Influence of strategic communication management on devolution in taita taveta county, kenya

DENNIS NGERERI

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DECLARATION

This project is my original work and has not been presented for a degree in any other university.

Signature…………………………………………….Date……………………………………
Dennis Ngereri,
C153/MSA/PT/32460/2015

This project has been submitted for the review with my approval as University supervisor.

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

Dr.Lawrence Wainaina
Department of Business Administration.
DEDICATION

I wish to dedicate this work to my beloved family members for their patience and support during times of carrying out this study.
ACKNOWLEDGEMENTS

This work could not have come to its present form without the support and assistance of my supervisor Dr. Lawrence Wainaina. I deeply appreciate his efforts. However, any mistake in the document remains my own.
ABSTRACT
Strategic communications management is essential in county governments not only in terms of communicating policy directions, but also to disclaim un-authoritative communications that seek to misinform the public and undermine the devolution process. However, years after establishment of the county governments, the strategic communication function in these governments is still wanting and its power in promoting devolution is not yet evident. Therefore, the main objective of the study was to examine influence of strategic communication management on devolution in Taita Taveta County. Specifically, it sought to examine how audience segmentation, communication content control, communication medium choice and communication feedback mechanisms used in strategic communications management influence devolution in Taita Taveta County. The study was intended to be of immense benefit to the management and administration of Taita Taveta County Government on the importance of employing strategic communication so as to achieve devolution. Other stakeholders in the devolution process such as NGOs, and the business community, policy makers and the academic community are also expected to draw considerable benefits from the outcome of the study. The study was guided by the Agenda Setting Theory, the Impression Management Theory and the Media Richness Theory. The study used descriptive survey research design targeting management members at various levels in the devolved ministries in the county. Stratified random sampling was used to obtain a sample size of 91 respondents out of which 82 participated in the study. Data was collected using questionnaire and was analyzed using both descriptive and inferential statistical methods. The results revealed that use of audience segmentation in strategic communication strongly influenced effective devolution in the study area. Communication content control was also found to strongly influence effective devolution in the area. However, the findings revealed that choice of communication medium had a weak but significant impact on devolution in the study area. Lastly, it was established that communication feedback mechanisms moderately influenced effective devolution in the study area. Therefore, the study concludes that strategic communication management significantly influenced devolution in Taita Taveta County. Thus, the study recommends that the county communications department invest more in studying the demographic characteristics of the area residents so as to enable it not only to invest in the appropriate media technology, but also to create targeted messages that can be rapidly disseminated among these groups. It is also recommended that the communications team undergoes regular training on social media communications management. In addition, the study recommends that the county develops its own media like a local radio station, publication or TV station as these could help improve strategic communications. Finally, it is recommended that the communications teams learn how to contact the administrations of other social networking sites whenever the county is under attack on their social media handles.
# ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CACI</td>
<td>Consolidated Analysis Center Incorporated</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immuno-Deficiency Virus</td>
</tr>
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<td>IM</td>
<td>Impression Management</td>
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<td>MSD</td>
<td>Media System Dependency Theory</td>
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<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>PR</td>
<td>Public Relations</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<td>WHO</td>
<td>World Health Organization</td>
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OPERATIONAL DEFINITION OF TERMS

Communication Medium - In the communication process, a medium is a channel or system of communication—the means by which information (the message) is transmitted between a speaker or writer (the sender) and an audience (the receiver)

Content Control- in the communication process, content control is a method of selectively packaging messages such that only the relevant issues are relayed to the public. This enables the sender to determine the depth of the messages and the language used.

Devolution - This refers to devolution working the way it is meant; to improve service delivery efficiency and in an equitable manner according to the citizen’s aspirations. In this study it is measured by effectiveness, participation in the devolution process and number of complaints received.

Feedback Mechanisms – In the context of the present study, feedback mechanisms are taken to mean systems put in place to capture the reactions of the audience and give the communicator an impression of the reception of the messages sent and the needs for modification. It is a mutual way of communicating and is measured in this study through internal feedback and external feedback.

Strategic communication management – in this study refers to the systematic planning and realization of information flow, communication, media development and image care in a long-term horizon

Target audience – These are specific segments in the society who are deemed to be primary recipients of certain messages. In the communication process, messages are sometimes deliberately targeted towards specific groups of people. This is done to ensure the message reaches them effectively and that they are able to fully comprehend its contents.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Since the latter half of the 20th century, a growing number of countries both in the developed and lately developing world have been devolving the fiscal, administrative and political roles previously held by their national government to sub-national governments and other agencies (Calamai, 2009). The pursuit for devolution in most instances has been motivated by the increasing demand on public sector reforms, the need for bringing government services closer to the people and the need for increased grassroots representation and inputs in the management of public affairs by the citizens and equality in the administration of economic and political resources (Cheema & Rondinelli, 2007). Consequently, there are varying levels of successes in the implementation of devolution global arena is full of. However, what is common to all the devolved governments are the challenges brought about by increasing complexities in the legal frameworks, technical capabilities required and the ever evolving political-economic environment as they strive to ensure the success of devolution.

Tomaney and Pike (2006) explain that the thrust behind the devolution approach in management of public affairs is mechanisms which do not rest or resort to classical ideas of state authority and sanctions, but rather on the interaction of multiple actors also known as stakeholders. Accordingly, there is a growing inclination to vacate from the traditional system of government to the more engaging governance models where the stakeholders can have more input in the way their public affairs are managed and, thus, the sole undertaking of governance becomes that of ‘steering networks’ of multiple actors (Stoker, 2015). In Kenya, the promulgation of the new Constitution in the year 2010 was a milestone in the governance of the country. It brought a new governance structure in the country with devolution taking center stage. It constitution facilitates
the dispersal of political power and economic resources from the central government to the grassroots. As a result, following the General Election in 2013, forty-seven County governments and the Senate were created in the country for the purposes of implementing devolution. Nevertheless, years after the set-up of the county governments, the strategic communication function in these governments is still wanting and its power in promoting devolution is not yet evident.

1.1.1 Public Sector Communication

Communication is a very essential part of public service delivery. The capacity to communicate effectively with constituents is a fundamental function of modern governance and this capacity is not just limited to “pushing out” information in an efficient and effective manner but the willingness to be engaged by the citizens in relation to the information (Valentini, 2009). The ability and willingness to communicate with the public must be coupled with a willingness and ability to listen to them, but incorporate their aspirations into the policy development and implementation process (Aday, Brown & Livingston. 2008). According to Crawford and Okigbo (2014), several communication campaigns fail as a result of the intended addressees resisting the messages which they may view as contradicting their norms and ingrained behaviors. They also tend to resist messages that are not well channeled, closed-ended one-way communications that also fail to connect with the diverse groups in the audience. Successful public relations campaigns, thus, have to be tactful in addressing issues directly or indirectly in a nonthreatening and inclusive manner while using persuasive logical and/or emotional appeals intended to elicit desirable conducts and attitudes using tools such as strategic communication.
Effective states use strategic communication to achieve their agenda and, as such, have developed capacities in various communication tools and mechanisms (Boundless (2017). For instance, the White House Communications Office in the United States is capable of reaching all major U.S. and global media outlets instantaneously (Caddy, Peixoto & McNeil, 2007). In the same vein, the government communication machinery of the United Kingdom’s has the capacity to deliver a flyer to every UK household within 24 hours (Aday, Brown & Livingston, 2008; Bassat, Beniaminy & Goldberg, 2008). In contrast, the public communication functions in most developing countries-majority drawn from Sub-Sahara Africa, Kenya included- are managed by low skilled personnel (Livingston, 2011).

In several contexts, government offices do not have strategic communication positions—despite the fact that establishing them would enhance communications. Bruni et al., (2010) observes that even in cases where these offices are created or exist, they are often left unoccupied or relegated to civil servants’ secondary, low-priority tasks. Information and communication departments or ministries conduct themselves like propaganda machines—whose role is basically advancing information that is skewed towards “the government in power”—and are often unable to engage in meaningful dialogue with citizens. Furthermore, bureaus and agencies charged with the responsibility of collecting and managing public data and information often lack the capacity and are frequently under resourced to carry out their functions (Thomas, 2009). However, with the devolved government system in Kenya, it is expected that strategic communication can be influential in enhancing the devolution process in the county governments. Therefore, it is of interest to the current study to critically examine the influence of strategic communication management on devolution in the county governments.
1.1.2 Strategic Communication

Knudsen and Lemmergaard (2014) define strategic communication as policy-making and guidance for consistent information activity within an organization and between organizations. Valentini (2013) describe strategic communication as communication activities which from the development phase to the execution point, are planned and consistently intended to achieve particular outcomes. Thus, strategic communication can be viewed as communicating a process, data or a concept that fulfills the organization’s long term strategic aims by facilitating advanced planning. It could also mean long distance communication usually via international telecommunications and even through dedicated worldwide network resources for coordination of activities and actions of operationally vital non-commercial, commercial combat and or military business together with logistic subunits (Grigorescu & Lupu, 2015). It may also be considered as the associated functions in organizations which handle external and internal communication processes (Mulhern, 2009).

Strategic communication essentially differs from integrated communication since it emphasizes organizational communication across organizational endeavors. Hallahan, Holtzhausen, Van Ruler, Veri and Sriramesh (2007) explains that the focus is mainly on strategically applying communication and the role of an organization as a social actor for the advancement of its mission, which underscores the critical role evident in strategic communication’s purposeful nature. Whereas most academic research focusing on communications in organizations widely examines the different processes involved during the interaction of people in complex organizations -including network, group, and interpersonal communications, the main thrust of strategic communication is on the way the organization promotes and presents itself by enlisting the deliberate actions of its employees, leaders and communication practitioners (CACI Strategic
Communications, 2005). Of course, this does not exclude their use of relationship building or networks in the strategic process.

There are at least four good reasons why strategic communication as a term makes sense in describing a unifying framework for analyzing organizational communications. First, the communicators’ ability to distinguish between the approaches used in traditional communications and their outcomes is disappearing rapidly (Atkin & Freimuth, 2013). Secondly, key changes being made in communications to the public are driven by both media economics and by technology (Crawford & Okigbo, 2014). Thirdly, several organizations are beginning to employ an increasing variety of methods to influence the behaviors of their constituencies—what people know, how people feel, and the ways people act—relative to the organization (Gregory, 2005). Lastly, it is well recognized in strategic communication that focused influence serves as the fundamental communications goal of organizations (Hallahan et al., 2007).

Gelders and Ihlen (2010) defined strategic communication management (STM) as the systematic planning and realization of information flow, communication, media development and image care in a long-term horizon. STM deliberately delivers message(s) using the most appropriate media to the targeted audience(s) at the proper time in a way that contributes to and achieves the anticipated long-term effect. Further, STM is process creation that necessarily balances three core factors: the audience(s), the message(s) and the media channel(s) (Bockstette, 2008). Strategic communications management is, therefore, an important communication aspect in any organization. However, strategic communications management as a tool for devolution is yet to receive sufficient research attention.
1.1.3 Devolution and Strategic Communication in Kenya

Devolution in Kenya is now in its fifth year after implementation under the new constitution which created 47 County governments as a second tier government. Many of these County governments are yet to resolve some teething problems on many fronts which threaten to impede their functions and slow down the devolution process considerably. Devolution has come with a number of dimensions and challenges. To begin with, as per the new constitution, power was ceded from the central government to the Counties, with the aim of getting government and services closer to the people (Nyanjom, 2011). The legal, political and structural challenges evident in many counties could invariably affect the quality of public service delivery in these Counties if not adequately addressed in good time (Bigambo, 2013).

