FACTORS INFLUENCING THE IMPLEMENTATION OF CORPORATE GOVERNANCE IN DEVOLVED GOVERNMENTS: A CASE STUDY OF COUNTY GOVERNMENT OF NYERI

IRENE PURITY WANYAGAH

A RESEARCH PROJECT REPORT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP BUSINESS ADMINISTRATION AND MANAGEMENT OPTION OF THE MANAGEMENT UNIVERSITY OF AFRICA

AUGUST 2021

DECLARATION

This research project report is my original work, and it has not been submitted to any other academic institution for the award of a degree.

Declaration by the Student

Signature.. **Date**...

Irene Purity Wanyagah

ODLBML/18/00820/2/19

Declaration by the Supervisor

This project has been submitted for examination with my approval as Management University of Africa University Supervisor

Signature………………………… Date …………………………...

Prof Emmanuel Awuor

The Management University of Africa Supervisor

DEDICATION

This study project is dedicated to my parents, Mr. and Mrs. John Njeru, my husband, Richard Keli, my son, Dave Matthew and my brothers, Job Njeru and Charles Njeru.

ACKNOWLEDGEMENT

I would wish to convey my sincere appreciation to all who have contributed to the successful completion of this project report. Special thanks to Dr. Emmanuel Awuor, my supervisor who enthusiastically accepted to supervise my research project. He guided me with tolerance, understanding, and encouragement throughout the period of shaping this research project. My thanks also go to all my lecturers for imparting valuable knowledge which will go along away to improve my skills in my area of specialization and that is added value to my life. My wonderful colleagues/classmates, you have been a source of strength and I will not forget you wherever you will be. I wish you all long life as you apply all that we were taught to improve and make this world a better place to live. My sincere thanks go to the entire County Government of Nyeri, management, and employees for their time and contribution. Special thanks go to my parents who really supported me both morally and financially. They remained by my side in all that I needed to do in this study. Their prayers have helped me through my work. May God bless them and to the Almighty God for giving me mental and physical ability to undertake this project report.

TABLE OF CONTENTS

CONTENTS **PAGE**

LIST OF TABLES

TABLE **PAGE**

LIST OF FIGURES

FIGURE **PAGE**

ABBREVIATIONS AND ACRONYMS

ACR - Annual Confidential Report

CDF - Constituency Development Fund

CoK - Constitution of Kenya

CSRP - Civil Service Reform Program

HRD - Human Resource Development

HRM - Human Resource Management

UK - United Kingdom

OPERATIONAL DEFINITION OF TERMS

Corporate Governance: This is the set of rules, policies, and procedures that guide and manage an organization (Kipkorir, 2019).

County Government Policies: These are rules and regulations for governing administration procedures in an organization (Manor, 2016).

Devolved Governments: This is The statutory delegation of authorities from a sovereign state's central government to govern at a subnational level, such as a regional or local level, is known as devolution.. (Wahal, 2017).

Monetary Management: this refers to the process that involves planning, preparation of financial budgets, reports and instituting internal controls systems in devolved governments (Meyer, 2015).

Public Involvement: This is where before reaching a choice, a company consults with individuals, corporations, and government entities that have been interested or affected. (Nyanjom, 2011).

Staff Competency: These are the people who make up an organization's, business sectors, or economy's workforce. (Taylor, 2018).

ABSTRACT

The purpose of this study was to assess the factors that influence the implementation of corporate governance in devolved administrations. The study's particular objectives were to determine the impact of public involvement on the implementation of corporate governance in County Government of Nyeri, to assess the extent to which staff competency influence the implementation of corporate governance in County Government of Nyeri, to determine the influences of monetary management on the implementation of corporate governance in County Government of Nyeri and to find out the influence of county government policies on the implementation of county government in County Government of Nyeri. The study used a case study research design to target both technical staff and administrative staff. The study targeted 120 employees from all the departments of the County Government of Nyeri. Sample sizes of 36 employees were considered after employing a stratified sampling method. A simple random sampling method was used to pick the respondent from each stratum. This gave the respondent in each stratum an equal chance of being selected. Questionnaires were utilized for data collection. A pilot study was conducted prior to the real data collection to ensure the research instruments' reliability and validity. The research gathered both qualitative and quantitative information. Descriptive statistics, such as frequencies and percentages, were used to assess the quantitative data acquired. Qualitative data was organized into topics that corresponded to the study's goals. The study concluded that most respondents indicated that organization corporate governance in devolved governments was highly affected by factors such as public involvement, staff competency, monetary management and county government policies. The respondents indicated that in order for the firm to realize the deserved levels of competitive tendering, then the relationship between these variables need to be given the attention they deserve. The study recommends that the firms' management should seek information on the effects of public involvement, staff competency, monetary management and county government policies. There is a need for systems and methods to be put in place in order to meet the needs of the four elements. This is because the four elements work individually and in conjunction to affect corporate governance in devolved governments as evidenced by the findings from the research study. The study found out that the public involvement had a direct impact on corporate governance in devolved governments. If the County Government of Nyeri would invest more in four elements by expanding their efficient usage of resources, it would be very welcoming and would ease the agony of delays, wastage, and improve corporate governance in devolved governments.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the introduction of this research project. It covers an overview of the background to the study, problem statement, objectives, research questions, purpose, significance, scope and limitations of the study.

1.1 Background to the Study

Devolution has proven effective in various parts of the world, according to Ronald (2017), including the United States, India, Nigeria, Sweden, the United Kingdom, and South Africa. Tanzania uses Jimbos to implement devolution, while Uganda uses kingdoms. There are several devolution systems in place, for example, federal states in the United States, Nigeria, and India. Counties will need to understand how to operate in similar surroundings and variables that bring them closer together, assess their strengths, and apply that knowledge and experience to benefit the county. Counties should create slogans to act as a rallying cry or a marketing advantage. The state of California is known as Orange County, while New Hampshire's motto is "Live Free or Die" (The White Paper on Local Government, 2016).

According to Burugu (2018), within the state of California, Los Angeles County is made up of 88 cities. This country has benefited from federalism, which has led to the development of complex rail roads in the country, which has helped to open up areas such as nurturing entrepreneurship, the development of reliable electricity to power industries, businesses, and homes, and their country is a melting pot of diverse cultures that pursue dreams. This country, however, could not provide the Kenyan devolved system with a complete learning experience because it is an example of a successful country in the developed world. This is despite the county's historical, social–economic, administrative, and legal growth, which led to the use of natural resources and staff competency focused strategic planning, resources mobilization and the Kenyan counties should emulate financial planning and management. This system did not work out, and it was replaced by a unitary government structure as a result of constitutional modifications.

South Africa is a country with a devolved government structure, with regional administrations led by a prime minister. The national government retains supervisory and oversight powers, but the national congress includes regional (provincial) government representatives in both the cabinet and the assembly. Gauteng is one of South Africa's nine provinces with a strong population growth rate, but it is also the country's economic hub, contributing significantly to the financial, manufacturing, transportation, and telecommunications sectors (Mungai, 2016).

This province's success can be attributed to its zoning and proper use of local resources at various devolution levels. It has also highlighted essential, distinctive municipal capabilities and how they might be used to eliminate poverty, as well as a strategy for towns to synchronize development plans, minimize competitive behavior, share resources, and foster idea formation. As the county grapples with urbanization and growth, the counties should focus their energies on sub-counties in order to rationalize resource utilization (Ndegwa, 2015).

According to Burugu (2018), Nigeria is one of Africa's most populated countries, with a federal structure divided into thirty regional states, each with its own executive governor, regional assembly, and administration (Linder, 2017). Many regimes and coups have occurred in this country as a result of unequal usage of natural resources. When they are in power, rules allow them to assign themselves control of natural resource extraction, such as oil, causing revolutions and dissatisfaction. If explicit county government regulations on the allocation of natural resources between the national government and the county government with reference to resources discovered in various counties are not implemented, this scenario is likely to occur in Kenya's new governance system. Religion should also be considered in the sharing of wealth and power in Nigeria's government (Nyanjom, 2018).

Colonial masters first implemented devolution in Kenyan and they failed as Kipkorir (2018) contends that counties were not empowered in terms of Devolution of resources and political power As a result, poverty developed in marginalized areas, leading to uneven national development. Conflicts of approach, viewpoint, and, at times, downright arrogance in the face of the facts of the county leadership were witnessed (Robert, 2018). Other kinds of devolution, such as the CDF, have run into problems when executives fail to follow the aims and policy guidelines set forth during its creation and implementation. They put their cronies, relatives, and henchmen in charge of priority projects, resulting in robbery, looting, and white elephant projects, as well as fraud. Accidents involving CDF vehicles, suspected fraud, unfair distribution of finds across constituencies, contractors not being paid, incomplete projects, misappropriation of funds, and wrangling over who should sit on local committees, according to the CDF board, the government agency that administers the find (Lijphart, 2018).

According to Osborne (2019), devolution should be adopted since it allows for experimentation and innovation, as well as a better responsiveness to citizen preferences, political engagement, and sub-national control. However, I'd want to add that it's doable if leaders at all levels of the devolved organization are goal-oriented, dependable, have a high tolerance for uncertainty, and can adapt to a variety of scenarios. According to the Oxford English Dictionary, devolution is the act of imposing a responsibility or accountability on another person, organ, level, or structure. Devolution has created a major conundrum, as Kenyans wonder if the new structure will collapse again, as it did 38 years ago. Several researchers, including Metter (2018), Soss, Schrame, Vanitarian and Brian (2011), and Winston (2016), argue that little is currently understood about the consequences of an upper level of government (authorizes) delegating policymaking power to a lower level of government (The recipient). This dilemma is exacerbated by the fact that little is known about second-order devolution (the transfer of power from the county government to sub-national and other lower levels) Kipkorir (2019).

Counties will be embraced as new power and resource centers. As a result, understanding devolution, which is defined as the transition from central to devolved governance, is required to better understand counties and the people who will run them, including residents, professionals in the business community, current local government employees, and politicians (Grossman, 2019). County governments, as new phenomena, will serve as development hubs, with executive duties and 15% of created funds. As a result, stakeholders must be educated and prepared for the significant role and expectations that citizens, the federal government, and development partners will play. In their planning, county governments include their contributions to meeting the Millennium Development Goals, which includes change management, which entails thoughtful planning and sensitive implementation of mandates, as well as consultation with and participation of those affected by the changes.

According to Kotter (2018), forcing change on individuals usually causes problems since organizational members are more inclined to reject it, resulting in the change conundrum (Brown, 2015). Kenya's new constitution, which was promulgated on August 27, 2010, marks a significant shift in the country's administration and governance system from a unitary to a two-tier devolved framework. This puts the national government and the country government on board, which has overcome a change difficulty as a result of such a radical change in the government structure that had been in existence for the previous 37 years. According to Burugu (2018), executing devolution, which is the legislative transfer of powers from a sovereign state's central government to governments at the regional, municipal, and state levels, is a major problem that Kenyans will face over the next five years (Demmke, 2016).

1.2 Statement of the Problem

Change brought about by this devolution will be met with opposition because to the lethargy, indifference, fear, and prejudice of those who wish to maintain the status quo (Lewin, 2017). As a result, it's possible that the transition from central to decentralized governance may be ineffectual, as Kenyans experienced shortly after independence (Burugu, 2018). Fear of the unknown, anxiety, and dread, on the one hand, and hope and joy, on the other, characterize Kenya's transition from the old to the new constitution (Burugu, 2016). The majority of Kenyans are unsure about the political powers that the countries will have. Despite the fact that the devolved system is founded on constitutional mandates and obligations, there are still concerns about the difficulty of managing tribal diversity in some counties, marginalization of minorities, natural resource management, and resource allocation prejudice. Corruption, nepotism, conflicts, and misuse of funds have all devolved as a result of the decentralization of power in Constituency Development Funds (CDF) (Kiprorir, 2018).

It has been two years since the County Governments were established following the elections on March 4, 2013. The objective of implementation of County Government has not been fully achieved. Substantive issues exist in the County Government of Nyeri, for example, which, if not solved, will jeopardize the success of the devolved government system. The following are some of the key threats to the proper implementation of Nyeri's devolved government system: Politicization of the process, such as delays in salary payments, which is a major issue affecting all 47 counties; institutional reforms with insufficient focus on institution building; delays in carrying out a number of critical transitional activities; government's tendency to discharge functions that are not within its purview; policy, legislative, and institutional frameworks (County Government of Nyeri, 2019). It is against this background that the current study sought to investigate on the factors influencing the implementation of corporate governance in devolved governments in the country of Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The overall goal was to identify the elements that influence the implementation of corporate governance in devolved governments in Kenya.

1.3.2 Specific Objectives

The following specific objectives were used:

i) To establish the influence of public involvement on the implementation of corporate governance in County Government of Nyeri
ii) To assess the extent to which staff competency influence the implementation of corporate governance in County Government of Nyeri
iii) To determine the influences of monetary management on the implementation of corporate governance in County Government of Nyeri
iv) To find out the influence of county government policies on the implementation of county government in County Government of Nyeri.

1.4 Research Questions

The following research questions led the study:

i) How does public involvement influence the implementation of corporate governance in County Government of Nyeri?

ii) To what extent does staff competency influence the implementation of corporate governance in County Government of Nyeri?

iii) How does monetary management influence the implementation of corporate governance in County Government of Nyeri?

iv) What is the influence of county government policies on the implementation of corporate governance in County Government of Nyeri?

1.5 Significance of the Study

The study enables the researcher to acquire information on the challenges facing the implementation of corporate governance in Kenya. It was therefore important to; the management of the County Government of Nyeri as it helped them better understands the concepts of factors influencing implementation of corporate governance. The study was useful to County Government of Nyeri residents as they were in a better position to understand how their investments are being managed. It also provided the researcher with an opportunity to gain knowledge on how to formulate and produce a good project hence enhancing the skills and experience of the researcher and preparation for future undertaking. Other scholars may use the findings of the study as reference material either for comparison purposes or for further studies in related discipline.

1.6 Scope of the Study

The study's main goal was to look at the obstacles that Kenyans face when it comes to implementing corporate governance. The study focused County Government of Nyeri. The target population was 47 employees in the organization when the research was undertaken. The study took a period of six months to complete, from March 2021 to August 2021.

