



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

¹Salim Said Ali, ²Dr. Wepukhulu Matanda Joshua

¹Master Student, Jomo Kenyatta University Of Agriculture And Technology

²Lecturer, Jomo Kenyatta University Of Agriculture And Technology

Accepted September 22, 2021

ABSTRACT

Devolved government consistently encompasses a shift of power and control, and thus challenges accountability and service delivery. This study sought to determine the effects of devolution on service delivery in the public service in Kenya, a case study of Marsabit county government. The study was guided by the following general objectives; to evaluate the influence of resources allocation to counties on service delivery, to determine the effect of public participation on service delivery. To achieve the objectives of the study primary data was collected through questionnaire administration. The data collected, tabulated and analyzed using multivariate regression model with the aid of SPSS version 25 software. A 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 was used questionnaires for data collection from the staff members. The questionnaires will consist of both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The findings of the study indicated that; allocation of funds and approved for decision making were significant variables in the determination of service delivery at Marsabit County government. The findings further indicate that Marsabit County is not well staffed hence likely impacting on the quality of service delivery. The study concludes that for service delivery to be enhanced in Marsabit County government enhanced: financial allocation, public participation, accountability and transparency and staffing has to put in place.

Keywords: *Resources Allocation, Public Participation, Service Delivery*

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). White (2005), asserts that the rise of the worldwide economy, expanded devolution of government work, prominent discretions power authorities, and shortcoming of the current assistance conveyance framework have prompted the need by governments in directing how they spend their resources with a view of achieving service delivery to its citizens. Rondinelli (1999), notes that devolved government involves 'the exchange of power and duty regarding public capacities from the central government to subordinate or semi-autonomous government associations or the private area'. The exchange can be through de-focus, appointment, devolution or privatization/liberation and includes (a blend of) monetary, managerial, political and financial powers and capacities (Phillip, 2009).

Globally, the decentralized government system has had varied outcomes in terms of quality for various types of local government. Several academic studies have been conducted on the effectiveness of devolved entities. In Colombia, Sanjir (2017) found that devolved entities outperformed the central government in charge of financing water projects and managing the country's water supplies. In Chile, Bird and Bahl (2013) revealed that the decentralization of political establishment to the grassroots resulted in the optimum use of resources for the providing of public utilities such as maternity care, which negatively impacted the country's rank of regional governments' achievement. Thuku (2020) demonstrated in Finland that disparities in health-care funding levels have a detrimental impact on the execution of healthcare initiatives such as healthcare facilities and local town dispensaries in Italy's district municipalities. Kiroro (2020) noted that, although decentralized government promised improved service quality to the country's citizens, different decentralized units in various nations have shown varied outcomes in terms of functionality. Thuku (2020) observed in South Africa that inadequate execution of fiscal centralization of social infrastructure subsidies from regional governments to local governments has a negative impact on the latter's financing of on-ground hygiene and sewerage projects.

Numerous African central governments have started or extended cycles to move authority, force, obligations, and assets to sub-public levels. Hence, the African nations which have been decentralized incorporate Kenya, Botswana, Burkina Faso, Ethiopia, Ghana, Mali, Mozambique, Nigeria, South Africa, Tanzania, and Uganda (Dickovick & Riedl, 2010). Notwithstanding this, there are scarcely any studies that have been undertaken to determine the far-reaching and relative manner in which decentralization has impacted service delivery. A great part of the findings has centered on a particular arrangement of issues, for example, interest, strengthening, or financial self-sufficiency (Batchelor, Smith, & Fleming, 2014).

In Nigerian Federalism, the adaptation of decentralization was embraced as a method for accomplishing its truly necessary objective of National reconciliation. Generally, the federalism embraced was required to lessen the massively forceful between ethnic rivalry and strain and relieve the dread of control by large clans over the little clans. It was foreseen this would bring the government closer to the individuals and give various communities more chance, consequently integrating as a nation (Ngundo, 2014). Be that as it may, the foreseen gains in Nigeria have not been accomplished. The example of Nigeria shows that notwithstanding the reception of federalism, power as opposed to being scattered to the states is still to a great extent amassed in the central government. The emergency of the public mix is still serious and has accordingly made Nigerian federalism a significant test (Robinson, 2007).

