

**INFLUENCE OF PERFORMANCE CONTRACTING ON SERVICE  
DELIVERY BY THE NATIONAL GOVERNMENT ADMINISTRATION  
IN ELDORET WEST SUB COUNTY, KENYA**

**BY**

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**A THESIS SUBMITTED TO THE DEPARTMENT OF HISTORY,  
POLITICAL SCIENCE AND PUBLIC ADMINISTRATION IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER  
OF ARTS DEGREE IN PUBLIC ADMINISTRATION AND POLICY, OF MOI  
UNIVERSITY**

**2017**

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**DEDICATION**

I dedicate this work to my dear wife, Nancy Atieno Awuonda, the love of my heart and the cornerstone of our family. Sydney Onyango our little son, we passionately miss your presence, rest in eternal peace.

## ACKNOWLEDGEMENT

Several people have served as a source of inspiration during my studies at Moi University. I am particularly indebted to my supervisors, Dr. Harry Otieno Ododa and Prof. Peter Odhiambo Ndege for the patience and rigour they undertook to go through my drafts. I am grateful to Moi University in general, especially the School of Arts and Social Sciences; and particularly, the Department of History, Political Science and Public Administration for the enabling academic environment. I also greatly benefited from the inexhaustible reservoir of knowledge of my lecturers.

I am greatly indebted to my dearest wife, Nancy Atieno Awuonda, for her encouragement and financial support which has given me the energy to build my ambition with confidence to pursue further education in public administration. My sincere appreciation goes to the national government administrative officers (NGAOs), heads of department, representatives of non-governmental organizations (NGOs) and members of the public who provided data for this study.

I acknowledge my colleagues with whom we shared a lot during my stay at the University. Moses Lilan, Ochieng Nyaliech and Obunga Mitimbo, you kept my spirit high. Together, we ensured our common academic interest held sway over divisive manoeuvres. Mr. Kennedy Krop Kasait, the astute District Officer, thank you for initiating the idea of pursuing further education; you have been a real inspiration.

There are also other friends who encouraged me to undertake this study. Engineer Stanley Kuja, your backbone has served as a launching pad for my intellectual pursuit. My gratitude also goes to Ms. Roselyne Kiveu, the proprietor of Acer Computers, for allowing me free access to her office which offered a serene atmosphere for writing, editing and printing this thesis.

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## ABSTRACT

The purpose of this study was to assess the influence of performance contracting on service delivery by the national government administration (formerly the provincial administration) in Eldoret West Sub County, Kenya. The research problem of the study was the continued deterioration in performance by the national government administration officers (NGAOs), formerly the provincial administrators, despite implementation of several strategies to address the challenges; among the strategies by the government to improve service delivery was the introduction of performance contracting. The study was guided by four specific objectives as follows: to assess how finance stewardship – through utilization of the allocated funds – has facilitated service delivery by the national government administration in Eldoret West Sub County; to analyze the influence of human resource management and development on performance of the national government in the delivery of services in Eldoret West Sub County; to investigate how resolution of public complaints has influenced service delivery by the national government administration in Eldoret West Sub County, and; to examine how automation has influenced service delivery by the national government administration in Eldoret West Sub County. The literature review revealed research gaps regarding: the institutions where previous research has been done; the period when similar research has been carried out; the professional qualifications of the previous researchers, and; the methodology employed during the previous research. The study used a conceptual framework to assess the influence of performance contracting on service delivery by the national government administration. The research methodology consisted of descriptive survey research design. Given the heterogeneity of the target population, the researcher used various sampling techniques. The study utilized mixed research method in the collection, presentation and analysis of both quantitative and qualitative data. Quantitative data was analyzed using descriptive and inferential analysis techniques – through measures of association and measures of correlation using; Spearman's rank order correlation ( $r$ ), Gamma measure of association and Kendall coefficient of concordance ( $W$ ). Content analysis was used for data that is qualitative in nature or aspects of the data collected from open ended questions and focus group discussions. The quantitative data was coded thematically and then analyzed statistically. Data presentation, analysis and discussion of findings were organized thematically according to the four specific objectives of the study. The study found out that: there are other factors that influence service delivery other than those identified in the four specific objectives of the study; finance stewardship has facilitated service delivery; most stakeholders lack knowledge on the Financial Management Act; monitoring and evaluation of performance contracting has influenced service delivery; human resource management and development has influenced performance of the national government administration through competency development, performance appraisal, knowledge management and improved work environment; resolution of public complaints has influenced service delivery; automation has enhanced service delivery although identification of NGAOs for ICT trainings and availability and allocation of serviceable ICT equipment is not done appropriately. The study concluded that performance contracting has influenced the performance of NGAOs on service delivery. The study recommends that further research should be conducted on the other factors that contribute to successful implementation of performance contracts.

## ABBREVIATIONS

<b>CAJ</b>	Commission on Administration and Justice
<b>CHMs</b>	Complaint Handling Mechanisms
<b>CSDC</b>	Citizen Service Delivery Charter
<b>CSR</b>	Civil Service Reform Programme
<b>DSIC</b>	District Security Intelligence Committee
<b>EDPRS</b>	Economic Development and Poverty Reduction Strategy
<b>ERS</b>	Economic Recovery Strategy for Wealth and Employment Creation
<b>GAC</b>	World Bank Governance and Anti-Corruption
<b>HRM</b>	Human Resource Management
<b>ICT</b>	Information and Communications Technology
<b>IPMS</b>	Integrated Performance Monitoring System
<b>ISPs</b>	Internet Service Providers
<b>MDAs</b>	Ministries, Departments and Agencies
<b>MDG's</b>	Millennium Development Goals
<b>MTP</b>	Medium Term Plan of Kenya Vision 2030
<b>NGAOs</b>	National Government Administrative Officers (Regional Commissioners, County Commissioners, Deputy County Commissioners, Assistant County Commissioners, Chiefs and Assistant Chiefs)
<b>NGOs</b>	Non-Governmental Organizations
<b>NPM</b>	New Public Management
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>PAS</b>	Performance Appraisal System
<b>PCDs</b>	Public Complaint Desks
<b>PPP</b>	Public-Private Partnerships
<b>PSR</b>	Public Sector Reforms
<b>QMS</b>	Quality Management System
<b>RBM</b>	Results Based Management
<b>RRI</b>	Rapid Results Initiative

## DEFINITION OF KEY TERMS

**NATIONAL GOVERNMENT ADMINISTRATION :** A government department in the Office of the President, Ministry of Interior and Coordination of National Government (formerly **Provincial Administration**); which is a vital and critical organization of the entire government machinery starting from the Chief Executive to the grassroots where that authority is in the body of Chiefs and Assistant Chiefs.

**PERFORMANCE CONTRACTING:** A freely negotiated performance agreement between the Government and the respective Ministries, Departments or Agencies (MDAs) which clearly specifies the intentions, obligations and responsibilities of the two contracting parties. It stipulates the results to be achieved by the contracted party and the commitments of Government as the contracting party.

**SERVICE DELIVERY:** Making available what appertains to national government administration's mandate to the citizens to ensure desired level of well-being to all concerned and within a short time span.

**CITIZEN SERVICE DELIVERY CHARTER:** A statement prepared by a public institution which outlines the nature, quality and quantity of service that citizens should expect from the institution; a key performance indicator in performance contracting of every public institution.

**WORK PLAN:** A planning tool/results oriented framework within performance management where strategic objectives of an organization as outlined in the strategic plan are translated into actual activities to be performed with the actual allocated resources.

**RAPID RESULTS INITIATIVE:** A strategy of fast tracking performance contracting.



## CHAPTER ONE

### BACKGROUND TO THE STUDY AND STATEMENT OF THE PROBLEM

#### 1.1 Background to the Study

Performance contracting is a freely negotiated performance agreement between the Government and the respective Ministry, Department or Agency (MDA) which clearly specifies the intentions, obligations and responsibilities of the two contracting parties. It stipulates the results to be achieved by the contracted party and the commitments of Government as the contracting party.

In the background of this study, the researcher looked at the global perspective focussed on countries in Western Europe such as: the United Kingdom, France and Belgium – it also focused on countries in the extension of Western Europe such as the United States of America and Canada. The regional perspective was also looked into and this included countries in: Latin America, Asia, the Middle East and Africa. While looking into the Kenyan perspective, the study focused on the various government Ministries, Departments and Agencies (MDAs). According to Trivedi (2000: 5), it is evident that a large number of governments and international organizations are currently implementing policies using this method to improve the performance of public enterprises in their countries.

##### 1.1.1 The Global Perspective

The paradigm of performance contracting in Belgium dates back to the breaking of the traditional monolithic government in the 1830s and stipulated the compulsory public utility service being provided by the agency and the government's conditions. However the concept of performance contracting was first introduced in France in the 1960s following the publication of the famous Nora report on the reform of state-owned enterprises in France according to research done by Bouckaert *et al*

(1999). In the United Kingdom (UK), performance contracting in public sector was introduced in 1998 as Public Service Agreement (PSA) system and outlined a set of performance targets which all government agencies were to report on.

In the United States of America (USA) according to Government Performance and Results Act of 1993, performance contracting aimed at making federal departments more productive and therefore boosting citizens' confidence in their government. Kernaghan and Siegel (1999), state that the government's approach to performance contracting and management were rooted in Canada in early 1990's expenditure management systems designed to cut costs during a period of budget deficits

### **1.1.2 The Regional Perspective**

According to AAPAM., (2005), in Latin America, performance contracting has been used at different times in Argentina, Brazil, Bolivia, Chile, Colombia, Mexico, Uruguay and Venezuela. Grapinet (1999) argues that in Asia, the concept of performance contracting has been used in Bangladesh, Malaysia, China, India, Korea, Pakistan and Sri Lanka. Grapinet (1999) further notes that in Finland, major public service reforms were introduced during 1987-1997 according to study on Public Sector Performance Contracting and the aim was to make public agencies more responsible and accountable.

Atter (2014), states that in the Middle East, the Egyptian experience with Public Private Partnership (PPP) since 2008 has demonstrated the government's commitment to improving public services through performance contracting. Performance Contracts in Egypt are signed between the public sector and the private sector for the purpose of having the private sector deliver services traditionally provided by the public sector.

According to the Economic Commission for Africa (2010), the experience of poor performance in public agencies in African countries, called for the introduction of performance contracting as part of the new comprehensive public sector reforms strategy as a step towards addressing these problems in the 1990s. Countries in West Africa like Ghana, Nigeria and Gambia started managing public service through performance contracting by 2005.

Naidoo (2015: 23) argues that the political transition in South Africa necessitated wholesale restructuring of the state bureaucracy, a process which attracted considerable policy attention in the mid to late 1990s. The scale of the endeavour saw South African policy makers draw inspiration from an accumulated wealth of international experience in public sector reform efforts, especially related to management development and practice – including the concept of performance contracting.

In East Africa, the East African Community Performance Contract (2008/2009) stipulated expectations of member states' commitment for common achievement including implementation of Strategic Plan (2007-2012) which was to ensure that appropriate work plans are developed on the basis comprehensive performance targets outlined in the performance contracts.

In 2006, Rwanda became the latest African country to adopt performance contracting policy. According to the African Development Bank (2012: 5), during the design of Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) in 2006, performance contracting was fully adopted as a critical tool to create efficiency in EDPRS implementation and to improve the quality of public service delivery. The use of Rwanda's indigenous knowledge system known as *Imihigo* (performance contracting), is one of those innovative and home-grown approaches that has strengthened service

delivery and contributed significantly to improvements in the socio economic well-being of the citizens (Ndahiro, 2015).

### **1.1.3 The Kenyan Perspective**

With the intensified challenge of providing quality service for her citizens, Kenya adopted performance contracting as a tool not only to improve service delivery, but also to re-focus the mindset of the civil service from looking within to focusing on customers and results. The push factor for introduction of performance contracting in Kenya is the assumption that institution of performance measurements, customer orientation and an increased focus towards incremental productivity and cost reduction can lead to improvements in service delivery.

According to Kobia and Mohammed (2006), performance contracting concept in Kenya, can be traced back to 1990 through the Cabinet Memorandum No. CAB (90) 35. This is the period when performance contracting was conceived and designed with an aim of having a real impact in changing the way things were being done, creating a new behaviour pattern and adoption of positive attitude to work ethics in the entire public service delivery. Performance Contracting was first introduced in Kenya through the Parastatals Reform Strategy Paper of 1991. This strategy paper saw the introduction of performance contracting on a pilot basis on two agencies: Kenya Railways Corporation and the National Cereals and Produce Board (Kago (2014: 1 - 19).

Performance contracting was re-introduced into the Kenyan Public Service in 2004 as part of the Civil Service Reform instituted under the Economic Recovery Strategy for Wealth and Employment Creation (ERS) 2003-2007. The re-introduction of Performance Contracting in Kenya was contextualized through an administrative circular issued by the Permanent Secretary and Secretary to the Cabinet and Head of

the Public Service and later anchored through subsidiary legislation for State corporations and Local Authorities. Implementation of performance contracting is overseen by an institutional framework anchored in the executive arm of Government.

The *LOG ASSOCIATE, (2010)* posit that performance contracting was thus introduced in government in 2004. In 2004 only a few State Corporations were participating; but today, performance contracting can be found in a majority of Kenyan MDAs. The idea to extend its coverage to all MDAs emanated from the benefits that were being seen in the participating institutions through improved administrative and financial performance as well as improved service delivery. To assess the influence of performance contracting on service delivery, this study focused on the national government administration – which is the vital and critical organization of the entire government machinery tasked with the interpretation and dissemination of government policies up to the grassroots.

## **1.2 Statement of the problem**

There is a widespread perception that since independence performance of the Kenyan public service in general and the National Government Administration (formerly the Provincial Administration) in particular, has been deteriorating. This state of affairs has resulted largely from systems of management in government which put emphasis on compliance with processes rather than results. This study intended to examine the state of affairs in the national government administration after the introduction of performance contracting. This was done via four specific objectives.

In spite of the several public service reform programmes that have been rolled out by the Kenyan government, there is declining performance of the public service. The performance contract of the national administration has not brought any

meaningful change in the quality of service delivery by the NGAOs to the citizens. Thus there is need to further investigate and understand the pertinent factors responsible for an effective, efficient and ethical delivery of services to the public.

Numerous measures undertaken before did not provide a framework for guiding behavior towards attainment of results or ensured accountability in finance stewardship – through utilization of the allocated funds - use of public resources and efficiency in service delivery. This was until 2003 when the Government outlined its commitment to improve performance, corporate governance and management in the public service through the introduction of performance contracting – as a management tool for measuring performance against negotiated performance targets – in its policy framework paper “ERS (2003-2007).

This was expected to rationalize public management culture to focus on outputs, efficiency and cost effectiveness by ensuring that top-level managers are accountable for results; public resources are focused on attainment of key national policy priorities of the government; performance is measured, and eventually; performance among public agencies is competitive; budgetary resources are linked to performance targets, and ultimately; reward for work is linked to measurable performance.

Therefore implementation of performance contracting policy in the national government administration aims at revolutionizing service delivery in a department which was increasingly losing credibility in the public’s eye. It is against this that this study sought to assess the influence of performance contracting on service delivery by the national government administration in Eldoret West Sub County.

### **1.3 Objectives**

The study was guided by one broad objective and four specific objectives in order to understand the relationship between performance contracting and service delivery by the national government administration in Eldoret West Sub County, Kenya. The broad objective of the study was to assess the influence of performance contracting on service delivery by the national government administration in Eldoret West Sub County.

#### **1.3.1 Specific Objectives**

The specific objectives were as follows:

1. To assess how finance stewardship – through utilization of the allocated funds – has facilitated service delivery by the national government administration in Eldoret West Sub County.
2. To analyze the influence of human resource management and development on performance of the national government administration in the delivery of services in Eldoret West Sub County.
3. To investigate how resolution of public complaints has influenced service delivery by the national government administration in Eldoret West Sub County.
4. To examine how automation has influenced service delivery by the national government administration in Eldoret West Sub County.

## **1.4 Research Questions**

The study was informed by the following research questions:

1. How has finance stewardship – through utilization of the allocated funds – facilitated service delivery by the national government administration in Eldoret West Sub County?
2. How has human resource management and development influenced the performance of national government administration in the delivery of services in Eldoret West Sub County?
3. How has resolution of public complaints influenced service delivery by the national government administration in Eldoret West Sub County?
4. How has automation influenced service delivery by the national government administration in Eldoret West Sub County?

## **1.5 Justification**

Despite the availability of extensive literature on performance contracting, there is little information on the influence of performance contracting on service delivery by the national government administration in a major municipality such as Eldoret West Sub County. Furthermore there are few studies done on the influence of performance contracting on service delivery by the national government administration since the 2010 promulgation of the Kenya Constitution of Kenya (CoK). The CoK (2010) provides that “the national government shall restructure the system of administration commonly known as the provincial administration...”

The provincial administration, which has since been renamed the national government administration, is a vital and critical organization of the entire government machinery – it is the face of government and also the interface between communities



and government. The National Government Administrative Officers (NGAOs) are thus expected to interpret government policies, including the performance contracting policy, expeditiously and responsively to the public (consumers of services by the NGAOs). This further explains the need to investigate the influence of performance contracting on service delivery by the national government administration.

Eldoret West Sub County is a representative case study. The Sub County has a cosmopolitan population with both rural and urban areas. It is also one of the major agricultural hubs in Kenya which forms the backbone of the country's economy. Eldoret West Sub County is relatively developed and does not experience extreme climatic conditions. The national government administration is also actively involved in service delivery with the many government activities in Eldoret West Sub County.

The Sub County is one of the oldest municipalities in Kenya with the largest infrastructure. One of the two national public referral hospitals in the country, Moi Teaching and Referral Hospital (MTRH), is situated in the Sub County. The Sub County hosts some major government security installations like the Kenya Defence Forces (KDF) Nine Kenya Rifles (9KR) Barracks, KDF Recruit Training School (RTS) and Kenya Ordnance Factory Corporation (KOFC),

Eldoret West Sub County was also one of the main hot spots during the 2007/08 post-election violence. This further explains why the setting of this study is critical. Rwanda experienced one of the most violent conflicts in the 20<sup>th</sup> century but has recovered and is making significant progress towards development – this programme has essentially been the result of innovative approaches to governance. According to the African Development Bank (2012: 5), the use of Rwanda's indigenous knowledge system known as *Imihigo* (performance contracting), is one of those innovative and home-grown

approaches that has strengthened service delivery and contributed significantly to improvements in the socio economic well-being of the citizens (Ndahiro, 2015).

Finally, the Kenyan government acknowledges that over the years there has been poor performance in the public sector, especially in the management of public resources which has hindered the realization of sustainable economic growth. Performance of public service defines and indeed forms the glass ceiling for the performance of the private and other sectors.

Therefore this study sought to add value to the performance contracting policy implementation – the findings of the study call for the national government administration to reconsider restructuring its institutional framework for managing performance results so as to involve other stakeholders in the understanding and implementation of performance contracting policy. The study also intended to unravel challenges of implementing the policy of performance contracting in order to inform the national government administration on how to overcome the challenges so as to achieve the expected outcomes for introducing performance contracting.

## **1.6 Scope of the Study**

The study focused on how performance contracting has influenced service delivery by the national government administration in Eldoret West Sub County, Kenya. Therefore the study did not look at the whole issues of performance contracting that are contained in the national policy document on performance contracting, but only those related to the national government administration, which have a bearing on the delivery of services by the NGAOs.

The study's research setting was delimited within Eldoret West Sub County which seemed to be a fairly small area even though the extent to which the

generalization of the study's findings are still worthwhile. The study could have addressed performance contracting by the national government administration in Kenya or a comparative analysis of the policy within different Counties in Kenya. However the latter options could have required more resources to accomplish.

The study only addressed the major stride made by the government in 2005 when it introduced performance contracting in the management of public service with the expectation of a positive paradigm shift in performance as in stated by Kobia and Mohammed (2006). Therefore the previous public service reform programs that this study did not address include: Freezing of Employment and Structural Adjustment Program (SAP) in the early 1990s; Voluntary Early Retirement (VER); Retrenchment Program in the mid-1990s to early 2000s; introduction of Integrated Payroll and Personnel Database (IPPD); Salary Review and Strategies for uprooting corruption from the public service (DPM, 2010).

Whereas performance contracting is part of broader public sector reforms that are implemented by the entire public service, the study focused on the implementation of performance contracting by the national government administration. This aspect of the scope was informed by the fact that the national government administration is the core government agency charged with the responsibility of coordinating all governmental and non-governmental activities in all public sectors.

The conceptual framework of this study was delimited to three out of the six criteria categories of the national government administration's performance contracting document – the Financial and Stewardship criteria category; the Dynamic/Qualitative criteria category, and; the Service Delivery criteria category. Therefore some aspects of the performance contracting document of the national government administration were not analyzed – such as those pertaining to the other

three criteria categories of: Non-Financial; Operations, and; Corruption Eradication, as outlined in Part VI of the performance contracting document.

The study was done within the elements stipulated in the conceptual framework which outlines indicators of the independent variable (performance contracting) and the dependent variable (service delivery). The indicators of performance contracting are based on the study's specific objectives; hence the research was only concerned with issues that relate to these specific objectives.

The conceptual framework also outlines elements of the dependent variable (service delivery) which indicate the influence of performance contracting on service delivery as manifested through: Budget absorption rate (resulting in development processes); Citizen satisfaction (citizen-centred services and access to office facilities); Public participation (citizen involvement/engagement); Accountability (transparency by the NGAOs), and; Communication (real time feedback).

Methodological delimitations of the study included the use of one research design namely survey research design and the utilization of only two types of triangulation – data triangulation and methodological triangulation. Finally, the study was delimited to the use of Gamma measure of association, Spearman's rank order correlation ( $r$ ) and Kendall's tau coefficient of concordance ( $W$ ) to analyze quantitative data while content analysis was used to analyze qualitative data. This was due to the nature of the study and the type of research design used in the study.

In conclusion therefore, this chapter sought to discuss the thesis statement and the research question. The study utilized four specific objectives to assess the thesis statement and respond to the research question. The next chapter discusses the reviewed literature, theoretical background of the study and the conceptual framework used by the researcher in this study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The study adopted a thematic approach in reviewing the literature. Three criteria categories outlined in the performance contracting document of the national government administration formed the three thematic areas in this study's literature review. The thematic areas included: Finance Stewardship; which is outlined in Criteria Category A of the performance contract document – with emphasis on Utilization of Allocated Funds: The Dynamic/Qualitative aspect of performance contracting which is outlined in Criteria Category E of the document as Human Resource Management and Development – with emphasis on Competency Development; Performance Appraisal, Knowledge Management and Work Environment, and: Service Delivery (Service Delivery Systems); which is outlined in Criteria Category B of the performance contracting document – with emphasis on Resolution of Public Complaints and Automation.

#### **2.2 The influence of performance contracting on service delivery**

In general, performance contracting has induced the public service to become more oriented towards customers, markets and performance, without putting the provision of essential public services into jeopardy. In particular, Greiling (2006: 465) states that performance contracting is seen as a tool for improving public budgeting, promoting a better reporting system and modernizing public management while enhancing efficiency in resource use and effectiveness in service delivery.

Greiling (2006) seems to respond to the study's question on whether having an excellent performance management policy does not constitute good performance management. However he fails to reflect on whether there is need to critically

investigate other factors that influence service delivery by the national government administration; he did not also focus on the content of performance contracting document of the national government administration. The document includes the criteria categories, from which this study drew its research questions. Korir et al., (2015) point at the challenges of implementing public service reforms through performance contracting. What Korir et al., (2015) fails to look at is the influence of performance contracting on service delivery.

Kago (2014: 1 - 19) argues that performance contracting has positive effects on the performance of state corporations in Kenya. However, Kago (2014: 1 - 19) does not look at the influence of performance contracting on service delivery by the national government administration. State corporations are government agencies but the leading government agency is the national government administration – the main function of which is to coordinate all other government agencies' activities. Hence it is the national government administration which should be leading in the implementation of any reforms for improved service delivery in the public sector.

Ochieng (2010: 8 – 9) states that performance contracting helps in fast-tracking; Institutions Strategic Plan, the aligned Sector Plan, Kenya's Medium-Term Plan 2008-2012 and the Kenya's Vision 2030. It has instilled discipline to public institutions' management by ensuring adherence to work-plans, strategic plans, sector plans and the Vision 2030. Hence performance contracting has led to enhancement of the efficiency in service delivery as the institutions set higher targets every contract period. Some institutions have realized that working to achieve the set targets does not only help them perform better but also aid in the institutions' operations. However Ochieng failed to project the influence of performance contracting during Kenya's Second Medium-Term Plan 2013-2017 – the period within which this study was done.

The strength of Ochieng's statement can be traced to the Annual Progress Report, GOK/UNDP (2010: 1) that took into account the fact that the Ministry of State for Provincial Administration and Internal Security (what is today referred to as the National Government Administration) was among the Ministries/Departments which registered the best performance during the 2005-2006 fiscal year; the report attributes this performance to the successful implementation of Rapid Results Initiative (RRI) as a strategy of fast tracking performance contracting that contributed to Kenya being awarded the prestigious United Nations Public Service Award 2007.

The relevance of Ochieng's views can further be linked to the way performance contracting has instilled discipline to public institutions' management by ensuring adherence to work-plans, strategic plans, sector plans and the Vision 2030. Performance contracting has led to enhancement of efficiency in service delivery as the institutions set higher targets every contract period. Some institutions have realized that working to achieve the set targets does not only help them perform better but also aid in the institutions' operations.

However, Ochieng does not suggest the strategy that needs to be employed for performance contracting to influence service delivery – for the achievement of the set targets, the national government administration in Eldoret West Sub County has to develop intense monitoring and evaluation system hence ensuring proper coordination of projects. The principle of performance contracting also provides an original combination of increased operational autonomy in the field of service delivery and a better strategic control by an organization; therefore performance contracting has a direct bearing on the productivity of an organization (Obong'o, 2000). According to Bouckaert, *et al* (1999), this impact can be examined in four fronts: Human Resource

Management, Financial Management and Cost Consciousness and Internal Organization and External Relations.

### **2.2.1 Human Resource Management**

The new personnel statutes have improved the performance of human resource management and increased the flexibility of allocating the right person to the right job. Ochieng (2010: 9) argues that performance contracting leads to enhanced accountability in the public service as it defines who does what, when and how. The renewal of the mandate of members of the supervisory board and the management board being dependent on performance evaluation is a major change and may act as an important incentive. It is also expected that outstanding performance is rewarded through promotion, pay-increase or recognition.

He further states that performance contracting gives room for recognition of the public servants and hence, improves service delivery. However in this argument, Ochieng gives the general theoretical assumption of the expectation of an ideal environment that would enhance the influence of performance contracting on service delivery, without reference to the work environment under which the national government administration in Eldoret West Sub County operates.

Lings (2004: 405 – 13) argues that if properly executed, performance contracting has a significant positive influence on staff commitment and satisfaction. Moreover it is evident that an organization that applies internal market orientation strategy viewpoint could benefit to promote the organization's internal and external performance. Hence it could benefit the service industries to establish perfect human resources management strategy with marketing viewpoint, and maintain the value goals of continuous survival, high growth and high profit in practice.



Lings (2004) further emphasizes the importance of human resources management by pointing out that many researchers and employers neglect one important focus, the demand of internal employees, especially those who directly get in touch with customers – in this study, this relates to the field administrators (NGAOs) in the case of the national government administration. Because the attitude and behaviour of employees interacting with customers would influence the feeling and behaviour of the customers when they get the service, it is quite important for the supervisors of these administrators to efficiently define and manage the way their employees provide the service in order to ensure that their attitude and behaviour are good for providing the service.

What is missing in Lings' comments, that this study sought to address, is a systematic analysis of a case study. Instead of generalizing the influence of performance contracting on service delivery in the general public sector or at most, in the Kenyan public sector, this research study specifically refers to a particular department of Interior (the national government administration), in a particular ministry – the Ministry of Interior and National Government; the study's setting is also specifically Eldoret West Sub County.

On the other hand, Slater (1999) reiterates that performance contracting if well executed may increase real speed in decision making and build self-confidence in employees. He reckons that bureaucracy which is a common feature in organizations that still rely on the management apparatus that had worked in the 1970s is terrified by speed and simplicity which are some of the essentials of performance contracting.

This argument however, may only be relevant in this study when implementation of the performance contracts is speeded up even in such a large bureaucracy – the national government administration has a highly bureaucratized

organizational structure that runs from the top executive (the Cabinet Secretary, Ministry of Interior and Coordination of National Government and the Principal Secretary, Department of Interior) through the middle level administrators (the Regional Coordinator, Rift Valley Region and the County Commissioner, Uasin Gishu County) down to the grassroots level administrator (the Deputy County Commissioner, Eldoret West Sub County – together with his staff) – who forms the focus of this study.

Rotich, et al., (2014) pointed at the challenges encountered by the provincial administration on implementation of the performance contracting policy. However Rotich, et al., (2014) did not take into consideration the changes in the administration system introduced in Kenya since the promulgation of the Constitution of Kenya (2010). The Constitution of Kenya (2010) provides that the Kenyan system of administration – popularly known as the provincial administration – should be restructured within five years from 2010. Rotich, et al., (2014) failed to look at the current state of affairs in the implementation of performance contracting policy by the current national government administration which was the focus of this study.

Shirley and Lixin (1997) add that before the performance contracts were put in place most governments were trying to run their state enterprises without any form of performance evaluation. This made life difficult when appraising employees at the end of the performance period. Shirley (1998) argues that the logic of performance contracting is persuasive, but the reality has been disappointing. The theory of performance contracting suggests that to improve performance, performance contracts must not only reduce the information advantage that managers enjoy over owners but must be also motivated through rewards or penalties to achieve the contract's targets.

Nahavandi (2006) points out that outstanding performance should be rewarded through promotion, pay-increase or recognition which should be negotiated on signing the performance contracts. He further speculates that those who adhere and fit the organizational culture and structure, as well as meet individual goals and objectives are much more likely to be promoted to top leadership positions – as opposed to those who do not. This process could be true for almost any situation – those who naturally fit well into an organization’s mission and culture are more apt to be selected and rewarded in some fashion. However the reality on the ground in the national government administration in Eldoret West Sub County does not seem to reflect this truth; for instance it is only about a decade ago, on July 1, 2006, that the Scheme of Service for Chiefs and Assistant Chiefs became ready for implementation.

Moreover performance contracts do not clearly spell out the requisite measures taken against mediocre performance, although it is assumed that the punishments are clear. With the creation of affiliated companies with widespread contractual employment, there are increasing concerns about the legal position of the personnel and about the growing fragmentation of employment regimes. This may affect mobility between the different business units (GOK, 2010).

This study therefore identified a research gap in the literature on performance contracting policy on the part of commensurate rewards and punishment – for rewarding and punishing good performance and poor performance respectively. There is thus the need to come up with an established and clear system of rewards and punishment – the rewards and punishment should be spelt out clearly in the performance contracting document.

### **2.2.2 Financial Resource Management**

Akaranga (2008: 18) argues that the use of performance-based contracts has induced an increased cost consciousness. The organizations have to develop cost-accounting systems and provide yearly financial statements. The information provided improves the government's capacity to control the organizations' financial practices. There is a positive financial reform to the government in case performance results exceed set targets. These remarks attenuate the real impact of the budget as an incentive.

