
**Factors Affecting Devolved Public Sector Services in Kenya: A Case of County
Government of Kiambu**

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ABSTRACT

This study sought to determine factors affecting devolved public sector services in Kiambu County, Kenya. The population of this study constituted the entire political, technical and civic leadership of Kiambu County who are residing within the bounds of the said county at the time the study. A sample of 117 respondents was selected from the target population of 391. Primary data was collected by use of questionnaires which contained both structured and unstructured questions. Data was analyzed using descriptive and inferential statistics. This study established that resources have a significant positive contribution to devolved public sector services. The results of this study also show that legislation has a significant positive contribution to devolved public sector services. The findings of this study show that staff competence have a significant positive contribution to devolved public sector services. The findings also show that empowerment has a significant positive contribution to devolved public sector services. This study concludes that resources are critical in improving devolved public sector services. The county government needs resources to deliver devolved public sector services. Legislation affects delivery of devolved public sector services. Sound by-laws in the county will ensure that devolved public sector services are delivered satisfactorily. Investment in staff competence is important to the county government as it will improve delivery of devolved public sector services. Competent staffs are more likely to deliver devolved public sector services effectively. Empowerment of county government staff is likely to improved delivery of devolved public sector services. This study recommends that the central government should allocate more resources to county government for the latter to deliver improved devolved public sector services. The county government should find ways of mobilizing resources internally to supplement central government allocation. The county assembly should enact sound by-laws that will support delivery of devolved public sector services. The central government and county government should invest in staff competence. The central government and county government should empower county government staff.

Keywords: county, devolved, government, resources, legislation, competence, empowerment.

INTRODUCTION

Background

Devolution is one among several forms of decentralization, which is a characteristic of all governments globally. One analyst distinguishes vertical decentralization, which 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. Indeed, a study of decentralization in 30 African countries concluded that: It is significant to note that in no country was the claim to centralization as a preferred organizational model neither made or implied, nor was decentralization considered undesirable, only difficult to effect and sustain (Ndegwa, 2002).

According to Ronald (2002), devolution has been successful in other parts of the world, US, India, Nigeria, Sweden, UK and South Africa. Uganda practices devolution through kingdoms Tanzania through Jimbos. There is varying devolution system in place for instance; US, Nigeria and India systems are for federal states. Counties will have to draw experiences from similar environments and factors that bring them closer and learn how they operates, benchmark their strengths and transfer that knowledge and experience to benefit the county. Counties should design and develop slogans to serve as a rallying call or marketing edge.

In a landmark 2010 vote, two thirds of Kenyans approved a new rights-based constitution that incorporates mechanisms for greater public participation, representation and civil engagement. Devolution of the government represents one such mechanism. By transferring authority to lower administrative levels, devolution aims to bring government closer to citizens, increase transparency and enable Kenyans to hold their government accountable. At present, the devolution structure and resource allocation mechanism remains a highly contested area, especially in Kenya due to lack fairly logical common ground for the distribution. The devolved government structure in the new constitution is a product of highly emotive debates and several attempts at building consensus during the review process. It is expected that the devolved system of government should help to cure various historical

injustices in respect to land rights and ownership and skewed resource distribution. Minorities, marginalized groups and communities in Kenya face various challenges (Kiprorir, 2008).

Revenue allocation is also proving to be a divisive issue. By law, counties are entitled to least 15% of the total National Revenue collected. Despite many counties currently enjoying adequate funding, there is still a feeling that budgetary allocations need to be increased, and that the central government is reluctant to do this. Many county governors in the recent times had seen to launch a spirited campaign to that effect and have interpreted the perceived national government reluctance as a ploy to frustrate the effectiveness of devolved units. On closer scrutiny though, the reality, as with the transfer of power, is that county governments do not have the absorption capacity for more than 15% of the national government revenue. Added to this are demands by county assembly authorities, like their national counterparts, for increased remuneration and benefits beyond the \$1500 monthly package (Kinyua, 2016).

Statement of the Problem

Although Kenyans have enacted a new constitution, which established a system of devolved government with 47 lower level county governments issues have been raised on the operation of the county governments (Ghai, 2007; Juma, 2008). Questions have been raised on the accountability of procedures followed in the overseeing of some of the functions such as the provision of health care, and maintenance of infrastructure like the roads, which were previously the responsibility of Kenya's national government. Concerns have been raised that although some of the services such as health care have been devolved there is still a lot of government control and bottlenecks at the grass root levels (Juma, 2008).

