

# **SCHOOL OF BUSINESS**

## **AN EXAMINATION OF ADMINISTRATIVE CHALLENGES IN THE IMPLEMENTATION OF A NEW DISTRICT: A CASE OF KAKAMEGA NORTH DISTRICT**

**BY**

**KENNEDY NYAIYO ONDIEKI  
(D53/OL/14006/05)**

**A Research Project submitted in Partial Fulfillment of the  
Requirements for the Award of Master in Business Administration  
(Strategic management) School of Business, Kenyatta University.  
(MAY, 2008)**

**KENYATTA UNIVERSITY LIBRARY**

DECLARATION

This research project is my original work and has not been presented for award of any degree or diploma in any other University or institution.

Signed .....  ..... Date ..... *2/5/08* .....

Author  
KENNEDY NYAIYO ONDIEKI

This research has been submitted for examination with my approval as the University supervisor.

Signed .....  ..... Date ..... *2nd May 2008* .....

Dr. Goretty Ofafa



DEDICATION

To my wife Jane and Children Derrick, Gaylord, Humphrey and Marion.

## ACKNOWLEDGEMENTS

I wish to thank my Supervisor, Dr. Goretty Ofafa for her relentless support, advice and provision of extra reference materials from her personal library which made my work a success. My Provincial Commissioner, Western Province, Mr. A.K. Mwasserah for the encouragement and the staff in the District Commissioner, Kakamega North office especially M/s Esther for her secretarial services. Special thanks go to my M.B.A. Colleagues in Embu centre for having worked as a team throughout the course.

## TABLE OF CONTENTS

ITEMS	PAGE
Declaration.....	ii
Dedication.....	iii
Acknowledgement .....	iv
Table of contents.....	v
Figures.....	viii
Tables.....	ix
List of Acronyms.....	x
Definition of terms.....	xi
Abstract.....	xii
<b>CHAPTER ONE</b>	
1.0 Introduction.....	1
1.1 Background information.....	1
1.1.1 Kakamega North district.....	3
1.2 Statement of the problem.....	3
1.3 Main objective of the study.....	4
1.3.1 The specific objectives.....	4
1.3.2 Research questions.....	4
1.4 Justification of the study.....	4
1.5 Significance of the study.....	5
1.6 Scope.....	5
1.7 Limitations.....	5
1.8 Summary of the chapter.....	6
<b>CHAPTER TWO</b>	
2.0 Literature review.....	7
2.1 Introduction.....	7
2.2 Government support.....	7
2.3 Administrative expertise.....	8
2.4 Non-governmental support.....	9
2.5 Local government support.....	10
2.6 Political good will.....	11
2.7 Service delivery.....	12
2.8 Conceptual framework.....	13
2.9 Summary of the chapter.....	14
<b>CHAPTER THREE</b>	
3.0 Methodology.....	15
3.1 Research design.....	15
3.2 Population of study.....	15
3.3 Sampling design.....	16

3.4	Data collection instruments.....	17
3.4.1	Validity.....	18
3.4.2	Reliability.....	18
3.4.3	Self-administered questionnaires.....	18
3.5	Operationalization of variables.....	18
3.6	Data collection procedure.....	19
3.7	Data analysis.....	20
3.8	Summary of the chapter.....	20

#### CHAPTER FOUR

4.0	Results and discussion .....	21
4.1	Introduction .....	21
4.2	Results on government support .....	21
4.2.1	Administrative head deployment .....	21
4.2.2	Staff deployment .....	21
4.2.3	Office Establishment .....	22
4.2.4	A.I.E. Disbursement .....	22
4.2.5	Transport allocation .....	23
4.3	Results on Administrative expertise .....	24
4.3.1	Level of education .....	24
4.3.2	Experience gained .....	24
4.3.3	Trainings attended .....	25
4.4	Local Government Support .....	25
4.4.1	Allocation of land .....	25
4.4.2	Rehabilitation/Construction of roads .....	25
4.4.3	Rehabilitation/Construction of offices .....	25
4.5	Political goodwill .....	26
4.5.1	Frequent office visits by Member of Parliament and Councillors .....	26
4.5.2	Constituency development funds assistance.....	26
4.5.3	Attendance of barazas by Member of Parliament and Councillors .....	26
4.6	Results from Non – governmental support .....	26
4.6.1	Number of non – governmental Organization present... ..	26
4.7	Results from service delivery rendered .....	27
4.7.1	Rate of satisfaction of services rendered .....	27
4.7.2	Rate of fulfillment of expectation .....	27
4.7.3	Customers treatment by the government employees When seeking for services .....	28
4.8	Summary of the chapter .....	29

#### CHAPTER FIVE

5.0	Conclusion and recommendation .....	30
5.1	Conclusion .....	30
5.1.1	Conclusion concerning objective one .....	30
5.1.2	Conclusion concerning objective two .....	30

5.1.3	Conclusion concerning objective three .....	30
5.1.4	Conclusion concerning objective four .....	30
5.2	Recommendations .....	31
5.2.1	Policy .....	31
5.2.2	Action .....	31
5.2.3	Further research .....	31
5.3	Summary of the chapter .....	31
	<b>References</b> .....	32
	Appendix A – Budget .....	36
	Appendix B – Kakamega North district map.....	37
	Appendix C – Administrative structure.....	38
	Appendix D – Questionnaire.....	39
	Appendix E – Interview Schedule (Local authority).....	47
	Appendix F – Questionnaire .....	49

**FIGURES**

2.1	Conceptual framework.....	14
4.1	Percentage distribution of office establishment .....	22
4.2	Percentage distribution on level of education .....	24
4.3	Percentage distribution as per the rate of service Satisfaction .....	27
4.4	Percentage distribution on the rate of fullment of the people's expectation .....	28
4.5	Percentage distribution on how customers are handled by the government officers while seeking services .....	29

## TABLES

	<b>Page</b>
3.1 Sample distribution per strata.....	16
3.2 Sample distribution as per division.....	17
3.3 Operationalization of variables.....	19
4.1 Administrative heads deployed .....	21
4.2 Staff deployment .....	22
4.3 2007/2008 A.I.E. Disbursement .....	23
4.4 How to cope with transport problem .....	23
4.5 Administrative heads experience gained .....	24

## ACRONYMS

<b>AIE</b>	-	Authority to Incur Expenditure
<b>ASAL</b>	-	Arid and Semi-Arid Lands
<b>CDF</b>	-	Constituency Development Fund
<b>DC</b>	-	District Commissioner
<b>DDC</b>	-	District Development Committee
<b>DFRD</b>	-	District Focus for Rural Development
<b>IEG</b>	-	Independent Evaluation Group
<b>IFAD</b>	-	International Fund for Agricultural Development
<b>LASDAP</b>	-	Local Authority Service Development Action Plan
<b>LATF</b>	-	Local Authority Transfer Fund
<b>NGO</b>	-	Non-Governmental Organization
<b>PC</b>	-	Performance Contracting
<b>PAS</b>	-	Performance Appraisal System
<b>RBM</b>	-	Result Based Management
<b>RRA</b>	-	Rapid Result Approach
<b>SC</b>	-	Service Charter
<b>SP</b>	-	Strategic Planning
<b>USAID</b>	-	United Nations for International Development

## DEFINITION OF TERMS

- “Boda” “Boda”** - Bicycle riders who transport people from one place to the other for a fee.
- “Matatu”** - A passenger vehicle.
- Customers** - These are persons whose government service is intended for.
- Implementation** - This is the actualization of service delivery to the customers.
- Result based management** - It is a management approach that focuses on achieving outcomes, implementing performance measurement, learning and changing and reporting performance.
- Performance contracting** - Is a commitment made by an employee to the Employer to achieve certain agreed work targets as a measure of performance within a specified period.
- Strategic planning** - It is a management tool that aims at producing fundamental decisions and actions that shape and guide what an organization is, what it does, why it does it and with focus on the future.
- Rapid results approach** - It is a results-focused learning process aimed at jump-starting major change efforts and enhancing implementation capacity.
- Performance appraisal system-** It is a form of management procedure used in the evaluation of work performance.
- Service charter** - It is a commitment an organization makes towards its customers. It indicates commitment to quality service, how customers can help the organization, service standards, organizations information and services offered and how customers can provide feedback or make a complaint.

## ABSTRACT

The purpose of this study is to identify the administrative/managerial challenges that impede the implementation of a newly created district. The recent enmass creation of districts prior to the December 2007 elections, beg to question the rationale and viability of these districts in terms of service delivery to the people meant to benefit from their creation. To establish how these challenges have affected the delivery of service to the satisfaction of the customers, the researcher has identified the following variables namely: government support, administrative expertise, local government support, Political goodwill and non-governmental support. In order to carry out the study, the researcher has picked a total of 151 respondents from five categories namely: Administrative heads, farmers, business stakeholders, "Boda Boda" entrepreneurs and the opinion leaders.

Descriptive research methodology is going to be used. The methodology will help the researcher to report the challenges encountered in the implementation of new district. Self-administered questionnaires personally given to the respondents as well as interview schedules will be used. Stratified and simple random sampling technique will be used. The data collected will be edited and then coded. Data analysis will be done and presented in form of cross tabulations, frequency, percentages, tables and graphs. The analysis will be arranged sequentially in order to capture the structure of the questionnaire and conceptual framework. From the analysis therefore, conclusions and recommendations will be drawn.

# CHAPTER ONE

## 1.0 INTRODUCTION

Kakamega North district is one of the nineteen districts of Western Province. It was carved out of the original Kakamega district (Appendix A). According to the Kenya Gazette Vol.CVII, NO. 79 dated 16<sup>th</sup> November, 2005, notification of intention to establish a new district, Kakamega North district alongside Kakamega South, Vihiga/Emuhaya, Hamisi/Sabatia, Webuye and Sirisia districts was published. Kakamega North district was however inaugurated on 1<sup>st</sup> February, 2007. It covers 425 Kilometre square with a projected population of approximately 180,940 people by 2008 (GOK,KDDP,2002). It borders Kakamega south district to the South, Nandi North to the East, Mumias district to the West, Bungoma East district to the North and Lugari district to the North East. Its headquarters is at Malava Market along Kakamega - Webuye road.

## 1.1 Background Information

Before a new district is created, there are many factors that the government and in particular the Ministry of the State for Provincial Administration and Internal Security takes into consideration. According to a letter addressed by the Provincial Commissioner, Western province reference No. SR.F.2VOL./(211) dated 8<sup>th</sup> May, 2000, the following requirements must be met; Population and settlement patterns of 5,000, 20,000 and 60,000 people for a sub location, Location and division respectively, Geographical and Regional location i.e. the expansive nature of the area and the proximity to the government services, Cultural considerations whereby people who share customs and traditions find harmony in themselves and are comfortable being governed under one sub location, location and division respectively, Security of the area is crucial. Places considered to be insecure will certainly prompt the creation of a sub location, location, division and district respectively so that the government security apparatus are able to respond on time whenever the situation demands and Infrastructure and land facilities such as government offices in place, hospitals, schools, electricity, all weather roads are important.