In other words, “devolution” may not be realized as envisaged in the new constitution which sought to address governance and public service delivery problems through the devolution process (Mwayaya, 2015). Already, the devolution scorecard suggests that most counties are still lagging behind in the fulfillment of their agenda; budgets are not well implemented, local taxes levied on enterprises are high, capital projects are yet to be completed and be operationalized (Bigambo, 2013). The national government is raising concerns over the efficiency of budget implementation in the county governments while citizens are yet to see value for money and the actual fruits of devolution. As a people driven process, effective communication is essential to ensure the vitality of the devolution process. Strategic communications is, thus, an indispensable tool in not only enabling the county governments to address these challenges but also in setting the agenda for their initiatives for effective devolution. However, the use of strategic communication to achieve devolution in County governments is still inadequate.
Studies in the Kenyan context indicate that County governments still have inadequate communication machinery. For example, a study by Obiga (2014) found that ineffective communication during strategy implementation and lack of coordination of activities affected strategy implementation in Nairobi County. These findings were echoed by Oduori (2016) study which revealed that some of the challenges being currently experienced in the County system of governments included slow and weak communication due to increased bureaucracy and poor coordination between the two levels of government and among county governments. Galgallo (2015) similarly, found that the County Government of Mombasa lacks effective communications strategy and did not have enough communication bases such as notice boards to facilitate communications. Njihia (2017) established that Kiambu County Government did not have a proper and effective communication system. Thus, it is evident that effective communications with stakeholders was still a serious challenge facing county governments in the country. This underscores the need for strategic communications within the county governments. County governments need to practice strategic communication management to present factual positions of their undertakings so as to build confidence among stakeholders and reduce the incidences of misinformation.

1.1.4 Taita Taveta County

Taita Taveta County is strategically located and has high potential for growth which can be realized if the devolution policies and objectives are well communicated to the stakeholders. At its inauguration in the year 2013, Taita Taveta County Government set up a public communications department. The department is headed by a Director Communication assisted by four public relations (PR) managers each situated in the four sub counties; Voi, Wundanyi, Mwatate and Taveta.
A study by Mchana (2015) on the determinants of financial resource allocation affecting service delivery in sub counties of Taita Taveta County revealed that revenue collection capacity in the sub counties in the area were in an unsatisfactory state in terms of equipment and accessibility of certain areas. There were also serious doubts over the county government administration’s commitment to promote an enabling environment for stakeholders and develop partner cooperation through proper communication. Most of the staff members were not highly trained in financial resource management and this was presenting a significant challenge to resource allocation and consequently service delivery. Finally, it was also revealed that the counties were still experiencing ideologically based service delivery that could lead to some areas being continually marginalized. It is recommended that information and communication technologies (ICT) be fully integrated into the revenue collection systems and the new administration review its systems in order to promote effective communications between the organs of the administration. The study, however, did not examine communication from the strategic dimension.

Mwakamba (2016) examined the role of change management strategies in devolution in Kenya focusing on Taita Taveta County Government. The findings revealed that the directive strategy as a change management strategy had a weak influence on devolution in Taita Taveta County Government. However, it was also revealed that the educative strategy and the participative strategy as a change management strategies were very influential in the devolution process in the county. It was also established that expert strategy though not playing a prominent role as a change management strategy still had a significant influence on devolution in the county. Among the recommendations of the study was that there was need to avail more resources when
sensitizing people on change as inadequate resources reduced the power of this strategy. While change management is anchored on communication and the strategies depend on communication to be effected, the study, however, only mentioned the aspect of communication in its recommendations and strategic communication was not emphasized.

Mwawasi (2017) sought to establish the effect of the implementation of the County Integrated Development Plan on health care management in Taita Taveta County. The study revealed that CIDP guided budget allocations strongly influenced health care management in the county. It was also established that while the CIDP was instrumental in guiding procurement of health equipment in the County, it had a weak influence on health care management in the County that could be attributed to the limitations in the procurement budget especially regarding non-recurrent expenditure. The study findings also revealed that CIDP guided health personnel management had a weak influence on health care management in the County that was attributed to inadequate health staff recruitment and compensation. Finally, it was revealed that CIDP guided health systems infrastructure still had a weak effect on health care management in Taita Taveta County due to inadequate financial allocations. The study, however, did not cite the need for strategic communication in the implementation of the CIDP.

Hence it is evident that strategic communications still presents a challenge to the county government as most communication emanating from the departments is not timely and even then most do not work closely with the public communications department and is, therefore, doubtful whether they employ any meaningful form of strategic communications. Therefore, it will be important to undertake a closer examination on the influence of strategic communication management on devolution in the County.
1.2 Statement of the Problem

Devolution as a broader policy aspect of decentralizing political power to include public administration, fiscal responsibility and development requires strategic communication if it is to be effectively implemented. According to Makinde (2005), communication is an essential ingredient for effective implementation of public policy. Moreover, as a citizen centered mode of governance, the citizens are entitled to quality information from authoritative sources within the county so as to enable them make their inputs in the devolution process from an informed position (Constitution of Kenya, 2010). Therefore, as policy making organizations, strategic communications management is essential in county governments not only in terms of communicating policy directions, but also to disclaim un-authoritative communications that seeks to misinform the public and undermine the devolution process.

While Taita Taveta County Government set-up a communications department that has been functional for the last five years, the county government still experiences significant challenges in communicating its agenda in a timely and reliable manner. Functions requiring public participation, such as, the budgeting process still register low turnout with members of the public citing their inability to access the information in good time. For example, Odhiambo and Opiyo (2017) found that majority of the residents of the county had only participated in less than 25 forums organized by the county since the year 2013. This and other similar incidences raise questions on the status of strategic communications management in the county government. Mchana (2015), for instance, found that Taita Taveta County Government was not engaging in proper communication to promote an enabling environment for stakeholder and development partner cooperation. A study by Mwakamba (2016) in the same County also did not show evidence of use of strategic communication in change management strategies to promote
devolution. Mwawasi (2017), similarly, did not demonstrate whether strategic communication was being used to canvass the County’s CIDP. Therefore, it is evident that strategic communication management function in devolved governments has not yet received considerable research attention in previous studies despite the fact that several countries began their devolution processes much earlier than Kenya. Thus, the present study sought to examine influence of strategic communication management on devolution in Taita Taveta County.

1.3 Objectives of the Study

1. To examine how audience segmentation in strategic communication influences devolution in Taita Taveta County

2. To determine how communication content control influences devolution in Taita Taveta County

3. To establish how communication medium influences devolution in Taita Taveta County

4. To establish how communication feedback mechanisms influence devolution in Taita Taveta County

1.4 Research Questions

1. How does audience segmentation in strategic communication influence devolution in Taita Taveta County?

2. What is the influence of communication content control on devolution in Taita Taveta County?

3. What is the influence of communication medium on devolution in Taita Taveta County?

4. How does communication feedback mechanism influence devolution in Taita Taveta County?
1.5 Justification and Significance

Poor communications can be a significant drawback to the achievement of policy objectives in the public domain such as in the devolution framework. In Taita Taveta County communications still presents a significant challenge to devolution. The county government, however, has invested in public communication systems but it remains unclear how these systems are used in strategic communications. Therefore, the outcome of this study was meant to enlighten the management and administration of Taita Taveta County Government on the importance of rightly employing strategic communication so as to achieve devolution. Other stakeholders in the devolution process such as NGOs, and the business community, may also find the results of the present study useful when communicating with the county government. Understanding strategic communication in service delivery to the public can be very useful to the policy makers at the government level. The policy makers may be able to assess issues emerging in the devolved governments related to strategic communications and find appropriate ways of addressing them at the policy level. Therefore, the outcome of this study may prove instrumental in shaping policy decisions on devolution. Finally, the findings of this study are meant to be of benefit to the academic community by adding to knowledge in this area and consequently enable them to identify gaps upon which to build cases for further research.

1.6 Scope and Limitations

This study focused on the influence of strategic communication management on devolution in Taita Taveta County. As such it involved members of the management and administrators of the County government.

The study faced the following limitations; the scope was the main limitation as it focused only on strategic communications strategies used for devolution in Taita Taveta County. As such, the
findings may not necessarily hold in other different contexts without some assumptions and modifications. However, every care was taken in the sampling and instrumentation to make the findings more adaptable to other areas of interest for future researchers and other stakeholders. Co-operation from the county authorities and respondents was also a limiting factor experienced in the study. The researcher, however, explained the academic purpose of the study and showed them the necessary permits to carry out the study.
CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Review of Related Literature

This section reviews existing literature on strategic communications. The aim is to provide insight into the variables previously identified and expose gaps that need to be filled by the present study.

2.1.1 Audience Segmentation and Devolution

In communications, targeting specific audiences is often used as a communications strategy and this is achieved through segmentation of audiences which entails dividing people into homogeneous subgroups on the basis of defined criterion for example demographics, psychographics, product usage, media use and communication behaviors (Rimal et al., 2009; Dervin & Frenette, 2001). Audience segmentation is widely acclaimed for its fundamental strategic role in communication campaigns with the potential of influencing both social change and health outcomes (Hoyer, Macinnis, & Pieters, 2013). Segmentation of the audience enables campaign efforts to be more effective when tailoring messages to distinct subgroups; it is also efficiently used when the audiences targeted are selected on the basis of their susceptibility and receptivity (Pilotta & Schultz, 2005).

Sherlock (2014) opine that organizations necessarily need to recognize and understand their target audiences so as to ensure their campaign efforts are successful. This enables organizations to tailor their services or products to the demands of their clients and maximize on their intended gains. According to Cahill (2007), there are differences among consumers, therefore, audience segmentation can be an effective tool in reaching the high-potential and loyal clients which can then translate into a good return on investment. Sherlock (2014) further explains that when determining the target audience, the organization needs to first identify the problems its service
or product intends to solve, or the demand it satisfies. The problems to be solved necessarily ought to be those familiar to the clients and thus will be interested in solving. Therefore, it can be inferred from the above that segmenting the audience is important in communication as different strata of the society are at different need levels and thus respond differently to messages sent to them (Doos, Uttley & Onyia, 2014). This can be a useful tool in public sector organizations such as devolved governments. Topolniski (2013), however, segments the target audience in terms of consumer demographics, psychographics, geographic information and behavior. Since the present study is by design investigating communication behavior in the public domain, that is, the county government, the factors of interest will be demographics, geographic information and media use.

