchical institutions and strong bureaucratic government that attracted participation among people for county development (Gaventa, 2004). Effective and efficient governance was integral to any country's wellbeing. Governance is the exercise of power or authority, political, economic, administrative or otherwise to manage country's resources and affairs. It comprised the mechanism,

processes and institutions through which citizens and groups articulated their interests, exercised their legal rights, met their obligations and mediated their differences. The main strategy had effective and efficient governance related to the functioning of the public sector focused on accountability and scrutiny. It also related to the performance of the public sector on the connection between policy and implementation.

(Abuodha, 2011) argued that accountability was a critical part of public governance. As a concept, accountability went beyond the domain of the public finance and applied to a wide array of important decision and authorities that were responsible to make those decisions. At the center of the concept of accountability was the checked and balanced of abused power by public officials in limited corruption of public office and officials. There demanded governments, public institutions and officials granted access to information controversial actions and decisions, which created the trust from the citizen and the institutions were accountable. In the devolution process, participation of local government and communities should be advocated as powerful means for improved service delivery. Pro-decentralization advocates generally argued that this brought decision makers closer to the people that would increase the responsiveness of local officials to needs that may not be served by the central government (Hooda, 2016). Service delivery was an essential function in the relationship between government and citizens (Abe & Manisola, 2014). Governance performance was measured through service delivery to its people (Eigema, 2007). A government performance of good governance is through service delivery to the people.

(Heinrich, 2015) stated that, the word governance has become ubiquitous in the social sciences. (Dixit, 2002) cited same author described an explosion of the term governance in the economics literature based on his searched economics literature database, which showed just five occurrences of the word in the 1970s, 112 references in the 1980s, 3,825 in the 1990s, and, in the five years from 2000 to 2005, 7,948 instances; and asserts that ultimately, governance determined government performance. The World Governance Indicators (WGI) project defined governance as consisting of the traditions and institutions by which authority in a country was exercised (World Bank, 2014); included:

how governments were selected, monitored, and replaced, as well as their capacity formulated and implemented sound policies, provided public services, and earned the respect of citizens and institutions that determined economic and social interactions (Kaufmann, 2010). Furthermore, the WGI identified six core governance components, namely: Voice and Accountability, Political stability and the absence of violence, Government effectiveness, Regulatory quality, Rule of law and Control of corruption.

Governance was about empowerment of citizens. It was about being involved in making decisions. It referred to the creation, execution, and implementation of activities backed by the shared goals of citizens and organizations, which were founded on authority and policy power. (Bingham et al, 2005) stated that, as an activity, governance sort shared power in decision making, encourage citizen autonomy and independence, and provided a process for developing the common good through civic engagement. (Adugna et al, 2013) on their part, saw good governance as a multidimensional concept that involved the traditions and institutions under which political authority in a country was exercised; and entailed the capacity of governments to effectively formulate and implement sound and inclusive policies. Governance therefore, they argued, included the process by which rulers are selected, monitored, and replaced, and entailed the capacity of governments effectively formulated and implemented as sound and inclusive policies. Through these means, good governance fostered the ability of a government earned the respect of its citizens as well as the cooperation of the institutions that determined economic and social policies, which influenced interaction among citizens. Good governance was predictable, open, enlightened, accountable, inclusive of all citizens, and operated under the rule of law led to sustainable development. Good governance was important means of sustainable development but also desirable as a goal in its own right, they concluded. Governance was about power, relationship and accountability; a process in which communities communicated their interests, their input was absorbed, decisions were taken and implanted, and decision makers are held accountable. It was good when it ensured the social, economic and political priorities of the population, who so much aspired for development change, are based on a broader consensus within society and that everyone's voice was heard in decision-making over allocation of resources (Muro & Namusonge, 2015).

The concept of governance was used in many different sub-disciplines of the social sciences and although there were many differences in the way it was defined and applied, common elements of governance were emphasized on rules and qualities of systems, cooperation which enhanced legitimacy and effectiveness and the attention for new processes and public-private arrangements. The apparent success of the concept reflected the societal need for new initiatives based upon the realization of growing societal interdependencies. One form of governance was what may be called interactive or social-political governance. This perspective on governance took different forms of social-political interactions as its central theme in which different kinds of distinctions were made, such as between self, 'co' and hierarchical governance and between orders of governance such as first-order governance, which meant problem-solved and opportunity-created, second-order governance, which looks at the institutional conditions and meta-governance which dealt with the principles which govern governance itself (Kooiman, 2007). (Bingham et al, 2005) further invoked a concept of new governance and argued that it involved not simply tools but also practices and processes for people participated in the work of government. (Amsler, 2016) on her part, argued that Collaborative Governance incorporated the legal framework as an important variable and collaboration as public value; both of which are critical elements necessary for integrating management, politics and the law as prerequisites for good governance practices. Collaborative governance brought together public and private stakeholders in collective forums engaged in consensus oriented decision-making.

(Renz, 2007) on his part, stated that the meaning of governance was relatively different for nonprofit and governmental settings. Public sector (government) governance referred to the political process of policy and decision making for communities and political jurisdictions, whereas nonprofit governance referred to the process that provided leadership, direction, and accountability for a specific nongovernmental, not-for-profit organization. Governance, he further stated, did the process provide strategic leadership to a nonprofit organization. It entailed the functions of setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensured overall accountability. Nonprofit governance was a political and organizational process which involved multiple functions and engaged multiple stakeholders.

According to (Austen, 2007) the key made to certain business objectives of any large business organization met good corporate governance. The reason for this was that suitable corporate governance ensured the organization was running smoothly to achieve the set objectives (Coyle, 2006). (Solomon, 2010) on the other hand stated that African developing countries, needed several systems of corporate governance partly due to progressively globalized economy pressures, democratization, and implementation of economic reforms led by World Bank/IMF. Other researchers stated additional reasons for the required corporate governance evolution, including lessons learned from western financial disgraces in the recent past (Gugler, Mueller, & Yurtoglu, 2003; Ahunwan, 2002; Rabelo & Vasconcelos, 2002) in addition to the essential foreign investment attraction (Reed, 2002; Okpara, 2011; Ahunwan, 2002). However, (Rwegasira, 2000) argued against the corporate governance concept being the greatest answer for emerging economies, reason being that several of these nations' problems faced related to low per capita incomes, regimes that are politically unstable, diseases, and so on. These problems call for solutions that are additionally intricate as opposed to the simple adoption of concepts in corporate governance.

The British and Irish Ombudsman Association (2009) identified six principles of good governance as: independence, openness and transparency, accountability, integrity, clarity of purpose and effectiveness. According to the Association independence is about ensuring and demonstrating the freedom of the office holder from interference in decision making; openness and transparency was, as the name implied, about ensured openness and transparency in order that stakeholders had confidence in the decision-making and management processes of the scheme; accountability was ensured that all members of the scheme, included the office holder, staff members and members of any governed body, were responsible and accountable for their decisions and actions, including the stewardship of funds (with due regard to the independence of the office holder); integrity was about ensuring straightforward dealing and completeness, based on honesty, selflessness and objectivity, and ensured high standards of probity and propriety in the conduct of the scheme's affairs and complaint decision making; clarity of purpose is

about ensured stakeholders who knew why the scheme existed and what was done, and expected from it; and effectiveness was about ensuring that the scheme delivered quality outcomes efficiently and represented good value for money.

Looking at governance from a slightly different perspective, the UNDP (2013) identified eight major principles of good governance including: participation, consensus, accountability, transparency, responsiveness, effectiveness and efficiency, equity and inclusiveness and rule of law. Participation here referred to participation by both men and women, either directly or indirectly through legitimate representatives. This was key cornerstone of good governance. Participation needed to be informed and organized. They also included freedom of expression; and assiduous concern for the best interests of the organization and society in general. Transparency here meant that information provided understandable forms and media; that were freely available and directly accessible to those who were affected by governance policies and practices, as well as the outcomes resulting there from; and that any decisions taken and their enforcement were compliance with established rules and regulations; responsiveness implied that good governance required organizations and their processes designed to serve the best interests of stakeholders within a reasonable timeframe. Good governance was responsive to the present and future needs of the organization, exercised prudence in policy-setting and decision-making, and that the best interests of all stakeholders were taken into account, consensus oriented implied that good governance required consultation to understand the different interests of stakeholders in order to reach a broad consensus of what was in the best interest of the entire stakeholder group and how this can be achieved in a sustainable and prudent manner. Equity and inclusiveness implied that the organization that provided the opportunity for its stakeholders to maintain, enhance, or generally improved their well-being provided the most compelled message regarding its reason for existence and value to society, effectiveness and efficiency indicated that good governance meant that the processes implemented by the organization to produce favorable results met the needs of stakeholders, while making the best use of resources human, technological, financial, natural and environmental at its disposal, accountability being a key tenet of good governance helped to clarify who is accountable for what should be documented in policy statements. In general, the World Bank sort to show that an organization is accountable to

those affected by its decisions or actions as well as the applicable rules of law; and rule of law which argued that good governance required fair legal frameworks that are enforced by an impartial regulatory body, for the full protection of stakeholders.

A number of researchers (Globerman & Shapiro, 2002; and Sisaya et al, 2015) concurred with World Governance Indicators' definition of governance as well as with its six aspects or components and detailed components as follows: The first aspect of governance, voice and accountability captured perceptions of the extent to which citizens of a country are involved in the selection of governments. It also encompassed the degree to which the media was independent and active which was crucial for monitoring public office holders and for making them accountable for their actions. An effective voice mitigated abuse of office and allowed freedom of expression among the citizenry. Policies that influenced and determined the provision of public goods, subsidization and credit availability were driven by the ability of the different interest groups engaged in productive bargaining (Binswanger & Deininger, 1997).

A case study by (Zhang et al., 2004) on the local governance and public goods provision in rural China underscored the importance of citizens' participation in decision-making. Their studies about local government elections in rural China in which tens of thousands of villages had been involved since 1980 show that, the elections contributed substantially to increasing the share of public investment in total expenditure. The second aspect of governance, political stability and absence of violence, measured the perception of the likelihood of political instability and/or risk of politically motivated violence including terrorism (World Bank Group, 2010). This dimension measured the political risk associated with a country (Meon & Weill, 2005), and impacted, negatively, on investors' confidence and on economic growth which led to poverty and inequality. Government effectiveness, the third aspect of governance captured perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies (World Bank Group, 2010). The provision of quality public and services such as roads, electricity, irrigation systems, communication infrastructure, schools and agricultural

research and extension has a substantial influence on production (Lio & Liu, 2008). The fourth aspect of governance, regulatory quality captures perceptions of the ability of the government to formulate and implemented sound policies and regulations that permitted and promoted private sector development (World Bank Group, 2010). Rule of law, the fifth aspect of governance, captured perceptions of the extent to which agents had confidence in and abided by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence (World Bank Group, 2010). It measured the extent to which contracts are enforced and assessed the way in which the people felt bound by the legal system (Meon & Weill, 2005). The sixth aspect of governance, Controlled corruption captured perceptions of the extent to which public power is exercised for private gain, included petty and grand forms of corruption, as well as taking of the stated hostage by elites and private interests (World Bank Group, 2010).

The aspects of governance were on the other hand, interrelated. Better accountability mechanisms for example, led to less corruption, just like a more effective government provided a better regulatory environment, and respect for the rule of law leads to fairer processes for selecting and replacing governments and less abuse of public office for private gain (World Bank Group, 2010). The definition of governance as referring to the institutions and policies affected the performance of an economy and that it was viewed as the traditions and institutions by which authority in a country was exercised included: (a) the process by which governments were selected, monitored and replaced, (b) the capacity of government to effectively formulate and implement sound policies, and (c) the respect of citizens and the state for the institutions that govern economic and social interactions among them.

(Globerman & Shapiro, 2002); World Governance Index, (2017) was integrated with the aforementioned dissection of aspects of governance further provided evidence for their interconnectedness. Consequently: (a) The process by which governments were selected, monitored, and replaced, in effect understood to refer to (i) voice and accountability which, as earlier explained, denoted the perceptions of how far a country's citizens were able to participate in selecting their government, as well as to the extent to which freedom

of expression, freedom of association, and a free media existed in that country; and (ii) Political stability and absence of violence which referred to the likelihood that the government destabilized or overthrew unconstitutional or violent means, including politically motivated violence and terrorism. (b) The capacity of the government to effectively formulate and implement sound policies in effect refers to (i) Government Effectiveness which as mentioned above denoted perceptions of the quality of services provided by government, the quality of the civil service and the extent to which operated free of political pressures, the quality of policy formulation and policy implementation, and the extent to which government is truly committed to the policies; as well as (ii) Regulatory Quality which denoted perceptions of the ability of the government to formulate and implement sound policies and regulations that permitted and promoted private sector development. (c) The respect of citizens and the state for the institutions that governed economic and social interactions among them, is about (i) Rule of Law which denoted perceptions of the extent to which agents had confidence in and abided by the rules of society, particularly the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence occurring; and (ii) Control of Corruption which is about the extent to which public power is exercised for personal benefits whether qualified as petty or a grand form of corruption, as well as captured of the state by elites and private interests.

(Kaufmann *et al.*, 2010) on their part however, argued that although the concept of governance is widely discussed among policymakers and scholars, there was yet no strong consensus around a single definition of governance or institutional quality. They further stated that various authors and organizations had produced a wide array of definitions; being so broad that they covered almost anything, such as the definition of rules, enforcement mechanisms, and organizations, offered by the World Bank's 2002 "World Development Report- Building Institutions for Markets"; and others more narrowly focused on public sector management issues, including the definition proposed by the World Bank in 1992 as the manner in which power was exercised in the management of a country's economic and social resources for development. In specific areas of governance such as the rule of law, they further say, there are extensive debates among scholars over thin versus thick definitions, where the former focused narrowly on

whether existed rules and laws are enforced, while the latter emphasized more the justice of the content of the laws.

2.4 Empirical Studies

In this section, empirical analysis of previous studies on relationship of the study is undertaken. This was to identify the knowledge gap in the area of interest of the study, this is the relationship between the predictors variable principles of devolution on the dependent variable performance were evaluated.

2.4.1: Separation of powers

(Mapavu, 2015) in his work entitled “The Controversies of devolution in Zimbabwe” argued that it was most likely that implementing the new constitution under existing condition was a mammoth task, especially for a country whose local government system had never held any constitutional status. Therefore constitutionalizing local governance in a unitary state such as Zimbabwe would present challenges at implementation. It was common knowledge that central government in a unitary state is highly centralized and devolving powers to regional and local levels were difficult. Therefore the unitary nature of Zimbabwe made it difficult to fully realize the fruits of devolution. It was therefore noted that the major difference between local governance as a creature of statute and as a constitutional provision was that in the former, power was minimally delegated from the center to local councils while in the latter case, there was a thread of community participation that runs from the center to communities through local councils. Claims and allegations of secessionism and devolution created renationalization caused a possible panic, especially taking cognizance of the fact that different regions in the Zimbabwean society had different interpretations of devolution. It was therefore the author’s conviction that devolution should be supported by a carefully designed set of policies to achieve meaningful devolution devoid of tribal accusations and counter-accusations. The dynamics of power in local governance manifests itself in different practices that revolved around who held power and what role the public played in this power matrix.

2.4.2 Democratization

(Soomro and Chandio, 2014) in their research entitled challenges to good governance, a case study of issues on local government systems of Pakistan argues that local government can play a vital role in creating good governance because local government aims at providing basic facilities to the citizens and shares powers at grass roots level, but unfortunately the system of local government in Pakistan was implemented by military rulers and they used it for their own purposes as well as to prolong their rule. The local government should be drafted according to the needs of particular area, covering the needs of masses instead of a particular political party or group. Another reason is low literacy ratio, Pakistan is one of from those countries which have low literacy ratio, due to that reason majority of people living in the villages are not fully aware about the importance of vote, and this reason leads towards feudalism, Peri-murshdi and land lord system, particularly in villages. Stable local government is the assurance of welfare of all and it will surely strengthen the good governance, because it is participatory and accountable, without stable local government the concept of good governance will remain a mythical story, it is the duty of elected government to strengthen the local government system in the country.

2.4.3: Gender balance of member representation

Another study by (Ogola *et al.*, 2012) indicated that lack of implementation of the rules and the guidelines in the Constitution of Kenya 2010, the country realized the social, legal, political and economic development. The study also found lack of political structures whereby there is no specific requirement that persons holding public offices met a pre-determined threshold of personal integrity, credibility and suitability for appointment to the high public offices. This may inadvertently complicate and slow down lawful measures to expose, combat and eradicate corruption and abuse or misuse of power by those holding political and other public offices would seem reactive.

Additionally (Rodriguez-Pose & Gill, 2012) in their study, the global trend towards devolution and its implication found out that it was imperative for policy makers to recognize varying forms of decentralization and to be aware of the vested interests of

national and subnational governments across these alternative devolutionary forms. It was also imperative that commentators, policy makers, and analysts remain aware of the context of debates and opinions surrounding devolution. No co-incidence that devolution tended to be supported by national electorates in many ways it was inevitable because powerful and influential actors sort to muster the support of the electorate to facilitate their own initiatives.

