



**INSTITUTIONAL STRUCTURE AND IMPLEMENTATION OF SOCIAL WELFARE
PROGRAMS: A CASE OF TANA RIVER COUNTY, KENYA**

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(C153/OL/GAR/22159/2022)

**A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS DEGREE IN PUBLIC
POLICY AND ADMINISTRATION OF KENYATTA UNIVERSITY**

JUNE 2025

DECLARATION

This research report is my original work and has not been represented for a degree in any other University.

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DEDICATION

I dedicate this research to my family and friends who encouraged me achieve it in one way or another especially through moral and material motivation.

ACKNOWLEDGEMENT

I hereby acknowledge Allah for giving me the energy to enroll in this program and to walk the academic journey to this level.

Secondly, I acknowledge the efforts of my supervisors especially Dr. Wilson Muna for his encouragement and guidance throughout the whole process of writing. It is through his sincere guidance that was able to develop and analyze for the idea and results.

I highly recognize and appreciate my family members for tirelessly encouraging me and supporting me through moral and material support. In this case, they have been my pillar in this whole journey of writing.

God bless you all

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LIST OF ABBREVIATIONS AND ACRONYMS

ASAL	- Arid and Semi-Arid Lands
NGOs	- Non-Governmental Organizations
NHIF	- National Health Insurance Fund
OECD	- Organization for Economic Co-operation and Development
M&E	- Monitoring & Evaluation
SPSS	- Statistical Package for the Social Sciences
USA	- United States of America
WTO	- World Trade Organization

DEFINITION OF TERMS

Compliance Structure: This refers to the framework of laws, regulations, and policies that govern the County Government of Tana River's operations. This structure ensures that organizations comply with set requirements, industry standards, and ethical guidelines, thereby avoiding issues and maintaining integrity.

Coordination Structure: This refers to the structure that facilitates collaboration and communication among different parts of an organization at the County Government of Tana River. The structure establishes roles, responsibilities, and processes to ensure alignment and synergy in achieving objectives.

Implementation of Social Welfare Programs: This refers to the process of putting into effect or executing government or organizational programs specifically designed to address social welfare concerns at the County Government of Tana River. This involves translating policy intentions into action, allocating resources, engaging stakeholders, and overseeing the delivery of social services or benefits to the targeted population.

Monitoring Structure: This refers to the systematic framework put in place to oversee and evaluate the progress, performance, and outcomes of a particular program, project, or organization at the County Government of Tana River. It comprises a set of procedures, protocols, and mechanisms designed to collect, analyze, and interpret relevant data and information related to the objectives, activities, and results of the entity being monitored.

Organizational Culture: This refers to the structure at the County Government of Tana River that plays a crucial role in shaping behaviors and interactions within an organization. It encompasses values, beliefs, and norms that effect how employees communicate, collaborate, and adapt to changes, ultimately impacting organizational performance.

Resource Allocation Structure: This refers to the structures at the County Government of Tana River that involve mechanisms for distributing resources effectively. This includes decisions on budget allocations, staffing levels, and resource utilization to support organizational goals and priorities.

ABSTRACT

Counties have faced persistent challenges in implementing social welfare programs due to utmost weak institutional structures. As a result, vulnerable populations continue to experience unmet basic needs and limited access to essential social services. The purpose of this research study was to assess the effect of institutional structures on implementation of social welfare programs in Tana River County Government, Kenya. The study was guided by the following research specific objectives; to establish the effect of coordination structure, resource allocation structure organizational culture and compliance structure on implementation of social welfare programs in Tana River County Government, Kenya and to evaluate the effect of monitoring structure on implementation of social welfare programs in Tana River County Government, Kenya. The Institutional Theory, Resource-Based View (RBV) Theory and the Organizational Culture Theory guided the research. The research used descriptive research design. The target population was 900 respondents comprising of the management staff and area elders denoted as 'Nyumba Kumi' as part of the population. This study used Slovin's formula to determine the appropriate sample size to ensure representativeness and accuracy; the sample size was 305 respondents. Primary data was collected using semi-structured questionnaires. The researcher established the content validity by seeking the opinion of education experts and revising the questionnaires accordingly. The pilot test involved checking on validity by consulting the allocated supervisor and administering the questionnaires to 10% of the sample size. Reliability check was achieved by were using Cronbach alpha values to identify any weaknesses or inconsistencies in the questionnaire. The questionnaire was revised based on the feedback from the pilot test. The collected data underwent a meticulous process of organization and revision to ensure completeness and consistency. The analysis of the data encompassed descriptive statistics, inferential statistics. Descriptive statistics involved calculating percentages, frequencies, mean, and standard deviation. Furthermore, in terms of inferential statistics, both correlation analysis and regression analysis was conducted as part of the study. Correlation analysis was the suitability of the research variables for further investigation, while regression analysis was used to determine the relationship between the variables. The results of the analysis were effectively presented through tables, graphs, and charts. This study concludes that the coordination structure within the Tana River County Government plays a vital role in the implementation of social welfare programs. All ethical matters were observed especially on data protection and anonymity as well as protection of respondents expressed some concerns about the sufficiency of the budget and the monitoring of resource allocation, indicating that a more detailed assessment of program needs and better monitoring mechanisms are essential for ensuring effective resource use. The study concludes that the Tana River County Government's organizational culture supports the implementation of social welfare programs. For the compliance structure, the findings highlight that adherence to regulations and policies significantly supports program implementation. There is a need for a more detailed assessment of the needs of social welfare programs to ensure that resources are allocated in line with those needs. the Tana River County Government should work on reinforcing shared values and commitment to social welfare goals across all levels of the organization. The Tana River County Government should strengthen its feedback loops and use monitoring results to inform both policy adjustments and improvements in program delivery.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, governments must prioritize social welfare as a serious entity due to several compelling reasons (Lipsky, 2021). The implementation of social welfare programs stands as a contentious and vital aspect of governmental intervention, strategically tailored to address pressing societal needs and bolster the well-being of citizens. These programs encompass a diverse range of initiatives, including but not limited to healthcare services, educational support, housing provisions, income assistance schemes, and social security measures. They serve as a battleground for ideological debates, with proponents arguing for their role in reducing poverty, mitigating inequality, countering social exclusion, and ultimately enhancing the overall quality of life for individuals and communities. However, critics often highlight challenges such as resource allocation, bureaucratic inefficiencies, and potential dependency issues, raising questions about the effectiveness and sustainability of such interventions. This dynamic landscape underscores the complex interplay between social policy, economic considerations, and societal welfare goals (O'Toole, 2020).

Ensuring the well-being of its citizens is a fundamental responsibility of any government, rooted in principles of social justice and human rights (United Nations, 2019). Neglecting social welfare can lead to increased poverty, inequality, and social unrest, undermining the stability and cohesion of society. Secondly, investing in social welfare programs yields long-term benefits by enhancing human capital, productivity, and economic growth (OECD, 2020). Healthy, educated, and financially secure citizens contribute positively to the economy and society as a whole. Thirdly, addressing social welfare needs proactively can reduce future costs associated with healthcare, crime, and social services, making it a prudent financial investment in the nation's future (World Bank, 2021). Lastly, a strong social welfare system fosters a sense of social inclusion, cohesion, and trust in government institutions, contributing to a more harmonious and resilient society.

Globally, countries across different regions such as the USA, Asia, Europe, and China have developed and implemented various social welfare programs tailored to their unique socio-economic contexts. These programs are often shaped by factors such as political ideologies, economic resources, demographic trends, cultural values, and historical legacies. For instance, in the USA, social welfare programs include Medicaid, Medicare, Social Security, and housing assistance, among others, designed to provide a safety net for vulnerable populations and promote social equity (Anand & Selvaraj, 2013). In Asia, countries like Japan, South Korea, and Singapore have implemented comprehensive social welfare systems that combine universal coverage with targeted interventions to address specific needs. These programs often integrate healthcare, education, housing, and income support services to ensure comprehensive social protection for their populations (Kartikasari & Albari, 2019). In Europe, the concept of the welfare state has been a central pillar of social policy, with countries like Sweden, Denmark, Germany, and the Netherlands offering extensive social protection through a combination of public services, social insurance schemes, and income redistribution measures. These countries prioritize universal access to healthcare, education, childcare, and unemployment benefits as part of their social welfare frameworks (Narteh & Kuada, 2014).

Similarly, China has undergone significant reforms in its social welfare system, transitioning from a primarily state-controlled model to a more diversified approach that includes social insurance programs, healthcare reforms, and poverty alleviation initiatives. The Chinese government has invested heavily in expanding social welfare coverage to rural areas, enhancing access to essential services, and addressing income disparities (Nazariah et al., 2022). While these global initiatives demonstrate the importance of social welfare programs in promoting human development and social cohesion, challenges exist in their implementation and effectiveness. Issues such as funding constraints, administrative capacity, governance structures, coordination mechanisms, equity considerations, and policy coherence often affect the outcomes of social welfare interventions.

In regional context, Africa and Sub-Saharan Africa face unique challenges and opportunities in implementing social welfare programs (Garcia & Rodriguez, 2020). The region grapples with persistent poverty, high inequality, limited access to basic services, weak social protection

systems, and governance issues that impact the delivery and impact of social welfare initiatives. Countries in Sub-Saharan Africa are striving to strengthen their social welfare systems by expanding coverage, improving service quality, enhancing financial sustainability, and addressing structural barriers to inclusion.