Slater and Flora (1991) studied the risk of cardiovascular disease among central Californians and made use of health behaviors for segmentation of the audience into distinct subgroups. The study found that groups having moderate levels of good diets, low tobacco consumption and physical activity had the propensity of seeking information on health and were of the opinion that cardiovascular diseases could be prevented through health behavioral change. On the other hand, groups exhibiting poor diets, excessive tobacco and alcohol consumption and high perception of susceptibility to cardiovascular disease were not keen on mitigating those health risks and were reluctant in seeking information on health (Guttman, 2003). The disparities observed between the two health behavioral segments enabled health communicators to design and tailor different messages to influence their health behaviors.

Rimal, Brown, Mkandawire, Folda, Bose and Creel (2009) identified risk perceptions and efficacy beliefs as the main audience segmentation criteria for the HIV-prevention project
in Malawi. Their study created four subgroups for observation which were respectively; responsive (high risk, high efficacy), avoidance (high risk, low efficacy), proactive (low risk, high efficacy) and indifference (low risk, low efficacy). The study revealed that there were differences in levels of HIV knowledge, HIV testing and condom use among the four segments. Proactive and responsive groups had receptive to preventive behaviors whereas indifference and avoidance groups were less inclined to practice preventive behaviors. The study recommended that segmentation of audience could be utilized as a strategy in Malawi for targeting different segments using messages tailored on efficacy beliefs and risk perceptions which can influence the residents to adopt recommended HIV prevention behaviors.

While the preceding discussion has underscored the importance of target audience communication elements, most of the research available tends to focus on the business sector as opposed to public sector communications. Moreover, Ball and Pflugrath (2012) indicate that governments are currently adopting private sector management styles in a bid to improve their efficacy. As such, elements of say marketing communications such as audience segmentation are rapidly finding their way into government strategic communications. However, the effect of this in strategic communications in public sector organizations such as devolved governments is yet to be established.

2.1.2 Communication Content Control and Devolution

Crawford and Okigbo (2014) explain that many communication campaigns are unable to materialize due to resistance to the messages by audience members who feel such messages contradict ingrained behaviors and adopted habits. Therefore, it is important that successful public communications campaigns address these behaviors indirectly or directly through an accommodating and non-threatening manner, using appropriate emotional and/or logical
persuasive appeals, designed to elicit desirable attitudes and behaviors (Gregory, 2005). Further, some fear evoking public reform campaigns that appear to be effective but just for a limited time since members of the audience eventually learn to overcome such fears or avoid the messages that evoke fear. Old habits die hard, even when we know they are unhealthy and need to change as many people have the tendency to go back to their old habits after the campaigns conclude. Evidently, lack of message content control effectively undermines the strategic intent of the communication message.

Every day several organizations create new content employing newer tools, and store or share that content in more ways than ever before (Ferris Research, 2006). Content flows in and out of an organization in the form of millions of file transfers, instant messages, emails and other Internet transactions. Proactively controlling content of outbound messages mitigates the risk of disclosure and ensures that only appropriate information is sent out in the appropriate way (Sheer & Ling, 2004). Content control means checking that electronic communications like instant messages, emails, electronic documents and web postings contain acceptable information. For example, organizations want to ensure that material does not contain racial slurs or sexual innuendo, or that valuable product designs aren't being sent to competitors or posted to news groups, or that viruses are not being transmitted (Ferris Research, 2006). In other words, organizations seek to put information out there that resonates well with the public and does not hurt their organizational image. Therefore, protecting the organization’s public image, brand and intellectual assets requires real-time analysis and monitoring of outbound content.

Content control ought to be undertaken within the organization. This need also to apply to electronic communications emanating outside the organization, and also to electronic
communications departing for the outside world from the organization. Inbound content control is heavily oriented toward the control of malevolent content, such as viruses, denial-of-service attacks, malware, and spam control. Outbound content control, by contrast, is much more concerned with ensuring that only appropriate material is sent externally; for example, that sensitive material only goes to certain people, or is suppressed entirely (Trevino, Webster & Stein, 2000).

In the public sector, the implementing policies can be an expensive process and this can be significantly compounded if the citizens reject or misunderstand the policy communication (Viswanath, 2006). Therefore, it is imperative that the messaging of such policies should enable the citizenry to buy the government’s vision and continue in the policy direction for a long time. However, previous research has not critically examined this aspect of communication control and its role in strategic communications in the public.

2.1.3 Communication Medium and Devolution

Strategic communication requires that communicators use dependable media channels so that they can effectively reach decision-makers by distributing materials and disseminating messages. As such, communicators need to analyze the audience’ access to different media resources and preferences in order to determine the best available messaging pathways (WHO, 2017). Rice and Atkin (2000) suggest that among factors to consider when prioritizing channels include their reach, that is, the number of people that will see, read or hear a message, and how the channel supports audiences’ ability to recall the message and impact - whether the message results in action. Exposure to the message and repetition are key to audience recall, increasing the likelihood that audiences will act on the information provided. For example, government policy-makers may be influenced by multiple news media reports about the need for immunization
campaigns, but posters on community boards can be more effective at encouraging residents to get vaccinated and directing them to local health facilities.

According to Davis (2016) there are several media channels that can be used in strategic communications, deciding what channels to use is key to good public relations planning. However, it is no longer relevant to segregate them in terms of print, online and broadcast since everything has merged in this digital-mobile era (Taylor & Perry, 2005). Davis (2016) opts to look at them in terms of whether the media is earned, owned or bought as well as non-media communication channels. Earned media is where coverage and word of mouth are generated through editorials. The advantages of this form of communication is that it carries credibility, can reach mass audiences and is great for awareness building (Taylor & Kent, 2007). The disadvantages of earned media are that it can be susceptible to loss of control as the story can be misrepresented; it is also at mercy of media agenda and relies on news-ability.

Owned media such as the organization’s own website, publications, broadcast, blog etc has the advantages of being able to control the quality and content of message output. They are authoritative and often convenient and fast and can track effect more accurately. They are also great for reinforcing (Stephens & Malone, 2009). However, owned media has limited reach as it often ends up communicating with people who are on board. The communicator also needs to take care not to be seen as talking at people. It also has the limitation of competing communications priorities. Bought media or media paid for through advertising, sponsorship etc. has the advantages of reaching specific targeted people, can control the quality and content of message output and is great for persuading. However, it is expensive, has diminished effect due to promotional overload and skepticism, and requires high level of creativity and insight. The
organization can also opt for non-media communication, such as, face to face at briefings, conferences, exhibitions, experiential. The advantages of this method are that it by-passes media and directly reaches people, it can be tightly targeted and tailored and is great for relationship building and gaining feedback. However, it can be time and resource intensive, has limited reach and can be difficult to evaluate impact (Gonzáles-Herreo & Smith, 2008; Sweetser & Metzgar, 2007). However, the online environment that is rapidly evolving has resulted in organizations seeking to relegate traditional media incorporate newer media outlets.

2.1.4 Communication feedback mechanisms and devolution

Feedback is defined as customer communication concerning a product or a service (Erickson & Eckrich, 2011). Client feedback can either be unsolicited or solicited (Berry & Parasuraman, 2007). Organizations encourage feedback solicitation by employing tools such as focus group discussions and surveys that invite customers to give feedback. In contrast, unsolicited customer feedback relies on the clients own will and desire to communicate their own experiences (Sampson, 2006). Feedback information about the performance of an organization may come from: The staff of the organization; The stakeholders of the organization (clients/ customers/ citizens, partners); Monitoring systems; Actors engaged in policy evaluation, and; Ombudsmen, audit offices and other (administrative) accountability mechanisms (Morgan, 2006).

There are many ways the staff of an organization can provide feedback information to the management of the organization. Staff members may be required to report to their managers about what they have done, what their co-workers have done, about their problems and the problems of their unit, and about what they think needs to be done to overcome these problems. However, since this kind of information is often utilized for control purposes, there are great constraints on the free flow of upward communication. Staff members do not tend to give
information to their managers that might put themselves or their co-workers in a bad light. They will only tell the boss what they want the boss to know (Kitchen & Burgmann, 2015).

De Peuter (2011) explains the logics of the public communications feedback model thus; Government is confronted with societal needs. In response to these needs, the government articulates policy objectives, both at the strategic and the operational level. Public sector organizations are charged with the fulfillment of these objectives. In order to do this, the organization needs inputs (raw materials, human resources, information and financial resources). In the subsequent transformation process, these inputs are transformed into products and services (output). These outputs are exported back into the environment. They are intended to have an impact on the societal needs, which were the reason for the initiation of the policy initiative. However, the aspect of feedback in strategic communications management has not been examined in previous research, therefore, necessitating an in-depth examination.

2.2 Theoretical Framework

This study is premised on three theoretical approaches; the Agenda Setting Theory; The Impression Management Theory, and; the Media Dependence Theory.

2.2.1 Agenda Setting Theory

The Agenda Setting Theory was first put forth by Maxwell McCombs and Donald Shaw in 1972 in Public Opinion Quarterly. Agenda-setting theory essentially describes the power of news media to influence salient subjects in public discourse (McCombs, 2005). As a theory of social science, agenda setting also attempts to predict the outcome of the discourse. That is, audiences tend to regard a news issue with importance when it features a news item prominently and frequently. Agenda-setting is the creation of public awareness and concern of salient issues by the news media. Agenda setting occurs through a cognitive process known as "accessibility"
Accessibility implies that the more frequently and prominently the news media cover an issue, the more instances of that issue become accessible in audience's memories. Some groups have more leverage on news coverage compared to others and have a higher probability of getting their demands placed in a news agenda than others. For instance, because policymakers better understand the journalists' quest for predictable and reliable information and that is also newsworthy they have been found to be more influential than the overall group of news sources (Davie & Maher, 2006).

This theory is predicated on the fact that different social groups such as in the county governments have different agenda. The theory will be instrumental in examining how the county governments’ strategic communications department navigates the often complex social agenda and deliver their agenda for effective devolution through the deliberate audience segmentation with information that is relevant to their agenda.

### 2.2.2 Theory of Impression Management

The Impression Management Theory was originated by Erving Goffman in 1959. Piwinger and Ebert (2001) explain that impression management is a deliberate or sometimes subconscious process where people try to influence the views of other people concerning an object, a person, or event. They achieve this by regulating and controlling information in social interactions. The theory explains the motivations behind complex human interactions and performances (Dillard et al 2000; Goffman 1959; Schlenker 1980). Impressions management usually involves an entity trying to control or shape the image or perception that an important stakeholder may have of them. Therefore, forming and upholding a desirable corporate reputation is very important to the survival of the organization. This can be managed by controlling the communications contents...
emanating from the organization and potentially harmful information from without the organization that can adversely affect its reputation.

Organizational reputation is defined as a stakeholder's perception of the organization (Brown et al., 2006). Impression management is a very powerful tool for building brands and establishing corporate image, especially when used online where it is bound to have cross cultural implications. County government communication strategists, thus, need to be aware of the potential ramifications of their communications contents on their corporate reputation (Spear & Roper, 2013). To remain competitive today, there is need for organizations to leverage every opportunity, especially on up-to-date and state-of-the-art Web presence. Heinze and Hu (2006) explain in the Impression Management theory, that individuals can form impressions of organizations based on interactions with organizations’ Web sites (Mogos, 2011). Thus, it is evident that control of information content is important in upholding the organization’s image. Therefore, the impression management theory will be used to provide insight into communication content control by county governments as a strategy of upholding their reputation.