3.4.4: Reliable sources of revenue

Despite the fact that adopting a system of devolution moved resources closer to the citizen, it had its challenges. If not properly adopted and implemented, devolution led to the translation of central government bureaucracies, inefficient utilization of resources and lack of accountability at the sub national level (Barret *et al*, 2007). Devolution facilitated elite captured by local government and the persistence of anachronistic institutions based on patron-client relations. If devolution principles were not well understood and implemented, could be challenged at the local level government in realizing the use of resources and powers embedded in the counties ensured citizen satisfaction which amounts to performance of the county. Poor management at the local level due political interests led to few individuals misusing the powers to benefit themselves. They accomplish this by skewed allocations in favor of their kinsmen, supporters, sycophants and all manner of political hangers-on to purchase political loyalty (Barrett *et al*, 2007; Nasong'o, 2002). For example, the legitimacy of the Constituency Development Fund (CDF) has been compromised by the power vested upon the MP to singlehandedly select members of the CDF Committee (CDFC). This show lack of democracy and respect to human rights in such that there is no openness and accountability in the way powers are shared in devolved government. Article (73) (b) which looks in to the leadership and integrity that there must be objectivity and impartiality in decision making, and in ensuring that decisions are not influenced by nepotism, favoritism, other improper motives or corrupt practices.

In South Africa for instance, after a transitional period of six years fully fledged municipalities were elected only in 2000. The 842 transitional non-racial councils were

then reduced initially to 284 municipalities. This required a massive reallocation of resources and personnel, and in many cases totally new institutions had to be created. In addition, a new two tier system of district and local municipalities outside the metropolitan areas had to be established. Although the law required the districts to play the dominant role in service delivery, the existence of old well-established local municipalities and an absence of unity of purpose at national level, resulted in them never really coming to fruition. After 12 years, their abolition was under discussion. The lesson is again: existing institutions are resilient and a new system is difficult to implement without all the role players working collectively towards one goal.

In Kenya the slow process of separating the dominant party from state institutions. After liberation, the deployment of loyal cadres in key positions at all levels of government may have been necessary. However, over time it became simply a system of patronage and nepotism, with the result that the incompetent and corrupt are bringing the system to its knees. A report from the Controller of budget 2015/2016, gave a report on how devolved units utilized the money on their budget and this is a great indicator which measured the performance of counties. Through poor management and lack of adhering to principles of devolved government as stipulated in the Constitution of Kenya, (2010), has opened a loop hall for individuals in counties to engage in satisfying their own interest rather than that of the common citizen (OCB, 2016).

(Kerich, 2017) in her study analyzed revenue and expenditure performance of county governments during the financial years 2013/14 to 2015/16. Kenya began the fiscal decentralization journey at independence through the creation of regionalism commonly known as Majimboism. Since independence Kenya had experimented on various forms of decentralization such as the Special Rural Development programme of 1966 among others. In 2010 a new constitution was promulgation which paved way for decentralization reforms that saw the devolution of functions, resources and creation of 47 county governments. Key objectives of this study assessed revenue performance by analyzing own revenue performance and the level transfer dependency of county governments. Expenditure performance was assessed by examining budget

implementation at the county level, utilization of revenue, pending bills and compliance on 30% requirement on development expenditure. The absorptive capacity of counties was also analyzed to the extent to which counties utilized their resources. The study had used secondary data obtained from the reports of the Controller of Budget, The National Treasury and County Allocation Revenue Act. Data had been obtained for all the 47 county governments. The findings of the study indicated that counties are dependent on national transfers at an average of 87% and had been performing dismally on mobilization of own revenue. On the expenditure side there are counties whose expenditure exceeds available revenue. Compliance with development expenditure found that on average over the three years there are 24 counties that have not met the 30% requirement on development expenditure. The study established that actual allocation of resources to devolved functions namely Agriculture, Health and Water and Environment is different from planned expenditure which means that resources on devolved functions are being reallocated after the budget had been approved. The study concluded that revenue performance at the county level has been poor and several counties have not been able to achieve their revenue targets, hence making counties dependent on national transfers. On the expenditure, the study shows that fiscal discipline is lacking at the county level and compliance with 30% requirement on development expenditure is a challenge for at least 50% of the counties. On absorptive capacity the study concluded that a number of counties are not able to utilize or absorb the resources given to them which were an indication of poor implementation of programs and poor financial management practices because of large pending bills within counties. The study recommended a review of the legislative and policy framework to address the issue of fiscal discipline. The current framework gave guidelines on what should be done but did not provide sanctions on what happens when the stipulated requirements were violated.

2.5. Critique of existing Literature Relevant to the Study

(Mapavu, 2015) in his work entitled “The Controversies of devolution in Zimbabwe” found that constitutionalizing local governance in a unitary state such as Zimbabwe would present challenges at implementation. It was common knowledge that central government in a unitary state is highly centralized and devolving powers to regional and local levels were difficult. This shows that his study did not exhaustively look into measures of realizing the key importance of separation of powers in achieving commitment to county governance.

(Soomro and Chandio, 2014) studied the challenges to good governance, a case study of issues on local government systems of Pakistan which argued that local government can play a vital role in creating good governance because local government aims at providing basic facilities to the citizens and shares powers at grass roots level, but unfortunately the system of local government in Pakistan was implemented by military rulers and they used it for their own purposes as well as to prolong their rule. As compared to the researchers findings there is need for any government to ensure that citizens are involved in decision making to enhance county governance and its performance to better service delivery.

(Ogola *et al.*, 2012) indicated that lack of implementation of the rules and the guidelines in the Constitution of Kenya 2010, the country realized the social, legal, political and economic development. The study also found lack of political structures whereby there is no specific requirement that persons holding public offices met a pre-determined threshold of personal integrity, credibility and suitability for appointment to the high public offices. This study did not give the measures in ensuring that implementation of principles that would promote accountability and responsibility from the office bearers that are elected to represent the citizens.

(Kerich, 2017) in her study analyzed revenue and expenditure performance of county governments during the financial years 2013/14 to 2015/16. Key objectives of this study assessed revenue performance by analyzing own revenue performance and the level transfer dependency of county governments. The study did not give a way forward in

ensuring that revenue collected is utilize on development to enable local government improve in service delivery. The study also relied on only secondary data obtained from the reports of the Controller of Budget, this would not give an in-depth report on the practical commitment of the devolved principles in enhancing the county performance.

2.6. Research Gap

Majority of previous empirical studies on devolution had been conducted in developed and developing countries of German, America, Zimbabwe (Kyriacou and Roca-Sagale's 2011). There is relatively little work done to examine the influence of commitment on the principles of devolved government on County performance in Kenya. Mapavu (2015) in his work entitled "The Controversies of devolution in Zimbabwe" shows that there is still a lot to be done in implementation of the devolution in terms of separation of powers to achieve accountability and responsiveness. There is need for the devolved government to ensure that they adhere to the principles of devolved government to realize the goals of devolution.

Additionally, literature review showed that there was imbalance on the attention that had gone into studies on the influence of commitment to devolution principles on the performance of devolved county governments in Kenya. COB (2015) reported that as much as devolution had been embraced there is still much to be put in place to its achievement. It reported that there is need for institutional restructuring and thus the Constitution required extensive restructuring of institutions at the national and county levels to pave way for better performance in county governments. The process of institutional restructuring implied a fundamental realignment of functions as well as accompanying resources. There is still a lot to be committed in restructuring of institutions which is delaying a full implementation of devolution.

2.7. Summary

County performance was of a great concern in most of the Counties in Kenya whereby the motives of devolution was to ensure that citizens get proper service delivery. The reasons for poor service delivery, rampant corruption, nepotism, and deployment of individuals in positions for which they were not qualified within the local government structures led to inefficient provision of services to the masses. A county can only realize its performance through respect to the law which allows accountability and individuals being answerable to their own actions. Democracy requires a separation of powers or functions which is set out in a constitution so that there are checks and balances and no one person, group or institution can attain or exercise unlimited power. There should be clear institutional framework in the sub-counties to promote democratic and accountable exercise of power, and promoting social and economic development and the provision of proximate, easily accessible services throughout Kenya. Article 175 stipulates for the principles of devolved government states that County Governments established under the Constitution should reflect the principles.

The constitution stipulates the national values and principles of governance which include patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people; human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized; good governance, integrity, transparency and accountability and sustainable development. All states organ, state and public officers were subject to national values and principles of governance when or implementing policy decisions; or when they are applying or interpreting the Constitution. Successful decentralization was a consequence of appropriate, transparent, accountable legal frameworks; enabled and empowered institutions; cooperation between different levels of government; competent and honest financial management; good service delivery reflected of positive results; transparent, rigorous and enforced oversight and accountability; patient and sustained negotiation as part of on-going, regular and opened communication with citizens to maximize their buy-in. All of these requirements were ultimately impossible without political commitment and hard work at all levels of the region.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter outlined the research design and methodology that was used in conducting this research. It involved the research design, population of the study, sampling frame and sample size, instruments and procedures that were used in data collection, data collection method, data analysis and data presentation.

3.2. Research Design

Research design is the blue print for the collection, measurement, analysis of the data and plan to obtain answers to research questions (Cooper & Schindler, 2006). This study adopted a descriptive research design that also employed the quantitative research design due to its in-depth analysis of the influence of commitment to devolution principles on the performance of county governments in Kenya. Kothari (2009) asserted that descriptive research is a description of the state of affairs as it exists at present and the researcher had no control over the variables.

A descriptive research is the one that is undertaken with a view of offering the researcher a profile or to describe relevant aspects of the phenomena of interest from an individual, organization, industry oriented, or other perspective (Bryman & Bell, 2007; Emory & Cooper 2003; Sekaran, 2009). Descriptive research gathers quantifiable information that can be used for statistical inference on the target audience through data analysis. This research design enabled the researcher to obtain the correct information from county executive secretary and chief officers on the influence of commitment to devolution principles on performance in county governments in Kenya.

Quantitative research design describes in quantitative terms the degree to which variables are related (Mugenda & Mugenda 2003). It is used in studies that are aimed at establishing causal relationship between variables (Bryman & Bell, 2007; Cooper &

Schindler 2006). The aim of this study was to establish the influence of principles of devolution on the performance of county governments in Kenya.

3.3 Target Population

Orodho (2009) defines target population as the set of elements that the researcher focuses upon and to which the results obtained by testing the sample should be generalized. Mugenda & Mugenda (2012), concurs with this by defining target population as the particular entity of people, objects or units to which a researcher can reasonably generalize his or her findings. Kothari (2004) defined target population as all the members or hypothetical set of people, events or objects to which the study wished to generalize research. This study focused on the ten ministers and ten chief officers in the ten devolved functions at each county which include Finance & Accounting, Agriculture & Livestock, Environment & Natural Resources, Health services, Education, Culture & Social, Physical planning/housing, Public works & Utilities, Public Service Management, Trade, Industry, Development & Registration and Roads & transport. The results from the study generally reflected how commitment influenced devolution principles and the performance of devolved governments in Kenya.

3.4 Sample Techniques and Sampling Size

The sampling technique was used to determine the accuracy of the research while the sample size was used to make inference and generalization about the larger group.

3.4.1 Sampling Frame

A sampling frame describes the list of all population units from which the sample is selected (Cooper & Schindler 2011). A list containing all such sampling units is known as sampling frame (Kothari, 2004). This study had a sampling frame of 200 county officials from the ten (10) counties which were below the index level of development as shown in Appendix V.

The researcher worked out with all the ten county executive committee members and ten chief officers in the ten departments in the counties in Kenya which include Finance & Accounting, Agriculture & Livestock, Environment & Natural Resources, Health services, Education, Culture & Social, Physical planning/housing, Public works & Utilities, Public Service Management, Trade, Industry, Development & Registration and Roads & transport, ministries at each county. The respondents were sampled from all the county executive committee members and chief officers in charge of all devolved policies and operations at the county levels that performed poorly in Kenya.

3.4.2 Sampling Techniques

According to Mugenda & Mugenda (2008) sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected. From the target population of the study which was 200 (Two hundred), the researcher adopted a stratified sampling technique which is regarded as the most efficient system of sampling as there is minimal possibility of any group of population being completely excluded (Gupta & Gupta 2009). According to Penneerselvam (2008) purposive sampling techniques is whereby a researcher relies on his or her own judgment when choosing members of population to participate in the study. Non-probability sampling according to Cooper and Schindler (2006), is used when every element of the population has a chance of being included in the sample. May (2001) explains that the non-probability sampling techniques makes it possible to state the mathematical likelihood of sample characteristics being duplicated in the population which assisted the researcher to come out with appropriate number to be used in the sample size.

3.4.3 Sample Size

A sample is described as a representative of certain percentage, frequency distributions of elements' characteristics within the sample is similar to the corresponding distributions within the whole population (Kosomo, 2007). Kothari (2009) explains that in non-probability sampling, the items of the sample are given equal chance of getting into the sample and all chances are independent of one other. Kothari continued to argue that

non-probability sampling gave each possible sample combination and equal probability of being chosen.

Generally, the sample size larger than 30 and less than 500 is recommended for statistical data analysis (Churchill & Brown 2004; Mugenda & Mugenda 2003). The researcher selected the items from the ten counties by use of random sampling as a representative group for each County on finding out the influence of the devolution principles on the performance of County governments in Kenya. In this study the researcher used the formula given by Kothari and Garg (2014) to give a good representative of the population.

$$n = \frac{Z^2 pqN}{e^2(N-1) + Z^2 pq}$$

$$n = \frac{1.96^2(0.5)(0.5)(200)}{0.05^2(200-1) + 1.96^2(0.5)(0.5)}$$

$$n = 131.7511489$$

$$n = 132$$

Whereby:

n is the sample size

Z = the standard normal deviate at the required confidence level. Assuming at 95% confidence level the value of Z is 1.96

N= Target population

e = standard error term (the level of statistical significance) as 0.05

P = the proportion in the target population estimated to have characteristics as 0.5

$$q = 1 - p$$

The researcher purposively selected sample size per county that was used to give the result for the target population.

Burns and Grove (2003), content that sampling is a process of selecting a group of people, events or behavior with which to conduct a study. The researcher used a stratified sampling procedure to select the respondents to the study. Stratified random sampling is regarded as the most efficient system of sampling as there is minimal possibility of any group of population being completely excluded Gupta and Gupta, (2009). Poorly performing counties were identified according to the ranking index county governments in Kenya. According to Kothari (2004), a population is stratified basing on different features of the population and a random sample is selected from each stratum. By use of the formula on page 44 Kothari and Garg (2014), the researcher was able to come up with the sample size of 66% which was efficient for the study.

Table 3.1: Sampling Frame

County	Population (N) (County ministers and Chief officers)	Sample Size (n)
Mandera	20	13
Tana River	20	13
Garisa	20	13
Lamu	20	14
Taraka-Nithi	20	13
Vihiga	20	14
Taita Taveta	20	13
Trans Nzoia	20	13
Nyamira	20	13
West Pokot	20	13
Total	200	132

GoK (2017)

3.5. Data collection Instruments

The researcher used questionnaires in collecting the primary data from the chief officers' in-charge of operations from counties performing poorly in the county governments sampled. According to Panneerselvan (2008), a questionnaire consists of a set of well formulated questions to probe and obtain response from respondents and collect all the data items which are required for testing hypothesis and other tests relating to various research issues. Kothari (2004) also defined a questionnaire as a document that consists of a number of questions printed and typed in a definite order on a form or set of forms. The questionnaire had both open and closed ended questions. Closed ended questions restricted the respondents to a certain category in their responses while the open ended questions allowed the respondents to give their personal view of the study. On the other hand the researcher used an interview schedule to get the in-depth information from the county ministers' in-charge of policies to ascertain information given by the chief officers.

3.6 Data Collection Procedure

Burns and Grove (2003) defined data collection as the precise, systematic gathering of information relevant to the research sub-problems, using methods such as interviews, participants observation, focus group discussion and narratives. The researcher obtained a letter of authorization from the Jomo Kenyatta University of Agriculture and Technology (Westlands campus) to allow her to collect data. In addition the researcher also obtained a permit from National Commission for Science, Technology and Innovation (NACOSTI). The questionnaires were used to collect data from the 132 (One hundred and thirty two) respondents whereby the researcher personally administered based on a drop and pick after they were filled. Data was gathered by a structured open and closed ended questionnaire and an interview schedule. The respondents were briefly introduced to the purpose of the study before administering the questionnaires and the interview schedule. The researcher explained to the respondents the nature and importance of the study during pilot and actual study. Confidentiality was assured to the respondents whereby this was stated in a letter that accompanied each questionnaire.

3.7 Pilot Testing

To ascertain the validity and reliability of the study instrument, the researcher conducted a pilot study. Kothari (2009) asserts that a pilot study is a replica and a rehearsal of the main study. The importance of the pilot study was to determine the validity and reliability of the research instrument. It was used to determine the ease of use of the instruments, to detect any weakness like ambiguous statements, to determine whether the respondents would understand the questions, language, any errors or flaws. According to Lancaster, Dodd, and Williamson, (2010) they argued that for a high precision pilot studies, 1% to 10% of the sample should constitute the pilot test. This helped the researcher to take corrective measures in order to make some improvements. Mugenda (2003) argues that a pilot sample of 1% for a large sample and 10% for a small sample would be adequate. Troop (2006) states that, the purpose of the pilot study is to test the validity of research instruments as well as to check the presence of ambiguity and researcher's bias. The pilot study also assessed the feasibility of the study, based on the locale and the nature of the sample. It also helped to identify the ambiguity of items in the instruments. The feedback helped to improve the research instruments. The researcher took a 10% of the target population of 200 which were 20 county government officials that were randomly sampled but were not part of the sample size.

3.7.1 Validity of Research Instruments

Validity is the degree to which a test measures what it purports to measure (Mugenda & Mugenda, 2003 quoting Gay, 1982). They defined validity as the accuracy and meaningfulness of the inferences which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomena under study. The scholars contend that the validity of the questionnaire data depends on the crucial way the ability and willingness of the respondents to provide the required information. Mugenda and Mugenda (2003) postulates that the usual procedure in establishing the validity of a measure is for example, to use professional or expert in the particular field. The researcher established the validity of the research instrument with the help of the University supervisors through their constructive criticism.