The proclamation of the Constitution of Kenya on 27 August 2010 cleared the 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). Kenya's devolution arrangement of administration is one of the most yearning types of decentralization including huge scope of 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 & 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 are decentralized is not restricted to instructions, public wellbeing, water disinfection, streets support and social government assistance programs (Robinson, 2007).

Marsabit County has a population of 350,000 (459,785) people, according to 2019 demographic, and a voter registration population of 120 people, according to the previous election. The county is split into four (4) assembly members 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 & Spitzer, 2014). Marsabit County government is divided into two branches: executive and legislature. The executives are 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 an 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.

Statement of the Problem

The 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 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 Marsabit 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 in 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 civic education for the public to comprehend the County government operations contributes to ineffective service delivery and poor oversight by a member of the county assembly to ensure executives implement the project such as Abattoir (commercial slaughterhouse) at Segel area. The public was not aware of 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 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 have 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 the County government of Marsabit a research gap this study intends to bridge.

Research Objective

- To evaluate the influence of resources allocation on service delivery in Marsabit County, Kenya.
- To determine the effect of public participation on service delivery in Marsabit County, Kenya.

Theoretical Review

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).

Agency Theory

One of the dominant theoretical perspectives for understanding and explaining public governance reforms is the Principal-Agent theory (also called Agency Theory). Thus, Jensen and Meckling (1976) suggested this theory. The theory suggests a 'principal' with clear goals and 'agents' who are expected to execute actions to achieve those goals. The agency relationship, which relies on power roles and information flows between principals and agents, is the cornerstone of the principal-agent theory. The question, then, is how leaders should address agents' desires so that they are in line with the goals they want (principals) to accomplish (Masanyiwa, Niehof, and Termeer, 2012).

The agency theory is related to top-down and bottom-up models by Mewes, (2011). Local governments are agents of the top-down model, exercising duties on behalf of the central government (principal). The ultimate principals are the people or service consumers in the bottom-up model, while lawmakers are agents as members in decision-making bodies. Local government managers responsible for conducting service delivery tasks, in essence, are representatives of local elected officials and consumers of services. Consequently, Kayode *et al.* (2013) further claim that the ultimate principals of a democratic polity are people who are users of particular government services.