2.2.3 Media Dependence Theory

Media system dependency theory (MSD) also known as the media dependency theory is essentially a systematic examination of mass media effects on audiences and also regarding the interactions between audiences and media that was proposed by Sandra Ball-Rokeach and Melvin Defleur in 1976 (Lowery, 2004). Therefore, according to Ball-Rokeach and DeFleur (1976) the main thrust of the media dependency theory is on the relationship between media and audiences. Grounded in classical sociological literature, the theory posits that studies on the media and their target audiences need to be done in the context of larger social systems.
Dependency is conceived as a relationship in the theory where the fulfillment of one party’s goals and needs relies to a great extent on the resources the other party possesses. In industrialized and information-based societies, individuals often are inclined to develop media dependency so as to satisfy various information demands, this could range from information regarding the policy positions of political candidate (that can inform voting decisions) to information needs for entertainment and relaxation (Baran & Davis, 2008).

In general, the extent to which the media can influence people is associated with the degree to which social systems and individuals depend on the media (Hindman, 2004). Consequently, Ball-Rokeach and DeFleur put forward two basic propositions as: (1) the greater the number of social functions performed by a medium for a given audience, such as, providing entertainment or providing information to the electorate, the greater the dependency levels on that medium by the audience, and (2) the greater the instability of a society, for example, in situations of conflict and social change, the greater the dependency of the audience on the media and, hence, the greater the effects the media has on the audience potentially (Ha, Yoon & Zhang, 2013).

Potentially, three types of effects emerging from the dependency of the audience on the media have been identified: affective, behavioral and cognitive (Jung, 2012). Cognitive effects denote changes in the audience’s beliefs, values and attitudes, including changes emanating from the media in its political “agenda setting” role. A good example of the affective effects is nurturing feelings of anxiety and fear concerning living in certain neighborhoods due to overexposure to news reports depicting violent events in such areas. In relation to behavioral effects, a good example is “deactivation,” which happens when individual audience members avoid engaging in certain actions that they are accustomed to had they not been exposed to and encouraged to
refrain from by certain messages in media outlets. Boycotting voting in elections or certain products may be such an effect (Ball-Rokeach & Jung, 2009).

The foregoing review of literature brought to the fore quite a number of aspects regarding strategic communication in the public domain. From a theoretical standpoint, the Agenda Setting Theory, Impression Management Theory and Media Dependence Theory provided useful theoretical underpinnings for the variables of strategic communication management under review that made them valuable to strategic communication in public sector organizations whose communication more often tend to be agenda based (McCombs, 2005). However, critiques of both theories suggest that their range of application in communication studies is rather limited. The importance of strategic communication in the postmodern organizational context was also discussed and the variables explaining it identified among them; audience segmentation, communication content control, communication media channel and feedback mechanisms.

In the context of the present study, such effects are important in strategic communication planning. The choice of certain media outlets can have significant effects in not only communications outreach, but how the message is received. Therefore, in the current study, the media dependency theory is expected to be instrumental in shaping the discourse on media choice in strategic communications.

As shown in Figure 2.1, the study conceptualizes as independent variables; audience segmentation, communication content control, communication media channel and feedback mechanisms as individually critical to the realization of devolution in Taita Taveta County. Audience segmentation is expected to enable the communicator to identify and articulate messages to certain target groups within the audience in a way that reduces ambiguity and
encourages response. This is expected to result in enabling the county government to achieve its objectives. Communication content control ensures that the message content is controlled for sensitivity before being released to the wider audience, in this way any incompatible message item with the organization’s mission can be addressed in good time and lead to better communication with the audience.

### 2.2.4 Conceptual Framework

**Independent variables**

<table>
<thead>
<tr>
<th>Audience Segmentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Demographic</td>
</tr>
<tr>
<td>• Geographic</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Content Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Design and Testing</td>
</tr>
<tr>
<td>• Packaging</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Media Choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Own Media</td>
</tr>
<tr>
<td>• Earned Media</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Feedback Mechanisms</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Internal feedback</td>
</tr>
<tr>
<td>• External feedback</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Intervening Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Communication laws &amp; Policies</td>
</tr>
<tr>
<td>• Personnel competence</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Devolution in Taita Taveta County</td>
</tr>
<tr>
<td>• Public Participation</td>
</tr>
<tr>
<td>• Number of complaints</td>
</tr>
<tr>
<td>• Effectiveness</td>
</tr>
</tbody>
</table>

Figure 2.1: Conceptual Framework

Source: Researcher (2018)

In the devolution context, communication content control ensures nobody is left out of the agenda and this can lead to effective devolution. Through selection of appropriate communication medium, devolved governments are expected to increase their outreach to their constituents rapidly and pass or reinforce their message agenda to the public. Finally, through communication feedback mechanisms, devolved governments can gage the impact of their communication and through this knows what needs to be addressed in their operations and plans. The study also anticipates that the presence of communication laws and policies and also the competence of the communications staff may have a modifying effect on the results as
2.3 Summary of Literature and Research Gaps

The foregoing studies have revealed very important aspects of strategic communication, that is, audience segmentation, communication content control, communication medium and communication feedback mechanisms. These formed the variables of the study and each was found to effectively influence strategic communication in the contexts where they were applied. For instance, it emerged that audience segmentation was widely acclaimed for its fundamental strategic role in communication campaigns with the potential of influencing both social change and health outcomes (Hoyer, Macinnis, & Pieters, 2013). Also communication in an organization is always in a state of constant flux and contents of communication flow in and out of the organization in various forms. Therefore, proactively controlling content of outbound messages mitigates the risk of disclosure and ensures that only appropriate information is sent out in the appropriate way (Sheer & Ling, 2004). Strategic communication requires that communicators use dependable media channels so that they can effectively reach decision-makers by distributing materials and disseminating messages. Consequently, among factors to consider when prioritizing channels include their reach, that is, the number of people that will see, read or hear a message, and how the channel supports audiences’ ability to recall the message and impact - whether the message results in action (Rice & Atkin, 2000). Finally, the discussions underpinned the importance of organizations encouraging feedback solicitation by employing tools such as focus groups discussions and surveys that invite customers to give feedback on their performance (Berry & Parasuraman, 2007). However, there was scarcity of empirical data on how these variables of strategic communication influenced the devolution processes especially in Kenya where devolution is currently in its sixth year.
### 2.4 Research Gaps

#### Table 2.1: Research Gaps

<table>
<thead>
<tr>
<th>Author, Year,</th>
<th>Topic, Research area</th>
<th>Findings and Conclusions</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rimal, R.N., Brown, J., Mkandawire, G., Folda, L., Bose, K. &amp; Creel, A.H. (2009).</td>
<td>Audience segmentation as a social-marketing tool in health promotion: Use of the risk perception attitude framework in HIV Prevention in Malawi.</td>
<td>Audience segmentation is widely accepted as a fundamental strategy in communication campaigns to influence health and social change. It makes campaign efforts more effective when messages are tailored to the distinct subgroups and more efficient when the target audience is selected based on their susceptibility and receptivity.</td>
<td>The study did not critically examine audience segmentation in relation to demographics and geographical backgrounds in relation to communication.</td>
</tr>
<tr>
<td>Reinikka, R. &amp; Svensson, J. (2005).</td>
<td>Fighting corruption to improve schooling: Evidence from a newspaper campaign in Uganda.</td>
<td>Some public reform campaigns that evoke fear may seem to work but only for a limited time only because audience members eventually overcome such fears or learn to avoid the messages that evoke fear. Many people have the tendency to go back to their old habits after the campaigns conclude.</td>
<td>The study did not go deeper into the aspects of content control such as design and testing and also message packaging.</td>
</tr>
<tr>
<td>Hayes, D. (2008).</td>
<td>Does the Messenger Matter? Candidate-Media Agenda Convergence and Its Effects on Voter Issue Salience</td>
<td>The study found that exposure to the message and repetition are key to audience recall, increasing the likelihood that audiences will act on the information provided.</td>
<td>The study was not keen on examining the effect of media ownership in strategic communications management.</td>
</tr>
<tr>
<td>Kitchen, P. J., Inga Burgmann, I. (2015).</td>
<td>Integrated marketing communication: making it work at a strategic level.</td>
<td>Staff members do not tend to give information to their managers that might put themselves or their coworkers in a bad light.</td>
<td>The study focused only on feedback in internal communications but not external communications.</td>
</tr>
</tbody>
</table>
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design
The study used descriptive survey research design. Orodho (2005) explains that this research
design can generate accurate information for large number of people over a wide area using a
small sample. It is used to explore relationships between variables and allows generalizations
across populations. As the present study sought to obtain descriptive and self-reported
information on how strategic communications influences service delivery in a particular
developed government, the descriptive research design enabled the researcher to expose the
respondents to a set of standardized questions to allow comparison.

3.2 Variables of Analysis
The study focused only on four independent variables; audience segmentation, communication
content control, communication media channel and feedback mechanisms. Audience
segmentation was assessed on its applications along demographic and geographic patterns.
Communication content control was examined in terms of design, testing and packaging of
information. Communication medium choice was measured through media ownership, that is,
own and earned media. Feedback mechanisms were assessed in terms of their origin, that is,
internal and external feedback. All these independent variables were assessed against the
dependent variable effective devolution in Taita Taveta County.

3.3 Site of the Study
The study was conducted in Taita –Taveta County which comprises of four sub-counties namely:
Voi, Wundanyi, Mwatate and Taveta. The county covers a total surface area of 17,084 km² and
accounts for 2.94 percent of Kenya’s total surface area. Based on the 2009, Kenya population
and housing census, the county had a population of 284,657, which accounted for 0.7% of the total Kenyan population.

3.4 Target Population

According to Kothari (2004), a population is a well-defined set of elements, services, people, events, households or group of things that are of interest to the study and are being investigated. The population of interest of this study comprised of 118 management members at various levels in the devolved ministries in Taita Taveta County Government (Taita Taveta County Government, 2016). These are as shown in the sampling frame in Table 3.1.

