

**THE ROLE OF GOVERNANCE IN SERVICE DELIVERY IN NYERI CENTRAL  
SUB-COUNTY, NYERI COUNTY, KENYA**

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**A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS  
FOR THE AWARD OF MASTER OF ARTS  
DEGREE IN GOVERNANCE AND ETHICS OF  
MOUNT KENYA UNIVERSITY**

**May, 2025**

## DECLARATION AND APPROVAL

### DECLARATION BY THE STUDENT

This Project is my original work; it has not been submitted in any other university or institution for any other award except to MKU for the partial fulfillment of the award of a Master's Degree in Governance and Ethics.

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**15/ 05/2025**

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### APPROVAL BY THE SUPERVISOR

This project was put forward for inspection with my consent as University Coordinator.

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**17/05/2025**



## **DEDICATION**

I would like to dedicate this project to the almighty God for good health, my family, and my parents for trusting in my capacity. Your love has been my driving force and has given me the encouragement and support to journey this far in my studies.



## ACKNOWLEDGMENT

I wish to acknowledge my spiritual father, Archbishop Makarios, my sponsor Ms Marina Shacola, and the Sophia Foundation for Children for the financial and unquestionable support they have given me towards this study.

To my lecturers and supervisor, Dr. Dennis N. Wamalwa, for your patience, guidance, and advice. God bless you.



## **ABSTRACT**

Both national and local authorities are becoming more interested in ways that can enhance governance and the provision of services to citizens. Since the beginning of devolution, citizens have had high standards for public service performance. In a devolved system, governance plans are an integral part of service delivery. The primary goal of the research was to investigate the role of governance in service delivery in county governments. The study aimed at accomplishing the adhering to specific objectives: to examine how existing governance strategies have impacted service delivery, to assess the level to which the community has been involved, and to evaluate some of the issues that are impeding good service delivery in Nyeri Central Sub-County. The study was supported by both the governance and performance theories. The study used a mixed methods approach. The study will use a descriptive research design. The investigation was carried out in Nyeri Central Sub-County. The target population for the research is 140,338 people who live in the Nyeri Central sub-county. This study used a sample size of 178 people. This study employed systematic sampling. Construct validity was evaluated using factor analysis. The validity and reliability data were utilized to determine the research tool's suitability. Cronbach's alpha was used to assess reliability. This study also tested faces and construct validity. A questionnaire was used to gather information in a quantitative format, while a checklist for interviews was used for the collection of qualitative information. Descriptive and inferential statistics for quantitative data were calculated using SPSS (v23). A thematic analysis method was used to summarize qualitative data. The study's conclusions are intended to assist policymakers in evaluating governance solutions in promoting the efficacy of service delivery. Studies reveal that although governance tactics have facilitated the procedure of decision-making and planning, they have not resulted in considerably higher service efficiency.

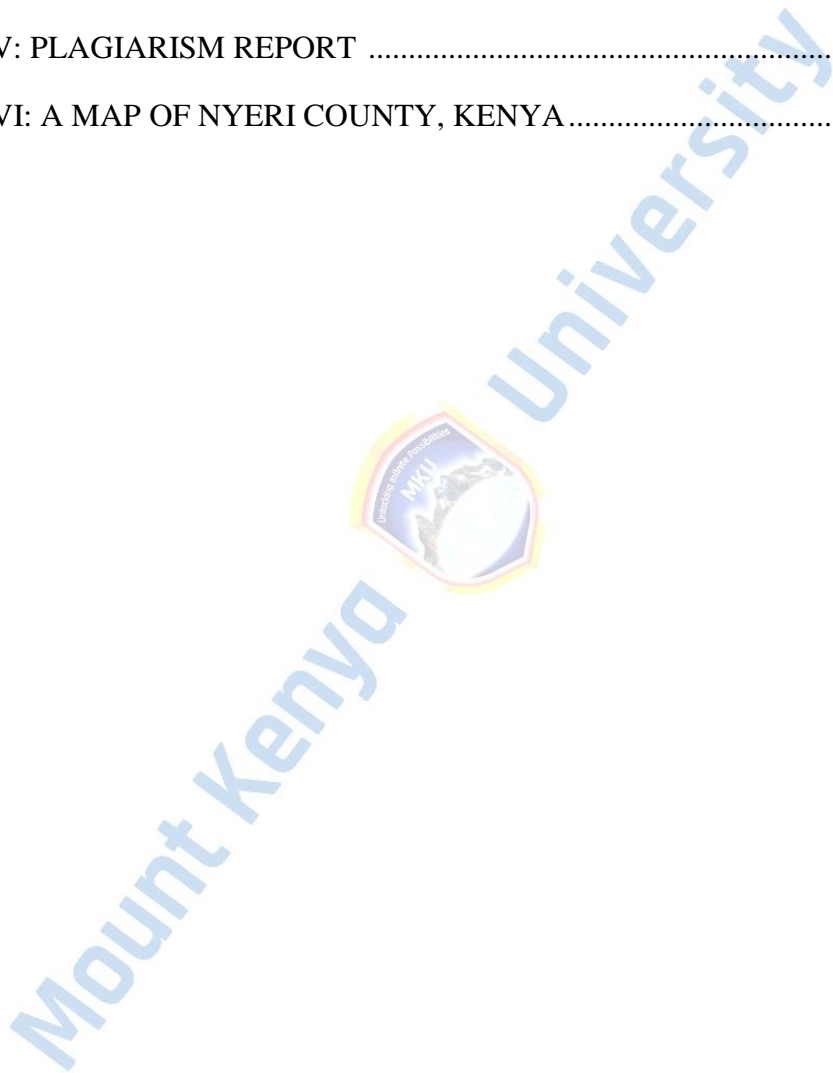
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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>ANOVA</b>	: Analysis of Variance
<b>CGA</b>	: County Governments Act
<b>CMAs</b>	: Catchment Management Agencies
<b>CMFs</b>	: Community Management Forums
<b>IBs</b>	: Irrigation Boards
<b>IMF</b>	: International Monetary Fund.
<b>KNBS</b>	: Kenya National Bureau of Statistics
<b>MDGs</b>	: Sustainable Development Goals
<b>NACOSTI</b>	: National Commission for Science, Technology and Innovation
<b>OECD</b>	: Organisation for Economic Co-operation and Development
<b>PHC</b>	: primary health care
<b>SPSS</b>	: Statistical Package for the Social Sciences
<b>U.S</b>	: United States
<b>UN</b>	: United Nations
<b>UNDP</b>	: United Nations Development Programme
<b>WUAs</b>	: Water User Associations

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

The concept of effective governance may date back to the 1970s, when development organizations created a framework for measuring governance. However, it wasn't until the 1980s that the concept became appealing to the international development agenda. It is derived from the concept of government. The word 'governance' comes from the Latin 'gubernaer' and the Greek 'kubernaein', both of which imply 'to steer'. Governance refers to how administrative actors handle a country's affairs using an extensive legal and institutional framework to suit the requirements of its citizens (Gjaltema, Biesbroek, & Termeer, 2020).

Devolution is the relocation of duties, resources, and power from the central government to lower government levels, such as regional governments, which then accept full responsibility and accountability for the defined responsibilities (Amah, 2018; Mudalige, 2019). Devolved governance improves public engagement and management procedures, making them more effective, responsive, and responsible to stakeholders (Galukande-Kiganda & Mzini, 2019; Waddington et al., 2019). The policies in devolution allow citizens to participate in decisions affecting their economic well-being, encourage experimentation and innovation, and provide more effective solutions to citizen preferences, while county government control benefits the policymaking process (Bua & Escobar, 2018). One of the key arguments in favor of a devolved system of governance is its potential to enhance efficiency, as it is seen as a means to achieve improved operational effectiveness within a globalized context (Dick-Sagoe, 2020; Guha & Chakrabarti, 2019). A greater degree of autonomy is highly correlated with a stronger scope for

enhanced efficiency in public spending, which is a precursor for efficient public service delivery (Makara, 2018).

Globally, the United States of America runs perhaps one of the notable successes in devolution initiatives, followed by India, whose system has lasted more than half a century (Ferreira, 2023). Contrastingly, devolution has witnessed great failures, such as the 1980s failure of the Union of Soviet Socialist Republics (Kembayev, 2018). The political liberalization opened an avenue for ethnic grievances that translated into the disaggregation of the union first into thirteen different states and subsequent division among others (O'Brien, Pike & Tomaney, 2003).

In the regional context, South Africa's devolved governance model stands out as a notable example. It features regional governments led by premiers, while the national government retains supervisory and oversight responsibilities. For the South African nation, the regional government is the powerhouse of the state, commanding a significant contribution to the sectors of finance, manufacturing, telecommunication, and transport. The Nigerian federal system is no different, divided into thirty regional states; the system is administered by governors, supported by regional assemblies and regional governments. Nonetheless, the state has been subject to several hitches and coups, and many governments are driven by the unequal use of state natural resources (Amah, 2018; Lynch, Fegadel, & Long, 2022). The Ethiopian context is no different either, with its former province of Eritrea exploiting the 1994 constitution that allowed a provision for secession.

The enactment of the Kenyan Constitution in 2010 marked a significant shift from centralized governance to a devolved system of administration. What followed was a government commitment to the swift transfer of responsibilities and resources to the counties, accompanied

by the allocation of funds to the devolved systems. The county governments are mandated to oversee functions in sectors of health, agriculture, trade, transport, and sanitation, as well as generate revenue for the country (Njagi, Kirimi, and Onyango, 2018). The security, education, foreign policy, and economic planning sectors remain under the charge of the central government (Burbidge, 2017).

A number of issues confront the devolved form of governance, including the fact that governments now have broad duties across sectors as a result of the national government's transfer of activities, suggesting that they must rely on committed employees (Bulut & Abdow, 2018; Ismail, 2018). However, several county governments still suffer from the inadequacy of capacity to absorb devolved functions in their entirety and associated powers for the time being due to a lack of skilled and knowledgeable workers to serve the 47 counties. The quick transition could be a precursor for the failure of counties, given the number of devolved functions to articulate and the dearth of the required capacity to accommodate it (Wanyande, 2021). Especially in marginalized areas, this has proved a challenge (Nyandiko, 2020).

The devolved system has argued for equal distribution of resources through the devolved system down to the point of providing public services (Muwonge, Kinuthia, Williamson, & Owuor, 2022). Resultantly, the increase for proper allocation of resources has sprung with managers forced to do optimum resource allocation to promote transferred responsibilities, developments and administration. The distribution of resources must take into account the administration's goals, deal with risks responsibly, and assume a sufficiently responsive attitude to citizen requirements (Ngigi & Busolo, 2019). Given the constantly changing circumstances, productivity, resource limits, and bureaucratic processes that characterize most regional administrations, leaders are compelled to manage devolved resources in a strategic manner for

posterity. Therefore, holders of public offices should embrace wider roles beyond general managerial and administrative duties and embrace long-term thinking and government vision, evaluating public institutions, resource utilization, and the broader environment over an extended timeframe (Apalia, 2017).

Since the installation of the 2010 constitution, several functions have been under the care of the County governments. By establishing 47 county-level governments, the 2010 constitution's ratification improved decentralization (based on the 1992 districts of Kenya) with the devolution concept enshrined in Chapter 11 of the constitution. The Kenyan constitution describes the power of the 47 decentralized governments established after the March 2013 general elections. The devolved units have the mandate to raise revenue on behalf of the government by the administration of taxes, including the imposition of rates and all other Acts of Parliament-approved taxes. The operations of the devolved governments have been such that counties borrow on conditions of loan guarantee by the national government and are subject to the approval of the county government assembly (Constitution of Kenya, 2010). The constitutionally formed 47 devolved governments, each having a given administrative framework borrowed from the County Governments Act of 2012. The county government structures to guarantee the implementation and realization of devolution are also enshrined in the County Government Act. The constitution further gives the devolved governments' executive and legislative power, obligations, and authorities to articulate policies, create plans, raise revenue, and develop a budgeting and governance framework (Constitution of Kenya, 2010). An overview of the functionality of the devolved governments indicates they are better positioned in terms of the delivery of social services, given the background knowledge of local problems facing the populace.

Unlike the marginal expectations of the citizenry from the government every electioneering year, devolution in Kenya raised the bar of expectations for the citizenry, for efficient public service delivery. Fiscal decentralization and the devolution of administrative and political power have been linked to improved efficiencies, improved responsiveness, and quality service delivery (Dick-Sagoe, 2020). On the other hand, it has presented a platform from which county governments can formulate region-specific policies tailored to meet the needs of the areas (Diver, 2017). While this is an element of encouraging policy divergence, this may counter pressure to ensure such policies do not contravene existing central government policies and priorities. Recent scholarly evidence on decentralized governance, mainly qualitative, points toward the importance and shortcomings of decentralization (Abdumlingo & Mwirigi, 2014; Kobia & Bagaka, 2014).

## **1.2 Statement of the problem**

A devolved system presents varied benefits, including political, economic, and social benefits to the citizenry, creating sub-national entities to improve accountability and decentralize power (Kharel & Acharya, 2023; Onyalo, 2021). Every region of the country, through devolved governance, has the power to address its regional challenges through inclusion and participation (Muchekehu, 2018). Public participation is a primary pillar of effective governance, ensuring that citizens have a voice in the planning and implementation of development initiatives. However, challenges remain in ensuring meaningful participation, as some community members report limited awareness of public forums, inadequate feedback mechanisms, and the perception that decisions are predetermined despite consultations.

Since the devolution of county governments, poor governance, leadership, and management have been experienced in most counties, including Nyeri County. In the year 2022, the Report of the Auditor-General on the County Government highlights financial mismanagement, including unauthorized expenditures and procurement irregularities, which have adversely affected service delivery. According to the National Crime Research Centre, Nyeri County has reported significant crime rates in areas such as burglary (55.0%) and theft (71.7%), which are close to or exceed national averages, reflecting underlying social challenges. Fighting among the different offices has been witnessed. Governance has been hampered for so long that effectiveness and efficiency have been missing in the management of Nyeri County resources. The aspirations of the people of Nyeri in terms of service delivery have not been actualized to date. This has led to competitive governance leading to nonperformance, corruption, lack of community involvement, high crime rate, and drug/alcohol abuse.

