

**INFLUENCE OF STRATEGIC LEADERSHIP ON SERVICE DELIVERY IN
DEVOLVED UNITS IN KENYA: CASE OF KWALE COUNTY**

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DECLARATION

Student Declaration

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

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Supervisors Declaration

This research project has been submitted for examination with my approval as university supervisor.

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DEDICATION

This research project is dedicated to my late father Mr Kathuri who believed in education empowerment, my mother Mrs Kathuri whose contribution towards my success is invaluable, not forgetting my son Amari and sister Fridah who have been my inspiration and source of joy throughout my period of study.

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ABBREVIATIONS AND ACRONYMS

ANOVA	:	Analysis of Variance
CAC	:	Cronbach Alpha Coefficient
CADP	:	County Annual Development Plan
CGA	:	County Government Act
HRM	:	Human Resources Management
KCG	:	Kwale County Government
KNH	:	Kenyatta National Hospital
NACOSTI	:	National Commission for Science, Technology and Innovation
NCC	:	Nairobi City County
NRCGSP	:	North Rift County Government Service Provision
NT	:	National Treasury
RBV	:	Resource Based View
UK	:	United Kingdom
USA	:	United States of America

OPERATIONAL DEFINITION OF TERMS

Conceptualization	Refers to strategic reflection, thinking, analysis, creation of new ways of understanding and future goals orientation by Kwale county senior staff.
Devolved Units	Refers to Kwale county and the other 46 county governments in Kenya where power and functions have been transferred from the National government.
Organization Culture	Refers to set of values, standards, and practices that guide and impact each team member's conduct in Kwale county government
Resources Mobilization	Is to secure financial resources, human resources, equipment and machinery and necessary infrastructure by Kwale county government to enhance service delivery.
Service Delivery	Uniform policies and practices designed to meet the needs of the general public in Kwale county, including accountability, efficiency, and high-quality services.
Strategic Leadership	It speaks about results, worker growth, efficacy, creating an ethical workplace culture, and ethical behavior expected from leaders from Kwale county
Senior Staff	Refers to top level and middle level staff in the ten Ministries in Kwale county government eg chief officers, directors, administrators, among others

ABSTRACT

Kenya has continued to experience fundamental changes in its institutions since the formulation of the new constitution. Devolution has significantly reduced the powers and functions of the national government and delocalized authority to the county level. However, the effects and changes to ensure effective service delivery are yet to be realized. This study thus sought to determine how strategic leadership influence service delivery in Kenya's devolved units using Kwale County as a case study. The specific objectives of the study were to evaluate the influence of leadership conceptualization, shaping organizational culture, and resource mobilization on service delivery in Kwale County. The study was anchored on the resource-based view theory and contingency theory. Using a descriptive research design, the study aimed to gather data from 81 senior county employees in Kwale from each of the 10 ministries. The study sample consisted of 81 individuals since the researcher utilized a census sampling strategy to pick the respondents. Most of the data was acquired via questionnaires. Both descriptive and inferential statistics were used to analyze the data, and tables were created to display the results. The researcher honored the participants' ethical rights in the study by keeping the respondents' data anonymous. The study's participants were made aware that their participation was entirely optional and that the information gathered would only be utilized for educational purposes. Regression and correlation analysis were used to look at inferential statistics, while descriptive data was shown in descriptive tables. Multiple regression study revealed a negative, non-significant linear correlation ($p=0.212$, $\rho>0.05$) between Kwale County's leadership conceptualization and service delivery. However, there was proof of a favorable, although not statistically significant, linear relationship ($p=0.384$, $\rho>0.05$) between Kwale County's organizational culture and service delivery. Nevertheless, there was proof of a significant inverse relationship ($p=0.048$, $\rho<0.05$) between Kwale County service delivery and resource mobilization. The study came to a conclusion that successful implementation of leadership conceptualization improves service delivery in Kwale County, shaping organization culture is essential for effective services delivery in Kwale County. It was also discovered that resource mobilization had a big influence on Kwale County's service delivery. The study recommends that the county government should endeavor to continually adopt the combination skills of conceptualization, should adopt a well-established and defined organization culture with a set of values, standards and practices that guide and impact each team member's conduct to ensure effective and efficient delivery of services. The County Government should focus more on resource mobilization and prudent resource utilization in order to promote effective and efficient service delivery. There should be sufficient funding from the central government to enable the county have the necessary resources which are vital for efficient delivery of services.

CHAPTER ONE

1.0 Introduction

This chapter includes background information about the study as well as specifics about the problem statement, study objectives, research questions, justification and significance of the study. The scope and limitations of the study are also discussed in this chapter.

1.1 Background of the Study

According to Ozer and Tinaztepe (2014), strategic leadership is the link that explains how an organization carries out specific tasks and serves as a bridge between leadership responsibilities and strategic functions. Engert and Baumgartner (2016), posit that planned leadership is centered on determining the obstacles to providing successful services and developing plans of action to overcome them.

The decision to devolve government functions according to commonwealth secretariat and commonwealth local government (2001) arises from the failure by the central government to deliver equitable and quality public services. The roles that governments play is decentralized through devolution to the lowest feasible level of decision making and policy implementation which is expected to optimize service provision to the citizens. According to Tannenwald (2001), United States of America (USA) which is one of the oldest democracies in the world stands out among the countries with a long standing history of state autonomy with devolved system of governance. According to Rosenbaum (2013), strategic leadership has led to improved service delivery through the establishment of ambitious development goals that are supported by the federal

government and independent states. In the United Kingdom (UK), Katikireddi, Stuckler and Mckee (2017) aver that devolution has caused health inequalities despite remarkable progress in other areas.

Enhanced Service delivery in Thailand according to Sudhipongpracha and Wongpredee (2016) has been attributed to the innovative strategies emanating from devolved administrative units. The majority of the devolved administrative entities, according to the scholars, used co-production techniques to enhance service delivery for instant in road maintenance and repairs. Chan (2018) noted that kindergarten leaders in Hong Kong employed strategic leadership approaches like systematic and flexible thinking, networking development as well as cautious planning and management skills as a tool to address the predicaments facing the sector.

Nevertheless, in different parts of Africa, decentralization and service delivery have different relationships. Strategic leadership was important to the efficacy of strategic resource allocation in South Africa, as argued by Jooste and Hamani (2017). These included emphasis on ethical norms, initiating strategic direction and cultivating sound organization culture. In Ethiopia, Chigwata, De Visser and Ayele (2021) discovered that devolved administration played a pivotal role in recognition of strategic leadership contribution to ethical variety, political pluralism at the grassroots level, and development. However, despite good devolved administrative structures that have brought public leaders' accountability replacing bureaucratic decision-making red tape in Tanzania, Sirii et al. (2018), noted that it is still faced with numerous challenges that

mostly entail incompetent personnel, giving a blind eye to public participation, political intrusion and inadequate resource allocation.

In Kenya, as stipulated in the 2012 act of county governments, devolution legalized the formation of forty-seven counties with executive and legislative authority (Muriu, 2012). According to the study by Sidi (2013), 65% of the county employees agreed that the county leadership had enabled effective strategic implementation, 63% agreed that leadership at the county level were competent enough to implement devolved governance strategy. To a great extent,

65% of the employees were of the opinion that leadership at the county promoted facilitation and coordination of citizen participation in the development of policies and plans and delivery of service. However, this study was general and not specific to Kwale County thus the need for the current study.

In his study to examine the effect of public participation on performance of devolved governance system in Kenya by using Kwale county as a case study, Juma Gwidi (2022), established that the success of Kenyas devolved government system is positively impacted by public engagement while Libondo Ali (2016) concludes that devolution affects financial deepening and recommends that financial literacy programmes be increased so that more people benefit from the increased financial services and not a repeated few. The study investigated the effect of devolution on financial deepening in kwale county, Kenya. The current study however, seeks to investigate the influence of strategic leadership on service delivery in Kwale county government.

1.2 Statement of the Problem

Kenya has continued to experience fundamental changes in its institutions since the formulation of the new constitution. Rummery and Greener (2012) noted that devolution has significantly reduced the powers and functions of the national government and delocalized authority to the county level. However, the effects and changes to ensure effective service delivery are yet to be realized.