Table 3.1: Distribution of Target Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of Managerial Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service and Administration</td>
<td>41</td>
</tr>
<tr>
<td>Finance and Planning</td>
<td>9</td>
</tr>
<tr>
<td>Agriculture and Livestock</td>
<td>8</td>
</tr>
<tr>
<td>Water and Irrigation</td>
<td>8</td>
</tr>
<tr>
<td>Trade and Cooperatives</td>
<td>6</td>
</tr>
<tr>
<td>Youth, Gender and sports</td>
<td>8</td>
</tr>
<tr>
<td>Lands</td>
<td>7</td>
</tr>
<tr>
<td>Mining</td>
<td>6</td>
</tr>
<tr>
<td>Environment and Natural Resources</td>
<td>7</td>
</tr>
<tr>
<td>Education and Libraries</td>
<td>10</td>
</tr>
<tr>
<td>Industry and ICT.</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>118</strong></td>
</tr>
</tbody>
</table>


3.5 Sampling Techniques and Sample Size

The present study used stratified random sampling in order to obtain the required sample size. Stratified random sampling was also ideal for the other respondents as it has the characteristic of giving each population strata member the same probability of participating in the study while at the same time keeping the size manageable (Kothari, 2004).
Since the target population of this study was sufficiently large to warrant the use of random sampling methods, the sample size was calculated using the formula proposed by Yamane (1967) since no population parameters were available:

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

Where \( N = 118 \) is the population and \( e = 0.05 \) is the level of precision.

hence,

\[ n = \frac{118}{1 + \frac{118(0.05)^2}{118}} = \frac{118}{1.295} = 91.12 \]

Thus, the sample size at 95% confidence level was 91.12 or 91 persons.

The study allocated the sample size into various departments according to their relative sizes in the target population as shown in the sampling frame as shown in Table 3.2.

**Table 3.2: Spreading the sample across the study area**

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of Managerial Staff</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service and Administration</td>
<td>41</td>
<td>32</td>
</tr>
<tr>
<td>Finance and Planning</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Agriculture and Livestock</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Water and Irrigation</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Trade and Cooperatives</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Youth, Gender and sports</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Lands</td>
<td>7</td>
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</tr>
<tr>
<td>Environment and Natural Resources</td>
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</tr>
<tr>
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</tr>
<tr>
<td>Industry and ICT.</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>118</strong></td>
<td><strong>91</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

### 3.6 Research Instruments

The study used the questionnaire (Appendix II) as its data collecting instrument. The questionnaire used closed ended items. The selection of this tool was guided by the objectives of the study, nature of data to be collected and the time available. The instrument has several advantages which include: reduced interviewer bias, time savings and confidentiality. Other
advantages include low cost, easy access and physical touch over widely dispersed samples (Fowler, 1993) and also the quantifiable nature of the results.

3.7 Pilot Study

A pilot study was carried out to assess the effectiveness of the data collection instruments before venturing fully into data collection. The pilot study was carried out in Kwale County on a population that is similar to the target population and also due to its proximity to the study area. Modifications, additional questions and other shortcomings found in the questions were duly corrected.

3.8 Validity & Reliability

Validity and reliability was established for standardization of the research instruments used in the study. The study opted for the Content Validity method of instrument validation. First, the researcher inspected the instruments while comparing them with the objectives of the study to ensure that the items were relevant to the constructs under investigation. Secondly, the researcher’s supervisor at the university provided expert judgment in assessing the validity of the research instruments.

Reliability is the measure of degree to which a research instrument yields consistent results after repeated trials (Kothari, 2004). To test for instrument reliability, the study employed the internal consistency method which is a correlation method that measures the reliability of alternate items in the questionnaire based on responses from the pilot study. The questionnaire had an instrument reliability Cronbach alpha coefficient of $\alpha = 0.8311$ and was deemed acceptable for the study purposes. According to Fraenkel and Wallen (2000), a Cronbach reliability coefficient $\alpha = 0.70$ or more suggests high instrument reliability and, therefore, usable for the study.
Subsequently, modifications, additional questions and any shortcomings that were found in the questions were also corrected at this stage as expected.

3.9 Data Collection Procedures

In this study data was collected using questionnaires. The data collected was restricted to the research objectives and the background information of the respondents. To obtain this data, the researcher first obtained all the necessary authorizations and permits from the university and the National Commission for Science, Technology and Innovation (NACOSTI). The researcher visited the departments and made all necessary arrangements for data collection at the most convenient time for the respondents. The questionnaires were administered on a drop and pick later basis and the respondents were given a period of two weeks to complete the questionnaire.

3.10 Data Analysis Procedures

Data was first cleaned and edited prior to being coded then subjected to further analysis using the Statistical Package for Social Sciences (SPSS) version 21.0 computer program. Descriptive and inferential statistical methods were used to analyse data. Descriptive analysis involved frequencies and percentages to describe the basic characteristics of the population. Inferential statistics involved the use of Pearson’s Product Moment correlation and multiple regression models to determine the nature of the relationship between the variables. The multiple regression model was assumed to hold under the equation;

\[ Y_{ij} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \]

Where;
\[ Y = \text{Effective Devolution} \]
\[ \beta = \text{Constant} \]
\[ X_1 = \text{Audience Segmentation} \]
\[ X_2 = \text{Content Control} \]
\[ X_3 = \text{Media Choice} \]
\[ X_4 = \text{Feedback Mechanisms} \]
\[ \beta_1 \text{ to } \beta_4 \text{, are the model coefficients to be determined} \]
\[ e = \text{the regression model estimated error} \]

Qualitative data was analyzed along thematic areas where key words were extracted and used to provide supporting narratives to the quantitative data.

3.11 Data Management and Ethical Considerations

The study subscribed to the stipulated ethical requirements. Permission to conduct the study research was sought from the relevant authorities and departments. Initial permission was sought from the Director of the School of Graduate Studies Kenyatta University. The permit was then presented to the National Commission for Science, Technology and Innovation (NACOSTI) to obtain a permit for the research and also the Taita Taveta County Director of Education office for permission to carry out the study in the area. Respondents were made to understand that participation in the study was out of their own volition and they were also assured of utmost privacy and confidentiality regarding the information gathered and that it was meant to be used solely for academic purposes. Ethical measures were also followed in the data analysis to ensure the integrity of data and findings (Fowler, 1984).
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

4.1 Introduction

This chapter presents results arising from the analysis of data collected through questionnaires. The data collected was analysed using descriptive and inferential statistical methods for each variable and the findings presented in tabular summaries, and their implications discussed.

4.1.1 Response Rate

Table 4.1 shows the response rate of the questionnaires.

<table>
<thead>
<tr>
<th>Target No. of respondents</th>
<th>No. of questionnaires Returned</th>
<th>Response Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>91</td>
<td>82</td>
<td>90</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

The high questionnaire response rate (90%) shown in Table 4.1 was acceptable as recommended by Mugenda and Mugenda (2003) and it resulted from the self-administered method of administration of the questionnaire. The use of this method was also meant to ensure that the respondents’ queries concerning clarity were addressed at the point of data collection; however, caution was exercised to avoid introducing researcher bias in the process. The other nine questionnaires were not returned by the respondents, as such, their results could not be incorporated in the findings.

4.2 Demographic Characteristics of the Respondents

The study first sought to establish the respondents demographic characteristics as they give some useful information concerning the respondents background and suitability for the study. Hence, the characteristics considered in the study were; gender; range of ages; highest level of education attained and; work experience of the respondents in the public service in Kenya. The findings are summarized in Table 4.2
Table 4.2: Demographic Characteristics of the Respondents

<table>
<thead>
<tr>
<th>Variable</th>
<th>Category</th>
<th>Frequency</th>
<th>Percentage(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>47</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>35</td>
<td>43</td>
</tr>
<tr>
<td>Age</td>
<td>21-30 yrs</td>
<td>33</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>31-40 yrs</td>
<td>31</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>41-50 yrs</td>
<td>13</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Above 50 years</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Highest Level of Education</td>
<td>Diploma</td>
<td>44</td>
<td>54</td>
</tr>
<tr>
<td></td>
<td>Degree</td>
<td>34</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>Masters</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>PHD</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Work Experience</td>
<td>0-5 yrs</td>
<td>45</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>6-10 yrs</td>
<td>16</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Above10 years</td>
<td>21</td>
<td>25</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

The results in Table 4.2 indicate that majority 57% of the respondents were male, though there were high number of females suggesting that there was higher gender representation in the county government that met the constitutional threshold of 30%. Most were aged between 21 and 30 years meaning that the county government was keen on recruiting young people. It is also evident that majority (54%) of the respondents had diploma level of education as their highest level of education, though, there was also a significant number of respondents with higher level of education. These demographic characteristics provide a clear spectrum of the employee’s basic background information, hence, it was reasonably expected that they were conversant with the study problem and could provide reliable information for the study.

4.3 Descriptive Statistics

4.3.1 Audience Segmentation and Devolution in Taita Taveta County

The first objective of the study was to examine how audience segmentation in strategic communication influences devolution in Taita Taveta County. This objective was measured in
terms of demographic and geographic characteristics and was rated on a 5 point Likert scale ranging from; 1 = strongly disagree to 5 = strongly agree. The results are summarized in Table 4.3.

Table 4.3.1: Audience Segmentation and Devolution in Taita Taveta County

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA (%)</th>
<th>A (%)</th>
<th>N (%)</th>
<th>D (%)</th>
<th>SD (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>We always stratify our audience to ensure that our communications reach</td>
<td>10</td>
<td>59</td>
<td>22</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>them at all levels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We gather geographic information of the audience and strategize on how</td>
<td>16</td>
<td>44</td>
<td>23</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>to communicate with them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We use geographic segmentation when communicating so as to enable us to</td>
<td>21</td>
<td>32</td>
<td>31</td>
<td>15</td>
<td>1</td>
</tr>
<tr>
<td>choose the most appropriate tool for communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Geographic segmentation of the audience presents challenges to us as</td>
<td>26</td>
<td>52</td>
<td>16</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>some areas cannot be reached by the communications tools at our disposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We also use demographic segmentation of the audience when managing our</td>
<td>11</td>
<td>45</td>
<td>27</td>
<td>17</td>
<td>0</td>
</tr>
<tr>
<td>communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Using demographic segmentation we are able to package our communication</td>
<td>12</td>
<td>49</td>
<td>29</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>in the most agreeable format to the groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our communications teams assigns different members to different</td>
<td>11</td>
<td>44</td>
<td>26</td>
<td>17</td>
<td>2</td>
</tr>
<tr>
<td>demographic groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demographic audience segmentation enables us to penetrate the grassroots</td>
<td>13</td>
<td>52</td>
<td>17</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>when communicating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At time we are compelled to use translators in order to be effective to</td>
<td>16</td>
<td>39</td>
<td>20</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>certain demographic groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

The findings in Table 4.3 indicate that the communications department often stratified its audience to ensure that communications reached the audience across all social strata agreed (69%). This they were able to do by first gathering geographic information of the audience and then strategizing on how to communicate with them as indicated by (44%) of the respondents who agreed with the statement. Geographic segmentation was used when communicating to enable them to choose the most appropriate tool for communication (32%). However, the findings indicate that majority (52%) were of the opinion that geographic segmentation of the
audience presented challenges to the communications department as some areas could not be reached by the communications tools at their disposal. The findings also suggest that demographic segmentation of the audience was used in managing county communications (45%). Using demographic segmentation enabled the packaging of communication in the most agreeable format to the groups (49%). The communications teams often assigned different members to different demographic groups for effective reach (44%). Further, demographic audience segmentation enhanced grassroots penetration when communicating (52%). Also, the county communications department was at times compelled to use translators in order to be effective to certain demographic groups (39%). These findings indicate that both geographic and demographic audience segmentation practices were used by the county communications department so as to enhance the effectiveness of their outreach. However, they still encountered challenges in segmentation related to the inadequate communications infrastructure and the language barrier.

