EVALUATION OF THE ROLE OF CIVIC LEADERS IN THE MANAGEMENT OF LOCAL AUTHORITIES IN KENYA: A SURVEY OF THE NORTH RIFT REGION

BY

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DECLARATION

Declaration by Candidate

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DEDICATION

I dedicate this work to my beloved mother who at all times had interest in my studies, my dear wife Christine and my beloved children: Allan, Betty, Daisy, Brian and Cyrus for their support, prayers and patience during my study period.

ABSTRACT

Local Government Authorities (LGA) came into being through an act of the Kenya parliament in 1963. LGAs were believed to be better placed than the Central Government in providing the basic needs and services at the local level since they had a better understanding of the local needs. LGAs have not been providing these services as required by the law. The study sought to examine the role of civic leaders in the management of selected LGAs in North Rift region, Kenya. The specific objectives of the study were: To identify the various roles played by civic leadership in the management of Local Authorities; To find out the challenges faced by civic leadership in the management of Local Authorities in the North Rift; To explore strategies for improving the role of civic leadership in the management of Local Authorities in the North Rift. This study was based on the functional theory of Hackman & Walton McGrath (1962) Adair (1988) Kouzes& Posner (1995). According to this theory, management functions are closely inter-linked and interwoven. The target population was 183 councillors from the 9 local authorities. Stratified, simple random and purposive sampling procedures were employed to derive 126 respondents for the study. Interviews and questionnaires were used as data collection instruments. To ensure validity and reliability of instruments, a pilot study was carried out among 15 respondents drawn from local councils in South Rift. Descriptive statistics was used to analyze quantitative data where frequencies and percentages were used to present the results while content analysis was used to analyze qualitative data. The study findings were: That civic leaders play several roles in the management of Local Authorities. These included policy formulation, development planning, and governance; challenges councillors face include: bureaucracy, outdated and inappropriate rules and regulations, poor service delivery, inadequate accountability, lack of staff training, political interference and unsatisfactory performance by some councillors and staff; ways to overcome the challenges include: reducing bureaucracy, removing outdated and inappropriate regulations, establishment of sound financial management, accountability and impressing professionalism in leadership. The study concluded that civic leaders play important roles in the management of Local Authorities. The study therefore recommended thatcivic leaders should be inducted in their roles, accept leadership as natural, and impress ways of dealing with the challenges. Finally it was suggested that further studies be conducted to establish factors affecting relationship between civic leaders and management of Local Authorities.

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LIST OF ABBREVIATIONS

CBA – Collective Bargaining Agreement

CBOs – Community Based Organizations

NGOs –Non-governmental Organizations

OPERATIONAL DEFINITION OF TERMS

Management: Management is the process of decision-making and control exercised over the human resource for the express purpose of attaining predetermined goals

Local Government: The agent of the central government charged with the responsibility of overseeing the functions of local authorities.

Local Authority; Refer to municipal councils, country councils, town councils establish under cap 265 section 4.8 of the Local Government Act.

Civic Leaders: Elected or Nominated representatives of the people in local authorities

Policy: Plans or an expression of future direction or a set of procedures and guidelines to be pursued by an organisation.

CHAPTER ONE: INTRODUCTION

1.1 Overview

The chapter presents an overview of the study. It examines the background information to the study gives the statement of the problem and outlines the purpose, objectives of the study and the research questions that gives the assumption of the study. It also presents the significance, justification, scope, limitations of the study and the theoretical framework.

1.2. Background of the study

Leadership involves authority and responsibility in terms of deciding the way ahead and being held responsible for the success or failure of achieving the agreed objectives. The success or failure of managers can be judged on their leadership qualities. In a constantly changing social, economic and technological environment, leadership is a more important attribute of management today or before. Whereas managers are concerned with bringing resources together, developing strategies, organizing and controlling activities to achieve agreed objectives, leadership performs the influencing function of management. Leadership increases the effectiveness and proficiency of management and sustainable performance (Reed, 2005) and effective management of resources. Organizations and environment have changed rapidly over the past years and as a result a new type of leadership that is less autocratic and more democratic is needed in order to ensure survival of the organization (Johnson, 1995).

1.2.1 The Concept of leadership

Bass (1990) defined leadership as a process of interaction among individuals and groups that includes a structured or restructured situation, members' expectations and perceptions. Leadership can be explained as the ability of an individual to have power

that focuses on how to establish directions by adapting forces (Go et al., 1996). From an organisational perspective, Schermerhorn (1999) believed that leading is a process used to motivate and to influence others to work hard in order to realize and support organisational goals, while Hersey et al. (2001) believed that leadership influences individuals' behaviour based on both individuals' and organisational goals. Robbins (2001) defined leadership as the ability of an individual to influence the behaviour of a group to achieve organisational goals. It is possible to conclude from these discussions that leadership is a group of phenomena, whereby leaders are distinctive from their followers, and can influence individuals' activities to achieve set goals in their organisations.

1.2.2 Theoretical Background

The earliest theories sought to establish the personal traits necessary for effective leaders. In mid1940s leadership research centered on identifying the traits or personal characteristics of individual leaders.Such traits as honesty, loyalty, ambition, aggressiveness, initiative, and drive were deemed important. The earliest theories of leadership held that traits are inherited and certain leaders are born to be leaders. Traits are carried in the genes, and persons endowed with appropriate traits were natural leaders. Later, these theories held that traits could also be developed through learning and experience.

The current interest in alternative leadership paradigms in the 1980s, variously labelled transformation leadership (Tichy and Devenna, 1986), charistimatic leadership (Conger and Kanungo, 1988) self-leadership (Manz and Sims, 1989) or principle-centred leadership (Covey, 1990) can be explained by understanding the pre-requisites of the resource-based strategy and human resource management model.

1.2.3 Related Studies

According to Peter (1987), decision making in Local Authorities is a political process involving civic leaders or councillors. In such a situation, decisions are typically not purely rational but rather incremental, adaptive and predetermined by interactions of political influence and sudden changes in the environment. He further states that, strategic planning has to be accomplished in a pluralistic environment where power is distributed among many and varied interest groups. However, there are few empirical and theoretical studies on the role of civic leaders on the management of local authorities.This research study aimed to contribute to the filling of this gap by evaluating the role of civic leaders in decision making in local authorities.

Opiyo, H, (2006) researched on sources of finance in local authorities and concluded that many of the authorities were suffering financially and needed assistance. According to him, these problems were cause by unclear and conflicting objectives, poor management and lack of accountability. However, he did not show the role of civic leaders in the management of finance in local authorities. This study sought to fill this gap by evaluating the role of civic leaders in the management of local authorities.

Finally, Liener (2003) studied on public institutions and how they are unfounded with many challenges which hinder their delivery capacities. The issue of challenges faced by civic leaders in management of local authorities was conspicuously not addressed in the study. The present study therefore sought to uncover these challenges and explore strategies for improvement.Civic leaders are expected to adopt any of the

above styles in their leadership and management of the council. But most of them do not seem to know their roles in leadership and management of Local Authorities.

1.2.4 Local Authorities in Kenya

Local authorities in Kenya are governed by Chapter 265, laws of Kenya. The authorities are composed of multiple and competing interests. Despite the fact that local authorities are created to ensure efficient and effective delivery of essential services, majority of them have been mismanaged without clear fixing of blame between the civic leaders and the executive arms. This study will evaluate the roles of civic leaders in the management of Local Authorities.

1.3 Statement of the Problem

Drastic and fundamental changes are taking place in the environment in which organizations operate. Huezynski and Huchnau (2001) state that with this environment changes, local authorities have come under intense pressure to improve their operations and processes so as to reduce over reliance on the exchequer for funding and also to increase transparency in operations and utilization of public resources, increase accountability for results and deliver services more efficiently and at affordable prices.

It is in view of this that the government of Kenya to recognized the need to enhance service delivery through the policy paper on economic strategy for wealth and employment creation (2007). This envisaged efficient service delivery by local authorities as a necessity to growth and development. The role of civic leaders in ensuring that this initiative is a success cannot be over-emphasised.

Despite the fact that local authorities exist to ensure efficient and effective delivery of essential services, majority of the councils are mismanaged. Cases of incessant conflict between the civic leaders led by the mayor and the executive under the town clerk are common with each group blaming the other for perennial problems at the Councils. Furthermore, employee strikes over unpaid salary arrears have been commonplace. Most Local Authorities experience heavy financial hardships due to among others, poor leadership and mismanagement and overdependence on the exchequer for funding. There is therefore a dire need for local councils to ensure cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; and recognizing interdependent relationships between elected and appointed officials in spite of their separate roles.The purpose of this study therefore, was to evaluate the role of civic leaders in the management of Local Authorities in North Rift Region of Kenya.

1.4 Main Objective of the Study

The purpose of the study was to examine the role of civic leadership in management of Local Authorities in North Rift Kenya.

1.5 Specific Objectives of the Study

i. To identify the various roles played by civic leadership in the management of Local Authorities.

ii. To find out the challenges faced by civic leadership in the management of Local Authorities in the North Rift.

iii. To explore strategies for improving the role of civic leadership in the management of Local Authorities in the North Rift.

1.6 Research Questions

i. What are the roles played by civic leadership in the management of Local Authorities?

ii. What challenges do civic leadership face while executing their role in the management of Local Authorities?

iii. What are the strategies for improving the role of civic leadership in the management of Local Authorities in the North Rift?

1.7 Significance of the Study

The study was worth undertaking because of its benefits to management of Local Authorities in Kenya and in particular, local authorities in the North Rift. It was hoped that the findings from this study would enable civic leaders in North Rift to improve their role in the management of Local Councils.The recommendations from this study will go along way in transforming the management of Local Authorities in North Rift as solutionswill be recommended which if implemented will improve contributions of civic leadership in the management of Local Councils.

1.8 Justification of the Study

The policy makers should understand structural organizations that govern the operations of Local Authorities while appreciating the socio-economic and political, environment, processes, and strategies necessary for promotion of representative governance in the Kenyan context. Besides the study will make recommendations to the effect that civic candidates who do not have necessary qualifications should not contest civic seats.

At the same time, criteria and levels of nomination of councillors should be re-examined. This is because the nominated councillors have proved to be hecklers and have no sense of public accountability. Should the process of nominations, is to be retained therefore, it should be guided by proper criteria with regard to numbers and the minimum level of education.

1.9 Scope and Limitations of the Study

The study was limited to nine selected Local Authorities in North Rift. The study targeted 183 councillors from whom 120 councillors were selected to constitute the study sample. Both elected and nominated councillors participated in the study.

1.10 Theoretical Framework

This study was guided by the functional leadership theory of leadership (Hackman & Walton, 1986; McGrath, 1962; Adair, 1988; Kouzes& Posner, 1995), Functional leadership theory is a particularly useful theory for addressing specific leader behaviors expected to contribute to organizational or unit effectiveness. This theory argues that the leader's main job is to see that whatever is necessary to group needs is taken care of; thus, a leader can be said to have done their job well when they have contributed to group effectiveness and cohesion (Fleishman et al., (1991), Hackman &Wageman, (2005); Hackman & Walton, (1986). While functional leadership theory has most often been applied to team leadership Zaccaro, Rittman, & Marks, (2001), it has also been effectively applied to broader organizational leadership as well Zaccaro, (2001). In summarizing literature on functional leadership (Kozlowski et al. (1996), Zaccaro et al. (2001), Hackman and Walton (1986), Hackman &Wageman (2005), Morgeson (2005)), Klein, Zeigert, Knight, and Xiao (2006) observed five broad functions a leader performs when promoting organizational effectiveness. These functions include environmental monitoring, organizing subordinate activities, teaching and coaching subordinates, motivating others, and intervening actively in the group's work.

A variety of leadership behaviors are expected to facilitate these functions. In initial work identifying leader behavior, Fleishman (1953) observed that subordinates perceived their supervisors' behavior in terms of two broad categories referred to as

consideration and initiating structure. Consideration includes behavior involved in fostering effective relationships. Examples of such behavior would include showing concern for a subordinate or acting in a supportive manner towards others. Initiating structure involves the actions of the leader focused specifically on task accomplishment. This could include role clarification, setting performance standards, and holding subordinates accountable to those standards.

Although the functional leadership theory does not directly relate to civic leadership, it is all the same a good general guide to leadership behaviour. The theory is,therefore, considered suitable for this study because the study deals with civic leadership in Local Authorities which are charged with the responsibility of efficient delivery of effective services to the community on behalf of the central government. For the civic leadership to perform their leadership roles effectively they need to understand the needs of the people they serve and to work as a team.