### **1.3 Purpose of the Study**

The purpose of this research was to evaluate the role of governance in service delivery in Nyeri Central Sub-County.

### **1.4 Objectives of the Study**

- i. To explore how the existing governance strategies have affected service delivery in Nyeri Central Sub-County.
- ii. To assess how much the community has contributed to the Nyeri Central Sub-County leadership.
- iii. To investigate some of the governance challenges hindering service delivery in Nyeri Central Sub-County.

## **1.5 Research Questions**

- i. What effects have the current administration procedures had on Nyeri Central Sub-County's service delivery?
- ii. To what extent has the community been involved in the implementation of service delivery in the Nyeri Central Sub-County leadership?
- iii. What are some of the governance challenges hindering service delivery in Nyeri Central Sub-County?

## **1.6 Significance of the Study**

Effective governance is essential for guaranteeing responsibility in the use of public resources, as it promotes transparency, efficiency, and responsiveness in service delivery. In Nyeri County, governance-related challenges such as poor leadership, resource mismanagement, and inefficiencies have hindered the effective implementation of development programs, limiting residents' access to essential services. Weak governance structures have contributed to corruption, misuse of public funds, and delays in project execution, exacerbating socio-economic inequalities. To address these challenges, the Kenyan Constitution (2010) underscores the significance of citizen involvement in decision-making, guaranteeing that citizens have a voice in governance processes. By actively involving the community in planning, budgeting, and oversight, public participation strengthens accountability and fosters trust between the government and its constituents. When governance structures function effectively, they create an environment where resources are allocated equitably, policies are implemented efficiently, and service delivery ultimately enhances quality of life for Nyeri County residents.

Decentralizing decision-making, supplies, and providing services to neighbourhood levels is one of the main goals of devolution, which aims at bringing governance closer to the people, ensuring that governance structures are more responsive to community needs. By devolving some mandate to county governments, devolution enhances inclusivity by allowing citizens to participate directly in planning and decision-making practices which influence their livelihood. This localized approach promotes accountability, as county officials are more accessible to the public and can be held responsible for their actions. Furthermore, devolution fosters equitable resource distribution by enabling counties to prioritize development projects based on their unique socio-economic challenges and needs. In doing so, it reduces bureaucratic inefficiencies associated with centralized governance, leading to more efficient public service delivery. Additionally, it encourages economic development by creating opportunities for investment, job creation, and local enterprise growth. In general, devolution enhances democratic government by pushing individuals closer to the state, enhances service efficiency, and empowers communities to actively shape their development.

While governance, governance strategies, and service delivery have been subject to scholarly works in the recent past, concerning how they relate to other spheres, there is still a dearth of knowledge on how governance strategies define service delivery in devolved government systems in sub-Saharan Africa, especially the barely a decade-old Kenyan context. The findings of this research may be eye-opening in the realm of policy-making, how proper governance strategies translate to efficient service delivery, how community involvement changes epitomize service delivery in devolved systems, and how to navigate challenges affecting the efficacy of governance strategies in improving public service delivery.

This study may inform the academic community with the significant findings for this study as a reference for future studies on the government role in the provision of services in devolved governments. Along these lines, it may also stimulate research areas from the gaps identified by this study. Equally, it may be an opener for the County and national governments because of their role in the provision of services.

### **1.7 Scope of the Study**

The scope of the research refers to the boundaries within which the inquiry occurs (Akanle, Ademuson, & Shittu, 2020). This includes establishing the field of research and clearly outlining what the investigator is looking at, as well as identifying variables that are within acceptable bounds (Akanle, Ademuson, & Shittu, 2020). This might entail specifying the participants, the level of ideological involvement in the research objectives, and the chronology in order to put the study's scope in context. Bjørn et al. (2018) define survey scope as the breadth, intensity, and details required to achieve research aims in a timely and resource-efficient manner. The study examined the role of governance in the provision of services. This study was done in Nyeri Central Sub-County because of poor governance, hence affects service delivery to the people of Nyeri Central.

### **1.8 Study Limitations**

Study limits are characteristics incorporated into the study design or framework that affect the significance and analysis of the study outcome (Greener, 2018). There are constraints on generalizability, adaptability to practice, and/or usefulness of findings caused by the investigator's choice of study concept and/or technique used to establish reliability and validity (Vargas & Mancina, 2019). The study's limitations include the possibilities and challenges that investigators face during the inquiry that possibly changed or influenced their findings and

perspectives of the outcomes (Akanle, Ademuson, & Shittu, 2020). According to Theofanidis and Fountouki (2018), constraints are elements affecting the study's or research findings that are frequently beyond the examiner's control.

Given the sensitive nature of the topic, responses may be subject to biases, and respondents may shy away from participation. The researcher explained that the research results were to be used for academic purposes, ensuring participants felt comfortable and reassured about the confidentiality of their responses. To obtain information about community involvement in governance, the research anticipated challenges of language and cultural barriers in obtaining information, and therefore engaged research from the community. Further, some target respondents may be unavailable or busy, and others unreachable during the administration of questionnaires. With the help of research assistants, questionnaires were used to ensure that the questions were clarified to the participants.

### **1.9 Delimitations of the Study**

Delimitations are fundamentally the constraints voluntarily imposed by the writers themselves. They have to do with the concepts that the investigators have selected to use as the boundaries and constraints of their work to ensure that the goals and objectives of the investigation are not difficult to achieve (Leedy, Ormrod, & Johnson, 2016). In this regard, one may claim that the researcher has control over the constraints. Thus, delimitations deal primarily with the research's theoretical foundation, goals, questions for research, attributes under investigation, and sample size. These refer to the choices made by the researcher that define the boundaries set for the study (Simon, 2011). Governance and strategies thereof have been discussed and their role in several spheres. This study delimits itself to focusing on the role of governance in the delivery of devolved services in county governments. Specifically, it did not explore beyond the governance

strategies employed and their impact on service delivery, community involvement, and challenges facing governance strategies in the delivery of public services.

### **1.10 Assumptions of the Study**

Leedy and Ormrod (2010) claimed that "assumptions are so essential that the study question itself wouldn't exist without assumptions" (p. 62). In a study, preconceptions are variables that are beyond the researchers' control, but without them, the research would be worthless. This study assumes that all participants supplied honest and accurate information from which to draw independent conclusions. This researcher believed that all participants were willing to engage in the study and provide information (even sensitive data). Further, it is assumed that respondents' responses would be free from bias and subjectivity to obtain relevant information.

### **1.11 Operational Definition of Key Terms**



**Governance:** The processes, structures, and organizations over which power is exercised, including the mechanisms of decision-making, implementation, and accountability in managing public resources and affairs.

**Corruption:** Abuse of entrusted power for individual gain weakens democratic systems, inhibits revenue generation, and leads to governmental instability.

**Service Delivery:** It refers to the provision of public goods and services by the state, organizations, or private entities to meet the needs of citizens efficiently.

**Community:** a group of individuals who share a common geographical location, interest, identity, or social structure, and interact with each other within a defined system of relationships.

**Leadership:** The practice of determining and directing individuals or groups toward reaching a common objective through vision, motivation, and effective decision-making

**Devolution:** The statutory delegation of authorities from the principal government to lower levels of government, which allows sub-national institutions to execute political, administrative duties, and monetary authority in their territories.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter seeks to present an assessment of scholarly literature and a critique of the same. The empirical literature review was based on specific objectives, taking a global, regional, national, and local perspective, coupled with the identification of the literature gap. The supporting information and illustrations were chosen and evaluated from published articles, books, academic scripts, online materials, journals, and dissertations.

The literature review expounds on three sections: the empirical review as per specific objectives; the research gap; the theoretical literature review section, which seeks to analyze relevant theories; the conceptual framework, which illustrates how the independent and dependent variables interact; and finally chapter recap.

#### 2.2.1 The concept of service delivery

Service delivery is actual production services, including lighting up the streets and garbage collection and disposal. Usually, knowledge and specialized skills are applied in economic transactions rather than physical resources. The services offered have primary interventions of transforming the recipient, thus making the client the principal beneficiary, depending on the services that are offered (Kekez, 2018). Publicly provided facilities are what contribute to the quality of life, which is not determined by per capita income (Osborne, 2020). According to the two authors, service delivery is an important tool used in the strategy of poverty reduction. Similarly, Masuku and Jili (2019) concur with the authors, saying that service delivery is very

key to poverty reduction and the realization of the MDGs, be it indirectly or directly. Such services include the provision of affordable and available healthcare services, education, information and communication technology, and energy. Other services include: conducting empowerment of women to alleviate poverty through employment and entrepreneurial services. As a government, the services offered should be delivered to the people to maintain and improve the welfare of the society.

## **2.2 Empirical Literature Review**

The empirical review is a focused examination of published works that present empirical results applicable to the research focus (Randolph, 2019). A literature review is a broad review of earlier work related to the research topic. Even though it can often be extensive in scope, covering studies done from different periods and decades, the concepts borrowed from past studies should be narrowly tailored. This is to allow the concept to address work directly correlated to the research question (Nakano & Muniz Jr, 2018). By using a systematic approach, literature review permits the researcher to place his or her research into a rational and past framework. Additionally, the researcher provides the gap that makes research important and why the research matters. This section discusses prior studies that are important when investigating the interaction between governance decentralization and the provision of service, utilizing the research variables.

### **2.2.2 Existing governance strategy on service delivery**

Onyango (2015) conducted research on operational planning and provision of service in Kisumu County to evaluate the relationship between operational strategy and delivery

of service achievements in the county. The study focused on the processes that were transferred, the effects of shifting those processes, and the constraints on service delivery in the county administration. An exploratory descriptive questionnaire technique was utilized to target five key ministries: health care services or goods, water, farming services, transportation and governmental projects, and commerce. To ensure engagement from all seven sub-counties using a stratified approach, with a sample size of 105 residents. Primary data was collected by semi-structured questionnaires and analyzed using descriptive data analysis and inferential analysis. The assessment showed that the Roads and Public Works sector was more effective, followed by the educational and healthcare sectors. Nonetheless, the national and county administrations' tasks were redundant in numerous areas, resulting in service delivery disputes that impacted performance. Furthermore, there was insufficient delivery of services. The county's operational style and its delivery of services exhibited a positive relationship.

In a study on the impact of public participation with government on the delivery of services in Kisumu County, Kimutai and Amisi (2018) concentrated on the function of citizen participation as enshrined in the Devolution Act of 2012 and the 2010 Kenyan Constitution. Investigating the available channels for citizen participation, gauging its level, analyzing obstacles to successful participation, and assessing its impact on service provision and good governance were the objectives of the study. For the study, a sample of 112 respondents was chosen, comprising 70 inhabitants and 42 representatives of the county administration. Using interviews, data was collected, analyzed and presented in tables and debates. According to the report, public feedback is sought at every level of the project cycle, and citizen participation has become deeply ingrained in important government functions. Public ownership of government initiatives has increased as a result of this participation, which has also encouraged accountability. However,

the study also found a number of obstacles that make public participation less effective, such as political meddling, low attendance at government events, and a lack of knowledge about government processes among residents. According to the findings, increased civic education is required to raise the level and scope of public engagement in Kisumu County, which will ultimately improve government and service provision.

Schoute, Budding, and Gradus (2018) investigated the factors impacting governments' execution of service modes, specifically internally, inter-municipal collaboration, municipality-owned enterprises, and private firms in the Dutch local administration setting. The likelihood of municipalities contracting out services decreases when the services involve more asset specificity and are harder to measure. Further, political orientation had an influence, with a more right-wing political stance being positively associated with the privatization of services. The study also found that municipalities that prioritize outcomes metrics over inputs, procedures, and performance metrics are more likely to privatize services. Furthermore, governments with stronger financial standing were less inclined to outsource services to private companies. These research results emphasize the intricate interplay of service, political, governance, and financial variables that influence municipalities' service delivery decisions.

The transition from centralized to decentralized government is a watershed moment in Kenyan governance. The decentralized government compels authorities to shift from a passive amenableness concept to an aggressive leadership approach. The anticipated concentration in the decentralization paradigm creates the requirement for intellectual decisions. These choices are required during resource apportionment down through the administrative series to the point of service delivery (Korir & Bett, 2018). This forces the managers on each level to concentrate on

the objectives of the administration. The objectives are to help them manage the menaces and turn out to be more receptive to the necessities of the beneficiaries of their services. The liberty to inform legislation made known to people before the forms were effective in changing the value of information (Kerwin & Furlong, 2018). It also helped in refining the capacity and value of information about governance. The choices made at different levels are now grounded on improved information, enhanced planning processes, and a lengthier period (Glynn, Voinov, Shapiro & White, 2017).

According to Dick-Sagoe (2020), decentralization's primary goal is to build the most responsible, feasible and efficient form of governance. Decentralization implies delegating public functions, such as developing a general directive to improve societal well-being at the local level. This entails the centralized government working with systems and the necessary resources to promote the particular aims. With the provision of decentralized functions, the central government did not conduct the operations of the devolved government. Decentralization has become a broad phenomenon used worldwide (Harguindéguy, Cole & Pasquier, 2021). In recent decades, most countries have adopted this is also to enhance the government's accountability and the outcomes of development that promote a state that is more stable and reliable. The reforms in the government are mainly to reflect their priorities as well as their desired objective for the citizens.

A decentralized government works with the citizens closely, making it easy to adjust its budgets to the preferences of the people at the grassroots. This relationship enables the provision of public services that are responsive and fit the preferences of the community (Ostrom & Ostrom, 2019). Namasiku (2020) argues that, under decentralization, economists usually assume an improved match between the local government's partialities and its outputs. The scholar

consequently rates the services provided locally as more efficient than the ones offered by the central government, unless the situation is outweighed by other efficiencies and spillovers, for instance, the economies of scale.