Muthaura (2007) argues that performance contracting makes performance indicators clear to Kenyan citizens, who are then empowered to demand accountability from their public officers. This type of involvement has begun to restore public trust in government. One indication of this is citizens' increasing willingness to pay taxes. Indeed, the government's tax collections grew at a yearly average of 13.6 per cent during the span of 2001-2007. This increase in public coffers contributed to; the Kenyan government's ability to finance around 95 per cent of its budget from internal sources and; the Kenyan GDP growth rate's rapid turnaround from negative levels in the 1990 to 6.1 per cent 2006.

However Muthaura's analysis of performance indicators was limited to the period 2001 – 2007 and did not address either the first Medium Term Plan (MTP) of Kenya (2008 – 2012) or the second MTP (2013 -2017) – this study focuses its analysis within the second MTP period. Moreover he fails to explain the public's understanding of and involvement in the formulation, implementation and evaluation of performance contracts – this begs the question on the public's knowledge of the allocated funds and hence, whether there compliance is with the budgetary levels.

Currently, there seems to be no direct link between the services delivered and the level of the budget – that is, utilization of the allocated funds. An extended audit is needed to establish the link between objectives, outputs, and inputs. Muthaura does not seem to address this critical aspect of financial stewardship. However, the outlook on better budget estimates, based on increased knowledge of real costs, is realistic.

Muthaura further argues that in some cases, transfers are corrected on the basis of achieved performance results such that a failure to meet performance targets results in a decrease in financial transfer to government. On the other hand, there is a positive financial return to the government in case performance results exceed set targets. These positive corrections are dependent, however, on developments of the overall budgetary position of the government and are therefore limited. These remarks attenuate the real influence of the budget as an incentive.

According to Mutembei *et al.*, (2014) the national government administration is expected to develop cost-accounting systems and provide yearly financial statements whose information improves the government's capacity to control the department's financial practices. However, Mutembei, G.C. *et al.*, (2014) arguments are based on an analysis of the devolved governments in Kenya. The devolved governments can be micro-managed due to their limited jurisdiction as compared to the national government administration whose jurisdiction is relatively big and is centrally managed by the central government with headquarters at the capital city.

Mbuthia *et al.*, (2012) state that performance contracting has been effectively implemented in public institutions. This has therefore influenced the performance of the state institutions through improved service delivery by the public servants. However, Mbuthia *et al.*, (2012) did not look at the public institutions from social science perspective. What Mbuthia *et al.*, (2012) studied was the implementation of

performance contracting in a public hospital – specifically the Nakuru provincial hospital – which is an institution dealing with human health by pure scientists.

Akaranga (2008: 18) argues that there is also a need to enhance the performance orientedness of the different financial management instruments (budgets, accounts and audits) and the coherency and consistency of these instruments. More coherence and consistency would mean that budget; accounts and audits are based on the same output and cost categories. Most organizations with contracts develop accrual and cost accounting but fail to use the resulting cost information in their budget estimates. Compliance audits remain most important than performance audits. This argument however seems to address performance contracting practice in the commercial sector rather than the national government administration such as in Eldoret West Sub County – this depicts an institutional gap in the existing literature.

### **2.2.3 Internal Organization Management**

Moy (2005) in his final report to the Office of Financial Management summarized the results of their literature search and state survey on the best practices and trends in performance contracting policy in a number of states and local agencies in Washington D.C. This report indicates that the use of performance contracts and the accompanying increase of operational autonomy had induced some developments in the internal structures of the agencies.

Moy's study reveals that the implementation of performance based contracting ranges from state wide, agency wide to only within specific agency divisions or programmes, and that its influence on each state agency varies, but including increased accountability for service delivery and deliverables, outputs, outcomes, and effectiveness and efficiency, among others. To this extent Moy did an investigation of internal organization management in the developed world while this study's setting is

in a developing country, Kenya – this may thus reveal a different scenario altogether.

#### **2.2.4 Improved External Relations**

With respect to changes in customer relations, new interfaces and instruments are installed, resulting in increased client-orientedness. Akaranga (2008: 19) notes that most state corporations and government ministries in Kenya, for instance, now have functional customer care and public relations offices. Therefore Akaranga's observation is relevant to this study whose objectives include; investigating how resolution of public complaints (through operationalization of public relation/complaint desks, among other strategies) has influenced service delivery by the national government administration in Eldoret West Sub County.

Bouckaert, *et al.*, (1999) state that performance contracting has been instrumental in helping state corporations and government ministries in introducing instruments for monitoring client satisfaction. Examples of such instruments are the client help desks in all government ministries, accessible complaint channelling via the internet and other avenues, and annual reporting of performance and challenges to the public. The above statement by Bouckaert, *et al.*, (1999) resonates well with the third specific objective of this study – to investigate how resolution of public complaints has influenced service delivery by the national government administration in Eldoret West Sub County. However Bouckaert, *et al.*, (1999) do not address the issue of customer satisfaction baseline surveys.

Ochieng (2010: 8) argues that performance contracting has led to a competitive public service as compared to the old fashioned style and also enhanced their growth and development. According to GOK/UNDP (2010: 1), visible improvement in public sector management can be seen through the institutionalization of RBM through RRI, PAS and Internal Capacity Building. Through performance

contracting there is a professional approach towards service delivery by the public sector and increased level of efficiency, effectiveness and accountability. Consequently, RRI has been adopted as a tool for the implementation of the Constitution of Kenya 2010 through a government circular.

Ochieng's argument further justifies the choice of this study's setting and its five year time frame (2013 – 2017). According to the Kenya National Integrated Civic Education (K-NICE) (2012: 153), the Kenya Constitution (2010) provides that the provincial administration is to be restructured to respect the rules and intent or spirit of "devolution." Section 17 of the 6th Schedule on the Transitional and Consequential Provisions of the Constitution provides that "within five years after the effective date, the national government shall restructure the system of administration commonly known as the provincial administration to accord with and respect the system of devolved government established under the Constitution."

### **2.3 The influence of finance stewardship on service delivery**

Cheche and Mwathe (2014) postulate that public sector reforms aimed at making the public sector efficient in provision of goods and services has been around since the world financial crises of the 1980s that resulted from the unprecedented surge in oil prices and the collapse of centrally planned economic systems of the Eastern bloc. These reforms have been characterized by adoption of prudent management of resources through introduction of financial and non-financial controls. One of the key pillars of public sector reforms is the introduction of performance contracting – with finance stewardship being a critical element of the contract.

It is against this background that the Republic of Kenya (2014: 10), shows how finance stewardship becomes the first item that appears as the Criteria Category A in Annex I – explanatory notes for contract targets – in the performance contracting



document of the national government administration. In the corresponding footnotes on this Criteria Category A (Finance and Stewardship), the Eldoret West Sub County Deputy County Commissioner makes a commitment that the Sub County will comply with the set budgetary levels and avoid over or under expenditure in accordance with Financial Management Act.

According to K-NICE (2012: 158), the primary concern of the Constitutional provisions on public finance is to: support the economy's efforts towards generating, saving and investing adequate funds to sustain the needs of the country and promote sustainable national development; provide the authority to collect revenue, ensure that public funds are properly applied to provide for immediate services in the short and long term and there is capital investment which is necessary for sustainable development in accordance with our national vision; ensure that national planning is properly aligned with the objectives of promoting equity, national interest, rights based governance and ensure economic security to as many people as possible; ensure the economy is properly regulated to support accountability by removing unnecessary constraints, inspiring growth, attracting investments and limiting opportunities for abuse through corruption or unscrupulous dealing.

This study sought to assess the influence of finance stewardship on service delivery and thus, examine how utilization of the allocated funds has facilitated service delivery by the national government administration in Eldoret West Sub County. However K-NICE (2012) does not explain whether stakeholders are privy to the contents in the Financial Management Act.

### **2.3.1 Utilization of Allocated funds**

Utilization of funds that are allocated to government departments to facilitate the provision of services to the citizens plays a critical role on the influence of

performance contracting on service delivery. As part of budgetary reforms, the Financial Management Act establishes budgetary levels so as to avoid over or under expenditure. Budget reform is a continuous process for governments that seek better ways of allocating public resources. As government expenditure develops into the process of delivering services to the public, concerns about accountability, transparency and efficiency in budgeting process will certainly grow.

According to Hope, (2001) the government expenditure comprises of recurrent and development expenditures. The recurrent expenditures are those provisions made to meet government operations, such as compensation to employees (salaries and wages), transport operating expenses, repairs and maintenance of equipment. Recurrent expenditure consists of two categories; non-discretionary and discretionary expenditures.

Non-discretionary expenditures are those expenses that are pre-determined by the Constitution or an Act of Parliament, and which constitute a direct charge on revenues, for instance; debt service payments (both principal and interest), pensions, salaries and wages for constitutional officers. These expenses are referred to as Consolidated Fund Services (CFS) because they are charged directly to the Consolidated Fund. They are also known as mandatory expenditures which must be paid. Since they are pre-determined by law, they are a first charge on revenues, and thus, they reduce the flexibility in budgeting for other needs (Hope, 2001).

In the Republic of Kenya (2007: 11 – 13), the discretionary expenditures are indicated as those expenses used by various agencies to produce goods and services for citizens. Since these are not pre-determined by law, they can be adjusted upwards and downwards depending on government's long-term policy and availability of revenue. They comprise of recurrent and development expenditures. Most of the

recurrent expenditures are part of the Recurrent Budget and most of development (capital) expenditures are accounted for in the Development Budget.

Nying'uro, (1988) argues that development expenditures are provisions made for the creation of new assets. These include expenditures such as, construction of roads, rehabilitation and construction of water installations, and transfers from government to other agencies for capital expenditures. This category includes investments in public enterprises and private-public commercial enterprises. However what Nying'uro does not address is the expenditures by the national government administration. Nying'uro, (1988) only looks at a regional development organization – the Lake Basin Development Authority (LBDA).

Messah, (2011) states that sometimes a ministry or department, which collects revenues in form of taxes, fines, fees, other charges, or receives donor funds for direct financing of a project, is allowed, by the Treasury, to apply or use the money received, to finance its own operations, instead of waiting for disbursements from Exchequer. When this happens, the amount spent is deducted from approved budget. The amount so allowed is referred to as Appropriations-in-Aid (A-I-A); however, if the amount is not authorized as expenditure or when receipts exceed the A-I-A, the excess must be paid to the Consolidated Fund. However, the area of study by Messah, (2011) was a relatively small municipality in Maua, Kenya. In the contrary, the research setting of this study was one of the major municipalities in Kenya.

Among the major concerns on development expenditure in Kenya are; adequacy of funds, and long delays in implementation. With regard to adequacy, there is concern that Kenya does not invest enough. For example according to Republic of Kenya (2007: 12), since 1998 gross (public and private) domestic investment (at current prices) ranged between 15% and 19%, which is too low to

finance the level of investment necessary for high and sustainable economic growth capable of generating enough employment. This is also indicated by the low ratio of development to recurrent expenditure. Therefore the study sought to establish how utilization of the allocated funds has facilitated service delivery by the national government administration in Eldoret West Sub County.

According to the Republic of Kenya (2004: 11), the Kenyan government is expected to find ways to go before effectively creating the conditions for sector and budget support. The government is also expected to recognize the considerable advantages of sector and budget support and rapidly move forward to develop a shared vision, reform the budgeting process, and improve public sector financial management and accountability systems that are needed to gain the confidence of donors.

Therefore the national government administration is expected to continue with implementation of the actions already started, with support of development partners where this is needed. This would go a long way in achieving one of the specific objectives of the study – to assess how finance stewardship, through utilization of the allocated funds, has facilitated service delivery by the national government administration in Eldoret West Sub County.

#### **2.4 The influence of resolution of public complaints on service delivery**

By following the commitments outlined in Annex I (explanatory notes for contract targets) in the Republic of Kenya (2014: 10), of the performance contracting document for the national government administration, NGAOs can design Complaint Handling Mechanisms (CHMs) that help the department become more responsive, accountable and ultimately more effective in achieving improved service delivery.

Footnotes under the “Resolution of public complaints” (one of the service delivery systems outlined in the service delivery Criteria Category B), includes the commitment to: promptly receive and address public complaints referred to it directly or channelled through the Commission on Administration and Justice (CAJ); identify officers for capacity building on handling of public complaints; implement Customer Service Delivery Charter (CSDC); operationalized Public Complaint Desks (PCDs) in the Sub County and Divisional headquarters; sensitize the public on the existence of Complaint Handling Mechanisms (CHMs), and; resolve all public complaints received.

#### **2.4.1 Complaint Handling Mechanisms (CHMs)**

Well-designed Complaints Handling Mechanisms (CHMs) can provide NGAOs and citizens/clients alike with a variety of benefits such as reduced corruption, improved service delivery and enhanced overall effectiveness in the delivery of services. For NGAOs more specifically, an effective CHM can help detect problems before they become more serious and/or widespread.

In other words, CHMs are important because they act as an early warning mechanism that can help the national government administration protect both the department’s funds and its reputation. Effective CHMs are typified by a number of characteristics including: multiple complaint uptake locations and multiple channels for receiving complaints; fixed service standards for complaint resolution; prompt and clear processing guidelines (including reviewing procedures and monitoring systems); and an effective and timely complaint response system to inform complainants of the action taken.

According to the World Bank Department of Institutional Integrity (2008), as the World Bank's Governance and Anti-Corruption (GAC) agenda continues to move forward, CHMs are likely to play an increasingly prominent role in Bank-supported projects. This argument is due to the fact that well designed and implemented CHMs can help project management significantly enhance operational efficiency in a variety of ways including: generating public awareness about the project and its objectives; deterring fraud and corruption; providing project staff with practical suggestions/feedback that allows them to be more accountable, transparent and responsive to beneficiaries; assessing the effectiveness of internal organizational processes; and increasing stakeholder involvement in the project.

It is against this background that the national government administration has sought to sensitize the public on the existence of CHMs in the effort to achieve the objective of resolution of public complaints. However according to a report by the Quality Assurance Group (2009: 6);

“...if complaints handling mechanisms are to grow into effective instruments for GAC mitigation they will need more careful design and greater attention during both preparation and supervision”.

However with GAC only referring to bank supported projects, an institutional gap is depicted since this study sought to investigate how resolution of public complaints has influenced service delivery by the national government administration in Eldoret West Sub County. There is need for more carefully designed CHMs that would enhance effectiveness of public complaints resolution on improvement of service delivery.

In conclusion therefore, the effectiveness of CHMs rests on three fundamentally interconnected factors: a clear organizational commitment to complaints handling, well designed internal processes for addressing grievances, and

tailoring the CHM to the intricacies of the unique operating environment. In addition to addressing and resolving complaints and grievances, CHMs should also be designed to serve as a conduit for soliciting inquiries, inviting suggestions and increasing community participation.

To the extent that the national government administration in Eldoret West Sub County is able to achieve success on these dimensions, CHMs can provide operations with a wide range of benefits including - curbing corruption; collecting information that can be used to improve operational processes and performance; empowering vulnerable populations; and enhancing the department's legitimacy among stakeholders. Hence, effective complaints handling systems represent a step in the right direction towards greater accountability, enhanced sustainability and ultimately better project outcomes.

#### **2.4.2 Implementation of Citizen Service Delivery Charter (CSDC)**

One of the highlights of the sweeping global reforms in public service delivery is the concept of the Citizen's Service Delivery Charter (CSDC) adopted by many countries around the globe as an initiative. Muthaura (2007: 16), points out that while several governments have employed similar efforts, it is only in 2003 that Kenya rolled-out the CSDC as a nation-wide program both to enhance the delivery of government services and to tap its potential as a tool for good governance. Despite the fact that CSDCs are of such great importance, in the recent years there has been doubts among professionals on whether employees are achieving the desired service delivery standards contained in them.

The CSDC is a written declaration by a Government department that highlights the standards of service delivery that it subscribes to, availability of choice for consumers, avenues for grievance redress and other related information. In other

words, it is a set of commitments made by a department regarding the standards of service which it delivers. Though not enforceable in court of law, the CSDC is intended to empower citizens and clients so that they can demand committed standards of service and avail remedies in case of non-compliance by service provider organizations.

Nkoroi (2014), states that the basic thrust of the CSDC is to render public services citizen-centric by making them demand-driven rather than supply-driven. This initiative has been widely adopted by many ministries and government institutions, however there seems to be a gap in the implementation of CSDC due to lack of legal and social mechanism to monitor and give information on its implementation.

According to Nkoroi (2014: 18), the benefits of CSDC include: Enhanced accountability by providing citizens with a clear understanding of service delivery standards, including timetables, user fees for services, and options for grievance redress; Increased organizational effectiveness and performance by making a public commitment to adhere to measurable service delivery standards; Creating a way for both internal and external actors to objectively monitor service delivery performance; Creating a more professional and client-responsive environment for service delivery; Fostering improvements in staff morale; Decreased opportunities for corruption and graft by increasing transparency and educating citizens about their rights; Increased government revenues by ensuring that the money citizens pay for services goes into the government's coffers (and not into employees' pockets).

According to Nkoroi, (2014: 18) implementation of CSDC should ensure that its objectives will be fulfilled. This can only be achieved if: the organization reaches



out to all of its service users; the service users must be provided with comprehensive information at the right time and at the right place; full and accurate information published in a simple language must be readily available to the stakeholders; regular publication of hand-outs, posters, newsletters, updated information on website and information through popular modes of communication can be used to reach out to the target user groups; the organization must be open to queries and tell the citizens about the goals as well as the means it would like to adopt to achieve those goals.

To this extent therefore, Nkoroi's presentation reveals a gap between service providers and service consumers on the dissemination of the information contained in the CSDC. The CSDC is usually displayed only in the offices as a formality and rarely are they translated into the local language for easy understanding. Nkoroi did not also consider that Kenyan citizens at the grassroots do not seem to be aware of their role to demand for services while the national government administration does very little to sensitize the public on the existence of the CSDC.

According to Saidur, (2012: 8), the important questions to be addressed during evaluation phase should include: Was the service provider able to implement the CSDC? Were the people satisfied with the implementation of the CSDC? Which components were implemented satisfactorily and which needed improvement? What are the main trends in the feedback received by the service providers? What capacity needs to be strengthened to improve performance? What are the outcomes of the monitoring through CSDC? How effective is the collaboration between citizens and public service providers? Saidur draws his questions from the Bangladesh experience – this therefore begs the question on whether they could be relevant to the Kenyan experience on implementation of the CSDC by the national government administration in Eldoret West Sub County.

Post and Agarwal (2008) observed that conditions under which the implementation of CSDC is likely to be successful include: Existence of a strong management support for the CSDC initiative, especially during the start-up phase; Development of the CSDC with input from both internal and external stakeholders through participatory processes; Staff who have an incentive to adhere to the conditions outlined in the CSDC, because their performance appraisal reviews and/or additional compensation are tied to the organization's success in achieving the service delivery targets outlined in the charter; Employees and citizens who are aware of the CSDC initiative, and civil society which is involved in holding service providers accountable; Progress that is tracked through a project-level monitoring and evaluation system and linked to other social accountability interventions to verify that service delivery improvements have been achieved.

The foregoing observation was as a result of a research by Post and Agarwal (2008) which was done in the World Bank's Social Development Department (SDV) as part of the effort by the Demand for Good Governance team and the GAC in Projects team to provide guidance on ways to improve governance and accountability in Bank operations. However this study focused on the national government administration in Eldoret West Sub County, Kenya. It is therefore necessary to find out if the different setting of the study will lead us to the same conclusions on the conditions under which the implementation of CSDC is likely to be successful.

Mukesh (2001) notes that CSDCs should ensure that the highest level of customer satisfaction and service is delivered by staff. He adds that a CSDC should contain statements that guide on how customers go about filing complaints as well as how to obtain redress if the service they are given falls below the set and published standards. An effective charter must convey its message in simple, easy to read

language and preferably in the style of a brochure publication. The charter standards should relate to outcomes and processes as well as providing a measure of the following features of the service among other things, appropriateness, timeliness, consistency, accessibility, accuracy and courtesy as well as sensitivity of provision.

Therefore Mukesh's observation seems to answer the study's research question on how resolution of public complaints, through implementation of CSDC, has influenced service delivery. However he did not consider the specific model of the Kenyan national government administration's CSDC.

Muthaura (2007) argues that CSDC has potential influence on public service delivery which includes the establishment of a new service culture in government and its agencies; it also serves as a planning tool since it focuses on current expectations and future service needs as well as ensuring that management and employees focus on people not just systems. At the same time, it provides a practical way of managing performance in an era of fiscal restraint; encourages the use of performance and customer satisfaction information to guide organizations and improvement; promotes partnerships between service providers and clients; and provides a reliable means to measure service performance and cost as well as a benchmark for performance evaluation. This argument seems to adequately address the study's question on whether resolution of public complaints (through implementation of the CSDC) by the national government administration in Eldoret West Sub County has influenced service delivery.

On his part, Nkoroi (2014) posits that we should remember that formulating a CSDC is just the beginning of a journey to arrive at the goal. He thus points out conditions for the successful implementation of CSDC to include: Creating Motivation – motivating the service delivery personnel or officials to sincerely

implement the mandates of the Charter; Creating Awareness – creating awareness among the citizens about the benefits of the Charter; Winning Confidence – winning citizens’ confidence by doing, not merely by saying; Efficient Service Delivery – establishing an efficient service delivery system; Effective Grievance Redress – establishing an effective grievance redress system; Efficient Feedback – establishing an efficient feedback mechanism and feedback loop; Monitoring – conducting regular review and monitoring of its implementation; Independent audit and evaluation – independent audit and evaluation of implementation of the CSDC is essential for its success.

### **2.4.3 Operationalization of Public Complaint Desks (PCDs)**

Public complaint desk (PCDs) refers to the service counter in a public organization where consumers of public services register their complaints concerning the quality of services delivered by the service providers in those organizations. Nkoroi, (2014) states that operationalization of PCDs should imbibe a culture of providing courteous and helpful services to the service consumers; it must form part of behavior of the public service providers; the public service providers must be helpful and courteous towards the citizens while providing services; courtesy and helpfulness must be guided by the fact that it is the service consumers for which the organization and the service providers exist and not the vice versa.

For successful operationalization of PCDs, personnel involved in service delivery at the public complaint desks must be courteous and helpful to the best possible extent. According to Nkoroi (2014), to be “courteous” involves: Receiving the service consumer/citizen with a smile and requesting him/her to take a seat; Assuring him of help from the organization; Apologizing for delay in service

delivery; Saying 'sorry' if unable to help; Expressing thanks for visiting and cooperating for providing better services.

On the other hand, he argues that to be "helpful" involves: Knowing the service consumer's problem/cause of visit and giving advice on what is needed; Providing relevant information and doing what is really needed; Explaining the causes of delay and sincerely trying to solve his problem; Referring the citizen to a person in the organization who can help him, and; If work is not done during the visit, communicating to the citizen soon after the work is accomplished.

For responsiveness and commitment to ensuring successful operationalization of public complaint desks, highly motivated and trained frontline staff should be given the responsibility to deal with users' grievances – they should be empowered to redress grievances at the first contact. Commitment for quick and appropriate redress of grievances is required at each level of the organization for the following purpose: There is a need to set up an Integrated Performance Monitoring System (IPMS) in the organization. It is to be ensured that all complaints and inquiries are logged; The data acquired can be then analyzed to ascertain whether or not the organization is able to meet its published standards; This would require measurable targets to be set for objective assessment of performance, which must be reviewed on a regular basis; Feedback on performance could be acquired from a trend analysis of recorded complainants; The concerned officer must furnish regular reports to the Core Group on performance of service standards. Finally, if things go wrong, the service provider should try to put them right, in terms of a quick and effective remedy. This is the hallmark of operationalization of PCDs.

## **2.5 The influence of automation on service delivery**

The fourth specific objective of this study – to examine how automation has influenced service delivery by the national government administration in the former Eldoret West Sub County. According to Bulhosen, *et al*, (2006: 44), automation refers to the use of automatic machinery in manufacturing and data processing so that entire procedures can be automatically controlled with minimal or no human intervention. Therefore employing the strategy of automation in the delivery of services to the citizens should ensure efficiency and effectiveness by service providers (NGAOs).

The Republic of Kenya (2014: 8 and 10), in Part VI of the performance contracting document of the national government administration, automation has been listed as one of the service delivery systems under Criteria Category B – service delivery. Then in Annex I of the same document, the footnotes corresponding to automation highlight commitment by the Deputy County Commissioner for Eldoret West Sub County to domesticate and implement information and communication technology (ICT) policy and; to adopt and operationalized E-government.

### **2.5.1 Implementation of ICT policy**

ICT refers to the technologies including computers, telecommunication and audio-visual systems, that enable the collection, processing, transportation and delivery of information and communication services to users. The vision and mission statements of the Ministry of information and communications are to: have a prosperous ICT-driven Kenyan society; and improve the livelihoods of Kenyans by ensuring the availability of accessible, efficient, reliable and affordable ICT services respectively (Republic of Kenya, 2006: 1). The vision and mission statements thus, postulate that domestication and implementation ICT policy enhances service delivery.

From the foregoing statement, there seems to be a gap in the implementation of the ICT policy when there is no mentioning of the political goodwill and resource availability to ensure the policy is effected. Thus, what begs the question in this study is whether the national government administration has availed sufficient and serviceable ICT equipment to the NGAOs; whether the NGAOs are correctly identified for training on ICT, and; whether the training is adequate.

However in the Republic of Kenya (2013: 4), in the 2013/2014 performance contracting document of the Ministry of Information, Communications and Technology, it is stipulated that one of the strategic objectives of the Ministry is to enhance citizen service delivery. What is not stated in the document is how automation influences service delivery by the national government administration.

On the implementation of the ICT policy, Bhavya (1999: 3) argues that when ICTs are properly aligned with governance goals, they can help to create gains in both efficiency and effectiveness. He postulates that a proper implementation of the ICT policy can help to Improve public administration by facilitating informed decision-making, managing the burden of foreign debt, revitalizing local economies, improving policing and public safety, improving public administration and efficiency, facilitating regional, national, and subnational coordination and communication, improving the quality of public services, and facilitating better post-conflict reconstruction and administration.

Bhavya (1999), further mentions examples of well-thought applications around the world showing that ICT can help not only to Improve public administration but also to: - Reduce poverty by creating a more skilled workforce and increasing the penetration of aid and subsidies to the underserved; - Provide basic needs by improving the quality of healthcare, providing educational opportunities,

planning for basic service delivery, and helping to improve agricultural productivity and commerce, and; - Enhance democratization and citizen empowerment by establishing an "open" online government, enhancing interactions between government and citizens, revitalizing civic institutions and public debate, and promoting equity and empowering minorities.

Countries that have harnessed the potential of ICT have attained significant social and economic development. In addition, they are rapidly transforming into information and knowledge-based economies. The Kenyan government, therefore, recognizes the role of ICTs in the social and economic development of the nation and has promulgated a national ICT Policy based on the ERS (2003-2007).

According to the Republic of Kenya (2006), the ICT policy seeks to facilitate sustained economic growth and poverty reduction; promote social justice and equity; mainstream gender in national development; empower the youth and disadvantaged groups; stimulate investment and innovation in ICT; and achieve universal access. It is based on internationally accepted standards and best practices.

The policy is based on four guiding principles: infrastructure development; human resource development; stakeholder participation and appropriate policy, and; regulatory framework. Kenya has witnessed significant growth in the ICT sector as demonstrated by the number of telephone lines, Internet Service Providers (ISPs), the number of Internet users, broadcasting stations, and market share of each one of them. The Government has liberalised the mobile cellular market and currently, there are several mobile cellular operators.

However according to the Republic of Kenya (2013: 5), in the Ministerial Strategic Plan (2013-2017: 5), there are challenges in the implementation of ICT policy. The broad challenge is to harness the potential of ICTs for economic growth



and poverty reduction. Specific challenges include lack of a comprehensive policy and regulatory framework, inadequate infrastructure, and insufficient skilled human resources. Currently, ICT issues are considered under various legislation including: The Science and Technology Act, Cap. 250 of 1977, The Kenya Broadcasting Corporation Act of 1988 and the Kenya Communications Act of 1998, which are inadequate in dealing with issues of convergence, electronic commerce and e-Government.

Therefore there is need for a comprehensive policy, legal and regulatory framework to: Support ICT development, investment and application; Promote competition in the industry where appropriate; Ensure affordability and access to ICT nationally; Address issues of privacy, e-security, ICT legislation, cyber crimes, ethical and moral conduct, copyrights, intellectual property rights and piracy; Support research and development in ICT; and Develop an institutional framework for policy development and review.

The lack of adequate ICT infrastructure has also hampered provision of efficient and affordable ICT services in the country. Emphasis should therefore be placed on: Provision of support infrastructure, such as, energy and roads; Supporting software development; Promotion of local manufacture and assembly of ICT equipment and accessories; and Provision of incentives for the provision of ICT infrastructure. On human resource development, the government recognizes the role played by the various institutions providing ICT education and training.

However, there is need to strengthen and streamline the training through: Promoting ICT in education at primary, secondary, tertiary and community levels by developing ICT curricula and ensuring that teachers/trainers possess the requisite skills; Setting up a framework for evaluating and certifying ICT training programmes;

Developing a mechanism for attracting and retaining skilled human resources; Establishing networks for sharing training resources; and Developing strategies to support research and innovation.

Mbua and Sarisar (2015) discuss several challenges in the implementation of performance contracting initiative in Kenya. One of such challenges is the lack of a policy framework on e-learning that has also hampered the domestication and implementation of ICT policy. However, Mbua and Sarisar (2015) did not discuss how automation – through adoption and operationalization of e-government – has influenced service delivery by the national government administration.

In this regard, there is need to: Provide affordable infrastructure to facilitate dissemination of knowledge and skill through e-learning platforms; Promote the development of content to address the educational needs of primary, secondary and tertiary institutions; Create awareness of the opportunities offered by ICT as an educational tool to the education sector; Facilitate sharing of e-learning resources between institutions; Promote centres of excellence to host, develop, maintain and provide leadership of better learning resources and implementation strategy; Exploit e-learning opportunities to offer Kenyan education programmes for export; and Integrate e-learning resources with other existing resources.

The argument in the Republic of Kenya (2013), shows that the implementation of ICT policy further faces the challenge of lack of universal access. Access to ICT services is limited to a few major towns leaving out the rural areas of the country where most Kenyans live. There is therefore need to enhance universal access through: Provision of adequate resources to the ICT sector; Developing the requisite ICT infrastructure; Creating incentives for service providers to deploy services in rural and under-served areas; Establishing a Universal Service Fund; Creating

awareness of benefits of ICT to the public; and Developing knowledge-sharing networks at grassroots level. There is also the need for an enabling environment for Public-Private Partnerships (PPP) in ICT development.

The underdevelopment of local content is a another challenge in the implementation of ICT policy. ICT is a conveyor of information, providing opportunities for local people to interact with each other expressing their own ideas, knowledge, heritage and culture in their own languages. Improving local content will entail: Developing content in local languages; Rallying all stakeholders and development partners' support in creating local content, and; Identifying, selecting and capturing information and knowledge available in various formats.

On electronic security, the challenge is for the country to establish an adequate legal framework and capacity to deal with national security, network security, cyber-crime and terrorism; and to establish mechanisms for international cooperation to combat cross-border crimes. An e-security structure should be developed in collaboration with the relevant institutions.