CHAPTER TWO: LITERATURE REVIEW

2.1. Overview

In this chapter the researcher reviews literature of past studies related to the topic of study. The literature review is discussed under the following main headings; roles of civic leaders, challenges faced by civic leaders, and strategies to overcome civic leadership challenges. The chapter concludes with summary and knowledge gap. The literature was drawn from books, journals, magazines, government publications, theses and internet.

2.2 Introduction

In the world today there are a number of environmental changes that have not only increased leadership (Abraham, 2003). For instance, the combined factors of globalization and deregulation have increased and will continue to increase the level of competition in all sectors of the global economy with the increased ripple effects and implications on the management of organizations in the domestic economy.

2.3 Leadership Defined

Leadership is simply the ability of the manager to influence subordinates to strive willingly toward realizing group goals (Onodugo, 2000). Seen in this context, one is tempted to think that leadership is an exclusive preserve of managers as they perform their organizational roles. This is why Hersey et al (1998) sees leadership as the "process of influencing the activities of an individual or a group in effort towards goal achievement in a given situation". The above definition brings out certain important points. First, the activity cuts across all organizations whether formal or informal, business or socio-political, etc; wherever anybody is trying to influence another person or group of persons, then leadership is taking place (Haiman and Hilgert, 1987). It is clearly evident that without effective leadership, organizational activities would be un-coordinated and devoid of unity and direction

Second, leadership is a process, which comprises an ever-changing interplay of relationship amongst the leader, the led/follower and the situation. This simply implies that leadership is a dynamic process which must be adapted to the changing needs of supervisor, the work group and the varying situations in the environment for it to be successful. For instance, what makes for successful leadership during the war may fail woefully during the time of peace and vice versa. To succeed therefore, leaders must adapt their style to the situation rather than expect the situation to adapt to their style. Under this model, the leader must continually scan the environment to know what traits and skills that are required in a given environmental context to influence the subordinates and adopt them. This is what is generally called the law of the situation. It requires the delicate balance amongst the leader's skills, the led and the context or the situation.

2.4 Leadership and Management Compared

At a glance, one may easily see management and leadership as one and the same thing. In most cases, it is often used interchangeable by some scholars in the literature. However, there are some technical differences between the two of them.

The first difference is in the area of scope. Management is a kind of leadership. which influences subordinates towards the attainment of organisational goals. Leadership is broader in this case in that it entails influence of an individual or group regardless of the reason(s) and the nature and type of group (Haiman and Hilgert, 1987). The reasons for the influence may be personal or group, may or may not be congruent with organisation goals. The other flipside in this group sees management as broader than leadership. This is because management combines not only human resources but others such as material and money as they pursue organisation goals (Akpala, 1990). This is unlike leadership whose influence is limited to human beings.

The second difference lies in the approaches to doing their jobs. Bennis (1994:12) shows that management approach to influence is more conservative and normative, while that of leadership is more dynamic and responsive. Below are excerpts from his works:

The manager administrates; the leader innovates. The manager is a copy; the leader is an original.

> *The manager maintains; the leader develops. The manager focuses on systems and structure; the leader focuses on people. The manager relies on control; the leader inspires trust'.*

2.5 Are Leaders Born or Made?

There has been an age long controversy as to whether leaders are made or whether they are born. Put differently; are genetics and early childhood experiences responsible for emergence of leaders? Or are other later life exposures and experience responsible for making leaders?

Earlier studies opined that there are certain traits and characteristics that make for successful leadership. This was christened 'Great Man or Trait Theory'. The list of these traits includes inter alia things like intelligence, initiative, imagination, enthusiasm, optimism, individualism, courage, originality, communication ability, fair play, etc.(Apkala, 1990; Hiaman and Hilgert, 1987). With the passage of time however, it became clear that this approach to identifying what makes leadership effective is deficient. In response, two other approaches were evolved to fill the gaps. The first is the 'Power- influence approach', which attempts to explain leadership effectiveness in terms of the source and amount of power possessed by the leader and how he exercises it. The second is the 'behaviour approach' which tries to identify activities or pattern of behaviour that makes for effective leadership. In other words instead of seeking to know what effective leaders were, the last two approaches

sought to understand effective leadership by what they did and how they did it (Wesly and Yuki, 1984; lie, 1999).

Over the years, the sharp divide of extreme positions is beginning to taper into convergence. The growing consensus is that leaders are both made and born. Most researches agree that certain character traits such as intelligence, energy and social potential are genetic. It is beginning to emerge that these traits in themselves are necessary but not sufficient to make one effective leader. It is believed that a combination of experiences and the environment are necessary to water these leadership potential to blossom to fruitfulness. It is the latter that is making the study in leadership relevant. Otherwise, if the assumption that leaders are only born holds sway, then there is no need for studies in leadership.

2.6 Leadership Skill and Competencies

A synthesis of the works done by Edgar (1968), Wexley and Yuki (1984) and Nwoko (2000) produce the following as the skills and competencies required for effective leadership:

Cognitive Competency: This entails following:

Judgment- ability to understand the situation and make the right choices.

Foresight - ability to peer into the future to interpret trends

Initiative - ability to think ahead and act rather than to react.

Adaptation Competency: This is a behavioural skill, which enables the leader to move things in the right direction. It includes:

Energy- This is the ability to display drive, which sees things happen. They are hard workers.

 Self - confidence- This is ability to believe oneself and his abilities.

Optimism - This is the belief that the outcome of any endeavour will be favourable.

Interpersonal Competency: This entails communication skills that enable the leader put across his intention and retain the zeal of the led till the objectives being pursued are achieved.

Technical Competency: This entails knowledge about methods, processes, procedures and techniques for conducting the activities of the leaders' work unit.

The use of these competencies depends on the leader, his level in the organization and the situation facing him. For instance, cognitive and conceptual skills are useful when dealing with things and ideas, while adaptation and interpersonal skills are required mostly in dealing with people. Again, cognitive skills are required more when one is at the top of the organization hierarchy and would find technical and interpersonal skills more useful at the lower/supervisory level of the organizational level.

2.7 TheRoles of Leaders

It goes without saying that organizational leaders wear many hats and play many a role in leading the strategic direction of an organization. In this complex and ever-changing business environment, effective leaders need to fulfill their roles in ways that will provide the right guidance to those they lead.

Though challenging to consistently maintain, these essential roles are the attributes needed by, and expected of, effective business leaders. Such roles can be implemented regardless of the organizational size, the type of industry, or whether the business is public or private. They are not imbued by default and need to be actively learned, continuously developed and consistently practiced.

According to Greaves (2012), the roles of a leader fall into the following categories:

2.7.1**. Communicator**: The most effective leaders use all levels of communication to reach out to staff, customers/clients and other stakeholders. They proactively encourage the exchange of information within the organization. All communication

whether verbal, written or online communicates consistency and clearly defines what the organization stands for. Successful leaders develop the art of selecting personal communication styles that are open, honest, fair and appropriate to the different situations and audiences. These leaders have also developed the skill of actively listening to others, including those with opposing views. They carefully and thoughtfully make course corrections as the need arises.

2.7.2. Thinker: Strategic thinking requires that an effective leader do the following:

• understand how the different functions of the organization work together and how it can best respond to external and internal changes;

• learn the strengths and weaknesses of the organization, and the opportunities and threats facing it;

• understand how the strategic objectives are influenced by current and future business and economic forecasts;

• recognize that the operational objectives and targets must be in line with and support the strategic objectives of the organization; and

• be aware of and respond to the behaviuor of current and potential competitors.

2.7.3. Decision-maker: Developing a consistent approach to the analysis of information is imperative to effective decisionmaking. In making important decisions and prior to implementation, the leader must consider the impact of such choices on all stakeholders. Drawing on one's business knowledge and experience as well as the knowledge of the collective team will help the organization to identify current and potential problems. It will also provide the platform on which to study a range ofsolutions before selecting the final one, thus making sure that the selected decisions fit within organization's mission and goals.

2.7.4. Team-builder: Effective team-building rests upon ensuring that individuals and teams are kept informed of plans, developments and issues that will affect them and the way they do their job. Team-building helps its members to understand and meaningfully contribute to the organization's strategic goals. It also requires an appreciation for contributions made at all organizational levels. Team members must also be confident that individual and team efforts will be fairly reviewed and recognized as appropriate. An effective team-builder empowers team members to excel and provides appropriate support and timely feedback that will support employee initiative.

2.7.5. Image-builder: A consistent demonstration of fairness, integrity and professionalism builds the kind of image that supports professional achievement and employee support. These characteristics must also work in tandem with being open-minded and responsive to, and supportive of, the needs of individuals as well as the team. When an organization strives to institute an effective organizational culture and demands high standards across the board, an extraordinary level of performance results. Adopting an ethical approach to business and personal dealings set the stage for trust, credibility and influence among peers as well as team members.

Additional roles have been provided by Garry Willis(1994).

2.7.6 The technician: Doer- does the core technical work. Demonstrates high degree of technical proficiency.Engages in trouble shooting, problem solving and fire fighting.

The manager: Controls the floor and accomplishment of work. Plans and organizes. Directs people to get things done.Maintains discipline, order and status quo.Sets daily goals and priorities.Direct resources to accomplish work.

2.7.7 The Trailblazer: Looks externally to the environment to anticipate trends and changes. Creates a vision of where the organization is going. Translates vision into objectives. Asks "what if …...... and acts as a catalyst for change" encourages risk taking and innovation.

Artichect: Pays attention to the infrastructure and culture of the organization. Sees the relationship between parts and tries to improve systems, processes, methods and structure to sustain and improve the organization over the long-term. Aligns systems to strategy and vision.

The coach: Motivates, inspires, and develops people. Maintains awareness of people and interpersonal dynamics, effective communicators, provides resources, training and information so people become empowered and acts as a mentor.

The key to effective leadership is finding the right balance between these roles. If there is not a good balance, the organization and performance will mirror that lopsidedness. Finding this balance requires that individual leaders and teams of leaders step out of their comfort zones and adapt what the organization needs from them to accomplish its goals. Civic leaders in Local Authorities need to recognize these principles as they strive to provide proper leadership to their organizations.

2.8 Power and Influence of a Leader

According to Daft (2009) the sources of power for a leader may be listed as below:

2.8.1 Power of a leader

Recall our definition of leadership, which is the ability to influence people to achieve goals. Particularly for leaders involved in major change initiatives, the effective and appropriate use of power is crucial. On Way to understand how leaders get things done is to look at the sources of leader power and the interpersonal influence tactics leaders' use.

Power is the potential ability to influence the behaviour of others. Sometimes the terms power and influence are used synonymously but the two are distinct in important ways. Basically, influence is the effect person's actions have on the attitudes, values, beliefs, sir behaviour of others. Whereas power is the capacity to cause a change in a person, influence may be thought of as the degree of actual change.

Power results from an interaction of leader and followers. Some power comes from an individual in the organization, Power may also come from personal sources that are not as invested in the organization, such as a leader's personal interests, goals, and values. Within organizations, five sources of power are typical: legitimate reward, coercive, expert, and referent.

Position Power

The traditional manager's power comes from the organization. The manager's position gives him or her the power to reward or punish subordinates in order to influence their behaviour. Legitimate power, reward power, and coercive power are all forms of position power used by managers to change employee behaviour.

Legitimate Power

Power coming from a formal management position in ant organization and the authority granted to it is called legitimate power. Once a person has been selected as a supervisor, most workers understand that they are obligated to follow his or her direction with respect to work activities. Subordinates accept this source of power its legitimate, which is why they comply.

Reward Power

Another kind of power, reward power, stems from the authority to bestow rewards on other people. Managers may have access to formal rewards, such as pay increases or promotions. They also have at their - disposal such rewards as praise, attention, and recognition. Managers can use rewards to influence subordinates' behaviour.

Coercive Power

The opposite of reward power is coercive power: It refers to the authority to punish or recommend punishment. Managers have coercive power when they have the right to fire or demote employees, criticize, or withdraw pay increases, For example, if Sanjay, a salesperson, does not perform as expected, his supervisor has the coercive power to criticize him, reprimand him, put a negative letter in his file, and hurt his chance for a raise.

Personal Power

In contrast to the external sources of petition power, personal power most often comes from internal sources, such as a person's special knowledge or personal characteristics.

Expert Power

Power resulting from a leader's special knowledge or skill regarding the tasks performed by followers is referred to as expert power. When the leader is a true expert, subordinates go along with recommendations because of his or her superior knowledge. Leaders at supervisory levels often have experience in the production process that gains them promotion. At top management levels, however, leaders may lack expert power because subordinates know more about technical details than they do.