1.7 Chapter Summary

Background of the study, statement of the problem, aims of the investigation, research questions, significance of the study, scope of the study, and chapter summary are all found in chapter one.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the various literature reviewed during the study. It is indicative of the various books and journals that are used to enrich the knowledge base during the research. The chapter gives a review of factors influencing the implementation of corporate governance, past studies, critical review, conclusions and gaps to be filled and a conceptual framework.

2.1 Theoretical Literature Review

In light of corporate governance, two theories come in handy to form the basis of this study. First is the agency theory which puts into context the relationship between shareholders and managers. In the context of corporate governance at the county government level, the shareholders are the electorate while the management is the elected leaders. The second theory is the stewardship theory which is the reverse of the agency theory and also brings to light the relationship between the citizens as the shareholders and the leaders as the stewards.

2.2.1 Agency Theory

Mitnick and Barry proposed the agency hypothesis (2014). It focuses on identifying and addressing issues that arise in the interaction between principals (owners or shareholders) and their agents (top management). The thesis is based on the idea that an organization's job is to increase the wealth of its owners or shareholders (Blair, 2015). Professional managers manage a company on behalf of its owners, according to the agency hypothesis. Conflicts emerge when the owners of a company believe the managers are not managing the company in their best interests. The assumption of two agency problems, namely adverse selection and moral hazard, is also central to this theory. The Agency Theory also advocates for the establishment of laws and incentives to align managers' actions with owners' wishes (Hawley & Williams, 2016).

When it comes to comes to management and governance in the public sector, the citizens become the principles while the elected leaders are the agents. Through electoral processes, members of the public elect leaders who they believe will serve and represent their interests in decision making. The citizens expect that the leaders they have elected will represent their interest and conflicts arise when members of the public perceive their elected leaders not to be serving them but rather pushing their own social and political interests. In other words, corporate governance systems in the public sector should allow elected leaders scope for flexibility, accountability and performance and to make rapid change in relation to how they perceive the expectations of the members of the public in the management of ongoing operations (Weidenbaum, 2014).

2.2.2 Stewardship Theory

The Stakeholders' Theory, also called the Stewardship Theory, takes a different approach than the Agency Theory. It begins with the assumption that corporations have a larger social purpose than simply increasing shareholder money. According to the Stakeholders' Theory, corporations are social entities that affect the welfare of many stakeholders, where stakeholders are groups or individuals who interact with a firm and have an impact on or are affected by the firm's objectives being met (Donaldson & Preston, 2015; Freeman, 2014). The ability of a company to add value to all of its stakeholders is a criterion for success. Some academics believe that the natural environment is an important stakeholder (Starik & Rands, 2015; Dunphy et al., 2017).

Adoption of the Stewardship Theory in the context of corporate governance in the public sector is therefore based on a model that portrays an elected leader as a steward. The behavior of the leader, who is the steward, is ordered in a manner such that it is not only collectivistic but also pro- organizational. In this case, the he or she will not give up cooperative behaviors for self-serving behavior because he/she draws higher utilities through collectivistic behavior placing high value in cooperation and service.

The Stewardship Theory suggests that political leaders and other, acting as stewards, are more motivated to act in the best interests of the firm rather than for their own selfish interests. This is because, over time, senior executives tend to view a firm as an extension of themselves (Clarke, 2014; Wheelen & Hunger, 2017). Therefore, the Stewardship Theory argues that, compared to members of the public, political leaders care more about the people represent rather than their personal interests they long term success (Mallin, 2014).

2.2 Empirical Literature Review

2.2.1 Public Involvement and Implementation of Corporate Governance

According to Bekker, (2019) Participation is seen as one of the most important aspects of democratic governance. This is because participatory democracy provides a platform for involving citizens in government decision-making processes. Local government is the most accessible to citizens, allowing participatory democracy to thrive. Many people refer to democracy as "government by the people" or "government by the people's chosen representatives." Public participation strengthens democratic concepts including political equality, majority rule, popular sovereignty, and public dialogue (Cloete, 2015). Public participation helps to democratize the governing process by providing useful information about public needs and demands to policymakers and implementers, and vice versa. Simultaneously, it encourages responsiveness to public requirements and streamlines policy implementation and community development procedures.

Cloete (2018) claims that public participation in policy development and implementation puts public officials in check. Empowerment and participation are inextricably intertwined. Participant empowerment is a step forward in democratic governance. In simple terms, empowerment means to enable, allow, or authorize, and it can be self-started or begun by others (Murrell 2017). Empowerment also refers to the process of gaining, developing, and increasing power through collaboration, sharing, and teamwork. Empowerment also refers to the creation of a strong support network (Solomon, 2016).

Citizens want responsibility from public officials in all aspects of government, according to Richards (2015). Accountability entails more than just exercising control; it also entails holding people accountable and allowing citizens to monitor the acts of public officials. Every member of the public has a responsibility to hold officials accountable. The citizen plays a critical role in ensuring that public officials behave in the public's best interests. Apart from local government policy, which influences public participation at the local level, information provided to policymakers and implementers also has an impact on public participation. Policymakers make decisions on behalf of the public (Connelly 2016). It is critical for policymakers to understand the demands of the general people. The needs of the general people are prioritized in municipal governance. Local governments rely on effective communication and feedback to obtain information about public needs.

Marsh (2015) discovered that public access to local government information influences public participation in policy development and execution. The most sophisticated democracies have realized that they have inherited a legacy of secrecy in government institutions that is incompatible with the public's right to know how public affairs are conducted, which dates back to ancient times. According to public access to information proponents, information held by local government organizations is public information that can be properly requested by the public if it does not infringe on people' private rights (Meyer 1995). Another viewpoint is that access to information refers to the right of the public to obtain information, papers, and records held by local government agencies, except in certain circumstances (Meyer, 2015).

(Cleveland 2016) explains the public's right of access to government-held information by saying, "Government is information." Its employees are all information workers, its raw materials are information inputs, and its output is the transformation of those inputs into policies, which are just authoritative forms of information. Free access to government-held material, according to Baxter (2014), is neither practicable nor desirable. Information disclosure could damage national security, disrupt economic policy, and allow individuals to obtain an unfair commercial edge over competitors. He goes on to argue that disclosing sensitive personal information could jeopardize one's privacy.

According to Sharma (2019), requests for information can be denied if disclosing the information would be a violation of a government institution's rights, if disclosing the information would be in violation of an institution's obligation, or if disclosing the information would cause serious harm to a person's health. Valid information, on the other hand, is critical to one's power to influence others, according to Almond and Verba (2019). A well-informed person, for example, is more likely to perform better in negotiations than someone who is ill-informed but has the same capacity and skill in utilizing information. This shows that if appropriate information is made available to the public, public participation can thrive. Because one's knowledge and opinions are based on the information at hand, the dissemination of information serves as a foundation for public knowledge and perspectives. As a result, public participation in the formulation and execution of policy at the local level requires the transmission of information.

According to Brynard (2016), responsiveness to public needs and goals has an impact on public involvement. The process of a public official taking suitable timely actions in response to community needs can be defined as responsiveness to public needs. The following are the conditions for responding to public needs: members of the public must communicate their wants; policymakers must examine and act on the needs indicated by the public; and good channels for receiving expressed public needs must exist. Local responsiveness refers to the ability to recognize changing demands rapidly and adjust limited resources to meet them (William 2018).

According to Taylor (2018), the concept of responsive local government encompasses the obligation for municipalities to systematically take note of the complete range of engagement in the formulation and execution of policy. The distinction between openness to public participation and responsiveness is that the latter requires local governments to track changes in public opinion, whilst the former allows citizens to take action on their own. Every member of the public, it might be said, has a responsibility to play in ensuring accountability. Citizens should intervene swiftly to get a municipal official back on course if he or she is allowed to brush aside or dismiss citizen criticism and even reprimand, and continues to behave as an autonomous agent without any feeling of accountability to anyone or any institution. This includes municipal authorities and councilors. No public officer can be considered a law unto himself. As a result, the public plays a critical role in ensuring that municipal authorities do not go beyond their mandate and instead pursue the public good.

The election held on October 13, 2000, was one of the areas where accountability in the Port-Louis local administration was put to the test. The polls in the Port-Louis local government election determined which candidate had met the expectations of the people and which councilor had fallen out of favor and thus been removed (Dukhira 2017). As a result, public participation in policy development and execution is critical for fostering accountability, which keeps municipal officials and councilors in check and supports excellent local governance.

2.2.2 Staff Competency and Implementation of Corporate Governance

Of course, performance management is all about results. Performance management, according to Armstrong and Baron (2018), is a planned and integrated strategy to providing sustainable success to businesses by enhancing the performance of employees and growing the capabilities of teams and individual contributors. It is focused with improving performance, developing workers, and meeting the requirements and expectations of all stakeholders in the business, including owners, management, employees, customers, suppliers, and the community. Finally, it's about open communication and participation. It fosters an environment in which managers and people of their teams may discuss expectations and exchange information about the organization's mission, values, and goals on a regular basis.

According to Armstrong (2016), performance management is a continuous process that includes the actions listed below. The first step is to define the role, which includes deciding on the major outcome areas and competency requirements. The second phase is the performance agreement or planning phase, which establishes expectations. The third stage is that of performance improvement. The fourth phase focuses on delivering performance feedback, performing informal progress reviews, updating targets, and, if necessary, dealing with performance difficulties and counseling. The fifth phase is the performance review, which is a formal evaluation that might result in performance ratings.

Any public sector organization today is focused on delivering and showing improved value and improving performance. To do so, businesses must first agree on strategic priorities, which must then be measured and managed in order to produce better results. However, according to McCourt and Eldridge (2016), the annual confidential report (ACR) is still used in most African countries to decide on internal and seniority-based promotions. For example, Ethiopia's Civil Service Reform Program (CSRP) includes performance management as part of its original design (Solomon, 2015). The importance of feedback in the appraisal process cannot be overstated. The effective appraisers, according to McCourt (2016), were those that let their workers to participate. This is accomplished by focusing the method on a yearly interview between the management and the employee.

According to Eldridge (2015), frequent communication is beneficial and necessary for good management and helps to maintain good performance throughout the year. As a result, the focus of assessment development should be on improving managers' appraisal skills. The assessment interview aims to examine where performance has succeeded, where it has failed, and why. It is assumed that with coaching and support, employees will be able to recognize and address their own flaws. As a result, appraisers should be able to speak without fear of unhelpful blaming or restraint as a result of their superior status. However, the degree of transparency in organizations varies. As a result, the communication style must be agreeable to both parties while also reflecting national and company culture.

It is critical to prepare for the evaluation interview. The appraiser and the appraisee should agree on a time and location for the appraisal meeting. Interruptions such as office visitors and general chats should be avoided at the meeting site. The appraisal meeting should be scheduled with plenty of time for both sides to prepare. Before the meeting, the supervisor should check the employee performance documents and prepare questions on areas where he or she is weak. Self-assessment, on the other hand, can be an important part of the appraisal process. Employees are urged to prepare a self-assessment appraisal with their supervisor if one is required. Employees may also desire to offer a report of achievements, variables affecting their performance, and any comments or queries prior to the assessment meeting. As a result, the appraiser will have a better understanding of how to design and conduct the real performance appraisal meeting and report. As a result, the interview style should be positive and encouraging of learning and progress (McCourt and Eldridge, 2015).

Performance management systems, which often involve performance appraisal and staff development, are the Achilles' heel of HRM, according to Elaine (2014). The appraisal information is used as a basis for salary increases, promotions, transfers, assignments, reductions in force, or other administrative HR activities when a performance management system is employed for decision-making (which is detailed in the hard model of HRM). The assessment information is used to guide the training, job experiences, mentoring, and other developmental activities that employees will engage in to build their capabilities when a performance management system is employed for development (which is defined in the soft model of HRM).

While regional governments have been given the right to employ and dismiss, transfer and promote, train, and increase their staff competency, according to Adamolekun (2019), they lack the effective power to carry out those responsibilities. The central government has broad authority over the two important parts of HRM job structure and compensation administration, which serve as the foundation for recruiting, selection, and promotion. Ethiopia's human resource management system, like that of many other African countries, requires sub-national governments to implement a consistent personnel system, hire the same type, number, and quality of staff, and pay the same wage regardless of regional disparities. As a result, local governments are unable to make decisions about which employees they should hire and which they do not require.

To provide quality services to its consumers, civil services at all levels of government require a capable, motivated, and efficient workforce. Existing bureaucratic processes must be restructured when HRM services and institutions are decentralized, as roles and accountability are moved. As a result of decentralization, the demand for skilled personnel grows, as does the necessity of capacity-building programs (MCB, 2014). Decentralizing tasks to managers, according to proponents, improves the efficiency and effectiveness of HRM and government administration in general. Decisions can be made faster, recruitment can be tailored to the organization's specific needs, and less complex procedures are required. Decentralization also improves effectiveness because it gives managers more discretion, allowing them to recruit, evaluate, offer incentives, promote, recommend training requirements, and communicate directly (Demmke, 2016).

Training and development, according to Collin (2016), is a continuous process in any firm. Education, development, and planned experience all contribute to training, which is the formal and systematic alteration of behavior through learning (Armstrong, 2015). Staff development, on the other hand, refers to the advancement of support, technical, and professional staff in organizations, such as municipal governments, where such employees make up a major percentage of the workforce. Its goal is to help such employees perform well in their current and future roles.

According to Olowu and Adamolekun (2019), national governments and Africa's development partners have invested significant resources in the training of public officials. Training was anticipated to accomplish a number of goals, including skill development and improvement as well as socialization into the public service culture. Almost every African country has created a significant training infrastructure. In many African countries, however, training has had a limited quantitative and qualitative impact. The following are the reasons for this. First, not all employees are exposed to training; second, training is frequently treated as a discrete event, rather than as part of an overall program of organizational improvement; third, trainees are chosen based on bureaucratic politics and patronage rather than the greatest need; training is often treated as a discrete event, rather than as part of an overall program of organizational improvement. Fourth, competent trainers are hard to come by, as training is a relatively new profession. Fifth, most training curricula and models are based on borrowed models that are rarely updated, and sixth, most training evaluations are limited to analyzing happiness levels rather than the influence on knowledge, attitude, behavior, and job performance; seven, most training institutions are underfunded and undermanaged, and they rely heavily on government funding (Bratton and Gold, 2017).