The transferring of resources and responsibilities to county governments has raised issues on the capacity of the county governments to effectively offer quality services (Muriisa, 2008). The Kiambu County encounters a problem when the projects needing funding greatly outweigh the funds available or allocated to the county. Some of the primary threats to devolved government are: institutional reforms coupled with incompetent staff members; embezzlement of resources through shoddy procurement

deals, delays in undertaking a number of critical transitional activities; a tendency of government to discharge functions that are not within its purview; policy, legislative and institutional frameworks that are not cognizant of devolution and; leadership squabbles (Burugu, 2010; Kiprorir *et al.*, 2012).

Simsek and Celik (2009) in their study showed that devolution should be followed as it allows experimentation and innovation and has better response to citizen preferences, promotes political participation, sub-national control, and enhances policy-making legitimacy. Devolution is relatively new development in the country. Empirical studies on the behavior of this phenomenon both at the national and county levels are yet to be initiated. This has to lack of authentic empirical evidence to enhance management of public affairs in era of the new constitutional dispensation in Kenya. However, concerns are beginning to be registered raising the need to study this aspect of devolution from an academic point of view. Thus, the purpose of this study was to investigate factors affecting devolved public sector services in Kiambu County, Kenya.

Objectives of the Study

The general objective of this study was to determine factors affecting devolved public sector services in Kiambu County, Kenya.

The specific objectives of the study included:

1. To determine how staff competence affects the devolved public sector services in Kiambu County.
2. To determine the effect of funding resources on the devolved public sector services in Kiambu County.
3. To establish the extent to which legislation affect the devolved public sector services in Kiambu County.
4. To establish how empowerment affects the devolved public sector services in Kiambu County.

Research Questions

1. How does staff competence affect the devolved public sector services in Kiambu

County?

2. How does funding affect the devolved public sector services in Kiambu County?
3. How does legislation affect the devolved public sector services in Kiambu County?
4. How does empowerment affect the devolved public sector services in Kiambu County?

LITERATURE REVIEW

Resources

Arguments favoring the devolution of resources to local levels of governance emphasize that the enhanced decision-making power, authority and control over resources play a pivotal role economic and social development (Cheema & Rondinelli, 2007). They contend that devolution will result in increased citizen participation are perceived to have the capacity to make political and financial decisions affecting their economic and social welfare. The impure theoretical argument for decentralization (Azfar, Kahkonen, Lanyi, Meagher & Rutherford, 2004). By bringing government closer to local people, it is asserted that the government will be better informed to local needs and preferences, resulting in increased accountability and enhanced responsiveness of officials and government at the empowered local or regional level (Brinkerhoff *et al.*, 2007).

Land has been among the essential resources at the centre of inequality in Kenya. It is virtually impossible to separate present inequalities in land ownership from the colonial land policies. The land regime established by the colonialists' vested ultimate ownership and control of land in the State. This was achieved through the 1902 and 1915 Crown Lands Ordinance in which Crown Lands included almost all land in the territory. Indigenous occupants and users had no ownership rights over land. Rather than reverse the property regime at independence, the post-colonial government simply renamed Crown Lands as Government Land. The powers previously enjoyed by the governor were transferred to the Presidency. In effect, the Executive arm of the State through the presidency and commissioner of lands has the exclusive power to make decisions on the administration, disposal, and use of public land without reference to public representative organs such as the National Assembly. Land rights activists argue that the state monopoly over land undermines the democratic management of resources and violates the principle of transparency in governance. In so doing it institutionalizes abuse of power and encourages corruption. Administration of land under the Local Authorities has also been affected by the same authoritarian

and unaccountable management practices (Kenya Land Alliance-KLA, 2004a)