Conceptual Framework

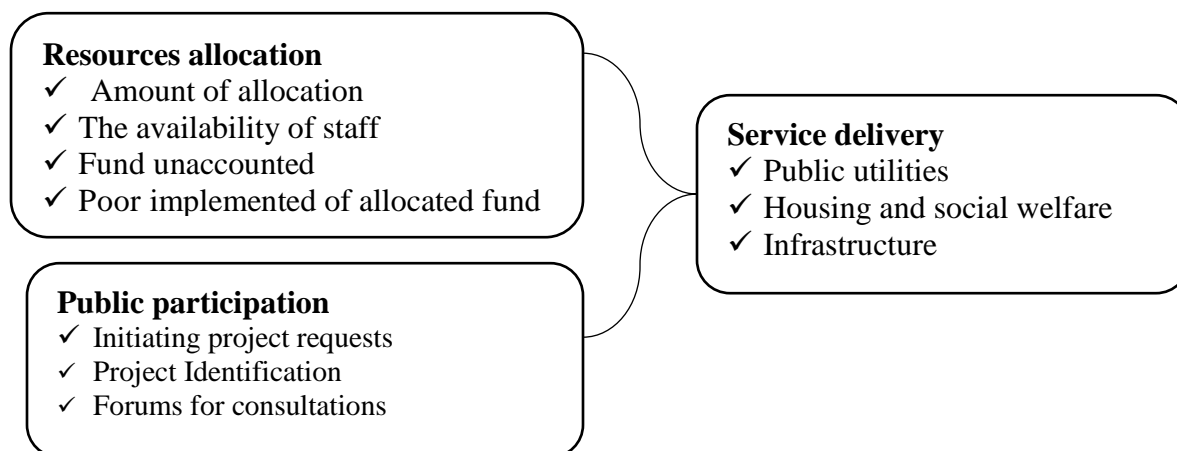


Figure 1: Conceptual framework

Resources Allocation

The allocation formula infers that regions will get a more prominent portion of salary the greater their general population, the higher their poverty rate and the greater they are the extent that land mass. Since all districts would confront some fixed expenses of running their nearby government, 25 percent of the incomes are to be shared similarly among all areas (Lawless and Moore, 2009). Another 2 percent of income is given as a motivator to financial obligation, and will be at first common similarly among the provinces. The thought is that those districts that deal with their assets better and are more powerful in activating their own assets will be compensated by accepting a higher portion of the assets under the financial obligation boundary (Lawless and Moore, 2009).

Assets are the benefits at a hierarchical removal that can be applied to overseeing profitability. Assets incorporate incomes, HR, gear, materials, land, and corporate data. Assets comprise of physical and virtual assets. The physical assets are shared over various demands through provisioning dependent on set models by Devolved units (Hart and Lishner, 2005). The solicitation for assets is depicted through a lot of boundaries itemizing the handling and needs Provisioning fulfills the solicitation by planning assets to physical ones. The multifaceted nature of finding an ideal asset allotment is exponential in declined governments (Hart and Lishner, 2005).

Public Participation

Community participation suggests counsel and working with and not for individuals. Individuals will partake and contribute seriously to something they feel part of, relate to, and partner with their endeavors. Bertot and Janowski, (2016), feel firmly about this point and accentuates that for network cooperation to be significant an official choice must be made by individuals. Notwithstanding, our networks now and then don't use this open door productively at all focuses. The arranged social change must be acknowledged through the support of the network in all the phases of the improvement cycle. Resident cooperation in administration and public help

conveyance is progressively sought after in an offer to improve the exhibition of governments. Undoubtedly, improving the conveyance of public administrations keeps on being a key target that has involved the plan of public overseers and scientists. The investigation directed by Bertot and Janowski, (2016) made an appraisal of Community Participation in Water Supply and Sanitation Services: The Case of Yombo Dovya and Barabara ya Mwinyi, people group water ventures, Temeke District, Tanzania. It was reasoned that the network cooperation significantly affects service delivery.

Empirical Review

Declined units can allot assets to ventures as indicated by plan, or by defining objectives, letting lower levels of the association settle on the asset allotment choices. Regressed units asset allotment dynamic gives results coordinating the general procedure (Eakin and Anderies, 2016). Defining objectives for usage lower in the association may bring about undertaking asset allotment. Reverted Governments offer types of assistance and different assets for a scope of public strategy purposes. It is a crucial standard of policy management that these assets are devedined to the individuals who are qualified for them dependent on legitimacy and value and not for incidental, insignificant or inappropriate reasons (Malatesta and Smith, 2014). Regressed government units' control or oversee public assets for distribution to candidates or customers dependent on the customers' individual needs, segment qualities or other foreordained standards. Instances of these assets incorporate public lodging, childcare or school spots and handicap administrations portion more suitable to the nearby circumstance. Devolved government unit's assignment of assets may prompt an under-provisioning of assets. To conquer the previously mentioned errors, inputs required from the two allocators of assets and clients for asset designation techniques. The connection between income assortment and administration conveyance can be obviously depicted by different principles and guidelines overseeing the Local Governments (Butler and Bazemore, 2013).

Faced with constraints and disappointments of centralized service delivery especially at the local level, governments have gone to decentralized systems of administration conveyance (Robinson, 2007). As per Azfar et al., (1999) decentralization has included 'the exchange of managerial, monetary and political powers and elements of the focal government to bring down level governments. The quantity of nations receiving it, and the size of execution has made devolution a key worldwide pattern in policy implementation and the executives over the most recent thirty years (Steiner, 2005).