These findings suggest that the communications strategists in the county government were relying on audience segmentation as a tool to effectively reach the masses. The findings, therefore, agree with Cahill (2007) who found that segmenting the audience was key to reaching heterogeneous audiences in communication. Doos et al., (2014) also found that segmenting the audience was important in communication as different strata of the society are at different need levels and thus respond differently to messages sent to them.

4.3.2 Communication Content Control and Devolution in Taita Taveta County

The second objective of the study was to determine how communication content control influences devolution in Taita Taveta County. This variable was measured in terms of communication content design and testing and also the packaging. The responses of this
objectives were rated on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. These results are presented in Table 4.4.

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA (%)</th>
<th>A (%)</th>
<th>N (%)</th>
<th>D (%)</th>
<th>SD (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our communications teams are conversant with strategic communications</td>
<td>12</td>
<td>48</td>
<td>23</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>Our communications team undergoes regular training on social media</td>
<td>9</td>
<td>18</td>
<td>32</td>
<td>33</td>
<td>9</td>
</tr>
<tr>
<td>All communications in our department is carefully prepared so as to reflect our official position</td>
<td>10</td>
<td>41</td>
<td>26</td>
<td>21</td>
<td>2</td>
</tr>
<tr>
<td>All communications from our department must be reviewed by the</td>
<td>17</td>
<td>35</td>
<td>28</td>
<td>17</td>
<td>2</td>
</tr>
<tr>
<td>communications team before being disseminated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We always share online information with our communications team before</td>
<td>10</td>
<td>48</td>
<td>22</td>
<td>17</td>
<td>4</td>
</tr>
<tr>
<td>putting out an official statement regarding our positions on the issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>being discussed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We package our communications so as to reflect our values and mission</td>
<td>16</td>
<td>45</td>
<td>22</td>
<td>17</td>
<td>0</td>
</tr>
<tr>
<td>All articles or statements we put online are thoroughly vetted for content</td>
<td>15</td>
<td>34</td>
<td>32</td>
<td>18</td>
<td>1</td>
</tr>
<tr>
<td>relevance before being released</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We often seek to clarify issues with our social media platform subscribers</td>
<td>12</td>
<td>39</td>
<td>37</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>when they arise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We often put disclaimers on articles or statements which we deem</td>
<td>11</td>
<td>28</td>
<td>39</td>
<td>17</td>
<td>5</td>
</tr>
<tr>
<td>unofficial or not emanating from our communications teams</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

The results in Table 4.4 suggest that the county communications teams were conversant with strategic communications as indicated by most (48%) of the respondents. However, the communications team seldom underwent regular training on social media communications management (33%). Further, all public communications in the departments were carefully prepared so as to reflect their official positions on any matter (41%). The communications were necessarily reviewed by the communications team before being disseminated (35%). Other findings indicate that online information was first shared with the communications team before putting out an official statement regarding positions on the issues being discussed (48%).
communications were then packaged in a manner that reflected the values and mission of the organization (45%). All articles or statements put online were thoroughly vetted for content relevance before being released (34%). In addition, emerging issues with social media platform subscribers were often clarified when they arose (39%). However, there was uncertainty regarding the practice of putting disclaimers on articles or statements which were deemed unofficial or not emanating from the communications teams (39%).

Hence, it can be deduced from these findings that county or departmental communication was procedurally vetted by the communications team so as to best reflect the official position of the county or departments. These results agree with Viswanath (2006) who found that it was imperative that the messaging of public policies be screened thoroughly before being released to the public so as to reduce the chances of misinformation and enable the citizenry to buy the government’s vision and continue in the policy direction for a long time. The findings also reflect the views of Crawford and Okigbo (2014) explain that many communication campaigns fail on account of audience members resisting the messages because they fail to appreciate the content, thus, making content control and testing critical.

4.3.3 Communication Media Choice and devolution in Taita Taveta County

There was also need to establish how choice of communication medium influences devolution in Taita Taveta County. To achieve this, the study first sought to profile the media usage by type and frequency of application. The findings are given in Figure 3.
Figure 3. Media usage and frequency of application

Looking at Figure 3, it is evident that the most frequently used media outlet in the area was the local radio (14%). This was followed closely by the County website (13%). Use of social media tools varied; applications such as Facebook (11%) and Twitter (10%) were ranked highly while others like Instagram and Linked-In were respectively ranked low at 6% application rate. TV was not used much in county communications probably due to the fact that the county did not have its own TV station or dedicated channel on other TV stations. It is evident from these findings that the communications teams studied media preferences of their target population consistent with the recommendations of WHO (2017) that in order to determine the best available messaging pathways, communicators should analyze the audience’s access to different media channels and preferences.

The study also sought to establish the status of the communication medium variable along certain parameters namely; usage of own media or earned media. These measurements were rated on a 5 point Likert scale ranging from; 1 = strongly disagree to 5 = strongly agree. The results on this are summarized in Table 4.5.
Table 4.5: Communication Medium and devolution in Taita Taveta County

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA (%)</th>
<th>A (%)</th>
<th>N (%)</th>
<th>D (%)</th>
<th>SD (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our choice of media forms is largely informed by our need to be transparent</td>
<td>15</td>
<td>51</td>
<td>22</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Our choice of certain media over others is driven by their outreach capabilities</td>
<td>21</td>
<td>60</td>
<td>13</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>We usually find out our audience media preference before deciding on the appropriate media to use</td>
<td>16</td>
<td>48</td>
<td>20</td>
<td>16</td>
<td>1</td>
</tr>
<tr>
<td>Our media choice is also influenced by the content being communicated</td>
<td>12</td>
<td>55</td>
<td>21</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Cost considerations also inform our media choice</td>
<td>11</td>
<td>63</td>
<td>12</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>We choose communication media sometimes on the basis of its ability to generate feedback</td>
<td>16</td>
<td>49</td>
<td>24</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>We do outsource communications at times when we feel our media is limited</td>
<td>12</td>
<td>46</td>
<td>22</td>
<td>16</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

It is evident from the findings in Table 4.5 that the county communications department choice of media forms was largely informed by the need to be transparent (51%). The choice of certain media over others was driven by the media outreach capabilities (60%). The communications department often sought to find out their audience media preference before deciding on the appropriate media to use (48%). In addition, the media choice was influenced by the content being communicated (55%). Other considerations affecting media choice were cost considerations (63%). Communication media was also sometimes chosen on the basis of its ability to generate feedback (46%). The county communications department also outsourced communications at times when they felt their media was limited (46%).

The findings demonstrate the importance of having own media in strategic communications as evidenced by the outreach of the county website. Similarly, having a local radio station could help improve strategic communications. However, cost implications together with the levels of interaction afforded by the media need to be given due consideration. These findings concur with
Rice and Atkin (2000) who cited cost implications as being among the important factors to consider when prioritizing channels in strategic communications.

4.3.4 Communication Feedback Mechanisms and Devolution in Taita Taveta County

The fourth objective of the study was to establish how communication feedback mechanisms influences devolution in Taita Taveta County. This objective was determined on the basis of internal feedback and external feedback mechanisms. The responses of this objective were rated on a 5 point Likert scale ranging from; 1 = strongly disagree to 5 = strongly agree. These results are presented in Table 4.6.

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA (%)</th>
<th>A (%)</th>
<th>N (%)</th>
<th>D (%)</th>
<th>SD (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our staff undertake online surveillance on the reactions to our online articles and address them appropriately</td>
<td>11</td>
<td>38</td>
<td>34</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>Our communications team online surveillance is not restricted to our social media handle but to other platforms where we are mentioned</td>
<td>9</td>
<td>48</td>
<td>35</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Our communications staff often discuss the reactions of the content before coming up with an appropriate measure</td>
<td>10</td>
<td>50</td>
<td>33</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Our staff are allowed to participate in online discussions on our social media handle</td>
<td>16</td>
<td>49</td>
<td>29</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Our communications teams are allowed to directly engage dissenting subscribers</td>
<td>11</td>
<td>38</td>
<td>44</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Our communications staff is trained on handling our online subscribers especially when they make negative claims on our county government</td>
<td>10</td>
<td>32</td>
<td>31</td>
<td>24</td>
<td>4</td>
</tr>
<tr>
<td>We prefer ending a discussion when faced with negative attacks rather than engaging our subscribers personally</td>
<td>10</td>
<td>46</td>
<td>24</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>Our communications team’s reactions to dissenting subscriber(s) are usually taken as the county’s official position</td>
<td>11</td>
<td>37</td>
<td>33</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>Our communications teams contacts the administrations of other social networking sites whenever we are under attack on their social media handles</td>
<td>6</td>
<td>33</td>
<td>41</td>
<td>12</td>
<td>7</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)
The results in Table 4.6 indicate that most staff undertook online surveillance on the reactions to the county’s online articles and addressed them appropriately (38%). The communications team online surveillance was not restricted to the county’s social media handle but to other platforms where the county was mentioned (48%). The communications staff often discussed the reactions of the content before coming up with an appropriate measure (50%). Further, the staff were allowed to participate in online discussions on the county’s social media handle (49%) and the county’s communications teams were allowed to directly engage dissenting subscribers (38%). The communications staff was trained on handling online subscribers especially when they make negative claims regarding the county government (32%). However, preference was given to ending a discussion when faced with negative attacks rather than engaging subscribers personally (46%). The county’s communications teams reactions to dissenting subscriber(s) are usually taken as the county’s official position on the matter (37%). Most respondents, however, indicated uncertainty over the practice of the communications teams contacting the administrations of other social networking sites whenever the county was under attack on their social media handles (41%).

These findings indicate that the county communications team was to some considerable extent encouraging feedback from the public over their communications. The feedback they received was, however, mostly unsolicited through their social media platforms and the public reactions were unstructured responses to statements they put online (Sampson, 2006).

4.3.4 Devolution in Taita Taveta County

Finally, the study sought to determine the status of devolution in Taita Taveta County. This was the dependent variable and was measured by asking the respondents to react to various
statements describing the level of participation and frequency of complaints related to service delivery. A 5 point Likert scale ranging from; 1 = strongly agree to 5 = strongly disagree was used to measure the responses to the statements posed. These results are presented in Table 4.7.