Policies rely on the efforts of the general management in the company and are characterized according to the vision it has (Glynn, Voinov, Shapiro & White, 2017). According to Craig & Porter (2006), Strategy is a plan of action or a guideline. Similarly, Mintzberg (2017) deliberates on the perspectives of strategy and gives another definition of strategy. He puts it on a deliberate course of action that gives a guide on how to deal with a situation. Porter then concludes that businesses today undergo incompleteness in terms of a distinct purpose of strategy. The only difference between the two definitions is that Mintzberg acknowledges that the meaning of strategy can only be understood when it is the company of collective minds. The strategy is, therefore, a requirement of a shared perspective that builds an effective company. From the definitions, having a formal strategy formulation is the determinant of consistency in an organization. According to Kiplagat (2014), a clear formulation of strategies can help do away with the shortcomings of a business and, in turn, facilitate an effective execution of business strategy. Similarly, a formal and clear strategy formulation creates more room for the implementation tools. These tools reinforce the position of employees within an organization and make the employees part of the implementation process. The employees, therefore, will act following the implemented strategy. This will make the employees gain new market knowledge about the work domain and incorporate it into the strategies that favour their organizations (Bolisani, Bratianu, Bolisani & Bratianu, 2018).

The entire procedure involved making clear objectives and then searching for quality information regarding the achievement, with shades lighter on the work of the public servants. The procedure also provides a decision on resource allocation, mostly when the government size has been reduced. Despite all the benefits, there are limits in terms of specification and monitoring. As reforms made in devolution are manageable, the assurance that the decisions affecting the interests of the government solely, about the interests of the constituent parts, were not given (Vestergaard, 2012). The management system of devolution has a habit of obscuring the fact that the government is a single entity that should run on a mutual purpose in terms of its management standards, reputation, and behaviour. The strategy approach used in managing the government now brings out the realization that for effective public governance, there is a need for designing ability as well as the long-term implementation of solutions to complex problems. This is often accompanied by both intergenerational and international consequences as well as the uncertainty of boundaries (Youngs, 2013).

### **2.2.3 Community involvement in county leadership**

Pedersen et al. (2022) investigated public engagement strategies utilized in the design, improvement, and delivery of community health services. The study was set in the context of health services to the public using a systematic scoping review. The methodology included a systematic search across seven databases to identify relevant studies published until April 2021. A total of 39 studies were included, and the data were synthesized through descriptive and thematic analysis. The findings distinguished two types of public participation techniques, such as multiple-method techniques and single-method techniques. These methods varied in their methods, with most studies using participatory or community-based methods. The study stresses

the need for further study to assess the impact of public involvement practices and explore how they can be applied in the use of community health services. Gaps identified include the lack of a consistent framework for comparing methods and the insufficient evaluation of the influence of these involvement practices on health services.

Igbokwe et al. (2024) compare community engagement approaches in local governance between the United States and African countries. In the U.S., strategies like town-hall sessions, public forums, and online feedback platforms foster transparency and collaboration, with community-based organizations playing a crucial role. In contrast, African strategies, including community assemblies and traditional councils, reflect diverse cultural and social contexts. Despite differences, both regions share challenges such as socio-economic discrepancies and power inequalities, but also emphasize inclusivity, trust-building, and leveraging technology. The paper concludes by exploring best practices and innovations in both settings to strengthen community engagement.

Hove et al. (2022) presented a narrative evaluation of lessons learned from community involvement in healthcare, especially primary care and water administration in South Africa. The investigation sought to present the forms, degree, circumstances, and dynamics of community involvement in both primary health care (PHC) and water administration, focusing on various organizational models. The review highlighted several critical lessons and challenges drawn from the existing literature. The findings revealed that, while South Africa has embraced community participation as part of addressing past inequities, the actual implementation of participatory governance structures has faced significant barriers. For health committees, the evidence showed that they were generally ineffective due to a lack of clarity about duties,

independence, power, aid, and capability. Similarly, participation in water governance bodies, such as CMAs, WUAs, IBs, and CMFs, was hindered by elite manipulation, minimal engagement from stakeholders, weak motivations, and little capacity among formerly underprivileged people. The study concluded that for community participation to be effective, there must be clear power structures, adequate resources, and accountability mechanisms. It also emphasized the need for practical guidance to strengthen participatory governance structures, ensuring that marginalized communities are effectively involved in decision-making processes related to both health and water management.

As a tenet of effective administration, engagement guarantees that the public is involved in decision-making and its execution (Glass & Newig, 2019). The CGA's Part VIII allows for public participation to increase public involvement in decentralization (Langone, 1992). County authorities are required by the CGA to promote public engagement through information sharing, the creation of decentralized units, civic literacy and capacity building, private-public collaborations, and public consultation. The County Government must establish procedures, guidelines, and frameworks for public involvement in a number of its operations, such as passing new legislation, setting budgetary targets, establishing the county, evaluating the performance and spending of the government, and filing grievances (Holum, 2023).

To implement citizen engagement under the decentralized system, different counties have established legislation ensuring that citizens are involved in county administration. Numerous counties have enacted public involvement laws. Machakos County approved the Machakos County Public Engagement Act, 2014, that took effect on December 29, 2014. According to the Act, public involvement is an open, democratic, and accountable process that involves an

identifiable segment of the public in policy formation and law construction (Kairu, 2014). The definition encompasses democracy, accountability, and transparency. Conversely, the Meru County Public Participation Act has its own definition of public participation. It views public participation as a method and process that is designed to consult, inform, and involve the stakeholders and the public. This is to allow the input of those affected by the decision, legislation, policy, and program into the project. Article 92 of the CGA requires counties to establish forums for public interaction. The modalities to be included are meetings in the town halls, information communication technology, validation mediums, preparation of the budget, site for developing projects, and use of notice boards (Mkutu et al.2014). Public participation should therefore not only be viewed as a process of meeting the demands of the law, instead it should provide a framework within which the public is governed for posterity. The CGA also requires that counties have established devolved arms such sub sub-counties, villages, wards and municipalities, as well as other possible additional units that may be realized by the county assembly.

#### **2.2.4 Governance Challenges Affecting Service Delivery**

Mamokhere (2022) examined the root causes behind ineffective service delivery in municipalities across South Africa, highlighting the combined influence of governance, structural, and systemic challenges. Although the country has strong constitutional provisions, numerous communities still lack essential utilities such as fresh water, electrical power, hygiene facilities, and waste disposal. The research pointed to governance failures—such as corruption, political meddling, and weak accountability—alongside structural issues like limited resources, poor infrastructure, and insufficient capacity. It also emphasized the impact of systemic issues,

including apartheid-era legacies, disparities between urban and rural areas, and broader socio-economic inequalities. Through document analysis and thematic content analysis, the study found that political instability, urbanization, and political-administrative interference further exacerbate these issues. The study proposed several recommendations to address service delivery challenges, including the need to strengthen governance and leadership, promote active citizen engagement, improve financial oversight, bridge capacity deficits, enhance collaboration across different levels of government, combat corruption, and manage rapid urbanization to ensure sustainable service delivery.

Essien (2015) examined the challenges hindering public administration, effective governance, and the provision of services in Nigeria in the 21st century. The study highlighted two key findings: while there has been some progress in democratic governance and the nation possesses abundant natural and human resources, significant political and administrative hurdles persist. Additionally, Nigeria continues to rank poorly on various socio-economic indicators globally. Using a descriptive research method and content analysis based on 'efficiency theory,' the study explores how poor public administration and ineffective service delivery have eroded citizens' confidence in government services. The study highlights that, despite administrative reforms, exclusionary policies and poor service delivery have led to a historic low in public trust. Essien concludes that inefficiency and the lack of excellence within the public sector play a significant role in hindering development and weakening good governance in Nigeria.

Giri, Shakya and Pande (2018) conducted a study on the challenges to effective service delivery in Nepal during the implementation of e-governance. Despite having adequate resources and technological know-how, Nepal's civil service has faced numerous obstacles in delivering

services efficiently. The study identified several key challenges, including infrastructure development, human resource management, and the digital divide. Other challenges included the undue influence of middlemen and syndicates, unnecessary expansion of government agencies, excessive layers in the decision-making process, a focus on process-oriented rather than result-oriented service delivery, and a failure to hold individual officials accountable. The researchers used a survey method and quantitative research techniques to gather data from civil servants working in government organizations across the country. The study concluded that infrastructure development, human resource management, digital divide, and information security are major barriers to the effective provision of services. It also highlighted the influence of hidden groups and the lack of open competition in public procurement. The study recommended the design of an e-government master plan, civil service restructuring, and reforms, along with capacity development programs for civil servants to promote ICT innovations and their application in public service delivery.

Service delivery is a vital aspect of the relationship between government institutions and their citizens. In recent years, there has been increasing acknowledgment that treating citizens as customers provides a valuable approach for guiding government policies and decisions. It is interesting that in the world of governments, particularly the county governments, citizens view themselves more seriously. Customers who are citizens have the right to demand services from their suppliers, who are the government. The services offered are expected to be fast, of good quality, accessible, affordable, and packaged in a friendly manner. All these particularly point to the government as the key supplier of public services. The relationship between the government and the citizens usually doubles as extra efforts are required since the government is

monopolistic in the products it offers, which are at times rarely required (Chukwuemeka et al., 2014).

For a good image of the government, affordable and quality services during service delivery are an added condition. The perception of service delivery and its influence on how citizens view the government is often underestimated. Rather than being an isolated function, service delivery is deeply embedded within the broader and complex link between the executive and the public. Onyango (2015) notes that, for many people, the local government represents the most tangible and immediate expression of governmental authority. The government they are in contact with them every day of their lives. This also affects an individual who has chosen to be a resident but is an entrepreneur who is looking for a place of business. Advancements in media and information technology are playing a constructive role in strengthening the relationship between governments and their citizens, promoting greater transparency, communication, and public engagement.

The platforms bridge the gap between the government bodies and the citizens and the local authorities that are closer to the citizens. The local administration has the power that represent its ordinary citizens. In the villages and cities, people have neighbours who work, eat, drink, and sleep. Nature and the environments that people live in, including the gardens, balconies, as well as the natural green environment and the apartments and houses, point to the work of the local government. A good government is expected by the citizens to deliver better services. The measure of service delivery to the citizens includes the provision of improved and affordable healthcare services, better education, provision of good road networks that will help in the transportation of raw materials as well as agricultural products, and the provision of clean water

(Omotosho 2014). Potachuk et al. (2005) define providing services as the interaction between businesses that provide services, the impoverished, and policymakers. Both services and systemic services, which are generally seen as a state obligation, are involved in how services are provided. Among the services are primary schooling, fundamental medical care, infrastructure (transit routes, bridges, water, and sewage), and personal protection.

### **2.3 Research Gap**

Literature on the role of state governance in the provision of service delivery in Kenya is scarce. Since Kenya adopted the devolved governance system, the aspect of service delivery and governance ought to be an issue that has now picked up, and the citizens are differentiating the services. Though the state has been involved in service provision in different parts of the world, very few have been Kenya-specific; none has been conducted in the county of Nyeri. Furthermore, the link between governance roles and the provision of service delivery has not been drawn from the local studies. The governance strategies' influence on the provision of services under devolved governments is hardly understood. From the previous studies, this study attempts to bridge the gap in scholarly evidence in Kenya and provide a broader context of the study with comparable experiences from different parts of the country. Therefore, the study sought to bridge the gap by examining the role of governance in service delivery.

### **2.4 Theoretical Review**

Theory serves as a crucial tool for understanding and interpreting reality, fulfilling two key functions. Firstly, it connects philosophical foundations such as ontology and epistemology to empirical evidence. Secondly, it helps clarify how a particular phenomenon is related to other

phenomena. Concerning this, the study adopted two theories: the theory of governance and the theory of performance.

#### **2.4.1 Theory of Good Governance**

The theory of good governance is championed by the World Bank, UNDP, and OECD, which promote it in aid-receiving countries to foster democracy, accountability, transparency, and the rule of law. It was proposed by the World Bank, UNDP and OECD. The theory states that good governance is embedded in the principle of public engagement, transparency, accountability, adaptability, and the rule of law will eventually lead to sustainable growth and better overall well-being. The United Nations (UN) in the UN Charter stresses the importance of good governance. It is all about handling the public in a transparent, accountable, and participatory way, centred on the rule of agreeability. The service providers always strive to provide good services to the people. In most cases, people in society have encountered poor governance most time instead of the required good governance (Weiss, 2000). Good governance consists of eight characteristics, and they include: Transparency, Accountability, Effectiveness and Efficiency, Responsiveness, Rule of law, participation, equity and inclusiveness, and consensus building.

Good governance has set appropriate principles that provide grounds for practical acts of the characteristics aforementioned. In this theory, governance narrows down and brings meaning to governance. Governance, according to the theory, is living in doubt and coming up with organizations that will recognize both the limits as well as comprehend the abilities of human knowledge. The theory of governance model brings out clearly what governance entails across the board. It runs from policy problems and individual collaborations that, in turn, bring a policy outcome through a policy network (Andrews, 2008).

Developing countries are often required by the World Bank to adhere to good governance practices as a condition for assistance. Good governance emphasizes strengthening the public sector, particularly in developing countries, by promoting more than just operational efficiency. As noted by Bjork and Johansson (2001), modern governance extends to ensuring accountability between the government and its citizens. Unlike the new public management approach that often views individuals as customers or consumers, good governance recognizes citizens as rightful stakeholders who can demand accountability from their governments. While efficiency in public service delivery is important, it should not come at the expense of service quality. In cases of inadequate service, citizens retain the right to protest and demand accountability from their elected officials.