3.7.2 Reliability of Research Instruments

Jackson (2009) argued that reliability refers to the consistency or stability of a measuring instrument to measure exactly the same each time it's used. Orodho (2009), concurs this by observing that reliability of instruments concerns the degree to which a particular measuring procedure gives equivalent results over a number of repeated trials. Mugenda and Mugenda (2012), defined reliability as the consistency and dependability of data collected through repeated use of a scientific instrument or data collection procedure under the same conditions. The researcher employed Cronbach's coefficient alpha method to determine internal consistency of the items to be measured in each independent variable.

Cronbach's Alpha (α) indicates the extent to which a set of test items can be treated as measuring a single latent variable (Sekaran, 2009). It is a coefficient (a number between 0 and 1) that is used to rate the internal consistency (Kipkebut, 2010). This method was appropriate owing that it required only one administration of the test (Cohen and Swerdlik, 2005). It was also appropriate where items have got choices (Cozby, 2003). Nunnally (1978) offered a rule of thumb of 0.7. More recently, one tends to see 0.8 cited as a minimum alpha.

The following formula for Cronbach's alpha was used to measure the reliability of the instruments.

$$a = \frac{K * r}{1 + (K - 1) * r}$$

Where:

K is the number of items

r-bar is the average correlation among all pairs of variables.

3.8 Data Analysis and Presentation

To ascertain the correlation coefficient between the independent variables and dependent variable, data was analyzed qualitatively and quantitatively which addressed the research objectives. Quantitative data was analyzed by means of statistical models to give reliable information about the data. The researcher applied regression analysis to determine the

relationship between dependent and the independent variables. According to Hoyer & Hoyer (2001), regression is used to determine the type or relationship between the variables. This regression model was also used by Namusonge, (1998) in his thesis on Determinants of growth oriented small and medium enterprises in Nairobi, Kenya. This assisted in determining the level of influence of the independent variables on the dependent variable. This was done by the help of the statistical results packaged for social science (SPSS version20) as a tool.

3.9 Measurements of Variables

3.9.1 Statistical Models

The study used multiple regression model for objective 1,2,3,4,5 and 6 to estimate the coefficient.

Multiple regression model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where:

Y = County Performance (dependent variable)

X1 = Separation of powers

X2 = Democracy

X3 = Reliable sources of revenue

X4 = Gender balance of member representation

X5 = Constitution

e - Error term, which is assumed to be normally distributed with mean zero and constant variance

β_0 -constant (Y – intercept)

β_i - are the regression coefficient of each X_i ($i=1,2,3,4,5$)

The multiple linear regression model was preferred due to its ability to show whether the linear relationship was significant or not (Maddalla 2009).

3.9.2. Data presentation

Analyzed data was presented using descriptive statistics which involved use of frequencies, percentages and cross tabulation. Charts were used where emphasis was

required in presentation of the findings. Gupta and Gupta, (2009) defined correlation as a statistical tool which helps in determination of relationships between two or more variables. Regression is the statistical with the help of which we are in a position to estimate or predict the unknown values of one variable from known value of another variable (Gupta and Gupta, 2009).

3.9.3. Hypothesis Testing

This study used the multiple regression model using ANOVA and F-distribution (Mason et al., 1999). ANOVA is also a data analysis procedure that is used to determine whether there are significant differences between two or more groups or samples at a selected probability level (Mugenda, 2010). Hypothesis tests were based on the research hypothesis set where regression output gave the t-test statistics which were used to explain the significance of corresponding partial regression coefficient and the F-statistics that was used to explain the significance of the whole model based on the p-values. If the p-value computed would be less than the significant level that is $p \leq 0.05\%$ used, the model would be deemed significant and having good predictors of the variables hence results would not be used, also the model would not be significant and would not be suitable for decision making (Gupta & Gupta, 2009). The researcher intended to test the hypothesis at a level of 0.05% level of significant. The following regression model were used for the individual predictors (for each of the individual variables) on the dependent variable,

$$Y = \beta_0 + \beta_i X_i + \varepsilon \text{ (where } i = 1, 2, 3, 4, 5)$$

The following regression model was applied for the aggregate index of the predictors on the dependent variable.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

To determine the significance of the predictor X_i , the hypothesis $H_0: \beta_i = 0$ versus $H_1: \beta_i \neq 0$ (where $i = 1, 2, 3, 4, 5$) were used. If the null hypothesis is rejected ($p < 0.05$), the predictor X_i was taken to have a significant influence on the beta coefficient and the size of the standardized coefficient in relation to the rest.

3.9.4 Measurement of study variables

Table 3.1: Measurement of study variables

Type of variable	Variable name	Operationalizing indicators Of variables
Dependent variable	Performance of	<ul style="list-style-type: none"> - Development - Efficiency and effectiveness - Service delivery
Moderating variable	Constitution	<ul style="list-style-type: none"> - Laws and regulations - Commitment - Policy implementation
Independent variables	Separation of powers	<ul style="list-style-type: none"> - Proper institutional Framework - Independence of institutions - Distinctiveness of roles
	Democratization	<ul style="list-style-type: none"> - Rule of law - Citizen participation - Transparency and Accountability
	Reliable sources of revenue	<ul style="list-style-type: none"> - Equitable sharing of National revenue - Income generating activities - Government grants and loans
	Gender balance of	
	Member representation	<ul style="list-style-type: none"> - Gender empowerment - Substantive positions - Affirmative action

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The study employed different statistical techniques aided by SPSS to determine the influence of devolution principles on performance of governance in county governments in Kenya. This chapter described the data analysis, presentation and interpretation of the findings. The findings were related to the objectives: power separation, democracy, reliable sources, gender balances and constitutionalism which moderated, had a great bearing on performance of county governments in Kenya. The chapter begun with the biodata, results on the objectives, then explained factor analysis and reliability techniques adopted by the study, correlation and regression analysis. Factor analysis was adopted to reduce the number factors under each research variable and retained the indicators which influenced devolution principles on performance of governance in County Governments in Kenya. Reliability analysis was carried out using Cronbach alpha which explained a coefficient of reliability that gave an unbiased estimated data generalizability.

4.2 Response Rate

Response rate also known as completion rate in survey research referred to the number of respondents who answered the survey divided by the sample size. Babbie (2007) posits that a survey response rate is viewed as an important indicator of survey quality and it is presumed that a higher response rate ensures more accurate survey results. The study distributed 132 questionnaires to 10 county governments in Kenya. Out of the 132 questionnaires, 127 were returned. However, of the 127 returned, a total of 121 were reasonably and adequately completed representing approximately 94% response rate (Table 4.1). This response rate falls within the confines of a large sample ($n \geq 30$). Additionally, the response rate was deemed satisfactory as suggested by Fowler (1993) who recommends 75% as a rule of the thumb for minimum responses. Further, regarding the works of Jaworski and Kohli, (1993) and Prasad *et al.* (2001), this response rate is considered satisfactory and is comparable to research on similar topics in devolution.

Table 4.1: Response Rate of Questionnaires

Responses	No.	Percentages
Administered questionnaires	132	100%
Returned	127	95.5%
Unusable questionnaires	6	0.02%
Usable questionnaires	121	94%

4.3 Reliability Analysis

Reliability analysis was done with the use of Cronbach's Alpha which measured the internal consistency by establishing whether certain items within a scale measured the same construct. Nunnally (1978) recommends that instruments used in research should have reliability of 0.70 and above, thus forming the study's benchmark. Cronbach Alpha was established for every objective which formed a scale. Table 4.2 shows that constitutionalism had the highest reliability ($\alpha=0.837$), followed by performance of governance in County Government ($\alpha=0.774$), democratization ($\alpha=0.741$), gender balance ($\alpha=0.772$), sources of revenue ($\alpha=0.762$) and Separation of powers ($\alpha=0.705$). Scales were reliable as their reliability values exceeded the prescribed threshold of 0.7.

Table 4.2: Reliability analysis

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Separation of powers	0.705	0.701	9
Democratization	0.741	0.73	10
sources of revenue	0.762	0.756	12
gender balance	0.772	0.774	7
Constitutionalism	0.837	0.84	9
performance of governance in County Government	0.774	0.78	10

4.4 Data Preparation and Screening

The survey data was screened for a number of potential problems in relation to missing data according to guidelines provided by Tabachnick and Fidell (2013). On receipt of any completed questionnaire, they were prepared for further screening by numbering to ensure that each and every questionnaire was accounted for. Questionnaires that were left blank or had large missing data were discarded and not included in the analysis.

Table 4.3: Distribution of the Number of Missing Values on Cases

Number of missing values	Number of cases	Percentage
1	8	2.1
2	4	1.1
3	8	2.1

Thereafter, missing values were assessed with respect to variables. Table 4.4 shows the number of missing values by variables. 92 variables did not have missing values while 7 had only minimal missing values. Specifically, 3 variables had one missing value and 4 variables had one missing value. These were deemed useable and missing data were replaced with mean substitution before further analysis was conducted (Tabachnick & Fidell, 2013).

Table 4.4: Distribution of the Number of missing Values by Variables

Number of missing values	Number of variables
0	92
1	3
2	4

4.5 Sample Characteristics

The study takes into consideration the respondents personal characteristics to give general information about respondents and to assist the researcher understanding on the findings. Variables included here are gender, age and highest educational level.

The study put into account the gender of the respondents. From the results, 36.4% (44) of the respondents were female and 63.6% (77) of them were male. The results indicated that male respondents comprised the majority. Since there was no equal representation of both male and female individuals, there was a likelihood that the institutions lacked distinctive set of skills that is brought about by a diverse workforce.

In terms of age, most 35.5% (43) of the respondents were within the age bracket of 26 to 35 years followed by 32.2% (39) that were in the 36 to 45 age brackets. The least were 13.2% (16) who were between 46 and 55 years. Overall, the respondents were youthful as most of them ranged between 18 to 35 years of age.

Furthermore, most organizations use education as an indicator of a person's skill levels or productivity (Benson, Finegold, & Mohrman, 2004). The study therefore deemed it important to establish if the educational level of the employees had a bearing on performance of governance in County Governments. From the results, 43% (52) of the respondents had a university degree, 40.5% (49) college level, 14% (17) secondary level and 2.5% (3) of the respondents had primary level of education. It is evident that the employees who possessed the requisite skills performed their duties effectively. As such, the employees' educational attainment is part of the institutions' human capital.

Table 4.5 Sample Characteristics

		Frequency	Percent
Gender	Male	77	63.6
	Female	44	36.4
	Total	121	100
Highest level of Education	Primary	3	2.5
	Secondary	17	14
	College	49	40.5
	University	52	43
	Total	121	100

4.6 Descriptive statistics

4.6.1 Separation of powers

Separation of powers is one of the fundamental issues that the devolved system was instituted to address. The devolved system is premised to divide, distribute and disperse power to ensure that power is applied to meet its intended object. In this regard, the study sought to establish the influence of separation of powers. Table 4.6 highlights the results. Basing on the findings in table 4.6, it is evident that there are proper institutional frameworks in place that ensures good governance in the county government (mean = 3.64, SD = 0.885). There is thus a likelihood of stronger accountability and increased oversight which are key in providing better institutional framework for effective delivery of public services. To further support the above notion, more findings revealed that the county institutions of governance are independent (mean = 4.08, SD = 0.678).

Further, the county is highly dependent with the national government in local budget making process (mean = 3.79, SD = 0.718). The implication is that there is limited devolution in terms of budget making since the national government dictates the process. It could be an impediment for the local government in terms of fulfilling development initiatives mainly because of budget constraints. The advantage however is that the public has knowledge of the role played by all county government officials in all devolved

functions (mean = 3.69, SD = 0.893). Despite this, it is undefined if there are clear distinctive roles of all the devolved functions at the county levels (mean = 3.36, SD = 1.024).

Also, different departments in the county are accountable for their functions in the county (mean = 3.81, SD = 1.011). They are therefore expected to mobilize revenue from the different sources in the county and use it effectively. In addition, there is good flow of information in the county offices that allows county policy understanding (mean = 3.65, SD = 0.892). Consequently, there is no information asymmetry. Besides, there is good relationship among the county structures for instance the Governor's office and the County assembly that promotes development in the county (mean = 3.64, SD = 0.751). Finally, the county has adequate autonomy to create by-laws for better governance (mean = 3.61, SD = 0.916).

Table 4.6 Commitment on separation of powers

Statement		SD	D	N	A	SA	Mean	Std. Deviation
There are proper institutional frameworks in place that ensures good governance in the county government.	%	0	17.4	11.6	61.2	9.9	3.64	0.885
The county institutions of governance are independent.	%	0	5	4.1	68.6	22.3	4.08	0.678
There are clear distinctive roles of all the devolved functions at the county levels.	%	0	22.3	38	21.5	18.2	3.36	1.024
The county is highly dependent with the national government in local budget making process.	%	0	5.8	20.7	62	11.6	3.79	0.718
The public understands the role played by all county government officials in all devolved function.	%	0	11.6	24.8	46.3	17.4	3.69	0.893
Different departments in the county are accountable for their functions in the county.	%	0	13.2	22.3	34.7	29.8	3.81	1.011
There is good flow of information in the county offices that allows county policy understanding.	%	0	5.8	45.5	26.4	22.3	3.65	0.892
There is good relationship among the county structures for example the Governor's office and the County Assembly that promotes development in the county.	%	0	9.9	22.3	61.2	6.6	3.64	0.751
The county has adequate autonomy to create by-laws for better governance.	%	0	14.9	24	46.3	14.9	3.61	0.916
Separation of powers							4.109	0.814

4.6.2 Democratization

Democratization is aimed at distributing power right from the administrative power to the grass root level villages. The study therefore sought to find out democratization at the county level. Table 4.7 illustrates the results. To start off the study established that the rule of law is observed in all devolved functions in the county (mean = 4.23, SD = 0.728). As such, the likelihood of mismanagement of public funds was marginally reduced. Further, the citizens' participation in issues of governance was practiced in the county (mean = 3.9, SD = 1.052). In that regard, development at the county level was people driven. The local leadership addressed local needs.

As well, there is transparency and accountability in governing all the functions devolved at the county levels (mean = 3.9, SD = 0.995). Through devolution, accountability had been enhanced by bringing the politicians and the resources closer to the citizenry they intended to serve. The problem was that the citizens lacked awareness on their rights in terms of decision making in governance (mean = 3.21, SD = 1.29). This was a hurdle in terms of realizing the goal of democratization with devolution. The citizenry may be left out in key areas of policy making process such as public participation. Similarly, it was undefined whether human rights were respected at the county level (mean = 3.27, SD = 1.252).

On a positive note, citizens were given fair treatment and equal distribution of projects development in the county (mean = 4.03, SD = 1.08). Resources were therefore distributed equitably and each individual had an opportunity to benefit from the services offered by the county. Nonetheless, certain individuals were of the opinion that county government had not been accountable to county assembly in a satisfactory manner (mean = 3.62, SD = 1.185).

Furthermore, there was uncertainty as to whether the county government promoted social, economic and cultural development of the citizens (mean = 3.39, SD = 1.369). The implication was that the county government had not made sufficient efforts towards ensuring that the citizenry developed socially, culturally and economically. Likewise, there was doubt if the county government allowed public forums in the county for citizen participation (mean = 3.4, SD = 1.129). Public participation is instrumental in the policy

making process. In the event there is no involvement, the citizenry cannot be receptive to policies designed to address their needs. Finally, it was undefined if the county government promoted free and fair appointments in the county (mean = 3.39, SD = 1.128).

Table 4.7 Democratization

Statement		SD	D	N	A	SA	Mean	Std. Deviation
That the rule of law is observed in all devolved functions in the county.	%	0	5.8		59.5	34.7	4.23	0.728
That the citizens' participations in issues of governance is practiced in the county.	%	0	16.6	10.7	38.8	33.9	3.9	1.052
There is transparency and accountability in governing all the functions devolved at the county levels.	%	0	10.7	22.3	33.1	33.9	3.9	0.995
Citizens understand their rights in decision making in governance.	%	6.6	34.8	9.9	28.9	19.8	3.21	1.29
Human rights are respected at the county level	%	4.1	34.7	11.6	28.9	20.7	3.27	1.252
Citizens are given fair treatment and equal distribution of projects development in the county	%	0	16.5	6.6	33.9	43	4.03	1.08
Your county government has not been accountable to county assembly in satisfactory manner	%	6.6	18.2	1.7	53.7	19.8	3.62	1.185
The county government promotes social, economic and cultural development of the citizens.	%	7.4	28.1	13.2	20.7	30.6	3.39	1.369
Your county government allows public forums in your County for citizen participation	%	5.8	19	19.8	40.5	14.9	3.4	1.129
The county government promotes free and fair appointments in the county	%	0	30.6	20.6	28.1	20.7	3.39	1.128
Democratization							3.987	0.748

4.6.3 Reliable sources of revenue

The study sought to establish if reliable sources of revenue existed at the county level. Table 4.8 illustrates the findings. It was observed that there was equitable sharing of

national revenue at the county government level (mean = 3.64, SD = 1.125). In that regard, the goal of ensuring that the resources are effectively distributed right from the national level to the county level was realized.

There was however doubt if the county government received adequate funds from the national revenue fund (mean = 3.3, SD = 1.302). As well, it was undefined if the county government received funds from the national revenue on time for its expenditure (mean = 3.2, SD = 1.382). Consequently, there were still gaps in terms of provision of adequate funds from the national revenue fund and ensuring that these funds were received on time at the county level.

