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DEVOLUTION AND SERVICE DELIVERY IN THE PUBLIC SERVICE IN KENYA, A CASE STUDY OF MARSABIT COUNTY GOVERNMENT

Salim said Ali, Dr. Asuma Mariita Nchaga and Dr. Joshua
Matanda Wepukhulu



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1.Salim said Ali

Post Graduate Student: Executive Master in Business Administration. School of Business Jomo Kenyetta University of Agriculture and Technology
salimzali2000@icloud.com

2.Dr. Asuma Mariita Nchaga

Senior Lecturer: School of Business & Economics: Lukenya University

3. Dr. Joshua Matanda Wepukhulu

Lecturer: School of Business Jomo Kenyetta University of Agriculture and Technology

Abstract

Purpose: The purpose of this study was to determine the effects of devolution on service delivery in the public service in Kenya. A case of Marsabit County.

Materials and Methods: To achieve the objectives of the study primary data was collected through questionnaire administration. The data collected, tabulated and was analyzed using multivariate regression model with the aid of SPSS version 25 software. Mixed methods research is preferable for the study due to the provision of a better conception of a research issue or dilemma and that a solo research approach is inadequate. A mixed research approach is a research master plan that combines qualitative and quantitative research components to deal with research issues to enter into healthy research conclusions. The study used questionnaires for data collection from the staff members. The questionnaires were both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations.

Results: The findings of the study indicated that; 80% of the respondents stated that allocation of funds and approved for decision making were significant variables in determination of service delivery at Marsabit County government. The findings indicates that majority of respondents believed that the projects information are updated quarterly and semiannually, 20% weekly, 10% weekly while 6.67% others. The findings reveals that the updating time for information is more than three months, which risks the information accuracy. Majority (33.3%) of participants noted that the main advantage of accountability and transparency human resource is helping in offering exemplary service delivery, 25.0% enhances committed to and supporting the management in influencing the service delivery and 20% helps in coordinates and communicate well in implementation of services in the county The findings further indicate that 12% believed Marsabit County is not well staffed hence likely impacting on the quality-of-service delivery.

Further Research: The study recommends further studies on influence of devolution of government service delivery on provision of healthcare in other health facilities of the same magnitude in other Counties. Given the fact that devolution is a new concept in Kenya, more study research should be carried out to evaluate the effect of devolution of government service delivery on healthcare staff motivation in provision of healthcare services.

Keywords: *Devolution, Delivery, Public Service*

1.0 INTRODUCTION

Decentralization has been recognized as an important theme of governance in both developed and developing world (Dasgupta and Victoria, 2007). In recent years, there has been a recharged enthusiasm for decentralization, especially with regards to creating nations that are looking for approaches to advance responsibility of government open service delivery (Mookherjee, 2014). According to Mbau, (2019), Performance of decentralized services by county governments can be measured by indicators of allocative efficiency, accountability and reduction of corruption, and equity in service delivery. Allocative efficiency is the extent to which the services delivered match the preferences of the citizens. It is assessed by the extent to which citizen needs expressed in proposals are reflected in the decisions and final services provided. Accountability is the practice where service delivery agents make public, and are responsible for their actions (Mbau, 2019).

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

1.1 Devolved Government System in Kenya

The proclamation of the Constitution of Kenya on 27 August 2010 cleared route for acknowledgment of the lapsed arrangement of administration. Section 11 (Cap 11) of the Constitution Devolved Government explicitly accommodates the setting up of County Governments. This was trailed by the March 2013 political decision that set up 47 district governments to work close by the focal government (Wangari, 2014). The Kenya's devolution arrangement of administration is one of the most yearning types of decentralization including huge scope political, financial, and managerial decentralization (Kenya School of Government, 2015).

In Kenya, the experience has been a 'huge explosion' where three kinds of decentralization (political, financial, and managerial) were accomplished immediately with the promulgation of the constitution (Kobia and Bagaka, 2014). Devolution in Kenya depends on the incomparability of the constitution, power of the individuals, and the guideline of public investment (ICJ Kenya, 2013). Administrations whose conveyance and financing is decentralized is not restricted to instructions, public wellbeing, water disinfection, streets support and social government assistance programs (Robinson, 2007).

Devolution in Kenya has been having challenges with allegations and counter allegations on how it is being disappointed by various powers. The greatest test presently is the way to successfully deal with the recently made devolution structures to accomplish the ideal outcome and meet the desired service delivery envisioned. The governmental issues of devolution clarify the high-power expectations, and desires that come with it. It likewise implies that there are high dangers if not taken care of and actualized cautiously (Angahar, 2013). Additionally, Kenya is viewed differently by numerous nations in light of the exceptionally driven and vigorous protected

agreement ever established in Africa and it is an example other country should emulate from in the long term (Mugambi and Theuri, 2014).

1.3 Marsabit County

Marsabit County has a population of 350,000 (459,785) people, according to the 2019 demographic, and a voter registration population of 120 people, according to the previous election. The county is split into four (4) assembly member and twenty (20) seats. Kenya's 2010 constitution established decentralization and two branches of government: municipal and county. Marsabit County is among forty-seven (47) counties formed as a consequence of this. According to the constitution, the authorities at the federal and regional levels are separate and dependent, and their interdependent interactions must be conducted via consultation and collaboration (Atieno, Nancy and Spitzer, 2014). Marsabit County government is divided into two branches: executive and legislature. The executives is managed by members of the County Executive committee and is led by the governor, while the legislative body is the County Legislature. The two arms operate separately yet confer with one another.

The degenerated government, proposed during the creation of the new constitution, is essentially equipped towards accomplishing two principal tasks: Individuals in administration, that allow better oversight and usage of resources at the county level and the county Government, which has since taken over the roles that were formally played by the provincial administration. Service delivery is not a disconnected aspect, it is essential element for a mind-boggling connection between government and the citizens. Djordje (2013), finds that the nearby government to citizens is the most unmistakable type of government and it is the layer of government with which they have most contact in their regular daily existence with.