According to Adebaby (2018), certain employees in the civil service were encouraged to leave their jobs and work in the private sector. Nonetheless, several countries have conducted a thorough examination of their training program, funding, and training management, and have developed training rules that establish the notion of mandatory training and retraining for all employees. Effective training can reduce learning costs, increase individual, team, and corporate performance speed and overall productivity, improve operational flexibility by broadening employees' skill sets, and attract high-quality employees by providing them with opportunities for learning and development. It improves their job knowledge and skills, allowing people to be more satisfied at work and earn a greater salary and promotion. Additionally, it assists employees in identifying the firm's goals and mission, as well as managing change and building a positive culture within the organization, all of which may lead to a greater quality of service to stakeholders. Human resource development (HRD), on the other hand, serves as a catalyst for the implementation of other HRM policies targeted at attracting, keeping, and rewarding people, who are considered as the key differentiator between firms. Employee learning is one strategy to create a primary internal market, and policies geared at skill upgrading lessen an organization's reliance on external sources of skill.

2.2.3 Monetary Management and Implementation of Corporate Governance

Financial decentralization, according to Atiklt (2016), refers to the movement of financial resources from central to local governments while taking into consideration the obligations assigned to these institutions. This enables local governments to handle their projects independently in order to increase public wellbeing (Manor 2016). To be truly supportive of a financial decentralization process, the following characteristics should be present: transparency in resource distribution, predictability in the quantities accessible to local institutions, and local autonomy in resource utilization policy-making (Hanson 2015). As a result, financial decentralization refers to a downward transfer of power, in which central governments relinquish control over local government budgets and financial decisions.

Municipalities, like any other organization, need money to stay operationally viable and to fulfill their objectives of providing services and fostering development within their territories, according to Collin, (2015). In the South African local government context, a major question is whether municipalities can financially maintain themselves and, as a result, determine the well-being of their constituents in an autonomous manner. Municipalities are eligible to various funds from the national and provincial governments, in addition to needing to create money on an individual basis, according to the intergovernmental fiscal relations system in South Africa.

The Equitable Share (ES) of nationally collected revenue, according to Whelan (2014), is the most important unconditional grant to local government. These grants are distributed directly to all municipalities in the country and are calculated using a system that takes into consideration the operating costs incurred by each municipality in providing essential services to local communities, particularly those who cannot afford to pay for them. Whelan (2014) believes that the grant is only somewhat needs-based in this aspect. Where it is entirely needs-based, it must also consider the revenue earned by each municipality across all families, as well as its ability to provide these services with their own funds.

Although the Equitable Share is effectively an unconditional grant, according to Fourie and Opperman (2017), the grant is split down into particular components, also known as funding windows, in order to determine the amount granted to each municipality. Although Whelan (2014) claims that it does not equate to legally mandated expenditure, these funding windows" indicate ideas for how the ES should be used, and they are an attempt by the national government to ensure that the grant is used to provide essential services to disadvantaged local areas. As a result, it can be considered as attempts on the part of the national government to ensure that citizens benefit from the grants and that they are not utilized for day-to-day municipal operations, such as the payment of salaries.

According to Brinkerhoff (2017), a defining element of accountability is the availability and application of punishments for illegal or inappropriate activities and behavior discovered through answerability. This means that there can be no true accountability unless individuals and/or organizations (in this case, municipality) are subjected to disciplinary actions in the event of irregular behavior and/or expenditure. According to Venter and Landsberg (2016), while municipal managers as accounting officers are subject to accountability, there is minimal authority to hold councilors accountable for wasteful, inefficient, person irregular expenditure under various municipal statutes. This is critical since councilors are frequently the source of financial mismanagement. Individuals responsible for the improper use of municipal resources must be identified, but even more importantly, suitable consequences must be implemented to prevent such behavior from occurring again. Based on the foregoing debate, it is clear that South African municipalities are overly reliant on other spheres of government for financial assistance in various kinds. Municipalities cannot truly be claimed to be autonomous until they are financially dependent, as those who control the money unwittingly control the operations of an organization.

According to Dunk (2017), one of the predictors of efficacy is the availability of sufficient financial resources. In order to create an efficient budget, the organization must ensure that it has sufficient financial resources to fund its programs and carry out its operations. Before implementing initiatives, the management team should prepare and create a budget. Throughout the fiscal year, the resources released are typically less than the appropriations in the annual Estimates. This is related to unanticipated revenue fluctuations, unexpected expenses, and unplanned activities. As a result, line ministries face outstanding bills, surplus votes, and delays in the implementation of ongoing projects. Occasionally, the development budget is used to fund recurring activities. This happens because many ongoing programs are funded by donors, but it has a negative impact on transparency and accountability. Once donor assistance ceases, these initiatives are unlikely to continue (Kiringai and West, 2016).

According to Heller (2015), the volume of revenues collected and the availability of external resources to bridge the gap caused by revenue shortfalls are two significant elements influencing the budget process. When revenues fall short of expectations, the budget implementation is hampered to the point that expenditures must be cut in either capital or operating projects, compromising service delivery. External resources in the form of loans and grants integrated into the budget as a result of donor commitments can result in budget shortfalls if they are not met.

Article 209 of the Constitution, according to Eusepi (2016), requires county governments to collect their own funds through property taxes and entertainment taxes. Laikipia County received Kshs 1.89 billion from the national government in the first half of FY 2014/2015 and raised Kshs 268.14 million from local sources, accounting for 20% of the annual local revenue projections. The county government will keep and use the revenue obtained from these sources (CoK, 2017). National asset revenue, however, shall be included in the nationally shareable revenue. The mining and mineral bill, which provides for the retention of 5% of income at the municipal level and 15% at the county level, makes exceptions.

The constitution forbids a county government from levying income tax, excise tax, value added tax, custom taxes, or duties on commodities imported and exported. Only the national government has the constitutional powers to impose these taxes (CoK, 2016). Counties are expressly allowed by the Constitution to impose entertainment taxes and property rates. The national government cannot impose the same. Currently, taxes on entertainment are governed by the Entertainment Tax Act. This Act entrusts revenue collection with the Provincial Administration and in particular, the district commissioner. Counties also have powers to levy property rates. The rates regime in Kenya is currently governed by the Rating Act and the Valuation for Rating Act.

The County executive is expected to manage County's funds to ensure there is no misappropriation (CoK, 2017). The principles that will guide all elements of public finance are laid out in Article 201 of the Kenyan Constitution (CoK). The constitution mandates fiscal responsibility by declaring that public funds must be spent prudently and responsibly, that monetary management must be responsible, and that fiscal reporting must be transparent. One of the most serious issues confronting local government is corruption. In fact, just mentioning the local administration conjures up images of corruption. County administrators perpetuate the widespread idea that the counties are perpetually short on finances. Because of the high amount of corruption in the counties, the massive financing, which runs into billions of Shillings, may not be enough.

2.2.4 County Government Policies and Implementation of Corporate Governance

This idea refers to the implementation of policy decisions through a targeted change in the environment in order to meet the objectives at a reasonable and predictable cost (Quade, 2017). Policy implementation, according to Hanekom (2015), refers to the enforcement of county government policies. The numerous stakeholders engaged in policy implementation are discussed in the thesis's next chapter. Policy implementation is defined as the process of putting public policy into practice at the grassroots level for the purposes of this study. Policies and policy decisions made by the county government must provide clear policy guidelines that will guide the implementation process. The objectives should be defined in the guidelines, as well as the priority order. In addition, resources such as money, human capital, materials, and equipment must be available to carry out policy. This is a crucial step in policy implementation.

Policy implementation and policymaking, according to Hanekom (2015), are intertwined. Policymaking and policy implementation can also happen at the same time. The goal of policy implementation research is to figure out under what conditions and situations a positive association between policy goals and desired outcomes can be achieved. Government policy is fluid, and it must adjust to changing conditions. Policy changes, on the other hand, are not always well welcomed and can lead to conflict and tension by prompting opposition and protest action from individuals who do not agree with the outcomes. As a result, policy changes should be implemented gradually to ensure success. Certain requirements must be met in order for a policy to be implemented successfully. The following are the conditions: Public policy must be based on accurate assessments of the relationship between changes in target group behavior and policy goals being met.

According to Quade (2016), the target group's behavior and attitude is sometimes the policy's goal. As a result, this condition must be considered throughout the policy implementation stage. Throughout the implementation stage, interest groups and county government policies must support public policy, and the court should be supportive or impartial. Legislators and executive officers must contribute to the policy program by allocating resources for policy execution. In order to influence local government action, it may be essential to enlist the help of an active pressure organization. As a result, this circumstance has an impact on policy implementation success. Relations between authorities can have an impact on how well policies are implemented. Local government policy, for example, is subject to assessment and approval by central government organizations. If the central government considers local government policy to be an important aspect of its overall strategy, it may encourage the execution of local government policy. The success of central policy may be influenced by local government execution, especially in circumstances where the central government does not have majority support in a local authority. As a result, this circumstance has an impact on policy execution.

Changes in socioeconomic situations should not be allowed to sway the relative priority of policy goals. The policy environment is changing, and policy issues are becoming more intertwined (Wahal, 2015). As other causes become more important or acquire more public support, political support for a particular policy may dwindle (Quade, 2014). As a result, this condition must be considered when adopting policy. Administrative abilities include the capacity to maintain effective financial control, acquire and deploy qualified personnel, and establish efficient working procedures and environments. At the local government level, political skills refer to the capacity to establish strong working relationships with public officials, generate possible support, successfully use the media, and provide equitable treatment. As a result, public officials' commitment and political support are critical to the successful execution of public policy.

Implementation is described as the carrying out of a fundamental policy decision, which is normally enshrined in law but can also take the form of key executive orders or judicial judgements (Mazmanian and Sabatier, 2016). It has also been characterized as people's actions aimed at achieving the policy decision's aims (van meter and Horne, 2015). As a result, policy implementation is the process that occurs between an organization's intention to do something and the final impact of that action (Toole, 2016). Once goals and objectives have been established by policy choices and funds have been committed, implementation is said to begin (Horn and Van, 2014). Organizational structures and processes, as well as the activities of people of the organization, are all part of the implementation process. Public administration, organizational theory, public management research, and political science studies all connect with implementation studies (Schofield and Sausman 2014).

Over the last 35 years, the literature on policy implementation has expanded. This rising literature is being published in publications outside of the core subject, implying that implementation research has grown diverse and diffused. Education, health, social, economic, and environmental issues are among the most important subjects investigated as part of this research stream (Saetren 2015). Although organization performance is the most popular topic for dissertations, interest in health and the environment has developed in the previous fifteen years. The focus has been on domestic issues in these sectors, with a strong preference for the United States and, to a lesser extent, Europe. Issues of a global or international nature have received less attention (Saetren 2015).

The study of policy implementation has piqued and waned in popularity among academics over the last 35 years. Prior to the 1970s, policy implementation was not thought to be a significant study topic in terms of organization sales volume. Its importance has fluctuated since then, from encompassing to neglect. There has been a multiplication of subjects for debate during eras of overriding importance, such as top down versus bottom up approaches, emphasis on policy content versus policy implementation, and the role of qualitative versus quantitative research methodologies (Toole 2015). Despite these fluctuations, research has been slow, and there is still a perceived need for big empirical studies, both longitudinal and cross-sectional studies. Policy failures are still common, indicating that the implementation puzzle has yet to be addressed.

2.3 Conclusions and Gaps to be Filled

Several services should be transferred to the County Government, according to Kenya's 2010 Constitution. These governments should, in theory, be able to fund their operations and/or functions. County governments in Kenya have relied heavily on the National Government for financial support since their inception in April 2013. However, their excessive reliance on the National Government for finances, to the point of calling for a national referendum to raise their allocation, indicates that income collection at the county level faces a variety of obstacles. Local governments have been unable to meet their obligations since their expenditures have consistently outpaced their earnings. A number of studies have been conducted in the domain of county government mandate implementation, including Maina (2017), who investigated the factors affecting the implementation of county government projects in Kenya. He found out that collecting revenue in County Government of Nyeri is riddled with inefficiency and ineffectiveness. On his part Muhaki (2019), undertook a research on factors affecting revenue collections in local government in Uganda. Findings from the study show that constraints both endogenous and exogenous to the existing local revenue generation in the district hinder the prospects for a significant increase in local revenue. Gyamfi (2014) researched on effective revenue mobilization by districts assemblies in Ghana. Finally, the study discovered that insufficient data on income sources, a lack of enforcement of revenue mobilization legislation, and insufficient revenue collectors and their training are some of the issues hindering revenue mobilization.

Finally, Cottarelli (2016) undertook a study on revenue mobilization in a sample of developing countries with Kenya excluded. From above studies there has not been significant research on the factors affecting the optimal revenue collection in the Kenyan context. Furthermore, the studies excluded some sixty four important factors on the factors affecting the optimal revenue collection which are critical for performance and success of tax system. This is because there are a number of factors which interact to lead to optimal implementation of county governments mandates. This study therefore sought to bridge the gap by assessing how public involvement, human resource, monetary management and county government policies influence implementation of county governments mandates.

2.4 Conceptual Framework

The researcher will put into consideration the key factors in relation to factors influencing the implementation of corporate governance. They include; public involvement, staff competency, monetary management and county government policies. The researcher examined the relationship between the dependent and independent variables.