The population factor in (a) above however, was revised according to the Permanent Secretary, Provincial Administration and Internal Security ref. NO.OP/PA.1.2A dated 11<sup>th</sup> July, 2007 addressed to all Provincial Commissioners. This took care of the high, medium and low potential areas in regards to the creation of location and sub location respectively. The following therefore was considered (See the next page)

POPULATION	LOCATION	SUB LOCATION
High potential Area	5,000	2,000
Medium potential Area	3,000	1,500
Low potential Area	2,000	1,000

It is equally important that the stake holders of a District discuss and agree on the name of the sub divided district, the district headquarter and the boundaries (GOK 2006). The district leaders Meeting held at BISHOP STAM PASTORAL CENTRE in Kakamega chaired by the district Commissioner on Friday the 13<sup>th</sup> January, 2006 Ref. NO.D.1/VOL.11/5 on the sub division of Kakamega district, it was conspicuous that the membership was all inclusive in accordance with the Provincial Commissioner guidance in a letter Ref. NO. SR.F.2.VOL.VI/(108) dated 7<sup>th</sup> December, 2005.. All the Honourable members of parliament, the District Officers, Chiefs, Councillors and the Religious fraternity of Kakamega district were present. The chairman's opening remarks noted that a lot of consultations had taken place prior to the meeting. It was unanimously resolved that the old Kakamega District be split into two and named Kakamega North and South District. Kakamega North district therefore comprises Malava constituency which is also the old Kabras division with its headquarters at Malava town. Kakamega South district on the other hand comprised of Shinyalu, Ikolomani and Lurambi constituencies and has headquarters in Kakamega town. The divisions for the new Kakamega South were Ileho, Ikolomani, Shinyalu, Navakholo and Municipality.

Another subtle factor that turned out to be a major influence in determining the creation of new administrative units is the political power play. This political power influence was demonstrated during the split of Kakamega North District from the original Kakamega District. Lurambi and Malava Constituencies represented at the time by Hon. Dr. Kulundu and Hon Soita Shitanda respectively were to merge to form Kakamega North District. However, due to the disagreement on the location of the district headquarters between the two members of Parliament (Hon. Dr. Kulundu wanted the headquarters to be in Kakamega, while Hon Shitanda in Malava. This would have meant that the new districts, Kakamega North and South would have had their headquarters in Kakamega town. It is notable that Lurambi Constituency covers Kakamega town). Lurambi Constituency was left out of the new district to remain in Kakamega south district.

Due to this political consideration, Kakamega North district unfairly was created with one division, Kabras, while the remaining part, Kakamega South district took away six divisions namely Shinyalu, Ikolomani, Ileho, Municipality, Lurambi and Navakholo respectively. This was a contradiction of the government policy on the creation of new districts. (GOK, Establishment of new Administrative unit, 2006)

### **1.1.1 Kakamega North District**

Districts are administrative units within a Province. Districts which are manned by District Commissioners have several other administrative units. These are divisions manned by Divisional Officers (D.O) Locations manned by Chiefs and sub Locations manned by Assistant Chiefs respectively. See appendix (b). It is important to note that divisions, locations and sub locations are to be more than one as shown in the afore-mentioned appendix. This means therefore that a district should have more than one division, division to have more than one location and location to have more than one sub location respectively.

Kakamega North district up until January, 2008 was basically a one division district that used to be called Kabras Division in the original Kakamega district. The district got approval for the creation of six divisions on 17<sup>th</sup> January, 2008 in accordance with the Presidential directives contained in the Provincial Commissioners, Western Province letter. (Reference NO. SR.F.2.VOL.VIII/53. The President while on a campaign trail in the district in the month of December, 2007, ascended to the district leaders request for approval of more administrative units). Currently, therefore, the district has six divisions namely West Kabras, Shirugu, East Kabras, North Kabras, South Kabras and Central Kabras respectively with fifteen locations and fifty sub locations. It is important to note that Kakamega South district has further been sub divided to create two more districts of Kakamega East and West respectively.

## **1.2 Statement of the Problem**

The creation of new districts can be arguably seen in light of the District Focus for Rural Development (DFRD) strategy (Decentralization) that came to full effect on 1<sup>st</sup> July, 1983 (GOK, DFRD, 1995), hence making districts centres of development. Districts could therefore identify all prioritize planned projects that met the development needs and aspirations of the citizens of the respective district The decision to decentralize under the DFRD strategy was made due to a realization of the short comings of centralized planning. Initially, centralization of activities required that all projects were to be designed centrally for districts by Ministries in Nairobi. This

was disastrous as Ministry officials did not have thorough knowledge of the local socio economic, physical conditions which are crucial for sustained development and are to be found only with the local participation.

It is for this reason, therefore, that districts were mandated with the involvement of the local stakeholders to participate in decision making, planning and implementation of projects to enable development to be self – sustaining process. This objective could only be met by bringing services closer to the people by the creation of districts.

Despite this Government endeavour in the creation of new districts, that was seen to be a solution to the myriad problems facing the public, newly created districts encounter administrative challenges that impede or deny the very people meant to benefit from this creation the services required. This study therefore intends to examine specific administrative challenges that various administrative personnel encounter in implementing a newly created district.

### 1.3 **Main Objectives of the study**

The main objective of the study is to examine the administrative challenges in the implementation of the newly created district.

#### 1.3.1 **The Specific Objectives**

- a) Establish the administrative challenges encountered in the implementation of a new district.
- b) Determine the extent to which these challenges affect delivery of services.
- c) Establish how the administrative personnel cope with the challenges
- d) Suggest measures to overcome the challenges.

#### 1.3.2 **Research Questions**

- a) What are the administrative challenges encountered in the implementation of a new district?
- b) What is the extent of these challenges in affecting delivery of service?
- c) What measures have been put in place by administrative personnel to manage these challenges?
- d) What measures would be recommended for these challenges?

### 1.4 **Justification of the study**

The researcher sees the creation of districts to be in line with the district focus for rural development strategy which recognizes districts as centers of development. Districts therefore

through their respective District Development Committees are bestowed with the responsibility of identifying, planning and implementation of projects, management of personnel and dissemination of information to the public.

Besides, districts are clear representation of the government. This is so because districts have all the Ministries representation with the Head of State effectively represented by the District Commissioner. Ideally therefore, services sought at the National level can easily be rendered at the district level.

Districts are strategically placed with the Government Administration as catalyst for harnessing and mobilizing resources to ensure their maximum utilization for the development of rural areas where 80% of Kenya's population lives and 70% are employed (GOK, DFRD, 1995)

Districts are focal points in the fight against poverty in the Country. This is well informed by the poverty reduction strategy paper (PRSP) which outlines priorities and measures necessary for poverty reduction and economic growth (GOK, PRSP, 2001)

The research will provide useful findings to the Ministry of State for Provincial Administration and Internal Security officials which would be taken into consideration when approving or recommending the creation of new districts.

## **1.5 Significance of the Study**

The administrative heads deployed in the newly created district will find this study of significance as they will be aware of the challenges they are likely to face and how to manage them. The findings from this research will form a basis of further research. The study will further increase the level of knowledge in regards to the newly created districts in Kenya.

## **1.6 Scope**

The area of study will cover the administrative heads (20), farmers (300), Business stakeholders (100), 'Boda Boda' entrepreneurs (50) and Opinion leaders (100) within Kakamega North district. A total of 570 from where a sample of 151 will be drawn.

## **1.7 Limitations**

### **a) Time**

Problem of time is foreseen due to the fact that the researcher is an employee who has dedicated time for both the research and the formal employment.

b) Suspicion on the study

There are possibilities of some respondents developing feelings that the study is meant to decide the retention/scrapping of the district especially so as the researcher is the Chief Executive Officer of the newly created district. To manage this however, the researcher will do an introductory letter stating clearly the purpose of the study.

**1.8 Summary of the chapter**

This chapter has laid emphasis on the introduction of the subject for research proposal i.e. the newly created district of Kakamega North, identified crucial factors for consideration when creating a new district, highlighted on the statement of the problem, justification of the study, objectives of the study, explanation of the variables, significance of the study, scope and limitations foreseen. The next chapter is on literature review.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

#### 2.1 Introduction

The related literature has been based on the study of variables; independent and dependent variables that the researcher has identified as major challenges that administrative heads encounter while delivering services to “Wananchi”. These factors include government support, administrative expertise, political will, local government support and non-governmental support.

#### 2.2 Government support

The government has the responsibility to support a new district to deliver the services according to the public expectation. This is done in recognition of the fact that districts are the central units that have the responsibility to spearhead social and economic progress for the population (GOK, DFRD, 1995) Districts have been mandated with the formation of various committees for the purposes of co-ordination and implementation of government policies. These committees are from district development committees, divisional development committees and locational development committees and sub location development committees

The District Commissioner (DC), who is a government appointee, is the Chief Executive Officer of the district. He/she is charged with the responsibility of ensuring that the various administrative units within the district execute their obligations effectively and efficiently. The government sanctions expenditures in the districts by way of issuing Authority to Incur Expenditure (A.I.E's) to all administrative units. It is the responsibility of Permanent Secretaries of the respective Ministries to ensure adequate and timely flow of financial resources to the districts. It is a fact that the creation of additional Administrative units resulted into extra expenses for the government such as office accommodation at both the district and divisional levels. The following steps have been put in place to alleviate the problem (GOK, DFRD, 1995).

- a. All in complete office projects should be completed before starting up other new projects.
- b. Offices should be converted to open floor plans in order to accommodate more officers.
- c. Prefabricated offices should be constructed using cheap and locally available materials.

- d. Local participation (Self-help) from the people should be encouraged in order to construct offices.
- e. Existing Government offices should be properly maintained and renovated and minor extensions be carried out where possible.

The government support for districts is evidenced on its instrumental role of a facilitator. This was witnessed in the development of the poverty reduction strategy paper that emanated from broad – based consultations organized within a national framework consisting of divisional, district, provincial and national consultative forums (GOK, PRSP, 2001) This poverty reduction strategy paper therefore represents the views and aspirations of the citizens of every district and Kenya as a whole in so far as poverty reduction and economic growth is concerned. It is notable that these aspirations are factored in the national budget under the medium term expenditure framework which is a three year rolling plan.