Referent Power

The last kind of power, referent power, comes from a leader's personal characteristics that command followers' identification, respect, and admiration so they wish to emulate the leader. Referent power does not depend on a formal title or position. When workers admire a supervisor because of the way she deals with them, the influence in based on referent power. Referent power is most visible in the area of charismatic leadership. In social and religious movements, for example, we often see charismatic leaders who emerge and gain a tremendous following based solely on their personal power.

2.8.2 Influence of a Leader

Leaders often use a combination of influence strategies, and people who are perceived to be having greater power and influence typically are those who use a wider variety of skills. One survey of a few hundred leaders identified more than 4000 different techniques these people used to influence others. However, these techniques fall into basic categories that rely on understanding the principles that cause people to change their behaviour and attitudes. These principles are outlined below:

Rational persuasion. This is an influence strategy where the leader uses facts, data and logical argument to persuade others that a proposal, idea, request, or decision is appropriate. Using persuasion can often be highly effective because most people have faith in facts and analysis (Cialdini, 2001). Rational persuasion is most successful when a leader has technical knowledge and expertise related to the issue at hand (expert power), although referent power is also used. That is, in addition to facts and figures people also have to believe in the leaders credibility.

Make people like you: People would rather say yes to someone they like than to someone they don't. Effective leaders strive to get good will and favourable

impressions. When a leader shows considerations and respect, treats people fairly and demonstrates trust in others, people are more likely to want to help and support the leader by doing what he or she wants. In addition, most people like a leader who makes them feel good about themselves, so leaders should never underestimate the power of praise.

Rely on the rule or reciprocity: Leaders can influence others through the exchange of benefits and favours. Leaders have what they have – whether it is be time, resources, services, or emotional support. The feeling among people is nearly universal that others should be paid back for what they do, in one form or another. This is the unwritten "rule of reciprocity" means that people who do favours for others can expect that others will do favour for them in return (Pfeffer, 1992).

Develop allies: Effective leaders develop networks of allies, people who can help the leader accomplish his or her goals. Leaders talk with followers and others outside of formal meetings to understand their needs and concerns as well as to explain problems and describe the leaders point of view. They strive to reach a meeting of minds with others about the best approach to a problem or decision (Merrel, 1979).

Ask for what you want: Another way to influence others is to make a direct and personal request. Leaders have to be explicit about what they want, or they aren't likely to get it. An explicit proposal is sometimes accepted simply because others have no better alternative. Also a clear proposal or alternative will often receive support if other options are less well defined.

Make use of higher authority: Sometimes to get things done leaders have to use their formal authority, as well as gain the support of people at higher levels to back them up. However, research has found that the key to successful use of formal authority is to be knowledgeable, credible and trustworthy – that is, to demonstrate

expert and referent power as well as legitimate power. Managers who become known for their expertise, who are honest and straight forward with others and who inspire trust can exert greater influence than those who simply issue orders (Brady, 2005).

Reward the behaviours you want: Leaders can also use organizational rewards and punishments to influence others behaviours. The use of punishment in organizations is controversial, but negative consequences almost occur to appropriate or undesirable behaviour. Leaders should not rely solely on reward and punishment as a means for influencing others, but combined with other tactics that involve the use of personal power, rewards can be highly effective.

2.9 Challenges of Leadership

Leadership constantly presents challenges both to the leaders' abilities and to his as a person. Things change, change brings challenge, and no matter a leader is he or she can't stop that from happening. How a leader handles those challenges will define him or her as a leader and have a great deal to do with how effective he or she can be. Some challenges come in the form of people or problems that present obstacles to reaching a goal. Far more come from within the leader himself or herself or from the situation of simply being a leader. Every leader must face many of them and learn to deal with them in some way.

2.9.1 What is Mean Bythe Challenges of Leadership?

Being a leader is in itself a challenge. The challenges of leadership are really of three kinds: external, coming from people and situations; internal, stemming from within the leader himself; and those arising from the nature of the leadership role.Daft, (2009) has discussed the challenges of leadership in the following order.

2.9.2 External Challenges

It's almost impossible to imagine a situation where a leader doesn't have to cope with external challenges. In an organization, such issues as lack of funding and other resources, opposition from forces in the community, and interpersonal problems within the organization often rear their heads. Social, economic, and political forces in the larger world can affect the organization as well. To some extent, the measure of any leader is how well he can deal with the constant succession of crises and minor annoyances that threaten the mission of his group. If he is able to solve problems, take advantage of opportunities, and resolve conflict with an air of calm and a minimum of fuss, most of the external issues are hardly noticeable to anyone else.

If the leader doesn't handle external challenges well, the organization probably won't, either. We've all seen examples of this, in organizations where everyone, from the director to the custodian, has a constantly worried look, and news is passed in whispers. When people feel that leaders are stressed or unsure, they themselves become stressed or unsure as well, and the emphasis of the group moves from its mission to the current worrisome situation. The work of the group suffers.

2.9.3 Internal Challenges

While leadership presents to each of us the opportunity to demonstrate the best of what we are, it also exposes our limitations. In many cases, good leaders have to overcome those limitations in order to transmit and follow their vision. Fear, lack of confidence, insecurity, impatience, intolerance (all can act as barriers to leadership. At the same time, acknowledging and overcoming them can turn a mediocre leader into a great one.

It's often very difficult for people, especially those who see themselves as leaders, to admit that they might have personality traits or personal characteristics that interfere

with their ability to reach their goals. Part of good leadership is learning to accept the reality of those traits, and working to change them so they don't get in the way.

Sometimes, what seems to be an advantage may present a challenge as well. A leader who's extremely decisive may alienate followers by never consulting them, or by consistently ignoring their advice. A leader who's terrific at developing relationships with others in the organization may be unable to tell someone when she's not doing her job. Some characteristics can be doubleedged swords, positive in some circumstances and negative in others. The real challenge is in knowing the difference, and adapting your behaviour accordingly.

2.9.4 What Are Some Of the Specific Challenges That Many Leaders Face, And How Can You Cope With Them?

As we discussed above, there are challenges that come from external sources (other people, situations), from internal sources (within the leader herself), and from the circumstances of leadership. We'll examine each of these categories, and consider some strategies for addressing them.

2.9.5 External Challenges

The world surprises us at every turn, throwing up barriers where the way seems clear, and revealing broad highways where there seemed to be only brick walls. Both kinds of surprises - sometimes the positive more than the negative - present opportunities for exercising leadership, with all the challenges they entail. Some common situations that call for leaders to use their resources include:

• Public criticism, especially uninformed criticism, of your group or mission.

• Flare-ups of others' interpersonal issues, either within the group or outside it.

• Crises, which could be tied to finances, program, politics, public relations (scandals), legal concerns (lawsuits), even spiritual issues (loss of enthusiasm, low morale).

• Disasters. These are different from crises, in that, in a crisis, something important (usually negative, but not always) seems to be happening, and you're trying to control the situation. In a disaster, the worst has already happened, and you're trying to deal with that in some way.

• Opposition and/or hostility from powerful forces (business groups, local government, an influential organization, etc.)

• A financial or political windfall. Sometimes an unexpected benefit can be harder to handle than a calamity.

• Collaboration with another group or organization may call upon a leader to define clearly the boundaries within which he can operate, and to balance the needs of his own group with those of the collaborative initiative as a whole.

This is by no means a comprehensive list, and most Tool Box users will be able to think of many other possibilities from their own experience. It's clear, however, that leaders are often tested by external events and people. What are some of the general strategies they can use to cope with these and other external - and therefore often unpredictable and uncontrollable - circumstances?

2.10 Strategies for Dealing with Leadership Challenges

Daft (2009) suggests the following strategies for dealing with leadership challenges.

External Challenges

Be proactive: Regardless of the situation, it's important for leaders to do something. Waiting is occasionally the right strategy, but even when it is, it makes a group nervous to see its leader apparently not exercising some control.

At the beginning of his first term, in the depths of the Depression, Franklin Roosevelt created government agencies and programs, took steps to control the economy, and generally looked like he was in charge. Not everything he tried worked, but the overall - and accurate impression people got was that he was trying to control an awful situation, and they took comfort from that. Throughout his long presidency, Roosevelt continued to be proactive, and history has largely proven the wisdom and effectiveness of his strategy.

Be creative: Try to think "outside the box," i.e. in unexpected but effective ways. If disaster has struck (you've just lost a major source of funding, perhaps), how can you turn what looks like the end of the world into a new beginning? Can you change the way the organization operates to deal with the loss? Can you use the fact that you're about to lose services to gain community and political support? Is this an opportunity to diversify your funding? Can you expand your horizons and your reach through collaboration? Don't just look at the obvious, but consider a situation from all perspectives, and search for unusual ways to make things work.

An important piece of information, one that's often quoted in community work, but which can't be overstated: the Chinese character for "crisis" combines the characters for "danger" and "opportunity."

Face conflict squarely: This doesn't mean come out fighting, but rather identify and acknowledge the conflict, and work to resolve it. This is true both for conflict within your group, and conflict between the group and others outside it. Far too many people, leaders included, act as if conflict doesn't exist, because they find it difficult or frightening to deal with. As a result, it only grows worse, and by the time it erupts, it may be nearly impossible to resolve. If it's faced early, nearly any conflict can be

resolved in a way that is beneficial for everyone involved. It's a function of leadership to have the courage to name the conflict and work on it.

If there's a philosophical difference among the staff of an organization, for instance, it's important that it be acknowledged and discussed. If that's done in a matter-of-fact way, without any finger-pointing or accusations about lack of political correctness or philosophical purity - before it gets to the point where people are angry with one another - it can lead to an exchange of ideas instead of insults and rancor. The mix of ideas in the organization can become richer, everyone can feel that his point of view is taken seriously, and the whole staff can benefit.

Always look for common ground: If there's opposition to what you're doing, it may only be to one specific part of it, or may be based on misunderstanding. There are few groups or individuals who don't have some common interests. If you can find those, you may have a basis for solving problems and making it possible for people to work together.

Retain your objectivity: If you're mediating a conflict within the organization, don't take sides, even if you think you know one side is right. That will come out if you mediate objectively and well. If you're faced with detractors or opposition, don't automatically assume they're villains. What are their concerns, and why do they disagree with what you're doing? Don't get sucked into a fight unless there's really no alternative. Even rabid opposition can often be overcome through a combination of respect. Political pressure, and creative problem solving.

When you do feel you have to fight, pick your battles carefully. Make sure you have the resources - money, political and other allies, and volunteer help, whatever you need - to sustain conflict. Battles can advance your cause, or they can kill your initiative once and for all. Don't get into a fight you have no chance to win.

Look for opportunities to collaborate: This is important both within and outside your group or organization. Within the group, involve as many people as possible in decisions, and make sure they have control over what they do. The more they own their jobs and the organization, the more enthusiastic they'll be, the more effective the organization will be, and the more effective you'll be as a leader.

Outside the organization, try to forge ties with other organizations and groups. Let them know what you're doing, get and give support, and work with them to the extent you can. Make common cause with other groups that have similar interests. In numbers, there is strength, and you'll be stronger as an alliance of groups than any one of you could be individually.

As is stated often in the Community Tool Box, it's important that any collaboration you enter into be consistent with your mission and philosophy. Being part of a community coalition that includes organizations and groups with very different goals and philosophies is usually not a problem. You can work together on issues on which you agree, and choose not to where you disagree. But entering into a contract or collaborative grant arrangement with an organization whose philosophy is very different from yours can be disastrous.

Internal Challenges

Leaders are human: That's hardly news, but it means that they come with all the same problems and failings as everyone else. One of the greatest challenges of leadership is facing your own personal issues, and making sure they don't prevent you from exercising leadership. Acknowledging the attitudes and tendencies that get in your way, and working to overcome them, is absolutely necessary if you're to become an effective leader. Among the most common personal traits that good leaders have to overcome or keep in check are:

Insecurity: Many people feel, at least some of the time, that they're not up to the tasks they face. They may even believe that they're fooling people with their air of competence, when they know they're really not very capable at all. Insecurity of that sort keeps them from being proactive, from following their vision, from feeling like leaders. It can be crippling to both a leader and her group or organization.

Defensiveness: Also born of insecurity, defensiveness shows up most often as an inability to take criticism (other people might catch on to the fact that you're as incompetent as you know you are), and continuing hostility to anyone, even an ally, who voices it.

Defensiveness often also includes a stubborn resistance to change ideas, plans, or assumptions, even if they've been shown to be ineffective.