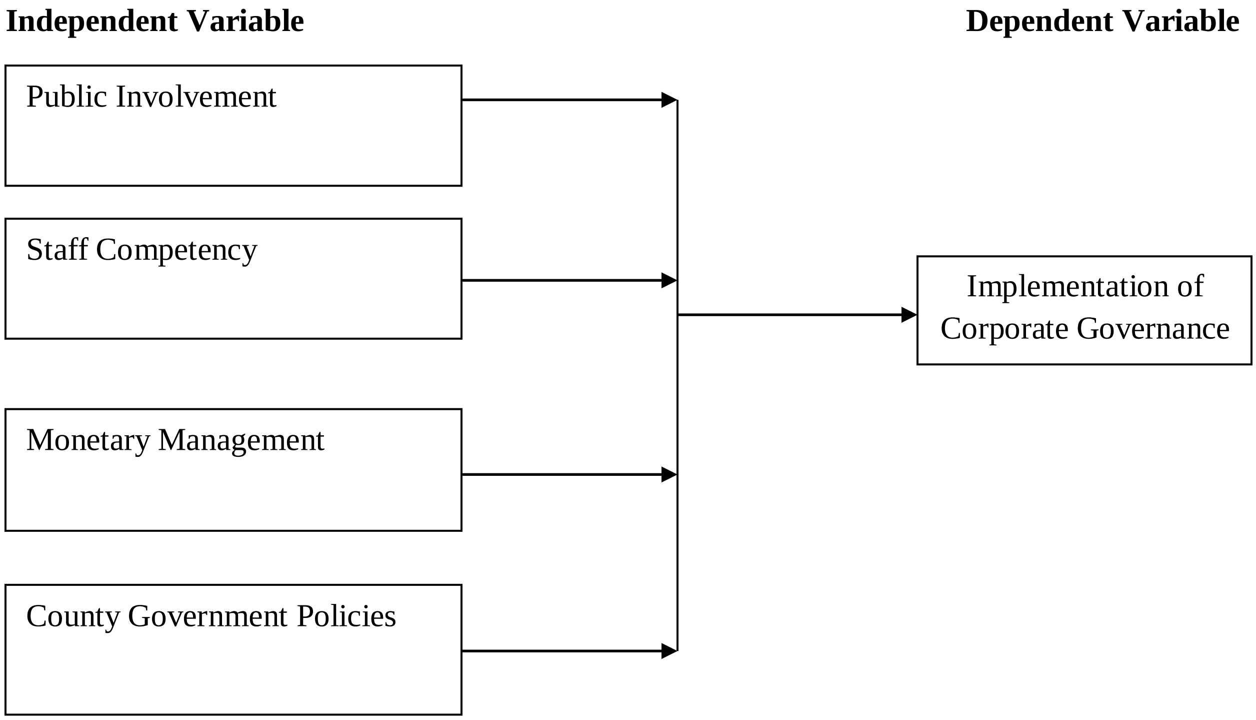

Figure 2.1 Conceptual Framework

Source: Author, (2021)

2.4.1 Public Involvement

It is critical that county government services are not handled based on guessing and hunches. Every key municipal service must be based on the inhabitants' actual requirements. It is critical for local governments to avoid providing unnecessary or unwanted services, as this could lead to waste. As a result, continual public participation in policy development and execution at the local government level is required to demonstrate responsiveness. Legislators and executive officers must contribute to the policy program by allocating resources for policy execution.

2.4.2 Staff Competency

Policy measures must be considered at the local government level for successful implementation. However, due to uncertainties in the initial policy, insufficient resources, inexperienced public personnel, and inconsistent directives, a policy may change throughout execution. These components are part of the policy implementation process. National governments and Africa's development partners have contributed vast sums of money to the training of public officials. Training was anticipated to accomplish a number of goals, including skill development and improvement as well as socialization into the public service culture.

2.4.3 Monetary Management

There are many functions that fall within the mandate of the county government. These also come with massive budgetary implications that require proper structures and systems. Monetary management involves a wide range of aspects that if put together would guarantee enhanced delivery of services by the county government. The amount of allocations from the national government, transparency and accountability and the county’s revenue collection all has a bearing on the implementation of the county government’s mandate.

2.4.4 County Government Policies

The governors and the governed were to exchange thoughts through the Public Relations Department. As a result, public opinion might be used to assess policy goals and implementation processes. Government authorities cannot function effectively if their actions are shrouded in mystery, misunderstanding, and ignorance. Access to information must be promoted at all costs. Government agencies must explain to the public what they are trying to accomplish and why. Government agencies must also be able to justify their techniques and be open about flaws and roadblocks. Ignorance or criticism can only be avoided and discriminating bodies of knowledge built by a concerted effort like this.

2.5 Chapter Summary

The previous studies done in the past on the same area mainly has concentrated on generalization of factors influencing the implementation of corporate governance in Kenya without specifying the category of the institution. This study discovered a gap while analyzing previous research. All of the independent factors are thought to have an effect on the dependent variable, and the results of those studies are usually either favorably or negatively connected. A literature review is essential for any research project since it provides direction and examples of comparisons for the researcher. As a result, it is critical for a researcher to review all relevant literature for the study in progress.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The researcher outlines the methodology used in this chapter. The research design, study population, sample size and sampling methodologies, data collection and procedure, and data analysis methods are all covered. The researcher's goal is to describe the methods and instruments utilized to provide data in order to analyze and collect accurate and comprehensive information about the subject under investigation.

3.1 Research Design

A case study research design was used in this research. Kothari (2015) emphasizes the value of a case study research design, stating that it is a powerful form of qualitative analysis that entails a careful and thorough observation of a social unit. To make this design appropriate, an in-depth and extensive investigation was required. Because only employees of Nyeri County Government were the subject of the study, this design was deemed appropriate.

3.2 Target Population

The employees of Nyeri County Government were the study's target population. The target population consisted of all of the 47 employees in the data section. Employees in the data section were chosen as the target population since they were the ones who were conversant with the technical issues of the organization and gave objective information.

Table 3.1 Target Population

Section/Department	Target Population
Education, ICT, Trade and Industrialization	**4**
Agriculture	**5**
Health	**6**
Infrastructure	**8**
Lands	**8**
Finance	**3**
Water	**6**
Special Programs	**3**
Tourism and Culture	**4**
Total	**47**

Source: Author, (2021)

3.3 Sample Size and Sampling Technique

Since the target population embraces a number of distinct categories, census approach was suitable. The two main reasons for using a census approach were: the target population was small and all levels were adequately represented in the sample. According to Orodho (2015), a population of less than 60 subjects need not be sampled out. Therefore the accessible population of 47 employees was clustered to obtain the data required.

3.4 Data Collection Instruments and Procedures

The primary data, which is the actual data collected for the first time to address the problem at hand was collected from the selected sample using structured questionnaire. Kothari (2014) observes that a questionnaire is good for research studies as it enables a researcher to collect more information which is not directly observable. Based on the above facts, the researcher felt that a questionnaire was suitable as a research instrument for this study. The questionnaires contained both open and closed-ended questions. The importance of this method is that with the closed questions the research restricted the responses and in the open questions, the respondents were totally free to express their views.

The developed questionnaires were administered to the selected subjects in the County Government of Nyeri at their places of work. The questionnaires were hand delivered or sent through e-mail, as necessary, to the respondents. Confidentiality was assured to all respondents and that they would be required to fill the questionnaire within a period of less than two weeks. The respondents will be requested to submit the duly filled questionnaire via the researcher’s E-mail address or to inform the researcher on the date to physically go for them.

3.5 Validity and Reliability of Data Collection Instrument

3.5.1 Validity of Data Collection Instrument

The degree to which a test measures what it claims to measure is known as validity (Borg and Gall, 2016). In this study, content validity was used. The degree to which the instrument measures what the test is supposed to measure is known as content validity. This was crucial in determining the research's accuracy and veracity. The content validity was established by consulting my supervisors and statisticians.

3.5.2 Reliability of Data Collection Instrument

According to Orodho (2016), measurement reliability refers to the degree to which a given measuring process produces consistent results over a number of trials. The study used the test-retest method to determine the instrument's dependability.

3.6 Data Analysis and Presentation

All questionnaires from the respondents were verified. The data was then be coded and entered into MS-excel program which generated percentages. Content analysis was used to examine qualitative data from open questions, which was then presented through narratives. Tables, pie charts, and bar charts were used to display the findings from quantitative data.

3.7 Ethical Considerations

Ethical issues were observed by the researcher while conducting the study. This was accomplished by the researcher obtaining permission and authority to do research from The Management University of Africa prior to beginning the study. During the designing of the questionnaires, care was taken not to ask offensive or sensitive personal information from the respondents. Prior preparations and scheduled appointments with the responders were made in order to prevent inconveniencing them. The researcher explained the nature and aim of the study to the respondents, as well as the fact that there were no financial incentives for them to participate in the study. The responses assured anonymity that the information provided would be handled with utmost professionalism and discretion, and that it would only be used for academic purposes. Before sending out the questionnaires, the researcher obtained the respondent's permission to participate in the study and gave them the option to withdraw at any time during the study.

3.8 Chapter Summary

This chapter covers the research study's design and methods. It includes a case study study design, a target population of 47 employees, a census approach to data collection, the use of a questionnaire as a data collection instrument, pre-testing of research instruments, qualitative and quantitative data analysis methods, and the use of figures and tables to present data.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

The research findings are presented, examined, and discussed in this chapter. Data on the personal details and variables as collected from the respondents has been presented, analyzed and discussed in this chapter.

4.2 Quantitative Analysis and Findings

The analysis and presentations illustrated in this chapter are based on the data collected through the questionnaires issued to the respondents and successfully filled.

4.2.1 Response Rate

Response Rate indicates the rate at which the questionnaires issued out were responded to and returned to the researcher. There were forty seven questionnaires issued and forty four of them were filled and returned by the respondents. The following table indicates this analysis.

Table 4.1 Response Rate

Issued Questionnaires	**Frequency**	**Percentage**
Returned	**44**	**94%**
Unreturned	**3**	**6%**
Total	**47**	**100%**

The table indicates that 94% of the employees responded while 6% did not respond. This information is presented below;

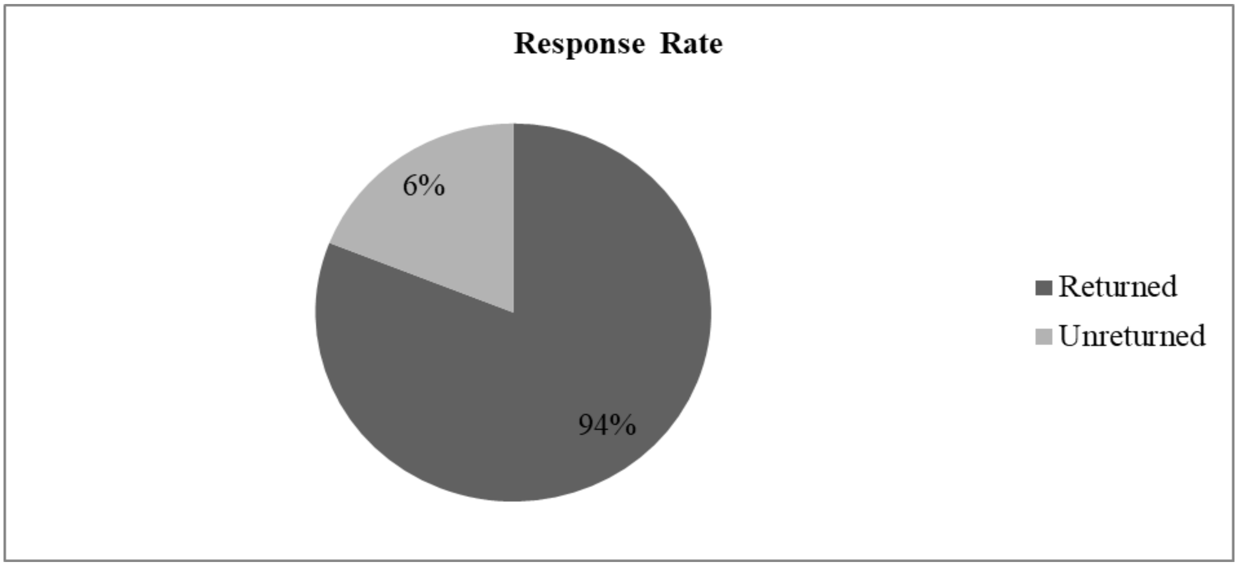

Fig 4.1 Response Rate

4.2.2. Personal Details

4.2.2.1 Response According to Gender

Data on gender of the respondents was collected. The table below depicts this.

Table 4.2 Response According to Gender

Gender	Frequency	Percentage
Male	**17**	**38.6%**
Female	**27**	**61.4%**
Total	**44**	**100%**

Table 4.2 indicates that there were 38.6% male respondents and 61.4% female respondents in the study. The pie chart below is a presentation of this information in percentages.

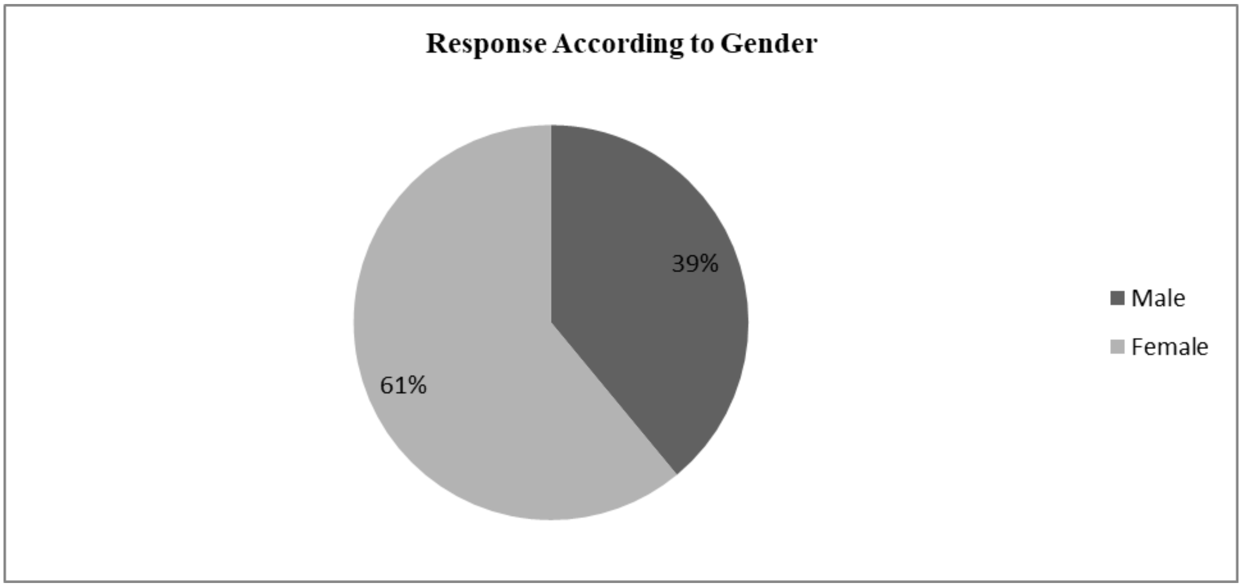

Fig 4.2 Gender of Respondents

4.2.2.2 Age of Respondents

The table below represents data on age of the respondents.

Table 4.3 Age distribution

Age in years	Frequency	Percentage
Below 25 years	7	15%
26-30 years	9	21%
31-35 years	12	27%
36- 40 years	7	17%
Over 41 years	8	20%
Total	44	100%

Table 4.3 indicates that 15% of the respondents were below 25 years, 21% were between 26 to 30years, 27% between 31 to 35 years, 17% were above 36 years to 40 years while 20% were aged over 41 years. This information is represented in the bar graph below.