Marsabit County is defied with numerous difficulties. which incorporates of; MCAs (Member of the County Assemblies) obstruction and political control, defilement and absence of responsibility and straightforwardness, deficient investment opportunities, helpless human asset strategy, inability to oversee change, absence of representative limit, lack of common sense, and helpless observing and assessment (Murkomen, 2012).

1.4 Statement of the Problem

Devolved government consistently encompasses a shift of power and control, and thus challenges accountability and performance management frameworks built around the traditional hierarchical authority structures so as to enhance service delivery. According to Lawther and Martin, (2014), the key challenge to devolved units is to find new ways to support accountability, performance and public confidence while allowing for innovation and locally designed solutions to meet service delivery to the citizens of a country.

Since the time the county government came in power in March 4 2013 in Kenya, very little has been done to establish the implications it has on service delivery (Atieno, Nancy and Spitzer, 2014). The total expenditure for Marsabit County 2013/2014 is 1.95 billion, but only Ksh 608 million was channeled to the development projects. Since the promulgation of the new constitution and establishment of county governments, the county government of Marsabiti has received 34,429,519,956 shillings from the exchequer of which only shillings 75% of this amount has been directed to finance development projects (Treasury.go.ke 2021). Hence negatively impacting on service delivery.

Threats of county staff downing their tools and poor civic education resulting to poor budget making participation process have been real which in result pose risks to thousands of county residents and even scares away potential investors. Over-employment of non-essential staff who are ill equipped and trained for tasks that they are supposed to execute further strains the county resources that could have been directed to essential areas (Marsabit County Public Service Board Report, 2017-2018).

Nyamu, (2014) notes that inadequate civil education for public to comprehend the County government operations contributes to ineffective service delivery and poor oversight by member of county assembly to ensure executives implements the project such as Abattoir (commercial slaughter house) at Segel area. The public was not aware how the project failed despite their participation and contribution. The role of people in the delivery of services within counties is important through public participation is very vital (Mwamuye & Nyamu, 2014).

A study by World Bank (2003), reiterates that devolution has both an explicit and implicit inspiration for improving service delivery for dual reasons: First, these basic services, all of which are the responsibility of the state, are steadily failing and especially failing the poor people. Since these services are consumed locally, there is the need to enhance service delivery through devolution. This clearly indicates that the national Government recognizes the challenge of delivering services to particularly the poor. Internationally studies indicate that devolution influences service delivery.

Besley and Burgess, (2002) find that in the federal government of India decentralization promoted government responsiveness in service delivery, this happens especially if the mass media is very active at the grassroots. Available studies been undertaken on how decentralization enhances participation (Von Braun and Grote, 2002; Ahmad, et al., 2005; Brinkerhoff, et al., 2007); design and emerging mechanisms of participation in sub-national governments (Azfar, et al., 1999; 2008; John, 2009; Matovu, 2011; Joshi and Houtzager, 2012); and, factors influencing citizen participation in local governments (Esonu and Kavanamur, 2011; Yang and Pandey, 2011; Bay, 2011; Michels, 2012). These studies do not cover the effect of devolution on service delivery in Kenya especially County government of Marsabit a research gap this study intends to bridge.

2.0 LITERATURE REVIEW

2.1 The Soufflé Theory

Three key elements of devolution, namely institutional, economic, and political decentralization, are presented by Parker (1995), referred to as the theory of Soufflé. Parker (1995) stresses that decentralization is a multi-dimensional process that continues with achievements and setbacks. The theory claims that it requires just the right mix of milk, eggs, and heat to grow like a soufflé. Therefore, in enhancing rural development outcomes, a good devolved government policy must contain just the right mix of political, economic, and institutional elements (Farooq, Shamail, 2006).

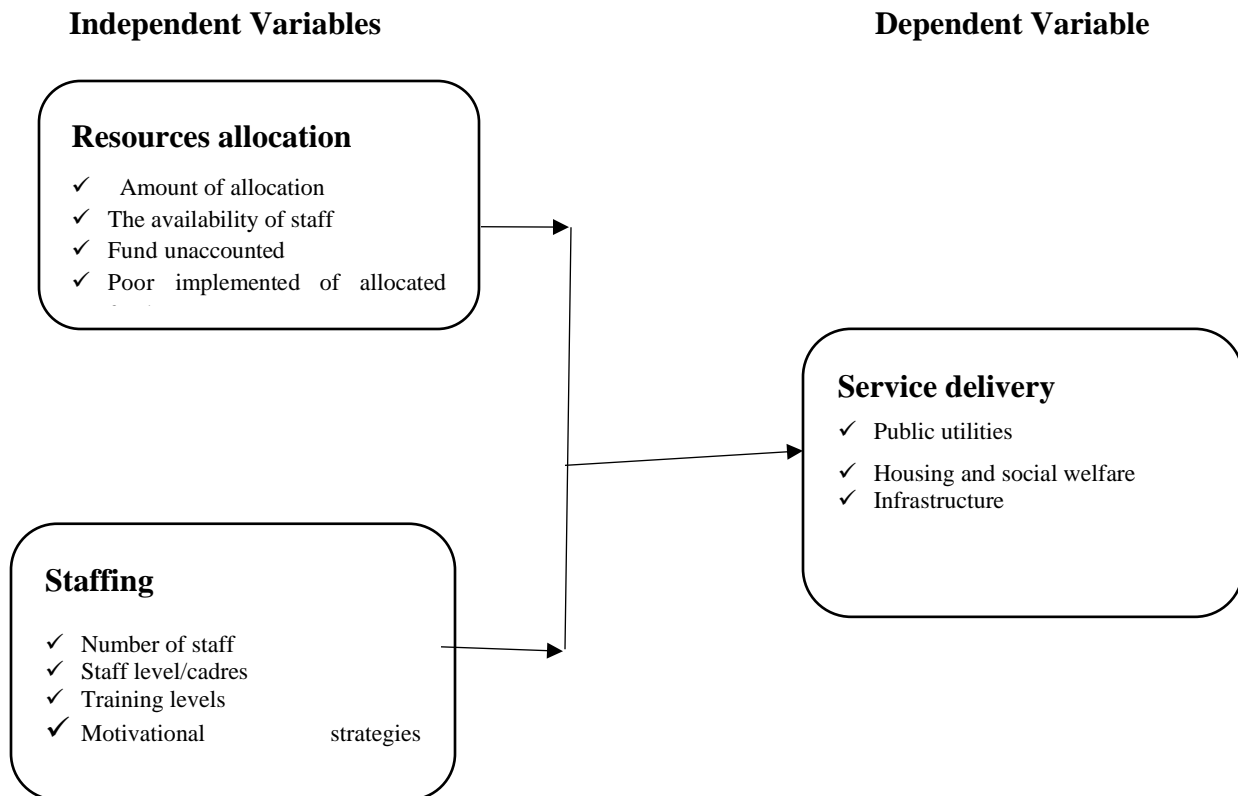
According to Laryea-Adjei (2006), a continuous process of transition that represents changes in social, political, and economic conditions will therefore be subject to devolved government initiatives. Therefore, all aspects of political, economic, and administrative decentralization need to be included. A conceptual model, the soufflé theory, was proposed by Parker (1995), which combines the essential elements of political, economic, and administrative decentralization. This is because they are merged to