The administrator of a state agency constantly voiced his commitment to listening to the opinions and judgments of those in the field. To his credit, he often consulted with providers about new directions or new initiatives that the agency was planning. When the advice from the field was negative, however, he invariably ignored it, and got angry if anyone suggested that he was not really being collaborative if he only listened to advice when it confirmed his plans or beliefs. He behaved the same way with his subordinates in the agency, often to the point of screaming at people when they disagreed with him.

The result was that, far from providers feeling included, they felt shut out and cheated by the administrator's actions. He instituted a number of regulations and reforms that didn't work because of his inability to listen to negative feedback, and his relationships with those in the field deteriorated drastically. He continued to tout his willingness to ask for opinions and advice from providers, but was never able either to

accept disagreement, or to accept the suggestion that he was anything but completely open and collaborative.

Lack of decisiveness: Sometimes it's hard to make a decision. You never know till later - and sometimes not even then - whether you made the right decision. Maybe if you had a few more facts... The reality is that leaders are called on to make decisions all the time, often with very little time to consider them. It is important to have as much information as possible, but at some point, you just have to make the decision and live with it. Some decisions are reversible, and some are not, but in either case, it's important to learn to make a decision when necessary and understand that living with the consequences is part of being a leader.

Harry Truman made the decision to drop the A-bomb on Hiroshima, and then went to bed and slept all night. Regardless of what you think about the decision - the human costs were staggering, and historians still dispute whether it saved lives in the long run by eliminating the need for an Allied invasion of Japan - Truman's response to it is instructive. He struggled with the decision itself.. .but once he made it, he accepted that it was done, and there was no point in agonizing further.

Inability to be direct when there's a problem: Many people want so badly to be liked, or are so afraid of hurting others, that they find it difficult to say anything negative. They may be reluctant to tell someone he's not doing his job adequately, for instance, or to address an interpersonal problem. Unfortunately, by letting these things go, they only make them worse, which makes them still harder to address. It's essential to learn when firmness is necessary, and to learn how to exercise it.

Inability to be objective: Neither looking at situations through rose-colored glasses nor being always on the edge of hysteria is conducive to effective leadership. Just as objectivity is important in dealing with external issues, it's important to monitor your

own objectivity in general. There's a difference between being an optimistic individual and being unable to see disaster looming because it's too painful to contemplate. By the same token, seeing the possible negatives in an apparently positive situation are not the same as being paralyzed by the assumption that calamity lurks around every corner. The inability to accurately identify the positive and negative in any situation and react appropriately can create serious problems.

Impatience: with others and with situations. It may seem, given the importance of decisiveness and firmness, that patience is not a virtue a leader needs. In fact, it is perhaps the most important trait to develop. Situations do not resolve themselves instantly, and anyone who's ever been involved in an organization knows that Rule 1 is that everything takes longer than you think it will. People in unfamiliar situations need a while to orient themselves. Leaders who are impatient may make rash decisions, may alienate staff members or volunteers or allies, and can often make situations worse rather than better. It's hard to be patient, but it's worth the effort.

In addition to character traits that can get in a leader's way, there are the effects of health and personal crises. The director of a health care organization who was being treated for liver cancer decided to resign because she felt she needed to put all her energy into recovery, and couldn't do justice to her leadership position. The director of a community-based organization continued to work while his wife was being treated for cancer, but found himself making serious mistakes in a variety of situations. Divorce, deaths, personal financial reverses - in short, any of the same personal issues that anyone else might have to face - can beset any leader at any time. It's important to understand that those kinds of crises will probably have an effect on your leadership, unless you're extremely good at separating the different areas of your life.

Again, this list is far from complete, but it includes many of the most common stumbling blocks that leaders throw in front of themselves. Fortunately, there are some strategies that can be used to identify and remove those stumbling blocks, or at least cut them down so you can jump over them more easily.

Coping With Internal Challenges

Listen: Listen to people's responses to your ideas, plans, and opinions. Listen more than you talk. Listen to a broad range of people, not just to those who agree with you. Probe to find out why they think or feel the way they do. Assume that everyone has something important to say. If you hear the same things from a number of different and diverse sources, you should at least consider the possibility that they're accurate. If they're about things you do that you can change, you might give it a try.

Ask for 360-degree feedback...and use it: This is feedback (people's views of you) from everyone around you - staff, volunteers, Board, participants, people from other organizations or groups yours works with - anyone you work with in any way. As with listening, if you hear the same thing from a lot of different sources, it's probably true. Act on it. All the feedback in the world won't do you any good unless you do something with it.

Look at what's going on around you: Are you the centre of controversy and chaos? Or do calm and good feeling seem to reside wherever you do? The chances are that the answer lies somewhere in between these extremes,

2.11Contextual Review

2.11.1 The Role of Civic Leaders in Management of LGAs

According to Sitting F.E(1998), civic leaders are expected to actively participate in the formulation and implementation of policies to guide the operations of LGAs. Such areas include: policy formulation, communication and negotiation, governance,

financial management, human resource management, land management, gender mainstreaming, public and relations as well as integrity issues.

2.11.2 The Role of a Councillor in Policy Making

The role of a councillor in policy formulation includes: harnessing residents' views articulating residents' views and proposals to the council, ensuring council policies are in harmony with peoples needs' lobbying for their approval, adoption and implementation and monitoring policy implementation and evaluating the impact thereof.

2.11.3 The Role of Councillor in Implementing Policy

Once formulated, the policy moves to level of implementation. At this point, management becomes critical. Executive actions follow formulation. The whole council must commit itself to a plan of action set to attain the council's basic "business" objective as spelt out in the policy.

The implementation of policy is the responsibility of executive arm of the council. Policy implementation requires commitment of resources. It is the responsibility of the implementing officers to plan and acquire the necessary resources for implementing council policies. Good implementation requires the establishment of appropriate monitoring and feedback systems. These will enable policy makers to monitor closely and assess progress made.

2.11.4 Public and Private Policies

Local Authorities are public institutions created under Cap 265, Laws of Kenya. Unlike private institutions that draft private business policies, Local Authorities make public policies. Public policy is concerned with lines of actions selected from various alternatives in order to fulfil certain objectives in the interest of the public. These policies administered by public officers who work on behalf of the people and are

different from private policies that are pursued by individuals and companies for their commercial ends.

The formulation of these policies takes place within the framework of government institutions or public agencies. However, its implementation may involve many other agencies, including those outside the Government. These include parastatals, private companies, Non-Governmental Organizations, Community Based Organizations, religious organizations, among others.

2.11.4 Policy Making in Local Authorities

Policies are formal positions taken by councils to guide the implementation of specific council goals. They are statements of intent. Council policies should not be adhoc, but deliberately acted upon those who have the responsibility of making decisions, with clear expectations.

Policies give the administrative and legal force of law to the intended goals. They also lead to the development of approaches to carry out the set goals. Local Authorities' policies should provide new direction in response to new challenges. They are a means of defining new visions and values for the benefit of various interest groups in the community.

2.11.5 Policy Dialogue

Policy dialogue refers to the opportunity offered by policy makers to those who will be affected by the policy to contribute to its design and formulation (Aoga 1998). Before policies are put in place, sufficient time should be allowed for dialogue (debate) between the policy makers and the residents or stakeholders. Policy formulation without dialogue is a short-sighted endeavour that is bound to fail.

A good policy maker should bear in mind some important factors in the course of formulating policy. These are; availability of resources required for policy implementation, period for policy implementation, delays that can make policy implantation costly and the skills and expertise required for the execution of policy. Often policy cannot be implemented due to lack of appropriate skills. A policy maker should know the quantity and quality of available skills, as skill deficiency might cause delay in the implementation of the policies.

In addition, there is need to consider strategy, cost and policy environment. Strategies are important for policy implementation. A policy maker should develop alternative strategies for policy implementation. He should also know their efficiency and effectiveness in contributing to the achievement of the policy objectives. The policy maker should consider the resource implication in formulating the policy, and be aware of other costs involved, like social costs. That is, how much in terms of welfare (goods and services) the community will sacrifice in order to achieve the policy's objectives should understand the internal and external circumstances under which the policy will operate. These conditions are social-economic, political, partisan interests, environment, and the legal frameworks among others.

2.11.6 The Role of Councillor in Development

Oxford Advanced Learner Dictionary 2nd edition (1995) terms development as change process that improves the quality of life. It addresses basic human needs, including food, shelter, water, health, security and education. Development should pay special attention to the needs of the poor, women, youth, the marginalized communities and physically challenged people, among others. Since resources are inadequate to satisfy needs, there is need for programmes and strategies that will bring about improved

access to goods and services. It is through planning that such programmes and strategies are developed.

Local Authorities and Development Sessional Papers No. 1 of 1994 on Recovery and Sustainable Development to the year 2010 and Sessional No. 2 of 1996 on industrial transformation to the year 2020, emphasize its role in development that takes place at various stages: individual/personal stage, community stage, national stage, regional co-operation and development and international development. Individuals are always trying to improve their living conditions. They want better education, better homes, food and other essentials of life. To meet their individual needs, people in a given community find it necessary to work together. For example, to meet your child's education needs, you need a school. You will not usually build a school for your child only. School is, therefore, a community requirement. Because of such community-based needs, communities keep coming together to identify and meet their common development needs. This is referred to as community development. On the other hand, some development needs are however too big and costly to be met by the community. Such needs have to be addressed by the government. This may be at the national level or Local Authority level.

Kenya's development challenges include increasing poverty, declining economy, unemployment and deficient infrastructure to promote investment. Musyoka (2003). Strategic policies and programmes are required to allow for efficient allocation of resources and to ensure that the real needs of the people are addressed. Councillors, as democratically elected grassroots leaders, have a crucial role to play in formulating appropriate policies, strategies and programmes for local development.

This requires that they update themselves with various national policy documents such as the National Development Plan (1993), the Poverty Reduction Strategy Paper (PRSP) and also various Sessional Papers both 1994 and 1996. Further, it is imperative that Councillors understand Ministerial Circulars, and the various legislations, particularly the Local Government Act Chapter 265 of the Laws of Kenya. Councillors must, of necessity, put people at the centre of the development agenda, and ensure that there is equity in the distribution of public resources, paying special attention to the needs of the poor.

2.11.7 The Role of Civic Leaders in Governance

According to Handy (1993), Governance is about the capacity of organizations to provide the services and goods needed by citizens in an effective and efficient manner. In the context of local government, good governance promotes decentralization and strengthening of local authorities whereas bad governance is characterised by centralized decision-making, unpredictable legal framework, unnecessary red tape and corruption Aogo, P.N., (1998).

Good governance is concerned with making decisions with the people and for the people Legge (1978). It encourages and supports civic engagement. It is characterised by transparency, accountability, efficient administration of local authorities, engendering democratic principles and a participatory approach in decision-making. In order to achieve this, the capacities of local authority need to be strengthened. As a torchbearer of good governance, a councillor should broaden his/her understanding of values of good governance, ensure that the tenets of transparency and accountability take root at the local level, involve the local communities and residents in policy and decision making, ensure participatory governance, ensuring linkage with the community and other development agencies to bring about desired changes.

Effective governance is a process of decision-making and management that is open and clear to all. Responsible institutions at all levels need to be accountable for their decisions and actions.

Good governance is necessary for all institutions in society for efficient delivery of services, and local authorities are no exception, Aoga, P.N., (1998). Good governance requires a type of decentralized legal and institutional framework that enhances economic, social and political development. Local authorities need to apply their delegated powers in a manner that enables the citizens to carry out their legitimate activities, rather than inhibit them. Good governance therefore calls for sensitivity to community needs (environment, gender, vulnerability or disadvantaged). Tenets of good governance include the promotion of free and fair elections, identification and promotion of a corporate vision, ethical standard setting and the adoption of functions-based institutional reforms that support agreed objectives. Similarly, it involves the creation of an enabling legal and administrative environment that support private and popular participation in local authority management, effective information channels between a local authority and the people, the provision of mechanisms for effective civil society participation and the establishment of mutual relationships between the state, civil society and private sectors.

2.11.8 The Role of Civic Leaders in Financial Management

A councillor plays an important role in the mobilization and management of finance. In this regard, he educates residents on the importance of paying for services rendered by the council participates actively in the development of new and innovative revenue sources, and ensure residents' development priorities are included in the council

development plans. As a result, he ensures that residents get value for their money, as he is a guardian and trustee of council assets and resources.

2.11.9 The Role of Civic Leaders in Human Resource Management

Sound management of human resource is a critical factor in any organization. Cole,(2002). Local authorities are not an exception to this requirement. A good human resource base will facilitate the local authorities in pursuing their responsibility to support economic development through the provision of basic infrastructure and services to the community.