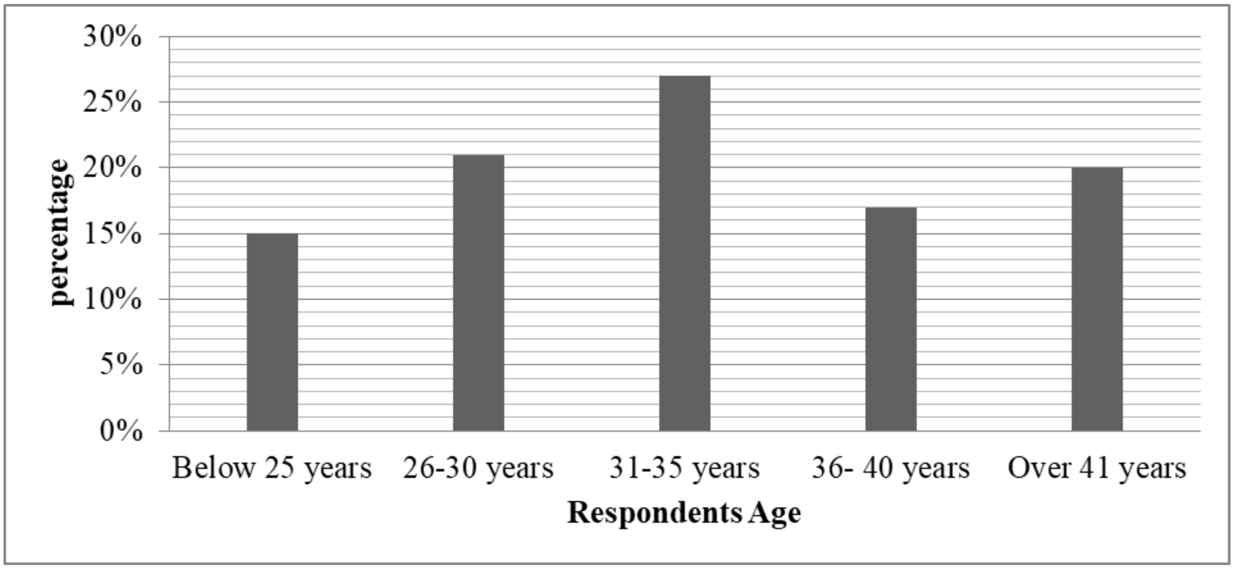

Figure 4.3 Age Distribution of the Respondents

4.2.2.3 Level of Education of the Respondents

The study sought to find out the various levels of schooling of the respondents.

Table 4.4 Level of Education of the Respondents

Level of Education	Frequency	Percentage
Certificate	**11**	**24%**
Diploma	**20**	**45%**
Degree	**4**	**10%**
Masters	**5**	**11%**
Others	**4**	**10%**
Total	**44**	**100%**

Table 4.4 indicates that 24% of the respondents had a certificate, 45% had diploma, 10% had degree, 11% had masters, and 10% had other levels of education. This information is presented below;

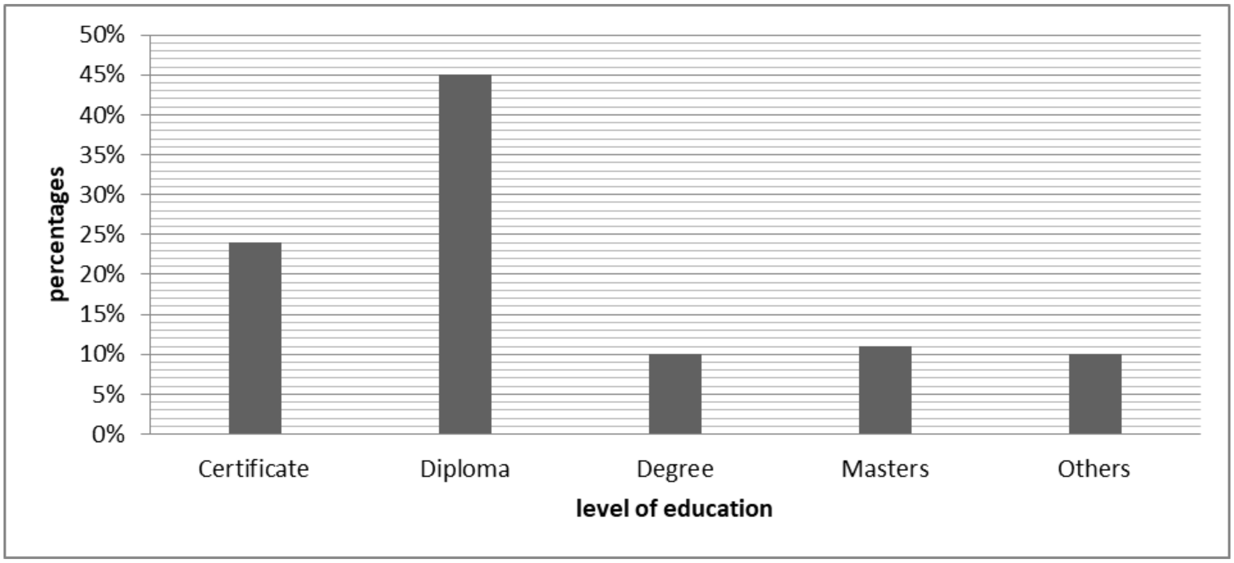

Fig 4.4 Education Level of Respondents

4.2.2.4 Average Years Worked

The table below illustrates the information on the average years worked in the university.

Table 4.5 Number of Years worked

Years	Frequency	Percentage
2 Years and Below	**5**	**12%**
3 -5 Years	**11**	**24%**
6 -8Years	**11**	**25%**
9 -11Years	**10**	**22%**
Above 12 Years	**7**	**17%**
Total	**44**	**100%**

Table 4.5 shows that, 12% of the respondents have worked for less than 2 years, 24% between 3-5 years, 25% between 6-8 years, 22% between 9-11years, while 17% have worked for more than 12 years. This is further represented in the chart below.

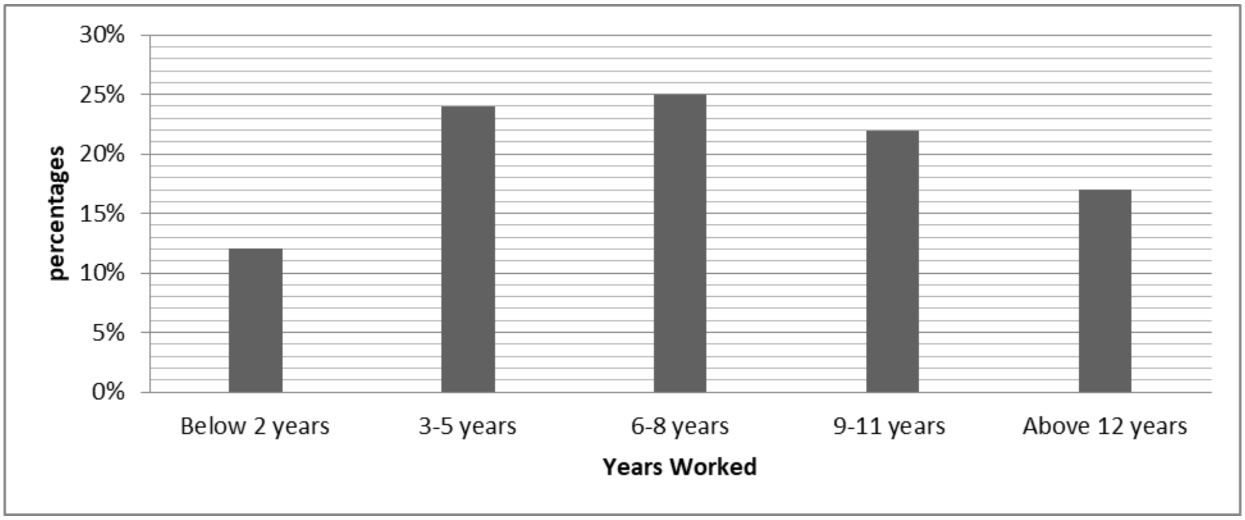

Figure 4.5 Average Years Worked

4.3 Rating of Public Involvement on Implementation of Devolution System at County Government of Nyeri

The data shows rating of public involvement on implementation of devolution system at County Government of Nyeri.

Table 4.6 Rating of Public Involvement on Implementation of Devolution System at County Government of Nyeri

Rating	Frequency	Percentage
Very Good	18	41%
Good	10	22%
Slightly Good	7	17%
Bad	5	12%
Very Bad	4	8%
Total	44	100%

Table 4.6 indicates that 41% of the respondents felt of competition is very good, 22% felt that it is good, 17% felt that it slightly good, 12% felt that it is bad while 8% felt that it is very bad on at County Government of Nyeri. This information is presented below;

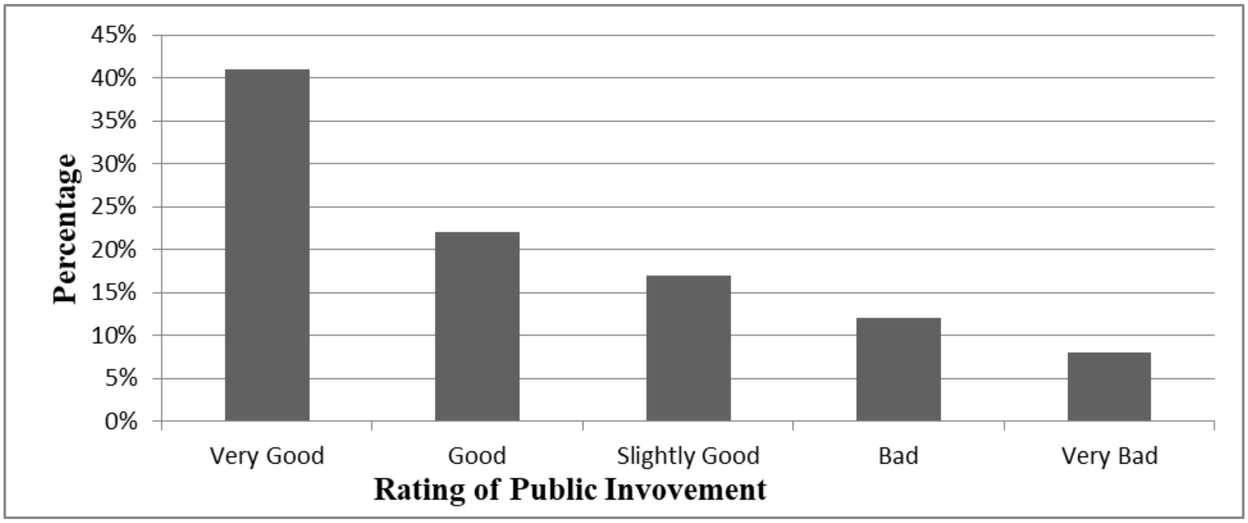

Fig 4.6 Rating of Public Involvement on Implementation of Devolution System at County Government of Nyeri

4.3.1 Influence of Public Involvement on Implementation of Devolution System at County Government of Nyeri

The data shows effects public involvement on implementation of devolution system at County Government of Nyeri.

Table 4.7 Influence of Public Involvement on Implementation of Devolution System at County Government of Nyeri

Influence	Frequency	Percentage
To a great extent	31	71%
To a moderate extent	10	22%
To a low extent	3	7%
Total	44	100%

The table indicates that 71% of the respondents asserted that public involvement influences Implementation of Devolution System at County Government of Nyeri to a great extent, 22% felt that it only influences to a moderate extent while 7% felt that it affects Implementation of Devolution System at County Government of Nyeri to a low extent. This information is presented below;

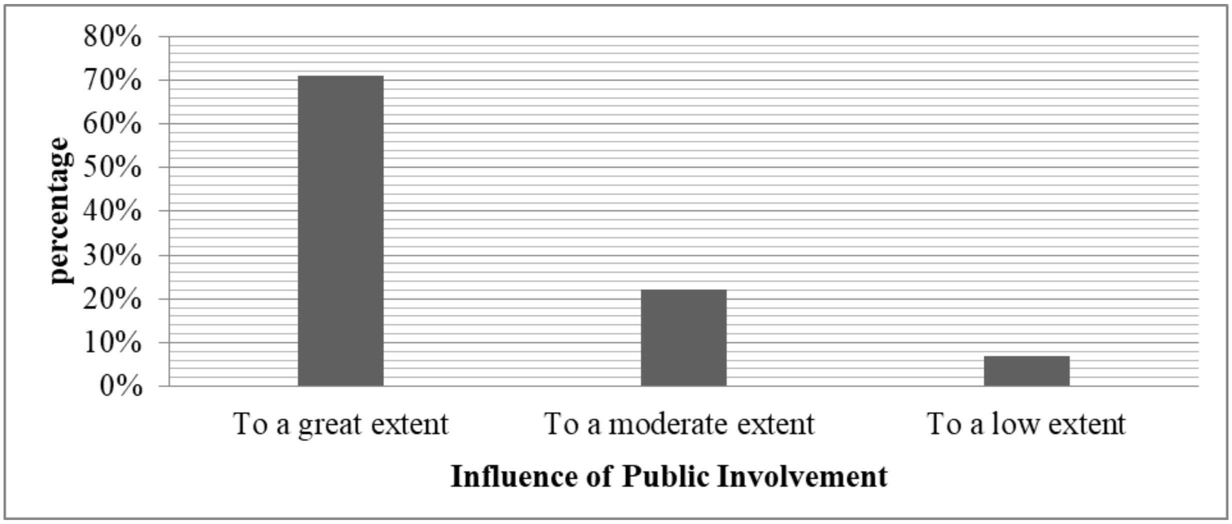

Fig 4.7 Influence of Public Involvement on Implementation of Devolution System at County Government of Nyeri

4.4 Rating of Staff Competency on Implementation of Devolution System at County Government of Nyeri

Data of rating staff competency on implementation of devolution system at County Government of Nyeri

Table 4.8 Rating of Staff Competency on Implementation of Devolution System at County Government of Nyeri

Rating	Frequency	Percentage
Very Reliable	21	47%
Reliable	8	19%
Slightly Reliable	6	14%
Not Reliable	4	10%
No Idea	5	10%
Total	44	100%