The Post election violence that engulfed this country has brought the government support to focus. In the Saturday Nation daily dated March 1<sup>st</sup> 2008, the treasury Permanent Secretary Mr. Joseph Kinyua in a circular letter to other Permanent Secretaries, ordered a reduction of expenditure by 40 per cent. This expenditure reduction puts a ban on new employment and purchase of motor vehicles except for security department. Cuts down expenditure on purchase of office furniture and general equipment, personnel training expenses as well as domestic travel and subsistence. These measures will cascade down to the districts and no doubt they will affect service delivery to the citizens targeted to benefit from the creation of new districts.

### **2.3 Administrative Expertise**

Administrative expertise revolves round the subject of management that underscores the fact that the people who work with the organization are the most important resources available to managers. It is through this resource that all other resources – knowledge, finance, materials, plant and equipment will be managed (Armstrong, 2005). African countries need to improve the performance of their public sectors if they are going to achieve their goals of growth, poverty reduction and the provision of better services for their citizens (The World Bank Group, Independent Evaluation Group (IEG). In the African Region, it is argued that all recent country strategies have identified public sector capacity building as a core objective. They are further shifting to sector wide programs and budget support which set broad strategic frameworks for identifying long- term capacity building issues within and across ministries and levels of government. The group (IEG) took note of the importance of capacity building in its

recommendations that identified public sector capacity building that is based on adequate assessments of capacity needs and have ways to monitor and evaluate results.

The Government of Kenya through the District Focus for Rural Development strategies identified the need to strengthen the professional capabilities of staff at the district level. This required both the training of staff members already in place and the redeployment of some senior technical staff from headquarters and the Provincial offices to the districts. The administrative Heads in consultation with the district personnel officer are mandated to continuously prepare and submit to the District Development Committee an annual inventory of all personnel in their respective districts. The inventory will clearly reflect shortages of trained personnel to enable the Directorate of Personnel Management to consider possible redeployment of personnel. Therefore, to effectively manage the districts, the members of the respective District Development Committees in which all administrative heads are members and their respective staffs require training and development. This will ensure that organizational members have the knowledge and skills needed to perform jobs effectively, take on new responsibilities and adapt to changing conditions (Gareth R. Jones, 2007) It is notable that training tends to be used more frequently at lower levels of an organization while development with professionals and managers hence suitable to the administrative heads at the district headquarters. With both training and development, districts are guaranteed to offer efficient and effective service to the public.

#### **2.4 Non-Governmental Support**

According to Wikipedia, the free encyclopedia, non-governmental organization (NGO) is a legally constituted organization created by private persons or organization with no participation or representation of any government. International non – governmental organization have a history dating back to at least the mid – nineteenth century.

Non – governmental organization can be categorized into “relief – oriented” or “development – oriented”. They may also be categorized according to whether they stress service delivery or participation, or whether they are religious or secular and whether they are more public or private – oriented. They may be community based, national or international.

There are several potential sources of project support, non governmental organizations which are available to districts. These include the local self help, special programmes such as international

fund for Agricultural Development (IFAD) arid and semi arid lands (ASAL) programmes, United Nations Children Fund (UNICEF) United Nations for International Development (USAID) as well as private sector investments. These are crucial interventions to the government endeavours in nurturing a newly created district.

## **2.5 Local Government Support.**

A local government is a form of public administration that addresses local problems and needs in different localities of the country through an elected council. (GOK, RILA, 1995). The local government system is established under the Local Government Act, Cap 265 of the Laws of Kenya. This system was introduced during the colonial times and was intended to serve the colonialists and their aspirations. The role has now changed to providing appropriate services and development activities with the participation of the locals. The Omamo commission of inquiry (GOK, RILA, 1995) did find out that most local authorities have a weak revenue base and cannot even pay their staff regularly. The problem is further compounded with the creation of new districts which trigger the creation of new county councils too. The end result therefore, is having a local authority that cannot meet its obligations of establishing/Providing markets, public conveniences, provision of community and local recreation centres, parks, gardens and public open spaces, public transport, public housing (rental and others) social welfare services, roads and drains, water supply, community development, basic town planning and development control and enforcement of by laws.

With the introduction of the local authority service delivery action plan (LASDAP) whose objectives is focused on engaging communities in identifying their needs and priorities at the local level and the local authorities transfer fund (LATF) which is a transfer of 5% of national income tax to local authorities to supplement the financing of services and facilities, the local government support to the effective and efficient service delivery to citizens within the district is bound to improve.

Every Country of the world has some system of local government where the sub-national units have some degree of self-government. This however cannot be seen in isolation but must be understood as part of the whole state government. The analysis of Demarks Provincial and Municipal governments' expenditure (Regulski, 1988) clearly shows that the local authorities mandate to the public in so far as the service provision is concerned is similar to those mandated by the Kenya local authorities. These include: Community amenities, public utilities and

transport, roads, education and culture, hospitals, social and health services, social pensions and administration.

It is therefore important to note that the tasks of local authorities cover all those activities necessary to the normal functioning and development of the local community. These tasks are very often parallel to the duties carried out by central government, although they differ in size, scope and importance. Similarly, the tasks of local authorities in Poland include, under the Local Government Act, "all the matters related to the development of the area and to providing for the needs of the population and all other matters in the domain of the state power and administration if not reserved for other organs". The Act enumerates basic responsibilities of local authorities in urban and rural communes as follows:-

- i. For rural communes; agriculture, water management, Local roads, Communal services, health, education, culture, tourism, sports, recreation, housing, handicrafts, catering businesses, shops and services, environmental protection and Social care.
- ii. For urban communes; housing, the urban economy, Land policy, social – care, handicrafts, retail trade, catering and services, health, education, culture, sports, tourism and recreation which are comparable to our local authorities responsibilities.

Apparently, therefore, due to the critical role the local authorities play in the development of the districts, that they have jurisdiction, the chairman and the Clerk to the local authorities are members of the District Development Committee. (DDC) suffice to mention that DDC is the supreme body in the district in matters related to rural development needs and that its approval of projects proposals represents a strong mandate of local support ( GOK, DFRD, 1995).

## 2.6 Political good will

There is no administrative system which is completely immune to environmental pressures and influences. However, in Africa, the environment plays such a significant part in the administration process that one might be tempted to ask whether it is not the dominant force in the administration of each country. (Orewa, 1977). An important aspect of the environment is the political one. In most countries of Africa, Administration is a focus of intense political activity which in a nutshell (along with other environmental factors such as general atmospheric conditions, social cultural, historical, religious, demographic, economic, geographic and climatic) extends scope and simultaneously restrict the capability of public administration.

The importance placed on the political good will is well demonstrated by the inclusion of the Member of Parliament, the chairman of the local authority as well as the district ruling party chairman in the District Development Committee which is the supreme body in the district in matters related to rural district development needs. These three individuals are persons elected by 'wananchi' (public) and hence have a lot of political influence as representatives of the public.

## 2.7 Service Delivery

A service delivery transformation requires an investment, sometimes a heavy investment in technologies that support a "whole service" and long term strategy. (Sprucegrove, 2006) To achieve this service delivery therefore one needs to look at service delivery from the top down, top – level goals, the service required to achieve those goals, and the cross organizational objectives to achieve those services. The importance of service delivery was well demonstrated by the Kenya government when it set aside a Kenya Public Service week between 13<sup>th</sup> to 17<sup>th</sup> August 2007 that was celebrated in Nairobi, provinces and district headquarters ( GOK, PSW,2007). The theme was "Results for Kenyans" and the message was "Huduma Bora ni Haki Yako". The overall purpose was to provide an opportunity to show case the significant contributions of the Public Service in national development. The specific main objective however was to increase awareness of the government's role in the provision of services to its customers.

It is notable that the public service week came against the backdrop of the on - going reforms in the public service which aim at improving service delivery to 'wanainchi' through targeted results to Kenyans. Recently, the Kenya government won the coveted United Nations Public Service Award 2007 in the category of improved transparency, accountability and responsiveness in the public sector which is a clear testimony of the great strides the Kenya Public service is making in the area of reforms and hence improved service delivery to the public. The Kenya Public Service Week focus was to build a Public Service that is capable of meeting the challenges of improving the delivery of services to Kenyans. Access therefore, to quality public service is no longer a privilege, but a rightful expectation of citizens. Hence, the adage, 'Huduma Bora ni Haki Yako' meaning "Quality service is your Right".

The importance of improved service delivery in the public service is better explained by some of the reform strategies and programmes the government has initiated in the Public Service which

include; strategic planning, performance contracting, results based management (RBM), rapid results approach (RRA), performance appraisal system and service charters.(GOK, PSW, 2007)

## 2.8 Conceptual Framework

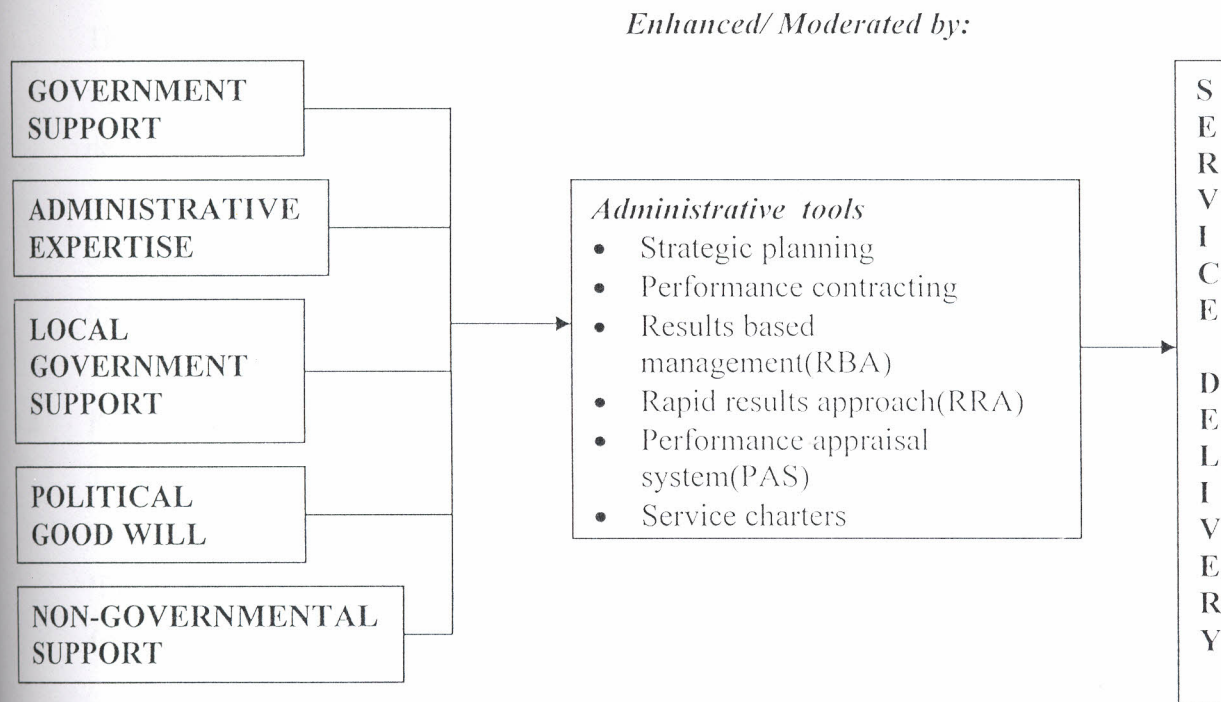
Service delivery in the new district to the public customers is greatly influenced by the Government Support rendered, district administrative expertise, Local Authority support, Political good will and Non-governmental support. All these factors play a major role in ensuring that the public receive adequate services from a district.