The objectives of human resource management in a local authority are to obtain, organize and motivate staff for effective in service delivery. Policies governing human resource management are contained in the Collective Bargaining Agreement, (CBA), containing the terms and conditions of service of Local Authorities worker, the Public Service Commission Regulations (2007) the Local Government Act, (CAP265) laws of Kenya, various Labour Laws and the Scheme of Service for Officers in Local Authorities.

With regard to human resource management, councillors are charged with the responsibility of making appropriate policies to enhance staff productivity, understanding and applying procedures for staff recruitment and development, applying disciplinary measures fairly and without fear or favour and recruiting well-qualified staff in cadres within their jurisdiction (Scale 10 to 20). In addition, they ensure provision of resources through budgetary allocation for staff development, and funds for medical and retirement benefits. Moreover, they should ensure that harmony and order exist between the staff and councillors thereby minimising or otherwise eliminating work disruption through lockouts and stoppages.

2.11.12 The Role of Civic Leaders in Land Management

During the colonial era, all land in Kenya was subject to the control of the Queen of England. It was referred to as Crown Land. Indigenous Kenyans were not allowed to own land. During the struggle for independence, land occupied by Africans was gazette as Native Land Reserves. After independence, Native Land became Government Land. Trust lands were given to local authorities for the communities in their jurisdiction.

Laws of Kenya Act chapter 280, on Government Land, councillors have the role of improving the understanding of the land laws applicable in their respective local authorities, a thorough understanding of the categories of land tenure systems prevailing in the local areas, and an appreciation of land as a resource from which the local authority can earn revenue. According to (somerset,1971) should understand their role in land use, planning and development controls, ensure that rules and regulations that apply in land allocation and change of user are enforce while underscoring the importance of the Physical Planning Act in development control

2.11.13 The Role of Civic Leaders in Facilitating Communication

Communication is the act of sharing information. It helps people to exchange ideas. Information is passed on through word of mouth or symbols that stand for the ideas to be conveyed. Words, gestures and drawings are some of the symbols Garnett, (1973). The symbols must be the ones that the people receiving the message recognise, accept and understand. A distinction is made between communication as a concept and the word 'communications'. Communications refers to the system of channels that permit communication to flow, whether in an organisation or a geographical area. It is concerned with the way messages reach destinations, e.g. through e-mail, facsimile, messenger service, airmail, and others. Communication can either be within an

organisation, in which case it is used as a management tool, or between the organisation and outside world.

Among other roles, a councillor should communicate the needs and expectations of the electorate to the council, communicate to the electorate council policies and strategies on local development, issues and effectively negotiate at various levels of the council on behalf of the community for greater resource allocation towards improving and expanding service delivery. Clegg (1978).

The design of any communication strategy should be guided by the principle of who needs to know what. Communication or information that has no purpose is a waste of time and resources for the councillor, the community and the area he represent in the council. Information in the wrong hands could be destructive to the community. It was on this basis why information classified as the confidential or secret. Classification was base on the need to know principle, which dictates that must target only those with the need to know it.

Information sharing is important for human activity. It promotes understanding among people, and enhances common bonds for co-existence at various levels, including individual, family and organizational settings.

Information is also a vital resource in negotiations. Human beings always negotiate on things they value most (resources). Civic leadership is about managing local resources for the benefit of the society. In this regard, an effective councillor is one who is able to negotiate for greater allocation of resources to meet the needs of the electorate.

2.11.14 The Role of Civic Leaders in Gender Mainstreaming

A Councillor should understand and be sensitive to gender disparities in society and in particular his/her local authority. They should therefore design policies and programmes that take into consideration opinions, ideas and voices of both men and women, boys and girls and advocate for increased participation of women decision-making organs of the councils such as committees and task forces. In addition, he ensures that council amenities, services and facilities cater for the special needs of both women and men by advocating, instituting and enforcing local legal frameworks to ensure equal opportunities for women and men, as well as actual implementation of necessary changes. He should mobilize resources for programmes and projects that improve the lives of women by facilitating their access to financial services for poverty reduction and encourage their attendance and participation in public education.

Further, more, he should ensure that benefits of development and progress, reaches both men and women equally. By designing programmes and strategies of development aimed at eliminating all forms of discrimination by advocating against negative traditional practice that deters women from attaining their full potential such as, sexual harassment, and stereotypes that tend to underscore the fallacy of women inferiority in society. Councillor through LASDAP (Local Authority Service Delivery Action Plan) programme has to ensure that money allocated to projects for both men and women groups are given in time

Classical economists of development believed that economic development depended on the interaction of the factors of production. Division of labour shall hold as the epitome of economic development Reddin(1970). In recent times, it has emerged that

labour relations and division of work between men and women are important ingredients in development. Development affects women and men differently while men and women influence development differently.

Recent development scientists have emphasised that gender desegregation is crucial in spurring development process. This therefore demands that the special needs of women and men should be taken into account if development is to be sustainable. Amiable gender relationships will bring about balanced development as opposed to the loop-sided development that the world has witnessed, where men have always had an upper hand.

2.11.15 Role of Councillors in Environment Management

Many environmental problems in developing world originate from luck of development, i.e. from the struggle to overcome extreme conditions to poverty. Thus, poverty qualifies to be treated as a major environmental problem. Any environmental program therefore needs to tackle poverty alleviation effectively.

According to the Eastern Africa Environmental Network (EAEN) (2001) the term environment is anything that nature provides, for example, land, water and air human beings and wildlife are all part of the environment.

The environment is important, as life is dependent on it. From our environment, we get our basic needs, such as air, water, food and energy, shelter, spaces for recreations, buildings and other building materials.

In addition to providing the basic needs, environment plays an important role. For instance, the landscape provides a meeting place for people often under shades, while trees and the landscape often play an important cultural role expressed in various local

symbols and myths. Moreover, the landscape is also source of information that interpreted differently as for instance vegetation, soil and topography. This guides land use practices.

2.11.16 Role of Civic Leaders in Public Relations

We all like other people to think well of us. We therefore, try to behave in a manner that will make people think well of us. Nobody wants to be unpopular. Just like people, organizations would like people to have a positive image of them. They therefore deliberately try to build a positive image. Public relation is about image building. Organizations deal with different types and groups of people every day. Each of these types or groups is called a public. There are internal and external publics.

2.12 Challenges faced by Councillors in Management of LGAs

Stiftung states in his book the Kenya Councillor's Handbook(1998) some of the challenges a councillor may face are discussed under corruption and integrity issues in 2.5.1 to 2.5.3.

2.12.1 Corruption

What is corruption? There are several answers to this question. Analytically speaking, the most promising answer is the one made by Tanzi (1999) "Corruption is the intentional non-compliance with the arm's-length principle aimed at deriving some advantage for oneself or for related individuals from this behaviour."

Corruption is a complex issue, grounded in a country's social and cultural history, its political and economic development, and its bureaucratic traditions and policies.

According to Hamer (1998), Corruption may be defined as the abuse of entrusted power for personal gain or for the benefit of a group to which one owes allegiance or simply "misuse of public power for private gain."

The problem with the alternative definition is that not all abuses of public office are corruption. Some of them are straight forward theft, fraud, embezzlement, or similaractivities are definitely not corruption. It is a crime, but of another kind. It is socially unacceptable, but it is still not corruption, i.e. corruption is not the only thing that is socially unacceptable and illegal. It is important to distinguish between corruption and other illegal activities because factors of corruption and policies to fight corruption usually are or can be quite distinctive from factors and policies against other types of illegal activities.

Corruption as a term, may be applied to a situation or situations of dishonesty in general, but in the context of this study "corruption" involves behaviour on the part of officials in the public sector [politicians, public servants] in which they unlawfully and improperly enrich themselves or those close to them by the misuse of public power entrusted to them.

2.12.2 Integrity Systems

Modern public services require accountability for without it, no system can function in a way that promotes the public interest. Integrity systems are mechanisms designed to minimize and eradicate corruption through horizontal accountability, that is, a system in which power is dispersed, where none has a monopoly and where each is separately accountable. Its focus involves three fundamental aspects of any society - the rule of law, sustainable development and quality of life. This calls for systematic reforms, effective enforcement of the mechanisms and the application of deterrent sanctions.

An integrity system is a comprehensive perspective of reform that addresses corruption through reviews of policies, procedures, leadership codes, acquisition and

management of resources, legal frameworks, and civil society participation. Thus, a new integrity system is a reform that is to be initiated and supported by politicians, policy makers and public officers as well as members of the civil society.

The overall goal of establishing a local and national integrity system in any country is to make corruption a "high risk" and "low return" undertaking. An effective integrity system is thus design to deal with corruption *post-ante,* that is, prevent corruption from occurring in the first place, rather than dealing with corruption *expose*, that is, reacting to corruption after it has happened and even then, relying on penalties.

Integrity means soundness of moral principles hence, a person of integrity is one who is honest, virtuous or upright, a person of unimpaired or uncorrupted values. As it is to an individual, integrity is a positive attribute for an organisation or a nation. In the organisation or nation, integrity is determined by the moral values of its people. Thus, a nation or organization of dignified people is itself dignified. The fight against corruption is not wholly a moral one. The compelling reason for the struggle is the suffering and deprivation corruption brings to societies, particularly the poor.

It is central and important that local authority administration be committed to the provision of efficient, effective and quality services based on the principles of transparency, accountability and zero tolerance for corruption. This is the only way an administration can deliver services to the public on an equitable and cost effective basis, and assure the people of a locality of value for money. In this way, the administration can enjoy confidence of investors (national and international), attract investment, and increase the welfare of the people. To achieve such a state of affairs,

a holistic approach is needed in order to bring together a number of strands into an integrity system that sustains and supports local administration.

Councillors of integrity are open and transparent in the conduct of their public affairs. In this respect, they should be incorruptible, above reproach and questionable character, understand the operation rules, adhere to service delivery systems, uphold high standards of ethics and values in service delivery reform administration systems that encourage corruption, adhere to the rule of law and public order, enforce anti-corruption rules and uphold the code of conduct for public officers.

2.12.3 Factors Affecting Collective Image Building in Local Authorities

More often, efforts to project a positive corporate image are frustrated by various factors. These factors could be from within the local authority or from outside. They include, informal groupings of councillors along personal interests, lack of adequate information, lack of cooperation between chief officers and councillors and incitement of the community against the council.

It is worth noting that when there is good local authority employee relationship, the image portrayed is also good and the authority is held in high esteem. However, when there is strained relationship, the corporate image is tainted.

2.13 The Strategies for Improving the Effectiveness of Civic Leaders in the Management of Local Authorities

The Republic of Kenya recognized need to enhance efficient service delivery through the policy paper on Economic Recovery Strategy for Wealth and Employment Creation(2003-2007) which envisaged efficient service delivery by local authorities as a basic necessity to growth and development. This policy argues that in order to

improve on performance, corporate governance and management of Local Authorities, performance contracts should be introduced in the councils.

Another strategy for improvement is to adopt strategic approach to all of the council operations. This will ensure that the council engages only on those activities that have been planned and funds are located.

2.14 Local Authorities' Management Structure

The civic leaders (councillors), who are the policy makers, comprise of both elected and nominated councillors. The public for each local authority elects councillors every five years. Once in office, the members constitute the committees to facilitate decision making on council functions, the council operates through the committee system in accordance with the provision of the Local Government Act cap 265, Section 91 of the Laws of Kenya.

The council committees are six. In the case of a municipality, these committees are: Finance, Staff and General Purposes, Town Planning and Works, Education, Social Services and Housing, Public Health, Water and Sanitation (most councils have privatized these services) and Environment. In the case of counties the committees are: -Finance and Staff committee, Works and Roads, Environment, Education and Social Services, and Public Health.