The table indicates that 47% of the respondents felt that staff competency is very reliable, 19% felt that it is moderately reliable, 14% felt that it slightly reliable, 10% felt that it was not reliable while 10% did not have any idea. This information is presented below;

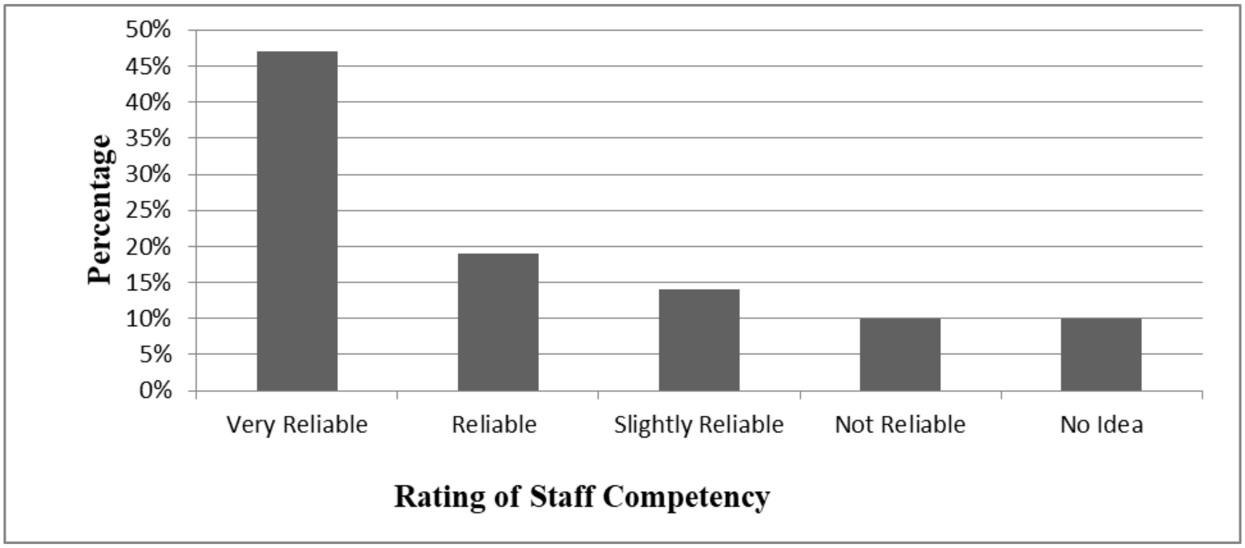

Fig 4.8 Rating of Staff Competency on Implementation of Devolution System at County Government of Nyeri

4.4.1 Influence of Staff Competency on Implementation of Devolution System at County Government of Nyeri

The data shows effects staff competency on implementation of devolution system at County Government of Nyeri

Table 4.9 Influence of Staff Competency on Implementation of Devolution System at County Government of Nyeri

Influence	Frequency	Percentage
To a great extent	**22**	**49%**
To a moderate extent	**16**	**36%**
To a low extent	**6**	**15%**
Total	**44**	**100%**

From the research findings, it was established that 49% of the respondents asserted that staff competency influence Implementation of Devolution System at County Government of Nyeri to a great extent, 36% felt that it only influenced to a moderate extent while 17% felt that it affects Implementation of Devolution System at County Government of Nyeri to a low extent. This information is presented below;

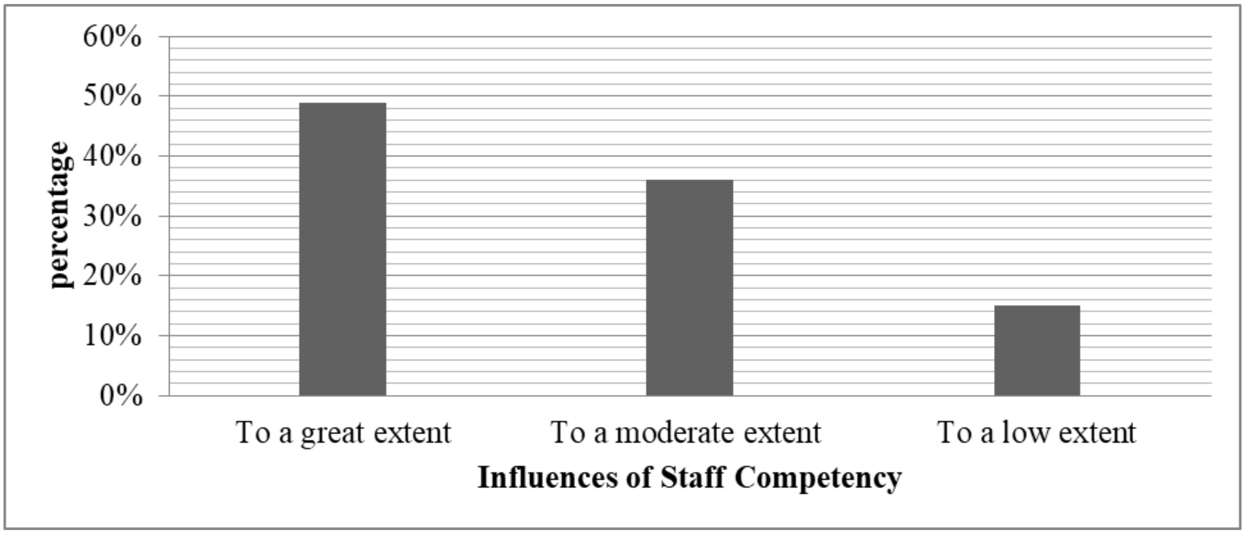

Fig. 4.9 Staff Competency on Implementation of Devolution System at County Government of Nyeri

4.5 Rating of Monetary Management on Implementation of Devolution System at County Government of Nyeri

The data shows rating of monetary management on implementation of devolution system at County Government of Nyeri

Table 4.10 Rating of Monetary Management on Implementation of Devolution System at County Government of Nyeri

Rating	Frequency	Percentage
Very High	**20**	**45%**
High	**10**	**23%**
Slightly High	**5**	**12%**
Low	**5**	**11%**
Very Low	**4**	**9%**
Total	**44**	**100%**

The table indicates that 45% of the respondents felt that monetary management is very high, 23% felt that it is high, 12% felt that it slightly high, 11% felt that it is low while 9% felt that it is very low at County Government of Nyeri. This information is presented below;

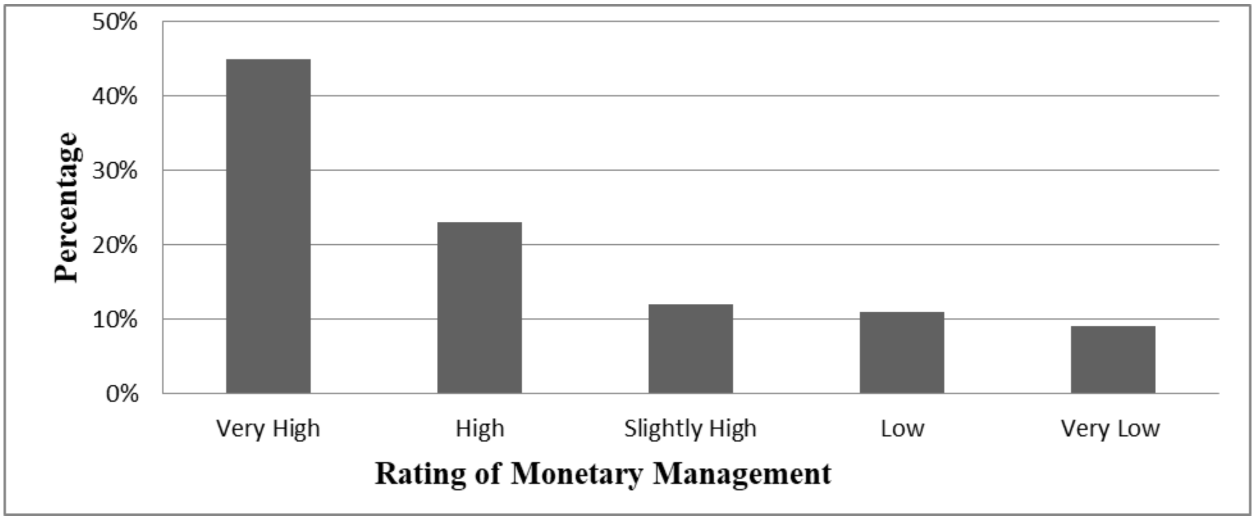

Fig 4.10 Rating of Monetary Management on Implementation of Devolution System at County Government of Nyeri

4.5.1 Influence of Monetary Management on Implementation of Devolution System at County Government of Nyeri

The data shows the effect of monetary management on implementation of devolution system at County Government of Nyeri

Table 4.11 Influence of Monetary Management on Implementation of Devolution System at County Government of Nyeri

Influence	Frequency	Percentage
To a great extent	**19**	**43%**
To a moderate extent	**20**	**45%**
To a low extent	**5**	**12%**
Total	**44**	**100%**

The table indicates that 43% of the respondents asserted that monetary management influence Implementation of Devolution System at County Government of Nyeri, to a great extent, 45% felt that it only influence to a moderate extent while 12% felt that monetary management influence Implementation of Devolution System to a low extent. This information is presented below;

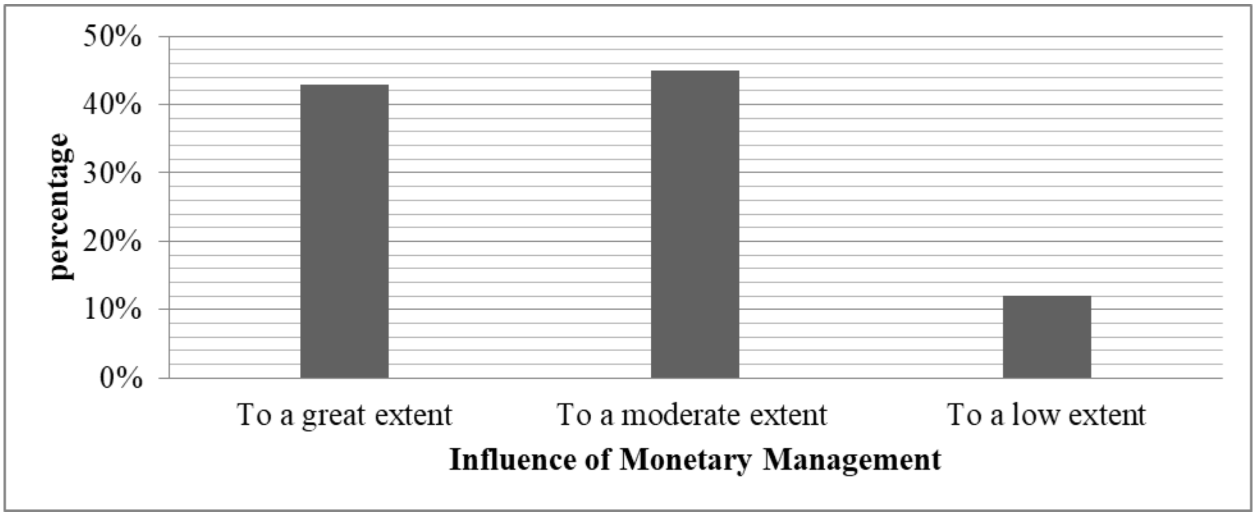

Fig 4.11 Effects of Monetary Management on Implementation of Devolution System at County Government of Nyeri

4.5 Rating of County Government Policies on Implementation of Devolution System at County Government of Nyeri

The data shows rating of county government policies on implementation of devolution System at County Government of Nyeri

Table 4.12 Rating of County Government Policies on Implementation of Devolution System at County Government of Nyeri

Rating	Frequency	Percentage
Very Good	**20**	**45%**
Good	**10**	**23%**
Slightly Good	**5**	**12%**
Bad	**5**	**11%**
Very Bad	**4**	**9%**
Total	**44**	**100%**

The table indicates that 45% of the respondents felt that county government policies a very good, 23% felt that they are good, 12% felt that slightly good, 11% felt that they are bad while 9% felt that they are very bad at County Government of Nyeri. This information is presented below;

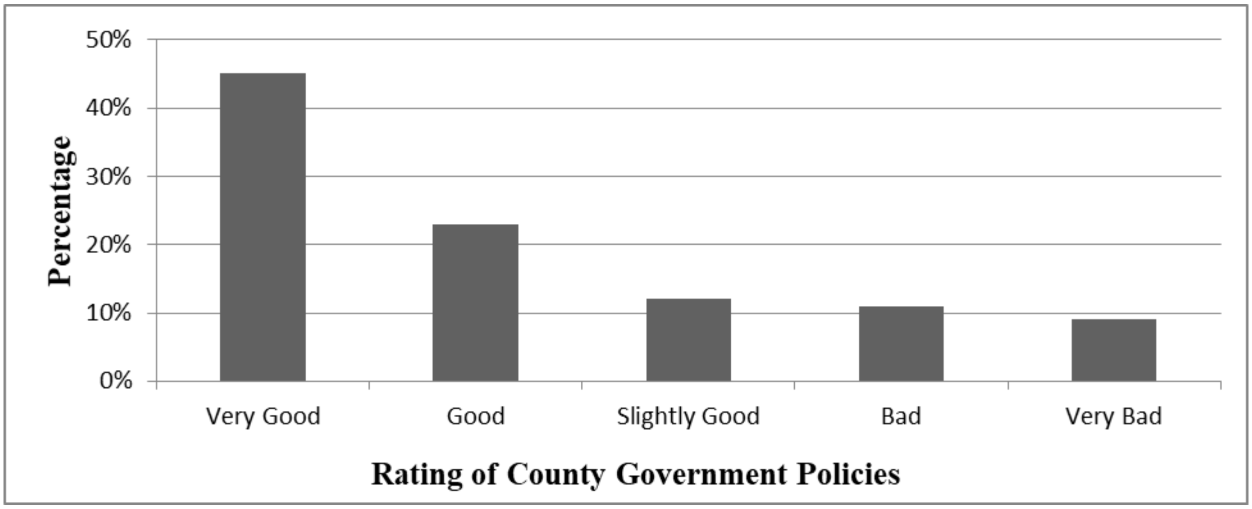

Fig 4.10 Rating of County Government Policies on Implementation of Devolution System at County Government of Nyeri