In Kenya, the implementation of social welfare programs is guided by national policies, legislative frameworks, and institutional structures aimed at promoting social justice, human rights, and sustainable development. The Kenyan government has made efforts to expand social protection coverage through programs such as the National Health Insurance Fund (NHIF), cash transfer schemes for vulnerable groups, free primary education, and affordable housing initiatives (Ratif, Rini, & Karina, 2021). However, challenges such as limited funding, unequal access, administrative bottlenecks, corruption risks, and program fragmentation continue to pose obstacles to effective social welfare delivery. The study will focus on examining the effect of governance structures, coordination mechanisms, resource allocation strategies, monitoring frameworks, and /compliance mechanisms on the implementation of social welfare programs in the county. By analyzing these factors, the study aims to provide insights and recommendations for enhancing the effectiveness, efficiency, and equity of social welfare interventions in Tana River County and similar contexts.

1.1.1 Institutional Structures

Institutional structure refers to the framework of rules, regulations, policies, and organizations that govern and shape the functioning of a government or any organized entity. At a global level, institutional structures vary widely depending on the political, economic, and social systems of different countries and regions. In more developed regions like North America, Europe, and parts of Asia, institutional structures tend to be complex and well-established, with clear divisions of power, defined roles for government agencies, and robust frameworks. Institutional structures encompass international organizations, agreements, and norms that shape interactions between countries and promote cooperation in various domains such as trade, finance, security, and environmental sustainability. The structures include institutions like the United Nations, World Bank, International Monetary Fund, World Trade Organization, and regional blocs such as the European Union and African Union. They provide platforms for diplomatic engagement,

economic collaboration, conflict resolution, and the advancement of shared goals among nations (Keohane & Nye, 2021).

On the regional level, such as in Africa, institutional structures often reflect a mix of traditional governance systems, colonial legacies, and modern governance practices. Many African countries have undergone significant institutional reforms in recent decades, including the adoption of devolved governance systems in some cases. These reforms aim to decentralize power, improve service delivery, and promote local participation in decision-making processes. In Kenya specifically, the institutional structure has evolved significantly since the introduction of devolved government through the 2010 Constitution. This change led to the establishment of county governments, each with its own administrative, legislative, and executive structures. The devolved system aims to bring government closer to the people, enhance accountability, and address local needs more effectively. However, challenges such as capacity constraints, resource allocation issues, and coordination complexities have also emerged within this new institutional framework.

In devolved governments, the concept of institutional structure plays a crucial role in governance and service delivery. These structures encompass the organizational arrangements, processes, and systems that facilitate decision-making, resource allocation, and program implementation at the local level (Ondieki & Wanyama, 2020). Firstly, governance structures in devolved governments define the distribution of power, roles, and responsibilities among different institutions, such as the county assembly, executive, and other oversight bodies (Chepkwony & Chepkwony, 2017). This includes the establishment of frameworks, administrative procedures, and accountability mechanisms to ensure transparent and effective governance. Secondly, coordination structures are essential for harmonizing efforts across various departments, agencies, and stakeholders involved in service delivery (Ndung'u, 2020). These structures promote collaboration, information sharing, and synergies among government entities, development partners, civil society organizations, and the private sector. Effective coordination enhances efficiency, minimizes duplication of efforts, and maximizes the impact of interventions.

Resource allocation structures determine how financial and human resources are mobilized, allocated, and managed to support the implementation of government programs and projects (Kimani & Muthoni, 2018). This includes budgeting processes, procurement procedures, and performance management systems that ensure accountability, transparency, and value for money in resource utilization. Lastly, monitoring structures are critical for assessing the performance, impact, and outcomes of government initiatives (Maina & Njiru, 2018). These structures involve data collection, analysis, reporting, and feedback mechanisms that inform decision-making, policy formulation, and continuous improvement. Robust monitoring enhances accountability, learning, and evidence-based decision-making in devolved governments. Overall, the concept of institutional structure in devolved governments is central to promoting good governance, accountability, and service delivery to citizens. By establishing clear roles, efficient processes, and effective oversight mechanisms, institutional structures contribute to the effective functioning and performance of devolved systems of governance.

In Kenya, the implementation of social welfare programs at the county level is a vital aspect of the government's commitment to improving the quality of life for its citizens (Ondieki & Wanyama, 2020). With devolution, county governments have gained more responsibility and autonomy in addressing local social welfare needs (Kimani & Muthoni, 2018). This shift has led to increased focus and innovation in designing and implementing programs that directly impact communities. County governments in Kenya face unique challenges and opportunities in implementing social welfare programs (Ombati & Kihara, 2019). These include diverse demographic profiles, varying levels of economic development, and specific social issues prevalent in different regions. For example, counties in arid and semi-arid areas may prioritize programs related to food security, drought resilience, and pastoralist communities, while urban counties may focus on housing, healthcare, and education services (Oduor, 2021).

The Kenyan government, through its national policies and frameworks, provides guidelines and support to counties in developing and implementing social welfare programs (Chepkwony & Chepkwony, 2017). This includes budget allocations, capacity building initiatives, and technical assistance to enhance program effectiveness and sustainability. Collaboration and coordination among county governments, national government agencies, development partners, civil society

organizations, and local communities are critical for successful program implementation (Ndung'u, 2020). This collaborative approach ensures that resources are optimally utilized, expertise is shared, and programs are tailored to meet local needs and priorities. Monitoring mechanisms are also essential in Kenya's context to assess the impact of social welfare programs, identify challenges, and make evidence-based decisions for continuous improvement (Maina & Njiru, 2018). Transparency, accountability, and stakeholder engagement are emphasized to ensure that programs are responsive, efficient, and equitable across different counties (Njenga et al., 2020).

1.1.2 Implementation of Social Welfare Programs

The implementation of social welfare programs is a crucial process in delivering services that enhance the well-being of vulnerable populations. These programs typically address issues such as poverty, healthcare, education, and employment, with the goal of improving the quality of life for marginalized groups. The process involves careful planning, resource allocation, and the establishment of efficient delivery systems. Moreover, effective implementation requires the monitoring and evaluation of programs to ensure they meet their objectives and serve the intended beneficiaries. However, challenges such as funding constraints, logistical barriers, and resistance from local communities or political entities can hinder successful execution. In this regard, effective management and strong administrative structures are critical to overcoming these obstacles (Barrett & McGinnis, 2017).

In rural settings like Tana River County, the implementation of social welfare programs faces additional complexities. Factors such as inadequate infrastructure, cultural practices, and limited resources require tailored solutions to ensure program success. Local governments must adapt social welfare policies to fit the unique needs of their communities, leveraging both national and local strategies. For example, the successful delivery of health or education programs may depend on the ability of county governments to navigate challenges specific to their regions. The capacity of local institutions, combined with effective policy alignment, is essential to addressing these barriers and ensuring that welfare programs meet their intended goals (Bastian, 2018).

1.1.3 The Tana River County Government

Tana River County, located in southeastern Kenya, spans approximately 35,375.8 square kilometers and derives its name from the Tana River, a critical resource for agriculture, livestock rearing, and fishing (Kenya National Bureau of Statistics, 2019). With a population exceeding 315,000, the county government implements various social programs to address local needs. These initiatives include health services, such as operating healthcare facilities and maternal and child health programs, and education support, including bursaries and early childhood education development (County Government of Tana River, 2023). Additionally, the government provides social protection through cash transfers, relief aid, and support for persons with disabilities. Efforts to enhance food security involve promoting irrigated agriculture and offering farmer training, while youth and women are empowered through credit facilities and entrepreneurial capacity-building programs. The county also prioritizes water and sanitation projects, such as borehole construction, and engages in peacebuilding initiatives to mitigate resource-based conflicts. These programs aim to improve livelihoods and promote sustainable development across the county (Ministry of Devolution and ASALs, 2023).

The mandate of county programs in Kenya, as outlined in the Constitution of Kenya (2010) and the County Governments Act (2012), is to ensure the delivery of essential services and promote the development of counties in a manner that is inclusive, equitable, and responsive to the needs of the population. County governments are responsible for managing and implementing various programs aimed at improving the social, economic, and environmental well-being of their communities. These programs include, but are not limited to, health services, education, water, infrastructure development, agricultural support, and social welfare programs.

Each county government is tasked with managing resources at the local level, including the design, execution, and monitoring of programs that address the unique challenges and opportunities of its population. This includes programs focused on healthcare, such as building hospitals and running maternal and child health services, as well as educational initiatives like providing scholarships, bursaries, and vocational training. The county government also oversees water and sanitation programs to ensure access to clean water and promote hygiene in rural and urban areas. Additionally, counties are responsible for the implementation of social welfare

programs that support vulnerable groups such as the elderly, persons with disabilities, orphans, and those living in poverty.

Furthermore, county governments are mandated to promote local economic development through initiatives such as supporting small businesses, agriculture, and rural development projects. Effective governance, resource management, and community involvement are essential for the successful implementation of these programs. County governments are expected to collaborate with the national government and non-governmental organizations to ensure the delivery of services that improve the livelihoods of their people while promoting social and economic equity across the region (Ministry of Devolution and ASALs, 2023).