Despite the aforementioned challenges, there were reliable income generating activities at the county level (mean = 3.45, SD = 1.258) and enough grants and loans for the counties' development plans (mean = 3.45, SD = 1.04). Besides, the county government had the authority to formulate new taxes (mean = 3.69, SD = 0.895) and set rates and charges for devolved services. In so doing, the county government had the ability to meet the deficits in the county budget as well as enhanced revenue mobilization.

Furthermore, the loans borrowed by the county government were adequately utilized for economic improvement (mean = 3.74, SD = 1.16). Similarly, the county government had significant power which made decisions on how to spend county revenue (mean = 3.79, SD = 1.079). The county government was therefore independent of the national government with respect to revenue utilization. As such, there was a possibility of the county funds being directed towards economically empowering the citizenry of the county in question. Undoubtedly, the county government properly utilizes the locally generated revenue for the development of the county (mean = 3.94, SD = 1.142).

Nonetheless, it was unclear if the county government does not fully rely on national share of revenue (mean = 3.37, SD = 1.207). Also, it was undefined if indeed the county government was responsible for economic empowerment of the citizens (mean = 3.29, SD = 1.207).

Table 4.8 Reliable sources of revenue

Statement		SD	D	N	A	SA	Mean	Std. Deviation
There is equitable sharing of national revenue at the county government level.	%	5.8	16.5	3.3	57	17.4	3.64	1.125
That the county government receives adequate funds from the national revenue fund.	%	12.4	19	12.4	38.8	17.4	3.3	1.302
That the county government receives funds from the national revenue on time for its expenditure.	%	18.2	17.4	5.7	43.8	14.9	3.2	1.382
There is reliable income generating activities at the county level.	%	5.8	22.3	19.1	26.4	26.4	3.45	1.258
The county government receives enough grants and loans for its development plans.	%	6.6	11.6	22.3	49.6	9.9	3.45	1.04
The county government has authority to formulate new taxes	%	0	12.4	23.2	47.9	16.5	3.69	0.895
The county government has the authority to set rates and charges for devolved services	%	8.3	5.8	16.5	43	26.4	3.74	1.16
The loans borrowed by the county government are adequately utilized for economic improvement	%	0	6.6	7.4	47.2	38.8	4.04	1.136
The county government has significant power to make decision on how to spend county revenue	%	5.8	5.8	17.3	45.5	25.6	3.79	1.072
The county government does not fully rely on national share of revenue	%	9.9	13.2	24	35.5	17.4	3.37	1.205
The county government properly utilizes the locally generated revenue for the development of the county	%	4.1	10.7	10.7	35.7	38.8	3.94	1.142
The county government is responsible for economic empowerment of the citizens	%	12.4	9.9	28.9	33.9	14.9	3.29	1.207
Revenue							3.85	0.789

4.6.4 Gender Balance

Gender balance is a core development objective that is clearly articulated in the constitution. It is therefore crucial that there is gender balance at the county level of government. The study therefore sought to establish if there was gender balance. The findings were as presented in table 4.9. As evidenced in the table, the county government promoted gender empowerment in the county (mean = 4.21, SD = 1.112). The implication was whether the needs of both male and female individuals were addressed at the county level.

However, there was a gap in terms of sharing of positions of high ranks in the county (mean = 3.21, SD = 1.368). It could be that male individuals dominated high positions in the county while the female ones were given low ranking positions or none at all.

Furthermore, the county embraced affirmative action in all the appointments in the devolved functions (mean = 3.97, SD = 1.258). Through affirmative action, the county government ensured that more women were put in visible leadership roles not only the nominated options but in positions where they could serve as role models to other women as well being on the forefront in championing interests of their own.

However, it was unclear if the citizens in the county were given equal chances in decision making in social and economic development issues (mean = 3.04, SD = 1.143). Also, the existence of financial programmes at the county government that enhanced citizen empowerment was in doubt (mean = 2.78, SD = 1.061). It was therefore a challenge to address the social problems facing the citizens at county level.

Further, it was unclear if all citizens, including those in positions of power were treated equally under the law (mean = 3.08, SD = 1.046). Nonetheless, the county government had respect to human rights (mean = 3.47, SD = 1.184).

Table 4.9 Gender balance

Statement		SD	D	N	A	SA	Mean	Std. Deviation
The county government promotes gender empowerment in the county	%	3.3	8.3	8.3	24	56.2	4.21	1.112
There is equitable sharing of positions of high ranks in the county	%	14.9	15.7	26.4	19	24	3.21	1.368
The county embraces the affirmative action in all the appointments in the devolved functions	%	7.4	8.3	10.7	27.3	46.3	3.97	1.258
The citizens in the county are given equal chances in decision making in social and economic development issues	%	10.7	20.7	32.2	26.4	9.9	3.04	1.143
The county government has financial programmes in enhancing citizen empowerment	%	10.7	32.2	30.6	21.5	5	2.78	1.061
The county government has respect to human rights	%	6.6	14.9	25.6	30.6	22.3	3.47	1.184
All citizens, including those in positions of power are treated equally under the law.	%	6.6	20.7	40.5	22.3	9.9	3.08	1.046
gender balance							3.73	0.56

4.6.5 Constitutionalism

This section of the analysis highlights the results on devolution principles. Table 4.10 illustrates the results. Evidently, the institutional framework in place is not sufficient enough to ensure dedication to devolution principles for performance in county governments (mean = 3.02, SD = 1.255). It is therefore a challenge to meet certain aspects of devolution because of shortcomings in the institutional frameworks. In fact, it is uncertain if there are proper structures in the management of the county government (mean = 3.03, SD = 1.408). However, there are clear distinctive adherence to the laws

and regulations governing all devolved functions at the county levels (mean = 3.97, SD = 0.957).

As well, there are still gaps in terms of high fidelity with the devolution principles and county performance (mean = 3.01, SD = 1.351). The implication is that not all the devolution principles are taken into consideration. Further, a few of the individuals at the county level understand the role played by bonding on devolution principles and performance of county government (mean = 2.93, SD = 1.195).

Additionally, it is undefined if the citizens have responsibility in the implementation of devolution principles and county performance as per the constitution/bylaws of the county (mean = 3.38, SD = 1.082). In the same way, it is unclear if the citizens give more attention to the development of the county (mean = 3.02, SD = 1.11).

It is also in doubt whether the citizens have obligation in effectively and efficiently implementing the devolution principles in the county (mean = 2.64, SD = 1.217). Similarly, it is unclear if there is a duty to devolution principles in order to realize service delivery at the county level (mean = 3.26, SD = 1.061).

Table 4.10 Constitutionalism

Statement	SD	D	N	A	SA	Mean	Std. Deviation
There are proper institutional frameworks in place that ensures dedication to devolution principles for performance in county governments.	% 16.5	16.5	25.6	30.6	10.7	3.02	1.255
That there are proper structures in the management of your county government.	% 17.4	23.1	19.8	18.2	21.5	3.03	1.408
That there are clear distinctive adherence to the laws and regulations governing all devolved functions at the county levels.	% 0.8	6.6	22.3	35.5	34.7	3.97	0.957
There is high fidelity with the devolution principles and county performance.	% 12.4	33.1	15.7	19	19.8	3.01	1.351
The public understands the role played by bonding on devolution principles and performance of county government.	% 11.6	28.9	24.8	24	10.7	2.93	1.195
That citizens have responsibility in the implementation of devolution principles and county performance as per the constitution/bylaws of the county.	% 5.8	11.6	38.8	26.4	17.4	3.38	1.082
That the citizens give more attention to the development of the county.	% 8.3	28.1	24.8	31.4	7.4	3.02	1.11
That the citizens have obligation in effectively and efficiently implementing the devolution principles in the county.	% 19.8	28.1	29.8	12.4	9.9	2.64	1.217
That there is a duty to devolution principles in order to realize service delivery at the county level.	% 10.7	6.6	36.4	38.8	7.4	3.26	1.061
Constitutionalism						3.83	0.62

4.6.6 Performance of County Governments

In this section of the analysis, the study highlights the results on the performance of county government. As evident in table 4.11, there is inadequate sources of income for

investment (mean = 2.52, SD = 1.484). The implication is that the county is unable to mobilize sufficient revenue to invest in development initiatives. Besides, the county government has not been able to invest enough resources for its development (mean = 3.4, SD = 1.201).

Also, it is unclear if the county government has established proper mechanism of governance to ensure efficiency and effectiveness in utilization of all country resources (mean = 3, SD = 1.258). Consequently, issues of mismanagement of county resources are likely to be prevalent.

Besides, the county is yet to attain adequate service delivery in devolved functions at the county level (mean = 2.88, SD = 1.199). Similarly, sufficient efforts have not been made towards implementing policies governing all the devolved functions in the county (mean = 3.03, SD = 1.176).

As well, devolution is yet to make infrastructure accessible to citizens in the county (mean = 2.74, SD = 1.34) and provide channels for communication with the citizens in the country (mean = 3.01, SD = 1.012).

However, the GDP of the county has improved since devolution of powers to the county (mean = 4.07, SD = 1.112). There is also accountability and transparency because the county budgets and expenditures are open to public scrutiny (mean = 4.34, SD = 0.852). Finally, the executive agencies and their administrative staff are open to vetting and control by the elected leaders (mean = 4.28, SD = 0.887).

Table 4.11 Performance of County Governments

Statement		SD	D	N	A	SA	Mean	Std. Deviation
The county has adequate sources of incomes for investment.	%	38.8	14.9	14.9	18.2	13.2	2.52	1.484
The county government has invested enough resources for its development.	%	9.9	11.6	25.6	34.7	18.2	3.4	1.201
The county government has established proper mechanism of governance to ensure efficiency and effectiveness in utilization of all county resources.	%	16.5	15.7	32.2	22.3	13.2	3	1.258
There is adequate service delivery in devolved functions at the county level.	%	14	26.4	25.6	24.8	9.1	2.88	1.199
The county government has implemented policies governing all the devolved functions in the county	%	12.4	18.2	34.7	23.1	11.6	3.03	1.176
Devolution has made all infrastructures accessible to citizens in the county.	%	23.1	24	21.5	19	12.4	2.74	1.34
That the county government has provided channels for communication with the citizens in the county	%	7.4	47.1	0.8	24.8	19.8	3.01	1.012
That the Gross Domestic Product (GDP) of the county has improved since devolution of powers to the counties	%	8.3	8.3		43	40.5	4.07	1.112
County budgets and expenditures are open to public scrutiny/approval.	%	2.5	0.8	7.4	38.8	50.4	4.34	0.852
That the executive agencies and their administrative staff are open to vetting and control by the elected leaders	%	2.5	1.7	9.1	38.8	47.9	4.28	0.887
Performance of County Governments							4.124	0.66043

4.7 Factor Analysis for the Study Variables

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. For example, it is possible that variations in six observed variables mainly reflect the variations in two unobserved (underlying) variables.

Factor analysis searches for such joint variations in response to unobserved latent variables. The observed variables are modelled as linear combinations of the potential factors, plus "error" terms. Factor analysis aims to find independent latent variables. Followers of factor analytic methods believe that the information gained about the interdependencies between observed variables can be used later to reduce the set of variables in a dataset. Users of factor analysis believe that it helps to deal with data sets where there are large numbers of observed variables that are thought to reflect a smaller number of underlying/latent variables. It is one of the most commonly used inter-dependency techniques and is used when the relevant set of variables shows a systematic inter-dependence and the objective is to find out the latent factors that create a commonality.

4.7.1 Factor analysis for separation of powers

Factor analysis was carried out on separation of powers. In general, the extraction method was principal component analysis and the rotation method was varimax with Kaiser Normalization and the findings were presented in Table 4.12.

Table 4.12 Factor analysis for separation of powers

Statement	Factor 1	Factor 2	Factor 3
There are proper institutional frameworks in place that ensures good governance in the county government.	0.764		
The county institutions of governance are independent.	0.736		
There are clear distinctive roles of all the devolved functions at the county levels.	0.749		
The county is highly dependent with the national government in local budget making process.		0.724	
The public understands the role played by all county government officials in all devolved function.		0.629	
Different departments in the county are accountable for their functions in the county.		0.684	
There is good flow of information in the county offices that allows county policy understanding.			0.698
There is good relationship among the county structures for example the Governor's office and the County Assembly that promotes development in the county.			0.515
The county has adequate autonomy to create by-laws for better governance.			0.76
Total Initial Eigenvalues	% of Variance	Cumulative %	
	2.847	25.88	25.88
	2.555	23.23	49.11
	1.867	16.97	66.08
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.926		
	Approx.		
	Chi-		
Bartlett's Test of Sphericity	Square	2224.588	
	Df	55	
	Sig.	0.000	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

From the findings in Table 4.12, all the items related to separation of powers were significantly loaded on their respective factors thus all were retained for analysis. Furthermore, factor 2 accounted for a cumulative variance of 49.11% while all three, accounted for 66.08% of the total variation in separation of powers. Sampling adequacy was tested using the Kaiser- Meyer- Olkin (KMO) Measure of sampling adequacy. As

evidenced in Table 4.12, KMO was greater than 0.5 (0.926), and Bartlett's Test was significant, $\chi^2(55) = 2224.588$, $p\text{-value} < 0.001$.

4.7.2 Factor analysis for democratization

Factor analysis was carried out on democratization. In general, the extraction method was principal component analysis and the rotation method was varimax with Kaiser Normalization and the findings were presented in Table 4.13.

Table 4.13 Factor analysis for democratization

Statement	Factor 1	Factor 2	Factor 3
That the rule of law is observed in all devolved functions in the county.	0.589		
That the citizens' participations in issues of governance is practiced in the county.	0.519		
There is transparency and accountability in governing all the functions devolved at the county levels.	0.666		
Citizens understand their rights in decision making in governance.	0.736		
Human rights are respected at the county level			0.756
Citizens are given fair treatment and equal distribution of projects development in the county			0.68
Your county government has not been accountable to county assembly in satisfactory manner			0.797
The county government promotes social, economic and cultural development of the citizens.			0.697
Your county government allows public forums in your County for citizen participation		0.615	
The county government promotes free and fair appointments in the county		0.636	
Total Initial Eigenvalues	% of Variance	Cumulative %	
2.725	22.705	22.705	
2.705	22.54	45.245	
1.999	16.658	61.902	
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.894		
Bartlett's Test of Sphericity Approx. Chi-Square	2236.15		
Df	66		
Sig.	0.000		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The findings in Table 4.13 show that all the items related to democratization were significantly loaded on their respective factors thus all were retained for analysis. Furthermore, factor 1 and 2 accounted for a cumulative variance of 45.245% while all three, accounted for 61.902% of the total variation in democratization. Sampling adequacy was tested using the Kaiser- Meyer- Olkin (KMO) Measure of sampling adequacy. As evidenced in Table 4.13, KMO was greater than 0.5 (0.894), and Bartlett's Test was significant, $\chi^2(66) = 2236.15$, p-value < 0.001.

4.7.3 Factor analysis for reliable sources of revenue

Factor analysis was carried out on reliable sources of revenue. In general, the extraction method was principal component analysis and the rotation method was varimax with Kaiser Normalization and the findings were presented in Table 4.14.

Table 4.14 Factor analysis for reliable sources of revenue

Statement	Factor 1	Factor 2	Factor 2
There is equitable sharing of national revenue at the county government level.	0.736		
That the county government receives adequate funds from the national revenue fund.	0.719		
That the county government receives funds from the national revenue on time for its expenditure.	0.761		
There is reliable income generating activities at the county level.	0.707		
The county government receives enough grants and loans for its development plans.		0.634	
The county government has authority to formulate new taxes		0.689	
The county government has the authority to set rates and charges for devolved services		0.727	
The loans borrowed by the county government are adequately utilized for economic improvement			0.791
The county government has significant power to make decision on how to spend county revenue			0.696
The county government does not fully rely on national share of revenue			0.735
The county government properly utilizes the locally generated revenue for the development of the county			0.776
The county government is responsible for economic empowerment of the citizens			0.527
	% of		
Total Initial Eigenvalues	Variance	Cumulative %	
2.832	23.601	23.601	
2.776	23.137	46.738	
2.350	19.585	66.323	
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.931		
Bartlett's Test of Sphericity Approx. Chi-Square	2633.244		
Df	66		
Sig.	0.000		
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			

The findings in Table 4.14 show that all the items related to reliable sources of revenue were significantly loaded on their respective factors thus all were retained for analysis.

Furthermore, factor 1 and 2 accounted for a cumulative variance of 46.738% while all three, accounted for 66.323% of the total variation in reliable sources of revenue. Sampling adequacy was tested using the Kaiser- Meyer- Olkin (KMO) Measure of sampling adequacy. As shown in Table 4.14, KMO was greater than 0.5 (0.931), and Bartlett's Test was significant, $\chi^2(66) = 2633.244$, p-value < 0.001.

4.7.4 Factor analysis for gender balance

Factor analysis was carried out on gender balance. In general, the extraction method was principal component analysis and the rotation method was varimax with Kaiser Normalization and the findings were presented in Table 4.15.