produce optimal results. The constitutional viewpoint of the devolved government is taken from the central government to the elected local authorities as a transition of policy and legislative powers (Azfar, 1999).

The theory can be criticized based on the fact that the transfer of decision-making power to local authorities is not adequate to establish effective devolution if local governments are not responsible for the local population (Elsageer and Mbwambo, 2004). The theory can be criticized. Local transparency could be encouraged through different methods, such as media and NGO monitoring through third parties, extensive involvement, and local government oversight by the central government (Godda, 2014).

The Soufflé principle is at the centre of devolution in Kenya. With the adoption of the constitution, the devolution mechanism of the three powers (political, economic, and administrative) suggested by the Scouffle theory was completed at once. In the report, the theory is relevant as it helps to provide an in-depth understanding of Kenya's county governments' financial decentralization, political decentralization, and administrative decentralization. Therefore, the Soufflé hypothesis is important since it offers an in-depth interpretation of the entire process of devolution and service delivery discussed in this review.

2.2 Conceptual Framework



2.3 Research Gap

Studies have established that devolved governments have become the Centre for devolution in the world as has been confirmed by various reports like the ADB (2003) in Kenya and other

African countries. Though many studies have been carried out on devolution no study has been carried out to establish how devolved funding is affecting service delivery of the target groups particularly in Kenya. Klugman (1994) argues that advocates of decentralization from service delivery schools of thought attribute their support for a greater transfer of authority towards sub national tiers of government to their negative perception of the capacity of central governments to deliver public services efficiently. However, in his argument, Klugman has not shown how efficiency emanating from the transfer of authority to sub national tiers of government has led to the improvement of citizen welfare. In his view, Warner's, (2003) points that successful devolution on service delivery requires administrative and financial capacity and effective citizen participation, but many rural governments lack an adequate revenue base or sufficient professional management capacity. In his argument, Warner's fail to cite any case where strong administrative, financial capacity and effective citizen participation has led to improvement in socio-economic welfare of citizens enjoying devolved services.

3.0 RESEARCH METHODOLOGY

3.1 Research Design

Research design is a strategy or logical reasoning of an investigation that spells out how the study is to be performed. In this study mixed methods research was preferred due to the provision of a better conception of a research issue or dilemma and that a solo research approach is inadequate. (Creswell, 2014; Johnson, Omwuegbuzie & Turner, 2007; Teddie & Tashakkori, 2010; Ukwuoma, 2015).

3.2 Population

Abii and Rose, (2013), stated that population refers to any group of institutions, people or objects that have common characteristics. The target population for this study constituted of individuals living in Marsabit County, Members of County Assembly and Heads of Departments from various ministries. Based on 2019 census, Marsabit County has a population of 459,785. The researcher also targeted, 15 NGO members in the NGOs fraternity, Rural Development Agriculture Programme, Pastoralists Shelter Organization and Pastoralists Community Development Organization. To enable this research to achieve its objectives data that is both comprehensive and representative, the respondents were supplied with the questionnaires;

Table 1: Target Population

<i>Stata</i>	<i>Population</i>
<i>Loiyangalani</i>	35,713
<i>Marsabit Central</i>	79181
<i>Marsabit North</i>	54,297
<i>Marsabit South</i>	65,376
<i>Moyale</i>	108,949
<i>North Horr</i>	71,447
<i>Sololo</i>	44,822
<i>Total</i>	459,785

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Response Rate

The questionnaires return rate was very important in order to see the level of participation in this study according to the sample size of the participants. This has given the current study the basics of evaluating the level of representation.

Table 2: Questionnaire Return Rate

Response	Frequency	Percentage (%)
Filled in questionnaires	339	88.2%
Unreturned questionnaires	45	11.8%
Total	384	100%

Source: Research Findings (2020)

The researcher distributed 384 questionnaires to the sampled respondents. Those respondents that gave their contribution gave a response rate of 88.2%, which was considered extremely high to adequately represent the population targeted by the researcher. The following is the tabulation of the respondent's demographic information.