1.2 Statement of the Problem

Existing evidence indicates that there is a looming gap in the literature that links institutional structures to the implementation of social welfare programs in Kenya, particularly in the ASAL region a reflection of the problem in the ground (Maina & Njiru, 2018). The implementation of social welfare programs is a critical aspect of governance, particularly within devolved systems like the Tana River County Government in Kenya. These programs aim to address societal needs and improve the well-being of citizens. However, challenges exist in effectively structuring and executing these programs, leading to gaps in their effect and sustainability. There is a growing trend in the implementation of social welfare programs in County governments across Kenya. Counties are increasingly recognizing the importance of addressing social issues and improving the well-being of their residents through targeted initiatives.

These programs are often aligned with national policies but are tailored to meet the specific needs and priorities of each county. One notable trend is the emphasis on collaboration and coordination among different stakeholders, including county governments, national government agencies, development partners, civil society organizations, and local communities. Despite the above, a conceptual research gap is evident in understanding how governance structures effect the successful implementation of social welfare programs. While governance frameworks are designed to provide guidance and support, their actual effect on program outcomes remains underexplored. Within the specific context of Kenya and Tana River County Government, there is a gap in understanding how national policies and frameworks translate into effective local-

level implementation of social welfare initiatives. This gap is crucial for improving the efficiency and impact of these programs at the grassroots level.

A few studies have been done in Kenya. For example, Chepkwony and Chepkwony (2017), Ndung'u (2020), and Njenga et al. (2020) have highlighted the importance of governance structures, collaboration among stakeholders, and monitoring mechanisms in social welfare program implementation. For example, Chepkwony & Chepkwony (2017) highlight the efforts of various counties in developing and implementing programs related to healthcare, education, housing, and income support. This collaborative approach, as discussed by Ndung'u (2020), allows for the pooling of resources, sharing of expertise, and joint decision-making processes, ultimately leading to more effective and sustainable social welfare interventions. However, these insights need further contextualization within the Kenyan and Tana River County contexts to bridge the literature gap and provide actionable recommendations for policy and practice. The general research gap lies in the need for more comprehensive studies that integrate theoretical frameworks with empirical evidence to understand the intricate dynamics between governance structures, stakeholder collaboration, monitoring mechanisms, and the effective implementation of social welfare programs. Addressing this research gap is crucial for enhancing the impact and sustainability of social welfare initiatives, not just in Kenya but also globally within devolved governance systems. The intent of this research study was to assess the effect of institutional structures on implementation of social welfare programs in Tana River County Government, Kenya.

1.3 Objectives of the Study

The objective of this research was to assess the effect of institutional structures on implementation of social welfare programs in Tana River County Government, Kenya.

1.4 Objectives of the Study

This study was guided by the following research specific objectives;

- i. To establish the effect of coordination on implementation of social welfare programs in Tana River County Government, Kenya.

- ii. To determine the effect of resource allocation on implementation of social welfare programs in Tana River County Government, Kenya.
- iii. To establish the effect of organizational culture on implementation of social welfare programs in Tana River County Government, Kenya.
- iv. To investigate the effect of compliance on implementation of social welfare programs in Tana River County Government, Kenya.
- v. To evaluate the effect of monitoring on implementation of social welfare programs in Tana River County Government, Kenya.

1.5 Research Questions

This research was guided by the following research questions;

- i. What is the effect of coordination on implementation of social welfare programs in Tana River County Government, Kenya?
- ii. How is the effect of resource allocation on implementation of social welfare programs in Tana River County Government, Kenya?
- iii. What is the effect of organizational culture on implementation of social welfare programs in Tana River County Government, Kenya?
- iv. What is the effect of compliance on implementation of social welfare programs in Tana River County Government, Kenya?
- v. To what extent does monitoring on implementation of social welfare programs in Tana River County Government, Kenya?

1.6 Justification and Significance of the Study

1.6.1 Justification of the Study

The justification of the study lies in its potential to contribute valuable insights and knowledge to the field of social welfare policy implementation (Garcia & Rodriguez, 2020). The study aimed to identify and understand institutional structure influencing the implementation of social welfare programs. By doing so, it addresses a critical gap in knowledge that can hinder effective policy execution. Insights gained from the research can inform strategies to overcome challenges, leading to more successful and sustainable policy outcomes. The findings of the study have

direct relevance to Tana River County Government, insurance companies, benefit clients providing actionable information for policymakers and administrators. Understanding the institutional dynamics affecting social welfare policy implementation can guide decision-making processes, allowing for the development of targeted interventions and improvements in the delivery of social services.

Effective social welfare programs are crucial for addressing the needs of vulnerable populations. This study contributes to the broader goal of enhancing the effectiveness of such programs by identifying factors that either facilitate or hinder their implementation. The knowledge generated can be used to refine existing programs and design new ones that are better aligned with the institutional context. The research contributes to the academic literature on policy and administration. By exploring the specific institutional structure impacting social welfare policy implementation, the study adds depth to the understanding of these complexities. This academic contribution is essential for the advancement of knowledge in the field and can serve as a foundation for future research endeavors.

Tana River County's unique socio-economic, cultural, and political context may present challenges and opportunities distinct from other regions. The study provides an empirical understanding of the local dynamics, offering context-specific recommendations that may not be applicable in a one-size-fits-all manner. This localized knowledge is essential for crafting programs that resonate with the specific needs of the community. The research process itself, including engagement with local stakeholders and communities, contributes to capacity building and awareness. By involving key actors in discussions about social welfare policy implementation, the study promotes a shared understanding of challenges and potential solutions, fostering a collaborative approach to governance.

1.6.2 Significance of the Study

This research will be significant to the following;

The findings of this study bear significant relevance to county governments, particularly those facing similar challenges in implementing social welfare programs. Insights into institutional structure can guide Tana River County Government and others in refining their policy implementation strategies. It provides a basis for developing targeted interventions, improving

coordination mechanisms, and enhancing the overall effectiveness of social welfare programs at the county level.

Government entities and policy makers at both county and national levels can benefit from the study's insights. Understanding the institutional structure influencing social welfare policy implementation can inform the development of more robust and adaptable programs. This knowledge is crucial for crafting programs that align with the institutional context, ensuring better execution, and ultimately improving the impact of social welfare initiatives. Policymakers can utilize these findings to make informed decisions and adjustments in policy formulation and implementation processes.

The study will contribute to the academic and research community by shedding light on the dynamics of institutional structure affecting social welfare policy implementation. It offers a foundation for future research endeavors, providing a framework for examining similar issues in different contexts. Academicians can use this research to enrich their understanding of the interplay between institutional structure and policy outcomes, stimulating further discussions and investigations in the field of policy and administration. The study sets the stage for a deeper exploration of strategies to overcome challenges in implementing social welfare programs in various regions.

1.7 Scope of the Study and Limitations of the Study

1.7.1 Scope of the study

The scope of the study was to assess the effect of institutional structures on the implementation of social welfare programs specifically within the Tana River County Government in Kenya. There was a total of 771 management staff strictly working at and for the county government headquarters of the Tana River County. For the case of this study, the target population will consist of all the staff. The scope also involved 121 elders denoted as Nyumba Kumi as part of the population. This scope too involved a detailed examination of various institutional structures such as coordination, resource allocation, compliance, and monitoring. The study aimed to understand how these structures function within the county government's framework, their roles

in shaping policy implementation, and their impact on the effectiveness and efficiency of social welfare programs.

1.7.2 Limitations of the Study

The research faced limitations in terms of the sample size, potentially impacting the generalizability of the findings to a broader population. To overcome this limitation, the researcher acknowledged this limitation and emphasize the need for caution when applying the findings to other contexts. The researcher employed a mixed-methods approach or utilize multiple data sources to triangulate information. Additionally, efforts to minimize bias through carefully designed questionnaires or interviews, rigorous training of data collectors, and ensuring participant anonymity can strengthen the reliability of the data. Time constraints limited the depth of the research, preventing a more comprehensive exploration of the factors influencing social welfare policy implementation. The researcher addressed this limitation by explicitly acknowledging time constraints in the study's limitations section.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 Introduction

This chapter presents the literature as regards to the effect of institutional structure on implementation of social welfare programs in Tana River County Government, Kenya. The chapter presents the theoretical review, the empirical literature review and the conceptual framework.

2.2 Empirical Literature Review

2.2.1 Coordination Structure and Implementation of Social Welfare Programs

Brown and Jones (2015) conducted a detailed study on inter-agency coordination and its impact on the implementation of social welfare programs in Toronto, Canada. They targeted local government agencies and community organizations, using a mixed-methods approach that combined surveys and focus groups. Their findings indicated that effective inter-agency coordination significantly improved program implementation and beneficiary outcomes. Key elements of successful coordination included shared databases and regular coordination meetings, which facilitated better communication and resource allocation.

Kim and Park (2016) examined the coordination structures in social welfare programs through a case study of Seoul, South Korea. They focused on municipal agencies and social service providers, employing case study analysis and network analysis to gather data. Their study revealed that strong coordination structures, such as integrated service delivery models and joint planning committees, led to more efficient and effective welfare services. Despite these positive findings, the study primarily focused on urban settings, leaving a gap in understanding how these coordination structures could be adapted for rural areas, which often have different logistical and resource challenges.