Table 4.15 Factor analysis for gender balance

Statement	Factor 1	Factor 2	Factor 3
The county government promotes gender empowerment in the county		0.686	
There is equitable sharing of positions of high ranks in the county		0.619	
The county embraces the affirmative action in all the appointments in the devolved functions			0.533
The citizens in the county are given equal chances in decision making in social and economic development issues			0.655
The county government has financial programmes in enhancing citizen empowerment	0.745		
The county government has respect to human rights	0.786		
All citizens, including those in positions of power are treated equally under the law.	0.506		
Total Initial Eigenvalues	% of Variance	Cumulative %	
3.114	23.956	23.956	
3.021	23.242	47.197	
2.499	19.226	66.423	
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.935	
Bartlett's Test of Sphericity Approx. Chi-Square		3297.692	
Df		78	
Sig.		0.000	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

The findings in Table 4.15 shows that all the items related to gender balance were significantly loaded on their respective factors thus all were retained for analysis. Furthermore, factor 1 and 2 accounted for a cumulative variance of 47.197% while all three, account for 66.423% of the total variation in gender balance. Sampling adequacy was tested using the Kaiser- Meyer- Olkin (KMO) Measure of sampling adequacy. As shown in Table 4.15, KMO was greater than 0.5 (0.935), and Bartlett's Test was significant, $\chi^2 (78) = 3297.692$, p-value < 0.001.

4.7.5 Factor analysis for devolution principles

Factor analysis was also carried out on devolution principles. In general, the extraction method was principal component analysis and the rotation method was varimax with Kaiser Normalization and the findings were presented in Table 4.16.

Table 4.16 Factor analysis for devolution principles

Statement	Distributive	Procedural	Informational
There are proper institutional frameworks in place that ensures dedication to devolution principles for performance in county governments.	0.76 0.814		
That there are proper structures in the management of your county government.	0.852		
That there are clear distinctive adherence to the laws and regulations governing all devolved functions at the county levels.		0.854	
There is high fidelity with the devolution principles and county performance.		0.795	
The public understands the role played by bonding on devolution principles and performance of county government.		0.806	
That citizens have responsibility in the implementation of devolution principles and county performance as per the constitution/bylaws of the county.			0.812
That the citizens give more attention to the development of the county.			0.765
That the citizens have obligation in effectively and efficiently implementing the devolution principles in the county.			0.834
That there is a duty to devolution principles in order to realize service delivery at the county level.			0.81
Total Initial Eigenvalues	% of Variance	Cumulative %	
7.777	38.883	38.883	
3.347	16.737	55.62	
2.942	14.709	70.329	
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.940	
Bartlett's Test of Sphericity	Approx. Chi-Square	7697.155	
	Df	190	
	Sig.	0.000	

Extraction Method: Principal Component Analysis.

The findings in Table 4.16 show that all the items related to devolution principles were significantly loaded on their respective factors thus all were retained for analysis. Furthermore, factor 1 and 2 account for a cumulative variance of 55.62% while all three, account for 70.329% of the total variation in devolution principles. Sampling adequacy was tested using the Kaiser- Meyer- Olkin (KMO) Measure of sampling adequacy. As shown in Table 4.16, KMO was greater than 0.5 (0.940), and Bartlett's Test was significant, $\chi^2 (190) = 7697.155$, p-value < 0.001.

4.7.6 Factor Analysis for Performance of County Governments

Factor analysis was also carried out on performance of county governments. In general, the extraction method was principal component analysis and the rotation method was varimax with Kaiser Normalization and the findings were presented in Table 4.17.

Table 4.17 Factor Analysis for Performance of County Governments

Statement	Affective	Normative	Continuance
The county has adequate sources of incomes for investment.		0.676	
The county government has invested enough resources for its development.		0.576	
The county government has established proper mechanism of governance to ensure efficiency and effectiveness in utilization of all county resources.		0.651	
There is adequate service delivery in devolved functions at the county level.			0.797
The county government has implemented policies governing all the devolved functions in the county			0.714
Devolution has made all infrastructures accessible to citizens in the county.			0.547
That the county government has provided channels for communication with the citizens in the county	0.575		
That the Gross Domestic Product (GDP) of the county has improved since devolution of powers to the counties	0.591		
County budgets and expenditures are open to public scrutiny/approval.	0.692		
That the executive agencies and their administrative staff are open to vetting and control by the elected leaders	0.726		
	% of		
Total Initial Eigenvalues	Variance	Cumulative %	
3.413	18.963	18.963	
3.374	18.742	37.705	
2.923	16.238	53.942	
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.880	
Bartlett's Test of Sphericity	Approx. Chi-Square	3385.61	
	Df	153	
	Sig.	0.000	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The findings in Table 4.17 show that all the items related to performance of county governments were significantly loaded on their respective factors thus all were retained for analysis. Furthermore, factor 1 and 2 account for a cumulative variance of 37.705% while all three, account for 53.942% of the total variation in performance of county governments. Sampling adequacy was tested using the Kaiser- Meyer- Olkin (KMO) Measure of sampling adequacy. As shown in Table 4.17, KMO was greater than 0.5 (0.880), and Bartlett's Test was significant, $\chi^2 (153) = 3385.61$, p-value < 0.001.

4.8 Assumption of regression model

4.8.1 Linearity

Hair *et al.* (2010) argue that linearity is an assumption of all multivariate techniques based on co-relational measures of association, including regression, multiple regression and factor analysis. Therefore, it is crucial to test the relationship of the variables to identify any departure that may impact the correlation. The result in table 4.18 showed that all the variables are linear with each other.

Table 4.18: Linearity

		Sum of		Mean			R
		Squares	df	Square	F	Sig.	Squared
county performance						0.000	
* separation of							
powers	(Combined)	72.494	22	3.295	19.404		0.468
	Linearity	61.987	1	61.987	365.008	0.000	
county performance						0.000	
* democratization	(Combined)	84.622	28	3.022	21.931		0.482
	Linearity	63.809	1	63.809	463.03	0.000	
county performance						0.000	
* sources of							
revenue	(Combined)	80.147	22	3.643	24.591		0.454
	Linearity	60.181	1	60.181	406.231	0.000	
county performance						0.000	
* gender balance	(Combined)	65.264	28	2.331	12.04		0.288
	Linearity	38.17	1	38.17	197.166	0.000	
county performance						0.000	
* devolution							
principles	(Combined)	105.306	124	0.849	7.855		0.566
	Linearity	74.994	1	74.994	693.68	0.000	

4.8.2 Normality

The normality is fundamental assumption in multivariate analysis (Tabachnick and Fidell, 2007; Hair et al., 2010). The main assumption in normality is that the data distribution in each item and in all linear combination of items is normally distributed (Tabachnick and Fidell, 2007; Hair et al., 2010). To identify the shape of distribution, Kolmogorov-Smirnov was used (Shapiro and Wilk, 1965) which were calculated for each variable. The results in table 4.19 revealed that all the variables were not significant, which meets the assumptions of normality.

Table 4.19 Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
separation of powers	0.171	376	0.145	0.873	376	0.200*
Democratization	0.271	376	0.111	0.902	376	0.132
sources of revenue	0.213	376	0.123	0.915	376	0.093
gender balance	0.207	376	0.131	0.871	376	0.115
devolution principles	0.181	376	0.102	0.91	376	0.073
county performance	0.142	376	.200*	0.97	376	0.786

* This is a lower bound of the true significance.

a Lilliefors Significance Correction

4.8.3 Homoscedasticity

The Levene Statistic for equality of variances was used to test for the assumption of homoscedasticity. In this regard, the study hypothesized that the variance of each subgroup was the same. The desired result for non-violation of homoscedasticity was therefore to reject this hypothesis. Table 4.20 shows that testing at the 0.05 level of significance; none of the Levene statistics was significant. The assumption of homoscedasticity was not violated.

Table 4.20 Homoscedasticity

	Levene Statistic	df1	df2	Sig.
Separation of powers	1.324	3	372	0.266
Democratization	2.27	3	372	0.08
Sources of revenue	1.098	3	372	0.35
Gender balance	10.032	3	372	0.66
Constitutionalism	1.49	3	372	0.217
County performance	1.077	3	372	0.359

4.7.4 Test of Multicollinearity

Multicollinearity means that two or more of the independent variables are highly correlated and this situation can have damaging effects on the results of multiple regressions. High multicollinearity is signaled when inter-correlation among the independents is above 0.9 (Hair et al., 2006 as cited by Saunders et al. 2009), 0.8 (Garson, 2013), 0.7 (Sekaran & Bougie, 2010), or when high R-squared and significant F tests of the model occur in combination with non-significant t-tests of coefficients. From the results in table 4.21, there was no multicollinearity.

Table 4.21 Test for Multicollinearity

	Correlations	Collinearity Statistics	
	Zero-order	Tolerance	VIF
Separation of powers	0.684	0.224	4.473
Democratization	0.694	0.168	5.951
Sources of revenue	0.674	0.209	4.795
Gender balance	0.537	0.422	2.37
Constitutionalism	0.752	0.165	6.047

a Dependent Variable: county performance

4.9 Inferential Statistics

These are the statistics used by the researcher to test the hypotheses about the independent and the dependent variables of the study.

4.9.1 Correlation Analysis

Correlation analysis is carried out in research to ascertain the level to which two factors converge or diverge together depending on the case so as to establish the significance of the relationship. A positive value of the correlation coefficient shows that the two variables move together in the same trend, and when there is a negative value, it shows that the variables move in opposite direction or trend. Essentially, correlation analysis depicts to a given degree, the aspect of how one factor influences another although correlations do not imply a cause-effect relationship. The study thus carried out correlation analysis of the independent factors and the dependent factor and the findings were summarized and presented in Table 4.22.

Table 4.22: Correlation Analysis

		performance	Separation of powers	democratization	revenue	gender balance	devolution principles
performance	R	1					
	P value						
Separation of powers	R	.750**	1				
	P value	0.000					
democratization	R			1			
	P value	.708**	.137**				
Revenue	R	.612**	.432**	.488**	1		
	P value	0.000	0.000	0.000			
Gender balance	R					1	
	P value	.685**	.658**	.704**	.494**		
Devolution principles	R						1
	P value	.618**	.592**	.578**	.410**	.604**	
		0.000	0.000	0.000	0.000	0.000	

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

From the findings in Table 4.22, separation of power has a positive and significant relationship with the performance of governance in county governments ($r = 0.750$, p -value = 0.000) at 0.01 level of significance. The findings also showed that democratization did have a positive and significant relationship with performance of governance in county governments ($r = 0.808$, p -value = 0.000).

Additionally, the findings revealed that there is a positive and significant relationship between reliable sources of revenue and performance of governance in county governments ($r = 0.612$, p -value = 0.000) at 0.01 level of significance. As well, the findings also showed that gender balance has a positive and significant relationship with performance of governance in county governments ($r = 0.685$, p -value = 0.000) at 0.01 level of significance. Finally, devolution principles did have a positive and significant relationship with performance of governance in county governments ($r = 0.618$, p -value = 0.000).

4.10 Hypothesis Testing

This is a method of statistical inference that explains the test of the relationship between each independent variable and the dependent variable.

4.10.1 Effect of Separation of powers on Performance of governance in County government

The first hypothesis (H_{01}) stated that there is no significant effect of separation of power on performance of governance in county government in Kenya. However, the findings in table 4.23 showed that separation of power has a positive and significant effect on performance of governance in county government in Kenya ($\beta_1 = 0.75$, $p < 0.05$). Thus, the hypothesis was rejected and this can be explained further by assessing the value of the t-test which indicates that separation of power would be attributed to the regression model 12 times more compared to the effect of the standard error associated with the estimated coefficient ($t = 12.375$).

More findings in Table 4.23 revealed that the R value indicates a relatively weak correlation between separation of power and the response variable (performance of governance). This is because the R value is positive (0.563). This means that the variation in performance of governance was attributed by 56.3% change in separation of power. In corroboration with the results, the idea behind the formation of the local governments was to devolve power and allow for popular participation in development and political activities which ensured that there is adequate contribution to performance of the local government in Kenya (Wanjoyi,2003). Besides, William (2013) asserted that the strong federalist tradition in Germany made it possible to share power between the national government and the local government and in so doing improve service delivery. Furthermore, with separation of powers, the rule of law is observed to the extent that the government does not get its way by arbitrated and oppressed actions (CoK,2010).

Table 4.23: Regression Results for Effect of Separation of powers on Performance of governance in County government

	Unstandardized		Standardized			Correlations		
	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
(Constant)	1.122	0.176		6.36	0.00			
Separation of powers	0.695	0.056	0.75	12.375	0.00	0.75	0.75	0.75
<i>Summary Statistics</i>								
R		.750a						
R Square		0.563						
Adjusted R Square		0.559						
Std. Error of the Estimate		0.5727						
<i>Change Statistics</i>								
R Square Change		0.563						
F Change		153.142						
Sig. F Change		0.00						

Dependent Variable: performance

4.10.2 Effect of democratization on Performance of governance in County government

The second (H₀₂ .) hypothesis postulated that there is no significant effect of democratization on performance of governance in county government. However, the findings in Table 4.24 showed that democratization has a positive and significant effect on performance of governance in county government ($\beta_2 = 0.808$, $p < 0.05$). Hence, hypothesis was rejected. this can be explained further by assessing the value of the t-test which indicates that democratization would be attributed to the regression model 14 times more compared to the effect of the standard error associated with the estimated coefficient ($t = 14.962$) The findings in Table 4.24 revealed that the R value indicates a relatively weak correlation between democratization and the response variable (performance of governance). This is because the R squared value is positive (0.653). This means that the variation in performance of governance was attributed by 65.3% change in democratization. Concurrently, Diamond, (2003) elucidated that

democratization brought about fairness in that every citizen had a fair chance to come to power. In such a case, free and fair elections are held from time to time under the supervision of an independent body. Furthermore, Goetz and Jenkins, (2005) argued that democratization strengthened the legal frameworks and assisted in building societies where individuals and organizations alike can feel safe.

Table 4.24: Regression Results for Effect of democratization on Performance of governance in County government

	Unstandardized		Standardized		Correlations			
	Coefficients		Coefficients					
	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
(Constant)	0.883	0.162		5.45	0.00			
Democratization	0.752	0.05	0.808	14.962	0.00	0.808	0.808	0.808
Summary Statistics								
R		.808a						
R Square		0.653						
Adjusted R Square		0.65						
Std. Error of the Estimate		0.51028						
Change Statistics								
R Square Change		0.653						
F Change		223.871						
Sig. F Change		0.000						

a Dependent Variable: performance

4.10.3 Effect of reliable sources of revenue on performance of governance

The Third (H_{03} :.) hypothesis postulated that there is no significant effect of reliable sources of revenue on performance of governance. However, the findings in table 4.25 showed that reliable sources of revenue have a positive and significant effect on performance of governance ($\beta_3 = .612$, $p < 0.05$). Thus, hypothesis was rejected. This can be explained further by assessing the value of the t-test which indicates that reliable sources of revenue would be attributed to the regression model 8 times more compared to the effect of the standard error associated with the estimated coefficient ($t = 8.445$). The findings in Table 4.25 revealed that the R squared value indicates a relatively strong

correlation between reliable sources of revenue on performance of governance. This is because the R^2 value is positive (0.375). This means that the variation in performance of governance was attributed by 37.5% change reliable sources of revenue. In line with the findings, Franzen's, (2007) in a study on revenue collection in Dar es Salaam, Tanzania established that public officials were more effective as revenue collectors compared to their private counterparts. On the other hand, Fjeldstad and Haggstad, (2012) concluded that, measures are required to improve the accountability of revenue collectors and elected officials.

Table 4.25 : Regression Results for Effect of reliable sources of revenue on performance of governance

	Unstandardized		Standardized			Correlations		
	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
(Constant)	1.438	0.218		6.582	0.00			
Sources of revenue	0.58	0.069	0.612	8.445	0.00	0.612	0.612	0.612
<i>Summary Statistics</i>								
R		.612a						
R Square		0.375						
Adjusted R Square		0.369						
Std. Error of the Estimate		0.68492						
<i>Change Statistics</i>								
R Square Change		0.375						
F Change		71.314						
Sig. F Change		0.00						

a Dependent Variable: performance

4.10.4 Effect of gender balance on performance of governance in county government

The fourth (H_{O4} .) hypothesis postulated that there is no significant effect of gender balance on performance of governance in county government. Nevertheless, the findings in table 4.26 showed that gender balance has a positive and significant effect on

performance of governance in county government ($\beta_4 = 0.685$, $p < 0.05$) thus, the hypothesis was rejected. This can be explained further by assessing the value of the t-test which indicates that the effect on gender balance would be attributed to the regression model compared 10 times more compared to the effect of the standard error associated with the estimated coefficient ($t = 10.245$). The findings in Table 4.26 revealed that the R^2 value indicates a slightly weak correlation between gender balance and the response variable (performance of governance). This is because the R^2 value is positive (0.469). This means that the variation in performance of governance was attributed by 46.9% change in gender balance. Consistent with the findings, World Development (2012) postulated that gender equality was a core development objective.

Table 4.26: Regression Results for Effect of gender balance on performance of governance in county government

	Unstandardized		Standardized			Correlations		
	Coefficients		Coefficients			Zero-		
	B	Std. Error	Beta	t	Sig.	order	Partial	Part
(Constant)	1.331	0.192		6.936	0.00			
gender balance	0.586	0.057	0.685	10.245	0.00	0.685	0.685	0.685
<i>Summary Statistics</i>								
R		.685a						
R Square		0.469						
Adjusted R Square		0.464						
Std. Error of the Estimate		0.63138						
<i>Change Statistics</i>								
R Square Change		0.469						
F Change		104.956						
Sig. F Change		0.000						

a Dependent Variable: performance

4.10.5 Effect of devolution principles on performance of governance in county government

The fourth (H₀₅ :) hypothesis postulated that there is no significant effect of devolution principles on performance of governance in county government. Nevertheless, the findings in table 4.27 showed that devolution principles have a positive and significant effect on performance of governance in county government ($\beta_5 = 0.618$, $p < 0.05$) thus, the hypothesis was rejected. This can be explained further by assessing the value of the t-test which indicates that the effect on devolution principles would be attributed to the regression model compared 8 times more compared to the effect of the standard error associated with the estimated coefficient ($t = 8.576$). The findings in Table 4.27 revealed that the R² value indicates a slightly weak correlation between devolution principles and the response variable (performance of governance). This is because the R² value is positive (0.382).