Political influence, abuse of power and mismanagement have thus played a big role in creating inequality in land distribution in the country (Syagga, 2006). There have been situations where contrary to the provisions of the law, land has been allocated by officers without the authority to do so in particular the provincial administration and politicians. For the most part, Land has been a resource to be dished out to politically correct people for personal enrichment. The irregular allocation of land has not only created inequalities but interfered with protected lands with ecological integrity, cultural relevance or strategic location. Such lands include forests and wetlands, such as the Mau Forest debacle the country is grappling with today. Illegal allocations in urban areas have not only resulted in loss of public utility land such as playgrounds and road reserves but to increased spread of informal settlements in which Kenyans live in squalid conditions. Continued land policies in the country have done little to correct the historical imbalances of the colonial land management system that neglected non-high potential areas (Syagga, 2006). It is for the afore-mentioned reasons that land rights activists have argued for the creation of an independent body with constitutionally guaranteed powers to hold land in trust for Kenyans. This would curtail the use of land for political patronage and rewards (KLA, 2004a & Syagga, 2006). The proposed institution should provide for effective checks and balances within its structure in the form of decentralized semi-autonomous and elected divisions at local levels (KLA, 2004a).

Legislation

The first stage of the County implementation process comprises the development of policy and legislation. This was done by the Taskforce on Devolved Government (TFDG) under the Ministry of Local Government (MOLG). The TFDG was mandated to make recommendations on necessary legislation and administrative procedures for a smooth transition to county governments. The Taskforce prepared a policy report, a policy Sessional paper and six devolution Bills in 2011. Parliament has enacted several of these laws, including the Urban Areas and Cities Act, 2011, the Transition to Devolved Government Act, 2012 and the Intergovernmental Relations Act, 2012 among others.

The assignment of responsibilities for public functions is tantamount to the distribution of political power and is consequently important in every devolved system¹⁰. The Transition to Devolved Government Act, 2012 establishes a framework for the transition to devolved government in accordance with section fifteen(15) of the sixth schedule of the Constitution of Kenya, 2010 (TISA, 2012). Parliament also enacted the Intergovernmental Relations Act, 2012. The Act provides a framework of consultations and cooperation between the national and county governments as well as between county governments themselves. The Act also provides for the resolution of intergovernmental disputes pursuant to Articles 6 and 189 of the Constitution. There are few studies on legislation at the county levels, but are incorporated in political systems of devolved governments.

There is no consensus on the perceived benefits of legally recognized self-government, (Belanger, 2008; Alcantara, 2008). There are also conflicting perspectives in the academic realm regarding the desirability and potential consequences of devolution and political decentralization. Arguments against decentralization fall into two categories, focusing either on national effects or local effect (Azfar *et al.*, 2004). At the national level, scholars have argued that the establishment of sub-national (or sub-provincial/territorial) governments can lead to fiscal deficits, as local government debts are reluctantly absorbed by the central government (Azfar *et al.*, 2004; Treisman, 2007). At the local level, rather than increasing democratic accountability, it has been argued that local elites can benefit disproportionately from devolution, effectively creating “authoritarian enclaves” in local settings (Diamond, 2002; Hutchcroft, 2001).

Empowerment

Thomas (2003) gives a brief definition of empowerment as a desired process by which individuals typically including the poorest of the poor, take control over their lives, thus becoming agents of their own development. This is enhanced through training on promoting development and working directly on projects designed and run collaboratively. For devolution of power to be successful parties involved should be trained regularly in order to enhance effective service provision.

Kenya, in spite of its elaborate devolution programme, still exhibits some central government constraints on local decision making especially in areas of local taxation, including the capping of local tax levels, thus affecting the resources available to support local development initiatives these constraints have not extinguished the desire to development new ways of involving people in the decisions that shape their lives at local level, and as Sutherland (2001) observed empowerment is so much a theme of our time that local authorities need to develop strategies which increase public influence and control over the activities. In reinforcing this view, the World Bank (2000), in a large-term perspective study carried out in 1987, concluded this: many basic services are best managed at the local level even at the village level- with the central agencies providing only technical advice and specialized inputs. The aims should be to empower ordinary people to take charge of their lives, to make communities more responsive for their development and to make governments listen to their people. By training/empowering the people throughout society to voice their concerns and take direct action to achieve their ends, the trend is strongly in favour of more participatory politics, greater accountability, and hence establishment of successful devolution.

Staff Competence

Training is teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development (Jacoby & Jeff, 2004).