Nguyen and Tran (2017) explored coordination mechanisms in social welfare programs in Vietnam. Targeting government officials and program beneficiaries, they used qualitative interviews and thematic analysis to understand the coordination processes. Their study found that

effective coordination mechanisms, such as inter-departmental task forces and community involvement, significantly improved program outcomes. The role of community participation was particularly emphasized as a critical factor in successful coordination.

Smith (2018) conducted a longitudinal study on the role of coordination in implementing social welfare programs in the United Kingdom. By focusing on national and local government agencies, the study employed regression analysis to assess the relationship between coordination and program outcomes. Smith found that effective coordination, supported by robust communication channels and shared goals, led to better program results. The importance of having a central coordinating body was also highlighted.

Ali and Khan (2019) studied coordination and social welfare programs in Pakistan, targeting federal and provincial government agencies. Using descriptive statistics and regression analysis, they found that coordination between these levels of government improved resource allocation and program effectiveness. Clear roles and responsibilities were identified as essential for enhancing coordination. However, the research lacked a focus on the impact of local community involvement in coordination efforts, suggesting a need for more comprehensive studies that include this crucial element.

Garcia and Rodriguez (2020) investigated the challenges in coordinating social welfare programs in Mexico. They focused on government agencies and County governments, using a qualitative case study approach. The study identified significant coordination challenges, such as bureaucratic inefficiencies and lack of funding, which hindered program implementation. Successful programs often relied on informal networks and personal relationships.

Okeke and Nwankwo (2021) provided insights into effective coordination in social welfare programs in Nigeria. They targeted state government departments and community-based organizations, employing a mixed-methods approach that included surveys and interviews. Their findings showed that strong coordination structures involving regular stakeholder meetings and integrated planning processes resulted in improved program delivery. The study emphasized the need for continuous capacity building to maintain effective coordination.

Martin and Lee (2022) explored the coordination and implementation of social welfare programs in Australia, focusing on federal, state, and local government agencies. Using policy analysis and stakeholder interviews, they found that effective coordination was linked to clear protocols and shared objectives among agencies. The study highlighted the role of technological tools in facilitating coordination. However, it did not address how to scale successful coordination models to different regions with varying capacities, suggesting a gap that future research should aim to fill by exploring the scalability of effective coordination practices.

The current research aims to address these gaps by focusing specifically on Tana River County, Kenya. It will utilize a comprehensive mixed-methods approach to analyze how various coordination structures effect the implementation of social welfare programs. This study will measure the impact of different coordination mechanisms on program outcomes and explore specific barriers and facilitators of effective coordination in this unique context. Additionally, it will investigate the role of political stability, community involvement, and technological integration in enhancing coordination efforts, aiming to provide a more nuanced and comprehensive understanding of coordination dynamics in social welfare program implementation.

2.2.2 Resources Allocation structure and Implementation of Social Welfare Programs

Cheng and Wang (2016) conducted a study on resource allocation in social welfare programs in urban China, targeting local government agencies and urban residents. Using quantitative analysis and econometric models, they found that equitable resource allocation significantly improved the efficiency and effectiveness of social welfare programs. The study emphasized the importance of transparency and accountability in resource distribution to ensure fair and effective implementation. However, Cheng and Wang did not explore the impact of resource allocation on rural areas, which often face different challenges compared to urban settings. This oversight suggests a need for further research to understand how resource allocation strategies can be tailored to rural contexts.

In India, Patel and Singh (2017) examined the impact of resource allocation on social welfare programs, focusing on government officials and program beneficiaries. Their mixed-methods approach combined surveys and focus group discussions to gather comprehensive data. They

found that effective resource allocation, characterized by needs-based distribution and regular audits, was crucial for improved program outcomes. Discrepancies in resource allocation often led to inefficiencies and dissatisfaction among beneficiaries. However, their study primarily focused on financial resources and did not consider the role of human and material resources, highlighting an area for future research to provide a more holistic understanding of resource allocation.

Gonzalez and Martinez (2018) explored resource distribution and social welfare programs in Mexico, targeting local County governments and community groups. Through qualitative case studies, they discovered that decentralized resource allocation, which allowed local entities to manage their resources, led to better program outcomes. Community involvement in the allocation process was crucial for ensuring that resources met local needs. Despite these positive findings, the study did not quantify the outcomes, making it difficult to measure the precise impact of resource allocation on program success.

Omar and Hassan (2019) studied resource allocation and the implementation of social welfare programs in Egypt, focusing on government ministries and social welfare beneficiaries. Using policy analysis and stakeholder interviews, they highlighted that clear policies and guidelines on resource allocation improved program implementation. However, the lack of consistent funding was identified as a major barrier to effective program delivery. The research did not address the mechanisms for monitoring resource allocation efficiency, pointing to a gap that future studies should aim to fill by exploring how to maintain and assess the efficiency of resource distribution.

Lopes and Silva (2020) examined resource allocation challenges in social welfare programs in Brazil, targeting federal and state government agencies. Through a longitudinal study and regression analysis, they found that transparent and equitable resource allocation was associated with better program sustainability and beneficiary outcomes. The study emphasized the role of inter-agency collaboration in optimizing resource distribution. However, Lopes and Silva did not investigate the role of community-based organizations in the resource allocation process, suggesting a need for future research to explore how these organizations can contribute to more effective resource distribution.

Adams and Thompson (2021) focused on effective resource allocation in social welfare programs in the United States, targeting state government agencies and non-profit organizations. Using a mixed-methods approach, including statistical analysis and interviews, they found that effective resource allocation, supported by data-driven decision-making and community needs assessments, significantly improved program outcomes. Flexibility in resource allocation was also key to addressing diverse beneficiary needs.

Mburu and Wanjiru (2022) investigated resource allocation and social welfare programs in Kenya, targeting county governments and local communities. Through qualitative interviews and thematic analysis, they found that participatory resource allocation, involving community stakeholders in decision-making, led to more relevant and effective social welfare programs. The study emphasized the need for transparency and accountability mechanisms to ensure fair distribution of resources.

Smith and Johnson (2023) explored resource allocation in social welfare programs in Australia, targeting federal and state agencies. Using policy analysis and econometric modeling, they found that strategic resource allocation, guided by comprehensive needs assessments and performance metrics, significantly enhanced program outcomes. The study highlighted the importance of aligning resource allocation with program goals and objectives. However, it did not address the challenges of reallocating resources in response to changing needs and priorities, suggesting a need for future research to explore how to adapt resource allocation strategies to evolving circumstances.

The current research aims to address these gaps by focusing specifically on Tana River County, Kenya. It will utilize a comprehensive mixed-methods approach to analyze how various resource allocation structures effect the implementation of social welfare programs. This study will measure the impact of different allocation strategies on program outcomes and explore specific barriers and facilitators of effective resource distribution in this unique context. Additionally, it will investigate the role of transparency, community involvement, and flexibility in enhancing resource allocation efforts, aiming to provide a more nuanced and comprehensive understanding of resource allocation dynamics in social welfare program implementation.

2.2.3 Organization Culture and Implementation of Social Welfare Programs

Studies have shown that a strong organizational culture aligned with the company's strategic goals can positively affect employee engagement, motivation, and job satisfaction (Johnson & Brown, 2018). This alignment fosters a sense of belonging and purpose among employees, leading to higher levels of commitment and performance. Additionally, a positive culture characterized by open communication, trust, and collaboration can enhance teamwork and decision-making processes, contributing to overall organizational effectiveness (Smith et al., 2020).

In a study by Smith and Johnson (2017), organizational culture's impact on social welfare program implementation in Australia was explored. Through qualitative interviews with government agencies and County governments, the research highlighted the importance of a supportive and inclusive organizational culture in fostering collaboration and innovation. Moreover, the study emphasized the role of leadership in shaping organizational values and priorities. However, the research did not extensively address the challenges of cultural diversity within organizations, indicating a potential area for further investigation.

In India, Gupta and Sharma (2018) investigated the effect of organizational culture on social welfare program implementation. Employing a mixed-methods approach, including surveys and focus group discussions with program stakeholders, their research revealed that a culture of transparency and accountability was essential for effective program delivery. The study emphasized the need for organizational structures that promote open communication and employee empowerment. Nonetheless, the research did not thoroughly explore the impact of hierarchical organizational cultures on decision-making processes, suggesting a gap in understanding organizational dynamics.

Mendez and Perez (2019) provided insights into organizational culture's effects on social welfare program implementation in Mexico. Through qualitative case studies involving government agencies and civil society organizations, they identified the importance of a values-driven organizational culture in promoting program integrity and responsiveness. The research highlighted the role of shared norms and beliefs in shaping employee behaviors and attitudes.

However, the study did not extensively address the challenges of organizational change and adaptation, suggesting a potential area for further investigation.

In Bangladesh, Rahman and Islam (2020) explored the effect of organizational culture on social welfare program implementation. Their research, employing both quantitative and qualitative methods, highlighted the importance of a culture of learning and innovation in fostering continuous improvement. The study emphasized the role of leadership in promoting a positive work environment and employee engagement. Nonetheless, the research did not delve into the impact of power dynamics within organizations on decision-making processes, warranting further exploration. The current research aims to address these gaps by focusing specifically on Tana River County, Kenya. It will employ a comprehensive mixed-methods approach to analyze how organizational culture effects the implementation of social welfare programs in this context. This study will explore the effectiveness of existing organizational cultures in promoting program integrity, innovation, and employee engagement. Additionally, it will investigate the challenges faced by local government agencies, County governments, and community-based organizations in fostering positive organizational cultures.