(See next page).

**Figure 1.1. Conceptual framework**

*Independent Variables*

*Dependent Variable*



Source: Researcher

## 2.9 Summary of the Chapter

Chapter two has been on the discussions of the variables (dependent, intervening, independent) identified in the study. The information has been purely secondary. The variable identified are, government support, administrative expertise, non – governmental support, local government support, political good will and service delivery. These information forms the basis for developing the questionnaires which are suitable for collecting data. The next chapter is on Methodology which will discuss on research design, population of study and sampling design among others.

## CHAPTER THREE

### 3.0 METHODOLOGY

#### 3.1 Research design

The research involved identification of challenges that district administrative heads encountered while endeavouring to deliver service to the public. Descriptive research was adopted where descriptive survey method of collecting information using an interview schedule and a questionnaire was used. The questionnaire was appropriate in collecting quantitative data. The descriptive design was useful in describing the way the district administrative heads performed hence its suitability for this kind of research (Gay, 2000).

#### 3.2 Population of study

The population of the study was considered from the five stratas within Kakamega North district; Administrative heads at the district headquarters, Opinion leaders, business stakeholders,(retailers) 'Boda''boda' entrepreneurs and the farmers (commercial sugarcane farmers and subsistence farmers).

The estimated population of study for the Administrative heads was 20 (twenty) (according to the district Commissioner Kakamega North transfers and posting file NO. ST.1.6 VOL.I of 2007) while for farmers was 40,350 (sugarcane – 16,000 and subsistence – 24,350) (West Kenya out growers, 2008/GOK, DAO, 2008) spread throughout the district. Business stakeholders was 453 (GOK, Annual performance report, 2007) while the 'Boda' 'boda' entrepreneurs is estimated at 800 (Malava 'Boda' 'boda' youth group 2007) The opinion leaders who included the member of parliament, the councillors, retired public servants, religious leaders, chairmen of political parties among others was estimated to be 183(District leaders meeting file, 2007). The population of the study for these five stratas was 41,809. From this population, an accessible target population from each stratas was as follows: Administrative head 20(DC Kakamega North transfers and Posting file, 2007) farmers 300 (West Kenya Out growers, 2007/GOK, DAO, 2008). Business stakeholders 100 (GOK, Annual performance report, 2007) 'Boda, Boda' entrepreneurs 50 (Malava 'boda' 'boda' Youth Group, 2007) and Opinion leaders 100 (Kakamega North, District leaders meeting file, 2007) respectively. The parameters for consideration for the sugar cane farmers was ; farmers whose acreage was more than 10 acres and have been in farming for more than 10 years, while, subsistence farmers was those that had more than 5 acres of land and grow a minimum of three varieties of crops. Business stakeholders (retailers) parameters were those that

had a minimum of form four level of education, over 30 years of age and were married. This applied as well for the “boda” “boda” entrepreneurs. Opinion leaders’ parameters for consideration were those that were able to read and write. With this therefore a sample of 151 respondents was used. This was an appropriate sample as more than 30 cases were considered (Kakooza 2002). However, for administrative head strata, a census or 100% investigation was appropriate (Ochola and Ngige). To draw out the sample of 151, the method of proportional allocation under which the size of samples from different stratas was used (Kothari, 2004). This was worked out as shown in table 3.1.

**Table: 3.1 Sample distribution per strata**

STRATA	POPULATION	ACCESIBLE POPULATION	SAMPLE SIZE
Administrative heads	20	20	$\frac{20}{20} \times 100 = 100 = 1 \times 20 = 20$
Farmers sugarcane	16,000	100	$\frac{100}{550} \times 100 = 18.18 = 0.18 \times 100 = 18$
Farmers subsistence	24,350	200	$\frac{200}{550} \times 100 = 36.36 = 0.36 \times 200 = 72$
Business stakeholders	453	100	$\frac{100}{550} \times 100 = 18.18 = 0.18 \times 100 = 18$
‘Boda’ ‘Boda’ entrepreneurs	800	50	$\frac{50}{550} \times 100 = 9.09 = 0.09 \times 50 = 4.5 = 5$
Opinion leaders	183	100	$\frac{100}{550} \times 100 = 18.18 = 0.18 \times 100 = 18$
<b>Total</b>	<b>(20+41,786)=41,806</b>	<b>(20+550)=570</b>	<b>(20+131)=151</b>

Source: Researcher

### 3.3 Sampling Design

A sample of 151 was drawn from the five stratas of administrative heads, farmers, Business stakeholders, ‘Boda’ ‘Boda’ entrepreneur and Opinion leaders. A sampling frame of 20 for administrative heads (DC Kakamega North transfers and posting, 2007) 300 for farmers (West Kenya Outgrowers/district Extension, Research, 2007) 100 for Business stakeholders (GOK Annual performance report, 2007) 50 for ‘Boda’ ‘Boda’ (Malava ‘Boda Boda’ Youth Group, 2007) and 100 for Opinion leaders (District leaders meeting file, 2007) was used. The sampling technique for administrative heads was a census as the respondents were few, homogeneous and within the same locality. For the other stratas the sample was spread equally into six divisions of West Kabras, Central Kabras, North Kabras, Shirugu, East Kabras and south Kabras respectively.

The sample size was then drawn by simple random technique. The respondents were asked to pick a piece of paper from a bucket. These pieces of paper had a 'yes' or 'no' tags. The pieces of paper were picked with replacements until the required number of 151, sample, was realized.

**Table 3.2 Sample distributions**  
**As per Divisions**  
**Accessible Population: 570**  
**Sample size: 151**

Stratas	West Kabras	Central Kabras	North Kabras	Shirugu	East Kabras	South Kabras	District H/q	Total
Administrative heads							20	20
Sugarcane farmers	3	3	3	3	3	3	-	18
Subsistence farmers	12	12	12	12	12	12	-	72
Business stakeholders	3	3	3	3	3	3	-	18
'Boda''Boda' entrepreneurs	1	1	1	1	1	-	-	5
Opinion leaders	3	3	3	3	3	3	-	18
<b>Totals</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>21</b>	<b>20</b>	<b>151</b>

Source: Researcher

### 3.4 Data collection instruments

Interviews schedule and questionnaires were developed. They collected the relevant and required information. An interview schedule is more of a conversation between the researcher and the respondent. It is appropriate for non-literate respondents. Questionnaires on the other hand contain questions to which respondents answer by themselves in writing. They are appropriate for literate respondents. Each item in both the interview schedule and the questionnaires were developed to address specific objective and variable (Mugenda and Mugenda, 2003)

### **3.4.1 Validity**

A pilot study was carried out in the neighbouring district of Bungoma West using ten (10) respondents. The results from the pilot study helped to assess the suitability of the research instrument in terms of validity. The respondents were not used in the main research.

### **3.4.2 Reliability**

A test – retest was done to be certain that there were no discrepancies in the pilot study. This was done by administering other interview schedule and questionnaires to different respondents in the same pilot district. The reliability was also checked with Secondary data.

### **3.4.3 Self – administered questionnaire**

The questionnaire was developed well in advance to ascertain that it collected the relevant and required information. The questionnaire consisted of closed – ended questions with a few open – ended questions mainly used for clarification purposes. The questions were arranged according to the variables in the conceptual framework. The questionnaire is the most suitable instrument for collecting data in a descriptive research because it seeks the respondents view on given variables. To gain access to the subject, the questionnaire explained what the study was all about as well as assure the respondents of confidentiality. It was also written in very simple language which respondents were able to understand without assistance.

## **3.5 Operationalization of variables**

This helped the researcher to measure the variables appropriately. It is a clear tabulation that has the variables as identified, the specific respondents (source), the specific questions from either the interview schedule or the questionnaire and the indicators for measuring the variables. Table 3.3 is a clear explanation of this relation.

**Table 3.3 Operationalization of variables**

Variables	Source	Question No.	Indicators
Government support	District Administrative heads	Appendix D (QN No. 1-24)	<ul style="list-style-type: none"> <li>• AIE disbursement.</li> <li>• Establishment of offices</li> <li>• Staff deployment</li> <li>• Transport allocation</li> </ul>
Administrative expertise	District Administrative heads	Appendix D (QN No. 25-36)	<ul style="list-style-type: none"> <li>• Level of education</li> <li>• Experience gained</li> <li>• Training attended</li> </ul>
Local government support	<ul style="list-style-type: none"> <li>• Administrative heads (clerk to the council)</li> </ul>	Appendix E (All Questions)	<ul style="list-style-type: none"> <li>• Rehabilitation/constructi on of roads</li> <li>• Rehabilitation/constructi on of offices</li> <li>• Allocation of land for office contraction</li> </ul>
Political goodwill	<ul style="list-style-type: none"> <li>• District Administrative heads</li> </ul>	Appendix D (QN No. 36-47)	<ul style="list-style-type: none"> <li>• Frequent office visits by opinion leaders for positive consultations</li> <li>• CDF assistance</li> <li>• Opinion leaders attendance of barazas</li> </ul>
Non-governmental support	District Administrative heads	Appendix D (QN No. 49-53)	<ul style="list-style-type: none"> <li>• Number of N.G.O. present</li> <li>- Training of staff /community members</li> <li>- Purchase of working tools/ equipments for both staff and community members</li> </ul>
Service delivery	<ul style="list-style-type: none"> <li>• Farmers</li> <li>• Business stakeholders</li> <li>• 'Boda' 'boda' entrepreneurs</li> <li>• Opinion leaders</li> </ul>	Appendixes F, (Farmers QNs 1-5, Business stakeholders and Boda Boda QNs 6-9, Opinion leaders QN 10 and the rest of the questions )	<ul style="list-style-type: none"> <li>• Rate of satisfaction of services offered</li> <li>• Rate of fulfillment of expectations</li> <li>• How customers are handled</li> </ul>

Source: Researcher

### 3.6 Data Collection procedure.

The data was collected using an interview schedule and a self – administered questionnaire. The questionnaire was handed personally to the respondent who were pre – contacted before. It had structured questions to ensure easy analysis at the end of research with a few open ended

questions. The need for open – ended questions was to seek the respondent opinion on some specific issues. On the other hand an interview schedule, allowed the researcher to collect data through talking to respondents and recording their responses. The researcher with the help of research assistants collected the data within the stipulated time of one month.