There is also the need for sustained high level ICT leadership and championship at national level to provide oversight, inspiration and political goodwill. Effective leadership should facilitate the mobilization of resources needed to develop an ICT environment that is conducive to investments in the country. Engendering ICT is also a challenge to implementation of ICT policy – gender issues touch on all aspects of ICTs in development.

There is, therefore, need to: Ensure the participation of women in ICT policy formulation and implementation at all levels, and; Ensure that ICT policies at all levels are engendered and geared towards meeting specific developmental needs of women. Finally there is the challenge of youth and ICT – youth are the largest

population of potential ICT users, and they need to have access to affordable and appropriate ICTs. This is key to domestication and implementation of ICT policy.

### **2.5.2 Adoption and Operationalization of E-Government**

The word 'electronic' in the term e-Governance implies technology driven governance. According to Muigai (2011), E-governance is the application of Information and Communication Technology (ICT) for delivering government services, exchange of information communication transactions, integration of various stand-alone systems and services between: the Government-to-Citizens; Government-to-Business; Government-to-Government; as well as back office processes and interactions within the entire government framework. Through e-governance the government services are expected to be made available to citizens in a convenient, efficient and transparent manner.

According to the United Nation's (2002), the recent advancements in the field of ICT have opened up huge opportunities for governments and businesses alike to transform their operations and service delivery systems. They have also contributed to heighten public expectations and demands for increased and quality services from their respective agencies/service providers. Consequently, the governments world over have been forced to undertake programs and projects for ICT application in their operations aiming to inject speed and ease in service provision and thus achieve greater productivity and excellence.

Bhavya (1999: 3) argues that the drive commonly known as e-Government has become a major feature of the current administrative reforms globally. It is seen and introduced as a popular strategy for transforming the delivery of public services, improving the performance of public institutions and making them more responsive to public needs. So popular is its appeal today that it is hard to find a government that

has not initiated some programmes in terms of ICT application and online service provision.

Ngeywo and Nyambengera, (2014: 324 – 338) argue that e-Government refers to the use of technology in government institutions and operations to enhance access to and delivery of public services. Government agencies as the private sector has taken the lead in ICT adoption and delivery of services electronically, the public organizations have found themselves under growing pressure to embrace new technologies to be able to perform better.

. Bhavya (1999) further states that such demands and advocacies have had a profound influence on government policies and decisions. Thus, e-Government represents governmental response to public demands and expectations for enhanced and better services by exploiting emerging technologies. Often used interchangeably with ‘digital government’, ‘networked government’ or ‘government online’, as a tool for enhancing public access to and the delivery of government services.

The citizens, having experienced the ease and flexibility of online services delivered by private banks and a host of other agencies, started clamoring for similar improvements in public delivery systems (Ngeywo and Nyambengera, 2014: 326). Their demands have received further strength in countries like Malasia, India and Pakistan as a growing number of academic and professionals have made a strong case for e-Government. This argument is derived from the experience gained by the Asian countries. What Ngeywo and Nyambengera, (2014: 326) fail to address is the Kenyan experience with automation (particularly, implementation of the ICT policy by the national government administration and its influence on service delivery).

Leitner (2003) notes that as a matter of fact, currently most writers see e-Government as electronically executed transactions between the government agencies

and citizens. Therefore, e-Government is much more than just the application of technology since it seeks to improve both internal operations and external interface of the government by transforming the process in which public services are generated and delivered and the entire range of relationships that public bodies have with citizens, businesses and other governments. It is about how the organizations in the public sector perceive and apply technology in order to bring about transformations in service provisions as well as in their relations with service users.

Karim (2002: 7) argues that despite differences in terms of their level of implementation such initiatives share some common objectives: they all seek to provide the citizens with more convenient access to information and services, improve the quality of services offered and enhance efficiency, transparency and accountability of the government. While the advanced countries like USA, UK, Canada and Australia have already achieved a remarkable success in their drives for e-Government and improved service delivery, in developing countries such attempts have produced only modest results. This is largely because, in the later case, e-Government initiatives have often been handicapped by a plethora of constraints and challenges that inhibit their adoption and operationalization.

On the adoption of ICT in the public sector and its influence on service delivery in Malaysia, Karim (2003: 191-204) observes that in most cases ICT has been deployed in internal processes or what is known as backroom operations. These activities remain invisible to the public although they directly affect the services provided to them. It further observes that the delivery of services through special kiosks is highly limited and so is the delivery of services via Internet. Although things have certainly improved since then, the progress has been rather slow especially with

regard to online delivery of services. Still, many agencies use ICT more to facilitate their internal operations than to augment online delivery and transactions.

Consequently, the majority of services continue to be offered through traditional methods. Even in terms of level of information access and dissemination between government and the citizens, Malaysia is still considered low. There seems to be a gap between the use of ICT to facilitate internal operations and the required online service delivery that would qualify a country to having adopted and operationalized E-Government.

Finally, technologies of E-Government have increasingly become one of the alternatives to enable governance at the local levels. The situation is especially poignant in developing countries where there are increasing calls to improve governance to achieve a better life for their citizens. E-Government is still novel in many countries and a number of those in developing countries are still building the basic information infrastructure for its use.

## **2.6 Theoretical Framework**

The theoretical background of this study is drawn from the new public management theory/framework. There has been a paradigm shift from new public administration to new public management (Vyas-Doorgapersad, 2011: 235 - 250). The theory is important because it has useful application on management of public institutions of which the national government administration is one. New public management emphasizes on the adoption of private sector practices in the public institutions. Performance contracting is one of such practices.

Kenya introduced performance contracting not only to improve service delivery but also to refocus the mind set of public service from a culture of inward looking to a culture of business as focused on customers and results. In deed the

national government administration has been a target for reforms, the seriousness of which is reflected in Constitution of Kenya 2010 – which provides for restructuring of the system of administration known as the provincial administration. On the basis of this, the present study is relevant and of much interest.

### **2.6.1 New Public Management Model**

Managing and implementing performance contracting will require a strategic framework that incorporates democratic values. The new public management (NPM) philosophy has been described as a move towards a governance approach that places emphasis on transparency, performance management and accountability of public sector employees and managers. The philosophy has been identified as “one of the most striking international trends in public administration” that is capable of re-inventing government (Heyer, 2011: 419 - 433).

The main tenets of NPM are: Relevance; Normative Concerns; Social Equity; Anti-Bureaucratic Philosophy; and, Concern for Clients. On Relevance; the advocates of NPM argue that Public Management should be Relevant to the needs of the emerging post-industrial society.

The tenets insist that NPM should deal with such contemporary problems as urbanization, slums, environmental pollution, violence, riots, labour unions, strikes and problems of technology. The managers must take an active part in analyzing these problems and suggest suitable remedies to them. In their opinion, empirical social science research is irrelevant, narrow and barren. Therefore, public management system should be based on identifiable social needs of a society within which it operates.

On Normative Concerns; the proponents of NPM lay greater emphasis on Normative Concerns in public management – such as social justice and good



management among other issues. The various issues or concerns raised by them such as social justice and good management, deal with ethical goals and values of public management. They stress the central role of personal and organizational values and ethics in management. The goals of management efforts should be selected more consciously and deliberately on moral grounds. They reject the concept of value-free or value-neutral public management. The managers, they argue, cannot be value-neutral or categorical or partial in administering social and economic programmes. Therefore, the NPM is Anti-positivist in nature.

On Social Equity; the NPM considers the realization of Social Equity as the main purpose of public management. To this extent therefore, managers of public affairs should become champions of the less privileged groups in society and provide more and better services to them. The managers have to fight not only for radical goals, but also against unjust governmental orders. They are expected to shift agency resources to help the poor, helpless and powerless in society. Commitment to Social Equity means involvement of the managers in politics and policy-making. They should use their discretion in administering social and other programmes to protect and advance the interests of the weaker section in society. They are required to solve problems not in management self-interest alone, but societal in general.

On Anti-Bureaucratic Philosophy; the NPM is Anti-Bureaucratic and Anti-Hierarchical. Its proponents want to De-Bureaucratize the Government and replace the bureau with a more flexible, humane and democratic form of organization. They all call for greater citizen participation in management of their affairs through democratic decision-making and decentralization of management processes.

On Concern for Clients; the NPM is “client-focused management”. It requires managers of public affairs to be sufficiently interested in meeting human needs of

those who receive Government services or goods. The managers should be active in sensing public needs and responding to them. The clients of management should also be given voice in deciding how and when and what is to be provided. The managers should show efficiency not in execution of policy, but in the delivery of public services in a humane manner.

In the context of this study, NPM places an increased emphasis upon personal and organisational accountability and superior levels of performance in national government administration, and offers a sharper focus on the achievement of outcomes rather than on outputs (Hoque and Alexander, 2004: 59 - 84). The provision of services by the NGAOs and the achievement of government outcomes is a balance between the demands of the community, and the organisation retaining its flexibility so that it may respond to emerging administrative demands.

The NGAOs need to be able to meet the required government outcomes within their allocated budget, remain accountable for their actions, and meet imposed effectiveness and efficiency in standards. Correspondingly, the NGAOs have a responsibility to propose outcomes for which they alone are not capable of meeting. They have the responsibility of correctly describing their relationship with the administration problem in the community, which should be done in consultation with the community (Goldstein, 1977: 167).

The utilisation of the NPM performance framework by NGAOs allows them to encapsulate the identification of high level objectives and relevant performance indicators. The adoption of this approach by the national government administration was a significant achievement when it was used in conjunction with a compilation of comprehensive performance indicators.

The adoption of NPM by countries such as New Zealand, Scotland and the United Kingdom enabled their administrative agencies to measure the performance of their organisations to the performance of other government administrations and enabled comparisons made over time. However Scott, (1995), noted that this approach highlighted the difficulty in identifying the appropriate performance indicators when measuring the link between the organisation's funding and their ability to achieve government directed social outcomes, such as improving personal safety, and the difficulty in monitoring these indicators.

To this extent therefore, this study identified the following limitations of this theory: First the Newness of the NPM theory has been unrealistically extolled; Campbell argues that it differs from the old Public Administration only in that it is responsive to a different set of societal problems from those of other periods. It is difficult to specify exactly what the "Newness" of the NPM is, except the advocacy of Social equity role recommended for the managers of public affairs. Its position differs from the classical view in that, it insists that managers cannot be value-neutral or categorical or impartial to management problems or in advancing the interests of less privileged groups in society. It seems that the NPM has the effect of reviving or initiating discussion of Administrative themes which have been recently neglected.

Secondly, some of the aspects of NPM are as naïve, historically unaware, simplistic, and potentially problematic as any of the ideas of old Public Administration it may criticize; For instance, opinions vary on the meaning of the vague concept of Social Equity and what it requires in public programmes. Some maintain that Social Equity requires structural reforms, while others argue that it requires the managers of public affairs to be Administrative agents of change and

non-believers in status-quo. The themes of NPM will not succeed until the profession commits itself to infusing Public Administration with a beneficial social perspective.

Thirdly, the NPM could be counted as a partial success, at best and perhaps only a cruel reminder of the gap in the field between aspiration and performance; According to Robert T. Golembiewski (in, Naidu, 1996) part from this opinion by – described as “Revolution or Radicalism in words; and (at best) status-quo in skills or technologies”. It does not, far from its admonitions, advocate revolutionary discard of existing Public Management systems. Frederickson (in, Naidu, S.P., (1996) maintains that the traditional roles of the executive and legislature would not be altered under the New Public Administration doctrine.

Fourthly, the NPM has some radical content and ethical or moral purposes; But these cannot be successfully implemented if there is no legislative and political will to implement them. Its ethical objectives cannot be attained, if the bureaucracy does not commit itself to the beneficial social purpose visualized by it. Further, there is lack of skills and technologies to implement what NPM visualizes. Finally, in the NPM “Administrative Equity” has given way to “Political Equity”; it is observed that the advocates of NPM are trying to arrogate to themselves what falls within the domain of political institutions and processes. One, therefore, suspects that the advocates of NPM are trying to put political theory back into Public Administration.

However, despite its limitations, the birth of NPM, in a sense, marked a turning point in the evolution of the study of Public Administration. It has certainly broken fresh ground and imparted new substance to the discipline: its advocates have taken the first steps in confronting the idea of ethical behaviour in the Administrative state at the right time; it has enlarged the perspective of Public Management by linking it to society and societal problems. Its criticism of Public Administration

discipline from the point of view of social consciousness as well as from methodological and epistemological perspective is beneficial; “The NPM Movement” has provided solid foundation to the post-behavioural revolution initiated by David Easton and others. Its advocates have stimulated a constructive debate on the purposive, moral goals of management of public management.

## 2.7 Conceptual Framework

The study was undertaken within Part VI and Annex I of the national government administration’s performance contracting document as follows:

### INDEPENDENT VARIABLE:

#### PERFORMANCE CONTRACTING

- 1. Finance Stewardship**
  - Utilization of Allocated Funds
  - Monitoring and Evaluation
- 2. Human Resource Management and Development**
  - Competency Development
  - Performance Appraisal
  - Knowledge Management
  - Work Environment
- 3. Resolution of Public Complaints**
  - Complaint Handling Mechanisms (CHMs)
  - Implementing Citizen service Delivery Charter (CSDC)
  - Operationalization of Public Complaint Desks (PCDs)
- 4. Automation**
  - Implementation of ICT Policy
  - Adoption and Operationalization of E-Government

### DEPENDENT VARIABLE:

#### SERVICE DELIVERY

- 1. Budget absorption rate**
  - Development processes
- 2. Citizen satisfaction**
  - Citizen-centred services
  - Access to office facilities and services
- 3. Public participation**
  - Citizen - involvement/engagement
- 4. Accountability**
  - Transparency by the National Government Administrative Officers (NGAOs)
- 5. Communication**
  - Real time feedback

**Figure 2. 1: Conceptual Framework**

Source: The Researcher (2015)

Part VI of the national government administration's performance contracting document outlines criteria categories for the contract as: - A: Finance and Stewardship; B: Service Delivery; C: Non-Financial; D: Operations; E: Dynamic/Qualitative; F: Corruption Eradication. Annex I offers explanatory notes for the contract targets. This study identified elements of the independent variable (performance contracting of the national government administration) as contained in criteria category A (Finance and Stewardship), criteria category B (Service Delivery Systems – with emphasis on Resolution of Public Complaints and Automation) and criteria category E (Dynamic/Qualitative – with emphasis on Human Resource Management and Development – in terms of Competency Development, Performance Appraisal, Knowledge Management and Work Environment. The dependent variable – Service Delivery – was identified from criteria category B (Service Delivery).

Therefore indicators of Performance Contracting include: Finance Stewardship – through utilization of allocated funds; Human Resource Management and Development (HRMD) – through Competency Development, Performance Appraisal, Knowledge Management and Work Environment; Resolution of Public Complaints – through Complaint Handling Mechanisms (CHMs), Implementation of Citizen Service Delivery Charter (CSDC) and Operationalization of Public Complaint Desks (PCDs), and; Automation – through Domestication and Implementation of ICT Policy, and Adoption and Operationalization of E-Government.

Optimum utilization of allocated funds is bound to yield high budget absorption rate – resulting in enhanced development processes. This further yields citizen satisfaction through improved access to office facilities and services. Finance stewardship leads to accountability from the National Government Administrative Officers (NGAOs) –manifested through transparency in the delivery of services to the

public. Accountability can also be achieved through monitoring and evaluation – through periodic progress reports on performance contracting. Monitoring and evaluation also yields communication – as an element of service delivery – in terms of real time feedback.

The concept of human resource management and development (HRMD) is expected to improve performance of the national government administration in service delivery. With sufficient competency development, proper performance appraisal system, excellent knowledge management and an enabling work environment, the NGAOs are expected to gain the capacity to influence service delivery by yielding citizen satisfaction – through the delivery of citizen-centred services and improved access to office facilities and services. The NGAOs are also bound to be able to attain high budget absorption rate and thus facilitate optimum development processes. HRMD also builds the NGAOs' capacity to demonstrate accountability – through transparency in their service delivery.

Service delivery by the national government administration through effective resolution of public complaints is expected to yield customer/citizen satisfaction – through the CHMs and the PCDs. Public participation is also achieved – through citizen involvement/engagement in the implementation of CSDCs and operationalization of the PCDs. Communication is also key in service delivery, and this is achieved in real time feedback through the implementation of CSDCs and operationalization of PCDs.

Automation of services is expected to influence service delivery by improving communication – through real time feedback. This also enhances accountability through e-government, and thus; yielding citizen satisfaction through improved access to the services offered by the national government administration. Automation –

through the adoption and operationalization of E-Government – facilitates public participation with the utilization of electronic media to involve/engage with the public to improve on service delivery.

## **2.8 Summary of Literature Review and Research Gaps**

The study adopted a thematic approach in reviewing the literature which was organized around three thematic areas according to the three criteria categories (criteria categories A, B and D) of the performance contracting document of the national government administration, and; from which the four specific objectives of the study were drawn. The first thematic area was based on finance stewardship – from which the first specific objective of the study was drawn; the second thematic area was based on human resource management and development – from which the second specific objective of the study was drawn, and; the third thematic area was based on – resolution of public complaints and automation – the two areas from which the third and fourth specific objectives of the study were drawn respectively.

The researcher's literature review on the first theme did not yield direct interrogation on the public's understanding of and involvement in the formulation, implementation and evaluation of performance contracting of the national government administration. The literature review did not also yield direct interrogation on public involvement in appraising the NGAOs in their performance on service delivery. In this study the literature review did not come across authors who suggested public participation in the finance stewardship element of the performance contracting of the national administration.

The researcher did not come across enough literature on stakeholders's knowledge about the Financial Management Act. The reviewed literature did not explain how stakeholders could possibly determine whether the NGAOs comply with



the budgetary levels and utilize the allocated funds as stipulated in the Financial Management Act. Out of the reviewed literature a few authors seemed to have written on the need to develop intense monitoring and evaluation system to enhance coordination of performance contracting initiative.

The researcher's literature review on the second theme did not yield direct analysis of the reward system challenges that exist in the performance appraisal system (PAS) – rewards and punishment are not spelt out clearly in the performance contracting document of the national government administration. The literature review did not identify authors who have suggested the frequency with which the national government administration should carry out performance appraisal of its employees. The literature review did not reveal any piece of literature on work environment of the national government administrative officers (NGAOs) in relation to the performance contracting of the national government administration.

On the third theme – concerning the third specific objective of the study on how resolution of public complaints has influenced service delivery – the reviewed literature did not identify authors who had written on customer satisfaction baseline surveys with reference to performance contracting of the national government administration. However these surveys contain critical information necessary for investigating the influence of performance contracting on service delivery. The literature review did not also yield direct interrogation on the significance of sensitizing the public on customer service delivery charter (CSDC) of the national government administration. None of the reviewed literature on the CSDC was based on a case study that is drawn from the Kenyan experience with performance contracting.

On the fourth theme – concerning the fourth specific objective of the study on how automation has influenced service delivery – the researcher’s literature review did not yield direct analysis of the significance of political goodwill and resource availability for successful implementation of the ICT policy and strategy – so as to examine the influence of automation on service delivery. The reviewed literature did not identify authors who have written on the availability of sufficient and serviceable ICT equipment in the national government administration.

The researcher’s literature review did not also identify authors who have written on how adequately the NGAOs should be trained on ICT, and; how appropriately the identification of NGAOs for ICT trainings should done. The reviewed literature did not also seems to reveal enough pieces of literature on the extent to which the national government administration has complied with the ICT policy – the literature review did not yield direct interrogation of the extent to which the national government administration has adopted and operationalized the E-Government.

The literature review also revealed institutional gaps in the existing literature. Most authors have written on performance contracting in the commercial sectors, non governmental organizations (NGOs) and a few government institutions. However this study’s literature review did not reveal enough research studies which have since been done on performance contracting of the national government – yet the national government administration is a critical and vital organization of the entire government machinery; it is the face of the government and the interface between the government and communities from the chief executive up to the grassroots.

Research gaps also exist in terms of the time period that most of the authors carried out their studies. This study’s literature review did not reveal enough pieces of

literature on the influence of performance contracting on service delivery by the national government administration which has been written after 2010 – on the commencement of the restructuring process of the former provincial administration (currently, the national government administration).

A gap exists between the diversity of researchers who have written on performance contracting. Very few of the authors are people who have had personal involvement in the Kenyan national government administration. Most of the authors have business administration background measuring performance quantitatively and motivated by monetary returns rather than quality service delivery; they also lack an in-depth knowledge gained from personal experience by those who have personally engaged with the national government administration.

Research gaps also exist on the settings of the previous studies. Despite the availability of extensive literature on performance contracting, this study's literature review did not yield direct interrogation on information about the influence of performance contracting on service delivery by the national government administration in a major municipality like Eldoret West Sub County. The researcher's literature review revealed that most studies on performance contracting have been done in the developed countries and written mostly by foreign authors. The concept of performance contracting seems to be experimental in developing countries – there is need to indigenize the concept for Kenyans to embrace it as part of their own culture.

There are research gaps on the elements of performance contracting that have previously been studied – most researchers have looked at the concept of performance contracting generally without focusing their studies on the contents of performance contracting document of the national government administration– which contains

unique criteria categories from which this study drew its specific objectives. What is also missing in the literature is a systematic analysis of a case study with reference to particular MDAs like the national government administration, instead of generalizing the influence of performance contracting on service delivery in the public sector.

All literature seem to agree on the fact that performance contracting has been acclaimed as an effective and promising means of improving performance of public enterprises as well as government departments. What is also evident is that most literature has recognized that the implementation of the performance contracting policy may have brought with it other challenges to public sector agencies.

In conclusion therefore this chapter has revealed various research gaps in the reviewed literature. These include: institutional gaps; research gaps in the time/period the various authors did their studies; research gaps on the elements of performance contracting that have previously been studied; research gaps on the settings of the previous studies; and, research gap between the diversity of researchers. What is also missing in the literature is a systematic analysis of a case study. The next chapter discusses the research methodology employed in this study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the research methodology used by the researcher in this study. The chapter discusses the study's research design – the research plan, structure and strategy or techniques of inquiry into the study's research questions. The methodology further describes: the research setting; the target population; the sample size and sampling techniques; data collection methods and instruments, data analysis; validity and reliability; limitations of the study; and, ethical considerations.

#### **3.2 Research Design**

The study utilized descriptive survey research design. The researcher chose this design according to Kothari (2004: 30 - 39) who states that it is useful for describing the characteristics of large populations; it is flexible – questions can be asked on a range of subjects in one questionnaire, and analysis can yield unexpected insights into the study population; the design also tends to be strong in reliability – respondents are asked standardized questions. The researcher used mixed-methods research approach to incorporate elements of both quantitative and qualitative approaches.

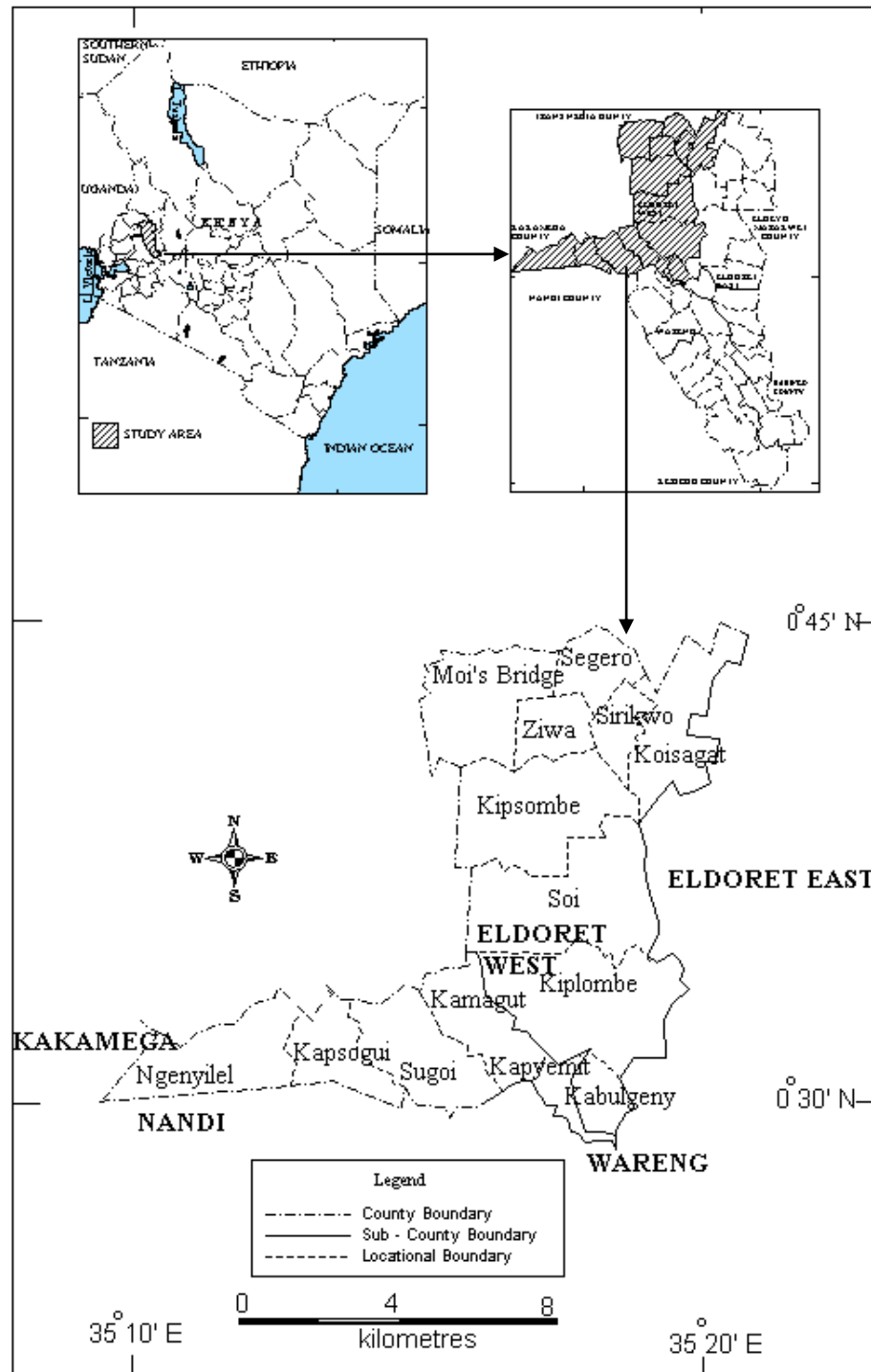
The researcher gathered data from different categories of the sample. The categories consisted of: service providers – those who are directly involved in the implementation of performance contracting policy (the NGAOs); the public (consumers of service provided by NGAOs); other national government departmental heads, and; representatives of the Non-Governmental Organizations (NGOs) – who work together with and are coordinated by the national government administration.

### 3.3 Research Setting

The study was carried out in Eldoret West Sub County which is located in the Western part of Uasin Gishu County in Rift Valley region. It borders Kapseret Sub-County and Nandi County on the Southern side, Moiben Sub-County on the Eastern side and Kakamega County on the northern side.

The research site covered an area of 1090.8 Km<sup>2</sup> with a total population of 391,655 and a population density of 551 people per Km<sup>2</sup>. The Sub County has 2 Divisions, namely Turbo and Soy, with a total of 23 Locations, 37 Sub Locations and 823 Villages. The Sub County is cosmopolitan – it has one of the most diversified populations in Kenya. There is a major highway – the Uganda Road – that transects the Sub County into 2 Divisions; and it has 15 settlement schemes. The rural population engages in maize and dairy farming while fuel business is the main commercial enterprise dominating the urban centres.

The Sub County was one of the most affected areas during the 2007/08 post-election violence which had a devastating effect on Kenya's economy. The selection of this research area was influenced by Rwanda's experience – according to African Development Bank (2012: 5), Rwanda experienced one of the most violent conflicts in the 20<sup>th</sup> century but has recovered and is making significant progress towards development – through a programme that has essentially been the result of innovative approaches to governance. The use of Rwanda's indigenous knowledge system known as *Imihigo* (performance contracting), is one of those innovative and home-grown approaches that has strengthened service delivery and contributed significantly to improvements in the socio economic well-being of the citizens (Ndahiro, 2015).



**Figure 3. 1: Map of Eldoret West Sub County showing the national government administration service delivery coordination units**

Source: The Cartographer; Department of Geography, Moi University (2015)

### 3.4 Target population

Eldoret West Sub County has a total population of 391,655. This population was projected to increase to 491,951 in 2015 consisting of 246,483 Males and 245,468 Females (Republic of Kenya, 2013: 12). The Sub County is cosmopolitan with 80% Kalenjin, 13% Luhya, 6% Kikuyu and 1% other tribes. The Sub County has both urban and rural populations. The study targeted members of the public who consume services provided by the 63 National Government Administrative Officers (NGAOs); 19 Heads of Departments (HODs), and; 9 officials of the Non-Governmental Organizations (NGOs) working in the Sub County – whose mandate entails an involvement with the national government administration. According to the NGAOs Service Registers (2015)<sup>1</sup>, there are 493 people who seek services from the various NGAOs' offices in Eldoret West Sub County, as shown in table 3.1.

**Table 3. 1: Distribution of Target Population**

	<b>Category of the National Government Administrative Officers' (NGAOs) offices</b>	<b>The number of National Government Administration service delivery units</b>	<b>Number of people seeking the NGAOs' services (service consumers – the public)</b>
1	DCC's Office	1	169
2	ACCs' offices	2	110
3	Chiefs' offices	23	132
4	Assistant Chiefs' offices	37	83
	<b>TOTAL</b>	<b>63</b>	<b>494</b>

Source: Service Registers for the NGAOs' in Eldoret West Sub County (2015)

<sup>1</sup> Service Registers are used as one of the strategies in Rapid Results Initiative (RRI). Updated Service Registers are kept by the National Government Administration Officers (NGAOs) to form a basis for Customer analysis and Service profile analysis. This aids in reporting, monitoring and evaluation.



### **3.5 Sample size and sampling techniques**

The sampling frame was drawn from the 63 existing national government administration service delivery coordination units. These included 37 Sub Locations, 23 Locations, 2 Divisions and 1 Sub County. The sampling frame was also drawn from the other respective categories of stakeholders (members of the public, heads of other government departments, and representatives from NGOs) – taking into account the extent of involvement with the national government administration in the course of their delivery of services to the public.

The total sample size was 221 respondents – this was the total derived from various specific samples based on the different categories of respondents: 23 national government administrative officers (NGAOs); 189 members of the public – consisting of 2 adults and a youth from both genders drawn from the 63 existing national government administration service delivery coordination units. The sample also included: 6 out of the 19 national government HODs and 3 out of the 9 representatives of the relevant NGOs. Information on how the sample size was distributed among the different categories of respondents is presented on Table 3.2.

**Table 3. 2: Distribution of the Sample Size**

Category of respondents		Number of respondents				
		Sampling frame (No. of administrative units/offices respondents were drawn from)	No. Of Male Adults	No. Of Female Adults	No. Of Youths Male/ Female	Total
1	Members of the public	63	1	1	1	189
2	National Government Administrative Officers (NGAOs)	63	1 officer from each of the 23 sampled NGAOs			23
3	Heads of Departments (HODs)	19	2	2	2	6
4	Representatives of relevant Non-Governmental Organizations (NGOs)	9	1	1	1	3
<b>TOTAL SAMPLE SIZE</b>						<b>221</b>

Source: The researcher's field data (2015)

The sample size was determined using Yamane's formula (1967)<sup>2</sup> shown below. According to the formula, **n** is the sample size, **N** is the target population size and **e** is the margin of error at 5 percent (0.05). A 95% confidence level is assumed for the equation.