4.2 Descriptive Statistics Analysis

The study was based on four research objectives; to evaluate the influence of resources allocation on service delivery in Marsabit County, to determine the effect of public participation on service delivery in Marsabit County, to establish the effects of accountability and transparency on service delivery in Marsabit County and to assess the effect of staffing on service delivery on service delivery in Marsabit County, Kenya. These objectives were informed of research questions that were included in the questionnaires. Key questions were designed based on Likert Scale were represented not at all while 5 very high. The findings were as presented in the following sub-sections;

4.2.1 Resources Allocation

The study sought to determine the effect of resource allocation on service delivery in Marsabit County. The participants were asked to answer structural questions and responses were as presented below;

Table 3: Response Time

	Mean	SD
<i>How would you rate the response time to request for allocation of funds?</i>	2.96	1.306
<i>How would you rate the response time in approving decisions on allocation of funds?</i>	2.16	1.406

Source: Research Findings (2020)

The Table 3. Presents the response time for requesting for allocation of funds and approved decision making. The findings indicated that majority of respondents believed that the response time is low based on the means (2.96 and 2.16) for request for allocation of funds and approving decisions respectively.

4.2.1.1 Intervals for Updating the Project Information

The study sought to assess the intervals for updating project information. The findings were as presented in Figure below;

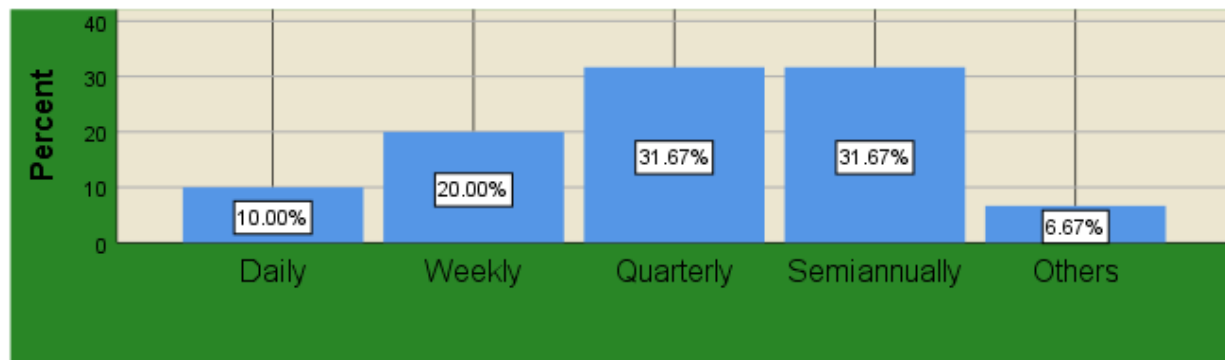


Figure 1: Intervals for Updating the Project Information

Source: Research Findings (2020)

Figure 1. shows the participants views on the interval of updating project information. The findings indicates that majority of respondents believed that the projects information are updated quarterly and semiannually, 20% weekly, 10% weekly while 6.67% others. The findings reveals that the updating time for information is more than three months, which risks the information accuracy. Therefore, there are high chances of underperforming on the projects because the stakeholders may miss relevant information in the stated time frame.

4.2.1.2 Challenge Faced in Fund Allocation

The study sought to determine challenges affecting funds allocation. The participant's responses were as shown in the figure below;

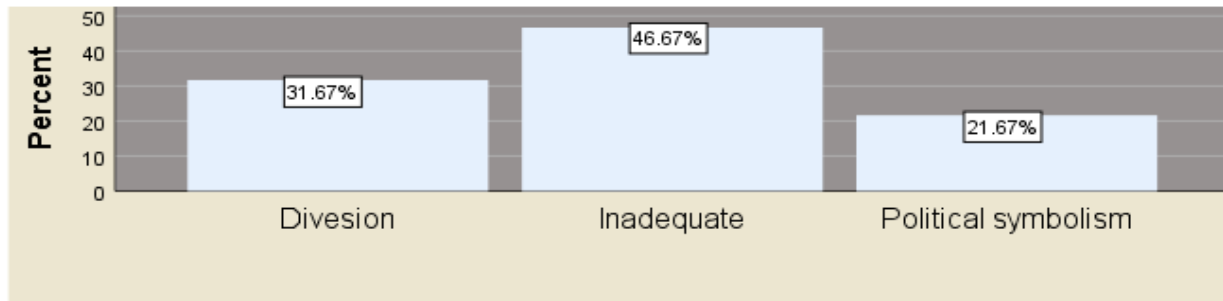


Figure 2: Challenges faced in Fund Allocation

Source: Research Findings (2020)

Figure 2. Presents the participants distribution based on challenges facing allocation of funds. The findings shows that majority (46.67%) of respondents indicated that the amount of disbursement for development projects are inadequate and affects the completion of projects, 31.67% the funds are periodically diverted to another project while 21.67% stated that the main issue affecting funds allocation is political symbolism. Britnell, (2015) in their study noted that projects completions are mostly affected by inadequate funds allocation and diversion. Moreover, the researcher indicated that some projects have stalled because of political narratives, whereby politicians fight to have projects in their constituencies and locations.