The theory of good governance establishes essential principles guiding the effective operation of governments, including responsibility, oversight, adaptability, openness, citizen engagement, cost-effectiveness, and operational efficiency. These principles, as outlined by Minogue, Polidano, and Hulme in 1998, aim to provide a comprehensive framework for sound governance. The World Bank's guidelines and efforts in developing nations identify several essential elements that define good governance. These include an efficient and capable public service, an autonomous judiciary, and a strong legal framework for enforcing contracts. It also entails responsible handling of public funds, an autonomous auditing mechanism answerable to a representative legislative body, adherence to the rule of law and protection of human rights at all levels of government, as well as a varied and inclusive institutional framework. Three pivotal societal factors, namely, the political regime, the processes of authority exercised in resource management for development, and the government's policy formulation and implementation capacity, directly influence the effectiveness of good governance.

Additionally, the IMF in 2012 emphasized that fostering good governance demands that actors observe the rule of law, enhance the effectiveness of the public sector, promote accountability and fight corrupt practices. These aspects are identified as crucial components within a framework that fosters economic prosperity. Adding to this viewpoint, the UNDP in 2007 identified eight essential attributes of good governance: Elements such as citizen engagement in politics, commitment to legal frameworks, openness, responsiveness, consensus-driven decision-making, fairness and inclusivity, as well as operational efficiency and accountability, form the foundation of good governance. This concept is derived from a synthesis of values, principles, and criteria outlined by various international institutions.

The relevance of this theory lies in its capacity to enhance comprehension within this research and serve as a criterion for gauging governance in Nyeri County. Therefore, an adequate grasp of the theory and its principles is indispensable for comprehending and evaluating governance in Nyeri County. This understanding is crucial for proposing substantial recommendations for enhancement and considering potential implications for governance policy and practice in Nyeri County. Regrettably, in terms of contemporary good governance practices worldwide, Kenya, much like many African nations, falls considerably behind more developed democratic nations in Europe and North America when evaluated against established benchmarks of good governance and democratic principles.

#### **2.4.2 Theory of Performance**

Theory of performance is a framework founded on six core concepts to explain performance. At its core, performance refers to the ability to achieve meaningful and valued outcomes. A performer can be an individual or a team engaged in collaborative efforts. Enhancing

performance is viewed as an ongoing process; a continuous journey rather than a final destination. According to this notion, the path's location is a level of achievement that reflects where you are along your path. The level of performance is currently contingent wholly on the six foundational mechanisms: the environment of performance, level of knowledge, identity level, level of skills, individual factors, and other permanent factors. Each level is considered by the quality and effective performance. For instance, as a manager advances his level of performance in an organization, he or she can organize resources and people more effectively to achieve an output that is of high quality within a short period.

For effective improvement of performance, three adages have to be incorporated. First, the performance mindset has to be engaged. Then, the mindset has to be immersed in an environment that is enriching and finally involves the involvement of the performer in reflective practice (Cranny et al., 1992). The mindset of the performer includes: activities that involve affirmative feelings, such as permitting failure to be a portion of achieving high performance, setting up challenging goals, and providing the performer with conditions that make them feel the correct amount of safety. Immersion of the performer in a social, physical, and intellectual environment that elevates performance involves the provision of active learning, disciplinary knowledge, social interactions, and spiritual alignment. The final aspect refers to reflective practice, which entails intentional actions designed to help individuals become more aware of and learn from their experiences. For instance, observing the current performance, taking note of the accomplishments, conducting an analysis of the strengths and the areas that need improvement, doing an analysis, and then improving the level of knowledge (Fisher, 2003). This theory narrows down to the empowered self to help others learn and grow through us. It is learning to understand to produce results that make a difference (Wiske, 1998). The primary

objective of this theory is to enhance understanding of the concepts of service delivery and performance, providing a framework for analyzing how services are delivered and how performance can be improved.

The Theory of Performance holds considerable relevance in the investigation of the government's role in the provision of services. Emphasizing the production of valued results, the theory aligns with the collaborative nature of governance as a collective effort to manage resources and institutions. It underscores continuous improvement, portraying service delivery as an ongoing journey rather than a static destination. The six foundational mechanisms of the theory, including environment, knowledge level, identity level, skills level, individual factors, and other permanent factors, offer a framework to assess and understand the factors influencing governance in the specified context. The theory's insights into managerial performance and the incorporation of three adages for improvement, focusing on mindset, enriched environments, and reflective practices, contribute to the study's exploration of effective governance and service delivery optimization. Moreover, the theory's emphasis on empowerment, learning for understanding, and making a difference aligns with the study's goal of comprehending the practical impact of governance on service delivery outcomes in the community.

## **2.5 Conceptual framework**

Understanding how different factors interact to determine service delivery outcomes requires an understanding of the interaction between independent, dependent, and intervening variables. Governance strategies, strategy clarity, decentralization, accountability, community involvement, information accessibility, feedback mechanisms, civic education, and service delivery challenges like funding shortages, delays, corruption, accountability problems, and political meddling are

the independent variables in this context. With an emphasis on results like punctuality, accessibility, and quality, these independent factors have a direct impact on the dependent variable (service delivery).

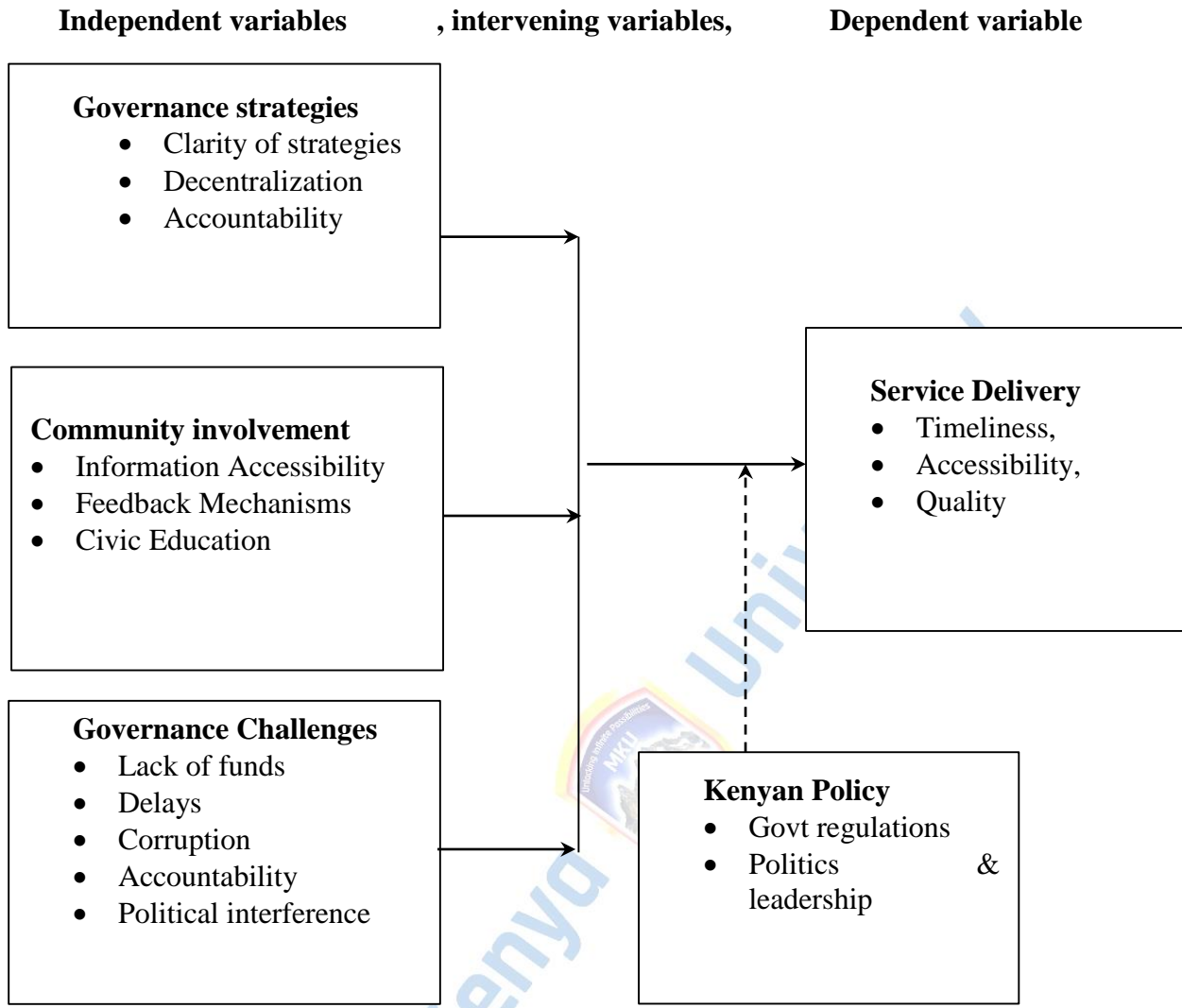
The independent variables influence service delivery in a variety of ways. For example, well-defined governance strategies and clear strategies help to streamline decision-making and resource allocation, enhancing service timeliness and accessibility. Decentralization enables more localized decision-making, potentially making services more responsive and relevant to community needs. Community involvement and feedback methods guarantee that services meet public expectations, hence enhancing quality and timeliness. Accountability and information accessibility enhance openness and responsibility, which fosters trust in the service delivery process and improves quality. However, problems such as lack of funding, delays, corruption, and political intervention can impede effective service delivery, potentially resulting in inefficiencies, lower service quality, and delays in implementation.

The intervening variables, comprising Kenyan policy, legislation, politics, and leadership, influence the link between the variables in this study. These variables have no direct impact on service delivery, but they do influence how the independent variables affect service outcomes. Kenyan policy and government regulations have a significant impact on whether governance initiatives are effective or ineffective. For example, policies that encourage community involvement and transparency can boost the effectiveness of governance measures such as decentralization and feedback mechanisms in service delivery. On the other side, weak or poorly enforced policies might undermine the efficiency of these measures, resulting in inferior service delivery outputs.

Politics and leadership play important roles in determining whether governance techniques are effective or ineffective. Political influence can skew decision-making processes and impede the implementation of good governance practices, even if the tactics are valid. A lack of political will or leadership can stymie development, decreasing the beneficial effects of governance measures on service delivery. Furthermore, government policies can either foster an enabling environment or erect hurdles. Regulations that promote transparency, accountability, and efficiency can improve service delivery, but inefficient or restrictive regulations may slow down service workflows and negatively impact service outcomes.



Mount Kenya University



**Figure 2. 1: Conceptual Framework**

*Source: Researcher 2023*

## 2.6 Recap of Literature Review

This chapter has provided different scholarly presentations on the role the government exercises in the provision of service delivery in Kenya. It has presented the context, rationale, drive, and issues of service delivery about governance. Moreover, it gives a picture of the parallelism of the study with the issues of service delivery witnessed every day in society. Moreover, this chapter has offered an extensive overview of research studies, various reviewed articles, and essays that further elaborate on the significance of governance in the provision of services. Theories reviewed include: the theory of good governance stresses the role of government in the provision of public goods in an accountable, transparent, and agreeable service centred on the rule of law. The theory of performance that assumes axioms of effectiveness involves the mindset of the performer immersed in an environment that is enriching and engaging in reflective practices.

## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research approach and methods employed in conducting the study. It provides a detailed account of the research design, study location, sampling methods and procedures, target population, data collection tools and techniques, data analysis approaches, as well as the reliability and validity of the research instruments, and data processing procedures. It further provides legal and ethical considerations that would be used as a guide during the study.

#### **3.2 Research Methodology**

A descriptive research design combined with a case study was adopted in this study. To ensure a thorough analysis, the researcher used mixed methods. The use of this mixed-methods approach was essential for gaining an in-depth understanding of the complex factors influencing governance and service delivery in Nyeri Central Sub-County. Qualitative methodologies aid in an in-depth examination of the attitudes, perspectives, and experiences of the participants with respect to governance and provision of services, offering insights into the qualitative aspects of governance practices. Furthermore, quantitative methods enable the systematic analysis of numerical data, enabling the identification of trends, correlations, and statistical associations pertinent to service delivery outcomes. This integrated approach ensures a holistic investigation that combines the rich qualitative understanding of governance dynamics with the quantitative rigour necessary to assess the effectiveness and impact of governance structures on the provision of service within the specified context.

### 3.3 Research Design

A descriptive study design was adopted in this study. Generally, descriptive study design aids in the exploration and examination of study phenomena; it allows the researcher to collect relevant data, summarize the information, present the data, and then synthesize the findings therein for clarity. According to Orodho and Kombo (2002), Descriptive research design is well-suited for collecting data on individuals' perceptions, actions, and viewpoints. It is employed to capture and describe the current state of a phenomenon, allowing the researcher to analyze and interpret existing conditions and describe what exists concerning the variables of the study, as well as the conditions of the study (Thomas, 2011). This study utilizes a descriptive research design, which is suitable for facilitating initial and exploratory inquiries by the researcher. The primary goal of this research is to gain insights into the current state of service delivery in Nyeri Central Sub-County, specifically focusing on the role of governance.

By opting for a descriptive research design, the study acknowledges the need for a thorough exploration of the government's role in the provision of services within the specified geographic area. This approach allows the researcher to not only identify patterns and trends but also to generate a rich narrative that facilitates a deeper knowledge of interrelations between study variables. Ultimately, the descriptive research design adopted in this case aligns with the exploratory nature of the research, providing a solid foundation for collecting, summarizing, presenting, and interpreting data related to the provision of services.

### **3.4 Location of Study**

This research was undertaken in Nyeri County, located in central Kenya and comprising eight administrative sub-counties. To specifically examine the dairy farming community, Mathira East and Othaya were purposely selected as the focus areas (refer to Figure 1). Based on the 2019 estimates by the KNBS, Nyeri County has a population of approximately 759,164, with a density of 207.8 individuals per square kilometre, as recorded by the County Government of Nyeri (CGN) in 2013. Nyeri County, recognized as a key agricultural hub, is situated approximately 150 kilometres north of Nairobi. Geographically, the county is located at latitude  $0^{\circ}25'12''$  S and longitude  $36^{\circ}56'51''$  E, with altitudes ranging between 3,076 and 5,199 meters above sea level (CGN, 2013).