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

At a confidence level of 95% and 0.05 margin of error, the researcher computed a sample size of 221 as shown below:

$$n = 494 \div 1 + \{ 494 (0.05 \times 0.05) \}$$

$$= \underline{\underline{221.03 \sim 221}}$$

<sup>2</sup> This is a formula by a famous Chinese statistician, Yamane Tao, who has had great contribution in developing sampling methods; and this Yamane sample size calculation is one of his achievements.

The study utilized non-statistical sampling techniques to pick the study sample. Given the heterogeneity of the target population, the study relied on quota sampling purposive sampling and convenient sampling methods to obtain data and pertinent information from the different categories of respondents. The researcher used quota sampling method to ensure the inclusion of respondents from all the various categories who included: the 189 consumers of the services provided by NGAOs – the public; the 6 Heads of departments (HODs) of other national government departments, and; the 3 representatives of Non-Governmental Organizations (NGOs).

Purposive sampling method was used to sample the 23 service providers – the NGAOs from the existing national government administration coordination units in the Sub County. Convenient sampling method was used in selecting the 189 adults and youths (considering both genders) as they came to seek services from the various NGAOs' offices in Eldoret West Sub County.

### **3.6 Data collection methods and instruments**

The study utilized both quantitative and qualitative data collection techniques. Quantitative data was gathered through questionnaires. Primary data was complemented by secondary data. The researcher also sought some data through documentary research on the influence of performance contracting on service delivery by the national government administration. This information reinforced the information captured through other research instruments (Creswell, 2012: 140).

Qualitative data was gathered through 5 focus group discussions (FGDs) with the stakeholders according to their levels of involvement with the national government administration in the course of delivering services to the public. There was an average of 12 respondents at each of the FGDs. The FGDs with key informants were concentrated on their interactions and experiences with the

governmental institutions' challenges of spearheading the attainment of a mission focused and, performance oriented public service that guarantees quality services.

The FGDs were used to capitalize on group dynamics identified in the various categories of respondents. The FGDs allowed smaller groups of respondents to be guided by the researcher into increasing levels of focus and depths on the key issues on the concept of performance contracting. It is through FGDs that the researcher group interaction between the respondents stimulated the researcher's responses and allowed new and emergence of valuable thought (Creswell, 2012: 144). The researcher gained first hand insights into the respondents' behaviour during the FGDs.

Questionnaires were used to collect data from various categories of stakeholders; this targeted data collection from large groups of respondents, ensured there was uniformity in the questions asked and allowed the respondents to give considered responses. The questionnaires were structured on the basis of Likert scale. In-depth interviews were also used to extract vital information from smaller groups of respondents so as to enable the researcher authenticate the responses, explore issues raised and discuss attitudes, feelings and facial expressions more easily with the respondents (Silverman, 2013: 199).

Interviews were used in collecting data from the various categories of respondents. There were interviews conducted for those residing within the selected national government administration service delivery coordination units and informal interviews done to verify the capacity of the governments' institutional frameworks to implement performance contracting policy. These interviews were necessary for enriching the findings of the study by describing the environmental milieu in which the changes and subsequent adjustments to performance based service delivery occur. In-depth interview schedules for stakeholders who are directly involved in the

implementation of performance contracts were administered. The guiding questions in the interview schedules were structured on the basis of the study's specific objectives.

Primary data was collected from the various categories of respondents through interviews and FGDs. Secondary data was obtained from the relevant documents. Interviews were conducted by the use of suitably designed interview schedules with semi-structured questions. The research questions were guided by the specific objectives of the study so as to facilitate collection of relevant data. The respondents were expected to answer all questions truthfully and objectively for the researcher to come up with reliable findings which could further help in drawing sound conclusions for the purpose of making practical, realistic and sustainable recommendations.

In order to avoid ethical problems (Lichtman, 2014: 53 – 60), the researcher personally administered the interview schedules to customers/citizens category of respondents who were likely to confide in the researcher than the local research assistant; however, whenever a research assistant was used, he was trained and supervised by the researcher. Personal interviews enabled the researcher to modify the questions at hand depending on the prevailing circumstances; he could raise probing questions to seek for clarification and/or more information, and; he could also not be restricted to collecting data from literate respondents only.

Questionnaires and probing lists were prepared to be self-administered. This was intended to reduce the error of bias that was likely to arise from personal characteristics of the interviewer and interviewees, and; it also ensured large amount of data was collected from many respondents in a wider area (Serem *et al*, 2013: 58). The questionnaires covered the research objectives so as to provide adequate data for the study. Data collection utilized questionnaires consisting of individual items ranging from unstructured to structured items.

### **3.7 Data Analysis**

The study utilized descriptive statistical analysis and inferential statistical analysis to analyze data. The descriptive statistical analysis was done through measures such as percentages, frequency distribution, measures of central tendency and measures of variability. Inferential statistical analysis was done through parametric statistical tests using Spearman's rank order correlation ( $r$ ), Gamma measure of association and Kendall's tau coefficient of concordance ( $W$ ).

Quantitative data was analyzed using descriptive statistics and inferential statistics – through measures of association and correlation analysis; that is, Spearman's rank order correlation ( $r$ ). Primary non-quantitative data was analyzed using content analysis; secondary data was also analyzed. The quantitative data was coded thematically and then analyzed statistically. Content analysis was used for data that is qualitative in nature or aspects of the data collected from the open ended questions and the focus group discussions. This was presented in prose form.

### **3.8 Validity and Reliability**

The quality of research depends to a large extent on the accuracy of the data collection procedures. The data collection instruments used must yield the type of data the researcher can use to accurately answer the research questions. The researcher strived to maximize the reliability and validity of the data collected. For reliability and validity to exist, the data collection techniques must yield information that is not only relevant to the research question but also correct (Lichtman, 2014: 18). Reliability and validity are measures of this “relevance” and “correctness.”

### 3.8.1 Pilot Study

A pilot study is a standard scientific tool for ‘soft’ research, allowing scientists to conduct a preliminary analysis before committing to a full-blown study or experiment; it can refer to feasibility studies done in preparation for the major study (Polit, *et al.*, 2001: 467). A pilot study can also refer to the pre-testing or ‘trying out’ of a particular research instrument (Baker, 1994: 182 – 3). According to De Vaus (1993: 54), the goal of a pilot study is to refine the procedures of a research project: The primary goal of a pilot study is not to collect research data, but to check out research procedures so that adjustments can be made before the actual data are collected; a secondary goal is to determine if the planned statistical analyses work – problems that show up in the pilot study are fixed by changing data collection procedures or the statistical analyses.

From the foregoing discussion, the researcher did a pilot study with the assistance of one research assistant to test the validity and reliability of the research instruments which were to be used in the actual study. Hence the pilot study helped the researcher to pre-test the study’s research methodology – to reveal the appropriateness or deficiencies in the study’s research methods. The pilot study was carried out within the research setting in Eldoret West Sub County and data was collected from respondents whom the researcher would not again collect data from during the actual study.

During the pilot study, data was collected from a sample consisting of 22 respondents selected from the various categories of respondents using sampling methods similar to the ones used in the actual study. The selected sample was similar to the actual sample intended to be used by the researcher in the actual study and the procedures used in pre-testing were also similar to those used in the actual data

collection. The data was presented and analyzed to establish whether the proposed methods of data presentation and analysis were appropriate.

The pilot study enabled the researcher to have a sense of the field – though in a smaller but similar sample of the actual study. This allowed the researcher to test various possibilities that stimulated new ideas and avenues which were later used to resolve some ambiguities within the main study's design. The pilot study also helped the researcher to establish whether all the intended questions were captured and to know how long data collection would take. The questions found to be irrelevant were left out during the actual study while vague questions were rephrased for clarity.

The deficiencies in the data collection instruments revealed by pre-testing were addressed during the actual data collection. This resulted to the collection of complete, enough and relevant data. Comments from respondents in the pilot study were considered and incorporated in the actual study so as to improve the study's research methodology.

### **3.9 Limitations of the study**

Some limitations to the study arose from the study's research methods. This study was limited to the use of descriptive survey research design. A case study research design could have been used to describe the units of study in detail, in context and holistically; while correlational research design could have helped in mapping out the relationship between the study's variables. However the descriptive survey research design provided useful information for assessing the influence of performance contracting on service delivery by the national government administration.

The study was initially limited to quota sampling and purposive sampling methods in selecting the respondents. This posed a challenge in data collection and



data analysis when Eldoret West Sub County was sub divided into two Sub Counties (Turbo and Soy – these were Divisions in Eldoret West Sub County) during the period of data collection and data analysis process. The number of sampled respondents reduced when some of the national government administration service delivery coordination units' offices remained vacant during the period of the study. this left the researcher in a dilemma which was solved by resorting to convenient sampling method.

The study was limited to the use of questionnaires, interview schedules and focus group discussion guides in collecting data. Therefore the researcher had to grapple with the disadvantages of using those three data collection tools. Some categories of respondents seemed to be withholding information while others were non-committal on their responses to certain groups of questions. There were also some categories of respondents who seemed to be ignorant on matters pertaining to some categories of questions. In such cases the researcher relied on the category of respondents who did not withhold information and those who were committed and knowledgeable on matters pertaining to such categories of questions.

The study's data presentation was limited to the use of tables. Tabulation made it possible for the analysis to present a huge mass of data in a detailed orderly manner. However the statistical findings could have also been made more convincing and appealing by the use of graphical and diagrammatic data presentation methods.

### **3.10 Ethical Considerations**

The ethical issues in this study originated from the research methodology of the study (Serem *et al*, 2013: 16 – 18). The researcher described how ethical requirements such as; informed consent, privacy and confidentiality, anonymity and the researcher's responsibility, were to be taken care of in the research. In case of

logistical issues, such awareness and subsequent preparation saved the researcher a great deal of resources (money, time and energy) and also ensured high quality research. In the case of ethical issues, awareness protected the integrity of the researcher and also ensured honest results. The researcher was unconditionally responsible for the integrity of the research process. Ethics was therefore foundational to this study – with power comes responsibility (Lichtman, 2014: 54).

On Access to potential subjects, the researcher needed to consider whose permission to require before he could approach them. In other words, who is responsible for safeguarding the interests of these individuals with regard to research activities? The researcher recognized that access to potential subjects is a privilege and not a right. He therefore considered from whom permission for access must be sought (G.O.K., 2008: 2). The researcher thus obtained research permit from the National Commission for Science Technology and Innovation (NACOSTI).<sup>3</sup> The permission to carry out this research was also sought from the County Commissioner and the County Director of Education in-charge of Uasin Gishu County.

On the nature of participation, the concepts of justice and non-maleficence had to be considered within the context of the research methods to be used (O’Leary, 2004: 52). Therefore the researcher had a responsibility to demonstrate to those who control access to potential subjects that she/he was competent to carry out the procedures involved and was trustworthy in handling confidential information, both written and verbal, about individuals that they could not wish others to know.

On Recruitment, within the context of this study, it was important to consider how the researcher was set about approaching individuals who could be suitable to

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<sup>3</sup> The National Commission for Science, Technology and Innovation (NACOSTI) is an advisory institution of the Government of Kenya on matters of national science, technology, innovation and research. The Science and Technology Act, Chapter 250 of the Laws of Kenya, under section 4, established the NACOSTI to advise and regulate matters of research among other functions.

take part in the research and telling them who he was; what the research was about; what their participation would involve and possible side effects or consequences that could ensue (O’Leary, 2004: 52). Information was presented to each individual so that they could make informed decision about whether to participate or not (autonomy). The information clarified that this was a research project and stated who the researcher was; the purpose of the research and what was required of the participants.

On Consent, the concepts of justice and autonomy in obtaining the consent of potential participants were important. Consent could be invalidated if duress was used (Serem *et al.*, 2013: 99). Consent could only be obtained after the respondent had been given a verbal and written explanation of the research and had the opportunity to ask questions about his/her involvement. On Confidentiality, the researcher recognized the fact that lack of confidentiality and mishandling of information provided could cause respondents physical or even psychological harm (Lichtman, 2014: 57). Respondents were assured in that the information they gave was to be used only for academic purposes and that they could not be identified personally in any way, either through name, address, and place of work, authority or any other means.

In conclusion, this chapter has discussed the research methodology used to carry out this study. The researcher considered ethical issues by: getting permission to carry out the research from the University, NACOSTI, County Commissioner and County Director of Education for Uasin Gishu County; coaching and supervising the research assistant; explaining to the respondents the purpose and nature of the study as purely academic and assuring them of the availability of the final research document at the University’s library accessible to the public. The next three chapters deal with data presentation, analysis and discussion of findings. The chapters have been organized thematically according to the four specific objectives.

## CHAPTER FOUR

### FINANCE STEWARDSHIP AND FACILITATION OF SERVICE DELIVERY

#### 4.1 Introduction

This chapter begins by the presentation and analysis of data about the respondents in terms of: the response rate; the response pattern; category of the respondents; and, the demographic characteristics of the respondents. This is followed by data presentation, analysis and discussion of findings on the first specific objective of the study. The first specific objective of the study was to assess how finance stewardship – through utilization of the allocated funds – has facilitated service delivery by the national government administration in Eldoret West Sub County.

#### 4.2 The response rate

The study targeted 221 respondents although only 212 of the respondents were issued with questionnaires to fill and return to the researcher (3 national government administration service delivery coordination units, where 9 respondents could have been sought, remained vacant during the entire data collection period). There were 182 questionnaires which were returned – 8 of the returned questionnaires were only partly filled while 4 of them were not filled at all, hence these were regarded as not returned and were not included in the analysis. Therefore only 170 questionnaires were duly filled and returned; thus 80.2% response rate.

Of the sampled categories of respondents; all the 23 NGAOs, 6 heads of other departments and 3 NGOs officials duly filled and returned their questionnaires; thus 100% response. Out of the 189 sampled members of the public category of respondents, 180 questionnaires were distributed; however, 42 respondents did not return their questionnaires duly filled; thus 77% response. This indicates that response rate for respondents in formal employment tended to be higher than that of members

of public who otherwise form a greater percentage of consumers of services rendered by the NGAOs.

#### **4.3 The response pattern**

Data was collected from various categories of respondents – the NGAOs and other stakeholders who included members of the public, heads of other departments and NGOs officials. Response to the various categories of questions – grouped in terms of objectives of the study – attracted responses from the different categories of respondents in a manner that revealed some response pattern. The use of different data collection tools – questionnaires, interview schedules and focus group discussions guides – also seemed to reveal some response pattern.

All categories of respondents seemed to have had no problem responding to the first category of questions concerning personal information about the respondents. However the NGAOs category of respondents seemed to be more forthright when responding to questions grouped in the category of finance stewardship, automation and those on human resource management and development. On the other hand, this category of respondents seemed to be non-committal when responding to questions on resolution of public complaints.

The other categories of respondents that included members of the public, heads of other departments and representatives of NGOs seemed to be more enthusiastic when responding to questions on resolution of public complaints than any other group of questions. However these categories of respondents seemed not to give much information on questions grouped under finance stewardship, automation and those on human resource management and development.

From the foregoing analysis, the researcher found out that the NGAOs category of respondents seemed to be more informed on matters pertaining to finance

stewardship, automation and human resource management and development group of questions than the other categories of respondents. However, the NGAOs seemed unwilling to reveal much about the questions grouped under resolution of public complaints. On the other hand, the other category of respondents that included members of the public, heads of department and NGOs officials seemed to have had more information on resolution of public complaints than the NGAOs category of respondents. However, they seemed not to be sufficiently informed on matters pertaining to the other three categories of questions.

The study utilized various data collection methods – including, interviews, focus group discussions (FGDs) and analysis of relevant documents. On applying different data collection tools – such as scheduled interview guides, FGDs guides and the partially structured questionnaires – on different categories of respondents, the respondents responded to different groups of questions in a manner that revealed some response pattern.

The NGAOs category of respondents dully completed and returned in good time all the 23 questionnaires distributed to them. However, the other categories of respondents took too long to complete the questionnaires and even failed to duly complete and return 42 questionnaires. This revealed that the NGAOs category of respondents found it easier and more convenient responding to questionnaires than the other categories of respondents who found this to be difficult and inconveniencing. The NGAOs category of respondents also seemed to give more clear information by responding to questions in the self-administered questionnaires than the other group of respondents who seemed to have difficulty putting down their responses clearly on the self-administered questionnaires.

Interviews appeared to be abhorred by the NGAOs category of respondents who seemed to be so busy most of the time and avoided further probing especially on the category of questions on resolution of public complaints. However the interviews worked well when probing the NGAOs category of respondents on finance stewardship, automation and human resource management and development group of questions – the lower cadre of NGAOs (Chiefs and Assistant Chiefs) were more cooperative on this than their supervisors (the DCC and ACCs).

Collecting data from the other categories of respondents (members of the public, HODs and NGOs) through scheduled interviews seemed to be more effective – particularly from members of public. Through probing, the researcher gathered information which was otherwise not clearly articulated by this category of respondents in the self-administered questionnaires. This category of respondents seemed to understand the questions better during the interviews when the researcher clarified what they did not understand hence yielding accurate responses. However the researcher had to spend more time and money to collect complete, enough and relevant data using the interviews – it involved travelling a lot across the Sub County and spending more time with each of the sampled respondents.

Five Focus Group Discussions (FGDs) were conducted. The FGDs involved those who had in-depth knowledge on performance contracting by the national government administration. These included the categories of the National Government Administrative Officers (NGAOs), the heads of other government departments and the consumers of services offered by the NGAOs.

The FGDs seemed to be more effective in the collection of data that required respondents who understood well the concept of the performance contracting by the national government administration from the professional point of view and those

who directly benefitted from the national government administration's services at the grassroots – consumer of the services rendered by the national government administration. The FGDs was a more reliable data collection method since the respondents seemed to be more familiar with the concept of performance contracting and also happened to be either core service providers or service consumers of the services rendered by the national government administration at the Sub County.

The researcher accessed and perused several documents available at the Sub County Headquarters to gather some important data that was required for further collection of more data in the field. Data gathered from these documents were analyzed through content analysis. The researcher perused the National Population Census documents to establish the demographic information about Eldoret West Sub County. From the staff establishment file, the researcher sought for the number of national government service delivery coordination units and number of NGAOs in the field – this helped on how and where to trace the NGAOs category of respondents. The number of people seeking for the NGAOs' services was sought from the service registers maintained in the respective NGAOs' offices.

Information on finance stewardship was accessed through documents from the Sub County Treasury department – this provided information on contents of the Finance Management Act and allocation of funds to the national government administration in Eldoret West Sub County. Information on human resource management and development was accessed through such documents as: performance contract between the Deputy County Commissioner, Eldoret West Sub County and the County Commissioner, Uasin Gishu County; staff performance appraisal reports; individual work plans; skills and competency needs assessment reports; training needs reports; 2013/14 work environment survey, and; 2013/14 customer satisfaction



baseline survey recommendations. Information on resolution of public complaint was accessed through the national government administration Citizens Service Delivery Charter (CSDC), Public Complaint Desks (PCDs) and comments from the suggestion boxes. Information on automation was accessed from ICT policy document and the available reports on implementation of ICT strategy in the Sub County.

#### 4.4 Category of the Respondents

There were various categories of respondents in this study. Therefore the researcher sought to find out the percentages by which the different categories of respondents participated in the study. The responses are as presented in Table 4.1.

**Table 4. 1: Category of the Respondents**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Members of the public	138	81.2	81.2	94.7
Valid NGAOs	23	13.5	13.5	13.5
H.O.Ds	6	3.5	3.5	98.2
NGOs	3	1.8	1.8	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 4.1, 81.2% (138) of the respondents were members of the public while 13.5% (23) of the respondents were national government administrative officers (NGAOs). There were 3.5% (6) of the respondents who were

heads of other departments (H.O.Ds) and only 1.8% (3) of the respondents who were Non-Governmental Organizations (NGOs) officials. This indicates that most of the information about the influence of performance contracting on service delivery was obtained from the members of the public (the consumers of the services provided by the NGAOs), followed by the NGAOs (the service providers). This means that the public – service consumers (followed by the NGAOs – service providers) have more information concerning the influence of performance contracting on service delivery by the national government administration than the other stakeholders.

#### 4.5 The demographic characteristics of the respondents

Demographic characteristics of the respondents that the researcher sought to establish included: Ages of the respondents; Gender of the respondents; and, Educational levels of the respondents respectively. The responses are as presented in Table 4.2, Table 4.3 and Table 4.4.

##### 4.5.1 Ages of the Respondents

The respondents were asked to state their ages. Responses on the respondents' age bracket are as presented in table 4.2.

**Table 4. 2: Age Bracket of the Respondents**

Age Bracket (Years)	Frequency	Per cent	Valid Per cent	Cumulative Per cent
20-30	15	8.8	8.8	8.8
Valid over 30	155	91.2	91.2	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 4.2, the majority 91.2% (155) of respondents were aged over 30 years while only 8.8% (15) were between 20 and 30 years of age. This indicates that most of the information about the influence of performance contracting on service delivery was obtained from the elderly other than the youth. This means that most of the youth in Eldoret West Sub County do not frequently seek for services offered by the national government administration and hence they are not in a better position to give information about the influence of performance contracting on service delivery by the national government administration.

#### 4.5.2 Gender of the Respondents

The respondents were asked to state their gender. The results are as presented in Table 4.3.

**Table 4. 3: Gender of the Respondents**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Male	105	61.8	61.8	61.8
Female	65	38.2	38.2	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 4.3, 61.8 % (105) of the respondents were male while 38.2 % (65) were female. This indicates that the majority from whom the researcher obtained information about the influence of performance contracting on service delivery were male. Therefore this means that most females in Eldoret West Sub

County do not have information about the influence of performance contracting on service delivery by the national government administration.

#### 4.5.3 Educational Level of the Respondents

The respondents were asked to state their educational level. The results are as presented in Table 4.4.

**Table 4. 4: Educational Level of the Respondents**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Middle level college	98	57.6	57.6	57.6
University	56	32.9	32.9	90.6
Secondary	9	5.3	5.3	95.9
Primary	3	1.8	1.8	97.6
Not gone to school	4	2.4	2.4	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

Table 4.4 reveals that slightly over half, 57.6 % (98) of the respondents had attained educational level of up to middle level college (those who have gone beyond form four but did not join universities) while 32.9 % (56) were university graduates. There were 5.3% (9) of the respondents who had attained secondary school level of education and 1.8% (3) were primary school leavers. Of the respondents, 2.4% (4) had not gone to school.

This indicates that most of the respondents had completed secondary school education and joined other tertiary education institutions. Graduates from the universities also formed a significant percentage of the respondents. This means that most of those who interact with and are able to offer information about the influence of performance contracting on service delivery by the national government administration in Eldoret West Sub County are graduates from the middle level colleges followed by the graduates from universities.

#### **4.6 Data presentation, analysis and discussion of findings on finance stewardship and facilitation of service delivery**

The first specific objective of the study was to assess how finance stewardship – through utilization of the allocated funds – has facilitated service delivery by the national government administration in Eldoret West Sub County. The researcher collected data on: knowledge about the Financial Management Act; Compliance with the budgetary levels in accordance with the Financial Management Act; Adequacy of the allocated funds, and; How Finance Stewardship has facilitated service delivery.

The respondents were also asked questions on monitoring and evaluation, and; the public's understanding of and involvement in the formulation, implementation and evaluation of performance contracting by the national government administration for improved service delivery. The findings are presented in Table 4.5; Table 4.6; Table 4.7; Table 4.8; Table 4.9; Table 4.10; Table 4.11, and Table 4.12 respectively.

##### **4.6.1 Knowledge about the Financial Management Act**

The researcher sought to assess the respondents' knowledge about the Finance Management Act from which the principles of finance stewardship are drawn. The results are presented on Table 4.5.

**Table 4. 5: Knowledge about the Financial Management Act**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Yes	101	59.4	59.4	59.4
Valid No	69	40.6	40.6	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 4.5, 59.4% (101) of the respondents had knowledge about the Financial Management Act while 40.6% (69) of the respondents were ignorant about the Act. With more than half of the respondents having knowledge about the Financial Management Act this indicates that financial stewardship – through utilization of the allocated funds – would facilitate service delivery by the national government administration. This was in agreement with the findings of most of the researchers whose work was reviewed in this study.

In the focus group discussions (FGDs), the researcher noted that most participants (from all categories of respondents), except those who represented the public (consumers of the services offered by the NGAOs) had knowledge about Financial Management Act. This further indicates that the public – the consumers of services offered by the NGAOs – did not know whether finance stewardship facilitated service delivery by the national government administration.

#### 4.6.2 Compliance with Budgetary Levels

The researcher sought to assess the national government administration's compliance with the budgetary levels. The particular category of respondents targeted by the researcher here were the 23 NGAOs. The results are presented on Table 4.6.

**Table 4. 6: Compliance with the budgetary levels**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	12	52.2	52.2	52.2
Agree	6	26.1	26.1	78.3
Disagree	4	17.4	17.4	95.7
Strongly disagree	1	4.3	4.3	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

The NGAOs category of 23 respondents was the one whose views are presented in the Table 4.6. As presented in Table 4.6, 26.1% (6) of the respondents and 52.2% (12) agreed and strongly agreed respectively that the national government administration complies with the budgetary levels in accordance with the Financial Management Act. There were 17.4% (4) of the respondents who disagreed while 4.3% (1) of the respondents strongly disagreed that the national government administration complies with the budgetary levels in accordance with the Financial Management Act.

This indicates that with most of the respondents (who were the service providers – NGAOs) agreeing that the national government administration complies with the budgetary level – which is an element of finance stewardship (through utilization of the allocated funds) – this facilitates service delivery by the national government administration in terms of increased budget absorption rate resulting in enhanced development processes.

This information concurred with the researcher’s content analysis of the various financial documents obtained from the national government administration’s treasury at the Eldoret West Sub County headquarters. Most of the participants at the FGDs also agreed that the national government administration in Eldoret West Sub County complies with the budgetary levels – with high budget absorption rate resulting in enhanced development processes.

However most participants who represented the public could not comment on compliance with the budgetary levels arguing that;

“...how would we talk about what we do not understand, and have never heard about...this seems to be Government secret on how they spend money”. Some of them (participants from the public) claimed that “...we are never involved in making budgets for implementation by the NGAOs in Eldoret West Sub County...we only know of public participation forums by the County Government of Uasin Gishu County...”

What most participants agreed with was the existence of development programmes in the Sub County – this pointed at enhanced development processes resulting from budget absorption rate.

#### **4.6.3 Finance stewardship and Service delivery**

The researcher sought responses on the influence of finance stewardship on service delivery. The results are presented on Table 4.7.



**Table 4. 7: Finance stewardship and Service delivery**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	88	51.8	51.8	51.8
Agree	50	29.4	29.4	81.2
Undecided	22	12.9	12.9	94.1
Valid Disagree	7	4.1	4.1	98.2
Strongly disagree	3	1.8	1.8	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

The respondents were asked whether finance stewardship – through utilization of allocated funds – facilitated service delivery; and their responses are as presented in Table 4.7. The findings indicate that 29.4% (50) of the respondents agreed while 51.8% (88) of the respondents strongly agreed that finance stewardship – through utilization of allocated funds – facilitated service delivery by the national government administration in their areas of jurisdiction.

There were 4.1% (7) of the respondents and 1.8% (3) who disagreed and strongly disagreed respectively that finance stewardship – through utilization of allocated funds – facilitated service delivery by the national government administration. Of the respondents, 12.9% (22) were undecided. This indicates that most respondents agreed that finance stewardship, as an element of performance contacting, facilitates service delivery by the national government administration.

Those who agreed with this fact argued that “...without money there would be poor delivery of services”. However, some of the respondents disagreed saying;

“...that finances are the source of deteriorating services by the national government administration when the officers resort to misappropriation of the allocated funds”.

There was consensus during the FGDs when most participants agreed that finance stewardship is critical in facilitating service delivery. However, the participants pointed out that there is need for an effective and efficient monitoring and evaluation system to enhance financial stewardship in the national government administration.

#### 4.6.4 The adequacy of the allocated funds

The researcher sought responses from the NGAOs category of respondents on whether the allocated funds were adequate. The results are presented on Table 4.7.

**Table 4. 8: Are the allocated funds adequate?**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	10	43.5	43.5	43.5
Agree	7	30.4	30.4	73.9
Undecided	2	8.7	8.7	82.6
Valid Disagree	3	13.0	13.0	95.6
Strongly disagree	1	4.4	4.4	100.0
Total	23	100.0	100.0	

Source: The researcher’s field data, (2016)

The knowledge on whether the allocated funds are available or not, could only be obtained from the NGAOs category of respondents. As indicated in Table 4.8,

30.4% (7) of the respondents and 43.5% (10) agreed and strongly agreed respectively that the funds allocated to the national government administration officers were adequate for their service delivery. There was 13.0% (3) of the respondents who disagreed while 4.4% (1) strongly disagreed that the funds allocated to the national government administration officers were adequate for their service delivery. Of the respondents, 8.7% (2) were undecided on the question.

The adequacy of the allocated funds indicate that finance stewardship – through utilization of the allocated funds – could facilitate service delivery by the national government administration since all the areas that require finances are captured in the allocation of the funds. This also indicated that there was high budget absorption rate which facilitates development processes. However, some participants in the FGDs disagreed with this view pointing at the non-involvement of the public in determining what would be considered adequate funds to be allocated a Sub County.

#### **4.7 How finance stewardship has facilitated service delivery**

The researcher carried out field survey in which he interviewed 170 respondents and came up with the data on Table 4.9 indicating the level of service delivery influenced by the various levels of NGAOs' finance stewardship.

##### **4.7.1 How finance stewardship has facilitated service delivery**

The researcher sought to establish the relationship between level (effectiveness/efficiency) at which the NGAOs delivered services and their levels of finance stewardship – in terms of the levels of allocated funds (amount of A.I.E. allocated) to the respective categories of the NGAOs (DCCs, ACCs and Chiefs). The results are presented on Table 4.9.