Studies have been done by various scholars on devolved government structures. Masungu et al., (2015) sought to examine the effect of strategic leadership on the performance of devolved government system in Kakamega County in Kenya. The results indicated that strategic leadership had significant and positive effect on performance of devolved government system in Kakamega County. According to Odhiambo and Opiyo (2017), a study conducted in Laikipia county and four other counties namely Kajiado, Kilifi, Mombasa and Taita Taveta established that public participation mechanisms were critical in involving the citizenry in devolved governance and entrenching devolution.

In another study, Saidi Mwatsavwa (2021) established that County assemblies play a pivotal role, such as ensuring that the devolved resources are availed to the people and that the residents of the county are actively involved in governance of the county. The study looked at the contribution of county assemblies to enhancing devolved governance: a case of Kwale county assembly. However, it failed to address the influence of leadership strategy on service delivery.

According to the Kenya Demographic and Health Survey (KDHS) 2022, compared to the national figure of 38.6%, absolute poverty for Kwale County is at 50.5% whereas

food poverty is rated at 35.8% in the county against the national rate of 30.5%.The poverty rate shows a deteriorating situation compared to the rate reported in 2015/2016 KDHS where the rate was 47.0 percent against the national poverty rate of 36.1 percent (KDHS, 2022).

The existing studies on devolved units present contextual and conceptual gap that the current study seek to fill by investigating the influence of strategic leadership on service delivery in Kwale county.

1.3 Objectives of the Study

- i). To assess the influence of leadership conceptualization on service delivery in Kwale county.
- ii). To determine the influence of shaping organizational culture on service delivery in Kwale County.
- iii). To evaluate the influence of resource mobilization on services delivery in Kwale county.

1.4 Research Questions

- i). How does leadership conceptualization influence service delivery in Kwale County?
- ii). How does shaping organizational culture influence service delivery in Kwale County?
- iii). To what extent does resource mobilization influence service delivery in Kwale County?

1.5 Justification and Significance of the Study

The expected advantages of devolution have not yet materialized in Kenya. Kangu (2015) contends that the well-intentioned 2010 constitution promulgation has been derailed by ongoing conflicts between interests and mandates with the national government. Kangu claims that this is seriously impeding the devolution process in practically all of Kenya's devolved units. Because of a lack of strategic leadership, sectors like health have seen a stagnation or even regression in the level of services provided (Kimathi, 2017). According to Mutungi, Njoroge and Minja (2019), poor governance strategies are the reason behind lack of leadership in resource distribution mobilization in the devolved units in Kenya.

Kwale County was chosen for this study because it has a long history of marginalization before the advent of devolution alongside six other counties in the coastal region. Since independence, successive regimes have neglected the region as a result they have lagged behind economically (Marigi, 2017). It was thus expected that devolved governance would turn the tide in the county by accelerating growth and development. Despite resources allocation to the county government of Kwale, the county continues to battle serious developmental challenges such as pervasive poverty, high illiteracy and mortality rates persist. This brings to question the quality of leadership in the county. Studies conducted by Carrier and Kochore (2014) and Marigi (2017) have not addressed the challenges facing devolution specifically in Kwale but have focused on the general challenges across all the counties in Kenya. Moreover, the studies done in Kwale county by Saidi Mwatsavwa (2021), Juma Gwidi (2022) and Libondo (2016) have not addressed

the influence of leadership strategy on service delivery in Kwale county. This leaves a knowledge gap that the current study sought to fill.

The study outcome may help the central government in formulating policies that ensure effective delivery of service to Kenyan citizens. Kwale County government and other devolved units may gain insight in ensuring effective and efficient service delivery to the citizens as well as what is likely impacting the public's expectations for the provision of services. Increasing strategic orientation, which has the biggest impact on service delivery, is one way they might apply the findings. Academicians may benefit from the study as well, since it will lay the groundwork for future investigations on how planned decisions impact provision of services.

1.6 Scope of the Study

The research, which was carried out in Kwale County, Kenya, concentrated on the influence of strategic leadership on service delivery in Kwale County. It targeted the senior staff at the top level and middle level management in the 10 ministries mandated with discharging services to the people of Kwale County. These included public service and administration, finances and economy planning, talent management and social services, tourism and enterprise development, environment and natural resources, agriculture, livestock, and fisheries, education, health care, water services, roads, and public works.

1.7 Limitation of the Study

The researcher faced the limitation of the county officials not giving honest answers fearing that they could be victimized. The researcher alleviated this by giving assurance

to respondents' confidentiality of their identity and that the data supplied was only utilized for scholarly reasons. Some respondents expected to be paid for participating in the study. The researcher explained that participation was voluntary with no monetary gain.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 Introduction

The literature on influence of strategic leadership on service delivery is reviewed in this section. Three major categories are used to conduct the review. Leadership conceptualization and service delivery is covered in the first category. The second category examines shaping of organizational culture and service delivery. The third category interrogates the resources mobilization and service delivery. The section also reviews theories guiding the study and finally the conceptual framework.

2.2 Empirical Review

2.2.1 Leadership Conceptualization and Services Delivery

Schmidt (2018) posits that conceptualization is a skill that has been linked to strategic leadership and general improvement of organizational performance in modern strategic management. According to Adoli & Kilika (2020), the basic goals of conceptualization include introspection, critical thinking, analysis, and the development of fresh perspectives. The combination of these skills have been said to be among the modern strategic leadership skills that influence services delivery in government agencies significantly.

Christina (2019) conducted a study that examined strategic leadership's conceptualization and services delivery in vocational technical education in Canada. The study indicated that strategic leaders who relied on traditional skills of leadership

performed lower by 40% as compared to those who adopted modern management skills like conceptualization in leadership.

Across Africa Jabbar & Hussien (2017) examined the role of strategic leadership and services provision by the city administrators in Cairo Egypt. According to Hassan (2019), the study's notion of servant leadership defines a strategic leader and is a key factor in determining the effectiveness of a company. However the studies were desktop in nature depending on data collected from documented articles that at times are biased.

Across the country, there is massive literature that has examined leadership role on services delivery in public organizations; although very few studies have touched on the conceptualization skill of strategic leadership. For example, in Odero (2018) study that explored the Effects of Leadership Styles on Mombasa County's Service Provision, he mentioned that conceptualization influences services delivery. At Kenyatta National Hospital (KNH), Korir (2019) studied the consequences of leadership development techniques on healthcare provision delivery. This study proved that efficient and effective service delivery is one of the effects of leadership developments. According to the study, 56.7% of respondents believed that using leadership development techniques had improved service delivery locations' turnaround times. This section looked into empirical examination of the research variables, the theoretical and conceptual frameworks and finally a summary of examined literature. In the types of leaders, a servant leader was identified and confirmed to be possessing conceptualization skills that influence the rate of services delivery at KNH. This study however was qualitative in

nature thus did not give much relationship between variable by use of measures like ANOVA, chi-square, regression analysis among others.

2.2.2 Shaping Organizational Culture and Services Delivery

Studies across the globe have indicated that a well-established, defined and adopted organizational culture influences the performance of any given organization be it in the profit or non-profit making organization (Wong, 2021). According to this study by Wong (2021), the set of values, standards, and practices that guide and impact each team member's conduct in a corporation is known as its organizational culture. As a result, an excellent organizational culture reflects good attributes that boost performance.

A research on public sector organizational culture, Frontline Bureaucracies in Bangladesh, was conducted by Morshed (2020). According to the study, four dimensions of organizational culture have been found to influence services delivery by the Frontline Bureaucracies. Power distance, involvement, team orientation, and uncertainty avoidance propensity are the four elements of corporate culture. This study has given four indicators that can be used to study the organizational culture variables as provided by strategic leadership in public sector and the extent to which they affect services delivery and organizational performance. However, this findings was performed in the healthcare sector only and it used desktop data which is at times biased.

Across Africa, Cacciattolo (2019) did a study that looked at services delivery in various provinces in South Africa and how strategic leadership's role ensuring a practical organizational culture influences services delivery. The study found out that four

dimensions of culture as outlined by Morshed (2020)'s study in Bangladesh can be used to measure services delivery.