### **3.7 Data analysis**

The data was edited to remove spoilt or incomplete questionnaires. The collection was organized in terms of variables and each response was counted. The data was then coded using the responses for each variable being measured. The data was later compiled and tabulated. Descriptive statistical using frequency, percentages and proportions were used to analyze data. This was presented in the form of tables, pie charts and histograms. The data analysis statistical package for social science (SPSS) was used. The analysis from the SPSS was interpreted and conclusions and recommendations made.

### **3.8 Summary of the chapter**

Chapter three has laid emphasis on the research design, population of study, sample design, data collection instruments, pilot study, reliability of the instruments for the collection of data, self – administered questionnaire, data collection procedure and finally data analysis. All the mentioned steps were correlated to realize reliable study findings. The next chapter is on the findings realized after collecting analyzed data from the field.

## CHAPTER FOUR

### 4.0 RESULTS AND DISCUSSION

#### 4.1 INTRODUCTION

The findings of the study are presented in this chapter, taking into account the variables defined in the operational framework developed earlier in chapter two. These results are displayed in form of pie charts, histograms and tables. The synchronized method of analyses has been employed where qualitative data are examined alongside quantitative data and the findings are discussed in line with the literature reviewed.

#### 4.2 Results on government support:

##### 4.2.1 Administrative heads deployment

**Table: 4.1 Administrative heads deployment**

Strata	When reported to the new district				
	Immediately	1-3 months	4-6 months	After 6 months	Total
Administrative heads	5	6	3	3	17
<b>Total</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>17</b>

(NB. At the time of the research, 3 administrative heads were out of the station. Only 17 administrative heads administered the questionnaire).

#### **Source: Researcher**

The study revealed that at the inauguration of the district, 5 administrative heads were deployed. 6 deployed three months later, more at the end of the sixth month and subsequently 3 after the six months making a total of 17 so far deployed upto date. Apparently therefore 3 administrative heads were deployed immediately the district was created representing 29 per cent of the staff deployment while 12 administrative heads were deployed afterwards representing 71 per cent.

##### 4.2.2 Staff deployment

It was found out that a number of staff have been deployed at various departments.

11 Administrative heads confirmed that their respective ministries had deployed staff to their departments to help manage the affairs of their departments. 6 departments however had not received staff yet. It was found out that the staff deployed were short of the required number as per their establishment. Despite this short fall, a majority of the administrative heads argued that the workload was manageable.

**Table 4.2: Staff deployment**

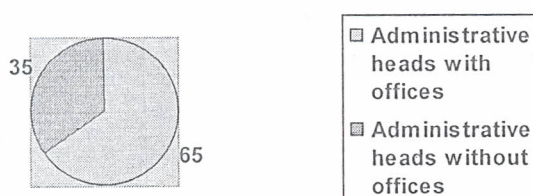
Phenomena	Number	Percentage
Not all staff deployed	-	-
Not all staff deployed but manageable	16	94
Not all staff deployed hence not manageable	1	6
Total	17	100

**Source: Researcher**

94 per cent of the administrative heads sees the work load in their respective department as manageable as opposed to 6 per cent that argue to the contrary.

#### 4.2.3 Office Establishment

**Figure: 4.1 Percentage distributions on office establishment**



**Source: Researcher**

11 administrative head representing 65 per cent of the administrative heads have offices from where government services are easily accessible while 6 administrative heads representing 35 percent do not have offices. However, the 5 administrative heads who do not have offices cope by sharing offices with other departments that have offices while only 1 operate from the neighbouring district, Kakamega Central district.

#### 4.2.4 A.I.E. Disbursement

The study shows that 5 departments received AIE for the year 2006/2007 while 12 departments had not received. This indicate that five months into the creation of the district a majority of the departments were not able to render services as expected due to lack of funds.

The situation however changed in the disbursement for the financial year 2007/2008 whereby 16 departments representing 94 per cent received A.I.E disbursements while only 1 department representing 6 per cent is yet to receive. These A.I.E disbursements were not received at the same time as shown in the table below.

**Table: 2007/2008 A.I.E disbursement**

<b>Dates</b>	<b>No. of departments that received</b>
July – august, 2007	3
September - October 2007	5
November – December 2007	3
January 2008 – March 2008	5

**Source: Researcher**

While it is expected that the first tranche of the A.I.E is to be received in the month of July, 2007 only three departments were able to receive them as the rest of the departments received in the subsequent months.

#### **4.2.5: Transport allocation**

From the finding, it is a fact that all the departments are expected to have transport either in the form of vehicle(s) or motor cycle(s). However, only seven departments had transport as opposed to ten departments that did not have any. Despite this, the Administrative heads have a way of coping with transport problem as indicated in the table below:-

**Table: 4.4 Coping with transport problem**

<b>Management option</b>	<b>No. of Departments</b>
Liaise with other departments that have vehicles	12
Use own money to travel	1
Use allocated funds by the government for traveling	4
Do nothing sit in the office to perform office work	Nil

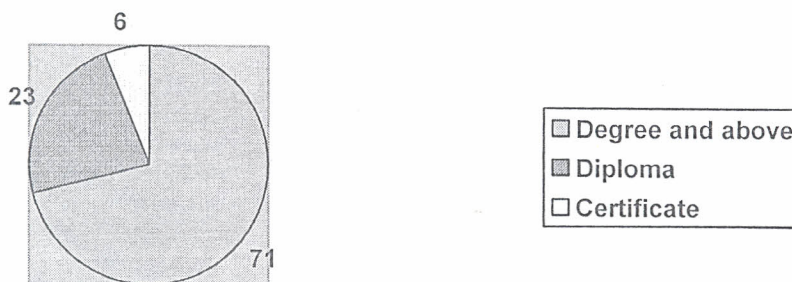
**Source: Researcher**

### 4.3 Results on administrative expertise

#### 4.3.1 Level of education

From the 17 findings, 1 administrative head is a certificate holder, 4 diploma holders and 12 degree holders and above. This is a 6 percent, 23 percent and 71 percent respectively as shown in the figure below:-

Figure: 4.2 Percentage distribution of level of education



Source: Researcher

This clearly shows that a majority of the administrative heads are well learned and appropriately placed for their respective responsibilities as heads of their departments.

#### 4.3.2 Experience gained

It was found out that 11 administrative heads were deployed to head their respective departments for the first time as opposed to 6 who had been heads previously in other districts. Despite this, a majority had worked for more than eleven years before being deployed as administrative heads in this new district an indication of a wealth of experience. (Please see the table below)

Table: 4.4 Administrative heads experience gained.

Duration worked	No. of Administrative heads
1 – 5 years	4
6 – 10 years	Nil
11 – 15 years	5
Over 16 years	8

Source: Researcher

A point to note is that the total number of administrative heads who have worked for between 11 – 15 years and over 16 years combined is 13. This represents 76 percent.

### **4.3.3 Trainings attended**

The study found out that administrative heads attend specific trainings that are sponsored by the government. These trainings are meant to enhance their expertise. 9 administrative heads had attended as opposed to 8. This represents 53 percent against 47 percent respectively. Generally therefore a majority of administrative heads have attended the requisite trainings to enable them effectively manage the affairs of their departments.

## **4.4 Local government support**

### **4.4.1 Allocation of land**

The study found out that the local authority (Malava town council) had the mandate to acquire land for the development of the new district. This is in terms of allocation of acquired land to the various departments to enable them put up office structures. The council however is handicapped as there is no land to be acquired. For this reason therefore the council has planned in their budget for the financial year 2008/2009, Kshs.800,000/= to purchase land for social amenities. This eventually could benefit some government departments only the Ministry of Public Works has land that was allocated before the creation of the district.

### **4.4.2 Rehabilitation/Construction of roads**

It was found out that the council has been able to rehabilitate rural access roads and bridges within the district. This however, it was noted, depends on the proposals generated from the local communities under the local authority service development action plan (LASDAP) which is a local community consultative forum that identifies and prioritizes needs of the local communities.

### **4.4.3 Rehabilitation/Construction of offices**

The study found out that the council had not rehabilitated/constructed any government office as this does not fall under their mandate. However, it was apparent that should the local community so desire and the same is captured in the Lasdap, then the council will be obliged to take up the responsibility. The Council admits that its inability to adequately assist other government departments to effectively discharge their responsibilities in serving the public is greatly due to its scarce resource base.

#### **4.5 Political goodwill**

##### **4.5.1 Frequent office visits by Member of Parliament and councilors**

It was found out that the Member of Parliament rarely visits administrative heads in their respective office. It was only 2 administrative heads out of 17 who confirmed the M.Ps visit. This is contrary to the councilors who pay frequent visits to the administrative heads. 13 councillors had paid a visit. All the visits by the Member of Parliament and the councilors appeared to be in support of the departmental activities. These were either by pledging to work with the administrative heads, mobilize the public in support of the department's activities as well as liaising with other development partners in support of the departments activities.

##### **4.5.2 Constituency development funds assistance**

The study found out that the majority of the departments had not received any funds in support of their departments. Only 1 department had received pledges for construction/rehabilitation of their department's office through CDF.

##### **4.5.3 Attendance of Barazas by Member of Parliament/Councillors**

It was found out that only 10 departments are mandated by the nature of their duties to hold barazas. Administrative heads in these departments confirmed that 6 councillors attend their barazas and often show support of their departments activities. The support is in the form of reinforcing the idea of parental supplement on the free secondary and primary education, infrastructural construction through CDF in schools, pledged to allocate funds from Local Authority Transfer Funds (LTF) to projects within the District, help farmers to understand project proposal writing as well as cooperate with the police when enforcing law and order.