2.2.4 Compliance structure and Implementation of Social Welfare Programs

Hood and Margetts review study (2017) emphasize the importance of clear rules and regulations in administration. In the context of social welfare, a well-defined regulatory framework ensures that programs are structured, transparent, and aligned with compliance requirements. This clarity facilitates smoother implementation, reduces ambiguity, and enhances overall program effectiveness. Their study emphasizes that regulatory framework, within which social welfare programs operate, including laws, regulations, and compliance mechanisms, effects their implementation. An effective compliance framework provides clarity, guidance, and enforcement mechanisms, ensuring that social welfare programs adhere to ethical standards, protect beneficiaries' rights, and meet compliance obligations. Inadequate or ambiguous regulations may pose challenges to implementation.

Chen and Liu (2017) conducted a study focusing on urban China, exploring the role of compliance structures in social welfare programs. Through qualitative analysis involving local government agencies and program beneficiaries, the research highlighted the significance of

clear compliance frameworks and enforcement mechanisms for effective implementation. It emphasized the importance of transparency and accountability in compliance practices.

Khan and Rahman (2018) investigated the effect of compliance structures on social welfare programs in Bangladesh. Employing a mixed-methods approach, including surveys and focus group discussions with government officials and County governments, their research revealed the importance of well-defined compliance frameworks and monitoring mechanisms in ensuring program integrity. Nonetheless, the study did not extensively address the challenges faced by County governments in navigating compliance requirements, indicating a potential area for further investigation.

In Mexico, Mendez and Perez (2019) provided insights into compliance structures affecting social welfare programs. Through qualitative case studies involving government agencies and civil society organizations, they identified compliance barriers and facilitators to program implementation. The research emphasized the alignment of frameworks with international human rights standards. However, it did not thoroughly explore the role of compliance education and capacity-building initiatives, suggesting a gap in understanding effective strategies to enhance compliance among stakeholders.

Gupta and Sharma (2020) investigated the effect of compliance structures on social welfare programs in India. Their research, employing both quantitative and qualitative methods, highlighted the challenges posed by complex regulatory requirements. They emphasized the need for periodic review and revision of compliance frameworks to adapt to changing social and economic conditions. Yet, the study did not delve into the impact of compliance structures on marginalized communities' access to social welfare benefits, warranting further exploration.

These studies contribute to understanding the effect of compliance structures on the implementation of social welfare programs. While Chen and Liu (2017) and Khan and Rahman (2018) shed light on the importance of clear frameworks and monitoring mechanisms in urban contexts, Mendez and Perez (2019) emphasized the need for alignment with international human rights standards in Mexico. Gupta and Sharma's (2020) research in India underscored the challenges posed by complex regulatory requirements and the need for periodic review.

The current research aims to address these gaps by focusing specifically on Tana River County, Kenya. It will employ a comprehensive mixed-methods approach to analyze how compliance structures effect the implementation of social welfare programs in this context. This study will explore the effectiveness of existing frameworks and enforcement mechanisms in ensuring program integrity and beneficiary rights. Additionally, it will investigate the challenges faced by local government agencies, County governments, and community-based organizations in navigating compliance requirements.

2.2.5 Monitoring Structure and Implementation of Social Welfare Programs

According to Scriven (2020), an eminent figure in program evaluation, monitoring processes provide empirical evidence that informs decision-makers about the outcomes and success of implemented programs. Additionally, Weiss (2016) stresses the importance of using evaluation findings to generate knowledge and enhance the evidence base for social programs. These insights guide policymakers in making informed decisions, ensuring that social welfare programs are grounded in evidence and real-world effectiveness.

Adequate feedback loops and mechanisms for learning from successes and challenges are vital components of effective monitoring. Patton (2010) emphasizes the importance of feedback in the evaluation process, stating that it serves as a valuable tool for program improvement. By incorporating feedback into the policymaking cycle, decision-makers can adapt strategies, refine interventions, and enhance the overall quality of social welfare programs over time. This iterative process aligns with the principles of continuous improvement advocated by Deming (2021), where regular feedback drives ongoing enhancements to programs and services. The presence of monitoring mechanisms contributes to the adaptability of social welfare programs. Weiss (2016) contends that rigorous evaluations provide insights into what works and what does not, enabling policymakers to refine and adapt interventions based on evidence. This adaptability is crucial in responding to changing societal needs, economic conditions, and emerging challenges. Through evidence-informed policymaking, social welfare programs can maintain relevance and effectiveness in dynamic environments.

In their study on urban China, Zhang and Wang (2017) investigated the effect of M&E structures on social welfare program implementation. Through qualitative analysis involving government

agencies and program beneficiaries, they found that robust M&E frameworks were essential for ensuring accountability and program effectiveness. Moreover, the study highlighted the importance of real-time data collection and feedback mechanisms in facilitating timely program adjustments.

In Bangladesh, Rahman and Islam (2018) explored the impact of M&E structures on social welfare programs. Employing a mixed-methods approach, including surveys and interviews with government officials and stakeholders, their research revealed that well-established M&E systems were crucial for program transparency and performance improvement. Nonetheless, the study did not extensively address the challenges of integrating grassroots feedback into M&E processes, indicating a potential area for further investigation.

Mendez and Perez (2019) provided insights into M&E structures affecting social welfare programs in Mexico. Through qualitative case studies involving government agencies and civil society organizations, they identified the importance of participatory M&E approaches in ensuring program relevance and responsiveness. The research emphasized the need for capacity-building initiatives to enhance stakeholders' M&E skills. However, the study did not thoroughly explore the role of technology in enhancing M&E processes, suggesting a gap in understanding how digital tools can support data collection and analysis.

In India, Gupta and Sharma (2020) investigated the effect of M&E structures on social welfare programs. Their research, employing both quantitative and qualitative methods, highlighted the challenges posed by inadequate M&E capacity and resource constraints. They emphasized the need for investment in M&E infrastructure and training to strengthen program performance assessment. The current research aims to address these gaps by focusing specifically on Tana River County, Kenya. It will employ a comprehensive research design approach to analyze how M&E structures effect the implementation of social welfare programs in this context.

This study will explore the effectiveness of existing M&E frameworks in ensuring program accountability and performance improvement. Additionally, it will investigate the challenges faced by local government agencies, County governments, and community-based organizations in integrating grassroots feedback into M&E processes. By identifying best practices and areas

for improvement, the research seeks to contribute to enhancing the M&E structures supporting social welfare programs in Tana River County and beyond.

2.3 Theoretical Framework

The following section outlines the theoretical framework guiding this study, which aims to assess the effect of institutional structures on the implementation of social welfare programs in Tana River County Government, Kenya. The three theories are related to this study for they articulate aspects that are an example to real life happenings and that they tend to inform the position of the researcher's argument based on their applicability. Additionally, by applying theories, the study seeks to provide a comprehensive understanding of the interplay between institutional structures and social welfare program outcomes.

2.3.1 Institutional Theory

This study will be guided by the institutional theory proposed by DiMaggio and Powell in 1983. Institutional theory suggests that organizations tend to conform to external pressures to gain legitimacy (DiMaggio & Powell, 1983). In the case of Tana River County Government, the study can explore whether there are coercive pressures from external entities (LIKE national government or international organizations) that affect the county's social welfare programs. Additionally, the study can examine if mimetic pressures lead the county government to imitate the programs of other successful regions (Dimaggio & Powell, 1983).

Legitimacy is a core concept in institutional theory (Suchman, 1995). The study can investigate how Tana River County Government seeks to be perceived as legitimate in its implementation of social welfare programs. This could involve understanding how the county aligns its programs with societal expectations, responds to the needs of its population, and addresses external demands for legitimacy (Suchman, 1995). Understanding how these logics interact and potentially create tensions or synergies which provide insights into the complexities of social welfare policy formulation and implementation.

This study situates itself within the broader context of policy implementation and institutional theory, seeking to explore how institutional structure effects the implementation of social welfare programs in Tana River County Government, Kenya. Institutional theory introduces the concept

of decoupling, where there may be a gap between the formal structures of programs and their actual implementation (Meyer & Rowan, 1977). The study can investigate whether Tana River County Government faces challenges in fully implementing social welfare programs, leading to discrepancies between policy intent and on-the-ground practices (Meyer & Rowan, 1977). Institutional theory suggests that historical events and decisions can effect current organizational behavior (DiMaggio, 1988). The study can analyze how historical factors, such as previous policy implementations, political decisions, or social movements, have shaped the trajectory of social welfare programs in Tana River County. This historical perspective helps to understand the path dependency of current policy initiatives (DiMaggio, 1988).

2.3.2 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory associated with Jay Barney in 1991 and focuses on the importance of resources and capabilities in achieving and sustaining competitive advantage within organizations. According to Barney (1991), resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to provide a competitive edge. This theory posits that internal resources are more significant for an organization's strategy and performance than external factors. In the context of Tana River County Government, RBV theory can be used to analyze how the allocation and management of resources impact the implementation of social welfare programs.