In a World Bank strategy research paper on devolution and administration conveyance, Ahmad et al., (2005) see that in the period 1980-2005 'more than 75 nations had endeavored to move obligations of the state to bring down levels of government'. This has been with regards to expanding center around just administration, whose center standards incorporate cooperation, straightforwardness, responsibility, subsidiarity and partition of forces (Cheema, 2007). In this specific circumstance, devolution is viewed as a helpful method for accomplishing the standards, by what Cheema calls, giving an institutional system at the sub-region level through which gatherings and residents can compose themselves and partake in political and financial choices influencing them. Robinson, (2007) progresses that such a plan depends on the supposition that

the local government units will be more receptive to the necessities of the residents and consider their inclinations in deciding the sort of administrations to be given, the degree of assets required, and the ideal methods for guaranteeing powerful conveyance.

METHODOLOGY

The study used qualitative research design because it permitted various specifications and examining the complicated path models that included a sophisticated understanding of social media and public opinion. The target population for this study was constitute of individuals who are living in Marsabit County. Based on 2019 census, Marsabit County has a population of 459,785. The researcher targeted 15 NGO members from the following NGOs in the County, Rural Development Agriculture Program, Pastoralists Shelter Organization and Pastoralists Community Development Organization. To generate a sample in this analysis, the researcher used both likelihood and non-probability strategies. Stratified sampling was used in chance sampling to guarantee that components were uniformly spread across Marsabit County's eight Sub-counties (Qader *et al.*, 2020). The study was used questionnaires for data collection from the staff members. The questionnaires consisted of both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The data from the field is not clean; it is difficult to interpret this type of data. As such, they must be cleaned, coded, and entered in the SPSS. The collected data had to be tabulated and analyzed in order to have clarity with the help of SPSS (version 25).

FINDINGS

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 revel of representation.

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.

Descriptive Statistics Analysis

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 1: Response Time

	<i>Mean</i>	<i>SD</i>
<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

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. Response time for funds allocation has affected service delivery in Marsabit, as such most projects have stalled.

Intervals for Updating the Project Information

The study sought to assess the intervals for updating project information. The findings were as presented in Figure 1;

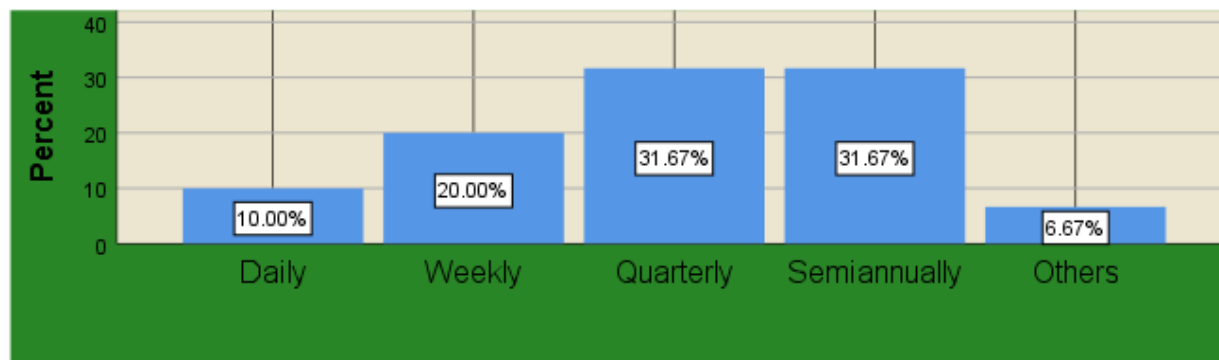


Figure 1: Intervals for Updating the Project Information

The findings indicate that majority of respondents believed that the projects information is updated quarterly and semiannually. The findings also show that 20% of participants information is updated weekly. The findings reveal 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.