#### **4.6 Results from non – governmental support**

##### **4.6.1 Presence of Non – governmental organization**

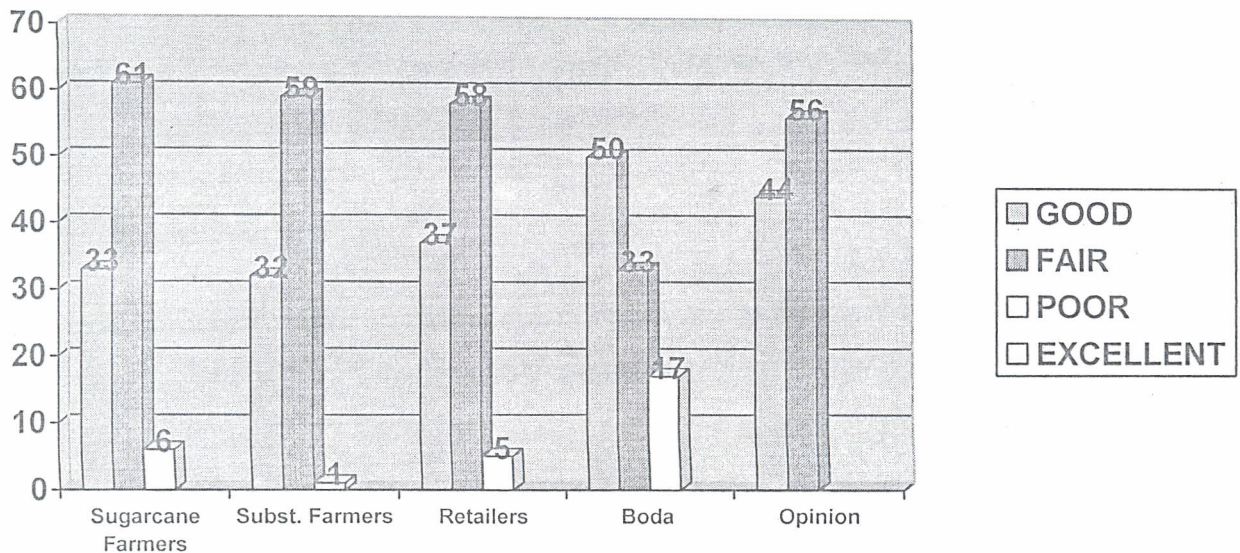
The study found out that many departments do not have non – governmental organizations that they can partner with. Only 8 departments confirmed the presence of Non – governmental organizations that partner with them as opposed to departments that had none. The 8 Administrative heads further confirmed that the non governmental organizations do actually support the activities of their respective departments. These are done by way of training departmental staff, planning and executing activities together, construction of sanitation facilities, water tanks and classrooms, protection of springs and keeping the environment clean.

## 4.7. Results form service delivery

### 4.7.1 Rate of satisfaction of services rendered

It was found out from the five stratas of sugarcane farmers, subsistence farmers, business stakeholders (retailers) 'Boda boda' entrepreneurs and opinion leaders in regard to service satisfaction to be generally fair as indicated by the percentage distribution below

Figure: 4.3 Percentage distribution as per the rate of service satisfaction.



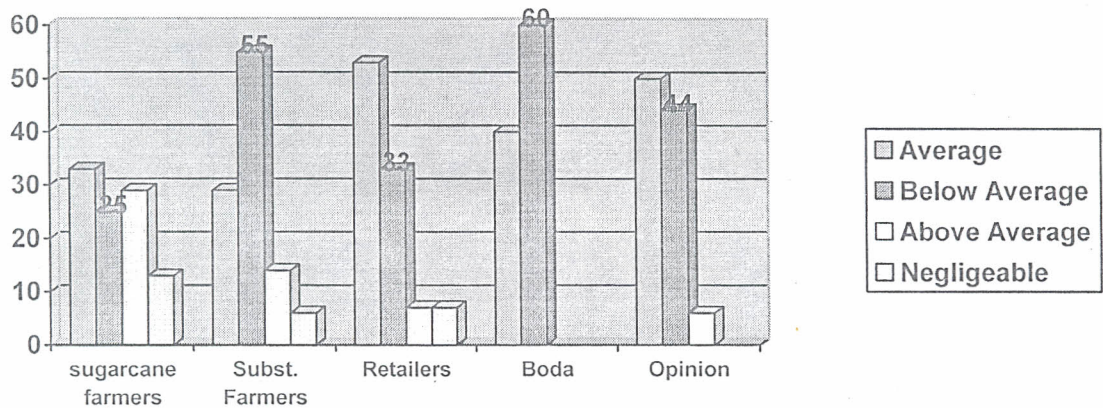
Source: Researcher

This apparently, is an indication that the “customers’ do not complain much in regard to the services rendered by the administrative heads in the newly created district. The small percentage for poor rate is below 17 percent. This however cannot be ignored and hence the need to continuously improve services to reach excellent status.

### 4.7.2 Rate of fulfillment of expectation

The study found out that other than the business stakeholders (retailers) whose percent age rate is above average 53 percent and the opinion leaders at 50 percent the sugarcane farmers rate at 33 percent, subsistence farmers at 29 percent and Boda Boda at 40 percent. This indicates that a majority of the population in Kakamega North district expectations are still wanting. Figure 4.4 captures the correct position.

Figure: 4.4 Percentage distributions on the rate of fulfillment of the people expectation in the newly created district

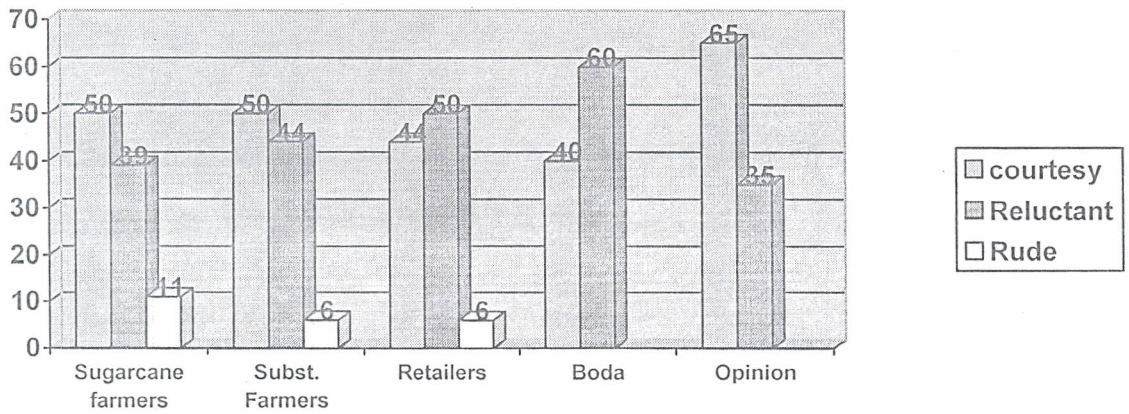


Source: Researcher

#### 4.7.3 Customers treatment by the government employees when seeking for services

The study found out that generally, the customers are treated with courtesy when they seek services from government department. The sugarcane subsistence farmers rate at 50 percent each and opinion leaders at 65 percent. Customers handled reluctantly however rated highest with the “Boda” entrepreneurs at 60 percent while those that are treated rudely and without courtesy rated below 11 percent as shown in figure 4.5

Figure: 4.5 percentage distribution on how customers are handled by the government officers while seeking services



Source: Researcher

#### 4.8 Summary of the chapter

Chapter four has been on the findings and discussions brought about from the analysed data collected from the field. This therefore leads to drawing of conclusions and recommendations in chapter five.

### 5.0 CONCLUSION AND RECOMMENTATIONS

#### 5.1 Conclusion

This chapter is based on the conclusions drawn from the research findings. This is drawn from the study objective and their corresponding research questions. The objectives of the study were fulfilled and hence the following conclusions can be drawn:

##### 5.1.1 Conclusions concerning objective one

*The first objective of the study was to establish administrative challenges encountered in the implementation of a new district*

From the findings drawn earlier, it can be concluded that the government support in so far as administrative heads deployment, departmental staff deployment, AIE disbursements and transport allocation is wanting, local government support is minimal due to their financial inability and lack of non governmental organizations that are well spread to all the departments.

##### 5.1.2 Conclusion concerning objective two

*The second objective was to determine the extent to which these challenges affect delivery of services.*

From the findings on the delivery of service to the customers, it can be concluded a majority of the people consider the services rendered by the government departments to be fair. This however demands that government officers undergo customer care trainings for effective service delivery.

##### 5.1.3 Conclusion concerning objective three:

*The third objective was to establish how the administrative personnel cope with the challenges.*

From the findings, it can be concluded that the administrative personnel work with the few staff deployed to their respective departments and hence are able to effectively manage their work load. They also manage transport problem by liaising with other departments that have vehicles.

##### 5.1.4 Conclusion concerning objective four

*The fourth objective was to suggest measures to overcome the challenges.*

From the findings on the challenges, it can be concluded that the government needs to plan well before pronouncing the creation of a district. This will enable the government have enough resources in terms of finances and personnel to man the newly created districts.

## **5.2 Recommendations**

### **5.2.1 Policy**

There should be a deliberate move by the government to developing a policy on the creation of new districts. This will curb the random creation of districts at the whims of politicians.

### **5.2.2 Action**

It is recommended that the government deploy enough staff, and allocate adequate transport to all the departments in the district. A.I.Es should be issued in the first month of the creation of the district. These measures will enable the district serve the public effectively.

### **5.2.3 Further Research**

It is recommended that a research be done on how best to harmonize the (CDF, devolved funds LATF funds with the A.I.Es received by the district administrative heads). This will enable district administrative heads to be focused and avoid duplication in so far as their respective activities are concerned for the benefit of service delivery to the public.

## **5.3 Summary of the Chapter**

This chapter draws study conclusions that are in tandem to the study objectives and questions. It further recommends what should be done in terms of policy, action and further research.

## REFERENCE:

- Anthony H. Rweyemanu and Gordan Hyden (1975) A decade of Public Administration in Africa publishers, East African Literature Bureau, Nairobi
- Anthony N. Nchari (1990) Sustaining rural Community Self help projects, the Case of the mutengene water supply project Amtiesa publications, Arusha Tanzania
- Bany A. Passett (1971) Leadership Development for Public Service, Publisher, Gulf Publishing company. Houston, USA
- Carl Harshman and Steve Philips (1996) Team training from start up to high performance. McGraw - Hill Inc. New York
- City of Spruce grove. [www.spruce\\_grove.org/business/research](http://www.spruce_grove.org/business/research). 11/11/2007 Customer satisfaction. The prime concern of your business [http://www/1000\\_ventures.com](http://www/1000_ventures.com) 21/2/2008
- David K. Leonard (1973) Rural Administration in Kenya, Publishers, East African Literature Bureau, Nairobi.
- Eric C. Chang, (2002) corporate governance, political interference and corporate performance of China's listed companies ecchang @ business.hku.hk-26/10/07 Sonia M.L. Wong & Pokfulam Road, Hong Kong
- Gay R.L. Mills E. Geoffrey and Asiasian Peter (2006) Education Research (8<sup>th</sup> edition) competencies for Analysis and Application pearson Merrill prentice Hall New Jersey
- Gareth R. Jones and Jennifer M. George (2007) Essentials of contemporary Management, second edition, McGraw Hill, New York
- GOK (2006) Administration, Establishment of New Administrative Units and Re – Organization, no. d.1/vol.1/11 – DC (Office file) Kakamega South district
- GOK (2007) Administrative Units, NO. D.1/VOL.I – DC (Office file) Kakamega North.
- GOK (1995) District Focus for Rural Development, Revised, Nairobi, government printers,
- GOK (1992) The Kenya Gazette Supplement Act, Nairobi, Government printers
- GOK (1986) The Local government Act, Cap 265, Second schedule Standing Orders, Nairobi, Government printers.
- GOK (2007) Statistical Abstract, Kenya national Bureau of Statistics, Nairobi, Government printers.
- GOK (2001) Poverty reduction strategy paper for the period 2001 – 2004, Nairobi, Government printers
- GOK (2001) 1999 Population and Housing census Vol. II, Nairobi, Government printers
- GOK (2005) Achieving Millennium development goals in Kenya (AMDGK) a needs assessment and costing report, Nairobi, Government Printers