4.3 Accountability and Transparency

The study sought to determine the effect of accountability and transparency on service delivery. To accomplish the objective, the participants were provided with structured questions and responses were as shown below;

Figure 3. Accountability and Transparency Levels in the County

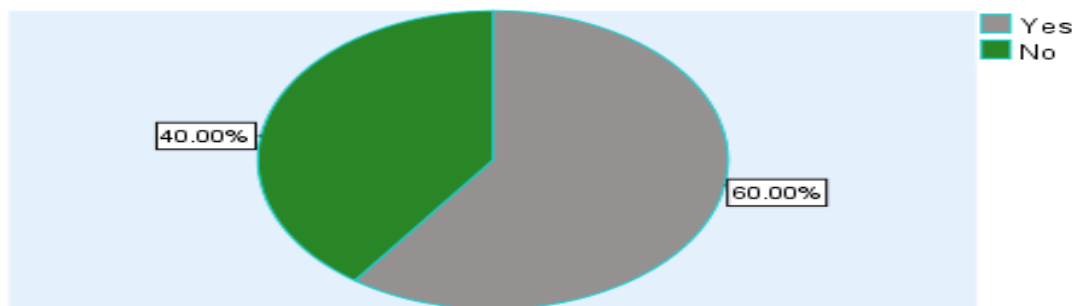


Figure 3: Accountability and Transparency

Source: Research Findings (2020)

The findings shows that most participants believe that Marsabit county government is very accountable (60%), while 40% noted that the government was not accountable. On this note the respondents were asked to reveal the level of accountability and transparency in the county, the findings are shown below;

Table 4: Level of Accountability and Transparency

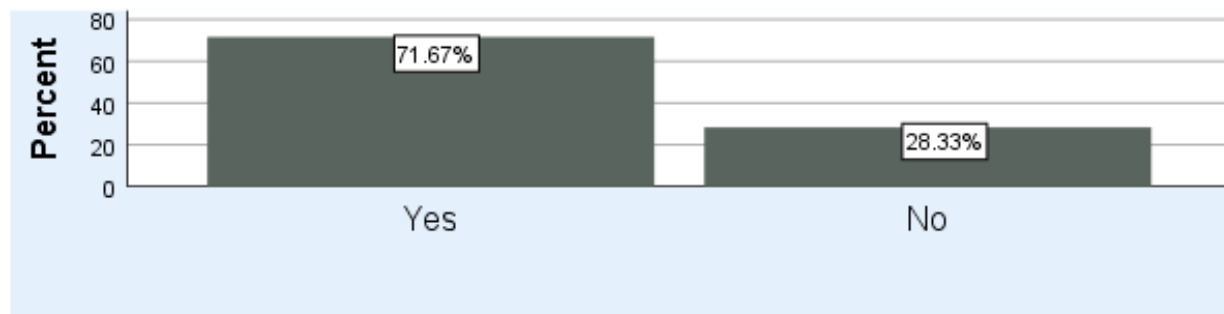
	<i>Frequency</i>	<i>Percent</i>
Very high	107	31.7%
High	136	40.0%
Moderate	34	10.0%
Low	62	18.3%
Total	339	100.0%

Source: Research Findings (2020)

Table 4 presents the participants views on the level of accountability and transparency. Majority (40%) of participants indicated that level of accountability and transparency is high in Marsabit County, 31.7% very high, 18.3% low while 10% moderate.

4.3. Accountability and Transparency and Service Delivery

The participants were asked to indicate if accountability and transparency affects service delivery in Marsabit County. The findings were as shown in the Figure below;

**Figure 4: Accountability and Transparency and Service Delivery**

Source: Research Findings (2020)

Majority (71.67%) of respondents believed that accountability and transparency affect service delivery in Marsabit County while 28.33% indicated that there is no impact as presented in Figure 4. The study sought to determine the extent at which accountability and transparency affects service delivery. The findings are as shown in the Table below;

Table 5: Effects of accountability and transparency on service delivery Level

	<i>Frequency</i>	<i>Percent</i>
Very high	102	30.0%
High	119	35.0%
Moderate	79	23.3%
Low	40	11.7%
Total	339	100.0%

Source: Research Findings (2020)

According to Table 5, majority (35.0%) of respondents stated that accountability and transparency has high impact on service delivery, 30% the impact is very high, 23.3% moderate while 11.7% the effect is low.

Onyinkwa (2014) suggested that openness and accountability contribute to increased responsiveness on the part of providers; enhanced access and quality of services; and, as a result, enhanced development outcomes. These arguments are focused on a variety of intermediate-level improvements, including enhanced policy, practice, actions and power relations. Despite the devolution that has been in effect for many years, the counties have failed to make 100% use of the distribution of funds, primarily due to corruption (as reinforced by Amolo, 2010) and lack of transparency and effects on the quality of services.

Amolo (2010) argues that Decentralization has gradually been embraced by African countries as a solution to strengthen governance and resolve the structural vulnerabilities that highly centralized regimes have produced. This involves corruption and the marginalization of minorities in the popular policy framework. The literature on decentralization suggests that the dispersal of power and jurisdiction enhances the discretion of local populations. Transparency can be used both as an underlying principle in democratic societies and as a way of achieving other significant political priorities, such as increasing transparency, trust, good governance or minimizing corruption (Grimme Ikhuijsen, 2012). Governments and others are kept updated in political processes in the interests of openness and responsibility (Gaber, 2007).

4.3.1 Advantage of Accountable and Transparent Human Resource

The participants were asked to indicate the advantages of Accountable and Transparent human resource. The findings are presents in the Table below;

Table 6: Advantage of Accountable and Transparent Human Resource

	<i>Frequency</i>	<i>Percent</i>
Exemplary service delivery	113	33.3%
Implementation and monitoring and evaluation of service delivery	74	21.7%
Committed to and supporting the management in influencing the service delivery	85	25.0%
Coordinates and communicate well in implementation of services in the county	68	20.0%
Total	339	100.0%

Source: Research Findings (2020)

Majority (33.3%) of participants noted that the main advantage of accountability and transparency human resource is helping in offering exemplary service delivery, 25.0% enhances committed to and supporting the management in influencing the service delivery and 20% helps in coordinates and communicate well in implementation of services in the county.