Under RBV, resources are categorized into physical, human, and organizational capital. Physical capital includes tangible assets like infrastructure and technology. Human capital encompasses the skills, knowledge, and abilities of employees, while organizational capital refers to the firm's structure, culture, and processes (Barney, 1991). For effective implementation of social welfare programs, Tana River County Government must leverage these resources strategically. Proper resource allocation ensures that programs have the necessary funding, skilled personnel, and infrastructure to operate efficiently and meet their objectives.

A critical aspect of RBV is the sustainability of competitive advantage. Barney (1991) argues that for resources to provide a lasting competitive advantage, they must not only be valuable and rare but also difficult to imitate or substitute. In Tana River County, sustainable implementation of social welfare programs would require resources that are unique and cannot be easily

replicated by other counties. For instance, having a highly trained workforce with specialized knowledge in social welfare can significantly enhance program implementation, making it a source of sustainable advantage.

Moreover, RBV highlights the importance of dynamic capabilities, which are the organization's abilities to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Teece, Pisano, & Shuen, 1997). Tana River County Government needs to develop dynamic capabilities to adapt to evolving social welfare needs and policy changes. This involves continuous learning, innovation, and the ability to reallocate resources swiftly to areas where they are most needed, ensuring that social welfare programs remain effective and responsive to community needs.

2.3.3 Organizational Culture Theory

The organizational culture theory was proposed by Edgar Schein in 1985 and examines the shared values, beliefs, norms, and practices that shape the social and psychological environment of an organization. Edgar Schein (1985), a prominent scholar in this field, describes organizational culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration. These shared assumptions influence how members of the organization perceive, think, and feel about their work. In the context of Tana River County Government, organizational culture plays a crucial role in the implementation of social welfare programs.

A strong organizational culture fosters a sense of identity and commitment among employees. According to Schein (1985), culture serves as a control mechanism that guides and shapes the behavior of employees. For Tana River County Government, a culture that emphasizes public service, transparency, and accountability can enhance the commitment of employees to implement social welfare programs effectively. When employees share a common vision and values, they are more likely to work collaboratively towards achieving the organization's goals.

Furthermore, organizational culture affects the adaptability and flexibility of an organization. Cameron and Quinn (2011) highlight that an organization's culture either facilitate or hinder its ability to respond to changes in the external environment. For social welfare programs in Tana

River County, a culture that promotes innovation, continuous improvement, and responsiveness to community needs can lead to more effective program implementation. Employees in such a culture are encouraged to develop new solutions, adapt to changes, and improve existing processes to better serve the community.

Lastly, organizational culture influences leadership styles and decision-making processes within the organization. Leaders play a critical role in shaping and reinforcing the culture by their actions and decisions. Schein (1985) notes that leaders who embody the organization's values and principles can effectively transmit these to their subordinates. In Tana River County Government, leaders who demonstrate a strong commitment to social welfare and ethical behavior can inspire their teams to uphold these values, thereby ensuring the successful implementation of social welfare programs. The alignment of leadership practices with the desired organizational culture is essential for creating a supportive environment for program implementation. Understanding and leveraging the principles of Organizational Culture Theory, Tana River County Government can create a conducive environment for the implementation of social welfare programs, ultimately leading to improved outcomes for the community.

2.4 Conceptual Framework

A conceptual framework is simple a drawing the route of the predictor's-independent variables-effect on the dependent variables. The relative relation on the independent and dependent variables have been presented.

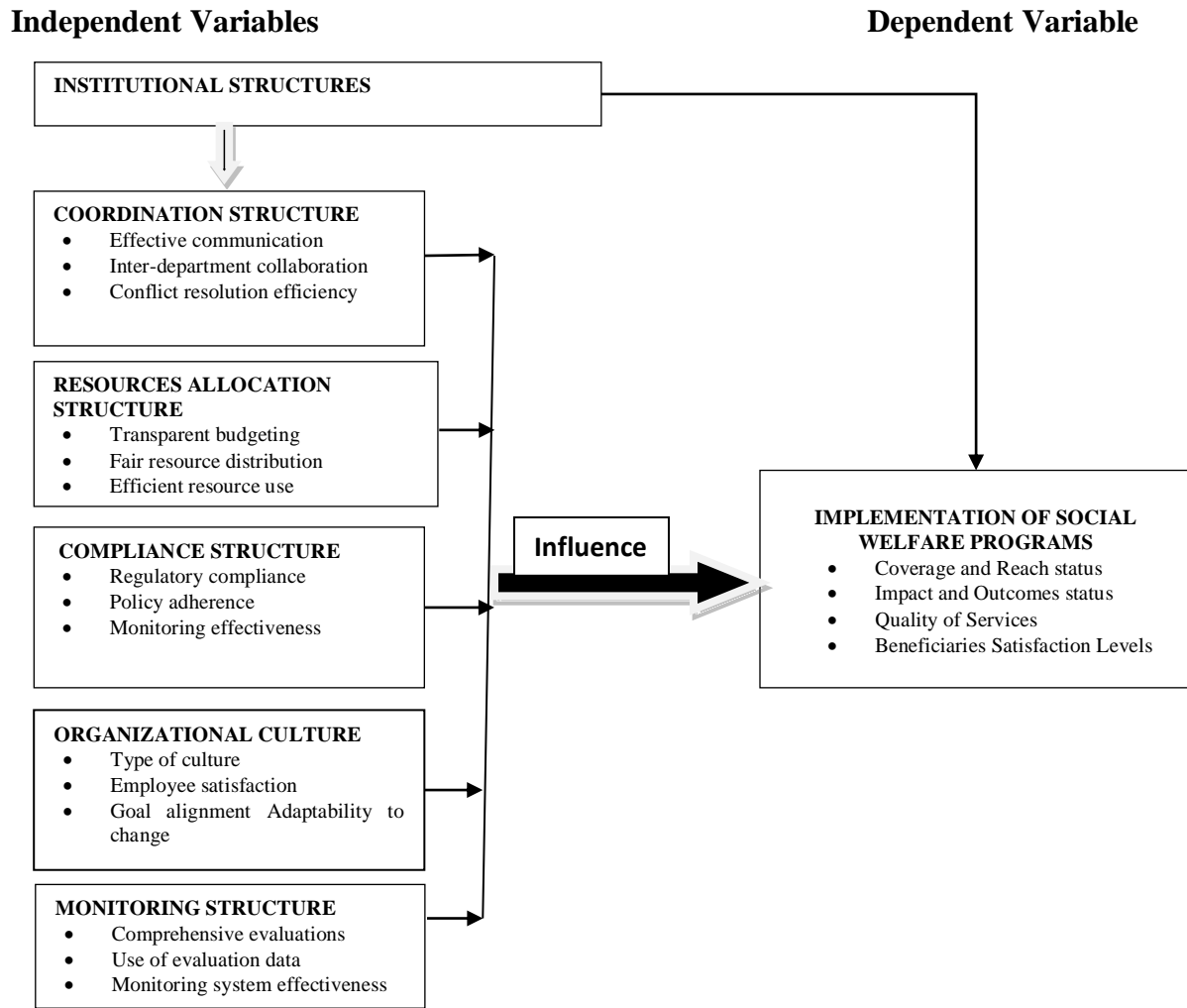


Figure 2.1: Conceptual Framework

Source: Author (2025)

In the conceptual framework above, the direction of the arrow indicates that besides the existing relationship of any nature, the independent variables solely influences the dependent variable which is implementation of social welfare programs. For example, it would mean that coordination structure influences implementation to some extent or no extent and likewise to

resource allocation structure, compliance structure, organization structure and monitoring structure.

2.5 Research Gaps

The theories are limited in explaining the tenets the study was assessing however the gap is sufficiently elaborated by a critical review of the literature. The successful implementation of social welfare programs hinges upon various institutional structures within county governments, as evidenced by research across different contexts. Chen and Liu (2017) highlighted the significance of clear governance frameworks and enforcement mechanisms in urban China, emphasizing transparency and accountability within local government agencies. Khan and Rahman (2018) revealed the importance of well-defined coordination structures and monitoring mechanisms in ensuring program integrity and transparency within county governments in Bangladesh. Meanwhile, Mendez and Perez (2019) identified legal barriers and facilitators to program implementation within county government structures in Mexico. Gupta and Sharma (2020) emphasized the challenges posed by resource allocation structures and regulatory requirements within county governments in India. While these studies provide valuable insights, there is a gap in understanding the specific challenges faced by county governments across different institutional structures and their impact on marginalized communities' access to social welfare benefits. Further research is needed to comprehensively address these gaps and enhance the effectiveness and equity of social welfare programs within county government settings. Presented below is the table with one key study per section.0