- G. Oka Orewa (1977) *Managing Rural Development in Africa*, Publishers. African association for Public Administration and Management, Addis Ababa, printed by offset print fast Kenya Limited.
- GOK (1995) *Report of Inquiry on Local Authorities in Kenya (RILA) A Strategy for Local Government Reform in Kenya*, Nairobi, Government Printer.
- GOK (1988) *The Local Government Act Cap 265*, Government Printers
- GOK (2005) *Kenya Local Government Reform programme, guidelines for the preparation implementation and monitoring of Local Authority Service delivery action Plan (LASDAP)*, Nairobi, Government Printers.
- GOK (2007) *Local authority transfer fund (LAFT) annual report for the financial year 2005, 2006*, Nairobi, Government printers.
- GOK (2007) *Transfer and Postings Ref. No. ST.1/6Vol.II office file-DC Kakamega North district*.
- GOK (2002) *Kakamega District Development Plan (KDDP)*, Nairobi, Government printers
- GOK (2008) *District Agricultural office, District extension, Research liaison file No. KN/ED/4/3/22-Kakamega North district*.
- Human Resources [http://en.wikipedia.org/wiki/Human\\_resources](http://en.wikipedia.org/wiki/Human_resources), 11/11/2007
- Infrastructure <http://en.wikipedia.org/wiki/infrastructure>, 11/11/2007
- Jerzy Regulski, Susanne George, Henrik Toft Sensen and Barrie Needhan (1988) *Decentralization and local government a Danish – Polish comparative study in political systems*, New Brunswick Transaction Publishers, USA
- Joseph Makokha (1985) *The District Focus Conceptual and Management problems* Publishers, Nairobi, African Press Research Bureau.
- John Coyne and Mike Wright (1986) *Divestment and Strategic change*, New Jersey, publisher Philip Allan.
- Knowledge to address Africa's development challenges*, edited proceedings of the inaugural Knowledge Management Africa (KMA) conference held in Johannesburg, South Africa in March 2005 published 2006 by Development Bank of Southern Africa.
- K.J. Darey (1983) *Financial Regional government, International practices and their relevance to the third world* printer at the Pitman press, Bath, Aron, Britain.
- Kothari C.R. (1985) *Research Methodology; methods and techniques*; New Delhi, Publishers wish wa Prakashar
- Malava Boda Boda Youth Group (2007), file at the constituency development office, Kakamega North district.

Michigan township news, October, 2006 U.S.A.

Michael Armstrong (2005) How to be an even better manager; A complete A – Z of proven techniques and essential skills, sixth edition, printed by biddles ltd, King's Lynn Norfolk, Great Britain.

Mugenda M. Olive and Mugenda G. Abel (2003), Research Methods Quantitative Approaches. Acts Press Nairobi.

Non – governmental Organization – Wikipedia, the free encyclopedia [http://en.wikipedia.org/wiki/non-governmental\\_organization](http://en.wikipedia.org/wiki/non-governmental_organization) – 26/10/07

Olusegun Obasanjo and Hans d'Orville (1990), Challenges of leadership in African Development Publishers, Washington DC and London

Optimizing IT service Delivery: <http://www.cioupdate.com/11/11/2007>

Patrick Bishop Carmel Connors and Charles Sampford (2002) Management, Organization and ethics in the public sector, Anthony Rowe Ltd, Great Britain.

Peter A. Topping (2002) Managerial leadership, New York, Publisher McGraw Hill Inc.

Phares E.O. Ochola and Lucy W. Ngige, Scu 600, Research methods, Kenyatta University, Nairobi.

Public Satisfaction analysis, <http://www.dumfriesandgalloway.police.uk,4/4/2007Uk/>

Public Satisfaction, <http://www.westyorkshire.uk,11.11.2007Ive.police.uksection-item>

Robert H. Lawson (2002) Strategic Operations Management; the new competitive Advantage, T.J. International Ltd, Padstow Cornwall.

Rikki Hunt and Tony Buzan (1999) creating a thinking organization ground rules for success University press, Cambridge, Great Britain.

Saturday Nation (2008) Column 1 (pg.1) and Column 1, 2, 3 (pg 6) dated 1<sup>st</sup> March, 2008

Service Delivery Agreements, <http://www.hm.treasury.gov.uk/11/11/2007>.

Teresa Kakooza (2002) Research, An introduction to research methodology, publisher's office of the World Bank, USA

The Standard Newspaper (19<sup>th</sup> September, (2007) election platform page 9. Vol. No. 1, column 4

The Ecology of Public Administration and Management in Africa (1986), Africa Association for Public Administration and Management, publishers, Vilcas Publishing House PUT Limited, Printed in India.

Uma Sekaran (2003). Research Methods for Business; a Skill Building Approach; Publishers, Southern University at Carbondale, USA

Walter O. Oyugi (1990) Decentralized Development Planning and Management in Kenya, Nairobi, Government printer.

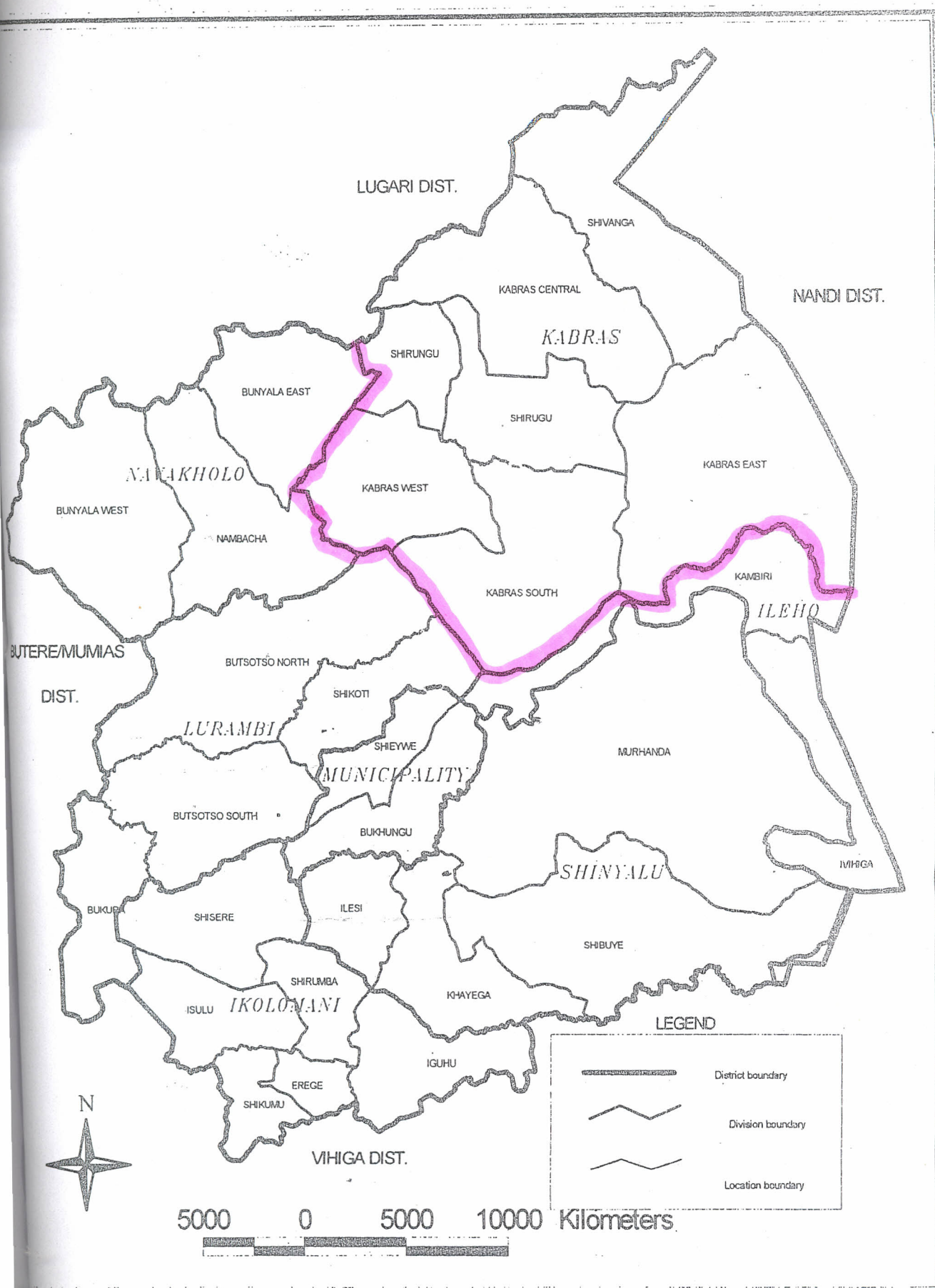
West Kenya Outgrowers Company (2008) file No. WEKO/Cane farmers- Kakamega North District.