Training is very necessary to both employees in the public sector and the locals. Local government training and management is the level of democracy that is closest to the people and allows local populace to actively participate in affairs which affect them

directly. The locals of the county should be trained on their democratic rights pertaining the public sector services. County government can regulate matters that pertain to their local citizenry using their own knowledge and local expertise. Reddy and Sabelo (2008) have identified five ingredients which they describe as the hallmarks of classical representative county government democracy training as practiced in many countries.

Devolved Public Sector Services

According to Porter (2001), devolution is the transfer of political, administrative and fiscal management powers from central government to sub-national (e.g. state, regional, or local) authorities. During the late 20th century, however, groups in both federal and unitary systems increasingly sought to reduce the power of central governments by devolving power to local or regional governments. For example, United States wanted to diffuse power away from Washington, D.C. towards state and local governments.

Devolution has been advocated as a political response to the ills plaguing fragile and plural societies, such as, conflicts, inequalities, economic stagnation, corruption and inefficient use of public resources. Besides, devolution is also implemented as a reaction to external pressure from organized groups (or separatists). For devolution to be effective, however, the criteria of subsidiary and consensus must be observed (Dent, 2004; Kimenyi & Meagher, 2004). There are several ways in which devolution impacts governance. First, by distributing authority over public goods and revenues devolution makes it difficult for individuals or groups of official actors to collude and engage in corrupt practices. Second, where devolution of authority takes place along territorial and communal lines, it can foster effective cooperation within the devolved units.

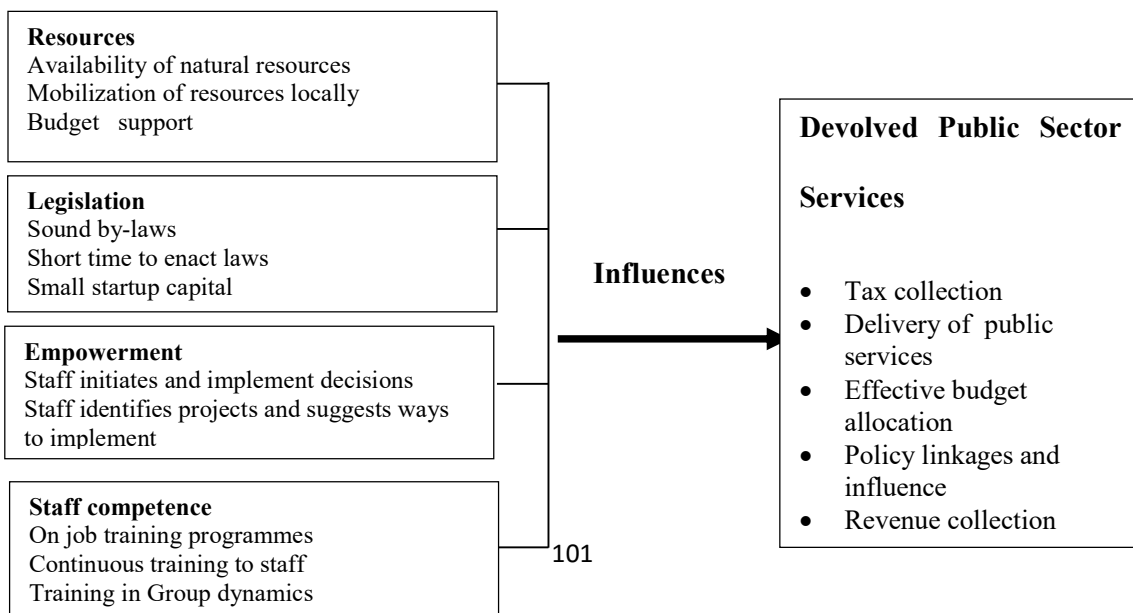
The key economic rationales for decentralization are well articulated by Musgrave (2000) and Oates (2001). They argued that decentralization may improve governance in public service provision by improving the efficiency of resource allocation. Further, they observe that sub-national governments are closer to the people than the central government and as a result have better knowledge about local preferences.

Local governments are therefore better placed to respond to the diverse needs of the local people. In addition, decentralization narrows down the social diversity and subsequently the variation in local preferences. This reduces the opportunities for conflicts among different communities. Tiebout (2004) noted that decentralization promotes competition among the sub-national governments and thus enhances the chance that governments will respond to local needs, as a result, countries are able to attain higher levels of efficiency in the allocation of public resources.