**Table 4. 9: Levels of service delivery and finance stewardship**

Level of Service Delivery	Level of Finance Stewardship		
	Junior Level of Finance Stewards (Chiefs)	Middle Level of Finance Stewards (ACCs)	Senior Level of Finance Stewards (DCC)
Senior Level of Finance Stewards (DCC)	26	16	12
Middle Level of Finance Stewards (ACCs)	6	20	22
Junior Level of Finance Stewards (Chiefs)	14	24	30

Source: The researcher's field data, (2016)

#### **4.7.2 Computing statistic for Table 4.9 using Gamma measure of association**

The researcher came up with **Table 4.9.1** in computing statistic for **Table 4.9** – to show how the level of finance stewardship influences the level of service delivery by the various levels of NGAOs (Junior, Middle and Senior):

**Table 4. 10: Computing statistic for Table 4.9 using Gamma measure of association**

Level of service delivery	Senior	26 a	16 b	12 c
	Middle	6 d	20 e	22 f
	Junior	14 g	24 h	30 i
		Junior	Middle	Senior

Level of finance stewardship that influence service delivery

Formula for Gamma (r):

$$r = \frac{(A \times D) - (B \times C)}{(A \times D) + (B \times C)} \quad \text{OR} \quad \left\{ \frac{\sum (AD - BC)}{\sum (AD + BC)} \right\}$$

Where; AD = Frequency of the Agreement (sum of the positive correlations)

BC = Frequency of the Disagreement (sum of the negative correlations)

$\Sigma$  = Sum of

Therefore;

$$AD = 26 \times (20+22+24+30) = 2496$$

$$16 \times (22+30) = 832$$

$$6 \times (24+30) = 324$$

$$20 \times (30) = \underline{600}$$

$$\Sigma AD = \underline{4252}$$

$$BC = 12 \times (20+6+14+24) = 768$$

$$16 \times (6+14) = 320$$

$$22 \times (24+14) = 834$$

$$20 \times (14) = \underline{280}$$

$$\Sigma BC = \underline{1436}$$

$$\text{Hence, the Score} = \left\{ \frac{(4252 - 1436)}{(4252 + 1436)} \right\}$$

$$= \underline{\underline{+0.5}}$$

#### 4.7.3 Interpretation and Discussion of the Results and Findings

There exists a relationship between the levels of finance stewardship – through utilization of the allocated funds – (as an element of performance contracting by the national government administration) and service delivery. The relationship is positive in nature and the strength of the relationship is moderate (at + 0.5).

Therefore, with reference to the objective of the study to assess how finance stewardship – through utilization of the allocate funds – has facilitated service delivery by the national government administration in West Sub County; the results of the findings indicate that there is a moderate agreement that finance stewardship (as an element of performance contracting by the national government administration) is

a major contributing factor in facilitating service delivery by the national government administration in Eldoret West Sub County.

The fact that the relationship between the two variables is moderate indicates that there could also be other factors other than finance stewardship that influence service delivery – these include but are not limited to the other elements of the performance contracting by the national government administration that have formed the other three specific objectives of this study.

#### **4.8 Monitoring and evaluation on performance contracting**

The researcher collected data on: the frequency with which the national government administration conducts monitoring and evaluation on performance contracting, and; whether the respondents agreed that monitoring and evaluation of customer satisfaction has influenced service delivery by the national government administration. The responses are as presented in Table 4.11 and Table 4.12.

##### **4.8.1 Frequency of conducting monitoring and evaluation**

The researcher sought to determine the frequency of conducting monitoring and evaluation. This would inform the study on the optimal number of times monitoring and evaluation should be done so as to influence service delivery. The results are on Table 4.11.

**Table 4. 11: Frequency of conducting monitoring and evaluation**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Annually	11	47.8	47.8	47.8
Bi-annually	6	26.1	26.1	73.9
Valid Quarterly	4	17.4	17.4	91.3
Weekly	2	8.7	8.7	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

Information on the frequency of conducting monitoring and evaluation on performance contracting could only be obtained from the NGAOs category of respondents. As presented in Table 4.11, 47.8% (11) of the respondents stated that the national government administration conducts monitoring and evaluation annually while 26.1% (6) of the respondents stated that it is conducted bi-annually. There were 17.4% (4) of the respondents who stated that monitoring and evaluation is conducted quarterly while 8.7% (2) of the respondents stated that it is conducted weekly.

This indicates that monitoring and evaluation of performance contracting by the national government administration is conducted annually to assess its influence on service delivery. Whereas most participants in the FGDs also agreed that monitoring and evaluation was done annually, they also pointed out that conducting monitoring and evaluation more frequent would yield more influence on service delivery. Content analysis of the monitoring and evaluation documents at the national government administration offices also revealed the need to carry out more frequent



monitoring and evaluation exercises – this would also yield accountability from the NGAOs. These findings agreed with most of the researchers whose literature was reviewed in this study. Those researchers emphasized the need to strengthen the monitoring and evaluation mechanisms for effective and efficient implementation of performance contracting so as to achieve improved service delivery.

#### **4.8.2 The influence of monitoring and evaluation of customer satisfaction on service delivery**

The researcher sought to assess the influence of monitoring and evaluation of customer satisfaction on service delivery. The results are on Table 4.12.

**Table 4. 12: Monitoring and evaluation of customer satisfaction has influenced service delivery**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	110	64.7	64.7	64.7
Agree	43	25.3	25.3	90.0
Undecided	14	8.2	8.2	98.2
Disagree	2	1.2	1.2	99.4
Strongly disagree	1	0.6	0.6	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in table 4.12, 25.3% (43) of the respondents and 64.7% (110) agreed and strongly agreed respectively, that monitoring and evaluation of customer satisfaction has influenced service delivery. There were 1.2% (2) of the respondents

and 0.6% (1) who disagreed and strongly disagreed respectively, that monitoring and evaluation of customer satisfaction has influenced service delivery. Of the respondents, 8.2% (8) were undecided on this question.

This indicates that most respondents have noticed that monitoring and evaluation of customer satisfaction has influenced service delivery by the national government administration. Through monitoring and evaluation, progress of the development processes can be tracked so as to achieve high budget absorption rate. Thus, monitoring and evaluation yields citizen satisfaction and accountability from the NGAOs. Monitoring and evaluation also influenced service delivery through communication – real time feedback – which further enhances public participation.

However, the respondents who disagreed with the idea that monitoring and evaluation of customer satisfaction has influenced service delivery, argued that;

“...even though there is monitoring and evaluation of customer satisfaction being carried out periodically, this has no influence on service delivery unless measures are put in place to alleviate the challenges experienced in implementing the performance contracting policy by the national government administration.”

#### **4.9 The public’s understanding of and involvement in the formulation, implementation and evaluation of performance contracting**

The study sought to find out whether three categories of respondents agreed among themselves to the public’s (consumers of services offered by the national government administration) understanding of and involvement in the formulation, implementation and evaluation of performance contracting by the national government administration for improved service delivery. The statistics are tabulated in Table 4.13.

**Table 4. 13: The public's understanding of and involvement in the formulation, implementation and evaluation of performance contracting**

<b>Name of the National Government Administration Service Delivery Coordination Unit's office</b>	<b>Category 1: NGOs and Heads of other Departments</b>	<b>Category 2: The public: Consumers of the national government administration services</b>	<b>Category 3: National government administration officers: Service providers</b>	<b>Total Score ( X )</b>	<b>Mean ( <math>\bar{X}</math> )</b>	<b>Deviation (d) ( <math>X - \bar{X}</math> )</b>	<b>( <math>X - \bar{X}</math> )<sup>2</sup></b>
<b>Eldoret West Sub County DCCs office</b>	9	10	12	31	34	-3	9
<b>Soy Division ACCs office</b>	14	13	10	37	34	+3	9
<b>Turbo Division ACCs office</b>	11	14	9	34	34	0	0
<b>Kamagut Location Chief's office</b>	10	12	12	34	34	0	0
<b>Kuinet Sub Location Assistant Chief's office</b>	13	10	11	34	34	0	0
<b>TOTAL NUMBER OF RESPONDENTS</b>				<b>170</b>		<b>0</b>	<b>S =18</b>

Source: The researcher's field data, (2016)

#### 4.9.1 Computing Statistic for Table 4.13

The researcher computed statistic for Table 4.13 to find out whether there exists an agreement among the three categories of respondents on the public's understanding of and involvement in the formulation, implementation and evaluation of performance contracting by the national government administration:

Kendall formula:

$$W = \left\{ \frac{S}{\frac{1}{2} K^2 (N^3 - N)} \right\}$$

Where;

S = Sum of the squares of the observed deviations from the mean.

K = The number of sets of rankings (categories of respondents ranked).

N = Number of cases being observed (national government administration service delivery coordination units' offices)

Therefore;

$$S = 18; K = 3 \text{ and } N = 5.$$

Hence;

$$W = \left\{ \frac{18}{\frac{1}{2} \times 3^2 (5^3 - 5)} \right\}$$

$$= \underline{\underline{+0.2}}$$

#### 4.9.2 Interpretation and Discussion of the Results and Findings

The 3 categories of respondents who were interviewed did not highly agree on the citizens' understanding of and involvement in the formulation, implementation and evaluation of performance contracting by the national government administration for improved service delivery in Eldoret West Sub County. The coefficient of concordance is **+0.2**, indicating that there is no much agreement among the respondents regarding the public's understanding of and involvement in the

formulation, implementation and evaluation of performance contracting by the national government administration for improved service delivery.

Factors that made the respondents to differ on this question of public's understanding of and involvement in the formulation, implementation and evaluation of performance contracting for improved service delivery stem from the fact that the concept of performance contracting is experimental in developing countries. This inhibits the influence of performance contracting on service delivery since the public has not indigenized the concept so as to accept it as part of its own culture.

This is in agreement with most of the reviewed literature. The study revealed research gaps on the settings of the previous studies. Most studies on performance contracting have been done in the developed countries and written mostly by foreign authors. The concept seems to be experimental in developing countries

There is need for public's understanding of and involvement in the formulation, implementation and evaluation of performance contracting by the national government administration for improved service delivery. The public should also be involved in appraising the NGAOs on how they deliver services based on the performance contracting document – a document which the public should be familiar with and be part of its formulation, implementation and evaluation. This could further increase the influence of performance contracting on service delivery.

In conclusion this chapter has presented and analyzed the demographic data of the respondents, followed by data presentation, analysis and discussion of findings based on the first specific objective of the study. The next chapter deals with data presentation, analysis and discussion of findings based on the second and fourth specific objectives of the study.

**CHAPTER FIVE**  
**THE INFLUENCE OF AUTOMATION AND HUMAN RESOURCE**  
**MANAGEMENT AND DEVELOPMENT ON SERVICE DELIVERY**

**5.1 Introduction**

Data presentation, analysis and discussion of findings in this chapter have been organized thematically according to the second and fourth specific objectives of the study. The chapter begins with data presentation, analysis and discussion of findings on the second specific objective followed by data presentation, analysis and discussion of findings on the fourth specific objective.

**5.2 Data presentation, analysis and discussion of findings on the influence of human resource management and development on service delivery**

The second specific objective of the study was to analyze the influence of human resource management and development on performance of the national government administration in the delivery of services in Eldoret West Sub County. The researcher collected data on: Persons involved in implementing performance contracts; Competency development; Performance appraisal; Knowledge management, and; Work environment. The respondents were drawn from the category of respondents from the 23 NGAOs.

**5.3 Persons involved in implementing performance contracts**

The respondents were asked to state who were directly involved in implementing performance contracts by the national government administration. The results are as presented in Table 5.1.

**Table 5. 1: Persons involved in implementing performance contracts**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Deputy county commissioner	13	56.5	56.5	56.5
Assistant county commissioner	6	26.1	26.1	82.6
Chiefs	3	13.0	13.0	95.6
Assistant chiefs	1	4.4	3.4	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.1, 52.5% (13) of the respondents identified the Deputy county commissioner as the one directly involved in the implementation of performance contracts while 26.1% (6) of the respondents identified the Assistant county commissioners as the ones directly involved. There were 13.0% (3) of the respondents who identified the Chiefs as the ones directly involved in the implementation of the performance contracts while 4.4% (1) of the respondents identified the Assistant chiefs as the direct implementers of the performance contracts.

This indicates that the senior level of NGAOs (the DCC) is viewed to be the one directly involved in the implementation of performance contracts. Therefore the DCC is a critical element of human resource management and development in the influence of performance contracting on service delivery.

However during the FGDs most participants argued that even though the DCC is the one viewed to be the officer who is mostly involved in the implementation of the performance contracting policy by the national government administration, the

middle level NGAOs – the ACCs and the lower level NGAOs – the chiefs and their assistants, are actually the ones at the grassroots where they constantly interact with the service consumers during implementation of the performance contracts.

Some participants in the FGDs further argued that;

“...it is the DCC that signs performance contracts with the County Commissioner (CC) whereas the officers who directly implement the contract are the ACCs and the Chiefs.”

This means that the ACCs and the chiefs are critical personnel in creating an influence of performance contracting on service delivery by the national government administration.

#### 5.4 Competency Development

The responses on rating of competency development by the national government administration through carrying out skills and competency needs assessment and interventions after submission of the training needs are as presented in Table 5.2.

**Table 5.2: Competency Development**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Excellent	12	52.2	52.2	52.2
Very good	8	34.8	34.8	87.0
Valid Good	2	8.7	8.7	95.7
Poor	1	4.3	4.3	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)



The responses presented in Table 5.2 show that 52.2% (12) of the respondents rated competency development as excellent while 34.8% (8) of the respondents rated it as very good. There were 8.7% (2) of the respondents who rated the competency development as good while 4.3% (1) of the respondents rated it poor.

This indicates that it was agreed by most of the respondents that human resource management and development is done well through competency development and thus this influences performance of the national government administration in service delivery. However some of the lower level NGAOs faulted the content of trainings offered to them that were devoid of supervisory skills necessary for the implementation of the performance contracting policy.

## **5.5 Performance appraisal**

The respondents were asked whether they knew why the national government administration carries out performance appraisal of its employees, and; how often performance appraisal is carried out in the Sub County. The responses are as presented in Table 5.3 and Table 5.4.

### **5.5.1 Knowledge on why the national government administration carries out performance appraisal of its employees**

For the study to analyze the influence of performance appraisal on service delivery by the national government administration, the researcher sought to know whether the respondents knew why the national government administration carried out performance appraisal of its employees. The results are presented on Table 5.3.

**Table 5.3: Knowledge on why the national government administration carries out performance appraisal of its employees**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Yes	15	65.2	65.2	65.2
Valid No	8	34.8	34.8	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.3, 65.2% (15) of the respondents were aware of why the national government administration carries out performance appraisal of its employees while 34.8% (8) of the respondents were not aware. This indicates that most respondents knew why the national government administration carries out performance appraisal. This means that with this knowledge the NGAOs are able to appreciate the performance appraisal exercise which eventually influences how performance contract impacts on service delivery.

However most participants in the FGDs did not agree that people had knowledge on why the national government administration carries out performance appraisal of its employees. There is need for public involvement in the appraisal of the NGAOs for the public to own and appreciate the concept of performance contract.

### **5.5.2 Frequency with which performance appraisal is carried out**

For the researcher to do a further analysis on the influence of performance appraisal on service delivery, the respondents were asked about the frequency with which the national government administration carried out performance appraisal of its employees. The results are presented on Table 5.4.

**Table 5. 4: Frequency with which performance appraisal is carried out**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Annually	13	56.5	56.5	56.5
Bi-annually	7	32.9	32.9	94.1
Valid Quarterly	2	3.5	3.5	97.6
Weekly	1	2.4	2.4	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.4, 56.5 % (13) of the respondents stated that the national government administration carries out performance appraisal of its employees annually while 32.9% (7) of the respondents stated that it is carried out bi-annually. There were 3.5 % (2) of the respondents who stated that the performance appraisal was carried out quarterly while 2.4% (1) of the respondents stated that it was carried out weekly.

This indicates that most of the respondents state that performance appraisal is done only once in a year. The frequency with which the performance appraisal is done could determine the influence of performance contracting on service delivery – the more frequent the personnel of any organization are appraised the more they are likely to improve on service delivery.

## 5.6 Knowledge management

The respondents were asked the extent to which they agreed that knowledge management by the national government administration through undertaking skills inventory and submission of the same to relevant offices for further action was done appropriately. The responses are as presented in Table 5.5.

**Table 5. 5: Knowledge management done appropriately**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	12	52.2	52.2	52.2
Agree	7	30.4	30.4	82.6
Undecided	3	13.0	13.0	95.6
Disagree	1	4.4	4.4	100.0
Strongly disagree	0	0.0	0.0	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in table 5.5, 30.4% (7) of the respondents and 52.2% (12) agreed and strongly agreed respectively that knowledge management by the national government administration was done appropriately. There were 4.4% (1) of the respondents who disagreed while none of them strongly disagreed that knowledge management by the national government administration was done appropriately. Of the respondents, 13.0% (3 respondents) were undecided.

This indicates that most respondents agree that knowledge management is done appropriately for a positive influence of performance contracting on service delivery by the national government administration. However some FGDs participants disagreed with the way knowledge management was done arguing that;

“...whereas skills inventory and submission of the same to relevant offices is done appropriately, further action from the responsible offices is seldom done appropriately.”

This means that for knowledge management – an element of performance contracting – to influence service delivery, real time feedback on further action from the relevant offices is necessary.

## **5.7 Work environment**

The respondents were asked questions on: their awareness of recommendations of the 2013/14 work environment survey; implementation of the recommendations; impact of implementation of the recommendations on service delivery, and; whether the national government administration has addressed specific issues with the view of improving work environment. The responses are as presented in Table 5.6, Table 5.7, Table 5.8 and Table 5.9

### **5.7.1 Awareness of recommendations of the 2013/14 work environment survey**

In order to analyze the influence of work environment on service delivery, the respondents were asked whether they were aware of the recommendations of the 2013/14 work environment survey. The recommendations described the kind of work environment that would influence service delivery by the national government administration. The results are on Table 5.6.

**Table 5. 6: Awareness of recommendations of the 2013/14 work environment survey**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Yes	14	60.9	60.9	60.9
No	2	8.7	8.7	69.6
Valid Partially	6	26.1	26.1	95.7
Not sure	1	4.3	4.3	100
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.6, more than half, 60.9% (14) of the respondents were aware while 8.7% (2) were not aware of the recommendations of the 2013/14 work environment survey. There were 26.1% (6) of the respondents who were partially aware while 4.3% (1) who was not sure of the existence of the recommendations. This indicates that without the awareness of the recommendations of the 2013/14 work environment survey by some of the respondents could mean that the influence of performance contracting on service delivery may not be fully realized.

Some of those who responded to be aware of the recommendations seemed to equate the improved work environment with the otherwise not known recommendation. Those who participated in the FGDs argued that;

“...with the improved work environment at our various work stations we cannot say that we are not aware of what was recommended”.

### 5.7.2 Implementation of the recommendations of the 2013/14 work environment survey

The respondents were asked whether they agreed that the recommendations of the 2013/14 work environment survey have been implemented. The results are on Table 5.7.

**Table 5. 7: Have the recommendations been implemented?**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Yes	10	43.5	43.5	43.5
No	7	30.4	30.4	73.9
Not sure	6	26.1	26.1	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.7 slightly less than half, 43.5% (10) of the respondents, stated that the national government administration had implemented recommendations of the 2013/14 work environment survey. There were 30.4% (7) of the respondents who stated that the recommendations had not been implemented while 26.1% (6) of the respondents were not sure whether they had been implemented or not. This indicates that only those who were aware of the recommendations of the 2013/14 work environment survey could tell whether the recommendations had been implemented or not.

This means that the influence of the implementation of the work environment survey – as an element of the human resource management and development – on the

performance of the national government administration in the delivery of services could only be recognized by a section of the respondents.

Some of those in the category of NGAOs who participated in the FGDs could not authoritatively state whether the recommendations had been implemented although they associated some of the implemented reforms in the public service with certain recommendations not exactly known to them but suspected to be the said recommendations of the 2013/14 work environment survey.

### **5.7.3 How implementation of the recommendations of the 2013/14 work environment survey has influenced service delivery**

The respondents were asked whether they agreed that the implementation of recommendations of the 2013/14 work environment survey has influenced service delivery by the national government administration. The results are on Table 5.8.

**Table 5. 8: Implementation of recommendations of the 2013/14 work environment survey has influenced service delivery**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	10	43.5	43.5	43.5
Agree	7	30.4	30.4	73.9
Undecided	3	13.0	13.0	86.9
Disagree	1	4.3	4.3	91.2
Strongly disagree	2	8.8	8.8	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)



As presented in Table 5.8, 30.4% (7) of the respondents and 43.5% (10) agreed and strongly agreed respectively that implementation of recommendations of the 2013/14 work environment survey impacted on service delivery by the national government administration. There were 4.3% (1) of the respondents and 8.8% (2) who disagreed and strongly disagreed respectively that implementation of the recommendations impacted on service delivery. The remaining 13.0% (3) of the respondents were undecided. This indicates that implementation of the recommendations of the 2013/14 work environment survey was evident to most of the respondents.

However during the FGDs the researcher noted that most of what the participants regarded as the indicators of the recommendations of the 2013/14 work environment survey was not necessarily what was contained in the said work environmental survey report, but since the document was not readily available to most participants they assumed that any evidence of reform in the public service was part of the said recommendations.

#### **5.7.4 Addressing specific issues with the view of improving work environment**

The respondents were asked whether the national government administration has addressed specific issues with the view of improving work environment. The responses are presented on Table 5.9.

**Table 5. 9: The national government administration has addressed specific issues with the view of improving work environment**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	11	47.8	47.8	47.8
Agree	8	34.8	34.8	82.6
Valid Undecided	2	8.7	8.7	91.3
Disagree	2	8.7	8.7	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.9, 34.8% (8) of respondents and 47.8% (11) agreed and strongly agreed respectively that the national government administration had addressed specific issues with the view of improving work environment. Only 8.7% (2) of the respondents disagreed while the other 8.7% (2) of the respondents were undecided. This indicates that most respondents had agreed that the national government administration had addressed specific issues with the view of improving work environment - hence the influence of performance contracting on service delivery was evident through such actions to address the specific issues.

Most participants in the FGDs identified such specific issues as: the introduction of chiefs and assistant chiefs scheme of service dated 2005; introduction of modern dressing code for the NGAOs; facilitation of the NGAOs in terms of means of transportation, provision of airtime for mobile phones, and; allowing staff

development opportunities through further education that may see an officer rise from the lowest to the highest level of the national government administration cadre.

### **5.8 The influence of human resource management and development on service delivery by the national government administration.**

The researcher sought to find out whether there existed a relationship between the concept of human resource management and development and service delivery. He picked on 8 national government service delivery coordination units and considered the number of NGAOs who had benefitted from the concept of human resource management and development and their level of service delivery (according to the percentages of respondents/consumers of the NGAOs' services who agreed with their levels of service delivery), and came up with the following Table 5.10

**Table 5. 10: The influence of human resource management and development on service delivery by the national government administration**

	Eldoret West Sub County HQs	Soy Division HQs	Turbo Division HQs	Ng'enyilel Ward Locations' HQs	Tapsagoi Ward Locations' HQs	Kamagut Ward Sub Locations' HQs	Kiplombe Ward Sub Locations' HQs	Kapsaos and Huruma Wards Sub Locations' HQs
Number Of NGAOs who have benefited from the concept of HRM and Development	16	1	1	7	6	9	10	8
% of respondents who agree with NGAOs level of service delivery	70.5%	2.1%	16.6%	64.5%	14.9%	40.9%	37%	75%

Source: The researcher's field data, (2016)

### **5.8.1 Computing statistic for Table 5.10 using Spearman's Rank Order measure of correlation ( $r_s$ )**

To compute statistic for **Table 5.10**, the researcher rank ordered the national government administration service delivery coordination units in terms of respondents who agreed with the NGAOs' levels of service delivery and number of NGAOs who had benefited from the concept of Human Resource Management and Development and came up with **Table 5.11**

**Table 5. 11: Computing statistic for Table 5.10 using Spearman's Rank Order measure of correlation (rs)**

National government administration service delivery coordination Unit	Ranking of Respondents who agreed with NGAOs' Levels of Service Delivery	Ranking of No. of NGAOs who had benefited from the concept of HRM and Development	d	d <sup>2</sup>
Eldoret West Sub County	1	2	-1	1
Soy Division HQs	7.5	8	- 0.5	0.25
Turbo Division HQs	7.5	6	+0.5	2.25
Ng'enyilel Ward Locations' HQs	5	3	+2	4
Tapsagoi Ward Locations' HQs	6	7	-1	1
Kamagut Ward Sub Locations' HQs	3	4	-1	1
Kiplombe Ward Sub Locations' HQs	2	5	-3	9
Kapsaos and Huruma Wards Sub Locations' HQs	4	1	+3	9
				$\sum d^2 = 27.5$

$$r_s = 1 - \left\{ \frac{6 \sum d^2}{(N^3 - 1)} \right\}$$

Where;  $\sum$  = Sum of

$d$  = Difference between Ranks

$\sum d^2$  = Sum of Squared Differences in Ranks

$N$  = Number of Cases Ranked

Therefore,

$$r_s = 1 - \left\{ \frac{6 \times 27.5}{8^3 - 8} \right\}$$

$$= \underline{\underline{+0.67}}$$

### 5.8.2 Interpretation and Discussion of the Results and Findings

There exists a relationship between human resource management and development (as an element of performance contracting by the national government administration) and service delivery. The nature of this relationship is positive; this indicates that, the more the number of NGAOs who have benefited from the concept of human resource management and development in an administrative unit, the more the number of respondents/consumers of their services who agree with their levels of service delivery.

The strength of this relationship is a moderate one at **+0.67**; this implies that whereas respondents/consumers of the NGAOs services agree that human resource management and development influences service delivery by the national government administration in Eldoret West Sub County; there could also be other factors that influence NGAOs' service delivery. The other likely factors which could influence service delivery by the national government administration include but are not limited to those contained in the other three specific objectives of this study (as discussed earlier in this chapter).

## **5.9 Data presentation, analysis and discussion of findings on the influence of automation on service delivery**

The fourth specific objective of the study was to examine how automation has influenced service delivery by the national government administration in Eldoret West Sub County. The researcher collected data on: Awareness of the Information and Communication Technology (ICT) strategy; Development and implementation of the ICT strategy; Awareness of the ICT policy; Whether identification of the NGAOs for ICT trainings is done appropriately; Respondents' rating of the availability of ICT equipment to the NGAOs as compared to the trained personnel; and; Whether automation has influenced service delivery through – domestication and implementation of ICT policy, adoption and operationalization of E-Government.

### **5.10 The ICT strategy**

The researcher first sought to find out whether the respondents were aware of the existence of the ICT strategy. The researcher further sought to establish the extent to which the respondents agreed that the national government administration had developed and implemented the ICT strategy. The responses are as presented on Table 5.12 and Table 5.13.

#### **5.10.1 Awareness of the ICT strategy**

The respondents were asked whether they were aware of the ICT strategy in order to ascertain if they could understand the influence of ICT on service delivery by the national government administration. The responses are as presented on Table 5.12.



**Table 5. 12: Awareness of the ICT strategy**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Yes	115	67.6	67.6	67.6
No	44	25.9	25.9	93.5
Not sure	11	6.5	6.5	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.12, 67% (115) of the respondents were aware of the existence of the ICT strategy while 25.9% (44) of the respondents were not aware. There were 6.5% (11) of the respondents who were not sure of the existence of the ICT strategy.

This indicates that the ICT strategy is known to most people and therefore this could allow for an effective examination of how automation has influenced service delivery by the national government administration. The few respondents who were unaware of the ICT strategy blamed their ignorance on lack of exposure to the electronic media.

Some of the participants during the FGDs argued that;

“...awareness of the existence of the ICT strategy alone without proper understanding of what the ICT strategy entails is not enough”.

Moreover contrary to the data obtained through scheduled questionnaires, most of the participants at the FGDs stated that;

“...it is only the high level NGAOs who are fully aware of the existence of the ICT strategy and understand well what the ICT strategy entails”.

### 5.20.2 Development and implementation of the ICT strategy

The respondents were asked whether they agreed that the national government administration had developed and implemented the ICT strategy. The responses are as presented on Table 5.13.

**Table 5. 13: Development and implementation of the ICT strategy**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	92	54.1	54.1	54.1
Agree	62	36.5	36.5	90.6
Disagree	12	7.1	7.1	97.6
Strongly disagree	4	2.4	2.4	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.13, 36.5% (62) of the respondents and 54.1% (92) agreed and strongly agreed respectively that the national government administration had developed and implemented the ICT strategy. There were 7.1% (12) of the respondents who disagreed while 2.4% (4) strongly disagreed that the national government administration had developed and implemented the ICT strategy.

This indicates that it is possible to examine how automation has influenced service delivery by the national government administration. However most of the respondents who agreed that the national government administration had developed and implemented the ICT strategy were the NGAOs category of respondents – it was

difficult to obtain such information from the other categories of respondents since most of them were ignorant of what the ICT strategy was all about.

Development and implementation of the ICT strategy is critical in ensuring that automation facilitated service delivery. Therefore with most respondents agreeing that the national government administration had developed and implemented the ICT strategy this would have a positive influence on service delivery by the NGAOs.

### **5.11 The ICT policy**

The researcher sought to find out whether the respondents were aware of the existence of the ICT policy. The researcher further sought to find out the extent to which the respondents agreed that identification of the NGAOs for ICT trainings is done appropriately and how they rated the availability of ICT equipment to the NGAOs as compared to the trained personnel. The respondents were also asked whether they agreed that automation has influenced service delivery through: domestication and implementation of ICT policy, and; adoption and operationalization of E-Government. The responses are as presented on Table 5.14, Table 5.15, Table 5.16 and Table 5.17.

#### **5.11.1 Awareness of the ICT policy**

The researcher sought to find out whether the respondents were aware of the existence of the ICT policy. The results are as presented on Table 5.14.

**Table 5. 14: Awareness of the ICT policy**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Yes	110	64.7	64.7	64.7
No	50	29.4	29.4	94.1
Not sure	10	5.9	5.9	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.14, 64.7% (110) of the respondents were aware of the existence of the ICT policy while 29.4% (50) were not aware. There were 5.9% (10) of the respondents who were not sure of the existence of the ICT policy. This indicates that most people are aware of the existence of the ICT policy. However if the awareness of the existence of the ICT policy could be complemented with the knowledge of the content of the policy, it would facilitate the examination of how automation has influenced service delivery.

Most of the participants at the FGDs were of a contrary opinion. They argued that only a few NGAOs were aware of the existence of the ICT policy and had sufficient knowledge about its contents. They further stated that;

“...most people including some senior NGAOs are not aware of the ICT policy and are struggling to remain analogue”.

From the discussions the researcher noted that most of those who quickly agreed that they were aware of the ICT policy could be referring to being able to access internet services and able to use the mobile phones. This means that the ICT

policy document is either inaccessible or people do not seem to understand its significance so long as they can access internet and phone services.

### 5.11.2 Identification of the NGAOs for ICT trainings

The researcher sought for information on whether the identification of the NGAOs for ICT trainings is done appropriately. This information could only be obtained from the NGAOs category of respondents. The results are on Table 5.15.

**Table 5. 15: Identification of the NGAOs for ICT trainings is done appropriately**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	1	4.3	4.3	4.3
Agree	2	8.7	8.7	13.0
Undecided	4	17.4	17.4	30.4
Disagree	6	26.1	26.1	56.5
Strongly disagree	10	43.5	43.5	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

Information on whether the identification of the NGAOs for ICT trainings is done appropriately could only be obtained from the NGAOs category of respondents. As presented in Table 5.15, 26.1% (6) of respondents disagreed while 43.5% (10) strongly disagreed that identification of the NGAOs for ICT trainings is done appropriately. Only 8.7 % (2) of the respondents agreed while 4.3% (1) of the respondents strongly agreed that identification of the NGAOs for ICT trainings is done appropriately. There were 17.4% (4) of the respondents who were undecided.

This indicates that there is lack of proper coordination in the identification of NGAOs for the ICT trainings. This means that those who are trained are not appropriately identified for the trainings resulting into staff that lack the skills for operating ICT equipment yet funds for trainings are used by the wrong group of staff. This could complicate the attainment of the objective of examining how automation has influenced service delivery by the national government administration.