Table 4.7: Devolution in Taita Taveta County

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA (%)</th>
<th>A (%)</th>
<th>N (%)</th>
<th>D (%)</th>
<th>SD (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our staff are now able to serve more members of the public</td>
<td>21</td>
<td>71</td>
<td>7</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Our clients like our approach to service delivery</td>
<td>10</td>
<td>54</td>
<td>29</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>The changed structure of government has enabled our staff to serve clients better as they are able to sort them out faster</td>
<td>12</td>
<td>57</td>
<td>27</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Devolution has brought more resources near the grassroots in our station so we are able to serve the public better</td>
<td>18</td>
<td>60</td>
<td>15</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>The need to refer some of the cases to the county headquarters affects our productivity</td>
<td>11</td>
<td>57</td>
<td>21</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>We often get cases referred to us by our neighboring sub-county which are clearly not meant for us</td>
<td>7</td>
<td>35</td>
<td>31</td>
<td>21</td>
<td>6</td>
</tr>
<tr>
<td>The level of communication infrastructure in our sub-county is affecting our service delivery</td>
<td>2</td>
<td>38</td>
<td>24</td>
<td>28</td>
<td>7</td>
</tr>
<tr>
<td>Restructuring has meant we lose some of our key communication staff</td>
<td>10</td>
<td>44</td>
<td>29</td>
<td>11</td>
<td>6</td>
</tr>
</tbody>
</table>

The results in Table 4.6 suggest that most county staffs were now able to serve more members of the public as a result of strategic communications (71%). Most clients also appreciated the enhanced approach to service delivery through strategic communications (54%). The changed structure of government has enabled the staff to serve clients better (57%). Further, devolution had brought more resources near the grassroots and as such improved public service delivery (60%). However, the need to refer some of the cases to the county headquarters affected productivity (57%); most respondents claimed that they often get cases referred to them by neighboring sub-counties which are clearly not meant for them (35%). The findings also suggest that the level of communication infrastructure in the sub-counties was affecting their service delivery.
delivery capability (38%). Further, restructuring after the inauguration of the new county government led to the loss of some key communication staff (44%).

The findings, particularly, the ones referring to the role of strategic communications in enhancing service delivery and the citizens appreciation of the improved services disagrees with Obiga (2014) who found that there was ineffective communication during strategy implementation in Nairobi County. These findings also disagree with Galgallo (2015) who, similarly, found that the County Government of Mombasa lacks effective communications strategy and this was linked to poor service delivery. Further, the findings depart from those of Njihia (2017) who established that Kiambu County Government did not have a proper and effective communication system. Therefore, this makes it evident that Taita Taveta County government did indeed practice strategic communications and this was impacting devolution.

4.4 Inferential Statistics

4.8 Correlation Analysis

This subsection presents a summary of the correlation analysis and attendant discussions. It first establishes the degree of inter correlation of the independent variables and subsequently characterize their relationship with the dependent variable separately. The results are presented in Table 4.8.
The first correlation analysis was carried out to determine whether audience segmentation in strategic communication significantly influence devolution in Taita Taveta County. The correlation results showed that a strong positive significant relationship existed ($r = 0.430; p \leq 0.05$). This implies that the County communications department put a strong emphasis on targeting specific audiences when carrying out communications. This finding agrees with Pilotta and Schultz (2005) who found that audience segmentation makes campaign efforts more effective when messages are tailored to distinct subgroups and more efficient when the target audience is selected based on their susceptibility and receptivity.
A correlation analysis was also done to determine whether communication content control significantly influences devolution in Taita Taveta County. The results showed a significant relationship existed ($r = 0.457$, $p \leq 0.05$) between the two variables. The degree of the association of the two variables was strong and positive suggesting that there was a high degree of communication content control in the communications department and this was enhancing the realization of devolution objectives in the county. This finding agrees with Gregory (2005) whose study revealed that controlling information content in public policy communication was important in achieving policy imperatives.

The study also sought to determine whether there was a significant relationship between communication medium and devolution in Taita Taveta County. The correlation analysis showed that there was a significant relationship existing between the two variables ($r = 0.240$, $p \leq 0.05$). The results also suggest that the relationship between the two variables was weak implying that the communications media of the county government were not very reliable in reaching a large part of the population and, as such, was not effective in promoting the devolution agenda. These results further indicate that contrary to Davis (2016) the county government had not made significant investment in public communications media and as a result, the media at their disposal was not very effective in communications outreach.

Finally, the correlation analysis to determine whether there was a significant relationship between communication feedback mechanisms and devolution in Taita Taveta County indicates that the relationship is, in fact, significant and moderate ($r = 0.356$, $p < 0.05$). This finding suggests that the county communications department put moderate emphasis on communication feedback. These findings agree with Kitchen and Burgmann (2015) who found that most
organizations had not yet appreciated the need to encourage feedback as an important tool in strengthening policy decisions.

4.9 Regression Analysis

Multivariate regression analysis was used in the study to ascertain whether the multiple regression model proposed in chapter three was valid and indeed represented what was happening on the ground. It was also used to determine the relationship between all independent variables and the dependent variable in a collective set-up. The analysis was also meant to establish the contribution of each independent variable on the model and which were the more significant factors. Table 4.9 gives a summary of the regression model.

Table 4.9: Multiple Linear Regression Analysis Model Summary

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>.545a</td>
<td>.298</td>
<td>.259</td>
<td>2.961</td>
</tr>
</tbody>
</table>

The multivariate linear regression analysis shows that the relationship between the dependent variable and all the independent variables pooled together had a model correlation coefficient $R = 0.545$, further, the results in Table 4.9 also suggest that the model coefficient of determination Adjusted $R$-Square $= 0.259$ which implies that model could explain up to $25.9\%$ of the variations in effective devolution in Taita Taveta County.

The study also performed an ANOVA on the independent and dependent variables in the model and the results summarized in Table 4.10.
Table 4.10: Summary of ANOVA

<table>
<thead>
<tr>
<th>Source</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>271.176</td>
<td>4</td>
<td>67.794</td>
<td>7.731</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>640.158</td>
<td>73</td>
<td>8.769</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>911.333</td>
<td>77</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Effective Devolution
b. Predictors: (Constant), Feedback Mechanisms, Audience Segmentation, Media Choice, Content Control

The results of Table 4.10 indicate that there is a significant difference between means of strategic communications variables and that describing effective devolution ($F_{o} = 7.731 > F_{c} = 2.50$; $\alpha < 0.05$; $df = 4, 79$; $p \leq 0.05$). This finding confirms that the model predicted by Table 4.9 is indeed significant and could be used to explain effective devolution in the area.

In order to determine which of the independent variables was more important when it came to the devolution in the area the beta value was used. The results given in Table 4.11 provides a summary of the multiple linear regression analysis coefficients.

Table 4.11: Multiple linear regression results

<table>
<thead>
<tr>
<th></th>
<th>Un-standardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>17.496</td>
<td>2.631</td>
</tr>
<tr>
<td>Audience Segmentation</td>
<td>.188</td>
<td>.077</td>
</tr>
<tr>
<td>Content Control</td>
<td>.181</td>
<td>.090</td>
</tr>
<tr>
<td>Media Choice</td>
<td>-.140</td>
<td>.096</td>
</tr>
<tr>
<td>Feedback Mechanisms</td>
<td>.105</td>
<td>.094</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Effective Devolution

It can be deduced from the findings in Table 4.11 that the most influential Strategic Communication variable in the model predicting devolution in the area was Communications
Content Control ($\beta = 0.329, p \leq 0.05$). This was followed by Audience Segmentation ($\beta = 0.304, p < 0.05$). This indicates that the dependent variable, that is, Devolution in Taita Taveta County, would change by a corresponding number of standard deviations when the respective independent variables change by one standard deviation. However, communications media choice ($\beta = -0.193, p > 0.05$) and Feedback Mechanisms ($\beta = 0.155, p > 0.05$) were respectively not found to contribute significantly to the model. The study therefore establishes that communications content control and audience segmentation as currently used in strategic communications were important variables influencing devolution. Therefore, the resulting regression model is given as;

$$Y = 17.496 + .188 \text{ Audience Segmentation} + .181 \text{ Content Control} - .140 \text{ Media Choice} + .105 \text{ Feedback Mechanisms}.$$  

These findings imply that audience segmentation was being effectively used as a communications strategy by the county’s communication department in line with the recommendations of Topolniski (2013) who stated that audience segmentation can be a useful tool in public sector organizations such as devolved governments. Further, it was evident from the findings that communications contents were being well managed by the strategic communications staff so as to ensure the right messages were being disseminated. This is consistent with Sheer and Ling (2004) who explained that proactively controlling outbound content mitigates the risk of disclosure and ensures that only appropriate information is sent out in the appropriate way. The findings, however, seem to suggest that the way the media was selected for public communications in the county at the moment was not having the expected impact. This is in contrast to the recommendations of Taylor and Perry (2005) that there was need for public sector organizations to select and employ only media known to have the most
impact. In addition, it was evident that the communications team was not emphatic on communications feedback contrary to the views of De Peuter (2011) that policy decisions and actions impact the lives of people and their reactions in regard to such developments need to be appreciated and captured for future decision making.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter gives the summary of the findings and draws conclusions from them, and lastly makes some useful recommendations for stakeholders to enlighten and enable them to craft viable solutions with regard to the research problem based on the research findings.

5.2 Summary of the Findings
Therefore, main objective of the study was to examine influence of strategic communication management on devolution in Taita Taveta County. Specifically, it sought to examine how audience segmentation, communication content control, communication medium and communication feedback mechanisms as used in strategic communications management influence devolution in Taita Taveta County. This section presents the summary of the major findings of the study according to each objective.

The first objective of the study was to examine how audience segmentation in strategic communication influences devolution in Taita Taveta County. The findings revealed that audience segmentation in strategic communication strongly influenced effective devolution in Taita Taveta County. Geographic segmentation informed the choice of the most appropriate tool for communication as some residents were displaced where certain communications machinery could not effectively reach them. The findings further revealed that demographic segmentation of the audience was used in managing county communications as it enabled the packaging of communication in the most agreeable format to the groups. The communications teams often assigned different members to different demographic groups and this at times required the use of translators in order to be effective to certain demographic groups. Thus it was evident that both geographic and demographic audience segmentation practices were used by the county
communications department so as to enhance the effectiveness of their outreach. However, they still encountered challenges in segmentation related to the inadequate communications infrastructure and the language barrier.

Concerning the second objective, the findings revealed that communication content control had a strong significant influence on devolution in Taita Taveta County. In particular, all public communications in the departments were carefully prepared so as to reflect the official positions regarding any matter. The communications were necessarily reviewed by the communications team before being disseminated; specifically, online information was first shared with the communications team before putting out an official statement regarding positions on the issues being discussed. All articles or statements put online were thoroughly vetted for content relevance before being released. The communications were then packaged in a manner that reflected the values and mission of the organization. The communication department often carried out online surveillance and issues emerging from social media platform subscribers were often clarified when they arose. However, the communications department was not keen on putting disclaimers on articles or statements which were deemed unofficial or not emanating from the communications teams.

In relation to the third objective, it was revealed that there was a weak but significant relationship between communication medium and devolution in Taita Taveta County. The county communications department choice of media forms was largely informed by the need to be transparent. The choice of certain media over others was driven by the media outreach capabilities, audience media preferences and the content being communicated. Other considerations affecting media choice were cost considerations, its ability to generate feedback.
The findings also revealed that the most frequently used media outlet in the area was the local radio followed closely by the County website. However, the use of social media tools varied while TV was not used much in county communications. Moreover, the county communications department also outsourced communications at times when they felt their media was limited.