Musgrave (2000) further stated that decentralization can enhance productive efficiency by promoting accountability, reducing corruption, and improving cost recovery. First, by reducing bureaucratic filters decentralization minimizes the likelihood of conflicts between elected officials and civil servants. Second, hard budget constraints, usually set at the sub-national level, compel local governments to minimize the costs of delivering public goods and to optimize on cost recovery. Third, decentralization motivates social cohesion, especially at the local level, which in turn fosters cooperation that is critical in sustaining pressure against corruption. Fourth, sub-national governments are better positioned to overcome information asymmetry and hence tailor policies and service provision according to local preferences.

Conceptual Framework

This study was guided by the following conceptual framework, which was used to explain the interrelationship between variables.



**Independent variables
variable**

Dependent

RESEARCH METHOD

Research Methods and Design(s)

In this study, descriptive research design was used. According to Cooper and Schindler (2009), a descriptive study is concerned with finding out who, what, where and how of a phenomenon without manipulating the subjects being studied in their environment.

Population and Sample

The population of this study constituted 391 staff and assembly members from Kiambu County Government who were put into two categories; public servants and members of county assembly. Stratified random sampling was employed to select a sample of 117 respondents.

Data Collection, Processing and Analysis

The main instruments of data collection for this study were questionnaires. Questionnaires were used for data collection because they offer considerable advantage in the administration and analysis of data collected. The questionnaires were used to collect data from MCAs, sub county and ward administrators. The questionnaire comprised of five sections and both close-ended and open-ended items. The MCAs, Sub County and ward administrators were visited in their sub counties and wards and the questionnaires were administered to the respondents. The MCAs, Sub County and ward administrators were given one week to fill in the questionnaires after which the filled-in questionnaires were collected. The study generated quantitative and qualitative data. Quantitative data was analyzed using descriptive statistics including mean, standard deviation, frequencies and percentages. Multiple linear regression analysis was also used to analyze quantitative data. Results were presented in tables. Qualitative data was analyzed using content analysis.

RESULTS AND DISCUSSION

Resources

The respondents were asked to show their level of agreement with statement concerning resources availability in the county. They were asked to use a five point likert where 1= none, 2= slightly, 3= moderate, 4= high and 5= very high. The results in table 1 show that respondents were moderate on the statements that there is availability of natural resources (M=3.22, SD=.901), there is mobilization of resources locally (M=3.85, SD=.769), there is provision of resources for budget supporting by central government (M=3.85, SD=.769) and there is injection of resources by donors such as grants and loans (M=3.10, SD=.913). However, the results show that respondents disagreed with the statement that there are donations by profit organizations in the county (M=2.53, SD=1.215). These results are summarized in table 1.

Table 1: Resources Availability in the County

	Availability of natural resources		Mobilization of resources locally		Provision of resources for budget supporting by central government		Injection of resources by donors e.g. grants, loans		Donations by profit organizations in the country	
	F	%	F	%	F	%	F	%	F	%
None	0	0.0	0	0.0	0	0.0	7	6.0	38	32.5
Slightly	22	18.8	0	0.0	0	0.0	22	18.8	12	10.3
Moderate	62	53.0	44	37.6	44	37.6	40	34.2	34	29.1

High	18	15.4	46	39.3	46	39.3	48	41.0	33	28.2
Very high	15	12.8	27	23.1	27	23.1	0	0.0	0	0.0
Total	117	100.0	117	100.0	117	100.0	117	100.0	117	100.0
N	117		117		117		117		117	
Mean	3.22		3.85		3.85		3.10		2.53	
Std. Deviation	.901		.769		.769		.913		1.215	

Legislation

The respondents were asked to indicate their level of agreement with statements regarding the government enacting sound by-laws or legislation. They were asked to use a five point likert where 1= none, 2= slightly, 3= moderate, 4= high and 5= very high. The results in table 2 show that respondents were moderate on that statements that the government has enacted sound by-laws for levying local taxes (M=3.50, SD=.970), traffic control (M=3.42, SD=.710), business licenses (M=3.58, SD=.883) and town parking (M=3.47, SD=.783). The findings also show that respondents were moderate on the statements that the county assembly is fully operational (M=3.56, SD=.885), that it take short time to enact laws (M=3.17, SD=.606) and it has enacted laws on environmental protection in general (M=3.09, SD=.682).