Table 4.27: Regression Results for Effect of devolution principles on performance of governance in county government

	Unstandardized		Standardized			Correlations		
	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
(Constant)	1.517	0.207		7.342	0.000			
devolution principles	0.592	0.069	0.618	8.576	0.00	0.618	0.618	0.618
Summary Statistics								
R		.618a						
R Square		0.382						
Adjusted R Square		0.377						
Std. Error of the Estimate		0.68094						
Change Statistics								
R Square Change		0.382						
F Change		73.545						
Sig. F Change		0.00						

a Dependent Variable: performance

4.11 Overall Regression Model

The overall objective of this study was to assess the effect of devolution principles on performance of governance in County Governments. An overall regression model was developed to explain this relationship and the findings were summarized and presented in Table 4.28 for the model summary, Table 4.28 for the analysis of variance and Table 4.28 for the coefficient estimation.

Table 4.28: Model Summary for the overall model

<i>Model Summary</i>		
R		.864
R Square		0.747
Adjusted R Square		0.736
Std. Error of the Estimate		0.44332
<i>Change Statistics</i>	R Square Change	0.747
	F Change	67.853
	df1	5
	df2	115
	Sig. F Change	0.000

A Predictors: (Constant), Devolution Principles, Revenue, Separation of Powers, Gender Balance, Democratization

According to Table 4.28, the R value indicates a strong correlation between predictor variables and the response variable (performance of governance). This is because the R value is positive (0.747). This means that the variation in performance of governance was attributed by 74.7% change in the predictor variables. According to the value of the R-Square, 74.7% of performance of governance could be explained by the independent variables while the remaining 25.3% could be attributed to other factors other than the predictor variables.

The analysis of variance is important in assessing the significance of the variation contributed by the explanatory variables on the response variable compared to the variation contributed by the residuals. The study thus carried out the analysis of variance and the findings were summarized and presented in Table 4.29.

Table 4.29: Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	66.678	5	13.336	67.853	.000b
Residual	22.601	115	0.197		
Total	89.279	120			

a Dependent Variable: performance

b Predictors: (Constant), devolution principles, revenue, separation of powers, gender balance, democratization

The findings in Table 4.29 showed that the total sum of squares for the regression model was 89.279. Further, the analysis of variance indicated that the above discussed coefficient of determination was significant as evidenced by $F = 67.853$ with $p < 0.000$. Thus, the model was fit to predict performance of governance in the county governments using the independent variables.

4.11.1 Overall Regression Coefficient

A regression model is generally used to assess and depict a cause-effect relationship that has been, to a certain degree, been depicted by the correlation analysis. The regression model gives the magnitude of the cause-effect relationship as well as the direction of the relationship. This is achieved through the estimation of the coefficients of estimations attributed to the explanatory variables. This means that a negative coefficient of estimation would often imply a decrease by the magnitude of the estimated coefficient in the response variable. In order to increase the accuracy of the estimated model, the standardized coefficients of estimation are utilized. Thus, basing on the predicted regression model, the study sought to determine the effect of separation of power, democratization, reliable sources of revenue, gender balance and constitutionalism on performance of governance at the county government. Table 4.30 gives a summary of the predicted model as well as the collinearity statistics such as the tolerance and variance inflation factor (VIF) related to the given independent variables.

Table 4.30: Overall Regression Coefficient

	Unstandardized		Standardized Coefficients			Correlations		
	Coefficients		Beta	t	Sig.	Zero-order	Partial	Part
	B	Std. Error						
(Constant)	0.264	0.17		1.552	0.123			
Separation of powers	0.15	0.082	0.162	1.825	0.071	0.75	0.168	0.086
democratization	0.391	0.087	0.42	4.487	0	0.808	0.386	0.211
Revenue	0.229	0.053	0.242	4.347	0	0.612	0.376	0.204
gender balance	0.072	0.062	0.084	1.17	0.244	0.685	0.108	0.055
Constitutionalism	0.124	0.06	0.129	2.059	0.042	0.618	0.189	0.097

a Dependent Variable: performance

The findings in Table 4.30 showed that separation of power had no significant effect on performance of governance ($\beta_1 = 0.162$, p-value = 0.071). The overall regression model indicated that separation of powers had no significant influence on performance of governance at county government in Kenya.

In addition, the findings revealed that democratization was shown to have positive and significant effect on performance of governance ($\beta_2 = 0.42$), the effect attributed to it was significant (p-value = 0.000) and this can further be evidenced by the value of the t-test which showed that the effect on performance of governance would be attributed to democratization 4 times more compared to the effect attributed to the standard error (t = 4.487). This means that performance of governance would increase by 0.42 units with each unit increase in democratization.

The study also showed that reliable sources of revenue has a positive and significant effect on performance of governance ($\beta_3 = 0.242$, p-value = 0.000) indicating that there would be an increase of 0.242 units in performance of governance. This can also be shown by the t-test value of 4.347 which indicated that implied that the variation in performance of governance attributed to reliable sources of revenue was significantly greater than that attributed by the standard error.

Finally, the findings showed that constitutionalism have a positive and significant effect on the performance of governance ($\beta_5 = 0.129$, $p\text{-value} = 0.042$). This means that performance of governance would increase by 0.129 units with each unit increase in devolution principles. In fact, the effect on performance of governance is attributed to devolution principles by over 2 times more compared to the effect attributed to the standard error associated with it.

4.12. Moderating Effects of Constitutionalism on the Relationship between Separation of powers and Performance of governance in County Governments

The moderating effects were tested in a series of hierarchical blocks. Initially, the independent variables were standardized to z-scores so as to reduce the effects of multicollinearity and simplify interpretations. Then a cross-product of z-scores of the moderator with each independent variable was the computed. In model I the independent variables were entered. These included separation of powers (SP), democracy (DM), reliable sources of revenue (RSR) and gender balance (GB). In model II constitutionalism which is the moderator was entered. In model three to six the interaction terms (separation of powers * constitutionalism), (democracy *constitutionalism), (sources of revenue *constitutionalism) and (gender balance *constitutionalism) were hierarchically entered.

Table 4.31 presents results on the moderating effect of constitutionalism. Hypothesis five (a) postulated that there is no significant moderating effect of constitutionalism on the relationship between separation of powers and performance of governance in County Governments. It can be seen from the table that the regression coefficient of the interaction term of separation of powers and constitutionalism is ($\beta = -0.008$; $\rho = .866$). The beta weight suggests that the interaction of development separation of powers and constitutionalism had a negative effect on performance of governance in County Governments, but that influence was not significant. Due to the high p-value associated with the t-value, hypothesis five (a) is supported. Therefore constitutionalism does not significantly moderate the relationship between separation of powers and performance of governance in County Governments.

Hypothesis 5 (b) presumed that there is no significant moderating effect of constitutionalism on the relationship between democracy and performance of governance in County Governments among tied life insurance agents in Kenya. As can be read from the table, the regression coefficient suggests that the interaction between democracy and constitutionalism exerts a positive and significant moderating effect of constitutionalism on the relationship between democracy and performance of governance in County Governments ($\beta = 0.150$, $\rho < 0.004$). Due to the low p-value associated with the t-value, the hypothesis is not supported. Hence, there is a significant moderating effect of constitutionalism on the relationship between democracy and performance of governance in County Governments.

Hypothesis five (c) showed that there was no moderating effect of constitutionalism on the relationship between reliable sources of revenue and performance of governance in County Governments among tied life insurance agents. As can be seen from the table, the regression coefficient value for the interaction between reliable sources of revenue and constitutionalism exerted a negative value on performance of governance in County Governments, but in an influence that was not significant ($B = -0.40$, $p = .319$). Due to the insignificant p-value associated with the t-value, hypothesis five (c) was supported. Therefore constitutionalism does not significantly moderate the relationship between reliable sources of revenue and performance of governance in County Governments.

Hypothesis five (d) posited that constitutionalism moderates the relationship between gender balance and performance of governance in County Governments among tied life insurance agents. From the table, the interaction between gender balance and constitutionalism is ($B = 0.272$, $\rho = 0.002$). Due to the low p-value associated with the t-value, hypothesis 5 (d) is not supported. Hence, there was a significant moderating effect of constitutionalism on the relationship between gender balance and performance of governance in County Governments. Table 4.31 shows that constitutionalism has a positive and significant moderating effect on the relationship between gender balance and performance of governance in County Governments.

The hierarchical multiple regression results also revealed an increase in R-square with the addition of the blocks of variables. For instance the direct variables (separation of powers, democracy, reliable sources of revenue and gender balance, the R-square increased to 48% (R-square change of 45%). With the moderator (constitutionalism) it increased to 49% (R-square change of 1%) meaning that the moderator did contribute to the variance explained on performance of governance in County Governments by the direct effects. It however, remained constant at 49% when the interaction between constitutionalism and separation of powers was added since the interaction was insignificant. This implied that the interaction did not contribute to the variance of performance of governance in County Governments. The same scenario was replicated with the interaction of the moderator and reliable sources of revenue which was not significant. Therefore there was no contribution on the R-square increase for the two interactions.

However, with the addition of the interaction of constitutionalism and democracy, the R-square increased to 50% (R-square change of 1%). Finally, with the interaction of constitutionalism with gender balance, the R-square increased to 51% (R-square change of 1%). This implied that there was a moderating effect of constitutionalism on the relationship between both democracy and gender balance on performance of governance in County Governments

Table 4.31: Moderating Effects of Constitutionalism on the Relationship between Separation of powers and Performance of governance in County Governments

	Model 1	Model 2	Model 3	Model 3	Model 5	Model 5
Variables	B (Std. Error)	B Std. Error	B Std. Error	B Std. Error	B Std. Error	B Std. Error
(Constant)	0.001 (0.04)	0.001 (0.04)	0.001 (0.04)	0.01 (0.04)	0.03 (0.04)	0.02 (0.04)
Predictors						
SP	0.139 (0.044)*	0.113 (0.044)*	0.116 (0.048)*	0.126 (0.048)*	0.122 (0.048)*	0.122 (0.048)*
DM	0.178 (0.052)*	0.152 (0.053)*	0.153 (0.05)*	0.066 (0.06)	0.068 (0.06)	0.069 (0.06)
RSR	0.16 (0.046)*	0.154 (0.046)*	0.154 (0.046)*	0.154 (0.046)*	0.167 (0.047)*	0.156 (0.047)*
GB	0.407 (0.045)*	0.394 (0.044)*	0.394 (0.044)*	0.398 (0.044)*	0.396 (0.044)*	0.204 (0.077)*
Co		0.123 (0.042)*	0.124 (0.042)*	0.083 (0.04)	0.086 (0.04)	-0.013 (0.06)
Interactions						
SP*Co			-0.006 (0.04)	-0.014 (0.04)	-0.10 (0.038)*	-0.003 (0.04)
DM*Co				0.122 (0.043)*	0.123 (0.043)*	0.114 (0.042)*
RSR*Co					-0.036 (0.04)	-0.037 (0.04)
GB*Co						0.271 (0.089)*
Models summary statistics						
<i>R</i>	.690b	.698c	.698d	.706e	.707f	.716g
<i>R Square</i>	0.48	0.49	0.49	0.5	0.5	0.51
<i>Adjusted R Square</i>	0.47	0.48	0.47	0.48	0.48	0.5
<i>Std. Error of the Estimate</i>	0.73	0.72	0.73	0.72	0.72	0.71
<i>R Square Change</i>	0.45	0.01	0	0.01	0	0.01
<i>F</i>	42.7	39.6	35.6	33.7	31	30
<i>F Change</i>	80.5	8.51	0.03	8.17	1	9.29
<i>Sig.</i>		.000c	.000d		.000e	.000f
<i>Sig. F Change</i>	0	0	0.87	0	0.32	0

a Dependent Variable: performance

Source: Research Data, (2018)

Con=Constitution, SP=Separation of powers, DM=Democracy, RSR=Reliable sources of revenue, GB=Gender balance of member representation

Model two had the inclusion of the moderating variable constitutionalism which was significant to the direct variables; separation of powers, democracy, reliable sources of revenue and gender balance which were all significant. Hence, the equation for model three was:

$$Y = 0.001 + 0.113X_1 + 0.152X_2 + 0.154X_3 + 0.394X_4 + 0.123X_5 \dots \text{model 2}$$

Where:

Y = Performance of governance in County Governments

X_1 , X_2 , X_3 and X_4 are separation of powers, democracy, reliable sources of revenue and gender balance respectively.

X_5 is the moderator constitutionalism.

E is the error term associated with this model.

3.) Since the interaction between the moderators (constitutionalism) with separation of powers was not significant, model three was therefore omitted. Reliable sources of revenue were also not significant in this model and were left out in the equation. However, the interaction between constitutionalism and democracy was significant. Hence the equation for model five was:

$$Y = 0.001 + 0.126X_1 + 0.154X_3 + .398xX_4 + 0.122X_2 * X_5 \dots \text{model 3}$$

Where Y , X_1 , X_2 , X_3 , X_4 , X_5 are performance of governance in County Governments, separation of powers, democracy, reliable sources of revenue, gender balance and constitutionalism respectively.

$X_2 * X_5$ is the interaction between constitutionalism and democracy.

4.) Since the interaction between constitutionalism and reliable sources of revenue was not significant, model five was omitted. However, the interaction between constitutionalism and gender balance was significant. Hence model seven was:

$$Y = 0.02 + 0.122X_1 + 0.156X_3 + 0.204X_4 + 0.114X_2 * X_5 + 0.271X_4 * X_5 \dots \text{model 3}$$

Where:

Y , X_1 , X_2 , X_3 , X_4 , X_5 are performance of governance in County Governments, separation of powers, democracy, reliable sources of revenue, gender balance and constitutionalism. E_6 is the error term associated with the model.

$X_2 * X_5$ is the interaction between democracy and constitutionalism. $X_4 * X_5$ is the interaction between gender balance and constitutionalism.

4.13 Moderation of Constitutionalism on the Relationship between Democracy and Performance of governance in County Governments.

In order to better understand the nature of the interaction between constitutionalism and flexibility and gender balance, the moderated results are presented on a moderation graph as suggested by Aiken & West (1991) who proposed that it is insufficient to conclude that there is interaction without probing the nature of that interaction at different levels of the moderator. The significance of the regression coefficient of constitutionalism was assessed at low, medium and high levels of both flexibility and gender balance.

The moderation effects of constitutionalism on the relationship between democracy and performance of governance in County Governments was determined using the graphical method. The analysis revealed that the effect of democracy on performance of governance in County Governments has stronger significance on democracy at higher levels of constitutionalism than at the lower levels of the same. It further indicates that at low levels of democracy, the high constitutionalism has a bigger moderating effect on the relationship than with the low level. The slopes in the figure thus indicate that, at high levels of constitutionalism, democracy were associated with stronger and significant performance of governance in County Governments as compared to when it is with medium and low constitutionalism as shown in figure 4.1 below.

4.14 Moderation of Constitutionalism on the Relationship between Gender balance and Performance of governance in County Governments.

The moderation effects of constitutionalism on the relationship between gender balance and performance of governance in County Governments was determined using the

moderation graph. Like in the earlier case the analysis revealed that the effect of constitutionalism is significant at the low, medium and high levels of constitutionalism. It further reveals that at low levels of constitutionalism gender balance have low effects on performance of governance in County Governments whereas at high levels of constitutionalism the effect of gender balance become higher. The slopes in the figure indicate that, at low levels of constitutionalism, increasing gender balance was associated with lower but significant performance of governance in County Governments as compared when it is with medium and high constitutionalism as shown in the table 4.32.

Table 4.32: Summary of the Study Results

Hypothesis	Beta	p – Values	Decision
Hypothesis Ho ₁ : There was no significant effect of Separation of powers on performance of governance in County Governments	0.151	0.001	Reject
Hypothesis Ho ₂ : There was no significant effect of democracy on performance of governance in County Governments.	0.168	0.001	Reject
Hypothesis Ho ₃ : There was no significant effect of Reliable sources of revenue on performance of governance in County Governments.	0.113	0.014	Reject
Hypothesis Ho ₄ : There was no significant effect of gender balance on performance of governance in County Governments.	0.476	0.000	Reject
Hypothesis Ho _{5a} : There was no significant moderating effect of constitutionalism on the relationship between separation of powers and performance of governance in County Governments	-0.008	0.866	Fail to reject
Hypothesis Ho _{5b} : There was no significant moderating effect of constitutionalism on the relationship between democracy and performance of governance in County Governments among.	0.150	0.004	Reject
Hypothesis Ho _{5c} : There was no significant moderating effect of constitutionalism on the relationship between revenue and performance of governance.	-0.040	0.319	Fail to Reject
Hypothesis Ho _{5d} : There was no significant moderating effect of constitutionalism on the relationship between gender balance and performance of governance in County Governments agents in Kenya.	0.272	0.02	Reject

Source: Research Data, (2018)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions derived from the findings, and the recommendations that will help in improving performance of governance in county governments. Areas of further study are also suggested.

5.2 Summary of Findings

The study established a number of findings, the summary of the findings are outlined per each objective.