In a study carried out by Otundo (2017), there are various qualities of a great organizational that leadership can be guided by for improved organizational performance. They include: Alignment, gratitude, confidence, resilience, teamwork, honesty, inventiveness, and psychological safety.

A study on the impact of organizational culture on strategic change management in the Mombasa County Government was conducted by Kakucha, Simba, and Ahmed (2018). According to the research, Mombasa County continues to encounter significant obstacles in providing services, even with the extensive reforms that have been implemented over time. The results showed that Mombasa County's corporate culture and strategic approach to change management, have a strong and favorable link which subsequently had an impact on service delivery. Indicators used to study organization culture included involvement, consistency, adaptability, mission and vision.

2.2.3 Resources Mobilization and Services Delivery

Resources are the core determinants of services delivery in any given public sector and any strategic leader must prioritize mobilization and provision of resources for sustainable services delivery (Brown, Ryan and Parker, 2020). In their study that was carried out in Sweden, Brown, Ryan and Parker (2020) have confirmed that strategic leadership performs the role of identifying the relevant resources, mobilized these resources, provides these resources within the stipulated times and improves these resources continuously for better services delivery.

Simon, Alala and Janet did a study in (2019) titled, The Impact of Resource Distribution on North Rift County Government Service Provision (NRCGSP) in Kenya. The study's findings showed that resource distribution and service performance had a relatively significant link. The findings in the study by Simon, Alala & Janet (2019) are in agreement with those of Shithole, Chirasha and Tatire (2018) who found out that, resources are needed for efficient service delivery, whether they be in the form of money, people, or equipment. Sufficient resources must be made available for the strategy to be implemented successfully.

Mohammed (2018) found that county administrations had problems in assigning the resources due to time for the disbursement of cash by the National Treasury (NT) in a research on how county governments distribute their resources. When the resources are not used as planned, it is difficult to assure effective allocation. According to the study, county governments lack a policy for allocating resources to support the transferred function. It showed also that there was consistent allocation in some areas, particularly agriculture and water supply, compared with other sectors. Kemboi (2019) discovered that the distribution of resources was a significant influence in the organization's performance. The study further verified that Onserio (2018) and Mwangi (2015) have found that allocating resources has an important impact on the organization's performance.

2.3 Summary of Literature Review

Numerous researches conducted worldwide and in the country had shown that strategic leadership was very significant in organizational performance and thus helped to

improve the rates of services delivery and this was well achieved when the strategic leaders practiced a number of practices. Jabbar & Hussien (2017), Kakucha, Simba, and Ahmed (2018), Korir (2014) among other scholars had shown that the strategic leader was charged with a number of practices that included: strategic direction determination, ethical practices setting, human resources development, and strategic communication among others. The study had been anchored on contingency theory and resource-based view theory.

Table 2.1: Summary of Knowledge Gap

Author	Focus of the Study	Findings	Knowledge Gap	Focus of the current Study
Chistina (2019)	strategic leadership's conceptualization and services delivery in vocational technical education in Canada	strategic leaders who relied on traditional skills of leadership performed lower by 40% as compared to those who adopted modern management skills like conceptualization in leadership	The study was done in Canada and targeted education sector thus cannot be applied in Kwale county	Influence of Strategic leadership on Service delivery in Kwale county, Kenya
Jabbar & Hussien (2017)	Role of strategic leadership and services provision by the city administrators in Cairo Egypt	Servant leadership defines a strategic leader and is a key factor in determining the effectiveness of a company	The study focused on role of strategic leadership in Egypt	Influence of Strategic leadership on Service delivery in Kwale county, Kenya
Odero (2018)	The Effects of Leadership Styles on Mombasa County's Service Provision	Established that conceptualization influences services delivery	The study focused on the Effects of Leadership Styles on Mombasa County's Service Provision	Influence of Strategic leadership on Service delivery in Kwale county.
Korir (2019)	The consequences of leadership development techniques on healthcare provision delivery at Kenyatta National Hospital	Proved that efficient and effective service delivery is one of the effects of leadership developments	It focused on consequences of leadership development techniques on healthcare provision delivery	Influence of Strategic leadership on Service delivery in Kwale county.

Morshed (2020)	Public sector organizational culture, Frontline Bureaucracies in Bangladesh,	Found four dimensions of organizational culture that influence services delivery i.e. Power distance, involvement, team orientation, and uncertainty avoidance propensity	Focused on Public sector organizational culture, Frontline Bureaucracies in Bangladesh,	Influence of Strategic leadership on Service delivery in Kwale county, Kenya
Cacciattolo (2019)	Strategic leadership's role ensuring practical organizational culture and services delivery in South Africa	Found out that four dimensions of culture as outlined by Morshed (2020) can be used to measure services delivery.	Focused on strategic leadership role and service delivery in South Africa	Influence of Strategic leadership on Service delivery in Kwale county, Kenya
Kakucha, Simba & Ahmed (2018)	Impact of organizational culture on strategic change management in the Mombasa County Government	Mombasa County continues to encounter significant obstacles in providing services, even with the extensive reforms that have been implemented over time	Focused on Impact of organizational culture on strategic change management in the Mombasa County Government	Influence of Strategic leadership on Service delivery in Kwale county.
Brown, Ryan & Parker (2020)	Strategic leadership and provision of resources for sustainable services delivery in Sweden	Strategic leadership performs the role of identifying the relevant resources, and improves these resources continuously for better services delivery.	Focused on Strategic leadership and provision of resources for sustainable services delivery in Sweden	Influence of Strategic leadership on Service delivery in Kwale county, Kenya
Simon, Alala & Janet (2019)	The Impact of Resource	Showed that resource	Focused on Impact of	Influence of Strategic

	Distribution on North Rift County Government Service Provision in Kenya	distribution and service performance had a relatively significant link	Resource Distribution on North Rift County Government Service Provision	leadership on Service delivery in Kwale county.
Mohammed (2018)	How county governments distribute their resources in Kenya	Problems in assigning the resources due to time for the disbursement of cash by the National Treasury	Focused on how county governments distribute their resources	Influence of Strategic leadership on Service delivery in Kwale county.
Saidi Mwatsavwa (2021)	The contribution of county assemblies to enhancing devolved governance: a case of kwale county assembly.	established that despite the various challenges, the county assemblies are an essential when it comes to devolved governance	Focused on contribution of county assemblies to enhancing Kwale county governance	Influence of Strategic leadership on Service delivery
Libondo Ali (2016)	Effect of devolution on financial deepening in kwale county,	concludes that devolution affects financial deepening in Kwale county	Focused on Effect of devolution on financial deepening in kwale county	Influence of Strategic leadership on Service delivery in Kwale county
Juma Gwidi (2022)	Effect of public participation on performance of devolved governance system in Kenya by using Kwale county as a case study	established that the success of Kenyas devolved government system is positively impacted by public engagement	Focused on Effect of public participation on performance of Kwale county government	Influence of Strategic leadership on Service delivery in Kwale county

2.4 Theoretical Review

The study was guided by contingency theory and resource based view theory.

2.4.1 Contingency Theory

This theory is predicated on the knowledge that there is no one perfect method for organizing, planning, leading, managing, or supervising an organization. It was first proposed by the Theory of Contingency House (1996). A contingent leader adjusts their approach to the needs of the situation. Scholars like Morgan (2007) contend that planned leadership needs to be supple to satisfy the constantly shifting needs of the customer base. Vroom and Jago (2009) go on to say that in order to guarantee the effective execution of strategy, strategic leadership must make use of their leadership abilities. Planned leadership should progress and deliver a clear plan detailing the steps involved in implementing the strategy, including roles, duties, and reporting lines between the workforce and the leadership in place. The fundamental principle behind this philosophy is that there is no single means to run an organization—rather, it all depends on the specifics of each circumstance. This theory drew attention to how crucial strategic leadership was to promoting service delivery in decentralized governance units like Kwale county.