## APPENDIX A

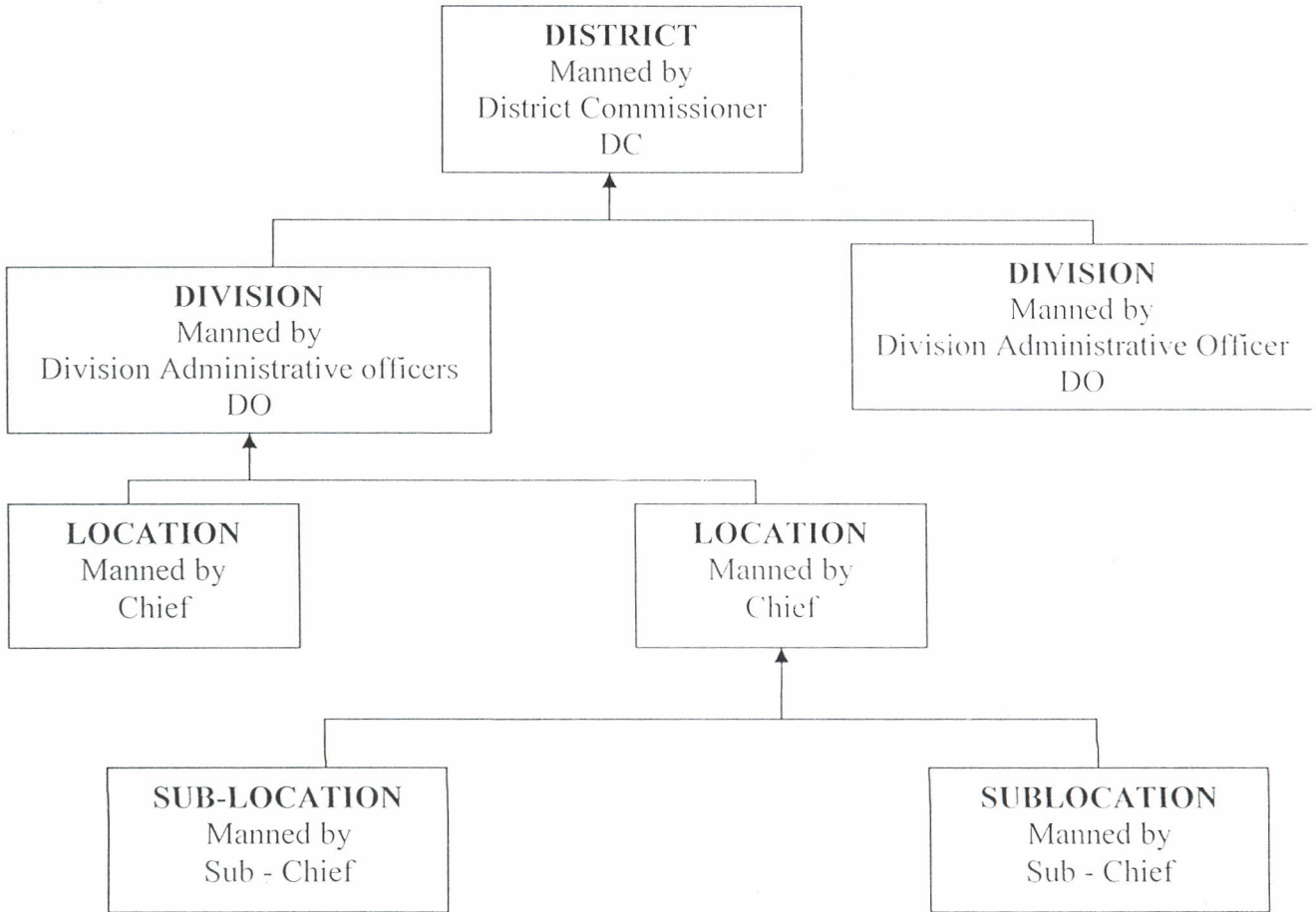
### BUDGET

<u>S/NO</u>	<u>ITEM</u>	<u>AMOUNT</u>
1	Induction of Assistant Researchers @500	3,000.00
2.	Printing and binding 6 research proposal documents	15,000.00
3.	Fuel for the Researchers vehicle	10,000.00
4.	Lunch	5,000.00
5.	Printing and binding 6 final copies	2,500.00
6.	Miscellaneous Expenses	5,000.00
	<b>Total</b>	<b>63,000.00</b>

# KAKAMEGA DISTRICT: Administrative boundaries



*APPENDIX C*  
(ADMINISTRATIVE STRUCTURE)



(APPENDIX D)

QUESTIONNAIRE

(ADMINISTRATIVE HEAD)

Dear Respondent,

My names are Kennedy N. Ondieki, a student at Kenyatta University. I am undertaking a research study on Administrative challenges encountered in the district while endeavoring to operationalize this new district. This is in pursuit of my Masters in Business Administration (Strategic Management Option). All information provided will be treated with utmost confidentiality.

**A. GOVERNMENT SUPPORT**

1. What is the name of the department you are in charge of? .....
2. When were you posted to head this department?  
 Immediately the district was created       4 – 7 months the district was created  
 1 – 3 months the district was created       6 months after the district was created
3. Do you have an office?  
 Yes       No
4. If No, have the government disbursed money for hiring offices?  
 Yes       No
5. If yes, when did you receive?  
 1 -2 months of the creation of the district  
 3 – 4 months of the creation of the district  
 4 – 5 months of the creation of the district  
 5 – 6 months of the creation of the district  
 Over 6 months

6. If No, where do you operate from?

- From the neighbouring district
- Share offices with other departments
- Walk round at the district headquarters
- Operate from my house and report only when there is appointment

7. What is your departments' establishment?

.....  
...

8. Have the government deployed staff to your department?

- Yes                       No

9. If Yes in (6) above, how many staff have been deployed

- All the required staff
- Not all the required staff but manageable
- Not all the required staff hence not manageable

10. When were they deployed?

- They were in the station when the district was created
- 1 – 3 months of the creation of the district
- 4 – 7 months of the creation of the district
- 8 – 12 months of the creation of the district

11. If No, how do you cope?

- Manage by myself
- Borrow staff from other departments
- Hire staff

12. Have you received funds for the construction of your department office?

- Yes                       No

13. If yes, when did you receive?

- 1 – 2 months of the creation of the district
- 3 – 4 months of the creation of the district
- 5 – 6 months of the creation of the district
- 7 – 8 months of the creation of the district
- Over 9 months of the creation of the district

14. Did you receive Authority to Incur Expenditure (AIE) for the financial year ending 2006/2007?

- Yes  No

15. If yes, when did you receive it?

- Feb – March 2007
- April – May 2007
- June 2007

16. Have you received AIE's for the financial year ending 2007 – 2008?

- Yes  No

17. When did you receive it?

- July – august, 2007
- September – October 2007
- November – December 2007
- January 2008 - March, 2008

18. Are you expected to have any mode of transport in your department?

- Yes  No
- (If yes answer Q. 18)

19. What sort of transport?

- Vehicle
- Motorcycle
- Bicycle

20. Do you have any?

Yes

No

21. If yes which one(s)?

Vehicle

Motorcycle

Bicycle

22. How many?

1 – 2 vehicles

1 – 2 bicycles

More than 2 vehicles

More than 2 bicycles

1 – 2 motor cycles

More than 2 motor cycles

23. Are you satisfied with the transport offered to your department?

Yes

No.

24. If No, how do you cope with the situation?

Liaise with other departments that have vehicles

Use my own money to travel

Government has allocated fund for traveling expenses

I have nothing to do. I just sit in office and perform office work

## **B. ADMINISTRATIVE EXPERTISE**

25. Please indicate your level of education?

Certificate Level

Diploma and below

Degree and above

26. For how long have you been in service?

1 – 5 years

11 – 15 years

6 – 10 years

Over 16 years

27. Is this your first posting as an administrative head?

Yes

No

28. If No, how many other districts have you been in charge?

Just one

1 – 2 districts

More than 3 districts

29. Are there specific training/development courses you are expected to have undergone?

Yes

No

30. If yes, which ones

.....  
.....

31. Are they government sponsored training?

Yes

No

32. Have you attended them?

Yes

No

33. If yes, how many have you attended?

.....

34. How many are you yet to attend?

.....

35. How many have you attended in the last one year?

1

2 - 3

4 – 5

More than 5

36. What is the status of the seminar/workshop covered?

Just started

Just about to complete

Completed

**C. POLITICAL GOOD WILL**

37. Have you had the member of Parliament paying a courtesy call in your office

Yes

No

38. If yes, did he show support to your departments endeavors

Yes

No

39. Have you had the Councillor(s) visiting your office?

Yes

No

40. If yes, did he/they show support for your department endeavours?

Yes

No

41. If yes, in 38 and 39 what sort of support did he show?

Pledged to work with you

Pledged mobilize the public in support of your activities

Pledged to liaise with other development partners to support the department activities

Others

.....  
.....

42. Have you received any assistance from CDF?

Yes

No.

43. What sort of assistance?

Funds for the construction of the office

Funds for the rehabilitation of the office

Pledge to give funds for the construction/rehabilitation of the office

Funds for the construction/rehabilitation of residential house.

44. Do you hold barazas?

Yes

No

45. How many barazas have you had in the last six months?

- |  |   |
|--|---|
| <input type="checkbox"/> 1 – 2 barazas | <input type="checkbox"/> 5 – 6 barazas  |
| <input type="checkbox"/> 3 – 4 barazas | <input type="checkbox"/> Over 6 barazas |

46. In your barazas do councilors attend?

- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

47. If yes, do they appear to support government activities?

- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

48. If yes, how do they appear to support government activities?

.....  
.....  
.....

**D. NON – GOVERNMENTAL SUPPORT**

49. Do you have any Non – governmental organization that works with your department?

- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

50. If yes, please name it/them?

.....  
.....  
.....

51. Do they support the activities of your department?

- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

52. If yes, how do they support your department?

- Training of staff
- Purchase of transport (Vehicles, Motorcycles and Bicycles etc)
- Construction of offices
- Plan and execute activities together
- Others (Please explain)

.....  
.....  
.....

53. If No, please explain

.....  
.....



8. Kindly explain briefly how you have been able to allocate LAFT funds to various activities in support of the development of the new district (please give specific departments that have benefited)?

.....  
.....  
.....

9. Are there challenges that you face in your interventions in support of the other government departments in the district?

Yes

No

10. How do you manage these challenges?

.....  
.....  
.....  
.....

(*APENDIX F*)

**QUESTIONNAIRE**

**(Farmers respond to questions 1-5, Business stake holders and Boda Boda questions 6-9, Opinion leaders question 10 and thereafter the rest of the questions)**

1. What farming activity do you do?

Sugarcane farming

Subsistence farming  
(If subsistence please move to question 4)

2. What acreage of farming do you do?

20 Acres and above

Less than 20 Acres

3. How long have you been farming?

10 years and above

Less than 10 years

4. What acreage of farming do you do?

5 acres and above

Less than 5 acres

5. How many varieties of crops do you farm?

3 and above

Less than 3

6. What business do you do?

Retailing

Others

Boda Boda

7. Please indicate your level of education?

8. Please indicate your age?

30 years and above

Below 30 years

9. Please indicate your marital status?

Married

Widow

Single

Others

10. Please indicate your literacy level

Able to read and write in both English and Kiswahili

Able to read with assistance both in English and Kiswahili

Able to read and write in mother tongue only

Unable to read and write

11. What did you expect to gain by the new district?

More employment for the Youth

Government services will be closer to the public

More development as the district commissioner is within reach

No benefit

Others.....  
.....

12. Have your expectations been fulfilled since the creation of the district?

Yes

No

13. If yes, how do you rate the fulfillment of your expectations?

Less than half

Half way

More than half

Negligible

14. Are you aware of the government reforms in the public sector?

Yes

No

15. If yes, have you heard of performance contracting of government offices?

Yes

No

16. How about service charters for various government departments?

Yes

No

17. How do government officers treat you?

With courtesy

Reluctant

Rude and no courtesy

18. How do you rate the government services offered to you in general?

Poor

Good

Fair

Excellent

19. What can be done to improve the services offered by the government?

.....  
.....