ORGANIZATIONAL STRUCTURE

MINISTRY OF LOCAL GOVERNMENT

FULL COUNCIL

| Finance, staff and general purpose Committee | Town planning and works Committee | Education, social services and housing Committee | Public health Committee | Water and sanitation committee | Environment committee |
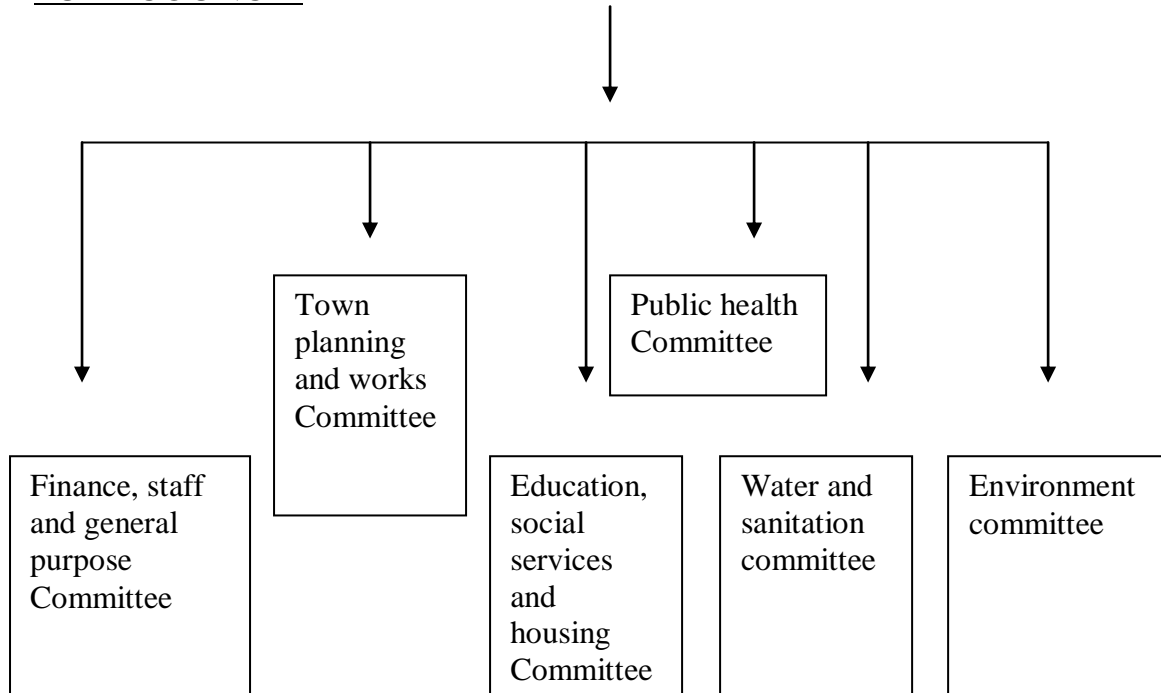
Figure 2.1: Municipal Council

Source: - Municipal Council of Eldoret, Organizational chart

ORGANIZATIONAL STRUCTURE

MINISTRY OF LOCAL GOVERNMENT

Executive   Legislature

| Finance, staff and General Purposes Committees | Town Planning and works Committee | Education, social services and housing Committee, | Public Health Committee | Environment Committee |
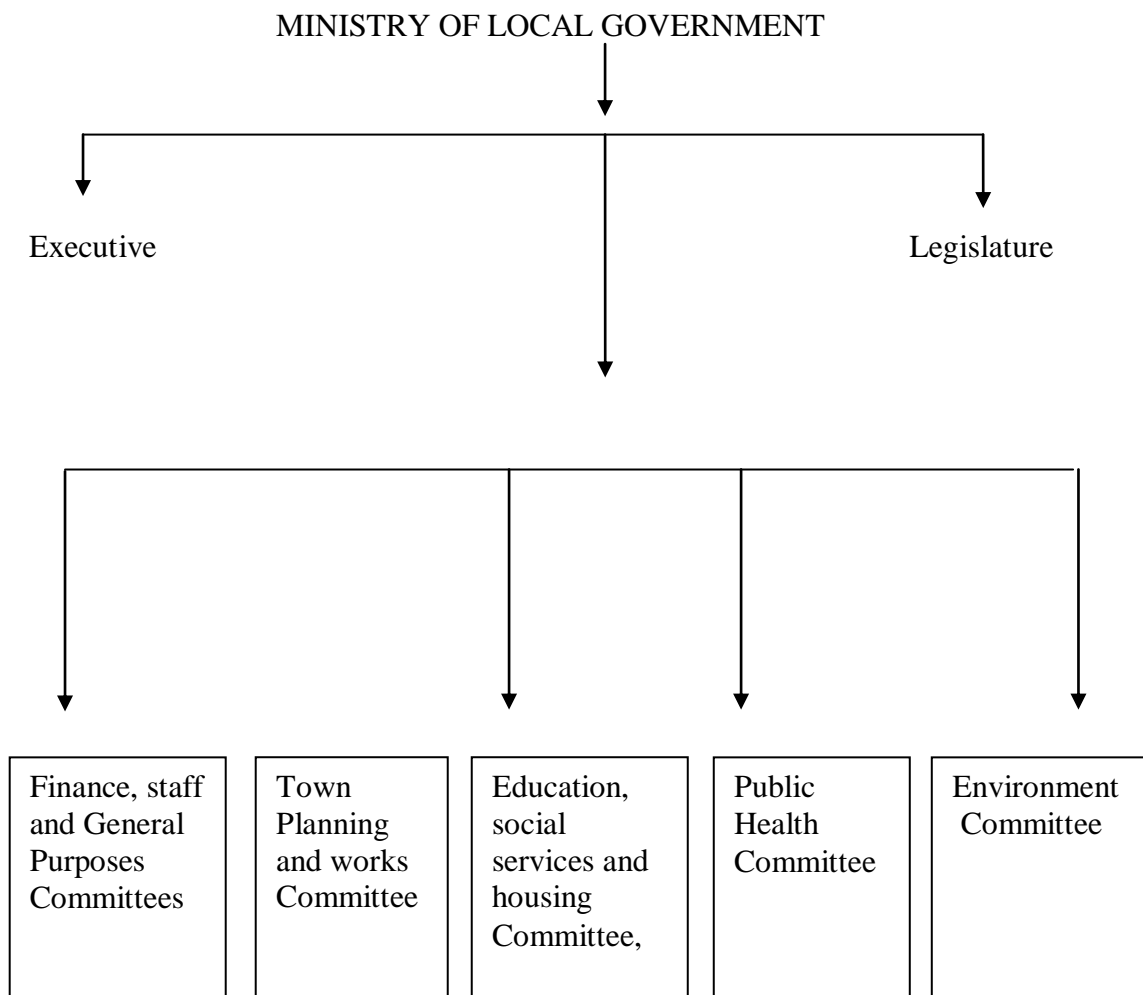
Figure 2.2: County and Town Council

Source: - County Council of Nandi and Town Council of Iten, Organizational structure

2.15 The Functions of the Committees

2.15.1 Finance, Staff and General Purposes

It is a committee in the council that regulates finance, staff matters, public relations, loans, legal matters and any other works deemed fit for this committee.

2.15.2 Town Planning, Works and Roads

It deals with physical developments in the council, controls all the activities within the jurisdiction of the council and gives guidelines on how to maintain all the council utilities, legal matters pertaining to physical development and matters pertaining to roads.

2.15.3. Education, Social Service and Housing

This committee regulates educational activities in the council and the management of primary and nursery schools, recreational facilities, social services, educational and housing matters.

2.15.4. Environment

This is a new committee in all the local authorities to address environmental issues. It mainly deals with sanitation, protection of water catchments areas and oversees the incorporation of environmental issues, pollution and legal matters pertaining to the environment.

2.15.5. Public health

It deals with the running of health centres, operation and maintenance of health facilities and addresses legal matters pertaining to public health.

2.15.6. Water and sanitation

It deals with the running of water and sanitation in the council. This department has been turned into commercial (has been privatised) and it is now the business of the council.

All the committees' resolutions and recommendations are passed onto the full council for approval before implementation. All the six committees of the council hold full council meetings at least once in three months. However, in an emergency, the full council can be called as a special council meeting. It is important to note that some of

the local authorities' services have been privatised as the business of the council e.g. Water and Sanitation Department.

2.16 Research Gap

The literature reviewed in this chapter has discussed the role of the councillor in management of the LGAs. Although civic leaders are expected to articulate development needs of the residents of LGAs more often, but this was never the case. The reasons for this shortfall are many and range from lack of leadership and management skill, to integrity issues. This study therefore sorts to address these issues.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1Overview

This chapter discusses the methodology that was adopted in carrying out the study. It presents the research design, population of the study, sample and sampling techniques, data collection instruments, data analysis techniques, validity and reliability, pilot study and ethical considerations.

3.1 Research Design

The study adopted a survey research design. According to Catherine and Dawson(2002), survey method is most suited for collection of descriptive information. Bwesa J.K., (2006) argues that survey research involves the collection of data from a population in order to determine the current status of that population with respect to one or more variables. It is often used to describe some aspects or characteristics of the population such as opinions, attitudes, beliefs or even knowledge of certain phenomenon. Surveys also are often used for exampling relationships between variables. For this study the survey method was considered appropriate because the study will use questionnaires and interview schedules to collect data from a large population spread over large area (North Rift).

3.2 The Study Area

The study was conducted in nine local authorities selected from the then sixteen Local Authorities in the North Rift region. The selected LGAs were: Nandi County Council, Wareng County Council, Nzoia County Council, Chepararia Town Council, Kitale Municipal Council, Burnt Forest Town Council, Eldoret Municipal Council, Kapsabet Municipal Council, and Nandi Hills Town Council.

The nine LGAs were selected using Simple Random Sampling whereby the names of all the sixteen LGAs were written on a piece of paper folded and shaken. The papers were then picked at random and the first nine to be picked were included in the study.

The choice of study area was based on the researcher's familiarity with the area and also due to cost and time constraints.

3.3 The Study Population

Mugenda &Mugenda (1999) defines research population as the complete set of individuals, cases or objects with common observable characteristic. Mugenda (2003) further defines a target population as the population to which a researcher wants to generalize the results of the study. The target population for this study was 210 comprising of 183 councillors, two Mayors, 2 Chairmen of Urban Councils and 2 chairmen of County Councils from the nine selected local authorities in the North Rift. This population was targeted because it was believed to possess the information that would facilitate the success of the study.

3.4 Sample and Sampling Procedures

Mugenda &Mugenda (2003) defines sampling as the process of selecting a number of individuals for studying in such a way that the individuals selected represent the large group from which they were selected. Orodho (2004) defines sampling as" the process of selecting a sub-set of cases in order to draw conclusions about the entire set" According to Gay (1976) a researcher selects a sample due to various limitations that may not allow researching the all population. In this research the researcher utilized civic leaders and top management who were sampled from nine local authorities.

3.4.1 Selection of Sample for Councillors

The selection for sample for councillors was done using stratified random sampling. Using this method the 183 councillors were divided into strata based on their numbers in each Local Council. Thereafter a sample was selected from each strata based on a straight percentage of 66% (Kothari, 2004). The individual subjects of analysis were then selected using simple random technique which ensured that all members of the target population had equal chances of being selected for the study (Mugenda and Mugenda, 2002).

3.4.2 Purposive sampling

Kothari (2004) points out that purposive sampling is a method where the researcher deliberately selects items for the sample. According to Onen et al. (2005), purposive sampling allows the researcher to look for respondents that give particular information necessary for research. Purposive sampling technique was extremely useful in this study in the selection of interviewees who were the top management and leaders of the local authorities.

The samples for councillors and top management of Local Authorities are shown in table 3.1

Table 3.1: Study Sample Size

Local Authority	Number of councillors	Sample
Kitale Municipal council	14	9
KapsabetMunicipal council	11	7
Eldoret Municipal council	19	13
Transnzoia County council	33	22
Wareng County council	35	23
Nandi County council	53	35
Burnt Forest Town council	5	3
Nandi Hills Town council	8	5
Chepareria Town council	5	3
Mayors	9	2
County Council Chairpersons	9	2
Urban Council Chairperson	9	2
Total	210	126

Source –Research 2013

3.5 Data Collection Instruments

The tools used for eliciting necessary information needed for the research were questionnaires and interviews. The researcher developed the instruments for

collecting data based on the objectives of the study. The instruments were used to obtain information regarding the roles of civic leaders in the management of Local Authorities.

3.5.1 Questionnaires

Questionnaires were constructed in two ways, open-ended questionnaires and close-ended questionnaires. The purpose of closed ended questionnaires was to get information that facilitated data analysis and classification in a specific way, while open-ended questionnaires sought in depth response. In addition, questionnaires allowed the respondents enough time to think about answers to questions that require a lot of reflection. Questionnaires were used to collect mainly quantitative data from councillors.

3.5.2 Interview Schedules

Oso and Onen (2005) define interview as person-to-person verbal communication in which one person (or a group of persons) asks the other questions intended to elicit information or opinions. Face to face, interviews were used to collect qualitative data from top Local Council management who included the 2 Mayors and 2 chairmen of County Councils and 2Urban Councils.