2.4.2 Resource Based View Theory

According to resource-based philosophy, social complexity and tacit knowledge make human assets difficult to replicate, making them a source of sustainable advantage. These appealing qualities, however, present problems that can keep businesses from creating an edge (Collins & Clark, 2003). The competencies of an organization's

personnel are considered its intangible resources by the resource-based view (RBV) of a corporation. Utilizing and managing these competencies to give the company a competitive edge especially in terms of productivity is the responsibility of competency-based HRM practices (Collins & Clark, 2003). According to this theory, Kwale County (KC) can effectively promote service delivery by using their distinctive characteristics, which include core competences and ethical behaviors.

2.5 Conceptual Framework

Independent Variables

Dependent Variable

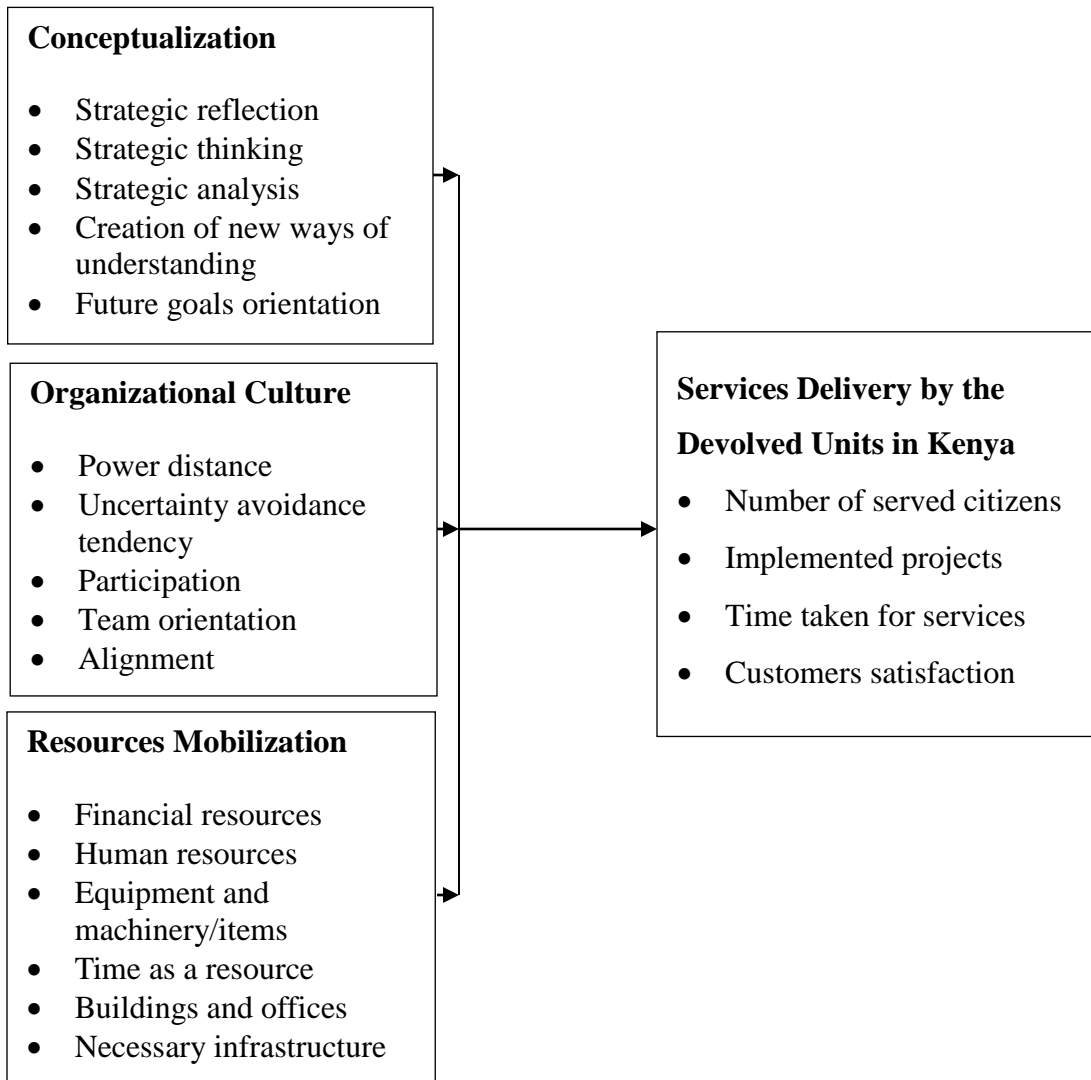


Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section outlines the research methodology used in this study. It includes the research design, site of the study, population of the study, sampling technique and sample size, research instruments, data collection procedures, analysis and presentation of data and finally, ethical considerations.

3.2 Research Design

In this study, descriptive research design was employed. The design's goal was to extrapolate the results from data gathered from a sample to a broader population (Cooper & Schindler, 2014). The study's design was suitable for elucidating the result of strategic leadership about service provision, the different factors determining the quality of service provided at the county level, and the fundamental causes of the current state of service provision at devolved units of government.

3.3 Location/Site of the Study

Kwale County was selected site for this study. It is one of the six counties in the coastal region of Kenya. It borders Taita Taveta County to the North West, Kilifi County to the North and North East, Mombasa County and Indian Ocean to the East and South East and the United Republic of Tanzania to the South West. The County is located in the Southern tip of Kenya lying between Latitudes 30.05° to 40.75° south and Longitudes 38.52° to 39.51° east. Kwale County covers an area of about 8,270.2 Square Kilometres, of which 62 is water surface (CADP, 2023)

Kwale county was chosen for the study because since independence, successive regimes had neglected the region as a result they have lagged behind economically (Marigi, 2017). With devolution, it was expected that devolved governance would turn the tide in the county by accelerating growth and development. Despite resources being allocated to the county government of Kwale, the county continues to battle serious developmental challenges such as pervasive poverty, high illiteracy and mortality rates persist.

The Kenya Demographic and Health Survey (KDHS) 2022 shows that absolute poverty for Kwale County is at 50.5 percent compared to the national figure of 38.6 percent. Food poverty is rated at 35.8 percent in the county against the national rate of 30.5 percent. The poverty rate shows a deteriorating situation compared to the rate reported in 2015/2016 KDHS where the rate was 47.0 percent against the national poverty rate of 36.1 percent (KDHS, 2022).

Kwale County comprises of six sub-counties namely Msambweni, Matuga, Kinango, Lungalunga, Samburu and the newly gazetted Shimba Hills. The sub counties are further divided into 20 wards and 77 village units. Kwale County also has four constituencies having members of parliament representing Msambweni, Matuga, Lungalunga and Kinango and one women representative in the National Assembly. There is also one senator and 20 elected members of the County Assembly (CADP, 2023).

3.4 Target Population

As illustrated by table 3.1, the study's target population was composed of senior staff from top and middle level management in each of the ten ministries within the Kwale County Government.

Table 3.1: Target Population

No.	Ministries	Target Population	Percentage
1.	Public Service & Administration	8	9
2.	Finance & Economic Planning	10	12
3.	Tourism & Enterprise Development	7	8
4.	Social Services & Talent Management	6	7
5.	Agriculture, Livestock & Fisheries	7	8
6.	Environmental & Natural Resources	5	6
7.	Education	11	13
8.	Health Services	9	11
9.	Water Services	6	7
10.	Roads and Public Works	12	19
Total		81	100

Source: Kwale County Service Board (2023)

3.5 Sampling Technique and Sample Size

3.5.1 Sampling Technique

A census sampling methodology was used in the investigation. A census, in the words of Lohr (2010), is an examination of every unit, every person, or everything within a population. The term "complete identification" suggests a comprehensive count. In order to include every member of the population, the human resource department's list of employees was employed in the study's census technique to choose respondents. The researcher selected this process because it provided an accurate estimate of the population with no sampling error.

3.5.2 Sample Size

The 81 senior staff from top-level and middle level management from each of the ten (10) ministries in Kwale County made up the study's sample size because the sampling technique chosen for the study was a census.

3.6 Research Instruments

The main research tool utilized to get primary data from the respondents was a questionnaire. A five-point Likert scale was used to produce the questionnaire, which was based on closed-ended questions with varied degrees of likelihood and organized in accordance with the research objectives. The questions were intended to elicit concise and specific responses from the participants. Secondary sources of data constituted books, articles, unpublished theses, pamphlets. Additional secondary data was accessed online from the internet.