Table 2: Government has Enacted Sound By-Laws

	Levying local taxes		Traffic control		Business licenses		Town parking		The county assembly is fully operational		Take short time to enact laws		Environmen tal protection in general	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
None	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

Slightly	15	12.8	6	5.1	6	5.1	6	5.1	6	5.1	13	11.1	22	18.8
Moderate	53	45.3	65	55.6	62	53.0	65	55.6	64	54.7	71	60.7	62	53.0
High	24	20.5	37	31.6	24	20.5	31	26.5	22	18.8	33	28.2	33	28.2
Very high	25	21.4	9	7.7	25	21.4	15	12.8	25	21.4	0	0.0	0	0.0
Total	117	100.0	117	100.0	117	100.0	117	100.0	117	100.0	117	100.0	117	100.0
N		117		117		117		117		117		117		117
Mean		3.50		3.42		3.58		3.47		3.56		3.17		3.09
Std. Deviation		.970		.710		.883		.783		.885		.606		.682

Staff Competence

The respondents were asked to show their level of agreement with statements regarding staff competence. They were asked to use a five point likert where 1= none, 2= slightly, 3= moderate, 4= high and 5= very high. The results show that the respondents were moderate on the statement that there are competent staff to implement its scheme (M=3.40, SD=1.091) and that occasionally the county sponsor staff for relevant training programmes (M=3.09, SD=1.022). However, the respondents disagreed with the statement that there is continuous job training (M=2.97, SD=.845). These results are shown in table 3.

Table 3: Staff Competence

Competent staff to implement its scheme	Occasionally the county sponsor staff for relevant training programmes	There is continuous job training
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	F	%	F	%	F	%
None	0	0.0	0	0.0	0	0.0
Slightly	24	20.5	43	36.8	43	36.8
Moderate	53	45.3	34	29.1	34	29.1
High	9	9.7	27	23.1	40	34.2
Very high	31	26.5	13	11.1	0	0.0
Total	117	100.0	117	100.0	117	100.0
N	117		117		117	
Mean	3.40		3.09		2.97	
Std. Deviation	1.091		1.022		.845	

Empowerment

The respondents were asked to show their level of agreement with statements regarding empowerment of county government staff. They were asked to use a five point likert where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. The results show that the respondents were neutral on the statements that the members of staff in the county are given room to initiate and implement decisions (M=3.09, SD=.867), county staff are appointed to committees and their contributions acknowledged (M=3.25, SD=1.082) and that county staff identifies projects and suggest ways to implement (M=3.31, SD=1.276). The results are shown in table 4.

Table 4: Empowerment

	The members of staff in the county are given room to initiate and implement decisions		County staff are appointed to committees and their contributions acknowledged		County staff identifies projects and suggest ways to implement	
	F	%	F	%	F	%
Strongly disagree	0	0.0	0	0.0	9	7.7
Disagree	33	28.2	33	28.2	24	20.5
Neutral	47	40.2	46	39.3	37	31.6
Agree	31	26.5	14	12.0	16	13.7
Strongly agree	6	5.1	24	20.5	31	26.5
Total	117	100.0	117	100.0	117	100.0
N		117		117		117
Mean		3.09		3.25		3.31
Std. Deviation		.867		1.082		1.276

Devolved Public Sector Services

The respondents were asked to show their level of agreement with statement that services of devolved county activities has been well. They were asked to use a five point likert where 1= none, 2= slightly, 3= moderate, 4= high and 5= very high. The majority of respondents (52.1%) indicated slightly while 18.8% indicated high. Respondents who indicated moderate were 13.7% while 15.4% indicated very high as shown in table 5.

Table 5: Services of devolved county activities has been well

	Frequency	Percent	Cumulative Percent
Slightly	61	52.1	52.1
Moderate	16	13.7	65.8
High	22	18.8	84.6
Very high	18	15.4	100.0
Total	117	100.0	

The respondents were asked to rate the public services delivery in their county. The results in table 6 show that 34.2% of the respondents rated public services delivery as fair while 31.6% rated them as poor. Only 15.4% of the respondents rated public services delivery as excellent while 18.8% rated them as good. These findings are shown in table 6.