Lastly in relation to the fourth objective, the study found that there was a moderate relationship between communication feedback mechanisms and devolution in Taita Taveta County. The communications staff undertook online surveillance on the reactions to the county’s online articles that went beyond the county’s social media handle and to other platforms where the county was mentioned and addressed them appropriately. The communications staff often discussed the reactions of the content before coming up with an appropriate measure and participated in online discussions on the county’s social media handle. However, preference was given to ending a discussion when faced with negative attacks rather than engaging subscribers personally. There was also uncertainty over the practice of the communications teams contacting the administrations of other social networking sites whenever the county was under attack on their social media handles.

5.3 Conclusions

Based on the results of the study, it can be concluded that audience segmentation in strategic communication strongly influenced devolution in the study area. Both geographic and demographic audience segmentation practices were used by the county communications department so as to enhance the effectiveness of their outreach. However, they still encountered challenges in segmentation related to the inadequate communications infrastructure and the language barrier. The study also concludes that communication content control strongly influenced devolution in Taita Taveta County and both county and departmental communication
was procedurally vetted by the communications team so as to best reflect the official position of the county or departments. In addition, the study concludes that choice of communication medium had a weak but significant impact on devolution in the study area. The choice of certain media over others was informed by the media’s specific outreach capabilities, audience media preferences, the content being communicated, cost considerations and its ability to generate feedback. Further, both earned and own media in this case the local radio station and the county had good reception over large parts of the county. Finally, the study concludes that communication feedback mechanisms moderately influenced devolution in the study area. The communications staff often discussed and strategized on the reactions of the content. However, preference was given to ending a discussion when faced with negative attacks rather than engaging subscribers personally.

5.4 Recommendations

The following recommendations are drawn with regard to the study findings.

Concerning audience segmentation, the study recommends that the county communications department invest more in studying the demographic characteristics of the area residents so as to enable it not only to invest in the appropriate media technology, but also to create targeted messages that can be rapidly disseminated among these groups.

Regarding communications content control, it is recommended that the communications team undergoes regular training on social media communications management especially in managing adversarial online messages that can harm its communications efforts. This will enable them to know how to effectively put disclaimers on articles or statements which are unofficial or not emanating from the communications teams.
In relation to the communication media choice, the study recommends that the county government should invest considerably in communications infrastructure for geographically challenged areas so as to enhance communications outreach to such areas. It is also recommended that the county develops its own media like a local radio station, publication or TV station as these could help improve strategic communications.

Finally concerning communications feedback mechanisms, it is recommended that the communications teams learn how to contact the administrations of other social networking sites whenever the county is under attack on their social media handles so as to enable them work together in managing emerging issues that can be deemed as misrepresenting the county.

5.5 Suggestions for further study

Future studies should be done on the effectiveness of social media campaigns on implementing devolution. A study should also be done on the effectiveness of inter-departmental strategic communications on implementation of the devolution agenda.
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communicatively with audiences as listeners, learners, teachers, confidantes. In R.E.


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APPENDICES

APPENDIX I: Questionnaire for Respondents

Dear Respondent,

I am a postgraduate student at Kenyatta University. I am carrying out a research on the influence of strategic communication management on effective devolution in Taita Taveta County. The findings of my study are meant to enhance county communication management strategies; therefore, your input in this study by way of filling this questionnaire in an honest and accurate way will be most appreciated. I would like to also assure you that the information you provide will be treated as confidential and will not be divulged for other purposes other than the intended study. Thank you in advance.

Instructions: Please tick (✓) the appropriate answers in the boxes provided or write down the appropriate answers in the spaces provided. Do not write your name on the questionnaire. Thank you in advance for your time and cooperation.

SECTION A: Background Information
1. Gender: Male ☐ Female ☐
2. Age: 21-30 yrs ☐ 31-40 yrs ☐ 41-50 yrs ☐ Above 50 years ☐
3. Highest level of education:
   Diploma ☐ Degree ☐ Masters ☐ PhD ☐
4. Designation: .........................................................................................
5. Work experience in the public service in Kenya:
   0-5 yrs ☐ 6-10 yrs ☐ Above10 years ☐

SECTION B: Audience Segmentation and Effective Devolution in Taita Taveta County

The following are statements related to the influence of audience segmentation in strategic communication on effective devolution in Taita Taveta County. Please rate them according to your understanding by ticking (√) where it is appropriate.

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

<table>
<thead>
<tr>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
</table>
We always stratify our audience to ensure that our communications reach them at all levels

We gather geographic information of the audience and strategize on how to communicate with them

We use geographic segmentation when communicating so as to enable us to choose the most appropriate tool for communication

Geographic segmentation of the audience presents challenges to us as some areas cannot be reached by the communications tools at our disposal

We also use demographic segmentation of the audience when managing our communications

Using demographic segmentation we are able to package our communication in the most agreeable format to the groups

Our communications teams assigns different members to different demographic groups

Demographic audience segmentation enables us to penetrate the grassroots when communicating

At time we are compelled to use translators in order to be effective to certain demographic groups

SECTION C: Communication Content Control and Effective Devolution

The following are statements related to the influence of communication content control on effective devolution in Taita Taveta County. Please rate them according to your understanding by ticking (√) where it is appropriate.

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our communications teams are conversant with strategic communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our communications team undergoes regular training on social media communications management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All public communications in our department is carefully prepared so as to reflect our official position</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All public communication from our department must be reviewed by the communications team before being disseminated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We always share online information with our communications team before putting out an official statement regarding our positions on the issues being discussed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We package our communications so as to reflect our values and mission</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All articles or statements we put online are thoroughly vetted for content relevance before being released</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
We often seek to clarify issues with our social media platform subscribers when they arise
We often put disclaimers on articles or statements which we deem unofficial or not emanating from our communications teams

SECTION D: Communication Medium and Effective Devolution in Taita Taveta County

The following are statements related to the influence of communication medium choice on effective devolution in Taita Taveta County. Please rate them according to your understanding by ticking (√) where it is appropriate.

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

<table>
<thead>
<tr>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our choice of media forms is largely informed by our need to be transparent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our choice of certain media over others is driven by their outreach capabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We usually find out our audience media preference before deciding on the appropriate media to use</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our media choice is also influenced by the content being communicated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost considerations also inform our media choice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We do outsource communications at times when we feel our media is limited</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We choose communication media sometimes on the basis of its ability to generate feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please rate how consistently your communications department uses the following media to communicate issues regarding the county government

<table>
<thead>
<tr>
<th>Media</th>
<th>All the time</th>
<th>Frequently</th>
<th>Occasionally</th>
<th>Seldom</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Linked-in</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instagram</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County website</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National radio</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local radio</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION E: Feedback Mechanisms and Effective Devolution in Taita Taveta County

The following are statements related to the influence of communication feedback mechanisms on effective devolution in Taita Taveta County. Please rate them according to your understanding by ticking (√) where it is appropriate.

**Key:** SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our staff undertake online surveillance on the reactions to our online articles and address them appropriately</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our communications team online surveillance is not restricted to our social media handle but to other platforms where we are mentioned</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our communications staff often discuss the reactions of the content before coming up with an appropriate measure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our staff are allowed to participate in online discussions on our social media handle</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our communications teams are allowed to directly engage dissenting subscribers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our communications staff is trained on handling our online subscribers especially when they make negative claims on our county government</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We prefer ending a discussion when faced with negative attacks rather than engaging our subscribers personally</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our communications team’s reactions to dissenting subscriber(s) are usually taken as the county’s official position</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our communications teams contacts the administrations of other social networking sites whenever we are under attack on their social media handles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION F: Effective Devolution in Taita Taveta County

The following are statements related to Effective Devolution in Taita Taveta County. Please rate them according to your understanding by ticking (√) where it is appropriate.

**Key:** SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our staff are now able to serve more members of the public</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our clients like our approach to service delivery</td>
<td></td>
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</tr>
<tr>
<td>The changed structure of government has enabled our staff to serve clients better as they are able to sort them out faster</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Devolution has brought more resources near the grassroots in our station so we are able to serve the public better</td>
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<tr>
<td>The need to refer some of the cases to the county headquarters affects our productivity</td>
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<tr>
<td>We often get cases referred to us by our neighboring sub-county which are clearly not meant for us</td>
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<tr>
<td>Designation of our sub-county is affecting our service delivery</td>
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<tr>
<td>Restructuring has meant we lose some of our key staff</td>
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</tr>
</tbody>
</table>

Thank you for your time and God bless
KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

FROM: Dean, Graduate School

DATE: 24th May, 2018

TO: Dennis Ngereri
C/o Public Policy and Administration Dept.

REF: C153/MSA/PT/32460/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 9th May, 2018 approved your Research Project Proposal for the M.PPA Degree Entitled, “Strategic Communication Management and Effective Devolution in Taita Taveta County, Kenya”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL

cc. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr. Lawrence Wainaina
   C/o Department of Human Resource Management
   Kenyatta University

2. Prof. David Minja
   C/o Department of Public Policy and Administration
   Kenyatta University
APPENDIX III: Kenyatta University Letter to NACOSTI.

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke
P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: C153/MSA/PT/32460/2015
DATE: 24th May, 2018

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,


I write to introduce Mr. Dennis Ngereri who is a Postgraduate Student of this University. He is registered for M.PPA degree programme in the Department of Public Policy and Administration.

Mr. Dennis intends to conduct research for a M.PPA Project Proposal entitled, “Strategic Communication Management and Effective Devolution in Taalia Taveta County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL
APPENDIX IV: NACOSTI Research Authorization Letter

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 409 7000,
0713 788787/0754092425
Fax: +254-20-318245,318249
Email: dg@nacost.go.ke
Website: www.nacost.go.ke
When replying please quote

Ref. No NACOSTI/P/18/94036/22336 Date: 25th April, 2018

Dennis Ngereri
Kenyatta University
P.O Box: 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Strategic communication management and effective devolution in Taita Taveta County, Kenya” I am pleased to inform you that you have been authorized to undertake research in Taita-Taveta County for the period ending 23rd April, 2019.

You are advised to report to the County Commissioner and the County Director of Education, Taita-Taveta County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Taita-Taveta County.

The County Director of Education
Taita-Taveta County.
MINISTRY OF EDUCATION
State Department of Early Learning and Basic Education

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION — DENNIS NGERERI

Circular Ref. No. NACOSTI/P/18/94036/22336 by National Commission for Science, Technology and Innovation dated 25\(^{th}\) April, 2018 refers.

Authority has been granted to carry out a research on "Strategic communication management and effective devolution in Taita Taveta County, Kenya" for the period ending 23\(^{rd}\) April, 2019.

On completion of the research, you are requested to submit a hard copy of the research report/thesis to our office within one year.

PHILIP K. WAMBUA
COUNTY DIRECTOR OF EDUCATION
TAITA TAVETA.

C.c.
County Commissioner,
TAITA TAVETA

2\(^{nd}\) May, 2018
Appendix VI: Map of Location of Taita Taveta County in Kenya

Map of Kenya

Appendix VII: Taita Taveta County Map

Taita Taveta County Map