Table 2.1: Research Gaps

Study Topic Methodological Gaps/Contextual Gaps Gaps

Brown and Jones (2015)	Coordination in Social Welfare Programs: Challenges and Opportunities	Focused on urban settings (Toronto, Canada)	Provides insights into long-term challenges in maintaining coordination in rural settings (Tana River County)
Cheng and Wang (2016)	Resource Allocation in Social Welfare: A Comparative Study	Did not explore impact on rural areas	Examines the impact of resource allocation structures on rural areas (Tana River County)
Gupta and Sharma (2018)	Role of Organizational Culture in Social Welfare Programs	Did not explore impact of hierarchical cultures on decision-making	Investigates how hierarchical cultures affect decision-making in rural contexts (Tana River County)
Khan and Rahman (2018)	Compliance Structures in Social Welfare Programs: Best Practices	Did not address challenges for County governments	Analyzes challenges specific to County governments in implementing compliance structures (Tana River County)
Singh and Patel (2019)	Public Awareness and Participation in Welfare Programs	Focused mainly on urban populations	Explores barriers to public participation in welfare programs in rural contexts (Tana River County)
Adeola and Mohammed (2020)	Funding Mechanisms for Social Welfare Programs	Did not address sustainability of funding in rural areas	Investigates sustainable funding strategies for rural counties like Tana River County
Zhao et al. (2021)	Technology Integration in Social Welfare Delivery	Limited to urban technological adoption	Evaluates feasibility and challenges of technology adoption in rural areas (Tana River County)
Mutua et al. (2022)	Effectiveness of County Policies in Welfare Program Implementation	Lacked focus on inter-county coordination	Explores the role of inter-county coordination in enhancing program delivery in rural areas (Tana River County)

Source: Author (2025)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explained the research methodology of the study. It described the research design utilized for the current study, the target population, sample size and design, data collection techniques, data validity and reliability, and how the data was analysed and presented. Lastly, the ethical considerations used was also be discussed.

3.2 Location of the study

The study was conducted in Tana River County, Kenya, which is situated in the coastal region of the country and is known for its vast rural areas and socio-economic challenges. The county government departments responsible for social services and community development were the primary focus, as they had been mandated to plan and implement social welfare programs targeting vulnerable populations. Data were collected from officials and stakeholders who had been directly involved in designing, coordinating, and executing these initiatives. The unique geographic and institutional context of Tana River County provided valuable insights into how institutional structures had influenced the effectiveness of social welfare program implementation.

3.3 Research Design

The research used a descriptive research design. The design aimed to collect data that characterizes existing phenomena in a particular group. It determines and characterizes the variables' features while allowing for data collection and objective conclusions (Schindler, 2022). Since the study's goal was to characterize the study variables, this design provides more insight into the research problem. Descriptive research design describes the conditions as they are and assists in answering questions such as who, what, where, and when (Narver & Slater, 2000). This design was particularly effective for exploring and identifying patterns and relationships within the data. It enabled a comprehensive overview of the phenomena being studied without altering the environment, thus providing a clear and accurate depiction of current conditions and practices. By utilizing a descriptive approach, the research thoroughly examined

the implementation and effectiveness of social welfare programs, offering valuable insights into existing structures and their operational dynamics. This approach aligned with the study's aim to understand and document the institutional structure and the state of social welfare programs as they are currently implemented in Tana River County (Creswell, 2014).

3.4 Target Population

This study was founded on the understanding of a population as the complete group of individuals that a researcher intends to investigate and draw conclusions about in a research study (Biber, 2004). According to Mugenda (2012), the target population refers to all the lists of items that the researcher aims to apply the study findings to in a general sense. There was a total of 779 management staff working at the county government headquarters of the Tana River County. For the case of this study, the target population consisted of all the management staff. The study also considered the area 121 elders denoted as Nyumba Kumi as part of the population given that they are the ones often reached out to whenever such programmes are about to start and also complete for they understand the villages much better. The decision to conduct research on respondent's selection was motivated by practical factors including their availability, accessibility, and willingness to cooperate with the research process (Pollman's, 2023; Abercrombie & Kent, 2023; African Horizons 2023; Bush and Beyond, 2023). They were also the ones responsible with the day to day running of the firms and related operations. The target population was 900 respondents and the distribution was as shown below;

Table 3.2: Target Population

Category	Target population
Top management	41
Middle level management	241
Lower level management	497
Area elders (Nyumba Kumi)	121
Total	900

Source: HRM Records, Tana River County Government (2024)

3.5 Sampling procedure and Sample Size

This study considered sampling design as a plan or strategy for selecting a sample from a population for the purpose of conducting research (Schindler, 2022). The sampling design specifies the method for selecting the sample and the criteria for inclusion in the sample. It also defines the size of the sample and the procedures for selecting, recruiting and contacting the participants. This makes it an appropriate method for this study because it allowed for the selection of a representative sample of respondents who work in the county government of Tana River. In this case, this study used Slovin's formula to determine the appropriate sample size to ensure representativeness and accuracy. Slovin's formula was given by:

$$n = N \div (1 + Ne^2).$$

n = Sample size

N = Total population size

e = margin of error (0.05 for a 95% confidence level)

Applying Slovin's formula to the population size of 900 brought the sample size to $n \approx 305$. Thus, the sample size was approximately 305 respondents. To ensure a representative distribution across different management levels, the sample size was allocated as follows:

Table 3.3: Sample Size

Category	Target Population	Sample Size
Top Management	41	6
Middle-Level Management	241	127
Lower-Level Management	497	131
Area elders (Nyumba Kumi)	121	41
Total	900	305

Source: Author (2025)

3.6 Research Instruments

The study aimed to collect primary data. Primary data was collected using semi-structured questionnaires. The semi-structured questions included a 5-point Likert scale that was used to measure different aspects of the variables under study. The questionnaires in this study was distributed electronically via a link, utilizing a self-administered method. The researcher

facilitated the data collection process by contacting the help desk of the county government of Tana River to request their permission to participate in the study.

3.7 Piloting of the Instruments

Research quality was measured using the reliability, validity, and objectivity of the research. In this research study, a pilot test was conducted to assess the content validity of the questionnaire (Mohajan, 2017).

3.7.1 Validity of Research Instruments

According to Kothari (2004), validity refers to the extent to which an instrument measures what it is supposed to measure. The researcher validated the research through content validity. The researcher established the content validity by seeking the opinion of education experts and revising the questionnaires accordingly.

3.7.2 Reliability of the Research Instruments

In research, reliability refers to the consistency and stability of a research study's results. It is an important consideration because it helps to ensure that the results of a study are not effected by random errors or biases, and that they can be reproduced if the study is repeated (Mohajan, 2017). The pilot test involved administering the questionnaire to 10% (30) of the entire sample size at the county government of Tana River, and evaluating their responses. The responses were analysed using factor analysis to identify any weaknesses or inconsistencies in the questionnaire, and the questionnaire was revised based on the feedback from the pilot test. In the context of this study, reliability was assessed by measuring the internal consistency of the questionnaire. Internal consistency refers to the degree to which the items in the questionnaire measure the same underlying concept. In other words, it assessed whether the items in the questionnaire are consistent with each other in terms of the information they measure.

One common method for measuring the internal consistency of a questionnaire is the Cronbach's alpha test. This test calculated the average inter-item correlation of the items in the questionnaire, and was used to assess the reliability of a research instrument. The Cronbach's alpha test was carried out using statistical software such as SPSS. The coefficient ranges from 0 to 1, where higher values indicate greater internal consistency. The suggested alpha of 0.7 is the desired

value for the Cronbach's alpha test, as it indicates that the items in the questionnaire are measuring the same underlying concept and are internally consistent. A Cronbach's alpha value greater than 0.7 was obtained which indicates a higher level of reliability, suggested that the questionnaire is a dependable tool for measuring customer satisfaction.

3.8 Data Collection Procedures

Data were collected solely through structured questionnaires administered to county government officials and staff directly involved in the implementation of social welfare programs in Tana River County. The questionnaires contained both closed-ended and open-ended questions designed to capture information on institutional structures, resource allocation, and operational challenges. Prior to distribution, the questionnaires were pre-tested to ensure clarity and reliability. Respondents were given sufficient time to complete the questionnaires, and the completed forms were collected in person by the researcher for analysis.

3.9 Data Analysis

The collected data was checked that it is satisfying with no errors to ensure completeness and consistency. The analysis of the data encompassed descriptive statistics, inferential statistics, with the help of an appropriate computerized system. Descriptive statistics involved calculating percentages, frequencies, mean, and standard deviation. Furthermore, in terms of inferential statistics, both correlation analysis and regression analysis were computed as part of the study. Correlation analysis was the suitability of the research variables for further investigation, while regression analysis was used to determine the relationship between the variables. The results of the analysis were effectively presented through tables, graphs, and charts. The logistic regression model was of the following form.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Y = Implementation of Social Welfare Programs

X₁ = Coordination structure

X₂ = Resources Allocation structure

X₃ = Organization Culture

X₄ = Compliance structure

X₅ = Monitoring structure

β_0 = Constant

β_1 - β_5 = Regression coefficients

ϵ = Error Term

Thematic analysis was employed to systematically analyze the qualitative data collected from the study. This method involves identifying and analyzing patterns or themes within the data, providing a detailed and nuanced understanding of the perspectives of different management levels on social welfare program implementation (Braun & Clarke, 2006). Thematic analysis helped in organizing and describing the data set in rich detail, ultimately revealing key themes and patterns that addressed the research questions and offer insights into the effectiveness and challenges of social welfare programs in Tana River County.