3.7 Pilot Study

A pretest was done on a smaller number of top level management from the neighboring Kilifi county representing 10% of the sampled population. Therefore, 8 respondents were selected in neighboring Kilifi County and subjected to the study instruments. The study instrument was again subjected to the 8 respondents to retest questions in the questionnaire according to Mugenda & Mugenda (2003). However, these did not form a section of the completed research.

3.7.1 Validity of Research instruments

The supervisor examined the questionnaire to ensure that its content validity was met. The supervisor looked over the questionnaire's contents to determine its applicability and made suggestions that helped modify the tool.

3.7.2 Reliability of Research Instruments

The instrument was administered to a sample of eight respondents from Kilifi County during the pilot study. Based on test-retest results from the pilot phase, A Cronbach's Alpha Coefficient (CAC) was employed to evaluate the dependability of the apparatus. The reliability index met the threshold of at least 0.7; therefore it was deemed reliable and approved.

3.8 Data Collection Procedure

Data was collected by administering structured questionnaires to a sample of 81 respondents. They were duly filled in the presence of the researcher or the research assistants. However, the respondents who requested to fill the questionnaires during their convenient time were allowed to do so and the questionnaires collected later. The respondents were instructed not to write their names. Filled questionnaires were then collected for analysis. Secondary data was obtained from the university library and National libraries.

3.9 Data Analysis and Presentation

To ensure consistency of the outcomes, the collected data was first cleaned and categorized. Standard deviations, means, frequencies and percentages, were employed in the descriptive analysis. Multiple linear regression analysis was used to determine the

impact of strategic leadership on service delivery. According to Cooper and Schindler (2011), this was selected because it used to estimate the values of the dependent variable in studies including multiple independent factors.

3.10 Model Specification

The analysis's model included specifics about how much the independent variable affected the dependent variable.

The multiple regression model was used in the manner described below:

$$Y \text{ equals } \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Service Delivery (Y) is

β_0 represents a constant term.

X_1 = Leadership Conceptualization

X_2 = Organizational Culture

X_3 = Resources Mobilization

ε = error term

The coefficients of the several factors that determine service delivery are β_1 , β_2 , and β_3 , and the error term is ε .

3.11 Ethical Consideration

Prior to data collection, the proposal was submitted for assessment and approval from Kenyatta University after which an introduction letter was issued. There after the researchers sought the approval of NACOSTI as part of requirement by commission for

University Education for social sciences research. The researcher ensured that the respondents willingly and knowingly took part in the study to comply with the principle of informed consent. Moreover, the researcher ensured anonymity and confidentiality by making sure that they did not give their personal details that could reveal their identity. The data provided by the respondents was used for academic purpose only.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

This section presents the results and discussion of the study on the influence of strategic leadership on service delivery in Kwale county. The researcher examined both descriptive and inferential statistics of the data.

4.1 Response Rate

Response rate of 81 respondents were targeted in this study. However, 73 questionnaires were correctly filled and returned, resulting in a 90% return rate. C.R. Kothari (2014) states that sample response rate of more than 70% is deemed suitable for data processing. This implies that most of the respondents participated in the study which was a good representation. The results were displayed in table 4.1.

Table 4. 1: Response Rate

Response Rate	Frequency	Percent
Questionnaires that were returned	73	90
Questionnaires that were not returned	8	10
Total	81	100

4.2 Reliability Statistics

The Cronbach's Alpha Coefficient was used to test the reliability of the measure used in the instrument. The data collected were analyzed and Cronbach Alpha coefficient was computed. Conferring with Rousson Gasser and Seifer (2012), a construct composite reliability co-efficient of 0.7 and above was considered fitting for a study. So, the

reliability threshold for this study was 0.8 and therefore, considered to be reliable as shown in table 4.2.

Table 4. 2: Reliability Statistics

Cronbach's Alpha	N of Items
.757	32

4.3 General Information

In social research, the background demography of the respondents is crucial to take into account because it shapes the respondents' perspectives, attitudes, and behaviors as well as the overall type of responses that are obtained. The study concentrated on the following variables: age range, gender, employment experience, and highest degree of education acquired.

4.3.1 Gender of Respondents

The study asked about the gender distribution of the respondents, and table 4.3's results show that, at 60%, men made up the majority of the respondents, while women made up 40% implying that Kwale county government is dominated by men at the senior management level.

Table 4. 3: Gender

Gender	Frequency	Percent
Male	44	60
Female	29	40
Total	73	100

4.3.2 Age Bracket of Respondents

Table 4.4 presents an analysis of the respondents' ages. As per the study's findings, 44% of participants were aged between 41 and 50, while 42% and 8% of respondents, respectively, belonged to the age group of 31 to 40 and 18 to 30. Only 5 percent of the responders were between the ages of 51 and 60. This implies that Kwale county government is composed majorly with youthful and middle older work force in management who are energetic thus can ensure improved service delivery.

Table 4. 4: Age Bracket

Age	Frequency	Percent
18 - 30 years	6	8
31 - 40 years	31	42
41 - 50 years	32	44
51 - 60 years	4	5
Total	73	100

4.3.3 Highest Education Level

Table 4.5 shows that the respondents' greatest level of education was the main focus of the investigation. 52% of the respondents, according to the statistics, had a bachelor's degree. Next in line were the 25% of responders with a master's degree. A diploma certificate was held by 16% and a PhD by 7% of the respondents, respectively. This implies that the respondents were literate and learned and therefore comprehended the study objectives thus provided valid and appropriate data for the study.

Table 4. 5: Highest Education Level

Education Level	Frequency	Percent
Diploma / Certificate	12	16
Bachelor's Degree	38	52
Master Degree	18	25
PhD	5	7
Total	73	100

4.3.4 Work Experience

As indicated in table 4.6, the purpose of the study was to collect information about the respondents' work experience. The majority of respondents (52%), according to the statistics, had more than five years of work experience, while 29% had between two and four years. Of the respondents, 14% and 5%, respectively, had less than a year's worth of job experience and between 1-2 years' worth. This implies that majority of the respondents are experienced and knowledgeable as far as devolution is concerned.

Table 4. 6: Work Experience

Work Experience	Frequency	Percent
Less than a year	4	5
1 - 2 years	10	14
2 - 4 years	21	29
5 years and above	38	52
Total	73	100

4.4 Leadership Conceptualization and Services Delivery

Finding out how Kwale County's leadership conception influences service delivery was the study's first objective.

4.4.1 Visionary Leadership

The study sought the respondents' opinions if the leaders were visionary and had a wider picture of county services delivery and from the research verdicts in table 4.7, 75% of respondents indicated they agreed, while 25% disagreed. The implication of the results is that the leadership at Kwale county government is visionary thus expected to inspire the team towards a unified vision to turn the tide in the county by accelerating development.

Table 4. 7: Visionary Leadership

Leadership Dreams	Frequency	Percent
Yes	55	75
No	18	25
Total	73	100

4.4.2 Leadership Future

The study sought the respondents' views if the leadership had a futuristic oriented form of thinking and actions for better service delivery. According to table 4.8's study results, the majority of the respondents 66% of them said yes, while 34% disagreed. This implies that leadership at Kwale County has futuristic oriented form of thinking and actions for better delivery of service which should be directly proportional to good governance.

Table 4. 8: Leadership Future View

Gender	Frequency	Percent
Yes	48	66
No	25	34
Total	73	100

4.4.3 Strategic Leadership Concept

On a 5-point Likert scale, respondents were asked to indicate how much they agreed with the following assertions about the organization's strategic leadership as it was displayed in regular operations: Strongly Disagree (1), Disagree (2), Fairly Agree (3), Agree (4), and Strongly Agree (5) are the options. The outcomes are shown in Table 4.9.