4.3.3 Staffing

The study aimed at determining the effect of staffing on service delivery, the participants answered structured questions to address this objective;

4.3.3.1 Well Staffed

This section presents the participants views about County government staffing; the responses were as presented in the diagram below;

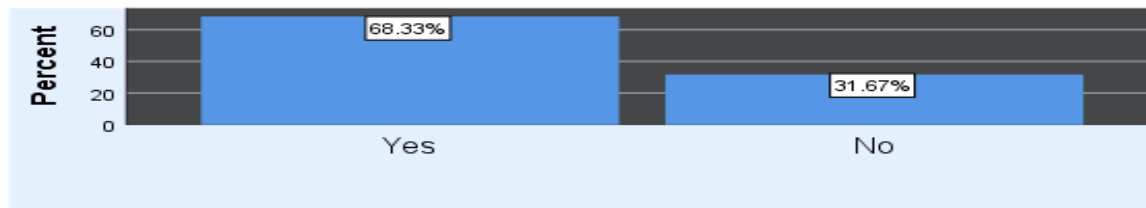


Figure 5: Staffed

Source: Research Findings (2020)

Figure 5. shows participants views on staffing on County level, whereby majority (68.33%) stated that the county is well staffed, 31.67% the institutions at County levels are understaffed.

4.3.3.2 Employees to Resident's Ratio and Provision of Services

The study sought to assess the effect of employees to resident's ratio and provision of services, the results are as shown below;

Table 7: Employees to Resident's Ratio and Provision of Services

	Frequency	Percent
Not at all	57	16.7%
Little	74	21.7%
Partially	68	20.0%
A lot	141	41.7%
Total	339	100.0%

Source: Research Findings (2020)

According to **Table 7**, majority (41.7%) of sampled population noted that employees to resident's ratio has a great impact on provision of services. The findings also demonstrates that 21.7% indicated that the impact is little, 20% the impact is partial while 16.7% not at all. Bertot and Janowski, (2016) opined that both product and service quality suffer as fewer workers are available to support consumers and to operate production lines at county level. Fewer workers need to work harder in order to accommodate a larger amount of work, and mistakes escalate as quotas are emphasized over efficiency.

Omolo, (2014) also noted that employees may be hurried into training or start working without training to relieve their workload. Bad service over time diminishes the image of a brand and keeps consumers away. Reducing staff leaves current employees accountable for further jobs, and growing workload brings burden to finishing work and meets success standards. Increased tension decreases the productivity and job satisfaction of workers, decreases the emotional and physical health of workers and can increase the time taken to work. Turnover rates often spike as overworked workers leave their jobs rather than keep up with increased workloads at the same rate of pay.

4.3.3.3 Level of Agreement on Statements on Staffing

The section aims at presenting participants views on staffing statements. The findings were as shown in the table below;

Table 8: Statements on Staffing

Statement	Mean	SD
Staff working at the country institutions are well trained and still take specialized training	3.99	1.402
Staff are well remunerated and motivated to deliver quality services	4.02	1.201
Due to the leadership of the hospital, staff issues are well address to minimize instances that can disrupt service delivery	4.82	1.156
Average means	4.27	1.253

Source: Research Findings (2020)

From **Table 8**. Majority (3.99, 4.02 and 4.82) agreed that staff working at the country institutions are well trained and still take specialized training, staff are well remunerated and motivated to deliver quality services and due to the leadership of the hospital, staff issues are well address to minimize instances that can disrupt service delivery respectively.

4.3.3.4 The Rate of influence of staffing on quality services

The participants were asked to rate the influence of staffing on quality services. The findings are indicated in the figure below;

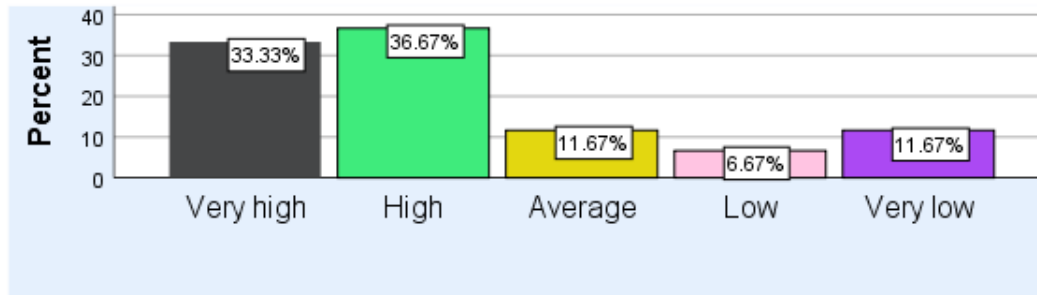


Figure 6: Rate of Influence of Staffing on Quality Service

Source: Research Findings (2020)

Majority (36.67%) of respondents believed that staffing has a high influence on quality service, 33.33% the influence is very high, 11.67% average or very low while 6.67% indicated that the effect is low.

4.5 Diagnostic Tests Results

4.1 Test for Multicollinearity

Multicollinearity studies were designed on the regression model to prevent wrong assumptions about the correlation between dependent variables and independent variable. Variance inflation factor (VIF) and degree of tolerance were used to suggest the existence of a multicollinearity measure. The results are summarized in the table.

Table 8: Multicollinearity Test

<i>Variable</i>	<i>Tolerance</i>	<i>VIF</i>
<i>Resource allocation</i>	0.657	1.521
<i>Public Participation</i>	0.44	2.272
<i>Accountability and Transparency</i>	0.511	1.955
<i>Staffing</i>	0.582	1.717

Source: Research Findings (2020)

The results of the analysis in the Table showed that the distribution of resources had a tolerance of 0.657 and VIF of 1.521, Public Engagement and Accountability and Openness of 0.44 and VIF of 2.272, financial management of 0.511 and VIF of 1.955, and Staffing tolerances of 0.582 and VIF of 1.717. Multicollinearity occurs when tolerance is less than 0.1 and VIF is greater than 10. However, for all variables, the steps were within an appropriate range and thus there was no issue of multicollinearity.