Some of the respondents argued that “...many people are trained but allocated wrong jobs”. This means that several NGAOs are identified for ICT trainings yet they are not the ones who directly use the ICT equipment in delivering services to the public. Some participants at the FGDs indicated that;

“...only the senior personnel are identified for ICT trainings leaving the middle level personnel (ACCs) and the lower level ones (Chiefs) without any ICT knowledge yet they are the ones at the grassroots interacting with the consumers of their services (the public) on a daily basis.”

### 5.11.3 Availability of ICT equipment to the trained personnel

The respondents were asked to rate the availability of ICT equipment to the trained personnel. The results are on Table 5.16.

**Table 5. 16: Rating availability of ICT equipment to the trained personnel**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Excellent	1	4.3	4.3	4.3
Very good	2	8.7	8.7	13.0
Good	4	17.4	17.4	30.4
Satisfactory	6	26.1	26.1	56.5
Poor	10	43.5	43.5	100.0
Total	23	100.0	100.0	

Source: The researcher’s field data, (2016)

Information about the rate at which the ICT equipment were available to the NGAOs as compared to the trained personnel could only be obtained from the NGAOs category of respondents. As presented in Table 5.16, 4.3% (1) of the respondents rated the availability of ICT equipment to the NGAOs as compared to the trained personnel as excellent while 8.7% (2) rated it as very good. There were 17.4% (4) of the respondents and 26.1% (6) respectively who rated the availability of ICT equipment to the NGAOs as compared to the trained personnel as good and satisfactory. Of the respondents, 43.5% (10) rated the availability of ICT equipment to the NGAOs as compared to the trained personnel as good as poor.

This indicates that most of the ICT equipment are available to the untrained personnel or the trained personnel have no ICT equipment available to them. This means that the process of automation of services delivered by the national government administration could take long to be attained hence not significant impact on service delivery. Those who agree that the ICT equipment are available to the trained personnel only take cognisance of the ICT equipment available at the various headquarters offices of the national government administration – which could not create any significant influence on service delivery at the grassroots.

#### **5.11.4 The influence of automation on service delivery through – domestication and implementation of ICT policy**

The respondents were asked whether they agreed that automation has influenced service delivery by the national government administration. The results are presented on Table 5.17.

**Table 5. 17: Automation has influenced service delivery through – domestication and implementation of ICT policy**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	93	54.7	54.7	54.7
Agree	50	29.4	29.4	84.1
Undecided	13	7.6	7.6	91.8
Disagree	11	6.5	6.5	98.2
Strongly disagree	3	1.8	1.8	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 5.17, 29.4% (50) of respondents agreed while 54.7% (93) strongly agreed that automation has influenced service delivery through domestication and implementation of ICT policy. Those who disagreed were 6.5 % (11) of the respondents while 1.8% (3) strongly disagreed that automation has facilitated service delivery through domestication and implementation of ICT policy. There were 7.6% (13) of the respondents who were undecided.

This indicates that the public appreciates the national government administration's efforts to embrace ICT in its service delivery. However most respondents did not seem to consider what it really means to domesticate or implement the ICT policy since the researcher noted that most of them were not aware of the existence of the policy and they did not know the contents of the policy.



### 5.11.5 Influence of automation on service delivery through – adoption and operationalization of E-Government

The respondents were asked whether they agreed that automation has influenced service delivery by the national government administration. The results are presented on Table 5.18.

**Table 5. 18: Automation has influenced service delivery through – adoption and operationalization of E-Government**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	95	55.9	55.9	55.9
Agree	47	27.6	27.6	83.5
Undecided	18	10.6	10.6	94.1
Disagree	9	5.3	5.3	99.4
Strongly disagree	1	.6	.6	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented on Table 5.18, 27.6% (47) of the respondents agreed while 55.9% (95) strongly agreed that automation has facilitated service delivery through adoption and operationalization of E-Government. Those who disagreed were 5.9% (19) of the respondents while 0.6% (1) strongly disagreed that automation has

influenced service delivery through adoption and operationalization of E-Government. There were 10.6% (18) of the respondents who were undecided.

This indicates that the public recognizes the fact that the national government administration has moved away from the use of analogue system of administration to digitalized delivery of services to the public. Most of the respondents who agreed with this fact pointed out at the way most government business is transacted through automation using the internet or mobile phones.

Arguments posed by most of the participants at the FGDs complemented the data collected through questionnaires and interviews. Most of the participants at the FGDs identified several services by the national government administration that could be conveniently accessed through automation. They argued that;

“...gone are the days when you had to physically present yourself before the NGAOs (formerly known as the provincial administrators) to enquire the status of an application made to acquire important documents like the national identification card, driving licence and so on”.

They further argued that;

“...today at the comfort of your house or office you can be able to (through your phone/internet): register for a government training; apply for a government job; access your payslip; and so on.”

Therefore the data collected using the various data collection instruments complemented each other by revealing that automation – as an element of performance contracting - has influenced service delivery by the national government administration.

This is in agreement with most of the scholars whose literature was reviewed in this study. Most of the reviewed literature postulated that countries that have harnessed the potential of ICT have attained significant social and economic development. The ICT policy is based on internationally accepted standards and best

practices. The Kenyan national government administration has therefore remained relevant to the global trend by the adoption of the ICT policy.

In conclusion, this chapter has presented and analyzed data on the second and fourth specific objectives of this study. The findings on both the second and fourth objectives have to a greater extent indicated a general agreement with findings by most of the scholars whose literature this study reviewed. The next chapter is on data presentation, analysis and discussion of findings based on the third specific objective of the study – how resolution of public complaints has influenced service delivery.

## **CHAPTER SIX**

### **RESOLUTION OF PUBLIC COMPLAINTS AND ITS INFLUENCE ON SERVICE DELIVERY**

#### **6.1 Introduction**

The third specific objective of the study was to investigate how resolution of public complaints has influenced service delivery by the national government administration in Eldoret West Sub County. The researcher collected data on: rating of the national government administration – on promptness by which the National Government Administration Officers (referred to as the NGAOs in the subsequent discussion) receive and address public complaints, and; on improved access to office facilities and services; Promptness in reception and address of public complaints; Identification of officers for capacity building on handling of public complaints; Sensitization of the public on existence of Complaints Handling Mechanisms (referred to as the CHMs in the subsequent discussion); The influence of resolution of public complaints on service delivery through: CHMs, Implementation of Citizens Service Delivery Charter (referred to as the CSDC in the subsequent discussion) and operationalization of Public Complaints Desks (referred to as the PCDs in the subsequent discussion), and; The 2013/14 customer satisfaction baseline survey recommendations.

The responses are as presented on Table 6.1, Table 6.2, Table 6.3, Table 6.4, Table 6.5, Table 6.6, Table 6.7, Table 6.8 and Table 6.9.

#### **6.2 Rating of the national government administration**

The researcher collected data on the respondents rating of the national government administration on: promptness by which the NGAOs receive and address

public complaints, and; improved access to office facilities and services. The responses are as presented in Table 6.1 and Table 6.2.

### 6.2.1 Rating promptness by which NGAOs receive and address public complaints

The respondents were asked to rate the promptness by which the NGAOs received and addressed public complaints so as to analyze the influence of resolution of public complaints on service delivery by the national government administration. The results are presented on Table 6.1.

**Table 6. 1: Respondents’ rating of the national government administration on the promptness by which NGAOs receive and address public complaints**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Excellent	102	60.0	60.0	60.0
Very good	47	27.6	27.6	87.6
Good	15	8.8	8.8	96.5
Satisfactory	4	2.4	2.4	98.8
Poor	2	1.2	1.2	100.0
Total	170	100.0	100.0	

Source: The researcher’s field data, (2016)

As presented in Table 6.1, 60% (102) of the respondents and 27.6% (47) rated the promptness by which the NGAOs receive and address public complaints as excellent and very good respectively while only 1.2% (2) of the respondents rated the NGAOs promptness as poor. There were 2.4% (4) of the respondents and 8.8% (15) who rated the NGAOs promptness as satisfactory and good respectively.

The respondents' rating of the national government administration on the promptness by which NGAOs receive and address public complaints is an indication of how resolution of public complaints has influenced service delivery by the national government administration. This further indicates that the better the ratings the better the resolution of public complaints is viewed to influence service delivery by the national government administration.

During the FGDs, participants mentioned ways through which NGAOs receive complaints as: letters addressed to the respective NGAOs by complainants; the complainants personally presenting themselves before the NGAOs in their respective offices; lawyers, and; the commission on administrative justice. The nature of complaints mentioned during the FGDs ranged from land disputes, succession cases, domestic violence, sexual offences and illegal trade.

The researcher also did content analysis on secondary data to investigate the mechanisms used in addressing the complaints. The mechanisms include: Arbitration – settling disputes between the complainants and the accused persons while maintaining neutrality so as to be acceptable to both parties; Mediation – intervening between the complainant and the other party to settle a dispute while acting as an agent of both parties, holding an intermediary position, and; reconciliation – to bring back to friendly terms again the differing parties especially after a quarrel. All these mechanisms require consultation, participation and information sharing so as to facilitate investigations. In addressing the complaints the NGAOs need to uphold the principles of participation, confidentiality, accountability and transparency.

### 6.2.2 Rating of the national government administration on improved access to office facilities and services

The respondents were asked to rate the national government administration on improved access to office facilities and services. The researcher would then analyze how resolution of public complaints (which is enhanced by the access to office facilities and services) has influenced service delivery. The results are presented on Table 6.2.

**Table 6. 2: Respondents' rating of the national government administration on improved access to office facilities and services**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Excellent	90	52.9	52.9	52.9
Very good	45	26.5	26.5	79.4
Good	23	13.5	13.5	92.9
Satisfactory	9	5.3	5.3	98.2
Poor	3	1.8	1.8	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.2, slightly more than half, 52.9% (90) of the respondents rated the national government administration as excellent on improved access to office facilities and services. There were 26.5% (45) of the respondents and 13.5% (23) respectively who rated the national government administration as very good and good respectively. Of the respondents, 5.3% (9) rated the national government administration as satisfactory while 3% (3) of the respondents rated them as poor.

From the foregoing responses on the ratings of the national government administration on improved access to office facilities and services, it indicates that resolution of public complaints which is enhanced by the access to office facilities and services has a positive influence on service delivery. Some participants in the FGDs argued that;

“...access to office facilities and services at the national government administration has tremendously improved to the extent that a police officer who would in the past, scare you away from accessing government premises is today seated at the customer care desk ready to usher into the offices clients/customers (service consumers).”

Some participants noted how accessing government information has been made easy through such displays as the service charters on notice boards and through the internet. Such comments as;

“...if you feel dissatisfied by the services offered in the public offices there are always suggestion boxes strategically placed at the respective entrances to the offices; however the begging question is who opens these boxes and reads the suggestions, complaints or compliments, and who is charged with taking the necessary actions”.

This was in agreement with some scholars whose literature was reviewed in this study. However this disagreed with some scholars who argued that the reforms being implemented through instruments of performance contracting such as the suggestion boxes and the public complaint desks (PCDs) were compromised by the NGAOs who operate them. For instance, it is impossible to get fair real time feedback by the national government administration when those who open the suggestion boxes and operate the PCDs are the ones whom the public are complaining about.



### 6.3 Promptness in reception and address of public complaints in different areas

The researcher sought to find out areas in which there has been prompt reception and address of public complaints, and; areas in which there has been lack of prompt reception and address of public complaints by the national government administration. The results are as presented in Table 6.3 and Table 6.4 respectively.

#### 6.3.1 Prompt reception and address of public complaints

The respondents were asked about the areas in which there has been prompt reception and address of public complaints. This informed the researcher on the areas of public complaints that has made resolution of public complaints to be perceived as having positively influenced service delivery. The results are in Table 6.3.

**Table 6. 3: Areas in which there has been prompt reception and address of public complaints**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Land disputes	87	51.2	51.2	51.2
Succession cases	59	34.7	34.7	85.9
Domestic violence	19	11.2	11.2	97.1
Sexual offences	3	1.8	1.8	98.8
Illegal trade	2	1.2	1.2	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.3, 51.2% (87) of respondents indicated complaints on handling land disputes while 34.7% (59) of the respondents indicated succession cases

as areas in which there has been prompt reception and address of public complaints by the national government administration. There were 1.8% (3) of the respondents and 1.2% (2) who indicated complaints on sexual offences and illicit trade respectively as areas in which there has been prompt reception and address of public complaints. Complaints on handling domestic violence were indicated by 11.2% (19) respondents.

This data presentation indicates that resolution of public complaints – as an element of performance contracting by the national government administration – is influenced by the nature of complaints which further determine the promptness in the reception and address of public complaints. Complaints related to land disputes; succession cases, and; domestic violence were identified as areas in which there has been prompt reception and address of public complaints due to the NGAOs' capacity to handle such complaints without reference to the judicial system.

Some participants in the FGDs argued that:

“...public complaint on such areas as land boundary disputes and domestic violence can promptly be received and addressed even by the intervention of the village elders at the chiefs' offices while complaints related to sexual offences and illegal trade requires the legal framework which involves a lot of bureaucracy”.

### **6.3.2 Lack of prompt reception and address of public complaints**

The respondents were asked about the areas in which there has been lack of prompt reception and address of public complaints. This informed the researcher on the areas of public complaints that has made resolution of public complaints to be perceived as having negatively influenced service delivery by the national government administration. The results are in Table 6.4.

**Table 6. 4: Areas in which there has been lack of prompt reception and address of public complaints**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Service delivery by NGAOs	77	45.3	45.3	45.3
Service delivery by officers from other departments	69	40.6	40.6	85.9
Public participation	21	12.3	12.3	98.2
Vulnerable population	3	1.8	1.8	100
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.4, 45.3% (77) of the respondents indicated service delivery by the NGAOs while 40.6% (69) indicated service delivery by the officers from other departments as areas in which there has been lack of prompt reception and address of public complaints by the national government administration. Lack of public participation was indicated by 12.3% (21) of the respondents, as an area in which there has been lack of prompt reception and address of public complaints. There were 1.8% (3) of the respondents who indicated discrimination of the vulnerable population as an area in which there has been lack of prompt reception and address of public complaints.

The interpretation of this data presentation is that there has been lack of prompt reception and address of public complaints on matters touching on the delivery of services by government officers. This means that effective resolution of public complaints (including prompt reception and address of public complaints) – as an element of performance contracting by the national government administration – influences service delivery.

On the other hand complaints on public participation and those regarding the vulnerable population are promptly received and addressed. Some participants in the FGDs argued that this is so because:

“...the new Constitution of Kenya (2010) gives a lot of prominence to public participation and the voice of the vulnerable population such that most government officers avoid being viewed to be delaying resolution of complaints that relate to areas of public participation and the vulnerable population.”

#### **6.4 Identification of officers for capacity building on handling public complaints**

The researcher asked respondents from the category of the 23 NGAOs whether they agreed that handling public complaints has influenced how identification of officers for capacity building is done. This informed the researcher on whether the identification of officers for capacity building on handling public complaints was guided by the nature of the public complaints handled by the NGAOs. The responses are as presented on Table 6.5.

**Table 6. 5: Handling public complaints has influenced how identification of officers for capacity building is done**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	10	43.5	43.5	43.5
Agree	6	26.1	26.1	69.6
Undecided	4	17.4	17.4	87.0
Disagree	2	8.7	8.7	95.7
Strongly disagree	1	4.3	4.3	100.0
Total	23	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.5, 26.1% (6) of the respondents agreed while 43.5% (10) strongly agreed that handling public complaints has influenced how identification of officers for capacity building is carried out by the national government administration. There were 8.7% (2) of the respondents who disagreed while 4.3% (1) of the respondents strongly disagreed that handling public complaints has influenced how identification of officers for capacity building is carried out. Of the respondents, 17.4% (4) were undecided. This indicates that most respondents (all of whom were from the category of the 23 NGAOs) agreed that officers are identified for capacity building based on the need for ability to handle complaints.

This finding was in disagreement with most scholars who argue that the challenge facing most organizations is misallocation of resources. For example

government organizations in general and the national government administration in particular, have failed to give priority to officers at the grassroots – who constantly interact with the public (service consumers) – for relevant training opportunities.

Most respondents argued that:

“...officers are identified for capacity building with regard to the positions they hold that require public complaint handling skills; like those working at the customer care desks and so on”.

However, some respondents disagreed and stated that training opportunities are not necessarily influenced by the officers’ suitability in handling public complaints but it is either done arbitrarily or depending on personal connections with the respective training officers.

Some participants in the FGDs argued that:

“...most of the officers identified for capacity building work at the headquarters in various positions where they do not frequently interact with the public yet the NGAOs working at the grassroots, who are constantly confronted with the task of handling public complaints, are not often identified for capacity building”.

This means that both scenarios have influenced how resolution of public complaints has influenced service delivery by the national government administration – either positively or negatively.

## **6.5 Sensitization of the public on the existence of Complaint Handling**

### **Mechanisms (CHMs)**

The researcher sought to find out how well the public was sensitized on the existence of CHMs. This would enable the respondents to competently comment on how resolution of public complaints through CHMs has influenced service delivery. The responses are as presented in Table 6.6.

**Table 6. 6: How well is the public sensitized on the existence of CHMs?**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Highly sensitized	63	37	37	37.0
Moderately Valid sensitized	89	52.4	52.4	89.4
Not sensitized	18	10.6	10.6	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.6, 37% (63) of the respondents stated that the public was highly sensitized on the existence of CHMs while 10.6% (18) of the respondents stated that the public was not sensitized. Slightly more than half, 52.4% (89), of the respondents stated that the public was moderately sensitized on the existence of CHMs. This indicates that most of the respondents viewed the public as not sufficiently sensitized on the existence of CHMs hence they are likely to be ignorant on whether the NGAOs have the capacity to handle their complaints effectively. This means that most of the public would not have confidence in the NGAOs handling their complaints – this has an influence on how resolution of public complaints has influenced service delivery by the national government administration.

However, some respondents pointed out at the rate at which the public goes out to the streets protesting about poor public services or protesting against the NGAOs for “...not handling their complaints as required by the law”. During the

FGDs most participants were also of a similar opinion when a participant mentioned that;

“...these days even children would go out to seek for intervention from higher authority if their complaints are not handled properly at home or in school”.

These are indicators of how well the public has been sensitized on the existence of CHMs.

## **6.6 Perceptions on the influence of resolution of public complaints on service delivery by the national government administration**

The researcher sought to investigate the respondents’ perception on the influence of resolution of public complaints by the national government administration on service delivery through: Complaint Handling Mechanisms (CHMs); Implementation of Citizens Service Delivery Charter (CSDC), and; operationalization of Public Complaint Desks (PCDs). The responses were as presented on the Table 6.7, Table 6.8 and Table 6.9.

### **6.6.1 Perceptions on the influence of resolution of public complaints on service delivery – through Complaint Handling Mechanisms (CHMs)**

The respondents were asked about their perceptions on the influence of resolution of public complaints on service delivery – through Complaint Handling Mechanisms (CHMs). This informed the researcher on the effectiveness of the CHMs as one of the strategies in resolution public complaints that influences service delivery by the national government administration. The responses are presented on Table 6.7.



**Table 6. 7: The influence of resolution of public complaints on service delivery – through Complaint Handling Mechanisms (CHMs)**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	110	64.7	64.7	64.7
Agree	41	24.1	24.1	88.8
Undecided	14	8.2	8.2	97.1
Disagree	4	2.4	2.4	99.4
Strongly disagree	1	.6	.6	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.7, 24.1% (41) agreed while 64.7% (110) strongly agreed that resolution of public complaints through CHMs influences service delivery by the national government administration. Of the respondents, 2.4% (4) disagreed while 0.6% (1) strongly disagreed that resolution of public complaints through CHMs influences service delivery by the national government administration. There were 8.2% (14) of the respondents who were undecided.

This indicates that CHMs was viewed by most respondents as an effective tool in the resolution of public complaints thus when utilized well by the NGAOs it could influence how resolution of public complaints influences service delivery by the national government administration. However those who disagreed with this argued that some NGAOs:

“...abuse their powers when handling public complaints by not upholding the guiding principles of effective CHMs – such as: being customer focused; visibility; accessibility; responsiveness; objectivity and fairness; confidentiality; transparency, and; accountability”.

### 6.6.2 Perceptions on the influence of resolution of public complaints on service delivery – through Complaint Handling Mechanisms (CHMs)

The respondents were asked about their perceptions on the influence of resolution of public complaints on service delivery – through implementation of Citizens Service Delivery Charter (CSDC). This informed the researcher on the effectiveness of the CSDC as one of the tools in resolution public complaints that influences service delivery by the national government administration. The responses are presented on Table 6.8.

**Table 6. 8: The influence of resolution of public complaints on service delivery – through implementation of Citizens Service Delivery Charter (CSDC)**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	96	56.5	56.5	56.5
Agree	53	31.2	31.2	87.6
Undecided	19	11.2	11.2	98.8
Disagree	1	.6	.6	99.4
Strongly disagree	1	.6	.6	100.0
Total	170	100.0	100.0	

Source: The researcher’s field data, (2016)

As presented in Table 6.8, 31.2% (53) of respondents agreed while 56.5% (96) strongly agreed that resolution of public complaints through implementation of CSDC influences service delivery by the national government administration. Of the respondents, 0.6% (1) disagreed while another 0.6% (1) strongly disagreed that resolution of public complaints through implementation of CSDC influences service delivery by the national government administration. There were 11.2% (19) of the respondents who were undecided.

This indicates that most respondents acknowledged the role of CSDCs as a tool of public complaints resolution that has yielded improved service delivery by the national government administration in the former Eldoret West Sub County. Those who agreed with this opinion argued that:

“...NGAOs can no longer solicit for unwarranted financial favours from the vulnerable public who bring complaints in their respective offices since the display of the CSDC at the strategic places in offices contain the required information on official charges for particular services”.

Other respondents who also agreed that the implementation of CSDC as a means of resolving public complaints has influenced service delivery by the national government administration, pointed out at the speed with which the NGAOs resolve public complaints contrary to the days before CSDCs were introduced. They argued that;

“...services are no longer delayed unnecessarily as a way of buying time to get an avenue for bribery to fast track a case – the official stipulated time frame within which a particular complaint is to be concluded is contained in the conspicuously displayed CSDC in every NGAOS’ office for public viewing”.

However, during the FGDs some of the participants were of a contrary opinion on the influence of resolution of public complaints on service delivery through the implementation of CSDC. They argued that the CSDC is only:

“...paper work only meant to entice the public into regaining the long lost confidence in a system of government that has not yet reformed but just re-branded from being known as the infamous provincial administration to being the current national government administration”.

Supporters of this argument postulated that the NGAOs still lack the required goodwill to implement the CSDCs to the letter;

“...the public is still taken round circles without the expected strict adherence to the stipulated time frames ...and money still exchange hands to ‘oil’ the fingers of a few unruly NGAOs”.

### **6.6.3 Perceptions on the influence of resolution of public complaints on service delivery – through operationalization of Public Complaint Desks (PCDs)**

The respondents were asked about their perceptions on the influence of resolution of public complaints on service delivery – through operationalization of Public Complaint Desks (PCDs). This informed the researcher on the effectiveness of the PCDs as one of the tools in resolution public complaints that influences service delivery by the national government administration. The responses are presented on Table 6.9.

**Table 6. 9: The influence of resolution of public complaints on service delivery – through operationalization of Public Complaint Desks (PCDs)**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	96	56.5	56.5	56.5
Agree	57	33.5	33.5	90.0
Undecided	10	5.9	5.9	95.9
Disagree	5	2.9	2.9	98.8
Strongly disagree	2	1.2	1.2	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.9, 33.5% (57) of the respondents agreed while 56.5% (96) strongly agreed that resolution of public complaints through operationalization of PCDs influences service delivery by the national government administration. Of the respondents, 2.9% (5) disagreed while 1.2% (2) strongly disagreed that resolution of public complaints through operationalization of PCDs influences service delivery by the national government administration. There were 5.9% (10) of the respondents who were undecided.

This indicates that most of the public appreciates the operationalization of PCDs as important tools in the resolution of public complaints so as to yield improved service delivery. Most of the respondents noted that the PCDs are a prominent feature strategically positioned at the entrance of all NGAOs' offices. Some respondents further stated that "...the PCDs are not only a display at the NGAOs' offices but they

are also operational”. They went ahead to explain how effective the PCDs are in the resolution of public complaints when;

“...the officers at the PCDs commence the process of resolving public complaints by not only directing the complainants to the right offices but also building confidence in the complainants by assuring them that they are in the right place and that their complaints are going to be handled by the right officers”.

However some participants were of a contrary opinion during the FGDs. Their argument was that some of the PCDs have turned into ‘road blocks’ or ‘toll centres’ where unscrupulous officers seize this opportunity to solicit for bribes from ignorant complainants in order to issue proper direction to the complainants on the right officer to see and which particular office to visit. They argue that;

“...at some of the PCDs you have to part with some money in order to receive preferential treatment so as to avoid the queue, see the right officer at the right time or even win a dispute!”.

Some participants argued that;

“...some NGAOs collude with the officers at the PCDs who negotiate for bribes on their behalf with potential clients so that they can influence the decisions of the NGAOs even before they enter their offices with complaints”.

### **6.7 The 2013/14 customer satisfaction baseline survey recommendations**

The researcher collected data on: Respondents’ awareness of the 2013/14 customer satisfaction baseline survey recommendations; Implementation of the 2013/14 customer satisfaction baseline survey recommendations, and; the influence of implementation of the 2013/14 customer satisfaction baseline survey recommendations on service delivery by the national government administration. The responses are presented in Table 6.10, Table 6.11 and Table 6.12.

### 6.7.1 Awareness of the 2013/14 customer satisfaction baseline survey recommendations

The respondents were asked if they were aware of the 2013/14 customer satisfaction baseline survey recommendations. This would inform the researcher on the extent to which the respondents could be able to identify whether customer satisfaction was being achieved. The results are on Table 6.10.

**Table 6. 10: Respondents' awareness of the 2013/14 customer satisfaction baseline survey recommendations**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Yes	20	11.8	11.8	11.8
No	110	64.7	64.7	76.5
Not sure	40	23.5	23.5	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.10 the majority, 64.7% (110) of the respondents were not aware of the 2013/14 customer satisfaction baseline survey recommendations. There were 23.5% (40) of the respondents who were not sure whether they were aware of the 2013/14 customer satisfaction baseline survey recommendations or not. Only 11.8% (20) of the respondents were aware.

This indicates that the document containing the 2013/14 customer satisfaction baseline survey recommendation was not effectively publicized. This further means that the implementation or lack of implementation of the recommendations could also

escape the attention of the public. Most of the NGAOs who are unaware of the recommendations may also fail to come up with a comprehensive plan of implementation of the recommendations.

However the few respondents who were aware of the 2013/14 customer satisfaction baseline survey recommendations argued that;

“...it is not difficult to imagine the contents of this document since whatever one would recommend for the attainment of customer satisfaction is likely to be part of the recommendations contained in the document”.

This means that whatever undertakings by the NGAOs which are viewed as positive steps towards reforming the national government administration to achieve improved service delivery, are considered to be in line with the recommendations contained in the 2013/14 customer satisfaction baseline survey.

#### **6.7.2 Implementation of the 2013/14 customer satisfaction baseline survey recommendations by the national government administration**

The respondents were asked whether they agreed that the national government administration has implemented the 2013/14 customer satisfaction baseline survey recommendations. This informed the researcher on whether implementation of the 2013/14 customer satisfaction baseline survey recommendations has influenced service delivery by the national government administration. The responses are presented on Table 6.11.



**Table 6. 11: The national government administration has implemented the 2013/14 customer satisfaction baseline survey recommendations**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	14	8.2	8.2	8.2
Agree	18	10.6	10.6	18.8
Undecided	48	28.2	28.2	47.0
Disagree	61	35.9	35.9	82.9
Strongly disagree	29	17.1	17.1	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.11, 10.6% (18) of the respondents and 8.2% (14) agreed and strongly agreed respectively that the national government administration had implemented the 2013/14 customer satisfaction baseline survey recommendations. There were 35.9% (61) of the respondents and 17.1% (29) who disagreed and strongly disagreed respectively that the national government administration had implemented the 2013/14 customer satisfaction baseline survey recommendations. Of the respondents, 28.2% (48) were undecided.

Despite the fact that most of the respondents were unaware of the 2013/14 customer satisfaction baseline survey recommendations, most of them disagreed on whether the national government administration had implemented the recommendations. This indicates that the public is not satisfied with the efforts made by the national government administration to improve on service delivery to the

public. This means that there is higher expectation from the public regarding a reformed national government administration than what has already been put in place.

However the few respondents who agreed that the national government administration had implemented the 2013/14 customer satisfaction baseline survey recommendations argued that; "...a lot has been done to reform the national government administration". This group of respondents, most of whom were not privy to the contents of the 2013/14 customer satisfaction baseline survey document, tend to imagine that the efforts made by the national government administration to improve on service delivery to the public could be part of the recommendations.

### **6.7.3 The influence of implementation of the 2013/14 customer satisfaction baseline survey recommendations on service delivery**

The respondents were asked whether they agreed that implementation of the 2013/14 customer satisfaction baseline survey recommendations has influenced service delivery. The responses are presented on Table 6.12.

**Table 6. 12: Implementation of the 2013/14 customer satisfaction baseline survey recommendations has influenced service delivery**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly agree	51	30	30	30
Agree	100	58.8	58.8	88.8
Undecided	15	8.8	8.8	97.6
Disagree	2	1.2	1.2	98.8
Strongly disagree	2	1.2	1.2	100.0
Total	170	100.0	100.0	

Source: The researcher's field data, (2016)

As presented in Table 6.12, 58.8% (100) of the respondents and 30% (51) agreed and strongly agreed respectively that implementation of the 2013/14 customer satisfaction baseline survey recommendations has influenced service delivery by the national government administration. There were 1.2% (2) of the respondents who disagreed and another 1.2% (2) who strongly disagreed. The remaining 8.8% (15) of the respondents were undecided.

This indicates that the public appreciates the influence of the recent reforms in the national government administration on service delivery. These reforms are generally believed to be a result of the implementation of recommendations made after a survey. Hence most respondents associate these reforms with the 2013/14 customer satisfaction baseline survey recommendations.

There are a few respondents who disagreed with the fact that implementation of the 2013/14 customer satisfaction baseline survey recommendations has influenced service delivery. They argued that; "...the said document has been kept away from public scrutiny and only a few NGAOs have been allowed limited access to its contents" The begging question is how one could acknowledge the implementation of the 2013/14 customer satisfaction baseline survey recommendations and even recognize the influence of their implementation on service delivery.

In conclusion, this chapter has presented and analyzed data based on the third specific objective of the study – to investigate how resolution of public complaints has influenced service delivery. The findings on this objective have identified areas that need to be strengthened in the resolution of public complaints so as to achieve effective and efficient service delivery by the national government administration. The next chapter is the last chapter of this thesis. It contains a summary of the findings, conclusion and recommendations made by this study.

## CHAPTER SEVEN

### SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 7.1 Introduction

This chapter outlines a summary of the findings, conclusion and recommendations based on the specific objectives of the study. The specific objectives of the study were to: assess how finance stewardship – through utilization of the allocated funds – has facilitated service delivery by the national government administration; analyze the influence of human resource management and development on performance of the national government administration in the delivery of services; investigate how resolution of public complaints has influenced service delivery by the national government administration, and; Examine how automation has influenced service delivery by the national government administration.