Table 4. 9: Strategic Leadership Concept

Statements		SD	D	FA	A	SA	Mean	Std. Deviation
Strategic Reflection	F	8	13	8	29	15	3.41	1.300
	%	11	18	11	40	21		
Strategic Thinking	F	5	14	6	30	18	3.58	1.246
	%	7	19	8	41	25		
Strategic Analysis	F	8	19	4	30	12	3.26	1.313
	%	11	26	5	41	16		
Creation of new ways of understanding	F	7	18	10	29	9	3.21	1.224
	%	10	25	14	40	12		
Future Goals Orientation	F	12	18	6	28	9	3.05	1.343
	%	16	25	8	38	12		
Composite Mean and Standard Deviation (n=73)							3.30	1.285

As can be seen from the study results above, most respondents agreed that there was strategic thinking (mean score of 3.58), and most believed that there was strategic reflection from the leadership (mean score of 3.41). Moreover, those who gave the County leadership's strategic analysis and new viewpoints, with mean ratings of 3.26 and 3.21, agreed. Just 3.05 was the mean score obtained by those who agreed that future goals orientation was involved.

The respondents' composite mean score of 3.30 implies that Kwale County's strategic leadership conception had an influence on service delivery in overall.

The finding is in line with Schmidt (2018) which posits that conceptualization is a skill that has been linked to strategic leadership and general improvement of organizational performance in modern strategic management. According to Adoli & Kilika (2020), the basic goals of conceptualization include introspection, critical thinking, analysis, and the development of fresh perspectives. The combination of these skills have been said to be among the modern strategic leadership skills that influence services delivery in government agencies significantly.

4.5 Shaping Organizational Culture and Services Delivery

Determining how shaping organizational culture influences Kwale County's service delivery was the study's second objective. This was recorded using five points on a Likert scale: (1) Disagree, (2) Strongly Disagree, (3) Fairly Agree, (4) Agree, and (5) Strongly Agree. The results are shown in Table 4.10.

Table 4. 10: Shaping Organizational Culture

Statements		SD	D	FA	A	SA	Mean	Std. Deviation
Power Separation	F	-	3	12	46	12	3.92	0.702
	%	-	4	16	63	16		
Avoidance of Uncertainty Tendencies	F	2	11	8	24	28	3.89	1.161
	%	3	15	11	33	38		
Appearance	F	3	5	5	44	16	3.89	0.966
	%	4	7	7	60	22		
Group Orientation	F	1	4	9	40	19	3.99	0.858
	%	1	5	12	55	26		
Alignment	F	2	7	3	40	21	3.97	0.986
	%	3	10	4	55	29		
Trust	F	3	8	5	35	22	3.89	1.087
	%	4	11	7	48	30		
Consistency and Resilience	F	1	5	2	47	18	4.04	0.824
	%	1	7	3	64	25		
Innovation	F	-	2	3	40	28	4.29	0.677
	%	-	3	4	55	38		
Performance	F	-	7	8	32	26	4.05	0.926
	%	-	10	11	44	36		
Composite Mean and Standard Deviation (n=73)							3.99	0.910

According to the study deductions previously mentioned, majority of respondents (mean score of 4.29), believed that innovation had a bigger influence on organizational culture than performance (mean score of 4.05). The respondents who believed that resilience and consistency had an effect on corporate culture received a mean score of 4.04, which came next. Additionally, the respondents' mean scores of 3.99, 3.97, and 3.92 indicated that they agreed that group orientation, alignment, and power separation all had an influence on the formation of corporate culture. Likewise, mean scores of 3.89 each agreed that avoidance of uncertainty tendencies, appearance and trust had an influence in shaping organizational culture in Kwale County.

Overall, respondents' composite mean score of 3.99 implies that measures pertaining to organizational culture shaping had an influence on Kwale County's service delivery. This is in agreement with the study on the impact of organizational culture on strategic change management in the Mombasa County Government conducted by Kakucha, Simba, and Ahmed (2018). According to the research, Mombasa County continued to encounter significant obstacles in providing services, even with the extensive reforms that had been implemented over time. The results showed that Mombasa County's corporate culture and strategic approach to change management, had a strong and favorable link which subsequently had an impact on service delivery

4.6 Resources Mobilization and Services Delivery

Assessing the influence of Kwale County's resource mobilization on service delivery was the third objective of the research.

4.6.1 Role of Resources Mobilization

The study sought the respondents' thoughts if they supported the idea that strategic leadership was practicing resources mobilization role in Kwale County. According to table 4.11's study findings, 71% of respondents agreed, while 29% disagreed. The implication of the findings is that Kwale county should have an accelerated growth and development compared to pre-devolution.

Table 4. 11: Role of Resources Mobilization

Resources Mobilization	Frequency	Percent
Yes	52	71
No	21	29
Total	73	100

4.6.2 Influence of Resources Mobilization on Service Delivery

Supplementary, out of the 73 respondents asked above on the role of resources mobilization, 52 mentioned yes to supporting the idea that strategic leadership was practicing resources mobilization role in Kwale County. The 52 were further asked what their thoughts were that resources mobilization influenced services delivery at the county government. Table 4.12 of the study's responses showed that 94% of respondents agreed and 6% disagreed with the findings implying that resource mobilization influenced service deliver in Kwale county.

Table 4. 12: Influence of Resources Mobilization on Service Delivery

Resources Mobilization Influence	Frequency	Percent
Yes	49	94
No	3	6
Total	52	100

4.6.3 Resource Indicators on Service Delivery

Additionally, the study sought the respondents' thoughts if Kwale County's service delivery was influenced by the following resource indicators. Respondents were presented with the following options to weigh in their response on a 5-point Likert scale: The potential answers are: Strongly Disagree, Disagree, Agree, Fairly Agree, and Strongly Agree. The outcomes are shown in table 4.13.

Table 4. 13: Resources Mobilization

Statements		SD	D	FA	A	SA	Mean	Std. Deviation
Sources of financial resources	f	7	16	8	29	13	3.34	1.272
	%	10	22	11	40	18		
Amount of funding/budgetary allocation	f	-	5	6	44	18	4.03	0.781
	%	-	7	8	60	25		
Duration of funding	f	7	11	5	41	9	3.47	1.179
	%	10	15	7	56	12		
Time period taken for financial release	f	1	4	9	43	16	3.95	0.832
	%	1	5	12	59	22		
Conditions attached to the funds	f	6	8	13	21	25	3.70	1.277
	%	8	11	18	29	34		
Number of employees	f	4	9	11	25	24	3.77	1.196
	%	5	12	15	34	33		
Qualification of the employees	f	-	7	6	38	22	4.03	0.881
	%	-	10	8	52	30		
Employees experience	f	1	6	8	28	30	4.10	0.988
	%	1	8	11	38	41		
Terms of engagement	f	5	13	15	30	10	3.37	1.137
	%	7	18	21	41	14		
Capacity building and in-service training	f	3	8	7	42	13	3.74	1.014
	%	4	11	10	58	18		
Equipment and machinery items	f	-	5	5	37	26	4.15	0.828
	%	-	7	7	51	36		
Time as a resource	f	4	15	5	35	14	3.55	1.179
	%	5	21	7	48	19		
Buildings and offices	f	10	21	4	26	12	3.12	1.364
	%	14	29	5	36	16		
Necessary infrastructure	f	1	5	8	38	21	4.00	0.898
	%	1	7	11	52	29		
Composite Mean and Standard Deviation (n=73)							3.74	1.059

According to the study conclusions above, the majority of respondents (mean score: 4.15) concurred that machinery and equipment items had the greatest influence on Kwale

County's service delivery. The respondents who agreed that employee experience influenced Kwale County's service delivery had a mean score of 4.10 after this. Also, mean scores of 4.03 each agreed that the amount of funding/budgetary allocation and qualification of the employees influenced Kwale County's service delivery.

On the other hand, the respondents with mean scores of 4.00 and 3.95 concurred that Kwale County's service delivery was influenced by the time it took for funding to be released and the availability of requisite infrastructure. Furthermore, the average scores of 3.77, 3.74 and 3.70 of the respondents agreed that the number of employees, capacity building and in-service training and conditions attached to the funds influenced Kwale County's service delivery respectively. Furthermore, with mean scores of 3.55, 3.47, and 3.37, the participants expressed agreement that time, as a resource, duration of funding and terms of engagement influenced Kwale County's service delivery respectively. Besides, the mean scores of 3.34 and 3.12 agreed that the sources of financial resources and the buildings and offices influenced Kwale County's service delivery respectively.