3.5.3 Administration of Questionnaires and Interview Schedules

Before proceeding to the field to collect data the researcher obtained an introductory letter from Moi University and a permit from the National Council for Science and Technology authorizing him to conduct the research. The questionnaires were administered personally to civic leaders other than the mayors and chairpersons of the respective Local Government Authorities (LGAs). The interview schedules were

administered to the mayors of Municipal Councils and Chairpersons of County Councils and Urban Councils.

3.6. Validity and Reliability of the Research Instruments

3.6.1 Reliability

Kathori (2004) defines reliability as a measure of the degree to which research instruments yield consistent results or data after repeated trials. Reliability indicates the extent to which the measure is without bias and hence offers consistent results. In order to ensure the reliability of instruments, a pilot study was carried out in 3 local authorities in the South Rift, involving 10 councillors, 1 mayor and 1 chairperson to test the instruments before the actual data collection.

A test re-test technique was employed to establish reliability whereby copies of the questionnaires were administered twice to a pilot sample within two weeks. Pearson's product moment coefficient for test re-test reliability was computed. The value obtained was 0.65 which caused the instruments to be adjudged as reliable.

3.6.2 Validity

Kothari (2004) states that validity is the accuracy and meaningfulness of inferences, which are based on the research result or the degree to which results obtained from the analysis of the data, actually represents the phenomenon under study. In order to ensure validity of this study, the questions in the research instruments were formulated based on objectives of the study.The researcher also ensured that any unclear questions were clarified, and that there were no misleading questions or comments on the respondents' answers.

In addition, the researcher's supervisors assessed the validity of instruments, to ensure the content of the questionnaire and interview schedules covered all the objectives of the study. Their suggestions and recommendations were used to refine the instruments. The supervisors also assisted in determining whether the instruments accurately represented the concept under study.

3.6.3 Data Processing and Analysis

Mugenda (2003) defines data analysis as the process of bringing order, structure and meaning to the mass of information collected. In this study, data collected the interview schedules was analyzed qualitatively using content analysis and questionnaire responses were analyzed quantitatively using descriptive statistics like frequency distribution and percentages in order to draw conclusions from them. This analysis was done according to the objectives and research questions of the study. Data interpretations revealed the findings of the study, their meaning and significance in relation to the problem under investigation. This was achieved through careful, logical and critical examination of the results, which were obtained after the analysis.

3.7 Ethical Considerations

The researcher assured the respondents of confidentiality by guaranteeing them that the information obtained would be used for academic research purposes only. Furthermore he assured the respondents that the information obtained would not be used to cause damage or harm to their integrity and interests.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION,

INTERPRETATION AND DISCUSSION

4.1Overview

This chapter presents the analysis, presentation and interpretation of data collected from the field. In this section the results of the study are also discussed.

4.2Return Rate

120 questionnaires were given out and all were returned. The study therefore had a return rate of 100%. This return rate was considered excellent for the study.

4.3 Findings of the Study

The data analyzed specifically attempted to answer the following questions

1. What are the roles played by civic leadership in the management of Local Authorities?

2. What challenges do civic leadership face while executing their role in the management of Local Authorities?

3. What are the strategies for improving the role of civic leadership in the management of Local Authorities in the North Rift?

The findings of this study were presented in accordance with the questions raised above. Descriptive statistics such as frequencies and percentages were used to analyse responses to various questionnaire items. The data was then presented in tables pie charts and figures to facilitate comparison. This was on the basis that the return rate for the questionnaires was 100 % (120). This was adequate return for the study.

4.2 Demographic Information on Respondents

The sub-section presented the demographic information of the respondents that included sex, age, and length of service, level of education and current occupation

other than civic leadership. The results on demographic information of the respondents are presented in table 4.1.

Table 4.2: Demographic Information on Respondents

Age	20-29 30-39 40-49	6 (5.0%) 48(40.0%) 66(55.0%)
Gender	Males Female	65(52%) 35(48%)
Length of service	1yr 2-5 6-10 10 above	8(6.7%) 9(7.5%) 47(39.2%) 56(46.7%)
Highest level of education	Primary Secondary Post secondary	70(58.3%) 38(31.7%) 12(10.0%)
Occupation	Businessman Jua kali Farmer Unemployed Retired	91(75.8%) 15(12.5%) 6(5.0%) 6(5.0%) 2 (1.7%)

Source: Survey Data, 2007

From table 4.1 above, with regard to age, 6(5.0%) were in the age category of 20-29, 48(40.0%) fell under 30-39 while 66(55.0%) were aged between 40 and 49. This implies that majority of Civic Leaders were between the age of 40-49 years.

Concerning gender the results show that 65(52%) of the respondents were males while 35(48%) of the respondents were females. This reveals that the councils need to improve on gender parity.

With regard to education level 70(58.3%) were primary school certificate holders, 38(31.7 %) were secondary certificate holders, while the remaining 12(10.0%) held at least post secondary qualification.

Concerning the current occupation other than civic leadership 91(75.8%) respondents were businesspersons, 15(12.5%) were engaged in jua kali business, 6(5.0%) were farmers and a similar percentage for the unemployed, 2 (1.7%) were retirees. This implies that most civic leaders owned businesses besides their civic leadership position in the Local Authorities.

Out of 120 respondents, 8(6.7%) had served as civic leaders for a year and below, 9(7.5%) had served between 2 and 5 years, 47(39.2%) had served between 6 and10 years while 56(46.7%) had been in the organization for 10 years and above at the time the study was conducted. This implies that most councillors who participated in the study had served in local authorities for more than ten years.

4.3 Role Played by Civic Leaders in Management of Local Authorities

The first objective of this study was to examine the role of civic leaders in the management of local authorities. To achieve this objective, councillors were asked

using the likert scale to indicate the extent of agreement with statements describing their roles. The results are summarised in table 4.2.

Table 4.2: Responses on the Roles of Civic Leaders.

	Strongly. Agree	Agree	Not sure	Disagree	Strongly, Disagree
Policy making	31(25.8%)	49(40.8%)	15(12.5%)	13(10.8%)	12(10.0%)
Development planning	35(29.2%)	43(35.8%)	24(21.0%)	10(8.3%)	8(6.7%)
Governance	33(27.5%)	46(38.6%)	13(10.8%)	24(20.0%)	4(3.3%)
Local governance finance	39(32.5%)	41(34.2%)	12(10.0%)	17(14.2%)	11(9.2%)
Human resource management	62(51.7%)	40(33.3%)	2(1.7%)	7(5.8%)	9(7.5%)
Land management	68(56.7%)	33(27.5%)	5(4.2%)	7(5.8%)	7(5.8%)
Gender development	35(29.2%)	68(56.7%)	12(10.8%)	5(4.2%)	-
communication and negotiation	13(10.8%)	52(43.3%)	28(23.3%)	13(10.8%)	14(11.7%)

Source: Survey Data, 2007

With regard to civic leaders participation in policy making 31(25.8%) strongly agreed, 49 (40.8%) agreed, 15(12.5%) were undecided, 13(10.8%) disagreed while 12 (10.0%) strongly disagreed. This shows that most of the respondents were of the opinion that civic leaders participated in policy-making. These results are supported by Sitting F.E (1998) who says that civic leaders are expected to formulate and oversee implementation of various policies that guide effective management of the affairs of local councils. This means that civic leaders are responsible for providing direction to the local councils, a role that must be handled with high level of integrity and commitment. When interviewed, Mayors and Chairmen of local councils concurred with this view.

Concerning civic leaders involvement in development planning, 35(29.2%) strongly agreed, 43 (35.8%) agreed, 24 (21.0%) were undecided, 10(8.3%) disagreed whereas 8 (6.7%) strongly disagreed. In this case, 73.0% of all the respondents agreed and only 15.0% of the respondents disagreed. Thus majority of the civic leaders concurred that they took part in development planning. The results concur with Local Authorities and Development Sessional Paper No. 1 1994 on recovery and sustainable development to the year 2010 and Sessional paper No. 2 of 1996 on Industrial Transformational to the year 2020. In the context of these two papers, civic leader are expected to take an active part in initiating and promoting development projects within their areas of jurisdiction. One Mayor alluded to this when he said during the interview that "unless civic leaders being suitable development motions to the council assemblies, the local councils cannot effectively achieve their goals".

As far as civic leaders involvement in governance is concerned, 33 (27.5 %) strongly agreed, 46 (38.6 %) agreed, 13(10.8 %) were undecided, 24 (20.0%) disagreed, and 4 (3.3 %) strongly disagreed. It is therefore, evident from the response that civic leaders believed they had a role to play in governance matters of the local authority. The results are supported by Legge(1978) who states that good governance is making decisions with the people for people. This objective is achieved through making of by-laws by civic leaders. Good governance encourages civic engagement. It is characterized by transparency, accountability, efficient administration of Local Authorities, engendering democratic principles and participatory approach in decision making.

With regard To Local Government finance, 39 (32.5 %) of the respondents strongly agreed, 41 (34.2%) agreed, 12(10.0 %) were undecided 17 (14.2 %) disagreed while 11(9.2%) strongly disagreed. This means that respondents agreed that civic leaders took part in local government financial matters. Their role mostly concerned mobilization and management of financial resources. In this role civic leaders are expected to educate the residents on the importance of paying for local council services in time and participating in development issues.

With regard to civic leaders role in human resource management, 62(51.7%) strongly agreed, 40(33.3%) agreed, 2(1.7%) were undecided, 7(5.8%) disagreed while 9(7.5%) strongly disagreed that they took part in human resource management issues in the local authorities.

The human resource (people) is the most important resource any organization can rely on to achieve its goals. This calls for sound management of human resource (Cole, 2002). Civic leaders are responsible in making appropriate policies to enhance staff productivity understanding and applying proper procedures for staff recruitment and development, applying disciplinary measures fairly without fear or favour and recruiting qualified staff. This responsibility is critical to the civic leaders' role in the management of local authorities because the human resource is not only the most important asset but also the most expensive. Hence, it must be managed prudently.

On civic leaders role in land management, 68(56.7%) strongly agreed, 33(27.5%) agreed, 5(4.2%) were undecided, whereas 14(11.6%) and a similar number of respondents disagreed and strongly disagreed respectively. These results are supported by Somerset (1971) who stated that civic leaders should understand their role in land use planning and development. Controls ensure that rules and regulations applying to land allocation and change of user are enforced while underscoring the importance of the physical planning act in development.

In the case of civic leaders participating in gender development, 35(29.2%) strongly agreed, 68 (56.7%) agreed, 12(10.8%) were undecided, while 5(4.2%) disagreed. From this, there is a combined high rating of 103(85.9%) for those who agreed. Thus, most of the respondents indicated that they participated in gender and development. This outcome emphasize that the civic leader should understand and be sensitive to gender disparities in society and in particular in his or her Local Authority. This view is supported by Reddin (1970) who says that division of work between men and

women is an important ingredient in development. This is because development affects men and women differently.

Concerning the role of civic leaders in communication and negotiation, 13(10.8%) strongly agreed, 52 (43.3%) agreed, 28(23.3%) were undecided, 13(10.8 %) disagreed whereas 14(11.7%) strongly disagreed. The response indicated that only 54.1% of all respondents concurred they played a role in ensuring there was effective communication in their local authorities. These results agree with Clegg (1978) who said that among other roles the civic leader should communicate the needs and expectations of his or her electorate to the council, communicate to the electorate council policies and strategies on local development issues and effectively negotiate at all levels. Civic leadership is about managing resources for the benefit of the society. In this regard an effective civic leader is one who is able to negotiate for greater allocation of resources to meet the needs of his/her electorate.

4.4 Challenges Faced by Civic Leaders in the Management of Local Authorities

Findings regarding the second objective of the study concerned the challenges civic leaders faced in their management of local authorities. In order to address this objective, various statements were floated as challenges to be measured on a likert scale.

Table4.3: Challenges Faced by Civic Leaders in the Management of Local Authorities

Type of challenge	Strongly. Agree	Agree	Not sure	Disagree	Strongly, Disagree
Bureaucratic outdated inappropriate regulations	16(13.3%)	51(42.5%)	12(10.0%)	17(14.2%)	24(20.0%)
Poor service delivery	37(30.8%)	38(31.7%)	9(7.5%)	27(22.5%)	9(7.5%)
Lack of accountability	37(30.8%)	42(35.0%)	37(30.8%)	-	4(3.3%)
Lack of training	47(39.2%)	47(39.2%)	13(10.8%)	12(10.0%)	1(0.8%)
Lack of finances	48(40.0%)	30(25.0%)	19(15.8%)	11(9.2%)	12(10.0%)
Dissatisfactory performance of councilors	39(49.2%)	22(18.3%)	1(0.8%)	21(17.5%)	17(14.2%)
Political interference	56(46.7%)	30(25.0%)	4(3.3%)	16(13.3%)	14(11.7%)

Source: Survey Data, 2007

With regard to presence of bureaucracy and inappropriate regulations, 16(13.3%) strongly agreed, 51 (42.5%) agreed, 12 (10.0%) were undecided, 17 (14.2%) disagreed while 24(20.0%) strongly disagreed. From this, there is a combined moderate rating of 67(55.8%). This shows that just slightly over half of the respondents are of the opinion that bureaucracy and outdated inappropriate regulations hindered greatly their performance in local authorities. Thus, there was

only moderate evidence that bureaucratic outdated and inappropriate regulations were a challenge to civic leaders in executing their leadership roles.