4.6.1 Influence of County Government Policies on Implementation of Devolution System at County Government of Nyeri

The data shows effects of county government policies on implementation of devolution system at County Government of Nyeri

Table 4.13 Influence of County Government Policies on Implementation of Devolution System at County Government of Nyeri

Influence	Frequency	Percentage
To a great extent	**21**	**47%**
To a moderate extent	**15**	**33%**
To a low extent	**8**	**20%**
Total	**44**	**100%**

The table indicates that 47% of the respondents asserted that County government policies influence Implementation of Devolution System at County Government of Nyeri to a great extent, 33% felt that it only influence to a moderate extent while 20% felt that county government policies influence Implementation of Devolution System at County Government of Nyeri to a low extent. This information is presented below;

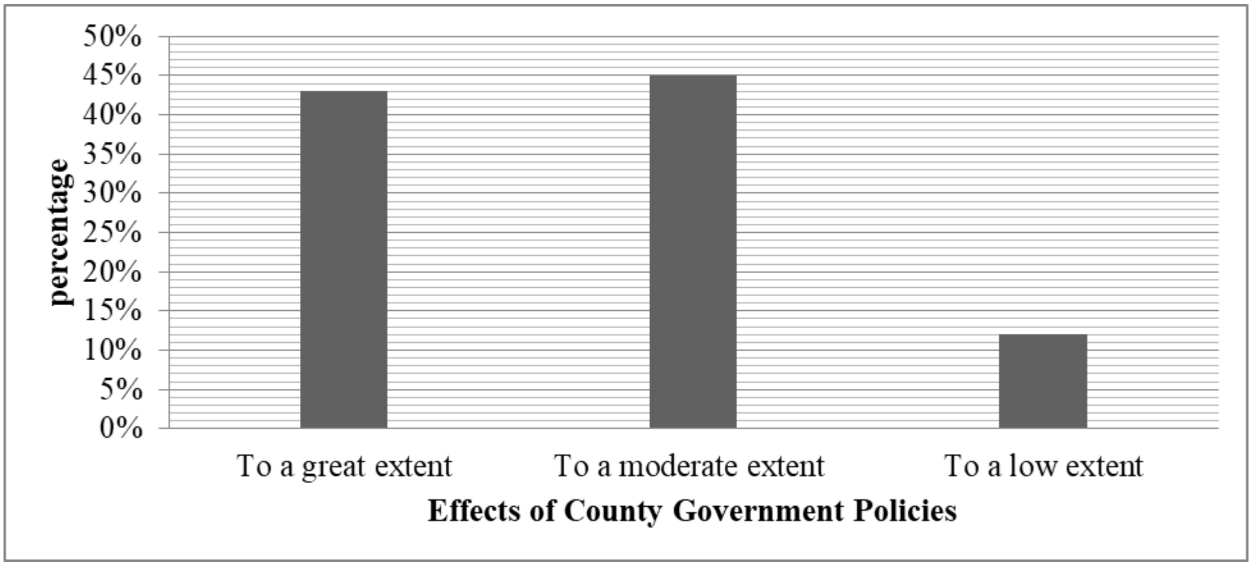

Fig 4.13 Effects of County Government Policies on Implementation of Devolution System at County Government of Nyeri

4.3 Qualitative Analysis

According to the findings of the study, the majority of respondents believe that public participation has a significant impact on the implementation of the devolution system in Nyeri County Government. Relations between authorities can have an impact on how well policies are implemented. Local government policy, for example, is subject to assessment and approval by central government organizations. If the central government considers local government policy to be an important aspect of its overall strategy, it may encourage the execution of local government policy. The success of central policy may be influenced by local government execution, especially in circumstances where the central government does not have majority support in a local authority. As a result, this circumstance has an impact on policy execution.

According to the findings, the majority of respondents believe that staff competency has a significant impact on the implementation of the Devolution System at Nyeri County Government. The county should also invest in capacity building to address human resource, institutional, legal, and technical support development in order to empower its workforce in a variety of ways. Because some departments and ministries believe they are not under the devolved governments and are hesitant to participate in the budget process, capacity building will aid in bringing together staff from various departments and enabling them to own up county activities so that they can participate actively.

According to the findings of the study, the majority of respondents believe that monetary management has a significant impact on the implementation of the devolution system at Nyeri County Government. The concepts of public finance and devolution should be applied to the utilization of these monies as well. It is necessary to maintain monetary management procedures such as the demand for precise proposals with clear objectives and aims for the use of funds; prioritizing of projects to be funded within county budgets and strategic plans. A key issue would be the requirement to fund strategic county and inter-county projects and programs with documented large regional and national beneficial socio-economic outcomes. Appropriate controls and safeguards should also be implemented to prevent the misuse and inappropriate application of funds appropriated and distributed as conditional and unconditional grants. Public participation, monitoring, and assessment are some of the controls under consideration.

According to the findings of the study, county government policies have a significant impact on the implementation of the devolution system in Nyeri County Government. According to the findings, the majority of respondents believe that interest groups and county government policies should support public policy throughout its implementation stage, and that the judiciary should be supportive or impartial. Legislators and executive officers must contribute to the policy program by allocating resources for policy execution. In order to influence local government action, it may be essential to enlist the help of an active pressure organization. As a result, this circumstance has an impact on policy implementation success.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The primary findings, conclusions, and recommendations are summarized in this chapter. It also makes recommendations for future research by focusing on the findings from the subject area.

5.2 Summary of Major Findings

From the research findings 71% of the respondents asserted that public involvement affects Implementation of Devolution System at County Government of Nyeri to a great extent, 22% felt that it only affects to a moderate extent while 7% felt that it affects Implementation of Devolution System at County Government of Nyeri to a low extent. They study also found out that 41% of the respondents felt that public involvement has a very high effect, 22% felt that it has a high effect, 17% felt that it only affects to a moderate extent, 12% felt that it has a low effect while 8% felt that it very low effect on Implementation of Devolution System at County Government of Nyeri.

The county should also invest in capacity building to address human resource, institutional, legal, and technical support development in order to empower its workforce in a variety of ways. Because some departments and ministries believe they are not under the devolved governments and are hesitant to participate in the budget process, capacity building will aid in bringing together staff from various departments and enabling them to own up county activities so that they can participate actively.

From the research findings, 45% of the respondents felt that monetary management has a very high effect, 23% felt that it has a high effect, 12% felt that it only affects to a moderate extent, 11% felt that it has a low effect while 9% felt that it very low effect on Implementation of Devolution System at County Government of Nyeri. The study also found that 43% of the respondents asserted that monetary management to a great extent Implementation of Devolution System at County Government of Nyeri, 45% felt that it only affects to a moderate extent while 12% felt that monetary management affects Implementation of Devolution System at County Government of Nyeri to a low extent.

The study revealed that 38% of the respondents felt that county government policies has a very high effect, 27% felt that it has a high effect, 15% felt that it only affects to a moderate extent, 12% felt that it has a low effect while 8% felt that it very low effect on Implementation of Devolution System at County Government of Nyeri.

5.3 Answers to Research Questions

In order to achieve the objectives set, the study was guided by a series of research questions. The study realized the following answers to those questions;

5.3.1 How does Public Involvement Influence Implementation of Devolution System in County Government of Nyeri?

From the research findings 71% of the respondents asserted that public involvement influences Implementation of Devolution System at County Government of Nyeri to a great extent, 22% felt that it only influences to a moderate extent while 7% felt that it influences Implementation of Devolution System at County Government of Nyeri to a low extent. They study also found out that 41% of the respondents felt that public involvement has a very high influence, 22% felt that it has a high influences, 17% felt that it only influences to a moderate extent, 12% felt that it has a low effect while 8% felt that it very low influences on Implementation of Devolution System at County Government of Nyeri.

5.3.2 To what Extent do Staff Competency Influence Implementation of Devolution System in County Government of Nyeri?

From the research findings, it was established that 49% of the respondents asserted that staff competency influences Implementation of Devolution System at County Government of Nyeri to a great extent, 36% felt that it only affected to a moderate extent while 17% felt that it influences Implementation of Devolution System at County Government of Nyeri to a low extent. They study also found out that 47% of the respondents felt that staff competency has a very high influence, 19% felt that it has a high influence, 14% felt that it only influences to a moderate extent, 10% felt that it has a low effect while 10% felt that it very low influence on Implementation of Devolution System at County Government of Nyeri.

5.3.3 How does Monetary Management Influence Implementation of Devolution System in County Government of Nyeri?

From the research findings, 45% of the respondents felt that monetary management has a very high effect, 23% felt that it has a high effect, 12% felt that it only affects to a moderate extent, 11% felt that it has a low effect while 9% felt that it very low effect on Implementation of Devolution System at County Government of Nyeri. The study also found that 43% of the respondents asserted that monetary management to a great extent Implementation of Devolution System, 45% felt that it only influences to a moderate extent while 12% felt that monetary management affects Implementation of Devolution System at County Government of Nyeri to a low extent.

5.3.4 What is the influence of County Government Policies on Implementation of Devolution System in County Government of Nyeri?

From the findings on county government policies, the study revealed that 38% of the respondents felt that county government policies has a very high influence, 27% felt that it has a high effect, 15% felt that it only affects to a moderate extent, 12% felt that it has a low effect while 8% felt that it very low influence on Implementation of Devolution System at County Government of Nyeri. The study also found that 47% of the respondents asserted that county government policies influences Implementation of Devolution System at County Government of Nyeri to a great extent, 33% felt that it only influences to a moderate extent while 20% felt that county government policies influences Implementation of Devolution System at County Government of Nyeri to a low extent.

5.4 Conclusion

From the fore going study, several conclusions were reached on challenges facing the implementation of devolution system in Kenya. These aspects influencing the Implementation of Devolution System are public involvement, staff competency, monetary management and county government policies.

According to the findings, people only participate in processes that benefit them and when the advantages outweigh the expenses. Networking possibilities, access to knowledge and resources, personal recognition, skill development, and a sense of contribution and helpfulness in resolving community problems are just a few of the advantages. On the contrary, the costs they'd have to pay would cover their time, as well as the talents and resources they'd need. As a result, a balance must be struck such that any initiative to increase community participation in local governance benefits all parties involved.

Audit of existing human and technical capacities in the Public Service should be broken down into different cadres, to better understand the number of employees and skills available in the civil service, local governments, state corporations, and regional bodies, and to facilitate re-distribution and deployment of personnel to counties. Another goal will be to allay employee layoff worries and anxieties. Until a framework for harmonizing terms and conditions of service is in place, existing terms and conditions of service for both national and county workers will stay intact. Develop a Capacity Building Framework that identifies human resource and institutional capacity shortages, as well as particular interventions, with a focus on training programs, ideal staffing, financial needs, and physical infrastructure (office facilities etc). This will be done in order to provide specified county employees with the skills they need to carry out their duties.

This study believes that even if a company has ideal planning, a good organizational structure, and finely tuned control mechanisms, it will fail if it recruits bad performance. To ensure that organizational goals are met, competent people must be in charge. Despite the fact that many firms have modern information technology, it is the people who create the actual difference. As a result, human resource activities should receive special attention. The county treasury was determined to be following and adhering to the PFM act's defined budget criteria to some extent, while the planning process was insufficient and needed to be improved in order to issue a legitimate platform for budget preparation. On the contrary, public participation was not carried out in accordance with the standards, while political involvement in the budget process was significant, which hampered the budget preparation process by lengthening the time spent and causing project priority within the budget.

Most processes and functions have been moderate in facilitating the implementation of devolution system. two functions were indicated to be effective, that is, the formulation of policies, guidelines, regulations to guide implementation of county government functions by senate and the formulation of policies, guidelines, regulations to guide implementation of county government functions by the county assembly. Accessibility and availability of reference materials on devolution to MCAs and county government staff had the least average. This could be attributed to lack of functional specific places or points to access the materials like libraries and websites.

This study found that even if a county government has ideal planning, a good organizational structure, and finely tuned control systems, it would not be effective if it recruits poor performance. To ensure that organizational goals are met, competent people must be in charge. Despite the fact that many firms have modern information technology, it is the people who create the actual difference. As a result, human resource activities should receive special attention. The country's policies and strategies are implemented based on the government's ideology. From ancient times to the present, various governments have come to power, each with its own set of laws, rules, and regulations. As a result, the ruling party's approach toward development has decided the country's fate. The Derge dictatorship (1974-1991), for example, had its own socialist ideology and centralized policy framework. As a result, policy development and decision-making took place in a centralized structure. Furthermore, the Civil Service organizations were all very centralized.

5.5 Recommendations

Because decentralization is one of the fundamental cornerstones of the social and economic pillars, community participation is an important feature of Vision 2030. Policy-making, public resource management, and revenue sharing, particularly as devolved finances become essential drivers of development, are expected to require active participation in order to properly focus resources. In addition, in the budgeting, implementation, and monitoring and evaluation components of development projects, there is a need for a deeper and better collaboration and information sharing process. The development of participatory procedures, which include genuine citizen participation, should be supported at the smallest level of devolved governance, akin to the old Provincial Administration's "barazas."

The various Government Training and Management Development Institutes will be particularly helpful in establishing training programs that are tailored to the needs of the reformed public sector. These programs will focus not only on the development of transformative leadership and change management skills, but also on the development of technical and professional skills required to carry out the public service's missions. Curriculum development should include training institutions, national and county governments, and professional groups in this context. The Kenya School of Government should be recognized as essential to county government capacity building. The present public-sector training program should be applied to the county government, with modifications to suit county-specific capacity-building needs.

To ensure adequate financial controls, planning, budgeting, and revenue linkages should be embedded in policy and county government policies. Budgetary controls operations should be included in the laws that are being drafted, as this will make monitoring and evaluation easier. PCM/CP should also be included in the statute as mechanisms for community-based monitoring and assessment. From the foregoing study, it is obvious that the internal audit function is a key tool for financial controls that county governments might use. It will be necessary to not only adopt effective internal control methods but also to anchor them appropriately in the policy and legislative framework in order to establish good governance and controls of the county government's financial issues.