4.5.2 Autocorrelation Test

An autocorrelation test was performed for the analysis using the Durbin-Watson statistic as discussed in subsection 3.11(c). Verbeek (2004) and Gujarat (2009) indicated that, as a rule of thumb, if the value of Durbin-Watson is less than 1.0 or more than 3.0, there might be reason for worry. Verbeek (2004) argued that the closer to 2 the better. In the case of this analysis, the outcome of the autocorrelation test indicates that there was no reason for concern as the value of Durbin-Watson is 1.0 and lies between 1 and 2 and thus the residues are independent of each other.

4.5.3 Heteroscedasticity Test

Heteroscedasticity arises whenever the error variance varies through observations. This research utilized Breusch-Pagan / Cook-Weisberg as a measure for heteroscedasticity. The results obtained are presented in the following table;

Table 9: Heteroscedasticity Test

<i>H0</i>	<i>Chi2 (4)</i>	<i>Prop>Chi2</i>
<i>Constant variance</i>	0.322	0.532

Source: Research Findings (2020)

The analysis observed a chi square value of 0.322 and a p-value of $0.532 > 0.05$. It suggested that the hypothesis of homoscedasticity was accepted at 95 % confidence. Heteroscedasticity was thus not a concern and therefore the data were useful for diagnosis.

4.6 Correlation Analysis

The study sought to establish the influence of devolution on service delivery. A multiple regression model was used to establish the relationship between resources allocation, public participation, accountability and transparency, staffing and service delivery (dependent variable).

Table10: Correlation Analysis

		Service delivery	Resources allocation	Public participation	Accountability and transparency	Staffing
Service delivery		1				
		.000				
Resources allocation	Pearson Correlation	.563	1			
	Sig. (2-tailed)	.001	.000			
Public participation	Pearson Correlation	.422	0.634	1		
	Sig. (2-tailed)	.006				
Accountability and transparency	Pearson Correlation	.302	0.583	0.654	1	
	Sig. (2-tailed)	.001				
Staffing	Pearson Correlation	.643**	.532	0.854	0.432	1
	Sig. (2-tailed)	.000	.000	.002	0.001	

The Table 10 above presents the determinants of service delivery, whereby resources allocation has a Pearson Correlation of 0.563 indicating a positive relationship. The Sig. (2-tailed) was $0.008 < p\text{-value} (0.05)$, we failed to accept the null hypothesis and a conclusion is made that resources allocation has an impact on Service delivery. This finding goes hand in hand with Kakumani and Prabhakar (2014) who concluded that there is a correlation between resources allocation and service delivery. There is also a positive correlation between public participation, accountability and transparency and staffing with correlation 0.422, 0.302 and 0.643 respectively. This relationship is significant given their Sig. (2-tailed) is less than 0.05.

4.7 Inferential Statistics

A multiple regression model was used to establish the relationship between resources allocation, public participation, accountability and transparency, staffing and service delivery (dependent variable). The Regression model summary is presented in Table below;

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 ^a	.456	0.645	.123

a. Predictors: (Constant), resources allocation, public participation, accountability and transparency, staffing

Dependent Variable: Service delivery

Source: Research Findings (2020)

From Table 11 the coefficient of correlation was 0.675 indicating that devolution has a positive effect on service delivery. Hence, the counties that have adopted devolution have a high chance of enhancing service delivery. The coefficient of determination (Adjusted R²) was 0.645 meaning that the regression could explain up to 64.5 percent of the variation in the service delivery. The rest of percent of the variation could be due to other predictors not in the model which could include the source of funds and distribution. The findings were in line with those of Kamwana and Muturi (2014) found that resources allocation, public participation, accountability and transparency, staffing contributed to service delivery. Kakumani and Prabhakar (2014) also found that resource allocation has a greatest leverage for planning, measuring, and increasing the overall quality services.

4.8 Hypothesis Results

Table 12: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.383	4	1.846	1.394	.003 ^b
	Residual	74.160	56	1.324		
	Total	81.543	60			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), resources allocation, public participation, accountability and transparency, staffing

Source: Research Findings (2020)

The table presents the model fitness whereby an F-statistic 1.394 and a p-value of $0.003^b < 0.05$. This shows that the model is suitable for the prediction at 95 percent confidence level. In this case. The Sig. (2-tailed) was $0.008 < p\text{-value} (0.05)$, we failed to accept the null hypothesis and a conclusion is made that resources allocation, public participation, accountability and transparency, staffing has an impact on service delivery. Devolution has a significant impact on county government service delivery. Mbugua (2013) found that NGOs that applied effective resource allocation and accountability in government institutions have resulted in improved service delivery. The study also established a significant relationship between resources allocation, public participation, accountability and transparency, staffing and service delivery.

Table 12: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.727	.146		-4.992	.000
Resources allocation	.261	.072	-.204	-3.624	.000
Public participation	.905	.092	.779	9.802	.000
Accountability and transparency	.486	.081	.446	5.974	.000
Staffing	.058	.085	-.055	-.685	.000

a. Dependent Variable: service delivery

Source: Research Findings (2020)

From Table above, the following regression equation was established:

$$\text{Service delivery} = 0.727 + 0.261 \text{ Resources allocation} - 0.905 \text{ Public participation} + 0.486 \text{ Accountability and transparency} + .0058 \text{ Staffing}$$

According to the Table, the findings obtained show that financial allocation had a coefficient of 0.261. The positive coefficient means that financial allocation has a positive impact on the service delivery. The p-value of 0.001 is less than p-value (0.05), the null hypothesis is rejected and conclusion made that financial allocation has a significant effect on service delivery. Public participation had a coefficient of 0.261. The positive coefficient imply that public participation has a positive effect on service delivery. This variable has a sig-value (0.001) meaning that its effect on service delivery is significant. Hence, an increase in public participation will enhance service delivery at the County. Accountability and transparency had a coefficient of 0.486. The positive coefficient indicates that accountability and transparency has a positive impact on service delivery. This variable had a p-value of 0.0001 showing that it has a significant impact on service delivery. Finally, Staffing has a coefficient of 0.058 and p-value of 0.001, implying that the variable has a significant positive effect on service delivery. This implies that all the devolution variables namely; resources allocation, public participation, accountability and transparency, staffing have a positive and significant impact on the service delivery. Consequently, a unit increase in these independent variables will result in a significant unit increase in the service deliver in the County. The findings were similar to those of Nturibi, (2014) who showed that devolution has a positive impact on service delivery. From the model coefficients table, the following regression model was fitted

$$Y_i = 0.727 + 0.261 X_1 - 0.905 X_2 + 0.486 X_3 + .0058 X_4$$

Whereby; Y_i represents service delivery, X_1 is the resources allocation, X_2 is public participation practices and X_3 is the accountability and transparency and X_4 is staffing.