Concerning poor service delivery as a challenge to civic leaders role, 37(30.8%) strongly agreed, 38 (31.7%) agreed, 9(7.5%) were undecided, 27 (22.5%) disagreed whereas 9(7.5 %) strongly disagreed. In this case, those who agreed constituted 36(62.5%) of the respondents. On the contrary, 30.0% of all respondents disagreed. This shows that poor service delivery was a challenge to civic leaders executing their roles effectively in the management of Local Authorities.

As far as lack of accountability as a challenge to civic leadership role is concerned, 37 (30.8 %) strongly agreed, 42 (35.0 %) agreed, 57(30.8%) undecided, and 4 (3.3 %) strongly disagreed. From these ratings, it is evident that most respondents agree that lack of accountability posed a challenge to civic leaders executing their roles in management of Local Authorities.

With regard to lack of training as a challenge to civic leaders role in the management of Local Authorities 47 (39.2 %) of the respondents strongly agreed, 47(39.2%) agreed, 13(10.8%) undecided 12(10.0%) and 1(0.8 %) disagreed. This means that respondents believe that lack of training hinders the performance of civic leaders thus affecting the management of Local Authorities; training improves work performance as it equips the trainees with the necessary skills, knowledge and attitudes for executing their duties effectively (Cole, 2004).

With regard to lack of finance as a challenge to effective execution of civic leaders' role, 48(40.0%) strongly agreed, 30(25.0%) agreed, 19(15.8%) were undecided, 11(9.2%) disagreed while 12(10.0%) strongly disagreed that lack of finances was a challenge to affected the performance of local authorities. On dissatisfactory performance of councillors in the local authorities as a challenge 39(49.2%) strongly agreed, 22(18.3%) agreed, 1(0.8%) were undecided, 21(17.5%) disagreed whereas 17(14.2%) strongly disagreed. It was therefore, evidenced from the results that unsatisfactory performance of civic leaders was rated as a challenge to civic leaders' role.

In the case of political interference in the management of local authorities as a challenge, 56(46.7%) strongly agreed, 30(25.0%) agreed, 4(3.3%) were undecided, 16(13.3%) disagreed while 14(11.7%) strongly disagreed. From this, there is a combined rating of 86(71.7%) who agreed that political interference was a challenge to civic leaders' role in the management of Local Authorities. This shows that most of the respondents indicated that political interference negatively affected the performance of civic leaders in the management Local Authorities. Local councils

4.5 Strategies to Improve the Performance of Civic Leaders in Management

The third objective of the study sought to uncover strategies to be adopted in order to improve the performance of civic leaders in the overall management of local authorities. To address this objective, various strategic options were floated and responses measured on a Likert scale as shown in table 4.4.

Table 4.4: Strategies to Improve the Effectiveness of the Role of Civic Leaders in Management

Strategy	Strongly. Agree	Agree	Not sure	Disagree	Strongly, Disagree
Reduction in Bureaucracy, review of outdated inappropriate regulations	43(35.8%)	49(40.8%)	8(6.7%)	10(8.3%)	10(8.3%)
Improve service delivery through performance contracts	32(26.7%)	61(50.8%)	10(8.3%)	13(10.8%)	4(3.3%)
Setting up training programmes at all levels	51(42.5%)	45(37.5%)	7(5.8%)	7(5.8%)	10(8.3%)
Establishment of a sound basic finance function	65(54.2%)	37(30.8%)	10(8.3%)	2(1.7%)	6(5.0%)
Need for professionalism	56(46.7%)	43(35.8%)	5(4.2%)	11(9.2%)	5(4.2%)
Revenue collection and accountability procedures be exposed to the public	51(42.5%)	37(30.8%)	14(11.7%)	12(10.0%)	6(5.0%)

Source: Survey Data, 2007

As indicated in Table 4.4 above on setting up training programmes at all levels as strategy to improving performance of civic leaders roles, 51(42.5%) strongly agreed, 45(37.5%) agreed, 7(5.8%) were undecided, 7(5.8%) disagreed while 10(8.3%) strongly disagreed. Thus from the high percentage of those who agreed (80.0%), training is an important strategy for reducing difficulties in the management of local authorities by civic leaders and to improve service delivery.

Policy of signing of performance contracts to enhance service delivery were favoured by over 93(77.5%) of the respondents. It was encouraging to note that civic leaders was willing to sign performance contracts as this would make them more accountable to the electorate.

Another strategy for improving performance of civic leadership role in management of Local Authorities was reduction of bureaucracy by reviewing inappropriate regulations. Respondents overwhelmingly felt the need to procedures to avoid cases of delays in service delivery. A whooping 92(76.6%) strongly supported this strategy as compared to only 20(16.6%) who negated the strategy.

It is clear from the table that responses indicated that transparency and accountability in revenue collection was salient in reducing cases of corruption in the management of local authorities. This strategy was supported by over 73.3% of the respondents. Similarly, concerning encouraging professionalism, 56(46.7%) strongly agreed, 43(35.8%) agreed, 5(4.2%) were undecided, 11(9.2%) disagreed whereas only 5(4.2%) strongly disagreed. This implied alack of professionalism in the management of local authorities.

5.0 CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

The purpose of this study was to evaluate the role of civic leaders in the management of local authorities in the North Rift region. This section presents the summary of findings, conclusions and recommendations of the study.

5.2 Summary of Findings

The summaries of findings are presented sequentially according to the objectives of the study which were:

  i.   To identify the various roles played by civic leadership in the management of Local Authorities.

 ii.   To find out the challenges faced by civic leadership in the management of Local Authorities in the North Rift.

iii.   To explore strategies for improving the role of civic leadership in the management of Local Authorities in the North Rift.

Based on these objectives the following findings were made:

5.2.1 Roles of Civic Leaders in Local Authorities

The first objective of the study was to identify the various roles played by civic leadership in the management of Local Authorities. The study established that civic leaders' roles in the management of Local Authorities included: policy formulation, development planning, governance, human resource management, gender mainstreaming, fostering communications and negotiations. These roles are critical to proper and effective management of local councils hence it is important that the people performing the roles (councillors) should be competent.

5.2.2 Challenges Faced by Civic Leaders in Management of Local Councils

The second objective is to find out the challenges faced by civic leadership in the management of Local Authorities in the North Rift.It emerged from the study that civic leaders encountered several problems in executing their roles in the management of the local councils. These problems included bureaucracy, outdated and inappropriate rules and regulations, poor service delivery, inadequate accountability, lack of staff training, political interference, financial and unsatisfactory performance by some councilors and staff. Councilors or civic leaders play a pivotal role in linking the electorate with the councils and hence they need a conducive environment to executive their roles.

5.2.3 Strategies to Improve the Performance of Civic Leaders

Finally, the last objective of this study was to explore strategies for improving the role of civic leadership in the management of Local Authorities in the North Rift. The study found that reducing bureaucracy, removing outdated and inappropriate regulations, establishment of sound financial management structures that can allow stakeholders to verify local governments' financial position, involving the public in monitoring revenue collection, appropriation and accountability and finally impressing professionalism in leadership were strategies for overcoming challenges in civic leaders' roles in management of Local Authorities.

5.2.4 Conclusion

Based on the foregoing findings, the study concluded that civic leaders play key roles in the management of Local Authorities. However, these roles are not without challenges hence, to be effective civic leaders must recognize and learn from these challenges by boldly facing the challenges and looking for ways to overcome them.

5.3 Recommendations

In view of the foregoing conclusions the study makes the following recommendations:

First, civic leaders should understand that they play a leading role in the management of Local Authorities. These roles include: formulation of policy, planning and communication and negotiation. It is therefore, recommended that civic leaders be thoroughly inducted on their roles in the management of local councils immediately they are elected. These will equip them with the knowledge, skills and attitudes necessary for effective and efficient execution of their roles.

Secondly since no good leader can succeed without recognizing learning from and rising to the challenge of leadership, civic leaders need to view leadership challenges they encounter as natural and an invitation to move to the next level. The study therefore, recommends that civic leaders face challenges with courage.

Thirdly, there is need for Local Authorities to take steps to remove obstacles to councillors optimizing on their leadership roles in order to serve the Authorities and the electorate effectively and efficiently. This move could call for a review of the Local Authority rules and regulations and management structures among others.

5.4 Suggestions for Further Study

This study focused on the evaluation of the role of civic leaders in the management of Local Authorities in the North Rift Region of Kenya. There are therefore, several areas that the study did not cover. It is therefore recommended that further studies be conducted:

   i.   To establish factors affecting the relationship between civic leaders and management of Local Authorities.

   ii. To establish strategies for improving employee performance in Local Authorities.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR CIVIC LEADERS

SECTION 1: RESPONDENT'S PERSONAL DETAILS

1. Age ☐

20 – 29 ☐

30 – 39 ☐

40 – 49 ☐

50 – Above ☐

2. Gender

Male ☐

Female ☐

3. Level of Education

Primary ☐

Secondary ☐

Post Secondary ☐

University ☐

Others (Please specify)……………………………………………………………………

4. Occupation/ Business

Businessperson ☐

Jua Kali ☐

Farmer ☐

Unemployed ☐

Retired

Others (please specify)…………………………………………………………………

5.   For how long have you served in this organization?

1 year and below

2- 5 years

6-10 years

10 years and above

6. Training of Councillors

   How often do you attend training and workshops for councillors?

Where 1 = Never 2 = rarely 3= Not sure 4 = often 5= very often

Never

Rarely

Not sure

Often

Very often

7. How do you rate the performance of councillors?

Very good   Good   Very Poor

Average   Poor

SECTION 2: **ROLES AND FUNCTIONS OF COUNCILLORS**

8. What is your role as a Councillor? _____

Please indicate the extend you agree or disagree in relation to the statements

concerning roles you play as a councillor in the local government.

Key

SA- strongly agree

A – Agree

U - Undecided

D- Disagree

SD- strongly disagree

Roles	SA	A	U	D	SD
Policy making					
Development planning					
governance					
Integrity and leadership					
Local government finance					
Human resource management					
Land management					
Gender and development					
Communication and negotiation					

Other

(explain)……………………………………………………………………….

SECTION 3: CHALLENGES FACED IN LEADERSHIP

Please indicate the extend you agree or disagree in relation to the statements concerning challenges in the local government.

Challenges	SA	A	U	D	SD
Bureaucratic, outdated and inappropriate regulations being applied rigidly					
Poor service delivery					
Lack of accountability					
Lack of training in local authority management					
Lack of finances					
Dissatisfactory role and performance of councillors					
Political interference by councillors					

Other (explain)…………………………………………………………………………

SECTION 4: STRATEGIES FOR COPING WITH LEADERSHIP CHALLENGES

9. The following are strategies that can be adopted to improve the management of

Local Authorities by councillors:

Please indicate the extent you agree or disagree in relation to the statements

concerning the strategies that will improve the management of local authorities.

Strategies	SA	A	U	D	SD
Reduction of Bureaucracy, and review appropriate regulations being applied to reduce rigidity					
Improvement in service delivery					
Revenue collection and accounting procedures be exposed to public scrutiny					
Training programmes to be carried out at all levels					
Establishment of a sound basic finance function					
There's need for professionalism					

Other (explain)………………………………………………………………….

INTERVIEW SCHEDULE FOR MAYORS AND CHAIRMEN OF COUNTY

AND URBAN COUNCILS

1. What are the various roles played by civic leaders in the management of council?

   _____

   _____

   _____

   _____

   _____

2. What challenges do civic leaders face in executing their duties and responsibilities?

   _____

   _____

3. How can the challenges mentioned in (2) above be overcome?

   _____

   _____

   _____

4. In your own opinion how would you rate the role played by civic leaders in the management of your local councils?

   _____

   _____

5. What additional comments make regarding civil leadership?

_____

_____