Challenge Faced in Fund Allocation

The study sought to determine challenges affecting funds allocation. The participant's responses were as shown in the figure 2;

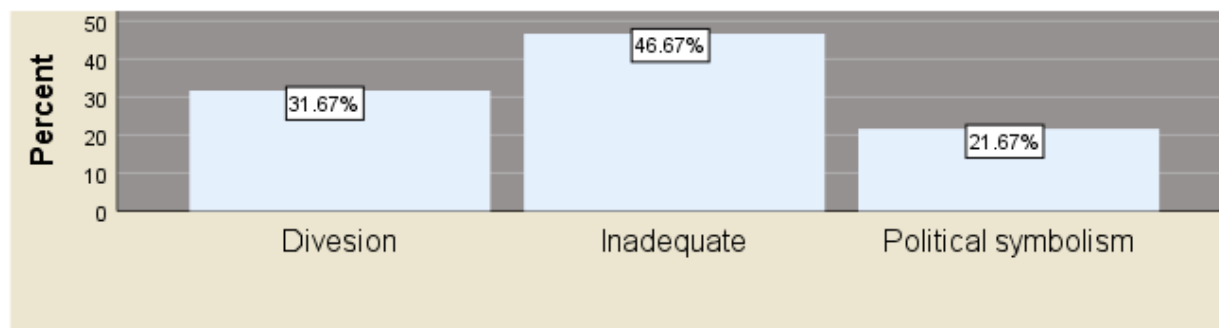


Figure 2: Challenges Faced in Fund Allocation

The findings show 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. Otieno, (2019) noted that politics has fueled tension and insecurity and terror attacks in Marsabit, which negatively affected projects completion. Insecurity as a result of numerous terror attacks in the region, which has resulted in a consistent work halt every time a security incident occurred.

Public Participation

The study sought to assess the effect of public participation on service delivery. To answer this objective, structured questions were asked to assess the participant's views or perceptions. The findings were as shown in the subsections below;

Member of Community-Based Project Management Group

The study sought to determine if the residents belong to any community-based project management group. The findings are shown in Figure 3.

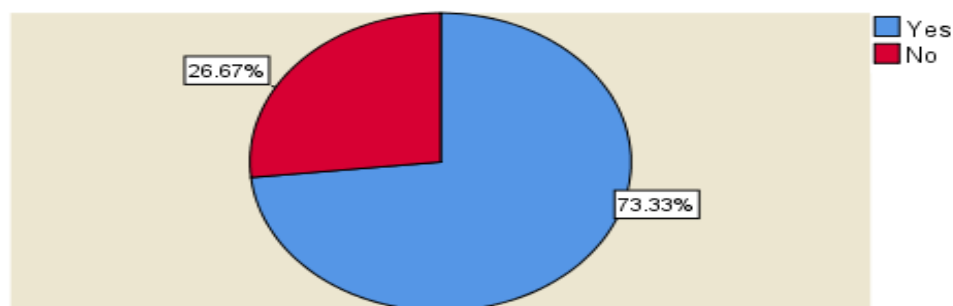


Figure 3: Member of Community-Based Project Management Group

Figure 3 presents participants distribution on member of community-based project management group. The findings indicated that majority (73.33%) of sampled population are members of community-based project management group while 26.67% are not members of any group. The findings imply that most residents belong to a community group hence they can easily contribute to county development or they can easily be consulted before implementing anything. The findings concur with the conclusion by Britnell, (2015) that being a member of a certain group either private or public is vital in enhancing public participation.

Group Type

The respondents were asked to indicate the type of group they are in, their responses were as presented in figure 4;