5.2.1 Commitment on separation of powers

The first objective of the study established the influence of separation of powers on performance of governance in County governments in Kenya. The results on commitment of separation of powers revealed that the rule of law is observed in all devolved functions in the county to the extent that the citizens' participation in issues of governance is practiced in the county. Besides, there is transparency and accountability in governing all the functions devolved at the county levels. The citizens are given fair treatment and equal distribution of projects development in the county. However, certain individuals are of the opinion that county government has not been accountable to county assembly in a satisfactory manner. Further, the citizens lack awareness on their rights in terms of decision making in governance and are not sure if human rights are respected at the county level. There also gaps in terms of the county promoting social, economic and cultural development of the citizens. In addition, citizen participation in public forums is limited by the county government. As well, there are gaps in terms of free and fair appointments at the county government.

5.2.2 Democratization

The results on democratization revealed that the rule of law is observed in all devolved functions in the county. In fact, citizens' participation in issues of governance is practiced in the county. Further, there is transparency and accountability in governing all the functions devolved at the county levels. The citizens are given fair treatment and equal distribution of projects development in the county though the county government has not been accountable to county assembly in a satisfactory manner. However, the citizens lack awareness on citizens' rights in terms of decision making in governance and it is unclear if human rights are respected at the county level. Also, adequate efforts have not been made towards promoting social, economic and cultural development of the citizens. Likewise, there are gaps in terms of citizen participation in public forums and the promotion of free and fair appointments in the county.

5.2.3 Reliable source of revenue

With respect to the existence of reliable sources of revenue at the county level, the study found out that there is equitable sharing of national revenue at the county government level. However, the county government is constrained because it does not receive sufficient funds from the national revenue. On a positive side, the counties have reliable income generating activities and they have enough grants and loans for the counties' development plans. As well, the county government has the authority to formulate new taxes and use the loans borrowed for economic improvement at the county. In addition, the county government has significant power to make decisions on how to spend county revenue and they properly utilize the locally generated revenue for the development of the county. However, it is unclear if the county government does not fully rely on national share of revenue and it is unclear if the county government is responsible for economic empowerment of the citizens.

5.2.4 Gender balance and representation

The results on gender balance indicated that the county government promoted gender empowerment in the county and it embraced the affirmative action in all the appointments in devolved functions. However, there is a gap in terms of sharing of positions of high ranks in the counties. Similarly, it is unclear if the citizens in the county are given equal chances in decision making in social and economic development issues.

Besides, it is in doubt if the financial programmes at the county government enhance citizen empowerment. Additionally, it is undefined if positions of power are treated equally under the law and whether the county governments have respect to human rights.

Finally, the findings on devolution principles revealed that the institutional frameworks are not strong enough to ensure dedication to devolution principles for performance in county governments. Consequently, the structures in place cannot be relied upon entirely to manage the county government. The good thing however is that there is a clear distinctive adherence to the laws and regulations governing all devolved functions at the county levels. Further, there are still gaps in terms of high fidelity with the devolution principles and county performance. Moreover, a few of the individuals at the county level understand the role played by bonding on devolution principles and performance of county government. Additionally, it is undefined if the citizens have responsibility in the implementation of devolution principles and county performance as per the constitution/bylaws of the county. In the same way, it is unclear if the citizens give more attention to the development of the county and if they have obligation in effectively and efficiently implementing the devolution principles in the county. Similarly, it is unclear if there is a duty to devolution principles in order to realize service delivery at the county level.

5.3 Conclusions

In conclusion, separation of powers is not only beneficial for the local government but also for the national government. With separation of powers, the local government has the autonomy and independence to focus on revenue generation and develop important sectors at the county level while at the same time reducing reliance on the national government. Though the devolved system of government is yet to perform at its best, so far it is commendable as the citizenry have an opportunity to participate in issues of governance. There are various areas of improvement such as promotion of social, economic and cultural development of the citizen and free and fair appointments at the county governments. There is therefore shortcoming in terms of strengthening the governance system to ensure that there is transparency and accountability. Such pertinent issues need to be addressed to realize the goals of a devolved governance system.

Additionally, democratization has been instrumental in enhancing the performance of governance in county governments in Kenya. Despite the county governments being subordinate to the national government they have been key in observing the rule of law in all devolved functions as well as transparency and accountability. There is fair treatment and equal distribution of project development in the county. The implication is that democratization has brought about fairness and has been key in building legal frameworks necessary to make the government more accountable. Though the issue of human rights as well as empowerment of the citizenry are pervasive, limited efforts have been made to address these important issues in the scope of democratization.

Moreover, having a reliable source of revenue is of essence in enhancing performance of governance in county governments. Improved performance at the county level is attributed to equitable sharing of national revenue and reliable income generating activities at the county. Besides, the development plans are spurred by grants and loans and the counties' ability to formulate new taxes. Consequently, the generated revenue at the county level is properly utilized in development strategies. The resulting outcome is improved performance of governance in the county governments.

Additionally, greater gender balance enhances performance of governance in county governments in Kenya. Through gender balance, the county government is made more representative and individuals with varied skilled sets are able to contribute to the overall county development. It is worth noting that gender balance has been attained in most of the counties in Kenya, the challenge however is that there is limited gender balance in terms of sharing positions of high ranks in the county. As well, not everyone is given a chance to voice their opinions in social and economic development issues. There are therefore gaps that need to be addressed in terms of gender balance at the county level.

Finally, the devolution principles have a positive influence on the performance of governance in county governments in Kenya. This is so because of adherence to the laws and regulations governing all devolved functions at the county levels. There are however gaps with reference to devolution principles. One of the areas that needs urgent attention are the institutional frameworks which are not strong enough to ensure dedication to devolution principles. Besides, the citizens are unaware if they have a role to play in

terms of the implementation of devolution principles and county performance as per the constitution. Such issues need to be looked into critically to facilitate further the performance of governance in county governments.

5.4 Recommendations

This section outlines the recommendations from the study findings. This was done in view of the study objectives.

5.4.1: Separation of powers

Basing on the reviewed literature and the findings of the study, the organization of power requires that there is separation of powers. It is through the separation of powers that power is applied to the objectives to which it was invented. It is therefore important that citizen participation in issues of governance is encouraged and facilitated. The reason for this is that citizen participation will increase their receptiveness to policies formulated to address their needs since they were at the center in the development phase of these policies. Also, there will be accountability and transparency as all the concerned stakeholders will have the nitty-gritty details of development initiatives. Other than facilitating citizen participation, there is need to ensure that citizens are treated fairly and their human rights upheld. Moreover, it is utmost necessary to have free and fair appointments at the county government to bring on board competent individuals and to also develop a culture of transparency at the county level of governance.

5.4.2: Democratization

With respect to democratization, it is important for the individuals tasked with running the county governments to uphold the rule of law in all devolved functions. Besides, it is crucial for the citizens to participate in issues of governance to enhance transparency and accountability in governing all the functions devolved at the county level. To facilitate this, there should be raised awareness on citizen's rights in terms of decision making in governance. Moreover, there is need for fair treatment and equal distribution of projects development at the county level.

5.4.3: Reliable sources of revenue

Since reliable sources of revenue significantly influence the performance of governance in county governments, there is need for equitable sharing of national revenue at the county level. Precisely, the national government needs to ensure that it allocates sufficient funds to the counties to facilitate development plans. However, the county government need not rely entirely on the national government as they can make use income generating activities at the county levels. Besides, the county government has the authority to formulate new taxes and borrow loans intended for economic improvement of the county.

5.4.4: Gender balance of member representation

Gender balance of member representation is an important area that counties need to lay emphasis on if sustainable development is to be realized at the county level. Specifically, there is need for the county to promote gender empowerment and embrace the affirmative actions in all the appointments. In that regard, each and every citizen should be able to advance to high ranks if they possess the competence and experience required. Furthermore, the citizens should be given equal chances in decision making in social and economic development issues and their rights need to be upheld.

5.4.5: Performance of governance in County governments

Regarding performance, there is need for the county government to strengthen institutional frameworks so as to ensure dedication to devolution principles. Specifically, there should be compliance with laws and regulations governing all devolved functions at the county level. Moreover, the citizenry is important in governance and need to have a responsibility in the implementation of devolution principles. Similarly, the citizens should give attention to the development of the county and ensure that those tasked with leadership at the county level are accountable for their actions.

5.4.6: Policy implication

The board connects its authority & accountability to those who morally if not legally own the organization. A governing board forms a distinct link in the chain of command or moral authority. Therefore, those in leadership should be servant-leaders to the society thus fulfilling their obligation of development, efficiency and effectiveness and proper service delivery.

5.5 Areas for further research

In connection with the results known above, this study makes a number of possible implications on the influence of devolution principles on performance of governance in county governments. First, this study has opened an insight into the factors influencing the performance of governance in Kenya thus expanding on previous literature that has focused mainly on developed countries. It has opened up further research avenues to compare and contrast these results with counties in other mature democracies. Second, it has highlighted the key role played by separation of powers, democratization, reliable sources of revenue, gender balance and devolution principles in eliciting improved performance of governance in county governments. One direction of future research would be a replication study in other counties not covered in the study. Furthermore, in terms of methodology, future scholars can conduct a longitudinal study as well as appreciate both the quantitative and qualitative aspects of research. The thesis has, however, has contributed knowledge that is needed for this kind of research.

REFERENCES

- Abe, T., Manisola, O. J. (2014). Citizen participation and Service Delivery at the Local Government InEkiti State, Nigeria. *Journal of Law, Policy and Globalization*, 27, 102-110
- Abuodho, J. (2011). Integrating Accountability Mechanism in Local government service delivery: kenyalaw.org/ki/index.php?id-1898
- Al-Rodhan, N. (2009). Sustainable History and the Dignity of Man: *A Philosophy of History and Civilizational Triumph*.
- Average, C. (2010). Decentralization Without Devolution And Its Impact On Service Delivery: A Case of Masvingo Munispality in Zimbabwe. *Journal of Sustainability Development in Africa*, 12,(1), 1 -12.
- Barret, C.B.,Mude A.G., and Omiti J.M. (2007). *Decentralization and the Social Economics of Development. Lessons from Kenya*. Nairobi: CAB international
- Barkan, J. D., & Mutua M. (2010). 'Turning the corner in Kenya: A new constitution for Nairobi' Foreign Affairs August 10.
- Brodie, E., Cowling, E., & Nissen, N. (2009). Understanding Participation: A Literature Review. London, England: Institute for Volunteering Research, NCVO, IVR and INVOLVE
- Bryman A., Bell E. (2007).*Business Research Methods* Oxford. Oxford University Press.
- Constitution of Kenya (2010). *The Constitution of Kenya*. Nairobi. Government printer.
- Contrell, J., Ghai, Y. (2007). Constitution making and Democratization in Kenya (2000-2005) Decentralization.(14),1-25
- Cooper D.R., Schindler P.S. (2006). *Business Research Methods* (9th ed.). New York McGraw-Hill
- Controller of Budget Report (2016). Internal Revenue collection per County. Released on November 2016
- Controller of Budget Report (2014). Utilization of funds allocated to counties. Released on May 2014.
- Commonwealth Secretariat and Commonwealth Local Government Forum (2001). *Commonwealth Workshop 2000 on Decentralization and Devolution*, Edinburgh,

- 12–14 June.
- County Government Act (2012). *National Council for Law Reporting*. The Attorney General.
- Churchil, G. A., and Brown T.J. (2004). *Basic Marketing Research*, Thompson Corporation: Ohio.
- Cohen R.J., & Swerdlik, M.E. (2005). *Psychological Testing and Assessment*. An Introduction to Test and Measurement (6th Ed) Boston: McGraw Hill.
- Cozby, P. C. (2003). *Methods in behavioural. Research* (8th Ed) Madrid: McGraw Hill.
- Crouch, C 1993, *Industrial relations and European State Traditions*, Oxford: Clarendon.
- Daily, C.M., Dalton, D.R. and Canella, A.A. (2003). “*Corporate Governance: Decades of Dialogue and Data*”. *Academy of Management Review*, 28 (3) 371-382
- Diamond, L. (2003). ‘Can the whole world become democratic? Democracy, Development and International Policies, Paper 03’05. Center for the study of Democracy Irvine, CA: University of California.
- Durkheim, Emile (2002). *Moral education*. Translated by Everett K. Wilson and Herman Schnurer. Mineola, NY: Dover.
- Emory. C. W and Cooper D. R. (2003). *Business Research Methods*. Illinois: Richard D. Irwin Inc.
- Eryilmaz, B. (2011). *Public Administration-Kamu Yönetimi Okutman Publishing-Okutman Yayıncılık, Ankara*.
- Fjeldstad, O., & Heggstad, K. (2012). Local government revenue mobilization in Anglophone Africa. CMI Working Paper Series, 6, 31-36.
- Franzsen, R. (2007). Property Taxation in Anglophone Africa. Land Lines. Lincoln Institute of Land Policy.
- Gaventa, J. (2004). Strengthening participatory approaches to local governance: Learning the lessons from abroad. *National Civic Review* Winter. pp.16–27.
- Ghai, Y., P. (2008) “Devolution: Restructuring the Kenyan state,” Vol No.2 Journal of Eastern African Studies Vol No.2 of 2008, Routledge Publishers, (originally a lecture at the African Research and Resource Forum KICC Nairobi, 23 November, 2007).
- Ghai, Y., P. (2011). *Kenya’s Constitution: An Instrument for Change*, Nairobi: Clarion.

- Goetz, A.M. and Jenkins, R. (2005). *Reinventing Accountability; making democracy work for Human development*. London; Palgrave Macmillan.
- Gupta, S. P., Gupta, M. P. (2009). *Business Statistics*. New Delhi: Sultan Chand & Sons Educational Publishers.
- Hillman, A.J., Canella, A.A., and Paetzold, R.L. (2000). "The Resource Dependency Role Of Corporate Directors: Strategic Adaptation Of Board Composition In Response To Environmental Change". *Journal of Management Studies*, Vol. 37, No. 2, pp. 235-255.
- Hope-1, K. R. (2014). Devolved government and local governance in Kenya: Implementing decentralization underpinned by the 2010 constitution. *African and Asian Studies*, 13(3), 338–58.
- Holloway, I., and Wheeler, S. (2002). *Qualitative research in nursing*. 2nd edition. Blackwell: Oxford.
- Job Nyasimi, Momanyi, & 2 others v AG & another (2009). eKLR, Constitutional Application 68 of 2009 in the High Court in Kisii before Justice David Musinga. National Council for Law Reporting. The Attorney General.
- John Morison (2017). *Citizen participation, A critical look at the Democratic Adequacy of Government Consultations*, Oxford University Press.
- Kauzya, J. M. (2007). *Political Decentralization in Africa: Experiences of Uganda, Rwanda and South Africa*, UN Department of Economic and Social Affairs, New York, December.
- Kimenyi, M. S. (2005). 'Efficiency and efficacy of Kenya's Constituency Development Fund: theory and evidence.' *Economics Working Papers*: 2005(42).
- Kimenyi, S. (2013). Kenya Devolution and Resource Sharing Calculator, Retrieved from <http://www.brookings.edu/research/interactives/2013/kenya-resource-sharing>.
- Kimenyi, S. Mwangi and Meaghar, P, (2002). *Devolution and Development: Governance Prospects in Decentralizing States*. Hants: Ashgate Publishing.
- Kipkebut, D. J. (2010). *Organizational commitment and Job satisfaction in higher educational institutions: the Kenyan case*. (A thesis submitted to Middlesex University in partial fulfillment of the requirement for the degree of Doctor of Philosophy in Human Resource Management), Middlesex University.
- Kirira, N. (2011). "Public Finance under Kenya's new Constitution". *Constitutional Working Paper Series No. 5*. Society for International Development, SID.

- Kobia, S. (2003). *The Reconstruction and Development Programme (RDP) The role of the Church, civil society and NGOs*. EFSA: Cape Town
- Kolawole A. (2014). Good governance, Constitutionalism and Rule of law; imperatives for sustainable development in Nigeria. *International journals of sustainable Development*
- Kothari, C. R. (2008). *Research Methodology, Methods and Techniques*, Delhi: New Age International Publishers.
- Kothari, C. R., and Garg G. (2014). *Research methodology. Methods and Techniques*. Mumbai: New Age International (P) Ltd.
- Kyriacou, A. P., and Roca-Segale's O. (2011). Fiscal and Political decentralization and government quality. *Environment and Planning C: Government and Policy*, 29, 204-223.
- Lakin, J., and Kinuthia, J (2013). "*Fair Play: Inequality Across Kenya's Counties and What It Means for Revenue Sharing*". International Budget Partnership Kenya website. Accessed October 2013.
- Lancaster, G. A., Dodd, S., & Williamson, P. R. (2010). *Design and analysis of pilot studies: recommendations for good practice, Journal of Evaluation in Clinical Practice*, 10,(2), 307- 312.
- Leftwich, A. (2005). Some social requirements of democracy and development. Is there institutional incompatibility? *Democratization*.
- Lowndes, V., & Sullivan, H. (2004). *Like a horse and carriage or a fish on a bicycle: How well do local partnerships and public participation go together? Local Government Studies*, 30, (1), 51–73.
- Mangu A. M., B. (2005) Separation of powers, independence of the Judiciary and Good Governance in African Union Members States. University of South Africa.
- Mapavu J. (2015). *The controversies of devolution in Zimbabwe, Inter. J. Polit. Sci. Development* 3,(5): 183-192.
- Mason, R.D., Lind, D. A., and Marchal, W. G. (1999). *Statistical Techniques in Business and Economics*.
- Mugenda and Mugenda (2003). *Research Methods. Quantitative and Qualitative approaches*. African Centre for Technology Studies Press: Nairobi.