#### 7.2 Summary of the findings

On the first specific objective of the study; there was strong agreement among the majority, 81.2% (138) of respondents that finance stewardship – through utilization of the allocated funds – has facilitated service delivery by the national government administration. Of the four categories of respondents, members of the public did not have sufficient knowledge on finance stewardship by the national government administration. The findings reveal that finance stewardship was a major contributing factor in facilitating service delivery by the national government administration; however, there also other factors that influence service delivery other than finance stewardship – through utilization of the allocated funds. The other factors include but are not limited to those contained in the other three elements of performance contracting that formed the other three specific objectives of the study.

There was an agreement among most, 90% (153), of the respondents that monitoring and evaluation of performance contracting influenced service delivery by the national government administration. However, various categories of the respondents disagreed on the public's understanding of, and involvement in the formulation, implementation and evaluation of the performance contracting policy.

On the second specific objective of the study; most respondents from the various national government service delivery coordination units were in agreement that human resource management and development influenced performance of the national government administration in service delivery. However, there are other factors that influence service delivery by the national government administration other than human resource management and development. The other factors include but are not limited to the ones related to the other three specific objectives of this study namely: Finance stewardship; Resolution of public complaints, and; Automation.

On the third specific objective of the study; most of the respondents were in agreement that resolution of public complaints – through the Complaint Handling Mechanisms (CHMs), Citizen Service Delivery Charter (CSDC) and Public Complaint Desks (PCDs) – has influenced service delivery by the national government administration. Complaints on handling land disputes was highly indicated as the area in which there has been prompt reception and address of public complaints while handling complaints on service delivery by the National Government Administrative Officers (NGAOs) was highly indicated as the area in which there has been lack of prompt reception and address of public complaints.

There was also agreement among most respondents that implementation of the 2013/14 customer satisfaction baseline survey recommendations has influenced

service delivery. However, some of the respondents were unaware of the 2013/14 customer satisfaction baseline survey recommendations.

On the last specific objective of the study; most of the respondents agreed that automation has influenced service delivery through – domestication and implementation of the ICT policy, and; through adoption and operationalization of E-Government. There was also an agreement among most of the respondents that the national government administration had developed and implemented the ICT strategy.

However, most of the respondents disagreed on whether the identification of the NGAOs for ICT trainings was done appropriately. Most of the respondents also rated the availability of ICT equipment to the NGAOs as poor when compared to the available trained personnel. Finally of the four categories of respondents, most members of the public were unaware of neither the ICT policy nor the ICT strategy.

### **7.3 Conclusion**

The study drew a number of conclusions from the foregoing findings. On the first specific objective; the study concluded that finance stewardship – through utilization of the allocated funds – has facilitated service delivery by the national government administration. The budget absorption rate – due to proper utilization of the allocated funds – facilitates development processes, hence influences service delivery. However, most members of the public lack sufficient knowledge on finance stewardship by the national government administration – although they point at development processes as an evidence of utilization of allocated funds.

Finance stewardship – through utilization of allocated funds – influences service delivery by achieving citizen satisfaction through citizen-centred services and improved access to office facilities and services. Finance stewardship through

monitoring and evaluation also ensures accountability in service delivery – which is manifested through transparency in service delivery by the NGAOs.

Monitoring and evaluation also yields communication – as an element of service delivery – in terms of real time feedback. However, the public lacks understanding of and involvement in the formulation, implementation and evaluation of performance contracts by the national government administration.

Therefore the study concluded that: Finance stewardship is a major contributing factor in facilitating service delivery by the national government administration. However, there are other factors that influence service delivery other than finance stewardship – the factors include but are not limited to those related to the other three specific objectives of the study.

On the second specific objective; the study concluded that human resource management and development influence service delivery by the national government administration – through sufficient competency development, proper performance appraisal system, excellent knowledge management and an enabling work environment – all of which build the capacity of the NGAOs to be accountable, yield citizen satisfaction and attain high budget absorption rate that facilitates optimum development processes. However, there are other factors that influence service delivery other than human resource management – these are the factors that relate to the other three specific objectives of the study.

On the third specific objective; the study concluded that resolution of public complaints – through the Complaint Handling Mechanisms (CHMs), Citizen Service Delivery Charter (CSDCs) and Public Complaint Desks (PCDs) – has influenced service delivery by yielding customer/citizen satisfaction and achievement of public participation. Communication is also an element of service delivery that is influenced

by effective resolution of public complaints – through the implementation of CSDCs and operationalization of PCDs.

The study also concluded that implementation of the 2013/14 customer satisfaction baseline survey recommendations has influenced service delivery by the national government administration. However, there is lack of awareness of the 2013/14 customer satisfaction baseline survey recommendations among the stakeholders in performance contracting by the national government administration.

On the last specific objective, the study concluded that; Automation has influenced service delivery by improving communication through real time feedback. This has also enhanced accountability through: domestication and implementation of the ICT policy, and; through adoption and operationalization of E-Government. Automation has also facilitated public participation through the utilization of electronic media to involve/engage with the public to improve service delivery. Consequently, Automation has yielded citizen satisfaction through improved access to the services offered by the national government administration.

The national government administration has also developed and implemented the ICT strategy; however members of the public are unaware of the ICT policy and the ICT strategy. Moreover the identification of the NGAOs for ICT trainings is not done appropriately while the ICT equipment are not available to the NGAOs with reference to the available trained personnel.

Therefore the overall conclusion of this study is that; performance contracting has influenced service delivery by the national government administration. However there is need to strengthen the elements (criteria categories) that constitute the performance contracting document of the national government administration.



## **7.4 Recommendations**

The study made substantive recommendations and also made recommendations for areas of further research. These were based on the foregoing findings drawn from the collected data and conclusions made from the findings. The substantive recommendations are intended to help address the research problems encountered in the field while the recommendations for further research intend to direct future researchers to areas of further research that would contribute additional knowledge on the concepts of performance contracting and service delivery.

### **7.4.1 Substantive Recommendations**

From the foregoing findings and conclusion, the study recommends that apart from the NGAOs, NGOs and Heads of other departments, members of the public should also be made to have sufficient knowledge on finance stewardship by the national government administration. The other factors that influence service delivery, other than finance stewardship should also be considered in the quest for improved service delivery by the national government administration. Moreover, the public should be made to understand and be involved in the formulation, implementation and evaluation of performance contracts by the national government administration.

The other factors that influence service delivery by the national government administration other than human resource management development should also be considered in the quest for improved service delivery. Stakeholders should also be made aware of the recommendations of the 2013/14 work environment survey.

The national government administration should address complaints about service delivery to the public by the NGAOs, which were identified as the major areas in which there has been lack of prompt reception and address of public complaints.

The stakeholders should also be made aware of the 2013/14 customer satisfaction baseline survey recommendations.

The public should also be made aware of the ICT policy and the ICT strategy. Finally the identification of the NGAOs for ICT trainings should be done appropriately while serviceable ICT equipment should be availed to the NGAOs commensurate to the available trained personnel.

#### **7.4.2 Recommendations for Further Research**

The study recommends that further research should be conducted on the other factors that influence the successful implementation of performance contracting by the national government administration. This would address the study's findings on the existence of other factors that influence service delivery other than the elements of performance contracting in the national government administration's performance contract document which this study focussed on – as stipulated in the specific objectives of the study.

Future research should analyze the performance contracting policy blue print. This would address the whole issues of performance contracting contained in the policy blue print document – not only those which have a bearing on the delivery of services by the NGAOs and based on the criteria categories outlined in the national government administration's performance contract document. Finally, further research on the influence of performance contracting on service delivery by the national government administration should also be conducted in other areas other than major cities and municipalities like Eldoret West Sub County.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRES

#### **A: Questionnaire for the National Government Administrative Officers (NGAOs)**

#### **INFLUENCE OF PERFORMANCE CONTRACTING ON SERVICE DELIVERY BY THE NATIONAL GOVERNMENT ADMINISTRATION IN ELDORET WEST SUB COUNTY, KENYA.**

##### **A. A brief introduction of the research study.**

The study seeks to assess the influence of performance contracting on service delivery by the national government administration in Eldoret West Sub County. The study intends to analyze how service delivery has been influenced by the implementation of performance contracting with regard to: Finance Stewardship – utilization of allocated funds; Human Resource Management and Development – competency development, performance appraisal, knowledge management and work environment; Resolution of Public Complaints – complaint handling mechanisms (CHMs), implementation of citizens service delivery charter (CSDC) and operationalization of public complaint desks, and; Automation – domestication and implementation of ICT policy, and adoption and operationalization of E-Government.

The respondents have been chosen through quota survey system and purposive sampling method to ensure that a representative number of national government administrative officers (NGAOs) and stakeholders are captured so as to come up with reliable and viable findings which would lead to sound conclusions. Consequently, practicable and sustainable recommendations can be made so as to assist in spearheading the attainment of a mission focussed, and performance oriented public service that guarantees quality services.

The information received will be used for academic purpose **only**. Therefore your co-operation is vital towards realizing the objective of the study. Kindly answer all questions.

**B. Demographic information of the respondent. Tick (√) one**

1. Name ..... (Optional)
2. Age .....
3. Gender .....  Male       Female
4. What is your highest level of education?
- Not gone to school       Middle level college
- Primary       University
- Secondary
5. Which category of the National Government Administrators do you belong to?
- Sub County administrator       Sub location administrator
- Divisional administrator       Location administrator
6. How long have you served in the National Government Administration?
- 0 – 5 Years
- 5 – 10 Years
- 10 – 15 Years
- Over 15 Years
7. What is the name of your administrative unit?
- Division ..... Location ..... Sub-location.....

**C. How finance stewardship – through utilization of the allocated funds – has facilitated service delivery by the national government administration in Eldoret West Sub County.**

8. What do you know about the Financial Management Act? State below:
- .....
- .....
- .....

9. Use the following scale when answering this question:

Strongly Agree [1]    Agree [2]    Undecided [3]    Disagree [4]    Strongly Disagree [5]

To what extent do you agree that the national government administration complies with the budgetary levels in accordance with Financial Management Act?

[1]      [2]      [3]      [4]      [5]

10. How has Finance Stewardship, through utilization of allocated funds, facilitated service delivery by the national government administration in your area? Explain

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

11. In your view, are the funds allocated to the National Government Administrative Officers (NGAOs) adequate for their service delivery?

- Yes
- No
- More than Enough

12. If your answer is YES in question 11 above, explain how the funds have facilitated service delivery by the national government administration.

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13. If your answer is NO in question 11 above, explain what should be done for the funds to have an influence on service delivery by the national government administration.

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.....

14. If your answer is MORE THAN ENOUGH in question 11 above, explain what should be done with the excess funds that may have an influence on service delivery by the national government administration.

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.....

15. If the allocated funds are NOT ENOUGH; are there options to request for additional funds in the budget? Either way (Whether YES or NO), explain.

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

**D. Influence of human resource management and development on performance of the national government administration in the delivery of services.**

16. Who are directly involved in implementing Performance Contracts by the National Government Administration?

- The Deputy County Commissioner       Assistant Chiefs
- Assistant County Commissioners       Chiefs

17. Use the following scale when answering this question:

Excellent [1]      Very good [2]      Good [3]      Poor [4]

How would you rate competency development by the national government administration through:-

- i. Carrying out Skills and Competency Needs assessment? [1] [2] [3] [4]
- ii. Interventions after submission of the Training Needs? [1] [2] [3] [4]

18. Do you know why the national government administration carries out performance appraisal of its employees?

- Yes
- No

19. If the answer is YES in question 18 above; state reasons for the national government administration performance appraisal of its employees.

.....

.....

.....

20. If the answer is NO in question 18 above, what is the source of your lack of knowledge on why the national government administration carries out performance appraisal of its employees? Explain.

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.....

.....

21. How often does the national government administration carry out performance appraisal of its employees in Eldoret West Sub County?

- Annually
- Bi-annually
- Quarterly
- Weekly

22. Is the frequency of carrying out performance appraisal (in question 21 above) sufficient? Either way (Whether YES or NO), explain.

.....

.....

.....

23. If the answer is NO in question 22 above, how frequently should the performance appraisal be done? Explain.

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

24. Use the following scale when answering this question:

Strongly Agree [1] Agree [2] Undecided [3] Disagree [4] Strongly Disagree [5]

To what extent do you agree that knowledge management by the national government administration through undertaking skills inventory and submission of the same to relevant offices for further action is done appropriately?

[1] [2] [3] [4] [5]

25. If the answer is [5] in question 24 above, how should it be done? Explain.

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

26. Are you aware of recommendations of the 2013/14 Work Environment Survey?

Yes

No

27. If the answer is YES in question 26 above; Has the national government administration implemented recommendations of the 2013/14 Work Environment Survey? Either way (whether YES or NO) explain.

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.....  
.....

28. How has implementation of recommendations of the 2013/14 Work Environment Survey, influenced service delivery in Eldoret West Sub County? Explain.

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29. How has failure to implement recommendations of the 2013/14 Work Environment Survey influenced service delivery in Eldoret West Sub County. Explain.

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30. Has the national government administration addressed specific issues with the view of improving the work environment? Either way (whether YES or NO) explain.

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31. If the answer is NO in question 30 above; suggest ways that the national government administration should address specific issues with the view of improving the work environment.

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**E. How resolution of public complaints has influenced service delivery by the national government administration in Eldoret West Sub County.**

32. How would you rate the national government administrative officers on the promptness by which they receive and address public complaints referred to them?

Excellent     Very good     Good     Poor

33. If the answer is POOR in question 32 above; what should be done to improve on promptness of the national government administration in receiving and addressing public complaints?

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.....

34. Which areas have there been prompt reception and address of public complaints by the national government administration in Eldoret West Sub County? Explain.

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.....

35. Which areas have there NOT been prompt reception and address of public complaints by the national government administration? Explain.

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.....

36. If there are areas where the national government administration has not been prompt in receiving and addressing public complaints; suggest what should be done?

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.....

37. How has handling of public complaints influenced identification of officers for capacity building? Explain.

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38. Do you agree with how identification of officers for capacity building on handling public complaints is done? Either way (whether YES or NO) explain.

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39. If the answer is NO in question 38 above; suggest how officers should be identified for capacity building on handling public complaints – who should be prioritized?

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.....  
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40. How well is the public sensitized on the existence of complaints handling mechanisms?

- Highly sensitized
- Moderately sensitized
- Not sensitized
- Undecided.....

41. If the answer in question 40 above is NOT SENSITIZED; suggest what should be done for the public to be sensitized on the existence of public complaints handling mechanisms?

.....

.....

.....

42. Use the following scale when answering this question:

Strongly Agree [1] Agree [2] Undecided [3] Disagree [4] Strongly Disagree [5]

To what extent do you agree that resolution of public complaints by the national government administration influences their service delivery through the following strategies?

i. Complaint Handling Mechanisms (CHMs):

[1] [2] [3] [4] [5]

ii. Implementation of Citizens Service Delivery Charter (CSDC):

[1] [2] [3] [4] [5]

iii. Operationalization of Public Complaint Desks:

[1] [2] [3] [4] [5]

**F. How automation has influenced service delivery by the national government administration in Eldoret West Sub County.**

43. Are you aware of the ICT strategy?

- Yes
- No

44. If the answer is YES in question 43 above; to what extent has the national government administration developed and implemented ICT strategy in Eldoret West Sub County? Explain.

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.....



45. If the answer is NO in question 43 above; what is the cause for your NOT being aware of the ICT strategy? Explain.

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.....

46. Are you aware of the ICT policy?

Yes       No

47. Use the following scale when answering this question:

Strongly Agree [1]    Agree [2]    Undecided [3]    Disagree [4]    Strongly Disagree [5]

If the answer is YES in question 46 above; to what extent do you agree that automation has influenced service delivery by the national government administration in Eldoret West Sub County through the following strategies?

i.    Domestication and implementation of ICT policy:

[1]      [2]      [3]      [4]      [5]

ii.    Adoption and operationalization of E-Government:

[1]      [2]      [3]      [4]      [5]

48. If the answer is NO in question 46 above; what is the cause for your NOT being aware of the ICT policy? Explain.

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49. Use the following scale when answering this question:

Strongly Agree [1]    Agree [2]    Undecided [3]    Disagree [4]    Strongly Disagree [5]

To what extent do you agree that identification of the national government administration officers for ICT trainings is done appropriately?

50. How would you rate the availability of ICT equipment to the national government administration officers as compared to the trained personnel?

Excellent     Very good     Good     Satisfactory     Poor

51. If the answer is POOR in question 50 above; what should be done to improve on availability of the ICT equipment to the national government administration officers as compared to trained personnel?

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**G. Supplementary questions**

52. Does the national government administration conduct quarterly monitoring and evaluation on service delivery? Either way (whether YES or NO), explain.

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53. How has monitoring and evaluation of customer satisfaction influenced service delivery by the national government administration in Eldoret West Sub County?

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54. How has lack of monitoring and evaluation of customer satisfaction influenced service delivery by the national government administration in Eldoret West Sub County?

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55. How would you rate the national government administration on improved access to office facilities and services in Eldoret West Sub County?

- Excellent
- Very good
- Good
- Poor

56. If the answer is POOR in question 55 above; suggest what should be done to improve access to office facilities and services in Eldoret West Sub County.

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57. Are you aware of the existence of national government administration Service Delivery Charter? Either way (whether YES or NO), explain.

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58. Use the following scale when answering this question:

Strongly Agree [1] Agree [2] Undecided [3] Disagree [4] Strongly Disagree [5]

If the answer is YES in question 57 above; to what extent do you agree that the national government administration has adhered to the commitment set out in the Service Delivery Charter? [1] [2] [3] [4] [5]

59. If the answer is NO in question 58 above; what is the source of your not being aware of the existence of national government administration Service Delivery Charter? Explain.

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60. Are you aware of 2013/14 customer satisfaction baseline survey recommendations? Either way (whether YES or NO), explain.

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61. If the answer is YES in question 60 above; has the national government administration implemented the 2013/14 customer satisfaction baseline survey recommendations in Eldoret West Sub County? Either way (whether YES or NO), explain.

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62. If the answer is NO in question 60 above; what is the source of your not being aware of the 2013/14 customer satisfaction baseline survey recommendations?

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63. How has the implementation of the 2013/14 customer satisfaction baseline survey recommendations influenced service delivery by the national government administration in Eldoret West Sub County?

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64. How has failure to implement the 2013/14 customer satisfaction baseline survey recommendations influenced service delivery by the national government administration in Eldoret West Sub County?

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65. Any additional comments on the influence of performance contracting on service delivery by the national government administration in Eldoret West Sub County?

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.....

**H. Conclusion**

Thank you for answering all questions truthfully and objectively so that this research may come up with reliable findings which would help draw sound conclusions for the purpose of making practical, realistic and sustainable recommendations. The study’s recommendations when implemented are expected to spearhead the attainment of a mission focussed, and performance oriented public service that guarantees quality services to the public, by the national government administration, through Performance Contracting as part of public sector reforms policy which aims at an efficient, effective and ethical delivery of services to the citizens.

**B: Questionnaire for other stakeholders including: Members of the public, Heads of other Departments (HODs) and Non Governmental Organizations (NGOs)**

**INFLUENCE OF PERFORMANCE CONTRACTING  
ON SERVICE DELIVERY  
BY THE NATIONAL GOVERNMENT ADMINISTRATION  
IN ELDORET WEST SUB COUNTY, KENYA**

**A brief introduction of the research study**

The study seeks to assess the influence of performance contracting on service delivery by the national government administration in Eldoret West Sub County. The study intends to analyze how service delivery has been influenced by the implementation of performance contracting with regard to: Finance Stewardship – utilization of allocated funds; Human Resource Management and Development – competency development, performance appraisal, knowledge management and work environment; Resolution of Public Complaints – complaint handling mechanisms (CHMs), implementation of citizens service delivery charter (CSDC) and operationalization of public complaint desks, and; Automation – domestication and implementation of ICT policy, and adoption and operationalization of E-Government.

The respondents have been chosen through quota survey system and purposive sampling method to ensure that a representative number of national government administrative officers (NGAO) and stakeholders are captured so as to come up with reliable and viable findings which would lead to sound conclusions. Consequently, practicable and sustainable recommendations can be made so as to assist in spearheading the attainment of a mission focussed, and performance oriented public service that guarantees quality services.

The information received will be used for academic purpose **only**. Therefore your co-operation is vital towards realizing the objective of the study. Kindly answer all questions.



**SECTION C: Influence of human resource management and development on performance of the national government administration in their service delivery.**

1. Who are directly involved in implementing Performance Contracts by the National Government Administration?

- The Deputy County Commissioner       Assistant Chiefs  
 Assistant County Commissioners       Chiefs

2. Use the following scale when answering this question:

Excellent [1]      Very good [2]      Good [3]      Poor [4]

How would you rate competency development by the national government administration through:-

- i. Carrying out Skills and Competency Needs assessment? [1] [2] [3] [4]  
 ii. Interventions after submission of the Training Needs? [1] [2] [3] [4]

3. Tick (✓) appropriately while responding to the following questions using the five point Likert scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD)

Statement	SA	A	U	D	SD
a. The public is satisfied with the services provided by the national government administration					
b. The public participated in the 2013/14 work environment survey					
c. The national government administration considered opinions of the public in the 2013/14 work environment survey					

**SECTION D: How resolution of public complaints has influenced service delivery by the national government administration in Eldoret West Sub County.**

1. How would you rate the national government administrative officers on the promptness by which they receive and address public complaints referred to them?

- Excellent       Very good       Good       Poor

2. If the answer is POOR in question 1 above; what should be done to improve on promptness of the national government administration in receiving and addressing public complaints?

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.....

3. Which areas have there been prompt reception and address of public complaints by the national government administration in Eldoret West Sub County? Explain.

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

4. Which areas have there NOT been prompt reception and address of public complaints by the national government administration? Explain.

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

5. If there are areas where the national government administration has not been prompt in receiving and addressing public complaints; suggest what should be done?

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

6. How well is the public sensitized on the existence of complaints handling mechanisms?

- Highly sensitized       Not sensitized  
 Moderately sensitized       Undecided



7. If the answer in question 6 above is NOT SENSITIZED; suggest what should be done for the public to be sensitized on the existence of public complaints handling mechanisms?

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

8. Use the following scale when answering this question:

Strongly Agree [1] Agree [2] Undecided [3] Disagree [4] Strongly Disagree [5]

To what extent do you agree that resolution of public complaints by the national government administration has influence on their service delivery through the following strategies?

i. Complaint Handling Mechanisms (CHMs):

[1] [2] [3] [4] [5]

ii. Implementation of Citizens Service Delivery Charter (CSDC):

[1] [2] [3] [4] [5]

iii. Operationalization of Public Complaint Desks (PCDs):

[1] [2] [3] [4] [5]

**SECTION E: How automation has influenced service delivery by the national government administration in Eldoret West Sub County.**

1. Are you aware of the ICT strategy?

Yes  No

2. If the answer is YES in question 1 above; to what extent has the national government administration developed and implemented ICT strategy in Eldoret West Sub County? Explain.

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

3. If the answer is NO in question 1 above; what is the cause for your NOT being aware of the ICT strategy? Explain.

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

4. Are you aware of the ICT policy?

Yes       No

5. Use the following scale when answering this question:

Strongly Agree [1]   Agree [2]   Undecided [3]   Disagree [4]   Strongly Disagree [5]

If the answer is YES in question 4 above; to what extent do you agree that automation has influenced service delivery by the national government administration in Eldoret West Sub County through the following strategies?

i. Domestication and implementation of ICT policy:

[1]      [2]      [3]      [4]      [5]

ii. Adoption and operationalization of E-Government:

[1]      [2]      [3]      [4]      [5]

6. If the answer is NO in question 4 above; what is the cause for your NOT being aware of the ICT policy? Explain.

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

**Supplementary questions on Performance Contracting and Service Delivery**

1. How would you rate the national government administration on improved access to office facilities and services in Eldoret West Sub County?

Excellent  
 Very good  
 Good  
 Poor

2. If the answer is POOR in question 1 above; suggest what should be done to improve access to office facilities and services in Eldoret West Sub County.

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

3. Are you aware of the existence of national government administration Service Delivery Charter? Either way (whether YES or NO), explain.

.....  
 .....

Use the following scale when answering this question:

Strongly Agree [1] Agree [2] Undecided [3] Disagree [4] Strongly Disagree [5]

If the answer is YES in question 3 above; to what extent do you agree that the national government administration has adhered to the commitment set out in the Service Delivery Charter? [1] [2] [3] [4] [5]

4. If the answer is NO in question 3 above; what is the source of your not being aware of the existence of national government administration Service Delivery Charter? Explain.

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.....  
.....

5. Are you aware of 2013/14 customer satisfaction baseline survey recommendations? Either way (whether YES or NO), explain.

.....  
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6. If the answer is YES in question 5 above; has the national government administration implemented the 2013/14 customer satisfaction baseline survey recommendations in Eldoret West Sub County? Either way (whether YES or NO), explain.

.....  
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7. If the answer is NO in question 5 above; what is the source of your not being aware of the 2013/14 customer satisfaction baseline survey recommendations?

.....  
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8. How has the implementation of the 2013/14 customer satisfaction baseline survey recommendations influenced service delivery by the national government administration in Eldoret West Sub County?

.....  
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9. How has failure to implement the 2013/14 customer satisfaction baseline survey recommendations influenced service delivery by the national government administration in Eldoret West Sub County?

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10. Any additional comments on the influence of performance contracting on service delivery by the national government administration in Eldoret West Sub County?

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

### **Conclusion**

Thank you for answering all questions truthfully and objectively so that this research may come up with reliable findings which would help draw sound conclusions for the purpose of making practical, realistic and sustainable recommendations. The study's recommendations when implemented are expected to spearhead the attainment of a mission focussed, and performance oriented public service that guarantees quality services to the public, by the national government administration, through Performance Contracting as part of public sector reforms policy which aims at an efficient, effective and ethical delivery of services to the citizens.

## APPENDIX II: INTERVIEW GUIDE

### INFLUENCE OF PERFORMANCE CONTRACTING ON SERVICE DELIVERY BY THE NATIONAL GOVERNMENT ADMINISTRATION IN ELDORET WEST SUB COUNTY, KENYA.

ATTRIBUTE	INTERVIEW ITEMS
<p><b>Finance stewardship through utilization of allocated funds:</b></p> <ul style="list-style-type: none"> <li>• Finance Management Act</li> <li>• Monitoring and evaluation</li> <li>• Public understanding and involvement</li> </ul>	<ol style="list-style-type: none"> <li>1. Do you have knowledge on the Finance Management Act?</li> <li>2. What is the influence of monitoring and evaluation on service delivery?</li> <li>3. What is the public's understanding of and involvement in the formulation, implementation and evaluation of performance contract?</li> </ol>
<p><b>Human resource management and development:</b></p> <ul style="list-style-type: none"> <li>• Competency development</li> <li>• Performance appraisal</li> <li>• Knowledge management</li> <li>• Work environment</li> </ul>	<ol style="list-style-type: none"> <li>1. How would you rate competency development by the national government administration</li> <li>2. What is your knowledge on why the national government administration carries out performance appraisal of its employees?</li> <li>3. How appropriate does the national government administration carry out knowledge management?</li> <li>4. What is your awareness of the 2013/14 work environment recommendations?</li> </ol>

<p><b>Resolution of public complaints:</b></p> <ul style="list-style-type: none"> <li>• Complaint Handling Mechanisms (CHMs)</li> <li>• Citizen Service Delivery Charter (CSDC)</li> <li>• Public Complaint Desks (PCDs)</li> </ul>	<ol style="list-style-type: none"> <li>1. How has the national government administration's resolution of public complaints through: CHMs, CSDC and PCDs, influenced their service delivery?</li> <li>2. In which areas has there been prompt/or lack of prompt reception and address of public complaints by the national government administration?</li> <li>3. What is your awareness on the 2013/14 customer satisfaction baseline survey?</li> </ol>
<p><b>Automation:</b></p> <ul style="list-style-type: none"> <li>• The ICT policy and strategy</li> <li>• The ICT trainings</li> <li>• Availability of the ICT equipment</li> <li>• E - Government</li> </ul>	<ol style="list-style-type: none"> <li>1. What is your awareness of the ICT policy and strategy?</li> <li>2. To what extent do you agree that identification of the NGAOs for the ICT trainings is done appropriately?</li> <li>3. How would you rate the availability of the ICT equipment as compared to trained personnel?</li> <li>4. To what extent do you agree that automation has influenced service delivery by the national government administration through adoption and operationalization of E-Government?</li> </ol>

**APPENDIX III: FOCUS GROUP DISCUSSIONS (FGDS) GUIDE**

**INFLUENCE OF PERFORMANCE CONTRACTING  
ON SERVICE DELIVERY  
BY THE NATIONAL GOVERNMENT ADMINISTRATION  
IN ELDORET WEST SUB COUNTY, KENYA.**

ATTRIBUTE	DISCUSSION ITEMS
<p><b>Finance stewardship through utilization of allocated funds:</b></p> <ul style="list-style-type: none"> <li>• Finance Management Act</li> <li>• Monitoring and evaluation</li> <li>• Public understanding and involvement</li> </ul>	<ol style="list-style-type: none"> <li>1. Knowledge on the Finance Management Act?</li> <li>2. Impact of monitoring and evaluation on service delivery?</li> <li>3. Public participation in the formulation, implementation and evaluation of performance contract</li> </ol>
<p><b>Human resource management and development:</b></p> <ul style="list-style-type: none"> <li>• Competency development</li> <li>• Performance appraisal</li> <li>• Knowledge management</li> <li>• Work environment</li> </ul>	<ol style="list-style-type: none"> <li>1. Rating competency development by the national government administration</li> <li>2. Knowledge on why the national government administration carries out performance appraisal of its employees</li> <li>3. Appropriateness of the way national government administration carries out knowledge management?</li> </ol>

<p><b>Resolution of public complaints:</b></p> <ul style="list-style-type: none"> <li>• Complaint Handling Mechanisms (CHMs)</li> <li>• Citizen Service Delivery Charter (CSDC)</li> <li>• Public Complaint Desks (PCDs)</li> </ul>	<ol style="list-style-type: none"> <li>1. The influence of resolution of public complaints through; CHMs, CSDC and PCDs on service delivery?</li> <li>2. Areas in which there has been prompt/or there has been lack of prompt reception and address of public complaints by the national government administration</li> <li>3. Awareness on the 2013/14 customer satisfaction baseline survey</li> </ol>
<p><b>Automation:</b></p> <ul style="list-style-type: none"> <li>• The ICT policy and strategy</li> <li>• The ICT trainings</li> <li>• Availability of the ICT equipment</li> <li>• E - Government</li> </ul>	<ol style="list-style-type: none"> <li>1. Awareness of the ICT policy and strategy</li> <li>2. Appropriateness of how identification of the NGAOs for the ICT trainings is done</li> <li>3. Rating availability of the ICT equipment as compared to trained personnel</li> <li>4. Has automation influenced service delivery by the national government administration through adoption and operationalization of E-Government?</li> </ol>



**APPENDIX IV: RESEARCH AUTHORIZATION FROM NATIONAL  
COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION**



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349, 310571, 2219420  
Fax: +254-20-318245, 318249  
Email: secretary@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref: No.