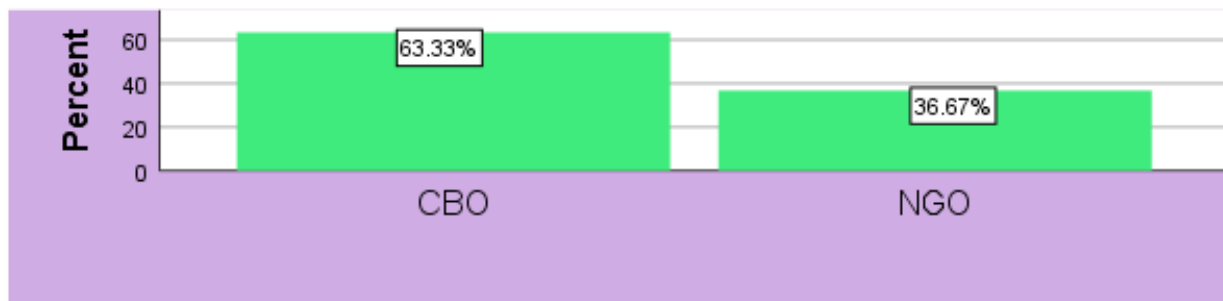


Figure 4: Group Type

Figure 4 shows the participants group type whereby majority (63.33%) indicated that they were member of CBO while 36.67% were NGO member. The findings imply that most residents prefer community-based organization to Non-governmental organization groups, since CBO plays an imperative role in airing the resident's views.

The participants noted that the CBOs function as an apex body for the group to participate in small-scale industries, vocational trade, agricultural growth ventures, rural transport and other socio-economic activities. Adejumobi (1991) communities then seek solace in CBOs who encourage the government to pay attention to development issues in their communities and/or pursue development programs and initiatives who they observe are very much required in their immediate communities.

“The CBOs are linked to self-help. They are the media for the deployment of capital to face urban problems. These include funding and carrying out initiatives, campaigning and nominating leaders to elected offices to present their interests and to press forward their needs and to improve human capital toward the potential planning needs of immediate populations.”

As a result, their impacts have been felt in the fields of agricultural production, industrial production, policy, employment, schooling, policy, employment and infrastructure, environmental and physical development, among others.

The participants indicated that the role played by these groups. Community-based organizations (CBOs) are not profit-driven, agencies at local and national level, promoting economic building activities. The goal of the CBOs is to prepare, execute and track social and economic growth projects and provide technical and financial support to the communities.

“The goal of the CBOs is to prepare, execute and track social and economic growth projects and to deliver them. Professional and financial support to the society. CBOs have a positive effect on the mechanism of rural transition, i.e. an improvement in rural transition. Population jobs, increase of fitness, nutrition and literacy. Many of the services that might be ensure that reforms in rural areas are made: provision of microfinance for micro-enterprises, health and school, organic forestry, animal husbandry, clean water and sanitation.”

A number of scholars have demonstrated the relevance and contribution of CBOs to CBOs. Organizations are involved in national social and economic growth in general and rural areas in particular. Non-Governmental Organizations [NGOs] are known to be non-profit organizations with grassroots participation. Empowering deprived groups of the population (Clark, 2019). Similarly, the position of non-government Organizations (NGOs) in the planning and administration of rural development programs have been analyzed. Uphoff's (2014) recommends five main fields of operation in which NGOs may make their contributions, i.e. natural practices. These organizations aim at enhancing the management of capital, rural infrastructure, production of human resources, economic production and non-agricultural industry at county level.

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).

Table 5: Correlation Analysis

			Service delivery	Resources allocation	Public participation
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		

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

* . Correlation is significant at the 0.05 level (2-tailed).

The table shows that there is no significant correlation between Resources allocation, Public participation, Accountability and transparency, staffing and service delivery with $r(0.563, 0.422, 0.302$ and 0.643) respectively. These findings go 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. These relationships are significant given their Sig. (2-tailed) is less than 0.05.

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 6;

Table 6: 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

b. Dependent Variable: Service delivery

The model analysis of regression in Table 4.20 indicates the strength of the relationship between the independent variables (resources allocation, public participation, accountability and transparency and staffing) and the dependent variable (service delivery). The findings show that R square value in this case was 0.456, which clearly suggests that there is a strong relationship between resources allocation, public participation, accountability and transparency, staffing and service delivery. This indicated that resources allocation, public participation, accountability and transparency, staffing share a variation of 12.3% of 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.