- Mugenda & Mugenda (2008). *Research Methods, Quantitative and Qualitative Approaches* Acts Press: Nairobi.
- Mwenda, A. (2010). *'Introduction' in IEA Devolution in Kenya: Prospects, challenges and the future*, IEA Research Paper Series No. 24, Institute of Economic Affairs, Nairobi.
- Nabatchi, T. (2012). *Putting the "public" back in public values research: Designing participation to identify and respond to values*. Public Administration Review.
- Nasong'o, W.S., (2002). *Resources Allocation and the Crisis of Political Conflicts in Africa: Beyond the Inter-ethnic Hatred Thesis*. In: Okoth, P. G., and Ogot B. eds. 2002. Conflict in Contemporary Africa, pp 44-55.
- Ndichu, J. (2011). Political Accountability in Kenya; Towards Greater inclusion and participation. Retrieved July 4, 2013 from <http://arno.unimaas.nl/show.cgi?fid=24379>
- Ngundo, V. M. (2014). *Devolved governments in Kenya; A case study of their establishment in Machakos county*. (Degree of Master of arts in sociology (rural sociology and community development). University of Nairobi.
- Nhede, N., T. (2013). Devolution of power and effective governance. The Zimbabwean Constitutional debate African Journal of Public Affairs.
- Nick, G. Wanjohi (2003). *Modern Local Government in Kenya*. Konrad Adenauer Stiftung(KAS) and Agency for Development Education & Communication (ADEC) Nairobi.
- Nyanjom, O (2011). *"Devolution in Kenya's new Constitution"*. Constitution Working Paper Series No 4. Society for International Development, SID.
- Oladipupo, A.K. (2011). *Democratic waves in West Africa: Nigeria and Ghana as a Case in view*. Afro Asian Journal of Social Sciences, 2, (21):1-16.
- O'Regan, K. (2005) Checks and Balances reflections on the development of the doctrine of separation of powers under the South African Constitution. ISSN 1727 – 37881, Vol. 8 No. 1.
- Orodho J.A (2009). *Elements of Education and Social Science Research Methods*. Maseno. Kenezja Publisher.
- Ouma, S A (2011). *"Challenges of Nationhood: Identities, citizenship and belonging under Kenya's new Constitution"*. Constitution Working Paper Series No 10. Society for International Development, SID.

- R. Panneerselvam (2008). *Research Methodology*. 6th Ed. Prentice-Hall of India Private Ltd. New Delhi – 110 001.
- Rehfeld Andrew, (2005). *The Concept of Constituency: Political Representation, Democratic Legitimacy and Institutional Design*, Cambridge University Press: Cambridge.
- Rosenbaum, A. (2013). *Decentralization and Local Governance: Comparing US and Global Perspective. Halduskultuur – Administrative culture, 14,(1), 11-17*
- Richardson, P. (2008). *Good Governance: The Challenge of Leadership in Africa*, A Paper Presented at The International Management Conference, Lagos.
- Salaman, Geame., Story J., (2005) *Strategic Human Resource Management theory and Practice*, 2nd Ed. Sage Publishers ltd.
- Sekaran, U. (2009). *Research methods for Business. A skill Building Approach (4th edition)*. Wiley India Pvt Ltd: New Delhi.
- SID. (2012). *A Report on the Status of Governance in Kenya*. Nairobi, Kenya.
- SID. (2012). *Public Financial Reforms in Kenya; Issues and Relevance under the context of Devolution*. Nairobi, Kenya.
- Siddle, A., M. (2011) *Decentralization in South Africa Local Government; Critical Evaluation*.
- Simonet, D. (2008) *The new public Management Theory and European health-care reforms. The Institution of Public Administration of Canada, 51, (4), 617-635*.
- Stone, M. M., & Ostrower, F. (2007). *Acting in the public interest? Another look at research on nonprofit governance. Nonprofit and Voluntary Sector Quarterly, 36,(3): 416-438*.
- Sullivan, H., & Skelcher, C. (2002). *Working across boundaries. Collaboration in public services*. Basingstoke: Palgrave.
- Teague, P. (2007). *Developing the social economy in Ireland? International Journal of Urban and Regional Research, 31, (1), 91–108*.
- The World Development Report (2003). <http://www.wdr.com>.
- The Constitution of Kenya, (2010). National Council for Law Reporting. The Attorney General.

- The Intergovernmental Relations Act 2012.National Council for Law Reporting.The Attorney General.
- Thomas, Allan (2000). ‘Meanings and Views of Development ’ in Allen and Thomas (eds.) Poverty and Development in the 21st Century, Oxford: Oxford University Press.
- Transition to Devolved Government Act, 2012.National Council for Law Reporting.The Attorney General.
- Turpin, C. & Tomkins, A. (2007). British government and the constitution, texts and materials. (6th ed.).Cambridge: Cambridge University Press.
- UNESCOSOC (2016). *A “theory of Change” for the UN development system to function “as a system” for Relevance Strategic Positioning and Results*, United Nations University Press.
- UNIDO (2010).*Good Organization, Management and Governance Practices: a Primer for providers of services in Resource Efficient and Cleaner Production*. Viena. Austria.
- Urban Areas and Cities Act, 2011.National Council for Law Reporting.The Attorney General.
- Wang, X., & Wan Wart, M. (2007). *When public participation in administration leads to trust; Anempirical assessment of managers’ perceptions*. Public Administration Review.
- Wangari, T. M. (2014). Factors Influencing Citizens’ satisfaction With Service Delivery: A case of Murang’a County, Kenya.(Degree of Master of Arts in Project Planning and Management), University of Nairobi.
- William, E., C. (2013). Is Devolution Universal? A Comparative Analysis of Regionalization and Subnational governments.
- Wanyande, Oyugi, Mbai. (2003). *“Constitutional, Legal and Management Issues in Kenya’s Elections”*, Paper Presented at the Seminar on Promotion of Free and Fair Elections through Wider Elections and Democracy organized by the Public Law Institute, the Electoral Commission of Kenya and the Friedrich Ebert Foundation, White Sands Hotel, Mombasa.
- World Bank. (2000). *Reforming public institutions and Strengthening Governance: A World Bank Strategy*: Washington DC.
- World Bank (2011).*Navigating the storm, delivering the promise with a special focus on Kenya’s momentous devolution*. Nairobi.

World Bank.(2012). *Devolution without disruption*– pathways to a successful new Kenya.A publicationof the Australian AID. Nairobi.

Young, A. ‘R (Evans) v Attorney General UKSE21 – The Anisminic of the 21st Century?
UK L. Blog

APPENDICES

APPENDIX I: QUESTIONNAIRE

PART A: GENERAL INFORMATION

- 1. Gender: Male [] Female []
- 2. What is your highest level of Education?
(a) Primary [] (b) Secondary [] (c) College [] (d) University []

PART B: OBJECTIVES

3. **OBJECTIVE ONE:** To establish the influence of commitment on separation of powers on performance of governance in County Governments in Kenya.

i) As a chief officer of the county, are you satisfied with your county government separation of powers? **(Tick appropriately)**

Very satisfied [] Satisfied [] Unsatisfied [] Very unsatisfied []

ii) Do you think separation of powers has any effect on governance in your county? Yes [] or No []

iii) In which way do you think separation of powers influence governance in your county?

.....
.....

iv) In which way/s do you think separation of powers has affected governance in your county?

.....
.....

v) To what extent do you agree that your county has achieved some of the devolution principles in the following areas of the separation of powers related to your county. Please indicate to what extent do you agree with the statements by ticking (✓) the appropriate opinion based on the following attributes.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There are proper institutional frameworks in place that ensures good governance in the county government.					
The county institutions of governance are independent.					
There are clear distinctive roles of all the devolved functions at the county levels.					
The county is highly dependent with the national government in local budget making process.					
The public understands the role played by all county government officials in all devolved function.					
Different departments in the county are accountable for their functions in the county.					
There is good flow of information in the county offices that allows county policy understanding.					
There is good relationship among the county structures for example the Governor's office and the County Assembly that promotes development in the county.					
The county has adequate autonomy to create by-laws for better governance.					

vi) Are there challenges facing the separation of powers and the devolved function you are the chief officer? List them.....

.....
.....
.....

vii) What suggestion/s would you give in order to achieve separation of powers at the county level?

.....
.....
.....

4. **OBJECTIVE TWO:** To determine the influence of commitment on democratization on performance of governance in County Governments in Kenya.

i) Does democratization principle influence governance in your county? Yes [] or No []

ii) If **Yes** in (5.i), how often is democracy practiced in your county?

Very often [] Often [] Not often []

iii) In your own opinion do you think citizens understand the influence of democratization principle of devolution on good governance in your county? Please indicate to what extend you agree with the statements by **ticking** [✓] the appropriate opinion based on the following attributes.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
That the rule of law is observed in all devolved functions in the county.					
That the citizens' participations in issues of governance is practiced in the county.					
There is transparency and accountability in governing all the functions devolved at the county levels.					
Citizens understand their rights in decision making in governance.					
Human rights are respected at the county level					
Citizens are given fair treatment and equal distribution of projects development in the county					
Your county government has not been accountable to county assembly in satisfactory manner					
The county government promotes social, economic and cultural development of the citizens.					
Your county government allows public forums in your County for citizen participation					
The county government promotes free and fair appointments in the county					

iv) Are there any problems hindering democracy in citizen participation in the matters of governance in your county government? Yes [] No []

If **Yes** in (iv). List them.

.....

.....

.....

v) In your own opinion, does democracy demonstrate good governance in your county? Explain

.....

5. OBJECTIVE THREE: To assess how reliable sources of revenue influence commitment on performance of governance in County Governments in Kenya.

i) Are there reliable sources of revenue in your county? List them

.....

ii) How does the reliable sources of revenue influence governance in your county?

.....

iii) Reliable sources of revenue enhance county governance. Please indicate to what extend do you agree with the statements by **ticking (√)** the appropriate opinion based on the following attributes.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is equitable sharing of national revenue at the county government level.					
That the county government receives adequate funds from the national revenue fund.					
That the county government receives funds from the national revenue on time for its expenditure.					

There is reliable income generating activities at the county level.					
The county government receives enough grants and loans for its development plans.					
The county government has authority to formulate new taxes					
The county government has the authority to set rates and charges for devolved services					
The loans borrowed by the county government are adequately utilized for economic improvement					
The county government has significant power to make decision on how to spend county revenue					
The county government does not fully rely on national share of revenue					
The county government properly utilizes the locally generated revenue for the development of the county					
The county government is responsible for economic empowerment of the citizens					

iv) Does your county government follow the proper channels in collecting revenue in your county? Yes [] or No []

v) If No in (6.iv), suggest the right channels for collecting revenue in your county

.....
.....

6. OBJECTIVE FOUR: To examine the influence of commitment on gender balance of member representation in government institutions on performance of governance in County Governments in Kenya.

i) Does gender balance of member representation influence performance of county governance? Yes [] or No []

ii) In your own opinion has your county embraced gender balance of member representations for good governance? Yes [] or No [].

iii) If No in (7.ii).

Explain.....

.....

iv) Gender balance of member representation principle enhances good governance at the county level. Please indicate to what extent do you agree with the statements by **ticking (√)** the appropriate opinion based on the following attributes.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The county government promotes gender empowerment in the county					
There is equitable sharing of positions of high ranks in the county					
The county embraces the affirmative action in all the appointments in the devolved functions					
The citizens in the county are given equal chances in decision making in social and economic development issues					
The county government has financial programmes in enhancing citizen empowerment					
The county government has respect to human rights					
All citizens, including those in positions of power are treated equally under the law.					

7. OBJECTIVE FIVE: To find out whether influence of commitment on devolution principles has any effect on performance of governance in County Government in Kenya.

i) As a chief officer of the county, are you satisfied with how the county has committed itself to the constitution? **(Tick appropriately)**

Very satisfied [] Satisfied [] Unsatisfied [] Very unsatisfied []

ii) Do you think that there is total allegiance to devolution principles and the performance of your county? Yes [] or No []

iii) In which way/s do you think loyalty influence governance in your county?
.....
.....
.....

iv) In which way/s do you think engagement to the constitution has restricted freedom of commitment to devolution principles in governance performance in your county?

.....
.....

v) To what extend do you agree that your county has achieved performance through policy implementation in the following areas of activities/actions. Please indicate to what extend do you agree with the statements by ticking (✓) the appropriate opinion based on the following attributes.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There are proper institutional frameworks in place that ensures dedication to devolution principles for performance in county governments.					
That there are proper structures in the management of your county government.					
That there are clear distinctive adherence to the laws and regulations governing all devolved functions at the county levels.					
There is high fidelity with the devolution principles and county performance.					
The public understands the role played by bonding on devolution principles and performance of county government.					
That citizens have responsibility in the implementation of devolution principles and county performance as per the constitution/bylaws of the county.					
That the citizens give more attention to the development of the county.					
That the citizens have obligation in effectively and efficiently implementing the devolution principles in the county.					
That there is a duty to devolution principles in order to realize service delivery at the county level.					

vi) Are there challenges facing the influence of commitment to the constitution devolution principles and the performance of devolved governments? Yes [] or No []

If Yes, List them.....

.....
.....
.....

vii) What suggestion/s would you give in order to achieve commitment to constitution's devolved principles and performance at your county?

.....
.....
.....

8. PERFORMANCE OF COUNTY GOVERNMENTS

i) Do devolution principles influence county governance performance? Yes [] or No []

ii) If Yes in (8.i), in which ways

.....
.....
.....

iii) Please indicate to what extend you agree that the principles of devolution enhances governance performance at the county level by **ticking (√)** the appropriate opinion based on the following attributes.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The county has adequate sources of incomes for investment.					
The county government has invested enough resources for its development.					
The county government has established proper mechanism of governance to ensure efficiency and effectiveness in utilization of all county resources.					
There is adequate service delivery in devolved functions at the county level.					
The county government has implemented policies governing all the devolved functions in the county					
Devolution has made all infrastructures accessible to citizens in the county.					
That the county government has provided channels for communication with the citizens in the county					
That the Gross Domestic Product (GDP) of the county has improved since devolution of powers to the counties					
County budgets and expenditures are open to public scrutiny/approval.					
That the executive agencies and their administrative staff are open to vetting and control by the elected leaders					

iv) In your own opinion, do you think principles of devolution have been fully implemented at the county levels? Explain

.....
.....
.....

v) What suggestions would you give to the county to improve its performance to satisfy the needs of the citizens?

.....
.....
.....

Thank you for taking your time in answering the questionnaire.

APPENDIX II: INTERVIEW GUIDE FOR MINISTERS

Theme: **INFLUENCE OF DEVOLUTION PRINCIPLES ON THE PERFORMANCE OF COUNTY GOVERNMENTS IN KENYA**

I am carrying out an evaluation on the influence of devolution principles on the performance of devolved county governments in Kenya. Would you mind answering a few questions on your experience of the service?

Your answers will be treated with confidentiality for the purpose of evaluating the influence of devolution principles on the performance of County governments in Kenya.

PART A: Personal information

1. Gender: Male [] Female []
2. What is your highest level of Education?
(a) Primary [] (b) Secondary [] (c) College [] (d) University []
3. How long have you been employed in your position.
(a) 1 – 2 years (b) 3 – 4 years (c) 5-6 years

PART B:

1. Separation of powers

2. Are there any existing principles of devolution in your county?
3. If yes in 1, how well are the principles of devolution known to staff in your department?
4. What is the aim of principles of devolution in your county and in which ways do you think they have enhanced the performance of the county?
5. Does the national government play a role in local budget making processes? What would be the best ways in coming up with the county budgets that are practical?
6. How has the relationship between the Governors and the Senators affected the performance of the counties in Kenya?

7. Are there any challenges that you think they hinder our county governments in realizing the goals of devolution? Please explain.

II. Democratic principles

1. What are some of the practices done by the county government in promoting social, economic and cultural development of the citizens?
2. What are the roles of citizen in the County budget process?
3. How does the county ensure that citizen participate in county budget processes?
4. How do you ensure that there is good relationship among the staff in the department?

III. Reliable Sources of Revenue

1. The county government has the authority to set rates and charges for devolved services, are the income generated funds appropriately utilized to improve the performance of the counties in Kenya. Give your opinion.
2. Does the national government release the borrowed loans by the county government on time to enable them facilitate the county developments? If not, what are the measures that county governments put in place to ensure the county perform?
3. There has always been a cry from the county governments that the national government does not release the national revenue to the counties on time. In your own opinion what could be your advice that will enable the counties in realizing the devolution objectives?

IV. Gender balance of member representation

1. What are some of the ways the county government applies in promoting gender empowerment in the county?
2. What are the challenges encountered by the county in promoting gender empowerment?
3. Does the ratio of men and women in the county meet the two thirds requirement as per the Constitution? If not, what do you think could be the reason why the county cannot meet this requirement?

4. Has the county government put in place financial programmes in enhancing citizen empowerment? How are these programmes funded?

V. Commitment to Devolution Principles

1. Does all the state organs/institution engage with the county CESs in exercising commitment to their powers for county performance?
2. Do you think loyalty has influenced governance in your county? What are some of the measures put in place to monitor the performance?
3. How has engagement restricted freedom of commitment to devolution principles in governance performance in your county?

VI, Performance of Counties

1. What are some of the measures you would propose to enable the county to realize its development?
2. Do you think by adhering to the devolution principles will enhance county performance. How can a county ensure that the principles are followed or adhered to?
3. How do you deal with complaints from the citizen in realizing proper service delivery?
4. What are the measures that the county put in place to enhance accountability in the county for better performance?

Thank you very much for taking your time to answer my questions.

APPENDIX III: AUTHORITY FROM THE UNIVERSITY

APPENDIX IV: NACOSTI Permit