Date:

**17<sup>th</sup> December, 2015**

**NACOSTI/P/15/96121/8777**

Michael Anganyo Onyango  
Moi University  
P.O. Box 3900-30100  
**ELDORET.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Impact of performance contract of the national government administration on service delivery in Eldoret West Sub County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Uasin Gishu County** for a period ending **17<sup>th</sup> December, 2016**.

You are advised to report to **the County Commissioner and the County Director of Education, Uasin Gishu County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**DR. M. K. RUGUTT, PhD, HSC.**  
**DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Uasin Gishu County.



The County Director of Education  
Uasin Gishu County.

  
**COUNTY COMMISSIONER  
UASIN GISHU COUNTY**  


APPENDIX V: RESEARCH PERMIT

**CONDITIONS**

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.

  
**REPUBLIC OF KENYA**  
  
**National Commission for Science, Technology and Innovation**

**RESEARCH CLEARANCE PERMIT**  
 Serial No. A **7515**  
**CONDITIONS: see back page**


**THIS IS TO CERTIFY THAT:**

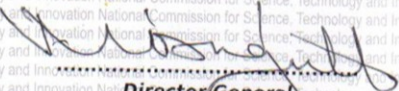
**MR. MICHAEL ANGANYO ONYANGO**  
**of MOI UNIVERSITY, 35-40319 Mfangano Island, has been permitted to conduct research in Uasin-Gishu County**


**on the topic: IMPACT OF PERFORMANCE CONTRACT OF THE NATIONAL GOVERNMENT ADMINISTRATION ON SERVICE DELIVERY IN ELDORET WEST SUB COUNTY, KENYA.**

**for the period ending: 17th December, 2016**

**Permit No : NACOSTI/P/15/96121/8777**  
**Date Of Issue : 17th December, 2015**  
**Fee Received :Ksh 1,000**



  
**Director General**  
**National Commission for Science, Technology & Innovation**

  
**Applicant's Signature**



**APPENDIX VI: RESEARCH AUTHORIZATION FROM MINISTRY OF  
EDUCATION, SCIENCE AND TECHNOLOGY**

REPUBLIC OF KENYA



**MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
STATE DEPARTMENT OF EDUCATION**

Telegrams: "EDUCATION", Eldoret  
Telephone: 053-2063342 or 2031421/2  
Mobile : 0719 12 72 12/0732 260 280  
Email: [cdeuasingishucounty@yahoo.com](mailto:cdeuasingishucounty@yahoo.com)  
: [cdeuasingishucounty@gmail.com](mailto:cdeuasingishucounty@gmail.com)

When replying please quote:

Office of The County Director of Education,  
Uasin Gishu County,  
P.O. Box 9843-30100,  
**ELDORET.**

Ref: No. MOEST/UGC/TRN/9/Vol II/167

10<sup>th</sup> May , 2016

Michael Anganyo Onyango  
Moi University  
P.O Box 3900 – 30100  
**ELDORET.**

**RE: RESEARCH AUTHORIZATION**

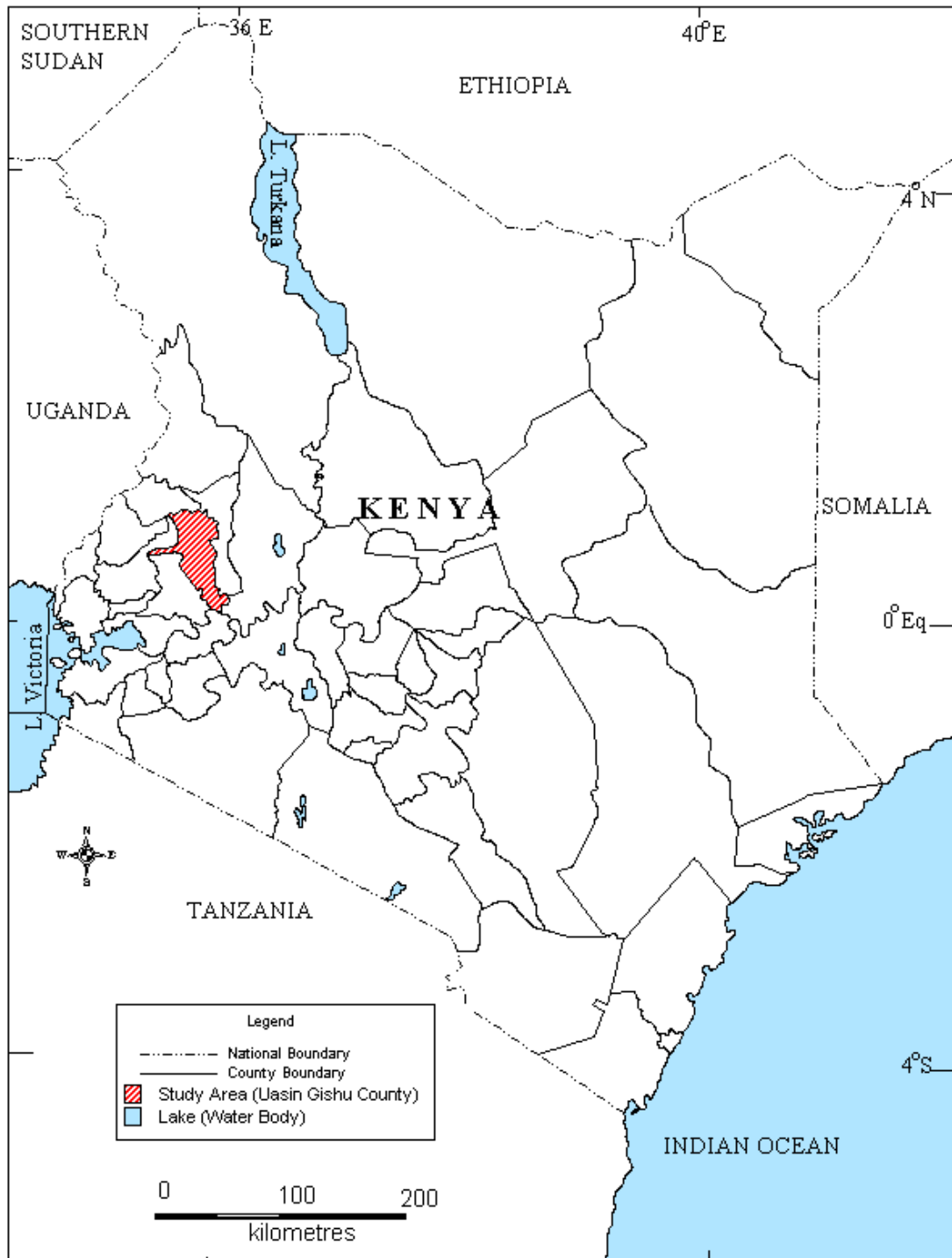
This office has received a letter requesting for an authority to allow you carry out research on "***Impact of performance contract of the national government administration on service delivery in Eldoret West Sub- Couynty***, Within Uasin Gishu County".

We wish to inform you that the request has been granted for a period ending **16<sup>th</sup> December, 2016**. The authorities concerned are therefore requested to give you maximum support.

We take this opportunity to wish you well during this research.

Yusuf .J. Karayu  
County Director of Education  
**UASIN GISHU.**

**APPENDIX VII: MAP OF KENYA SHOWING THE LOCATION OF THE STUDY AREA**



Source: The Cartographer; Department of Geography, Moi University (2015)

**APPENDIX VIII: PERFORMANCE CONTRACT BETWEEN THE DEPUTY  
COUNTY COMMISSIONER, ELDORET WEST SUB COUNTY AND  
COUNTY COMMISSIONER, UASIN GISHU COUNTY**



**REPUBLIC OF KENYA**

**PERFORMANCE CONTRACT**

**BETWEEN**

**THE DEPUTY COUNTY COMMISSIONER  
ELDORET WEST**

**AND**

**COUNTY COMMISSIONER  
UASIN GISHU COUNTY**

**FOR THE PERIOD 1<sup>ST</sup> JULY 2014 – 30<sup>TH</sup> JUNE 2015**

## LIST OF ABBREVIATIONS

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<b>RC</b>	REGIONAL CO-ORDINATOR
<b>CC</b>	COUNTY COMMISSIONER
<b>DCC</b>	DEPUTY COUNTY COMMISSIONER
<b>BCC</b>	BEHAVIOUR CHANGE COMMUNICATIONS
<b>CRD</b>	CIVIL REGISTRATION DEPARTMENT
<b>CPC</b>	CORRUPTION PREVENTION COMMITTEE
<b>EACC</b>	ETHICS AND ANTI CORRUPTION COMMISSION
<b>FY</b>	FINANCIAL YEAR
<b>HBC</b>	HOME BASED CARE
<b>ICT</b>	INFORMATION COMMUNICATION AND TECHNOLOGY
<b>IDs</b>	IDENTIFICATION DOCUMENTS
<b>ISO</b>	INTERNATIONAL ORGANIZATION FOR
<b>IPRS</b>	STANDARDIZATION
	INTEGRATED POPULATION REGISTRATION SYSTEM
<b>M&amp;E</b>	MONITORING AND EVALUATION
<b>MDAs</b>	MINISTRIES, DEPARTMENTS AND AGENCIES
<b>MI&amp;CNG</b>	MINISTRY OF INTERIOR AND COORDINATION OF
	NATIONAL GOVERNMENT
<b>N/A</b>	NOT APPLICABLE MEANING WAS NOT EVALUATED IN
	THAT CONTRACT YEAR
<b>NACADA</b>	NATIONAL CAMPAIGN AGAINST DRUGS AND ALCOHOL
	ABUSE AUTHORITY
<b>NACC</b>	NATIONAL AIDS CONTROL COUNCIL
<b>NEMA</b>	NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY
<b>NSC</b>	NATIONAL STEERING COMMITTEE
<b>PAS</b>	PERFORMANCE APPRAISAL SYSTEM
<b>PLWAS</b>	PEOPLE LIVING WITH HIV/AIDS
<b>PWDs</b>	PERSONS WITH DISABILITIES
<b>SAGA</b>	SEMI AUTONOMOUS GOVERNMENT AGENCY
<b>SALW</b>	SMALL ARMS AND LIGHT WEAPONS
<b>WCPS</b>	WIDOWS &CHILDREN PENSION SCHEME

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## PREAMBLE

**T**his Performance Contract (hereinafter referred to as “Contract”) is entered into between the Deputy County Commissioner of P.O. Box 30-00300 Eldoret (together with its assignees and successors) of the one part, County commissioner, Uasin Gishu (therein after referred to as “the County Commissioner, Uasin Gishu County”), (together with its assignees and successors) of P.O. Box 30-30100 Eldoret on the other part.

## **W** **HEREAS**

The State Department is committed to ensuring that public offices are well managed and cost effective in delivering quality service to the public in line with provisions of the constitution of Kenya;

The State Department recognizes that the county holds a vital key to improving the quality of lives;

The purpose of this Performance Contract is to establish the basis for ensuring efficient and effective services are delivered to Kenyans in line with the provisions of the Constitution and requiring MDAs to adopt human rights approach to service delivery and focus on:

1. Ensuring that systems are established to ensure quality of all users of public services;
2. Ensuring impartiality and fairness in the process of delivery of public services;
3. Ensuring continuity of public services under all circumstances;
4. Establishing systems to enable adaptability of public services to the needs of users;
5. Ensuring professionalism and ethics in Public Service is achieved and maintained;
6. Establishing systems to ensure promotion and protection of rights of users of public services and public servants as enshrined in Bills of Rights;
7. Institutionalizing a culture of accountability, integrity, transparency and promotion of values and principles of public service;
8. Ensuring effective, efficient and responsible use of public resources, and
9. Ensuring responsiveness by public servants in delivery of public services.

This Contract therefore represents a basis for continuous improvement as Government endeavors to meet the needs and expectations of the citizens in Eldoret West sub County.

This Contract should form the basis for the Sub County’s programs, projects and priorities.

**NOW THEREFORE**, the parties hereto agree as follow;

## **Part I**

### ***Vision***

To be an excellent agency in the provision and promotion of a secure, cohesive and crime free society for Eldoret West Sub County's prosperity

### ***Mission***

To promote the provision of security and safety, maintain a comprehensive national population database, enhance nationhood, facilitate administration of justice, provide correctional services and coordinate national government functions for socio-economic and political development in Eldoret West sub County.

### ***Strategic Objectives***

1. To enhance security and safety of persons and property in Eldoret West Sub County
2. To enhance leadership and coordination of National Government functions;
3. To promote peaceful co-existence, national cohesion and integration;
4. To ensure a society free from alcohol, drug and substance abuse.
5. To improve registration of persons and issuance of identification documents.
6. To co-ordinate provision of responsive, effective and efficient services to the public.

## **Part II**

### ***Commitments and Responsibilities of Deputy County Commissioner***

- Ensure that public services are delivered in accordance with the constitution;
- Ensure modernization of the public services by introduction of modern technologies and innovative service delivery systems to improve service delivery;
- Ensure that public officers demonstrate professionalism, transparency and accountability in performing their duties and that they show courtesy, integrity and neutrality in provision of services.
- Signing Performance Contracts with County Commissioner and cascading the same to all Administrative Units.

## **Part III**

### ***Commitments and Obligations of the Ministry***

- Acknowledgement of receipt of correspondences is done within three (3) working days.
- Approval to requests made is granted within seven (7) working days.
- National Treasury releases exchequer within seven (7) days.
- Ensure that public Officers suspected of corrupt practices step down to allow room for investigations.

## **Part IV**

### ***Reporting Requirements***

The Deputy County Commissioner undertakes to submit quarterly performance and annual performance reports to the County Commissioner, Uasin Gishu County in accordance with performance contracting guidelines.

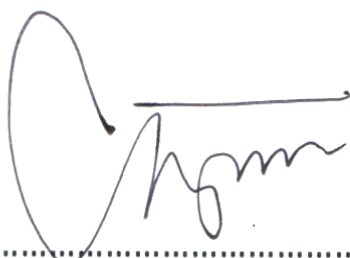
## **Part V**

### ***Duration of the Performance Contract***

The Performance Contract will run for one financial year, from 1<sup>st</sup> July 2014 to 30<sup>th</sup> June 2015.

### SIGNATORIES

**Signed:**



.....  
**C. K WANJAU,**  
**Ag. Deputy County Commissioner**  
**Eldoret West Sub County**

**Date** 2/10/2014



.....  
**A. M HASSAN**  
**County Commissioner**  
**Uasin Gishu County**

**Date** 2/10/14

**Countersigned**

.....  
**OSMAN WARFA, EBS**  
**Regional Co-ordinator,**  
**Rift Valley Region**

**Date** .....

## PART VI

	Criteria category	Unit	Wt.	Current Status (2013-14)	Target (2014-15)
<b>A: FINANCE &amp; STEWARDSHIP</b>					
1.	Utilization of Allocated Funds	%	6	100	100
2.	A-I-A	Ksh.000	4	700	1,000
<b>Weights – Sub total</b>			<b>10</b>		
<b>B: SERVICE DELIVERY</b>					
<b>Service Delivery Systems</b>					
3.	Customer Satisfaction	%	3	NA	100
4.	Service Delivery Innovations	%	2	NA	100
5.	Resolution of Public Complaints	%	4	100	100
6.	ISO Certification	%	3	35	70
7.	Automation	%	3	40	45
<b>Weights – Sub total</b>			<b>15</b>		
<b>C: NON-FINANCIAL</b>					
8.	Assets Management	%	2	NA	100
9.	Youth Internships/Industrial Attachment/Apprenticeship	No.	2	NA	5
10.	Youth, Women and Persons with Disabilities empowerment	Kshs	3	15,000	20,000
11.	Compliance with Constitutional and other Statutory Obligations	%	3	NA	100
<b>Weights – Sub total</b>			<b>10</b>		
<b>D: OPERATIONS</b>					
12.	Crime Reduction	Index	4	4.0	4.5
13.	Respond to distress calls	Time (Minutes)	2	45	40
14.	Reduce proliferation of small arms and light weapons	%	4	NA	100
15.	Enhance war against terrorism and other crimes	%	6	NA	100
17.	Reduce the business costs attributed to crime and violence.	%	5	NA	100
18.	Reduce alcohol, drug and substance abuse	%	7	100	100
19.	Decrease turnaround time for Emergencies and Disaster Response	%	4	100	100
20.	% of Public awareness of government policies and programmes	%	5	75	78
21.	Improve Peace levels in the County Peace	%	3	2.2	1.8

22.	Analysis and feedback on National Cohesion and National Values mainstreaming in the field	Report	3	N/A	Report
23.	Issuance of ID Cards in the Sub County	Time(Days)	2	30	14
24.	Issuance of ID Cards in other Sub Counties	Time (Days)	2	22	10
25.	Issuance of birth and death certificates	Time (Days)	2	1	1
26.	Improve the Management of Refugees Affairs	%	4	100	100
<b>Project Implementation</b>					
27.	Completion Rate	%	1	100	100
28.	Cost Efficiency	%	1	100	100
<b>Weights – Sub total</b>			<b>55</b>		
<b>E: DYNAMIC/QUALITATIVE</b>					
29.	Human Resource Management and Development	%	5	100	100
<b>F: CORRUPTION ERADICATION</b>					
30.	Zero incidence to Corruption	Index	5	NA	0
<b>GRAND TOTAL</b>			<b>100</b>		

## ANNEX I

## EXPLANATORY NOTES FOR CONTRACT TARGETS

CRITERIA CATEGORY		FOOTNOTES
<b>A: FINANCE &amp; STEWARDSHIP</b>		
1.	Utilization of allocated Funds	<i>The County will comply with the set budgetary levels and avoid over or under expenditure in accordance with Financial Management Act</i>
2.	A-in-A	A-in-A is expected to be raised as follows through disposal of idle Assets amounting approximately <b>Kshs. 300,000/-</b>
<b>B: SERVICE DELIVERY</b>		
<b>Service Delivery Systems</b>		
3.	Customer Satisfaction	<ul style="list-style-type: none"> <li>• Improve access to office facilities and services.</li> <li>• Ensure 100% adherence to the commitment set out in the Service Charter.</li> <li>• Implement 2013/14 customer satisfaction baseline survey recommendations.</li> <li>• Conduct quarterly Monitoring and Evaluation on service delivery.</li> <li>• Forward status reports to the regional coordinator</li> </ul>
4.	Service delivery Innovations	<p>The County will:</p> <ul style="list-style-type: none"> <li>• Roll out market outreach programme in all the Divisions.</li> <li>• Submit quarterly reports to the regional coordinator</li> </ul>
5.	Resolution of public complaints	<p>The County will:</p> <ul style="list-style-type: none"> <li>• Promptly receive and address public complaints referred to it directly or channeled through the Commission on Administrative of Justice (CAJ).</li> <li>• Identify officers for capacity building on handling of public complaints.</li> <li>• Implement Citizens Service Delivery Charter.</li> <li>• Operationalize public complaint desk in the Sub County and Divisional headquarters.</li> <li>• Sensitize the public on the existence of complaints handling mechanism</li> <li>• Resolve all public complaints received.</li> <li>• Submit Quarterly Report to the regional coordinator</li> </ul>
6.	ISO Certification	<p>The County will:</p> <ul style="list-style-type: none"> <li>• Liaise with the regional coordinator on ISO sensitization.</li> <li>• Appoint an officer to liaise with regional on ISO Certification process.</li> </ul>
	Automation	<p>The County will:</p> <ul style="list-style-type: none"> <li>• Develop, disseminate and commence implementation of ICT Strategy for the County.</li> <li>• Domesticate and implement ICT Policy.</li> <li>• Adopt and operationalize E-government.</li> <li>• Liaise with E-government and the regional coordinator to enhance office connectivity in the sub-counties.</li> <li>• Submit Quarterly reports to county commissioner</li> </ul>

<b>C: NON-FINANCIAL</b>		
8.	<b>Assets management</b>	
	Inventory Management	The Sub County will : <ul style="list-style-type: none"> <li>• Prepare an inventory of its assets and property.</li> </ul>
	Maintenance	The Sub County will: <ul style="list-style-type: none"> <li>• Ensure continuous maintenance of offices in all administrative offices.</li> </ul>
	Repairs	<ul style="list-style-type: none"> <li>• Implement repair plans of all its assets, equipment and tools in the Sub County.</li> </ul>
	Disposal of Idle Assets	<ul style="list-style-type: none"> <li>• Update procurement and disposal plans.</li> <li>• Obsolete, unserviceable and idle assets will be identified boarded and disposed at Sub County level in conformity to the existing legal requirement.</li> </ul>
9.	Youth Internships/Industrial Attachment/Apprenticeship	The Sub County has a peace office which provides internship opportunities to youth.
10.	Youth, Women and Persons with Disabilities empowerment	The Sub County will: <ul style="list-style-type: none"> <li>• Provide information on all government tenders</li> <li>• Ensure compliance to the 30% requirements as provided for in the Procurement and Disposal Act.</li> </ul>
11.	<b>Compliance with Constitutional and other Statutory Obligations</b>	
i.	Implementation of the Constitution	The Sub County will: <ul style="list-style-type: none"> <li>• Implement the provisions of the Constitution</li> <li>• Liaise with the county commissioner on finalization of restructuring of Provincial Administration</li> </ul>
ii.	Compliance with public procurement regulations and rules (12.5%)	The Sub County will: <ul style="list-style-type: none"> <li>• Comply with the provisions of the Procurement and Disposal Act 2005.</li> </ul>
iii.	Remittance of statutory deductions (12.5%)	The Sub County will: <ul style="list-style-type: none"> <li>• Enforce and comply with all relevant statutory obligations</li> </ul>
	Disability mainstreaming	The Sub County will: <p>Establish Disability Mainstreaming Committees in all the Divisions with membership drawn from Human Resource and representatives of persons with disability.</p> <p>Conduct staff training on Disability mainstreaming.</p> <p>Implement Disability Mainstreaming Action Plan.</p> <p>Establish structures in within the County to ensure that the service points are environmentally friendly to persons with disability.</p> <p>Ensure that there is no discrimination in advertising, interviewing, and recruitment, voluntarism, internships and promotions of PWDs.</p> <p>Submit quarterly reports to the county commissioner</p>
	Gender mainstreaming	The Sub County will: <p>Implement Ministerial Gender Policy in all administrative units.</p>



		<p>Implement workplace policy on gender based violence.</p> <p>Sensitize the staff on gender mainstreaming in all Administrative Units.</p> <p>Comply with one third gender representation policy on appointment, promotions and employment as per the Constitution.</p> <p>Submit quarterly report to county commissioner</p>
	Environmental Sustainability	<p>The Sub County will:</p> <p>Raise awareness levels on environmental conservation through monthly Barazas.</p> <p>Establish tree nurseries in each of the Divisions.</p> <p>Promote environmental protection and conservation through partnership with stake holders.</p> <p>Submit quarterly reports to the county commissioner</p>
	Safety Measures	<p>The Sub County will:</p> <p>Provide dust coats, clean water, protective gears, signage and warning in all its offices</p> <p>Protect documents by binding, and reinforcing doors and windows where sensitive documents are kept/ handled.</p> <p>Protect information in registries by ensuring the offices workers there are vetted.</p> <p>Protect documents by providing backups for automated systems, anti-virus, fire/smoke detectors and safety gears.</p> <p>Conduct Safety drill at the County Headquarters and the in the Sub-County headquarters.</p> <p>Conduct a safety audit of the Sub-county headquarters building</p>
	Implementation of the National Values	<p>The Sub County will sensitize public on National values which include Patriotism, National Unity, Rule of Law, Equity, Human Rights, Non-Discrimination and Protection of the marginalized during the Monthly Barazas.</p>

#### D. OPERATIONS

#### ENHANCE SECURITY AND SAFETY OF PERSONS AND PROPERTY IN RIFT VALLEY REGION

12.	Crime Reduction	<p>The Sub County will:</p> <p>Hold weekly security meetings in all Administrative Units</p> <p>Ensure the minutes of the meetings are circulated.</p> <p>Step up sensitization on Nyumba Kumi Initiative</p> <p>Constitute Nyumba Kumi Clusters</p> <p>Train all Nyumba Kumi Committees</p> <p>Submit quarterly reports to the county commissioner</p>
13.	Respond to distress calls	<p>The Sub County will:-</p> <p>Respond promptly to distress call as per the Service Charter standards.</p> <p>Relay information to relevant Departments.</p> <p>Implement the National Disaster Management Policy</p>
14.	Reduce proliferation of small arms and light weapons	<p>The Sub County will</p> <p>Map out hotspots in the sub county</p> <p>Encourage voluntary surrender of SALW through community policing initiatives and Barazas</p>

		Intensify beats and patrols along the major highways within the Sub-County Implement Community Policing in the Sub-county.
15.	Enhance war against terrorism and other crimes	The Sub County will: Secure soft targets and key Government Installations within the Sub County. Upscale surveillance in the Sub County Enhance intelligence gathering Sensitization of the public through barazas on Terrorism
16.	Reduce the business Costs attributed to crime and violence	The Sub County shall: Map out hotspots in the Sub County Intensify beats and patrols along the major highways i.e. Eldoret-Malaba, and Eldoret- Kitale Conduct monthly crackdowns on organized criminal gangs in the Sub County
17.	Reduce alcohol and substance abuse	The Sub County will: Conduct monthly public education and awareness campaigns on prevention of drug and substance abuse Scale up operations to reduce drug and narcotic substance abuse. The operations will target suppressing both demand and supply. Conduct raids on illicit brews in collaboration with County Governments. Submit monthly reports to the county commissioner
18.	Decrease turnaround time for Emergencies and Disaster Response	The Sub County will:- Co-ordinate response and report disasters once they occur. Establish Disaster Management Committees in the Sub-County. Map out disaster prone areas in the sub-county. Sensitize members of public on disaster preparedness and response in all the locations. Train Disaster preparedness and Response Committees in all Divisions. Co-ordinate distribution of relief to the affected households.
<b>Enhance Leadership And Coordination Of National Government Functions</b>		
19.	% of Public awareness of government policies and programmes	The Sub County will: Coordinate National Government functions in the Sub County Conduct monthly Public Barazas to disseminate government policies in all the Administrative Units in the Sub-County. Coordinate departmental meetings in the Sub-County to assess government policies' implementation. Coordinate and supervise the operations of Huduma Center in the Sub County. Monitor and Evaluate National Government projects and programmes and submit quarterly reports to the county commissioner
20.	Improve Peace levels in the County	The Sub County will: Conduct public Barazas on National cohesion, Reconciliation and National Values and Principles of Governance.

		Implement and Operationalize National Policy on Peace Building and Conflict Management. Reconstitute Peace Committees and liaise with the county commissioner on their training.
21.	Analysis and feedback on National Cohesion and National Values mainstreaming by National Departments in the field	The Sub County will: Prepare and submit reports to the county commissioner on National Cohesion and Reconciliation.
<b>Improvement in Registration and Immigration Services</b>		
22.	Issuance of ID Cards in ASAL/Border Sub Counties	The Sub County will: Conduct vetting of all applicants Ensure attestation of documents in one day
23.	Issuance ID cards in other Sub-counties	The Sub County will: Conduct vetting of all applicants Ensure attestation of documents in one day
24.	Issuance of birth and death certificates	The Sub County will:- Keep registers of new birth and deaths in all administrative units. Ensure notifications are issued in one day. Sensitize the public on the Importance of births' and deaths' registration in all administrative units.
25.	Improve the Management of Refugees Affairs	The Sub County will: Intensify crackdown of aliens along the major highways in the Sub County Arrest and arraign suspects in court.
<b>PROJECTS IMPLEMENTATION</b>		
	<b>Projects sub-indicators</b>	
26.	Completion Rate	The Sub County will strive to have 100% completion rates on all the projects.
27.	Cost Efficiency	All projects in the Sub County will be implemented cost effectively.
<b>E. DYNAMIC/QUALITATIVE</b>		
28.	<b>Human Resource Management and Development</b>	
<i>i.</i>	Competency Development	The Sub County will: <ul style="list-style-type: none"> <li>Carry out Skills and Competency Needs Assessment guided by the Manual on Managing the Training Function in the Public Service (2010).</li> <li>Submit Training Needs for interventions.</li> </ul>
<i>ii.</i>	Performance Appraisal	The Sub County will: <ul style="list-style-type: none"> <li>Carry out performance appraisal of all its employees in all Administrative Units.</li> <li>Submit quarterly reports to the county commissioner</li> </ul>

<i>iii.</i>	Knowledge Management	The Sub County will:- <ul style="list-style-type: none"> <li>• Undertake skills inventory and submit the same to the county commissioner</li> </ul>
<i>iv.</i>	Work Environment	The Sub County will:- <ul style="list-style-type: none"> <li>• Implement the recommendations of the 2013/14 Work Environment Survey.</li> <li>• Address specific issues with the view of improving the work environment.</li> <li>• Implement the GEMBA KAIZEN principle in the Sub County Headquarters.</li> </ul>
<i>v.</i>	Prevention of Alcohol and Drug Abuse	The Sub County will: <ul style="list-style-type: none"> <li>• Conduct sensitization of staff on prevention of ADA.</li> <li>• Implement Work Place Policy on the prevention of ADA.</li> <li>• Sensitize the staff on the services available at the Counseling Units at the Sub County Headquarters.</li> <li>• Identify and recommend members of staff within the Sub County for counseling and rehabilitation.</li> <li>• Conduct monthly public education and awareness campaigns on prevention of drug and substance abuse</li> </ul>
<i>vi.</i>	Prevention of HIV	The Sub County will: <ul style="list-style-type: none"> <li>• Conduct two (2) Behaviour Change/BCS/HBC sensitization meetings in the Sub-county targeting newly recruited staff.</li> <li>• Distribute <b>150,000</b> condoms for use in the sub county.</li> <li>• Encourage Voluntary Counseling and Testing in all Administrative Units.</li> <li>• Submit Quarterly Reports on HIV/Aids to the regional coordinator</li> </ul>
<i>vii.</i>	Submission of Pension Documents	The Sub County will: <ul style="list-style-type: none"> <li>• Submit pension documents to the Principal Secretary for processing of retirement benefits 9 months before retirement.</li> </ul>

#### **F: CORRUPTION ERADICATION**

29.	Zero incidence to corruption	<p>During the FY 2014/15, the Deputy County Commissioner commits to level four (4), zero incidence on corruption. This will be guided by the report on National survey on corruption and ethics by EACC that indicates the status/ranging of the Ministry.</p> <p>In addressing the incident areas raised in the report, the Sub County shall use the 11<sup>th</sup> cycle guidelines/template on corruption eradication available in EACC website, <a href="http://www.eacc.go.ke">www.eacc.go.ke</a>.</p> <p>In addition, the Deputy County Commissioner will;-</p> <ol style="list-style-type: none"> <li>Submit a work plan for the implementation of the indicator in the First quarter; in addition the shall submit the annual procurement Plan to the ministry headquarter.</li> <li>Submit quarterly reports to using the prescribed format</li> </ol>
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		<p>clearly indicating corruption prevention strategies implemented during the reporting quarter</p> <p>iii. Submit with the quarterly reports, information on all tenders and contract awarded which are above the threshold of Kshs 500,000.00. The information submitted should include : Names of the directors of Companies and the contract/tender prices, using the template on EACC website</p> <p>iv. Progress from level one (1) to level five (5) to attain integrity certification within a period of three (3) years.</p>
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