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-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 7: Regression Coefficients

Model	Unstandardized		Standardized t	Sig.
	Coefficients			
	B	Std. Error	Beta	
(Constant)	.727	.146	-4.992	.000
Resources allocation	.261	.072	-.204	.000
Public participation	.905	.092	.779	.000

a. Dependent Variable: service delivery

According to the findings obtained, 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 enhance service delivery at the County. This finding is in line with Musoke (2011) who showed a significant relationship between public participation and service delivery. The authors indicated that the engagement of individuals in the government and growth conversation was emphasized as a strategy for increasing the abilities of the disadvantaged in the country in search for reducing poverty and excellent leadership. Accountability and transparency had a coefficient of 0.486. The positive coefficient indicates that accountability and transparency have 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.

Conclusion

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.

Recommendations

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.

REFERENCES

- Aberdeen, G. (2010). Best practices in E -Procurement: Abridged report. New York: American Association for Public Opinion and Research.
- Abii, F. E., & Rose, J. M. (2013). Effects of individual and organizational factors on the turnover intentions of information technology professionals. *International Journal of Management*, 30(2), 740.
- Atieno, P J, Nancy E.,& Spitzer, D., (2014) Kenyan Nurses Involvement in National Policy Development Processes Nursing Research and Practice Volume 2014 (2014), Article ID 236573, 10 pages
- Azfar, O. e. a. (1999). Decentralization, Governance and Public Services: The Impact of Institutional Arrangements. Working Paper No.255, IRIS Center.
- Bertot, J., & Janowski, T. (2016). Universal and contextualized public services: Digital public service innovation framework.
- Best J. W. & Kahn J. V. (2006). Research in education (10th ed.). Boston: Pearson Education, Inc.
- Blunt, P. & Turner, M. (2007). Decentralization, Deconcentration, and Poverty Reduction in the Asia Pacific', in G.S. Cheema and D.A. Rondinelli (Eds) Decentral.
- Borg, W. R., & Gall, M. D. (2003). *Educational Research: An Introduction* (Fifth Ed.). New York: Longman.
- Butler, D. C., & Bazemore, A. W. (2013). Measures of social deprivation that predict health care access and need within a rational area of primary care service delivery. *Health services research*, 48(2pt1), 539-559.
- Conyers, D. (2007). Decentralisation and Service Delivery: Lessons from Sub-Saharan Africa. *IDS bulletin*, 38(1), 18-32.
- Cheema, S., & Rondinelli, A. (2007). Decentralizing governance: emerging concepts and practices. Brookings Institution Press.
- Chukwuemeka, E., Ugwuanyi, B. I., Ndubuisi-Okolo, and P. & "Nigeria Local Government: A Discourse on the Theoretical Imperatives in a Governmental System." *An International Multidisciplinary Journal*, Ethiopia, Vol. 8 (2), 305-324.
- Eakin, H., & Anderies, J. M. (2016). Cognitive and institutional influences on farmers' adaptive capacity: insights into barriers and opportunities for transformative change in central Arizona. *Regional environmental change*, 16(3), 801-814.
- Elsageer, A., and MbwambJ. (2004). Does Decentralization Have a Positive Impact on the Use of Natural Resources? A Paper for Interdisciplinary Course, International Doctoral Studies at University of Bonn.
- Elliot, M. (2004). How procurement managers view low cost countries and geographies: a perceptual mapping approach. *International Journal of Physical Distribution & Logistics Management*, 38(3), 224-243.
- Enikolopov, R., and Zhuravskaya, E. (2007). Decentralization and political institutions. *Journal of Public Economics*, 91, 2261-2290.
- Faems, D., & Sels, L. (2005). The effect of individual HR domains on financial performance.
- Farooq, M. K., Shamail, S., and Awais, M. M. (2008). Devolution in a Virtual Enterprise. *IFIP International Federation for Information Processing*, 283, 433-440.

Godda, H. G. (2014). Decentralization of Secondary School Management in Tanzania: Strengths and Prospects. *Journal of Education and Practice*, 5(37), 116-124.