Table 6: Public services delivery in the county

	Frequency	Percent	Cumulative Percent
Poor	37	31.6	31.6
Fair	40	34.2	65.8
Good	22	18.8	84.6
Excellent	18	15.4	100.0
Total	117	100.0	

Regression Analysis

A multiple linear regression analysis was conducted to establish the relationship between the independent variables and the dependent variable. The independent variables included resources, legislation, staff competence and empowerment. The dependent variable is devolved public sector services. The results of multiple linear regression analysis show that predictor variables resources, legislation, staff competence and empowerment were able to explain 90.7% of variation in devolved public sector services (Adjusted $R^2=0.907$). These results are shown in table 7.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.907	.35268

a. Predictors: (Constant), Empowerment, Resources, Staff Competence, Legislation

The Analysis of Variance was used to test the goodness of fit of the regression model used. The significance of F value was used to determine goodness of fit of the model used in the analysis. Statistically significant F value represents goodness of fit while non significant F value represents the opposite. The results presented in table 8 show that $F=283.376$ was statistically significant ($p=0.000$) hence the model used for this analysis was statistically significant and the results shown did not occur by chance.

Table 8: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	140.992	4	35.248	283.376	.000 ^b
Residual	13.931	112	.124		
Total	154.923	116			

a. Dependent Variable: Devolved Public Sector Services

b. Predictors: (Constant), Empowerment, Resources, Staff Competence, Legislation

Coefficients table shows contribution of each variable to the variation in the dependent variable. The results in table 9 show that resources contributed positively to devolved public sector services by a factor of 0.069. This implies that for a unit change in resources, the devolved public sector services will change by 0.069 units.

This relationship was statistically significant ($\beta=.069$, $p=0.000$). The results also show that legislation contributed positively to devolved public sector services by a factor of 0.067. This means that for every unit change in legislation or by-laws, there will be 0.067 changes in devolved public sector services. This relationship is also statistically significant ($\beta=0.067$, $p=0.000$). The findings presented in table 9 have shown that staff competence positively contributes to devolved public sector services by a factor of 0.140 which means for every unit change in staff competence, there will be 0.140 changes in devolved public sector services. The findings also show that empowerment contributed positively to devolved public sector services by a factor of 0.091. This implies that for every unit change in empowerment, there will be 0.091 changes in devolved public sector services. These results are summarized in table 9.

Table 9: Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	-1.956	.185		-10.597	.000
Resources	.069	.012	.212	5.724	.000
Legislation	.067	.016	.278	4.307	.000
Staff Competence	.140	.026	.343	5.392	.000
Empowerment	.091	.020	.245	4.516	.000

a. Dependent Variable: Devolved Public Sector Services

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study concludes that resources are critical in improving devolved public sector services. The county government needs resources to deliver desired devolved public sector services. This study also concludes that legislation affects delivery of devolved public sector services. Sound by-laws in the county will ensure that devolved public sector services are delivered satisfactorily. This study concludes that investment in staff competence is important to the county government as it will improve delivery of devolved public sector services. Competent staffs are more likely to deliver devolved public sector services efficiently and effectively. This study also concludes that empowerment of county government staff is likely to improved delivery of devolved public sector services. Empowered employees will be more motivated to work and improve county government performance in terms of delivery of devolved public sector services.

Recommendations

This study recommends that the central government should allocate more resources to county government for the latter to deliver improved devolved public sector services. The study also recommends that county government should find ways of generating or mobilizing resources internally to supplement central government allocation. This will ensure that devolved public sector services are delivered without failure. This study recommends that the county assembly should enact sound by-laws that will support delivery of devolved public sector services. The study also recommends that Kenyan parliament should support county assemblies in developing laws that can have positive impact on the livelihood of the people at the county level. This study recommends that the central government and county government should invest in staff competence. This could be through hiring competent people, offering training and ensuring that staff acquire skills to work in their best way possible. The study also recommends that the central government and county government should empower county government staff. This could be done through workshops, seminars, allowing

growth at work, delegation of duties and responsibilities and inclusion in decision making.

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