To save time and resources, it is suggested that the procedures for passing County legislation be less complicated than those used by Parliament. Parliament is entitled to adopt laws to give effect to all matters relevant to the execution of the devolved system of government under Article 200 (1) of the Constitution. The number of wards in the County Assemblies, the educational, moral, and ethical requirements for members of the County Assemblies, the governor, and the speaker, the procedure for the election and removal from office of speakers of the County Assemblies and Governors, and the powers, privileges, and immunities of County Assemblies, their committees, and members will all be covered by such legislation. When the constitution mandates a particular percentage of devolved revenues to the counties, there should be no fiscal stress. In any event, all structures that obstruct devolution's pillars may need to be re-thought in order for devolution to succeed. The values enshrined in the National Cohesion Policy should be put into practice in the units in order to establish a consistent governance culture in all institutions that promotes a sense of Kenyanism.

5.6 Suggestions for Further Studies

According to the findings, more study should be done in the following areas:

i) Influence of revenue collection on Implementation of Devolution System

ii) Influence of vision 2030 road map on Implementation of Devolution System

iii) Challenges facing implementation of devolution in Kenya

REFERENCES

Ackerman, L., (2019). *Transition Management: An In-depth Look at Managing Complex Change*. Organizational Dynamics.

Adamolekun, L. (ed.) (2019) '*Public administration in Africa'*, Colorado, West view Press.

Adebaby Abay (2018) '*Checklist of common personnel/Human Resource Management Problems in the Ethiopian Civil Service*', Merit: Ethiopian Federal Civil Service Quarterly Bulletin, Addis Ababa, 3, no.4:27.

Armstrong, M. (2017) '*A Hand book of Human Resource Management Practice'*, London: Kogen Page.

Atiklt Assefa (2016) '*Enhancing Accountability in the Ethiopian Civil Service'*, Merit: Ethiopian Federal Civil Service Quarterly Bulletin, Addis Ababa, 2, no.246-47.

Barasa, T. and Eising. W (2015). Reforming Local authorities for better service delivery in developing countries. Institute of Policy analysis and Research. Kenya.

Baxter, Z. 2014. Citizen participation in America. Massachusetts: Lexington.

Bekker, K. (2017) Citizen participation in Local Government. Pretoria: Van Schaik.

Bindags (2019).*Managing Transition, making the most ,long books*.

Bose, D.C. (2018). *Principles of management and administration*. PHI learning private Limited. New Delhi

Bratton, J. and J. Gold (2017) '*Human Resource Management Theory and Practice'*, New 56 York: Palgrave.

Brookson, S. (2016). *Managing budgets*. Wing King Tong Co. Ltd. Singapore

Brown, K. (2014) '*Human Resource Management in the Public Sector', Public Management Review* 6(3): 303-309. Pretoria: Van Schaik.

Brynard, D. J. (2019). *Responsiveness of the public servant: Origins*, Obstacles and strategies. Politeia, 9 (2): 39.50.

Burugu, N. J. (2020). *The County: Understanding Devolution and Governance in Kenya*. Lecor Nairobi

Christensen, T. and P. Laegreid (2017) *"Introduction." In Christensen, Tom and Laegreid per (eds.), New Public Management the transformation of ideas and practice*, England: Ashgate Publishing.

Christensen, T. and P. Laegreid (2017) *Transcending New Public Management: The Transformation of Public Sector Reforms*, England: Ashgate Publishing.

Cleveland, L. (2016). *The Public Sector*. New York: Walter de Gruyter.

Collin A. (2017) *"Learning and Development" In Beardwell Ian and Holden Len (eds.), Human Resource Management: a contemporary approach Third Edition*. UK: Pearson Education Limited.

Common wealth secretariat (2015) *Current good practices and new developments in Public sector service management*. Common wealth Secretariat. London.

Common, G. H. M. a. R. (2017) '*Public Sector Capacity Reform Program In Ethiopia: A Tale of Success in Two Ministries*?' Public Administration and Development 27(5): 367-380.

Connelly, D. (2013). *Local government*. London: Prentice Hall.

Demmke, C. (2016) '*Decentralisation of HR Practices – A European Comparative Perspective'*, EGPA Conference, Milan.

Drechsler W. (2015) '*The Rise and Demise of the New Public Management'*, Estonia: University of Tartu and Tallinn University of Technology.

Drunker, P. (2015*). Innovation and Entrepreneurship* London UK.

Dukhira, C.G. (2020). *Grass roots democracy for national development*. London UK.

Ebel, D., & Serdar ,Y. (2016). *On the measurement and impact of fiscal decentralization*. World Government of Kenya, The new Constitution of Kenya, Government Printers 2010.

Ehsan M. and Naz F. (2017) '*Origin, Ideas and Practice of New Public Management: Lessons for Developing Countries*', Asian Affairs, 25(3): 30-48.

Gikonyo, W. (2018). *The CDF social audit guide: A handbook for communities*. Open Society Initiative for East Africa, Nairobi .

Government of Ethiopia (2016) '*Service Delivery Reform Sub-Programme: Performance Management Report'*, Addis Ababa.

Gregory R. (2015) '*Transforming Government Culture: A Sceptical View of New Public Management.' In Christensen Tom and Laegreid per (eds.) New Public Management: The transformation of ideas and practice*, England: Ashgate Publishing.

Grossman, J. P. (2019). *Federalism and the size of government.* Southern Economic Journal, 55 (3), 580-593.

Hankekom, S. X. (2019). *Public policy: Framework and instrument for action*. Pretoria: Southern.

Hanser, T. (2017). *Citizen government*. New York: Sage.

Haque S.M. (2017) '*Theory and Practice of Public Administration in Southeast Asia: Tradition, Direction and Impact'*, Public Administration 30: 1297-1326.

Hood, C. (2015) '*The New Public Management' in the 1980's: Variation on a Theme', Accounting Organizations and Society* 20 (2/3): 93-109.

IEA (2017), *Devolution in Kenya: Prospects, challenges and the future, IEA Research Paper Series No. 24*, Institute of Economic Affairs, Nairobi.

IEA (2019), *Understanding the Local Government System in Kenya, A Citizen's Handbook*, © Institute of Economic Affairs 2009 5th Floor, ACK Garden House, Wing D. Bishops Road, 1st Ngong Avenue, P.O. Box 53989-00200Nairobi. Kenya

Institute of Economic Affairs, (2016). *Kenyans' verdict. A citizen's report card on the Constituencies Development Fund (CDF)*, Nairobi.

Joulfaian, D. & Michael, M. (2019). *Government size and decentralization: Evidence from disaggregated data*. Southern Economic Journal, 56 (4), 1094-1102.

Kalaycioglu, E. (2018). *Politics of fiscal decentralization. Inter-governmental Fiscal Relations & Local Monetary management Program*, World Bank Institute.

Kangu, M., (2017) *Operationalization of Devolution In The Constitution Of Kenya*, A Presentation made at a workshop held at Strathmore Business School on the 22ndMarch, 2011.

Kipkorir, B. E. (2019). *Descent from Cherangani Hills; memoirs of a reluctant academic*,Macmillan, Kenya

Kotter, P. J. (2018). *A sense of Urgency*, Harvard Business Press, Boston MA.

Lee, R. D. (2019) 'Public Personnel Systems', 3rd (ed) Maryland: Gaithersburg, Aspen publisher. pp 25-38.

Lewis, L. K. and Seibold, D. R. (1998). Reconceptulizing Organizational Change Implementation as Communication problem.

Lijphart, A. (2017). Unequal participation: Democracy's unresolved dilemma. The American Political Science Review, 91, 1–14

Linder and Sing (2019) .*Settling Disputes*, West view press

Manor, R. (2016). Community organization. London: Verso.

Marsh, P. (2017). New frontiers in public sector management. Berlin: Walter de Gruyter.

Meyer, I. (2015). Public and development management. Bellville: University of Stellenbosch.

Mitullah, W. and Owiti L. (2017) Women and the politics of transition In Peter Wanyande, Mary Omosa and Chweya Ludeki (eds), governance and transition politics in Kenya. Nairobi: University of Nairobi Press. pp. 155 – 178.

Mungai, Christine (2013), The new Kenya: How a Complex Devolved System Will Change The Country, The East African , and March 16 2013.

Murrell, J. (2019). Political analysis. New York: Pitman.

Muttalib M.A. (2015), 'Decentralization: Local self-government institutions and Resource mobilisation-The Indian experience" in 'Decentralization, Local government institutions, and Resource mobilization Ed Hasnat Abdul Hye. BARD. Comilla, Bangladesh.

Ndegwa, N (2016), "decentralization in Africa: A Stocktaking Survey" (Africa working Paper Series # 40, World bank , Washington, D.C.

Nyanjom O. (2017) Devolution in Kenyans' new constitution. Constitution working paper series no. 4. Nairobi: Society for International Development.

Quade, W. (2019). Associations and democratic participation. London: Verso.

Republic of Kenya, (2018).The Constitution Revised Edition (1998) 1992, - Laws of Kenya, Government Printers, Nairobi.

Republic of Kenya, (2019).The Local Government Act (1998 (1996)); The Government Printers; Nairobi.

Robert, H. M. (2016). *Accelerating Corporate Transformations*-Irwin.

Ronald, A. H. and Marty, L. (2018). *Leadership on the line*, Havard Business School Press, Boston MA.

Staeheli, L., Janet, E. K. and Collin, F. (2017). "*Introduction in State Devolution in America*. ThousandOaks Ca.

Taylor, G. (2018). Community participation in development projects: a sociological study. (unpublished M.A thesis). Port Elizabeth: University of Port Elizabeth.

TFDK (2018) 'Interim Report of the Task Force on Devolution in Kenya', Task Force on Devolution in Kenya, Nairobi, Kenya.

Wahal, R. (2015). Community research. New York: peacock.

William O. Omamo (Hon), (2019).The Commission of Inquiry on Local Authorities in Kenya, Government Printer, Nairobi.

William, S. (2018). Citizen participation. Washington: Self-counsel press.

World Bank, (2016). Devolution without Disruptions–Pathways to a successful New Kenya Poverty Reduction Economic Management unit Africa Region Kenya

APPENDIX I: LETTER OF INTRODUCTION

Irene Purity Wanyagah,

P.O. BOX 162-10100,
Nyeri.

The Town Clerk,
County Government of Nyeri,
P.O.BOX 75-10100,
Nyeri.

Dear Sir/ Madam,

FACTORS INFLUENCING THE IMPLEMENTATION OF CORPORATE GOVERNANCE IN DEVOLVED GOVERNMENTS: A CASE STUDY OF COUNTY GOVERNMENT OF NYERI

I am a management and leadership business administration and management option student at the Management University of Africa. I have been given permission to go to the field to get information from your organization which will be very helpful to both your organization and also to me for it is part of my course work.

The study is designed to establish the factors influencing the implementation of corporate governance in devolved governments. It will help to investigate the factors influencing implementation of corporate governance and also indicate the improvement required to enhance efficiency and productivity. All information submitted will be kept strictly confidential, and your name will not be used in the report under any circumstances.

Yours Faithfully,

Irene Purity Wanyagah

APPENDIX II: QUESTIONNAIRE

Please complete the following questionnaire by answering all of the questions to the best of your ability. All information will be kept in strict secrecy and used solely for research purposes.

SECTION A: Personal Data: (Tick Appropriately)

1. What is your gender?

a) Male ☐ b) Female ☐

2. What age bracket are you within?

a) Below 25 years ☐ b) 26-30 years ☐

c) 31-35 years ☐ d) 36-40 years ☐

e) Above 41 years ☐

3. What is your level of education?

a) O-Level ☐ b) Tertiary ☐

c) University ☐ d) Post Graduate ☐

e) Others ☐

4. How many years have been associated with county government of Nyeri?

a) Below 2 years ☐ b) 3-5 years ☐

c) 6-8 years ☐ d) 9-11 years ☐

e) Above 12 years ☐

SECTION B: Variable under study

5. How do you rate public involvement of County Government of Nyeri?

a) Very Good ☐ b) Good ☐

c) Slightly Good ☐ d) Bad ☐

e) Very Bad ☐

6. To what extent does public involvement influence implementation of devolution system?

a) To a high extent ☐ b) To a moderate extent ☐

c) To a low extent ☐

7. In your own opinion what improvement should be done on public involvement to enhance implementation of devolution system at County Government of Nyeri?

……
…………………………………………………………………………………………………...……
……………………………………………………………………………………………….

8. How do you rate staff competency on implementation of devolution system in County Government of Nyeri?

a) Very High ☐ b) High ☐

c) Slightly High ☐ d) Low ☐

e) Very Low ☐

9. To what extent do staff competency influence implementation of devolution system?

a) To a high extent ☐ b) To a moderate extent ☐

c) To a low extent ☐

10. Explain your analysis about staff competency on implementation of devolution system at County Government of Nyeri.

…………………………………………………………………………………………………
……………………………………………………………………………………………..........
....……....................

11. How do you rate the monetary management in County Government of Nyeri?

a) Very High ☐ b) High ☐

c) Slightly High ☐ d) Low ☐

e) Very Low ☐

12. To what extent does monetary management influence the devolution system's implementation?

a) To a high extent ☐ b) To a moderate extent ☐

c) To a low extent ☐

13. What is your understanding on monetary management and its influence to an implementation of devolution system at County Government of Nyeri?

…………………………………………………………………………………………………
……………………………………………………………………………………………….....
....……....................

14. How do you rate county government policies of County Government of Nyeri?

a) Very Good ☐ b) Good ☐

c) Slightly Good ☐ d) Bad ☐

e) Very Bad ☐

15. How does level of county government policies influence implementation of devolution system?

a) To a high extent ☐ b) To a moderate extent ☐

c) To a low extent ☐

16. Do county government policies influence implementation of devolution system in County Government of Nyeri? If yes explain

……
………………………………………………………………………………………......

THANK YOU FOR YOUR CO-OPERATION

APPENDIX III: RESEARCH PROJECT TIMEFRAME

	YEAR	**2021**					
No	**Activity**	**MAR**	**APR**	**MAY**	**JUN**	**JUL**	**AUG**
1.	Developing research Topics						
2.	Writing of Research proposal						
3.	Correction of proposal						
4.	Data collection, analysis and interpretation						
5.	Drafting of the research report						
6.	Presentation of the report, defense and correction.						

APPENDIX IV: RESEARCH PROJECT BUDGET 2021

Item	**Description**	**Estimate Budget**
Developing project	Printing and photocopying	**1,400/=**
Data collection	Printing and photocopying of questionnaires Transport costs	**4,000/=** **2,100/=**
Data Analysis	Data analysis, presentation and interpretation	**2,600/=**
Finalize on Report	Printing of final draft report Binding final report	**2,400/=**
TOTAL		**12,700/=**