The region experiences a mix of cool and warm climatic conditions, with average temperatures dropping to around  $12.8^{\circ}\text{C}$  during the colder months of June and July, and rising to approximately  $20.8^{\circ}\text{C}$  during the warmer periods between January–March and September–October. Annual rainfall ranges from 500 mm to 1600 mm, with the highest levels typically occurring between April and May. This study was conducted in Nyeri County, Kenya. Formed on March 4<sup>th</sup> 2013, the county is located in the country's former Central province with Nyeri town as the largest town and equally its capital. The study location chosen well defines the location of the research problem under investigation.

### **3.5 Target population**

Target population encompasses the complete set of individuals, items, or occurrences that a study aims to generalize its findings (Borg & Gall, 1983). Similarly, a target population is the

complete collection of components from which inferences are drawn from all possible cases in the study's area of interest. The research targeted Nyeri Central Sub-County residents, Sub-county Ward administrators, and Chiefs. The target population for this study comprises 49,945 persons living in Nyeri Central Sub-County (KNBS, 2019).

### 3.6 Sampling procedures and techniques

Sampling refers to the process of selecting individuals, objects, and items of study from a larger population with similar characteristics. The process involves the researcher gathering information from a whole group, then singling out a subset of the population (sampling), and then coming up with findings that give a representation of the general population (Korb, 2012).

This study used random sampling. According to Yamane (1967), there is a simplified formula that is used for calculations of populations, and it is always used in place of Cochran's formula.

According to Yamane, a sample size can achieve a 94% level of confidence and a  $p = 0.06$  if,

$$n = \frac{N}{1 + N(e)^2}$$

Where;

N= is the size of the population

n = is the sample size of the population, and,

e = an error of 5%

Using the formula, a precision margin of 5% was applied, along with a 95% confidence level to ensure the reliability of the sample estimates. The sample size from the population was given by:

$$n = \frac{49,945}{1+49,945 (.075)^2} = \frac{49,945}{280.940625}$$

=177.778 =178 households.

The calculations above conclude that the sample size for Nyeri Central Sub-County residents is 178. At the household level, all members of households aged above 18 years were subjected to a random selection process where one member above 18 years was selected to participate in this study. For the Key informants, the study employed purposive sampling techniques to have respondents who have the right information and play an oversight role in the implementation of service delivery. These included; Sub-county Ward administrators, Chiefs, and Ass Chiefs.

Table 3. 1: Sample Size

Department (Units)	Target Population	Sample size	Sample Procedure
Public	140,338	178	Yamane formula
Ward Administrator	8	4	Purposive
Chiefs. Ass Chiefs	11	6	Purposive
<b>Total</b>	<b>140,338</b>	<b>188</b>	

Source: KNBS (2019)

### 3.7 Sample population

The sample population for this study comprised residents from Nyeri Central Sub-county and Government officials directly linked to the sub-county's implementation of service delivery to its residents. The sample population was 178 residents and 10 key informants, making a total of 188 respondents.

### **3.8 Construction of research instruments**

This study shall employ both qualitative and quantitative research instruments to obtain information relative to answering the research questions and comprehending the research problem. The study shall develop a research questionnaire as the main quantitative research instrument in line with the research questions. The data collection tools included both closed and open-ended questions. Additionally, an interview guide was employed to gather qualitative insights from key informants.

### **3.9 Testing for validity and reliability**

The degree that indicates whether a tool for study truly assesses what it is meant to assess is known as validity (Kothari, 2004). A pilot study was used to assess whether the questions got the right responses and their internal validity. The research instrument was subjected to expert scrutiny to establish gaps and any ambiguities as recommended by Tichapondwa (2013). Additionally, information gathered from the study was cross-checked to ensure authenticity and accuracy.

To improve the reliability, sample studies were targeted using questionnaires to ascertain the measure of consistency of results. Further, the Cronbach's alpha of reliability was computed as a statistical measure of desired reliability. The measure takes any value between zero and one; a higher reliability coefficient is represented by a value of 0.7 and above (Cohen, Manion, and Morrison, 2007).

To assess the face validity of the study tool, the tool was subjected to five experts in forensic nursing for a rating of the relevance of the study questions in assessing. The experts rated the

questions on a scale of 1-5. Construct validity was assessed using factor analysis. The study tool's adequacy was evaluated through assessments of its validity and reliability, ensuring it accurately measured what it was intended to and produced consistent results. Variables with Cronbach's alpha  $> 0.700$  were considered to have internal consistency. In construct validity, variables with factor loading exceeding  $> 0.60$  and average variance explained  $> 0.40$  were considered valid.

### **3.10 Data collection methods and procedures**

Questionnaires and interview guides were used to gather primary data. Questionnaires were self-administered, while in cases of literate persons from the community, the research assistant assisted by ticking given responses. In cases where some respondents are unable to respond due to fixed time schedules, the researcher shall employ the drop-and-pick method in the administration of questionnaires. The researcher followed planned interview sessions between the researcher and the different cadres of respondents, administered interview guide questions (Yang, 2008). For this study, questionnaires were chosen since they allow the researcher to collect a vast amount of information in a short period (Orodho, 2002). An introductory letter from Mount Kenya University and a permit from NACOSTI were acquired before embarking on data collection. Approval documents were presented to respondents at the time of the interview.

### **3.11 Data analysis techniques and procedures**

After collecting, the data was organized and cleaned to prepare data for analysis. To improve the quality of the reactions, the data pre-processing step involved checking and correcting any incorrect or incomplete reactions. Subsequently, SPSS was used to summarize the responses.

The original data was preserved before any adjustments were made to the dataset used for analysis. Data collected using the quantitative method was analyzed using SPSS. The analysis of field data incorporated both quantitative and qualitative approaches. Descriptive and inferential statistics, such as mean and percentages, are utilized to summarize various variables.

### **3.12 Ethical considerations**

Legal and ethical considerations involve the procedures and standards that make a given behaviour acceptable or unacceptable during a research process (Resnik, 2011). To comply with the ethical requirements, Mount Kenya University's Ethical Research Board approval and a National Council of Science, Technology, and Innovation (NACOSTI) permit were sought to conduct this research. All targeted participants were given details of the study, and all their concerns were clarified. The researcher informed participants of any advantages and disadvantages or results of their involvement in the research (Nachmias & Nachmias, 1996). The researcher shall explain the importance of participation in the study, and upon agreeing to participate, they were required to give written consent. The researcher gave information about the study to the participants that pseudonyms were used, and they may request results for the study, which shall be provided to them. Once the participant agrees to participate, the researcher shall give the consent form to sign before taking part in the study.

## CHAPTER FOUR

### ANALYSIS AND DISCUSSION

#### 4.1. Introduction

This chapter provides an overview of the study's findings and offers a detailed discussion on how governance influences service delivery in Nyeri Central Sub-County, focusing on the influence of existing governance strategies, community involvement, and governance challenges. It evaluates how these elements individually and collectively impact the effectiveness of service delivery. The analysis covers the effects of governance strategies on public services, the extent of community involvement in local leadership, and the governance challenges that hinder efficient service delivery in Nyeri Central Sub-County.

#### 4.2. Response Rate

The study had a sample of 178 participants from Nyeri Central Sub-County. Among the collected questionnaires, 170 were considered complete for analysis; this implies a response rate of 95.5% for the targeted respondents. Kothari (2004) asserts that a response rate of 50% or higher is adequate for analysis. Therefore, the data collected in the study were deemed reliable for drawing valid conclusions. The response rate offers a strong foundation for examining how governance strategies affect service delivery, the extent of community involvement in local leadership, and the governance challenges hindering service delivery in Nyeri Central Sub-County.

Table 4. 1: Response rate

Categories	n	%
Responses	170	95.5
Non-response	8	4.5
Total	178	100.0

### 4.3. Participants' Demographic Information

Table 4.2 outlines information regarding demographic characteristics of the participants in the study. It covers key categories such as gender, age of participants, and level of education. This demographic information is essential in understanding the background of the respondents and provides context for interpreting the study's findings on governance and provision of service in Nyeri Central Sub-County. The data helps to ensure that an adequate and appropriate representative sample was used for the study, contributing to the reliability and validity of the results.

Table 4. 2: Participants demographic information

	Categories	n	%
Gender	Male	77	45.3
	Female	93	54.7
	Total	170	100.0
Age	18-25 years	31	18.2
	26-35 Years	63	37.1
	36-45 Years	41	24.1
	46 Years and above	35	20.6
	Total	170	100.0
Level of Education	Primary	4	2.4
	Secondary	39	22.9
	certificate	52	30.6
	Diploma	46	27.1
	Degree	24	14.1
	Master's Degree	5	2.9
	Total	170	100.0

Most of the participants were female, accounting for 54.7%, while males comprised 45.3%. Although the difference is not vast, the slightly higher percentage of female participants suggests a gender imbalance, with more women involved in the study. Most participants were aged 46-55 years age range, making up 37.1% of the group. This was followed by 24.1% of participants aged 56-65 years. A notable portion, 20.6%, were aged 66 years and

above, while the least represented age group was 35-45 years, comprising 18.2% of participants. The highest proportion of participants held certificates (30.6%), and 27.1% held diplomas. Participants with secondary education made up 22.9%, while those with degrees accounted for 14.1%. Only a small proportion held a master's degree, indicating that advanced education was less common among participants. Those with primary education were 2.4%.

#### 4.4. Impact of Governance Strategies on Service Delivery

Table 4.3 presents participants' perceptions of the impact of governance strategies on service delivery in Nyeri Central Sub-County. The table highlights responses to several key statements, including whether decisions are based on better information and budgeting processes, the effect of governance strategies on staff productivity, the time taken for service delivery, the ease of working procedures, and the existence of proper feedback mechanisms. The data reflects varying degrees of agreement and disagreement, providing insights into how the implementation of governance strategies has influenced overall service delivery in the region.

Table 4. 3: Governance Strategies on Service Delivery

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
Decision-making across all levels is now guided by improved data, more effective budgeting procedures, and extended planning horizons.	34	20.0	71	41.8	43	25.3	22	12.9	0	0.0
Implementation of governance strategies has improved staff productivity	28	16.6	81	47.9	43	25.4	15	8.9	2	1.2

Implementation of governance strategies has reduced the time taken to provide service delivery	31	18.3	70	41.4	53	31.4	13	7.7	2	1.2
Working procedures have been eased following the implementation of governance strategies	32	18.8	85	50.0	40	23.5	12	7.1	1	.6
Strategies employed have ensured a proper feedback mechanism for service provision.	39	23.2	56	33.3	55	32.7	16	9.5	2	1.2

A significant portion of participants, 41.8%, argued that decisions at all levels were centred on greater knowledge, more efficient budgetary processes, and longer timelines. This finding supports the findings of Nogueira and Jorge (2017), who observed that while improved information access and budgeting processes can enhance decision-making, perceptions of their effectiveness often vary among stakeholders. However, 20.0% strongly disagreed, and 25.3% remained neutral on this issue. A smaller proportion, 12.9%, agreed, while none of the participants strongly agreed, indicating mixed perceptions about improvements in decision-making processes. Regarding the impact of governance strategies on staff productivity, most participants (47.9%) disagreed, suggesting that these strategies may not have contributed significantly to enhancing productivity. The findings align with those of Brinkerhoff and Brinkerhoff (2015), who found that governance reforms do not necessarily translate into immediate productivity gains. Additionally, 16.6% strongly disagreed, and 25.4% were neutral. Only a small percentage agreed (8.9%) or strongly agreed (1.2%), showing limited agreement on the strategies' effectiveness in boosting productivity.

When asked whether governance strategies had reduced the time taken for service delivery, 41.4% of participants disagreed, and 18.3% strongly disagreed, indicating that many did not

perceive a reduction in service delivery times. A notable proportion, 31.4%, remained neutral, while 7.7% agreed, and 1.2% strongly agreed, suggesting limited perceived impact in this area. This aligns with Kosec and Wantchekon (2020), who argue that governance strategies often fail to yield immediate improvements in service delivery due to bureaucratic inefficiencies and limited institutional capacity. Participants also shared their views on whether working procedures had been eased by governance strategies. Half of the participants (50.0%) disagreed, and 18.8% strongly disagreed, reflecting concerns about the strategies' effectiveness in simplifying processes. Meanwhile, 23.5% were neutral, with smaller groups agreeing (7.1%) or strongly agreeing (0.6%). The findings correspond with Jerab and Mabrouk (2023), who emphasize that organizational restructuring efforts often introduce new complexities instead of simplifying processes. Finally, when asked if the strategies employed had ensured a proper feedback mechanism for service provision, 33.3% disagreed, and 23.2% strongly disagreed, reflecting concerns about the adequacy of feedback mechanisms. Around 32.7% were neutral, while 9.5% agreed, and 1.2% strongly agreed, which aligns with Maracha, V. (2016), who highlights that feedback mechanisms are often inconsistently implemented across different departments or agencies.

#### **4.5. Association between Governance Strategies and Service Delivery**

Table 4.4 illustrates the correlation between governance strategies and the provision of service. It shows an association between the implementation of governance strategies and improvements in service delivery. The findings serve to evaluate the nature and extent of the relationship between governance strategies and the effectiveness of service delivery.

**Table 4. 4: Correlation between Governance Strategies and Service Delivery**

	Services Delivery	Governance Strategy
Services Delivery	Pearson Correlation	1
		.515**

	Sig. (2-Tailed)		.000
	N	169	169
Governance	Pearson Correlation	.515**	1
Strategy	Sig. (2-Tailed)	.000	
	N	169	170

\*\* . Correlation Is Significant At The 0.01 Level (2-tailed).