Based on a composite mean score of 3.74, it implies that Kwale County's service delivery was influenced by the resource factors stated. This concurs with Simon, Alala and Janet who did a study in (2019) titled, *The Impact of Resource Distribution on North Rift County Government Service Provision in Kenya*. The study's findings showed that resource distribution and service performance had a relatively significant link. Shithole, Chirasha and Tatire (2018) also found out that, resources are needed for efficient service delivery, whether they be in the form of money, people, or equipment. Sufficient resources must be made available for the strategy to be implemented successfully.

4.7 Measurement of Service Delivery

The dependent variable in the study was Kwale County's service delivery. Table 4.14 displays the outcomes of the 5-point Likert scale that was used to determine the opinion of the respondents: The choices are: (1) Strongly Disagree; (2) Disagree; (3) Fairly Agree; (4) Agree; and (5) Strongly Agree.

Table 4. 14: Measurement of Service Delivery

Statements		SD	D	FA	A	SA	Mean	Std. Deviation
Kwale County provides quality services	F	5	18	8	25	17	3.42	1.279
	%	7	25	11	34	23		
The public holds the officials of Kwale County government responsible	F	10	15	5	26	17	3.34	1.397
	%	14	21	7	36	23		
Kwale County's infrastructure development has enhanced service delivery	F	9	17	8	25	14	3.25	1.341
	%	12	23	11	34	19		
Public complaints reveal the quality of services provided	F	4	9	7	30	23	3.81	1.174
	%	5	12	10	41	32		
Composite Mean and Standard Deviation (n=73)							3.46	1.298

The study's findings showed that although most respondents (mean score: 3.42) thought Kwale County offered high-quality services, most respondents (mean score: 3.81) thought that public complaints validated the caliber of services offered. Once more, the respondents' mean score of 3.34 indicated that the public held Kwale County government officials accountable, while their mean score of 3.25 indicated that the county's infrastructure development had improved service delivery.

With a composite average score of 3.46, the respondents concluded that Kwale County's level of service delivery was satisfactory.

4.8 Steps by County Government to Improve Service Delivery

Table 4.15 displays the respondents' answers when asked what steps the county government should take to enhance service delivery.

Table 4. 15: Steps by County Government to Improve Service Delivery

Statements
Being responsive to the peoples need
Implement robust financial reporting system to track speedy and detect irregularities
Stop corruption
Ensure prudent utilization of resources
Ensure continuous capacity building for the staff
Employ competent staff
Enhance public participation
Transparent budgeting and financial budgeting
Enhance efficiency and effectiveness

4.9 Inferential Statistics

By utilizing the Pearson Correlation Coefficient, analysis of correlation was used in these findings to show the relationship between the independent and dependent variables. There was either a strong correlation between two or more variables, indicating a significant correlation, or a weak correlation, indicating a scarcely noticeable correlation between the variables.

4.9.1 Correlation Analysis

The strength of the association between the study variables was evaluated using the Pearson correlation coefficient (r) and the results displayed in table 4.16

Table 4. 16: Correlation Analysis

		Measurement of Service Delivery	Leadership Conceptualization	Shaping Organizational Culture	Resources Mobilization
Measurement of Service Delivery	Pearson	1	-.164	.105	-.241*
	Correlation				
	Sig. (2- tailed)		.166	.378	.040
	N	73	73	73	73
Leadership Conceptualization	Pearson	-.164	1	-.036	.066
	Correlation				
	Sig. (2- tailed)	.166		.762	.578
	N	73	73	73	73
Shaping Organizational Culture	Pearson	.105	-.036	1	.005
	Correlation				
	Sig. (2- tailed)	.378	.762		.965
	N	73	73	73	73
Resources Mobilization	Pearson	-.241*	.066	.005	1
	Correlation				
	Sig. (2- tailed)	.040	.578	.965	
	N	73	73	73	73

*. Correlation is significant at the 0.05 level (2-tailed).

The study discovered a statistically noteworthy negative correlation ($r=-0.164$ and $p=0.166>0.05$) between the conceptualization of leadership and the measurement of its delivery. Additionally, the results showed that, as indicated by $r=0.105$ and $p=0.378>0.05$, measuring delivery was favorably and marginally correlated with establishing corporate culture. Last but not least, the data showed a substantial and adverse correlation ($r=-0.241$ and $p=0.040<0.05$) between the resource mobilization and the delivery assessment.

4.9.2 Regression Analysis

Investigating the influence of strategic leadership on service provision in Kenya's devolved units as demonstrated by Kwale County was the study's main goal. In order to do this, the study concentrated on three primary goals: mobilizing resources, shaping organizational culture, and conceptualizing leadership.

4.9.1.1 Model Summary

Table 4.17 showed that there was a 30% or ($R=0.300$) positive link between resource mobilization, organizational culture shaping, and leadership conceptualization and service provision. Furthermore, the findings showed that the conception of leadership, the development of organizational culture, and the mobilization of resources all contributed to a 9% variation in service delivery, or ($R^2=0.090$ and modified $R^2 = 0.051$). This suggested that additional factors not taken into account by the model were responsible for the remaining 91% of the variation.

Table 4. 17: Effect of leadership conceptualization, shaping organizational culture and resources mobilization on Service of Delivery

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.300 ^a	.090	.051	.554

a. Predictors: (Constant), Resources Mobilization, Shaping Organizational Culture, Leadership Conceptualization

4.9.1.2 Analysis of Variance

To determine if the model was successful in elucidating the link between variables as recommended by the conceptual framework, ANOVA tests were also conducted. The

investigation's findings demonstrated that F statistics value of 2.283 at a 0.087 had a significance level which was higher than the significant level's predicted probability of 0.05. Because of this, the structure of the model is not statistically significant. As a result, the dependent variable's changes were not statistically significantly impacted by any of the independent factors.

Table 4. 18: ANOVA Test

		ANOVA ^b				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.103	3	.701	2.283	.087 ^a
	Residual	21.190	69	.307		
	Total	23.293	72			

a. Predictors: (Constant), Resources Mobilization, Shaping Organizational Culture, Leadership Conceptualization

b. Dependent Variable: Measurement of Service Delivery

4.9.1.3 Regression Analysis Model

Furthermore, as table 4.19 shows, the regression analysis model illustrated the connection between the idea of leadership conceptualization, forming organizational culture, mobilizing resources, and providing services.

Table 4. 19: Regression Analysis Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.158	1.420		3.632	.001
Leadership Conceptualization Shaping Organizational Culture	-.211	.168	-.145	-1.259	.212
Resources Mobilization	.210	.239	.101	.876	.384
	-.493	.244	-.232	-2.017	.048

a. Dependent Variable: Measurement of Service Delivery

The regression model derived from table 4.19 is:

Y is equal to $5.158 + .211X_1 + 0.210X_2 + 0.493X_3$.

Y equals $\beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$.

Where: Y = Provision of Services

β_0 = Constant Term

X_1 = Leadership Conceptualization

X_2 = Shaping Organizational Culture

X_3 = Resources Mobilization

ϵ = error term.

The coefficients of the several factors that determine service delivery are β_1 , β_2 , and β_3 , and the error term is ϵ .

When all factors as displayed in the regression equation are at a zero constant, service delivery would be 5.158.

At 95% confidence level, there is a negative insignificant correlation between service delivery and leadership conceptualization ($\beta = -0.145$; $r = -0.164$; $p = 0.166$). From the

analyzed regression equation, when all other independent variables are at zero, service delivery decreases by -0.211 for every unit change in leadership conceptualization. Moreover, shaping organization culture has a positive but insignificant correlation on service delivery as indicated by $\beta=0.210$; $r=0.105$; $p=0.378$. Therefore, service delivery increases by 0.210 for every unit change in organization culture. However, the findings shows that there exist a negative significant relationship between resource mobilization and service delivery but service delivery decreases by -0.493 when resources are mobilized, i.e. $\beta=-0.493$; $r=-0.241$; $p=0.040$.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

A synopsis of the research findings, conclusions, and recommendations were given in this chapter. Suggestion for further studies also formed part of this section.