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study aimed at determining the impact of devolution on service delivery in the public service in Kenya, a case study of Marsabit county government. On the allocation of funds and approved for decision making. The findings indicated that most of respondents believed that the response time is low for request for allocation of funds and approving decisions. The study found that the projects information are updated quarterly and semiannually. Moreover, the researcher revealed that updating time for information is more than three months, which risks the information accuracy. On challenges facing allocation of funds, the findings shows that the amount of disbursement for development projects are inadequate and affects the completion of projects.

The second objective of the study was to determine the impact of public participation on service delivery. The study found that most employees are members of community based project management group. Also, most residents belong to a community group hence they can easily contribute to county development or they can easily be consulted before implementing anything. Majority of sampled employees indicated that they were member of CBO while others were NGO member. The study indicates that most of respondents stated the project management group have the committee. The committee members are appointed by donor agent, this has a substantial effect on the delivery of services, namely health and education.

The third objective of this study was to determine the impact of accountability and transparency on service delivery. The researcher determined the accountability and transparency level in the county, whereby the employees believe that Marsabit county government is very accountable. The paper outlined that the participants believed that accountability and transparency affects service delivery in Marsabit County. It is worth noting that most staff sampled believed that accountability and transparency has high impact on service delivery. Lastly, the researcher determined that advantage of accountable and transparent Human Resource. In this case, the main advantage of accountability and transparency human resource is helping in offering exemplary service delivery. What's more, some believed that enhanced committed to and supporting the management in influencing the service delivery and helps in coordinates and communicate well in implementation of services in the county.

The fourth objective of the study was to determine the effect of staffing on service delivery. The paper indicated that the county is county is well staffed. The sampled population noted that employees to resident's ratio has a great impact on provision of services. On the level of agreement on statements on staffing, the employees revealed that staff working at the country institutions are well trained and still take specialized training, staff are well remunerated and motivated to deliver quality services and due to the leadership of the hospital, staff issues are well address to minimize instances that can disrupt service delivery. Moreover, the participants believed that staffing has a high influence on quality service. It also can be noted that participants stated that the county has enough public utility in the county and devolution has

helped in the county housing and social welfare. The study found that correlation was 0.675 indicating that devolution has a positive effect on service delivery.

5.2 Conclusion of the Study

The study concludes that the allocation of funds and approved for decision making. The findings indicated that most of respondents believed that the response time is low for request for allocation of funds and approving decisions. It's also included that challenges facing allocation of funds, the findings shows that the amount of disbursement for development projects are inadequate and affects the completion of projects. The study also concludes that the county has employees believe that Marsabit county government is very accountable. Accountability and transparency affects service delivery in Marsabit County. The researcher found that most employees are members of community based project management group and have community blessings. Majority of residents belong to a community group hence they can easily contribute to county development or they can easily be consulted before implementing anything. . The study concludes that most employees are members of community based project management group. The employees belong to a community group hence they can easily contribute to county development or they can easily be consulted before implementing anything.

With respect to the staffing component of Marsabit County, the report concludes that the County was not well staffed to allow the ratio of workers to people more likely to impact the provision of quality services. However, the report concludes that workers employed in the organizations are well educated and also undergo advanced instruction. The analysis showed that workers were not well remunerated and driven to offer professional healthcare facilities. The analysis also showed that the degree of staffing has a direct effect on the provision of services.

Community participation is gradually becoming a crucial feature of decentralization reforms that include the transition of power and accountability for public functions from the central government to subsidiary or quasi-independent government agencies or the private sector. The results indicate that there is a statistically significant positive effect of citizen engagement in the delivery of services to county governments in Kenya. The study concludes that financial allocation, public participation, accountability and transparency and staffing has a significant impact on service delivery.

5.3 Recommendations of Study

It has also been identified that the funds allocated to the organization have been provided late, thereby impacting the efficiency of the services rendered. The report recommends that the National Government placed in place structures to resolve the problems faced during the movement of money to the counties. The legislature could also be effective in deliberating on time County Tax Bills to prevent delays.

Successful public engagement activities of local governments also resulted from the findings of the report. The analysis also showed that public engagement contributes to better service quality. The analysis also suggests that county governments strengthen civic participation practices in order to ensure citizen involvement in governance. The report further advises that county governments continue to include citizens in their activities in order to maintain quality service delivery to their consumers. Specifically, the report suggests that the government allow the people to join a consultative meeting held by the government, to lodge concerns with the

government and to contribute directly to construction programs in the counties. As a consequence, the civic engagement initiative could be introduced in all county governments in Kenya.

Suggestion for Further Research

The study recommends further research studies on monitoring and evaluation of how devolution of the government service delivery has affected implementation and provision of healthcare services. For generalization, the study recommends further studies on influence of devolution of government service delivery on provision of healthcare in other health facilities of the same magnitude in other Counties. Given the fact that devolution is a new concept in Kenya, more study research should be carried out to evaluate the effect of devolution of government service delivery on healthcare staff motivation in provision of healthcare services.

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