A Pearson correlation coefficient of 0.515 was found between governance strategies and service delivery, suggesting a moderate and positive association between the two variables. This suggests that as the effectiveness of governance strategies improves, there is a corresponding improvement in service delivery. The positive coefficient reflects that better governance practices are associated with enhanced service outcomes. The p-value of 0.000 demonstrates that the correlation is statistically significant at the 0.01 level (two-tailed), confirming the reliability of the observed relationship. This exceptionally low p-value indicates that the observed association between policies on governance and provision of services is almost certainly due to have emerged by accident, increasing the reliability and validity of the findings. The findings are consistent with Banerjee et al. (2020), who note that governance reforms often take time to yield tangible results.

The qualitative data suggests that the existing governance strategies had both positive and negative impacts on service delivery in Nyeri Central Sub-County. While devolution has brought governance closer to the people, allowing for a better understanding of local needs, issues like delayed disbursement of funds, bureaucratic inefficiencies, and political interference have hampered the effectiveness of service provision. Chiefs and ward managers emphasized that the slow approval of projects and the underutilization of community input have affected the overall quality and timeliness of services.

*“.....the strategies we have in place don't fully address the needs of the community, and there are cases where bureaucratic inefficiencies and political interference slow down the implementation of key projects.”*

*“.....projects are delayed due to administrative bottlenecks and the slow disbursement of funds, which affects the overall efficiency of service delivery.”* **Chief**

**2**

“.....inconsistent budget allocations, overlapping roles between county and national government functions, and sometimes slow bureaucratic processes have limited the overall effectiveness of service delivery.” **Ward Manager**

#### 4.6. Community Involvement in Governance

Table 4.5 presents data on community involvement in governance within Nyeri Central Sub-County. It captures participants' views on various aspects related to community engagement and its impact on service delivery. The table includes responses to statements about the efficiency and timeliness of service delivery, the adequacy of community involvement in county leadership, advocacy for community involvement, the consideration of community feedback, and the alignment of services with community needs and preferences. Additionally, it addresses perceptions of the necessity for community involvement in project implementation and the challenges related to consulting community members on priorities. The responses reflect varying levels of agreement and disagreement, providing insights into how community involvement influences governance and service delivery.

**Table 4. 5: Community Involvement in Governance**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
Service delivery to the community is smooth, efficient, and timely	38	22.4	83	48.8	39	22.9	9	5.3	1	.6
There has been adequate community involvement in county leadership	42	24.9	72	42.6	43	25.4	8	4.7	4	2.4
There is continual advocacy for the need for community involvement in governance for efficient service delivery	25	14.7	85	50.0	40	23.5	19	11.2	1	.6
Community feedback mechanisms are taken seriously into account	36	21.8	79	47.9	36	21.8	10	6.1	4	2.4
Community involvement is a	40	23.5	74	43.5	41	24.1	12	7.1	3	1.8

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precursor for the Implementation of projects/programs											
Provision of services is aligned with citizens'/community needs and preferences	33	19.4	78	45.9	43	25.3	15	8.8	1	.6	
There is often limited time for community members to engage in meaningful consultations and collectively determine their priority needs.	37	21.8	71	41.8	44	25.9	16	9.4	2	1.2	

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Most participants disagreed (48.8% disagreed and 22.4% strongly disagreed) that service delivery to the community is smooth, efficient, and timely. This indicates that over 70% of respondents expressed dissatisfaction with the efficiency of service delivery, while only a small proportion (5.3%) agreed, and an even smaller group (0.6%) strongly agreed. These findings indicate broad concerns about the efficacy of governance strategies in guaranteeing on time and effective goods and services, emphasizing the need for adjustments in the provision of services to the public demands. The findings align with Trung (2024), who argues that effective governance strategies must emphasize citizen-centred service delivery to enhance efficiency and responsiveness.

Regarding community involvement in county leadership, 42.6% of participants disagreed, and 24.9% strongly disagreed, indicating a majority are dissatisfied with the level of community engagement in governance. About 25.4% remained neutral, while only 4.7% agreed and 2.4% strongly agreed. A challenge also noted by Bherer, Dufour & Montambeault (2016) in their work on participatory democracy. This underscores concerns about the inclusivity of governance processes and suggests that current efforts to engage the community may be insufficient.

When asked about continual advocacy for community involvement, half of the participants (50.0% disagreed and 14.7% strongly disagreed, highlighting perceived inadequacies in advocacy efforts. Around 23.5% were neutral, while 11.2% agreed, and only 0.6% strongly agreed. This supports the arguments made by Gius (2018), who highlights that advocacy efforts must be sustained and institutionalized to be effective in fostering meaningful participation. This indicates that most participants believe that advocacy for community involvement is not robust enough to foster meaningful engagement.

Concerning community feedback mechanisms, 47.9% disagreed and 21.8% strongly disagreed that these mechanisms are seriously considered, reflecting doubts about the accountability of feedback processes. Another 21.8% remained neutral, while only 6.1% agreed and 2.4% strongly agreed. The findings align with Jagtap (2022), who stresses that development initiatives are more successful when they are co-designed with local communities. This suggests a lack of confidence among participants regarding the integration of feedback into governance actions.

In terms of community involvement as a precursor for implementing projects and programs, 43.5% disagreed and 23.5% strongly disagreed, indicating concerns about the effectiveness of community involvement in shaping initiatives. About 24.1% were neutral, while smaller numbers agreed (7.1%) or strongly agreed (1.8%), suggesting that most participants feel community involvement is not adequately prioritized. The findings align with Zaman Siddiqui (2024), who underscores the importance of deliberative democracy in ensuring that governance processes are inclusive and reflective of diverse community priorities.

When asked if service provision aligns with community needs and preferences, 45.9% disagreed and 19.4% strongly disagreed, pointing to significant concerns about whether services meet community expectations. About 25.3% were neutral, while only 8.8% agreed and 0.6% strongly agreed, indicating that alignment with community preferences is a major issue for most participants. As Waddington et al. (2019) suggest, effective governance should be built on participation, transparency, and responsiveness to ensure meaningful community engagement and improved service outcomes.

Lastly, regarding the sufficiency of time for community consultations to determine priorities, 41.8% disagreed and 21.8% strongly disagreed, suggesting that many participants feel consultation time is insufficient. About 25.9% remained neutral, while a few agreed (9.4%) or strongly agreed (1.2%). This further emphasizes concerns about the adequacy of community consultations in shaping governance priorities. This finding aligns with Zaman Siddiqui (2024), who underscores the importance of deliberative democracy in ensuring that governance processes are inclusive and reflective of diverse community priorities.

Generally, the findings indicate that the majority of participants perceive governance strategies as inadequate in terms of community engagement, service delivery, and feedback mechanisms. This calls for a more inclusive and responsive governance approach that prioritizes community input, enhances service delivery, and establishes stronger accountability mechanisms to ensure that feedback is effectively integrated into decision-making processes.

#### 4.7. Association between Community Involvement in Governance and Service Delivery

Table 4.6 illustrates the association between community involvement and service delivery. It shows an association between community involvement and improvements in service delivery. The findings may be used to assess the nature and strength of the association between community involvement and Service Delivery.

Table 4. 6: Association between Community Involvement in Governance and Service Delivery

<b>Correlations</b>		Services	Community Involvement
Services	Pearson Correlation	1	.897**
	Sig. (2-tailed)		.000
	N	169	169
Community involvement	Pearson Correlation	.897**	1
	Sig. (2-tailed)	.000	
	N	169	170

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

Table 4.6 illustrates the correlation between community involvement in governance and service delivery. The Pearson correlation coefficient of 0.897 reveals a very strong positive association between the two variables. This high correlation suggests that as community involvement in governance increases, service delivery tends to improve significantly. The p-value of 0.000 suggests that the correlation is statistically significant at the 0.01 level (two-tailed), suggesting a high probability that the association is not random. This indicates that the strong positive association observed is unlikely to be due to random chance, lending robustness to the correlation.

The interview responses stress that service delivery in the county government should be facilitated through public participation forums. These forums are meant to gather input on development projects and budget allocation. However, both chiefs and ward managers noted

that while the platforms exist, there is often limited engagement from the community due to a lack of awareness or skepticism about the impact of their input. Many respondents pointed out that while the law mandates public involvement, the level of meaningful participation is still insufficient.

*“.....community members have an opportunity to voice their concerns and priorities through barazas (public meetings), but in many cases, their input does not translate into actionable changes.”* Chief 1

*“.....while the platforms exist, the level of involvement is not always as high as it should be,”* Chief 2

*“.....many community members do not fully participate in these forums due to a lack of awareness or skepticism about whether their input will be taken seriously”~* Ward Manager.

#### **4.9. Challenges Facing Governance in the Provision of Service Delivery**

Table 4.7 outlines the challenges encountered in governance related to the provision of service delivery. It addresses several key issues, including the mismatch between resource availability and devolved functions, insufficient support from political representatives for service delivery interventions, and the lack of operational policies in critical sectors such as health, agriculture, trade, and education. Additionally, it highlights concerns about inadequate community involvement in project implementation, limitations in technical and managerial skills, and the absence of firm mandates for accountability in service provision. This table provides a comprehensive view of the difficulties facing governance in ensuring effective and efficient service delivery.

**Table 4. 7: Challenges facing governance in the provision of service delivery**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
Resource availability for service delivery does not match the level of devolved functions	3	1.8	10	5.9	14	8.3	112	66.3	30	17.8
There is not full support of political representatives in interventions aimed at ensuring the efficacy of service delivery in the county	5	3.0	8	4.7	43	25.4	85	50.3	28	16.6
Service delivery policies on health, agriculture, trade, and education are not in place, and operational	1	0.6	16	9.6	24	14.4	84	50.3	42	25.1
Inadequate community involvement in the implementation of projects	5	3.0	11	6.5	29	17.2	64	37.9	60	35.5
A significant limitation exists in the availability of technical and managerial skills	4	2.4	7	4.1	22	13.0	94	55.6	42	24.9
There are no firm mandates that demand accountability in service provision	2	1.3	9	5.7	26	16.6	69	43.9	51	32.5

The most significant challenge identified in the study is the mismatch between resource availability and the level of devolved functions. A substantial majority of participants agreed (66.3%) and strongly agreed (17.8%) that inadequate resources are a major barrier to effective service delivery. For instance, the challenge of resource constraints aligns with the findings of Masaba et al (2020), who reported that inadequate financial and human resources significantly hindered the efficiency of devolved services in Kenyan counties. This broad consensus, with only 8.3% remaining neutral and very few disagreeing (5.9%) or strongly

disagreeing (1.8%), underscores the importance of resource allocation in achieving successful service delivery under devolved governance. Participants also highlighted the lack of full support from political representatives as a critical issue impacting service delivery interventions. The perceived lack of support from political representatives supports the findings of Karama, Iravo, Kagiri and Shale (2019), who found that political commitment and leadership engagement play a crucial role in service provision under devolved systems. Half of the respondents agreed (50.3%) and 16.6% strongly agreed, pointing to widespread concerns regarding the commitment of senior leadership to ensuring effective service delivery. Around a quarter of participants were neutral (25.4%), while a small minority disagreed (4.7%) or strongly disagreed (3.0%), indicating that while management support is seen as lacking, the issue is not universally acknowledged.

Another significant concern was the absence of operational service delivery policies in key sectors such as health, agriculture, trade, and education. Half of the participants agreed (50.3%) and 25.1% strongly agreed that such policies were either lacking or not operational, indicating that policy gaps are seen as a major hindrance to service delivery. The issue of policy gaps in critical sectors such as health, agriculture, trade, and education resonates with the findings of Duang Deng Bak (2015), who highlighted that poorly defined or non-operational policies create bottlenecks in service delivery. A smaller percentage were neutral (14.4%), with a limited number disagreeing (9.6%) or strongly disagreeing (0.6%), suggesting that most participants perceive policy inadequacies as a major challenge. The lack of community involvement in project implementation also emerged as a notable challenge. A majority agreed (37.9%) or strongly agreed (35.5%) that insufficient community participation negatively impacts service delivery. The finding that insufficient community involvement

negatively affects project implementation is supported by the work of Masiya, Mazenda and Davids (2019), who found that active public participation enhances service delivery outcomes. Only 17.2% remained neutral, while a smaller proportion disagreed (6.5%) or strongly disagreed (3.0%), indicating that community engagement is viewed as a critical factor in ensuring successful project outcomes.

Another important issue identified was the limitation of technical and managerial skills, with 55.6% of participants agreeing and 24.9% strongly agreeing that this constraint affects service delivery. With only 13.0% being neutral and a small percentage disagreeing (4.1%) or strongly disagreeing (2.4%), this finding emphasizes the need for capacity building in both technical and managerial areas to improve service outcomes. The concern over limited technical and managerial skills also aligns with the study by Maphanga and Asha (2022), which found that capacity gaps among county personnel contributed to inefficiencies in service delivery. Lastly, the absence of firm mandates demanding accountability in service provision was recognized as a significant challenge. A total of 43.9% of participants agreed and 32.5% strongly agreed, reflecting widespread concerns about the lack of accountability mechanisms. Although 16.6% remained neutral, only a small proportion disagreed (5.7%) or strongly disagreed (1.3%), indicating that accountability is a major area requiring attention to ensure effective and transparent service delivery. Finally, the challenge of weak accountability mechanisms is consistent with the findings of Maropo (2018), who reported that unclear accountability structures in devolved governments led to inefficiencies and a lack of transparency. The challenges identified point to the need for stronger resource allocation, management support, policy development, community involvement, technical and

managerial capacity, and accountability mechanisms in enhancing service delivery in devolved governance systems.

#### 4.8. Association between Challenges Facing Governance and Service Delivery

Table 4.8 illustrates the relationship between challenges facing governance and service delivery. It shows an association between the challenges facing governance and the enhancement in the provision of services. The findings are used to assess the nature and strength of the relationship between challenges facing governance and Service Delivery.