5.1 Summary of Findings

Using Kwale County as a case study, this study looked at how strategic leadership influences the provision of services in Kenya's devolved units.

Considering this, the research aimed to assess how Kwale County's leadership conceptualization influenced the provision of services, determined how shaping organizational culture influence service delivery in Kwale County and evaluated how Kwale County's resource mobilization influenced the provision of services.

5.1.1 Influence of Leadership Conceptualization on Service Delivery

The first objective was to assess how Kwale County's leadership conceptualization influences the provision of services. A correlation study revealed a weak and unfavorable relationship between Kwale County's leadership conception and service delivery. Similarly, $p=0.212$, $p>0.05$ evidenced a negatively insignificant linear association between leadership conception and service delivery in Kwale County, according to the regression study.

5.1.2 Influence of Shaping Organizational Culture on Service Delivery

Finding out how shaping organizational culture influence Kwale County's service delivery was the second objective. Kwale County's service delivery and shaping organizational culture were positively and marginally correlated, according to correlation

analysis. Similarly, $p=0.384$, $\rho>0.05$ evidence from the regression analysis indicated a positive but not statistically substantial linear relationship in Kwale County between service delivery and organizational culture shaping.

5.1.3 Influence of Resources Mobilization on Service Delivery

The third objective was to evaluate how Kwale County's resource mobilization influences the provision of services. Correlation analysis showed that resource mobilization on service delivery in Kwale County was negatively and significantly associated. Similarly, with evidence of $p=0.048$, $\rho<0.05$, the regression analysis demonstrated a negative significant linear association between resource mobilization and service delivery in Kwale County.

5.2 Conclusions

The study came to the conclusion that successful implementation of leadership conceptualization improves service delivery in Kwale County. Evidence from the regression analysis indicated a positive but not statistically substantial linear relationship in Kwale County between service delivery and organizational culture shaping. Therefore the study concludes that shaping organization culture is essential for effective services delivery in Kwale County. Resource mobilization has a major influence on Kwale County's ability to provide services. Therefore, it was discovered that resource mobilization had a big influence on Kwale County's service delivery.

5.3 Recommendations

Since conceptualization is a skill that has been linked to strategic leadership and general improvement of organizational performance in modern strategic management. The study

recommends that the county government should endeavor to continually adopt the combination skills of conceptualization that includes introspection, critical thinking, analysis, and the development of fresh perspectives in managing the county affairs for improved service delivery.

It has been established that an excellent organization culture reflects good attributes that boost performance. Therefore, the study recommends that the county government should adopt a well-established and defined organization culture with a set of values. Standards and practices that guide and impact each team member's conduct to ensure effective and efficient delivery of services.

The research recommends that the Kwale County Government focus more on resource mobilization and prudent resource utilization in order to promote effective and efficient service delivery. There should be sufficient funding from the central government to enable the county have the necessary resources which are vital for efficient delivery of services.

5.4 Suggestions for Further Research

The Kwale County Government was the primary subject of the investigation. However, as every county has a unique operating environment, more research should be done in other counties to corroborate the findings. Furthermore, the study concentrated on three independent variables: leadership conceptualization, shaping organization culture and resource mobilization. Future research ought to focus other factors influencing service delivery in county governments in Kenya.

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APPENDICES

A1: Letter of Introduction

Ann Skeeter Mwendu
P.O Box 215 Embu,
0720097316.

Dear Respondent,

Ann Skeeter Mwendu is my name. I'm a Kenyatta University student pursuing a master's in public administration and policy. My research focuses on the Kwale County Government in Kenya and examines how strategic leadership influence service delivery in devolved units. I kindly ask you to take part in this study by responding to the questionnaire and share your candid opinions with me.

Please be honest in your responses to all the questions if you decide to take part in this study. It is entirely voluntary to participate, and you are free to stop at any moment.

You don't have to give your name because all of the information will be kept private. Only scholarly studies will make use of the collected data.

Thank you.

Yours faithfully,

.....

Ann Skeeter Mwendu Gichovi

A2: Research Questionnaire

Instruction for use: Kindly put a tick in the boxes provided.

SECTION 1: GENERAL DEMOGRAPHIC

1. What is your gender? Male Female

2. The age range you fall within (**check the relevant one**)

18-30yrs 31 - 40 Years 41 - 50 years 51- 60 years

3. At what level of education did you finish school?

KSCE Diploma/certificate Bachelors' degree Master degree PhD

4. Job History

a) Less than 1 year () b) 1-2 years () c) 2-4 years () d) 5 years and above ()

SECTION 2: INFLUENCE OF STRATEGIC LEADERSHIP ON SERVICE DELIVERY**Leadership Conceptualization and Services Delivery**

1. Leadership is visionary and has a wider picture of county services delivery?

Yes () No ()

2. The leadership has a futuristic oriented form of thinking and actions for better services delivery?

Yes () No ()

3. Using a likert scale, please indicate which of the following statements you agree with or disagree with. Strong disagreement is worth one point, moderate disagreement is worth two, agreement is worth four, and strong agreement is worth five.

Strategic leadership in this organization exhibits the following in daily operations	1	2	3	4	5
Strategic reflection					
Strategic thinking					
Strategic analysis					
Creation of new ways of understanding					
Future goals orientation					

SECTION 3: SHAPING ORGANIZATIONAL CULTURE AND SERVICES DELIVERY

Please use the following Likert scale to indicate how much you agree or disagree with each of the following: One indicates a great deal of disagreement, two dispute, three fair agreement, four agreement, and five considerable agreement. Kwale County's service delivery is impacted by metrics related to organizational culture.

Statement	1	2	3	4	5
Power separation					
Avoidance of uncertainty tendencies					
Appearance					
Group orientation					
Alignment					
Trust					
Consistency and resilience					
Innovation					
Performance					

**SECTION 4: RESOURCES MOBILIZATION AND SERVICES DELIVERY BY
THE COUNTY GOVERNMENT**

1. Do you support the idea that strategic leadership is practicing resources mobilization role in this county?

Yes () No ()

2. If your answer is yes above, do you think that resources mobilization influences services delivery at the county government?

3. Please state if you concur or disagree with the assertion that the following resource indicators have an impact on Kwale County's ability to provide services. On a five-

point rating system, 1 represents significant disagreement, 2 disagreement, 3 good agreement, 4 agreement, and 5 outstanding agreement.

Statement	1	2	3	4	5
Sources of financial resources					
Amount of funding/budgetary allocation					
Duration of funding					
Time period taken for financial release					
Conditions attached to the funds					
Number of employees					
Qualification of the employees					
Employees' experience					
Terms of engagement					
Capacity building and in-service training					
Equipment and machinery/items					
Time as a resource					
Buildings and offices					
Necessary infrastructure					

SECTION 5: MEASUREMENT OF SERVICE DELIVERY

Review the following statements on service provision to see how much you agree or disagree. Utilize the following scale: Strong disagreement is indicated by a score of 1, neutrality by 3, agreement by 4, and strong agreement by 5.

	1	2	3	4	5
Kwale County provides quality services					
The public holds the officials of Kwale County government responsible					
Kwale County's infrastructure development has enhanced service delivery					
Public complaints reveal the quality of services provided					

What steps should the county government take, in your opinion, to improve service delivery?

A3: Budget Schedule

ITEM		AMOUNT(KSH)
Communication	Airtime @5000; Data bundle @3000 Transport @5000	13000.00
Storage devices	Hard disk@3500; Flashdisk@800 Blank CDs@200	4500.00
Printing	Proposal copies@ 8000 Tools for data@2000 Final copies@12000	20000.00
Stationery	Pens; Pencils; Notebooks; Stapler; Staples; Ruler; Eraser; Whiteout.	2000.00
Photocopy	Proposal copies; Instruments for gathering data	5000.00
Binding	Hard cover binding for thesis reports; spiral binding for proposals; graphic embedding	5000.00
Miscellaneous		4000.00
Total		53,500

A4: Work Plan

Activity	November 2023	December 2023	January 2024	February 2024	March 2024	April 2024
Development of Proposal						
Presentation						
Collection of Data						
Analysis of Data & Writing of Report						
Presentation						

A5: NACOSTI Research License




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THE END & THANK YOU