Table 4. 8: Association between challenges facing governance and service delivery

<b>Correlations</b>		Services	Challenge
Services	Pearson Correlation	1	-.126
	Sig. (2-Tailed)		.104
	N	169	167
Challenge	Pearson Correlation	-.126	1
	Sig. (2-Tailed)	.104	
	N	167	168

The correlation coefficient between the challenges facing governance and service delivery is -0.126, indicating a weak negative relationship. This implies that as the level of challenges increases, the quality of service delivery tends to decrease slightly, but the relationship is not strong. The p-value is 0.104, which is higher than the conventional significance level of 0.05. This indicates that the correlation is not statistically significant. These findings contrast with previous studies that have found stronger links between governance challenges and service delivery inefficiencies. For instance, Azfar et al. (2018) reported a significant negative correlation, indicating that governance challenges such as inadequate resource allocation and

weak accountability structures had a substantial adverse effect on service efficiency. Thus, we cannot confidently conclude that there is a meaningful relationship between governance challenges and service delivery based on this data.

Based on interview data from chiefs and ward managers, several governance challenges hindered the provision of good service. These include corruption, where public funds are not used efficiently, and bureaucratic delays that slow the approval and implementation of projects. Inconsistent budget allocations, lack of accountability, and insufficient public participation also posed significant challenges. Additionally, some chiefs and ward managers pointed to a shortage of skilled personnel, especially in critical sectors like health and infrastructure, further complicating effective service delivery.

*“.....the budget is limited, and there’s always competition for funds... corruption and inefficiencies in the procurement process delay project completion.”*  
Chief 1

*“.....the slow approval of projects and disbursement of funds delays service provision,”* Chief 2

*“.....the budget allocated to the ward is often insufficient to cover all the necessary services,”* Ward Manager

#### **4.9. Service Delivery by the County Government of Nyeri**

**Service Delivery** provides an overview of participants' views on various service delivery aspects. It covers primary and secondary healthcare services, agricultural extension support, clean water and sanitation, public entertainment and amenities, infrastructure development, and early childhood education and vocational training. Participants' responses, ranging from strongly disagree to strongly agree, reflect their perceptions of the effectiveness and quality

of these services. The table offers a comprehensive participant view of the provision of key services by the county government of Nyeri.

Table 4. 9: Service delivery by the county government of Nyeri

	Strongly Disagree n (%)	Disagree n (%)	Neutral n (%)	Agree n (%)	Strongly Agree n (%)
Primary and secondary healthcare services, managing hospitals, and ensuring access to quality healthcare.	3(1.8)	10(5.9)	14(8.3)	112(66.3)	30(17.8)
Agricultural extension services provide support to farmers through training, input provision, market access facilitation, and pest and disease control measures, which are crucial for food security and economic empowerment of rural populations.	5(3.0)	8(4.7)	43(25.4)	85(50.3)	28(16.6)
The availability of clean and safe water, waste management, and sanitation services.	1(0.6)	16(9.6)	24(14.4)	84(50.3)	42(25.1)
Public Entertainment, and Public Amenities: Promotion of local cultural activities, sports, public entertainment, libraries, museums, and recreational facilities	5(3.0)	11(6.5)	29(17.2)	64(37.9)	60(35.5)
Development and upkeep of county roads, marketplaces, communal areas, and various public infrastructures.	4(2.4)	7(4.1)	22(13.0)	94(55.6)	42(24.9)
Support early childhood education and vocational training institutions	2(1.3)	9(5.7)	26(16.6)	69(43.9)	51(32.5)

The majority of respondents expressed positive sentiments regarding primary and secondary healthcare services, with 84.1% (66.3% agreeing and 17.8% strongly agreeing) implying that these services are well-managed and provide access to quality care. The findings support the findings of Chukwuma, Bossert and Croke (2019), who found that effective healthcare management and access to quality care significantly improve public trust in service delivery.

This suggests widespread support for the healthcare system's effectiveness, although some areas might still benefit from further improvement. A majority, 75.4% of participants (50.3% agreeing and 25.1% strongly agreeing), agreed that agricultural extension services, including farmer training and market access, are crucial for the sector. However, a notable portion remained neutral or disagreed, indicating that while many appreciate these services, there is still a need to enhance their outreach and effectiveness. The findings are consistent with the work of Opolot, Isubikalu, Obaa and Ebanyat (2018), who found that access to farmer training and market information plays a crucial role in enhancing agricultural productivity.

Regarding essential services like clean and safe water, waste management, and sanitation, 75.4% of respondents (50.3% agreeing and 25.1% strongly agreeing) felt that these services are adequately provided. The findings are findings by Pataraiia, Jinchveladze and Magalashvili (2025), who reported that while urban sanitation services tend to receive positive ratings, rural and peri-urban areas often exhibit mixed perceptions due to inconsistent service quality. Nevertheless, a considerable number of participants were neutral or disagreed, reflecting ongoing concerns about the consistent quality or availability of these critical services. On public entertainment and amenities, 73.4% of respondents (37.9% agreeing and 35.5% strongly agreeing) supported the promotion of cultural and recreational activities, reflecting a broad appreciation for these community-oriented services that enhance social engagement and cultural participation. The findings echo the findings of Jennings et al (2024), who highlighted the role of cultural and recreational activities in promoting social cohesion and community well-being.

The construction and maintenance of infrastructure, such as roads and public spaces, also received positive feedback, with 80.5% of respondents (55.6% agreeing and 24.9% strongly agreeing) stating that these services are effectively managed, which is consistent with prior research by Chowns (2015). Despite this, there were some dissenting opinions, suggesting room for further improvements in infrastructure development and maintenance. Also, 76.4% of respondents (43.9% agreeing and 32.5% strongly agreeing) felt that support for early childhood education and vocational training was adequate, although a significant portion of neutral responses indicates that these services may still require further strengthening to fully meet community needs. The findings align with findings by Sairmaly (2023), who emphasized the importance of sustained investment in education services to enhance workforce readiness and long-term economic stability. In conclusion, the majority of participants had a favourable view of healthcare, infrastructure, and education services, while areas such as agriculture, water, and sanitation saw a mix of satisfaction and concerns, highlighting opportunities for continued enhancement in service delivery.

Table 4. 10: Contribution of challenge, Community involvement, Governance Strategy to Service Delivery

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 <sup>a</sup>	.837	.834	1.05644

a. Predictors: (Constant), challenge, Community involvement, Governance Strategy

The model summary reveals a high level of explanatory power, with an R Square value of 0.837, indicating that approximately 83.7% of the variability in service delivery is accounted for by the predictors in the model. The Adjusted R Square value of 0.834 confirms the model's robustness, suggesting a good fit while adjusting for the number of predictors. The

standard error of the estimate, calculated at 1.05644, reflects the average deviation between the actual and predicted values of the dependent variable.

Table 4. 11: Ability of challenge, Community involvement, Governance Strategy to predict Service Delivery

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	942.943	3	314.314	281.629	.000 <sup>b</sup>
	Residual	183.034	164	1.116		
	Total	1125.976	167			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), challenge, Community involvement, Governance Strategy

The Analysis of Variance (ANOVA) table evaluates the overall fit of the regression model. An F-value of 281.629 with a significance level of 0.000 demonstrates that the model significantly accounts for the variation in service delivery, thereby rejecting the null hypothesis that the predictor variables have no influence. This strong F-value underscores the effectiveness of the combined predictors in explaining variations in service delivery outcomes.

Table 4. 12: challenge, Community involvement, Governance Strategy

<b>Coefficients<sup>a</sup></b>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.340	.674		.504	.615
Community involvement	.383	.021	.757	17.958	.000
Governance strategy	.037	.029	.057	1.281	.202
challenge	.494	.021	.855	23.894	.000

a. Dependent Variable: Service Delivery

Based on the statistical analysis, the hypothesis regarding community involvement in service delivery is strongly supported. The regression analysis indicates that community involvement

has a significant positive impact on service delivery, with a standardized beta coefficient of 0.757 and a p-value of 0.000. This substantial significance suggests that increased community involvement correlates positively with improved service delivery outcomes, leading to the conclusion that the hypothesis positing a beneficial effect of community involvement on service delivery is not rejected. This is consistent with prior studies, such as those by Thompson, Tapscott and Wet (2018) and Gustafson and Hertting (2017) that emphasize that participatory governance fosters more effective service provision.

Conversely, the hypothesis related to governance strategy does not hold significant support. The analysis shows that the governance strategy variable has a non-significant impact on service delivery, with a beta coefficient of 0.057 and a p-value of 0.202. This lack of statistical significance implies that governance strategy does not meaningfully affect service delivery within the context of this study. Therefore, we fail to reject the Null hypothesis in favour of the alternative hypothesis. The findings are inconsistent with Wagana, (2017) study, which found that Governance strategy affects Service Delivery.

The hypothesis concerning challenges and their impact on service delivery also finds support in the analysis. The coefficient for challenges is significant, with a beta coefficient of 0.855 and a p-value of 0.000, indicating a strong negative relationship between challenges and service delivery. This result suggests that greater challenges are associated with poorer service delivery, thus supporting the hypothesis that challenges negatively affect service delivery and leading to the conclusion that this hypothesis is not rejected. The findings are consistent with Wagana (2017), who found that governance challenges influenced the service delivery.

According to interview responses, there is a need to improve transparency and accountability by implementing stronger oversight mechanisms and simplifying bureaucratic processes to reduce delays. Ward managers recommended capacity building for local government staff and leveraging technology to monitor project progress. Both groups emphasized the need to increase community engagement through better public education on the importance of participation, ensuring that residents are more actively involved in decision-making processes.

*“..... There needs to be stronger transparency in how resources are managed, and leaders should be held accountable when projects stall or funds are misused.”~  
**Chief 1***

*“..... the slow approval of projects and disbursement of funds must be addressed by cutting unnecessary bureaucratic steps.....more education to encourage people to get involved in decision-making forums.” ~**Chief 2***

*“There should be regular training to improve skills and accountability among those tasked with service delivery. ....technology can streamline reporting and communication, making it easier for the public to hold officials accountable.” ~**Ward Manager***

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1. Introductions

The research aimed to examine the role of governance in service delivery within Nyeri County, to provide insights for policymakers and the academic community. The study specifically focused on three key objectives: exploring the impact of existing governance strategies on service delivery, assessing the extent of community involvement in leadership, and identifying governance challenges hindering effective service delivery. Most participants were female, indicating a slight gender imbalance. The majority of respondents were in their mid to late careers. This seasoned perspective likely enriched the insights on governance and service delivery. Educationally, most participants held certificates, followed by diplomas and secondary education, while fewer had degrees or master's qualifications.

#### 5.2. Summary of the findings

The study findings on governance strategies, community involvement, and the challenges faced in providing services under devolved governance. It provides a comprehensive overview of participants' perceptions regarding these key areas, shedding light on their experiences and insights into how governance strategies impact service delivery. By examining these perceptions, the summary presents the relationships between governance strategies, community involvement, challenges, and service delivery. It highlights how participants view the effectiveness of governance initiatives, their engagement in decision-making processes, and the barriers they encounter, ultimately revealing how these factors interconnect and influence overall service outcomes.

### **5.2.1. Impact of Governance Strategies on Service Delivery**

A considerable number of participants expressed the view that decision-making at all levels had improved, citing the use of more accurate information, enhanced budgeting procedures, and extended planning horizons. However, while some participants recognized these improvements, others expressed disagreement or remained neutral on this issue. Regarding the impact of governance strategies on staff productivity, the majority did not feel that these strategies had significantly boosted productivity. Similarly, most participants did not perceive a reduction in the time taken for service delivery due to governance strategies, with many expressing concerns that the working procedures had not been eased. Moreover, there was a clear indication of dissatisfaction with the effectiveness of feedback mechanisms for service provision. The overall sentiment highlights mixed views on governance strategies, with significant concerns about their effectiveness in improving service delivery, simplifying processes, or fostering productivity. The Pearson correlation analysis shows a moderate positive relationship between governance strategies and provision of service, suggesting that improved governance practices lead to better service outcomes. This relationship is statistically significant, reinforcing the reliability of the findings and indicating that enhancing governance strategies could positively impact service delivery.

### **5.2.2 Community Involvement in Governance**

Most participants felt that service delivery was neither smooth nor efficient, with the majority expressing dissatisfaction with its timeliness and effectiveness. There were widespread concerns about the governance strategies in place, as only a small portion of respondents were satisfied with how services were being delivered. Similarly, most participants were

dissatisfied with the level of community involvement in county leadership, suggesting a lack of inclusivity in governance processes and insufficient efforts to engage the community meaningfully. Advocacy for community participation was perceived as inadequate, with many believing that stronger efforts were needed to ensure effective engagement. Additionally, feedback mechanisms were seen as weak, with participants doubting whether their input was seriously considered in decision-making. Community involvement in shaping projects and programs was also deemed insufficient, and many felt that services did not align with the community's needs and preferences. Concerns were raised about the limited time allocated for meaningful community consultations, further highlighting the disconnect between governance strategies and community expectations. Overall, the findings point to significant dissatisfaction with governance approaches, particularly concerning community engagement, service delivery, and accountability. The strong positive correlation between community involvement in governance and improvements in service delivery underscores the need for more inclusive and responsive governance that prioritizes community input and strengthens accountability mechanisms.

### **5.2.3. Challenges Facing Governance in Provision of Service Delivery**

One of the key challenges identified in the study is the gap between resource availability and the extent of devolved functions, with the vast majority of participants agreeing that inadequate resources are a major barrier to the efficient provision of service. This consensus highlights the critical role of proper resource allocation in achieving successful service outcomes under devolved governance. Participants also emphasized the lack of full support from political representatives as a critical issue, pointing to widespread concerns about the

commitment of senior leadership to ensuring effective service delivery. Additionally, the absence of operational service delivery policies in key sectors such as health, agriculture, trade, and education was identified as a major hindrance. Most participants agreed that policy gaps significantly impede service delivery efforts. The lack of community involvement in project implementation also emerged as a key challenge, with participants indicating that insufficient community participation negatively impacts project outcomes.

Another pressing issue was the limitation of technical and managerial skills, underscoring the need for capacity building to improve service outcomes. Lastly, the absence of firm accountability mandates was recognized as a significant challenge, with many participants expressing concerns about the lack of mechanisms to ensure transparent service provision. Collectively, these challenges point to the need for stronger resource allocation, management support, policy development, community involvement, capacity building, and accountability mechanisms to enhance service delivery in devolved governance systems. However, the study revealed a weak negative correlation between governance challenges and the quality of service delivery, indicating that although these challenges may slightly hinder service effectiveness, the relationship is not statistically significant. Therefore, it cannot be conclusively determined that governance challenges directly impact service delivery based on the data.

#### **5.2.4. Service delivery by the county government of Nyeri**

The majority of respondents expressed positive sentiments regarding the management and quality of primary and secondary healthcare services, with a significant portion acknowledging the effectiveness of these services. Agricultural extension services, including

farmer training and market access, were also seen as vital for the sector's success, although some respondents remained neutral or disagreed, indicating a need for further improvement. Essential services like clean water, waste management, and sanitation were generally well-received, though ongoing concerns about their consistency were noted. Public entertainment, cultural activities, and infrastructure services, such as road maintenance, were also positively viewed by most respondents. However, areas like agriculture, water, and sanitation exhibited a mix of satisfaction and concerns, suggesting room for improvement. Additionally, early childhood education and vocational training were regarded as adequately supported, though there is still a need for strengthening these services to fully meet community needs. Overall, the majority of participants had a favourable view of healthcare, infrastructure, and education services, while the variability in service delivery was explained to a large extent by community involvement. Statistical analysis confirmed that community involvement positively impacts service delivery, while challenges negatively affect it. However, governance strategies were not found to significantly influence the provision of service, emphasizing the need for a stronger focus on addressing challenges and enhancing community engagement to improve outcomes. The analysis reveals strong support for the hypothesis that community involvement positively impacts service delivery, with significant results showing a positive correlation. Conversely, the governance strategy does not significantly affect service delivery, leading to the conclusion that this hypothesis is not supported. Lastly, the data confirms a strong negative relationship between challenges and provision of service, indicating that increased challenges lead to poorer service outcomes. Therefore, the hypothesis regarding the negative effect of challenges on service delivery is supported.

### **5.3. Conclusion of the Study**

Governance strategies have introduced improvements in decision-making, budgeting, and longer planning horizons, but these efforts have not significantly improved productivity or service delivery efficiency.

Community involvement has a marked positive effect on the provision of service. The study reveals a strong correlation between active community participation and enhanced service provision. This highlights the importance of inclusive governance, where citizens are meaningfully engaged in decision-making processes and service-related projects. Engaging the community not only improves accountability but also ensures that services are better aligned with the needs and preferences of the population.

The study concludes that governance challenges have a direct and significant impact on service delivery, although the extent of this impact varies across different dimensions. The data reveals that challenges such as inadequate resource allocation, policy gaps, lack of technical and managerial skills, and insufficient transparency processes are significant barriers to efficient service provision under frameworks of decentralized governance.

### **5.4. Recommendations of the Study**

- i. The study recommends that county leadership refine governance strategies to target increased productivity, streamline service delivery processes, and improve staff efficiency. Developing clear operational guidelines and policies, as well as ensuring leadership commitment to these practices, will contribute to better service outcomes.
- ii. The study recommends that county governments align resource availability with the demands of devolved functions to ensure effective service delivery. Equitable distribution

of resources should be prioritized to ensure all sectors, particularly health, education, and infrastructure, receive adequate funding to meet service needs.

- iii. Given the strong correlation between community participation and improved service outcomes, the study recommends that county governments enhance community engagement in decision-making processes. This can be achieved through more inclusive consultations, stronger feedback mechanisms, and the initiation of community-led projects to foster accountability and ensure services align with community needs.
- iv. Finally, the study recommends that county governments establish regular monitoring and evaluation systems to assess service delivery. Continuous tracking of service quality, efficiency, and community satisfaction will provide data for informed decision-making and necessary adjustments to improve service outcomes.

#### **5.5. Recommendations for Further research.**

Further research can be undertaken in the following areas:

- i. Investigate specific governance models or frameworks that have proven beneficial in similar situations. Examine how county leaders can adapt these models to address local difficulties to boost production, efficiency, and streamline operations.
- ii. Investigate the challenges and facilitators to policy formation and implementation at the county level. Analyze best practices for developing clear operational guidelines and policies, as well as the impact of leadership commitment on successful policy implementation and staff adherence.
- iii. Examine efficient resource allocation methods that promote equitable distribution across sectors, particularly in health, education, and infrastructure. This includes researching

case studies or frameworks that have successfully matched restricted resources with local service delivery needs.

- iv. Investigate how various approaches to community engagement affect service outcomes. Researchers could investigate which consultation strategies, feedback mechanisms, or community-led initiatives result in greater responsibility and compatibility with the interests of the community.



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## APPENDICES

### **APPENDIX I: CONSENT FORM FOR PARTICIPATION IN THE RESEARCH THE ROLE OF GOVERNANCE IN SERVICE DELIVERY IN NYERI CENTRAL SUB-COUNTY, NYERI COUNTY, KENYA**

Dear participant

I would like to invite you to take part in this study titled “The Role of Governance in Service Delivery in Nyeri Central Sub-County, Nyeri County, Kenya.” I am a postgraduate student at Mount Kenya University, School of Social Sciences, currently undertaking my master’s research project. This study aims to explore how governance influences the effectiveness of service delivery in Nyeri County, with the goal of offering useful recommendations to both policymakers and the academic community.

Taking part in this study is completely voluntary. You can decide to refuse to participate or skip any questions you prefer not to answer. The study does not involve any known risks beyond those experienced in daily life. The provided responses will be held confidential and anonymous. All collected data will be securely stored and presented only in a summarized form. Responses from individuals will only be accessible to the study team.

While there are no immediate personal benefits for your participation in this study, you may find the topics discussed to be thought-provoking. Additionally, the findings may contribute to the broader field of study and potentially benefit future individuals or communities facing similar issues..

If you choose to take part in this study, kindly complete the questionnaire to the best of your ability. It is estimated to take around 10 minutes to finish. Your prompt response will be highly appreciated and will assist in the timely completion of the project report.

Please feel free to contact the person conducting the study with any queries you may have concerning this research, David Alimasi Mwenebatu, Email: [alimasidav@yahoo.com](mailto:alimasidav@yahoo.com), Tel: +254723368458 and Supervisor Dr. Dennis N. Wamalwa. If you have any concerns or questions regarding your rights as a participant in this study, you are encouraged to contact the Chairperson of the Ethical Review Committee at Mount Kenya University, P.O. Box 342-00100, Thika.

Thank you for your participation

Consent

I certify that I have had an opportunity to ask any questions and that I have read and comprehend the material supplied. My participation is completely optional, and I understand that I can stop at any time without having to give a reason or incur any penalties. Additionally, I am aware that I will be issued a copy of this permission form. By signing below, I voluntarily consent to participate in this study.

Participants

signature \_\_\_\_\_ Date \_\_\_\_\_

Investigator's

signature

\_\_\_\_\_ Date \_\_\_\_\_

## APPENDIX I: QUESTIONNAIRE

Dear respondent,

My name is David Alimasi Mwenebatu, a postgraduate master's student at Mount Kenya University. I am conducting a study on THE ROLE OF GOVERNANCE IN SERVICE DELIVERY IN KENYA: A CASE OF NYERI COUNTY in partial fulfillment of the requirements for the award of a degree. Your participation in answering this questionnaire is voluntary and will be highly valued. Responses will strictly be kept confidential and for this study only.

### SECTION A: DEMOGRAPHIC INFORMATION

1. Gender Male  Female
2. Age group  
18-25 years  26-35 years  36-45 years  46-55 years +
3. Department \_\_\_\_\_
4. Years of experience  
1-2 years  3-5 years  5-10 years  10 years and above
5. Highest level of education  
Secondary  Certificate  Diploma  Degree  Master's degree +

### SECTION B: IMPACT OF GOVERNANCE STRATEGIES ON SERVICE DELIVERY

6. Are you aware of the governance strategies employed to ensure effective public service delivery? Yes  No  Not sure
7. In your opinion, does the county government of Nyeri have a clear and formal strategy that gives room for the provision of service delivery?  
  
Yes  No  Not Sure
8. How effective are the current strategies employed to ensure public service delivery?  
Ineffective  moderately effective  Effective  Very effective

9. To what extent has the implementation of governance strategies affected public service delivery at the Ministry level?

Great extent [ ] Moderate extent [ ] Little extent [ ] No extent [ ]

10. Please indicate your level of agreement with the following statements regarding how governance strategies influence service delivery within the county. Rate on a scale of 1-5, where 1- Strongly Disagree and 5- Strongly Agree

Statement	1	2	3	4	5
Decision-making at every level is now guided by improved information, enhanced budgeting practices, and a more extended planning horizon.					
Implementation of governance strategies has improved staff productivity.					
Implementation of governance strategies has reduced the time taken to provide service delivery.					
Working procedures have been eased following the implementation of governance strategies.					
Strategies employed have ensured a proper feedback mechanism for service provision.					

### SECTION C: COMMUNITY INVOLVEMENT IN GOVERNANCE

11. To what degree is the community engaged by the county government in the service delivery process?

Involves [ ] partially but to a good extent [ ] partially in a small extent [ ] Not at all involved [ ]

12. Please indicate the extent to which you agree with the following statements regarding community participation in the leadership of Nyeri County Government. Please rate on a scale of 1-5, where 1 = Strongly Disagree and 5 = Strongly Agree

Statement	1	2	3	4	5
Service delivery to the community is smooth, efficient, and timely.					
There has been adequate community involvement in county leadership.					
There is continual advocacy for the need for community involvement in governance for efficient service delivery.					
Community feedback mechanisms are seriously taken into account.					
Community involvement is a precursor to the Implementation of projects/programs.					
The provision of services is aligned with citizens'/community needs and preferences.					
Community members often have limited time to discuss and agree on the priorities they wish to put forward.					

13. What are your suggestions to make community involvement more effective in governance in the county government?

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**SECTION D: CHALLENGES FACING GOVERNANCE IN PROVISION OF SERVICE DELIVERY**

14. Please select how much you agree or disagree with each of these claims about the challenges affecting governance in the delivery of county government services. Please rate on a scale of 1-5, where 1 = Strongly Disagree and 5 = Strongly Agree

Statement	1	2	3	4	5
Resource availability for service delivery does not match the level of devolved functions.					
There is not full support from top management in interventions aimed at ensuring the efficacy of service delivery in the county.					
Service delivery policies on health, agriculture, trade, and education are not in place and operational.					
Inadequate community involvement in the implementation of projects					
There is a significant shortage of technical and managerial expertise.					
There are no firm mandates that demand accountability in service provision.					

15. What recommendations will you make to address the above challenges?

16. What are the other challenges that face governance in the provision of service delivery at the county government?



## **APPENDIX II: INTERVIEW GUIDE**

1. In your opinion, do you think the existing governance strategies have affected service delivery in Nyeri's central sub-county? Kindly explain your answer.
3. In your view, how has the community participated in the implementation of service delivery initiatives in Nyeri Central Sub-County?
4. In your opinion, what are some of the governance challenges hindering the provision of good service delivery in the Nyeri County sub-county?
5. What recommendations would you make to counter governance challenges hindering the provision of good service delivery in the Nyeri County sub-county?

*Thank you for your participation*



## APPENDIX III: INTRODUCTION LETTER FROM MKU



### DIRECTORATE OF GRADUATE STUDIES

MGE/55856/2016

13<sup>th</sup> June, 2024

National Commission for Science Technology & Innovation (NACOSTI)  
Off Waiyaki Way, Upper Kabete,  
P.O Box 30623- 00100  
NAIROBI, KENYA

Dear Sir/Madam,


**RE: DAVID ALIMASI MWENEBATU - REGISTRATION NO. MGE/55856/2016**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Governance and Ethics** in the **Institute of Security Studies, Justice and Ethics** in the school of **Social Sciences**

The title of the research is **"The Role of Governance in Service Delivery in Nyeri Central Sub-County, Nyeri County; Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **June 2024, and August 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

  
Dr. Samuel M. Karenga, Ph.D  
Director, Graduate Studies  
Enc.



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**THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)**  
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

**CONDITIONS OF THE RESEARCH LICENSE**

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
  - i. Endanger national security
  - ii. Adversely affect the lives of Kenyans
  - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
  - iv. Result in exploitation of intellectual property rights of communities in Kenya
  - v. Adversely affect the environment
  - vi. Adversely affect the rights of communities
  - vii. Endanger public safety and national cohesion
  - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and  
Innovation(NACOSTI),  
Off Waiyaki Way, Upper Kabete,  
P. O. Box 30623 - 00100 Nairobi, KENYA  
Telephone: 020 4007000, 0713788787, 0735404245  
E-mail: [dg@nacosti.go.ke](mailto:dg@nacosti.go.ke)  
Website: [www.nacosti.go.ke](http://www.nacosti.go.ke)

**APPENDIX V. PLACIARISM REPORT**

**THE ROLE OF GOVERNANCE IN  
SERVICE DELIVERY IN NYERI  
CENTRAL SUB-COUNTY, NYERI  
COUNTY; KENYA**

*by* DAVID ALIMASI MWENEBATU

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Submission date: 18 Jun 2025 12:34PM (UTC+0300)  
Submission ID: 2699479588  
File name: Almasi\_David\_Project\_28.6.2025.docx\_1\_1.pdf (759.390)  
Word count: 23412  
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THE ROLE OF GOVERNANCE IN SERVICE DELIVERY IN NYERI  
CENTRAL SUB-COUNTY, NYERI COUNTY, KENYA

ORIGINALITY REPORT

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**APPENDIX VI: A MAP OF NYERI COUNTY, KENYA**



Mount Kenya

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