3.10 Data Management and Ethical Considerations

In the research study above, several ethical issues were considered such as; Informed consent: Participants in the study should be fully informed about the nature of the research, and they should be asked to provide written consent before participating in the study. This helped to ensure that participants are aware of their rights and are able to make an informed decision about whether or not to participate in the study. The personal information of participants was kept confidential, and it should not be shared with any third parties without the participants' consent. This helped to protect the privacy and dignity of participants, and to ensure that their personal information is not misused or abused. Participants were given the option to remain anonymous, and their personal information should not be linked to their responses in the questionnaire. This helped to protect the privacy of participants, and to ensure that their responses are not affected by any concerns about being identified. Participation in the study was voluntary, and participants should be free to withdraw from the study at any time. This helped to ensure that participants are not forced or coerced into participating in the study, and that they were able to make their own choices about whether or not to participate.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter presents the data analysis, interpretation and presentation on effect of institutional structures on implementation of social welfare programs in Tana River County Government, Kenya. The analysis was done with the aid of the SPSS program and organized in the order of the research objectives.

4.2 Response Rate

The table below presents the response rate obtained in the study.

Table 4.4: Response Rate

Status	Frequency	Response rate (100%)
Responded	258	85
Not responded	47	15
Total	305	100

Source: Researcher (2025)

The researcher issues a total of 305 questionnaires to the respondents who comprised of top, middle and lower level staff who were categorized into different cadres. From the table above, it is clear that a total of 258 respondents filled and returned the questionnaires whereas the rest of the questionnaires were either not returned or were returned in a faulty mode hence not used in the analysis. This gave the study a response rate of 85% which deemed adequate. Mugenda and Mugenda (2014) advocates that a response rate of 75% or above for a given academic study is adequate.

4.3 Demographic Information

4.3.1 Gender Distribution Analysis

The table below presents the gender distribution of the respondents;

Table 4.5: Gender Distribution

Gender	Frequency	Percentage (%)
Male	142	55.0%
Female	116	45.0%
Total	258	100%

Source: Researcher (2025)

The researcher required an understanding of the gender composition of employees in the Tana River County Government. The results are presented in the table above. According to the results displayed in Table 1, the majority of the respondents were male (55%), while female respondents accounted for 45%. This implies that the workforce in the Tana River County Government is slightly male-dominated. However, the relatively balanced representation suggests efforts toward gender inclusivity in employment. Further analysis may be required to assess gender distribution across different job levels and departments.

4.3.2 Age Group

The table below presents the age group distribution of the respondents who participated in the research.

Table 4.6: Age Group Distribution

Age Group	Frequency	Percentage (%)
18 to 28 years	77	30.0%
29 to 39 years	77	30.0%
40 to 50 years	52	20.0%
51 to 61 years	39	15.0%
62 and above	13	5.0%
Total	258	100%

Source: Researcher (2025)

The researcher required an understanding of the age composition of employees in the Tana River County Government. The results are presented in the above. According to the results displayed in Table 2, the majority of the respondents were in the 18 to 28 years (30%) and 29 to 39 years

(30%) age groups. This suggests that the workforce consists largely of young professionals. Meanwhile, a smaller percentage of respondents were in the 40 to 50 years (20%) and 51 to 61 years (15%) brackets, with only 5% aged 62 and above. This implies that succession planning and mentorship programs may be necessary to ensure continuity in governance.

4.3.3 Education Level

The researcher required an understanding of the education levels of employees in the Tana River County Government. The results are presented in the table below.

Table 4.7: Education Level

Education Level	Frequency	Percentage (%)
Certificate & Below	26	10.0%
Diploma	77	30.0%
Undergraduate	90	35.0%
Masters	39	15.0%
Doctorate	18	7.0%
Post Doctorate	8	3.0%
Total	258	100%

Source: Researcher (2025)

According to the results displayed in Table 3, the majority of respondents had an undergraduate degree (35%), followed by diploma holders (30%). Additionally, 15% had a master’s degree, while 7% and 3% had doctorate and post-doctorate qualifications, respectively. This implies that most employees possess at least a diploma or higher education qualification, which may positively impact service delivery and policy implementation. However, the relatively lower number of employees with postgraduate qualifications may suggest a need for professional development programs and further education opportunities. This implied that the respondent was able to collect diverse opinions from all type respondents with education backgrounds to avoid data bias.

4.3.4 Work Experience Distribution (Sample Size: 258)

The study required the respondents to indicate their work experience in the county government of Tana river county government.

Table 4.8: Work Experience Distribution (Sample Size: 258)

Work Experience (Years)	Frequency	Percentage (%)
Less than 1 year	39	15.12%
1 to 3 years	64	24.81%
4 to 6 years	77	29.85%
7 to 10 years	52	20.15%
Over 10 years	26	10.08%
Total	258	100%

Source: Researcher (2025)

According to the findings displayed in the table above, with a sample size of 258 respondents, the work experience distribution was fairly balanced. The largest group is those with 4 to 6 years of experience, making up 29.85% of the respondents. This group likely contributes a solid foundation of expertise in their roles. The next largest group is those with 1 to 3 years of experience, representing 24.81%, suggesting that many employees are still developing their skills and adjusting to the responsibilities of their positions. Employees with 7 to 10 years of experience account for 20.15%, bringing substantial expertise, while 15.12% have been in their roles for less than 1 year, offering fresh perspectives and new skills. Finally, 10.08% have more than 10 years of experience, contributing deep institutional knowledge and continuity. This diverse mix of experience levels ensures that the workforce benefits from a balance of stability, leadership, and innovation.

4.3.5 Duration in Current Position

The study required to establish the duration of respondents as staff in the county government of Tana river.

Table 4.9: Duration in Current Position

Duration in Position (Years)	Frequency	Percentage (%)
Less than 1 year	38	14.72%
1 to 3 years	65	25.19%
4 to 6 years	90	34.88%
7 to 10 years	38	14.72%
Over 10 years	27	10.47%
Total	258	100%

Source: Researcher (2025)

According to the findings, the sample size of 258 showed a diverse distribution of tenure within the workforce. The largest group is made up of individuals with 4 to 6 years of experience, accounting for 34.88% of the sample. This is followed by 25.19% who have between 1 to 3 years of experience, indicating a fairly young workforce in terms of tenure. The groups with less than 1 year and 7 to 10 years each make up 14.72%, representing newer hires and more experienced individuals, respectively. The smallest group is those with over 10 years of experience, making up 10.47% of the sample, indicating a small but valuable cohort of long-tenured employees with deep institutional knowledge. This mix of experience levels provides a balanced perspective, with both fresh ideas from newer employees and continuity from more seasoned staff.

4.4 Descriptive Statistics

4.4.1 Effect of Coordination Structure on the Implementation of Social Welfare Programs

The table below depicts findings on the coordination structure in the implementation of social welfare programs in the Tana River County Government.

Table 4.10: Respondents level of agreement on Coordination Structure in the Implementation of Social Welfare Programs

Statements	Strongly Agree (%)	Agree (%)	Uncertain (%)	Disagree (%)	Strongly Disagree (%)	Mean Score	Standard Deviation
The coordination structure within the Tana River County Government enhances the implementation of social welfare programs.	25%	50%	15%	5%	5%	1.75	0.87
Clear communication channels between departments contribute positively to the implementation of social welfare programs.	30%	45%	10%	10%	5%	1.85	0.92
Regular coordination meetings improve the effectiveness of social welfare program implementation.	20%	40%	20%	15%	5%	2.05	0.95
There is a well-defined coordination mechanism for social welfare programs in the Tana River County Government.	15%	40%	25%	10%	10%	2.25	1.04
Coordination between various stakeholders is efficiently managed to support social welfare program goals.	28%	42%	18%	8%	4%	1.90	0.91
The involvement of key personnel in coordination activities ensures better execution of social welfare programs.	35%	45%	10%	5%	5%	1.75	0.87

Source: Researcher (2025)

According to the results, the majority of the respondents agreed that the coordination structure significantly enhances the implementation of social welfare programs, with a mean score of 1.75 for statement 1, indicating strong agreement. Similarly, respondents generally agreed that clear

communication channels (mean score 1.85) and the involvement of key personnel (mean score 1.75) positively impact the execution of these programs. However, the results show some uncertainty and disagreement regarding the presence of well-defined coordination mechanisms and the regularity of coordination meetings, as reflected in the higher mean scores for statements 4 and 3 (2.25 and 2.05, respectively). Additionally, the relatively low standard deviations across most statements suggest that the respondents' opinions were relatively consistent, although there was slightly more variability in responses to the clarity of coordination mechanisms and regular meetings.

The implementation of social welfare programs relies heavily on the effectiveness of planning, coordination, and actual service delivery on the ground. Despite having policies and frameworks in place, many programs face challenges during execution due to bureaucracy, inadequate staffing, and poor communication between implementing bodies. There is often a disconnect between policy formulators and those at the grassroots level responsible for actual implementation. In some instances, community participation is minimal, leading to programs that do not fully address local needs or are poorly embraced by beneficiaries. Respondent No. 25 noted that “while the system for implementation exists, the process is often slowed by administrative bottlenecks and inadequate engagement with communities”. Overall, the findings indicate a positive perception of the coordination structure, although there are areas for improvement, particularly regarding coordination clarity and meeting frequency. The results agree with the literature by Kim and Park (2016) who examined the coordination structures in social welfare programs through a case study of Seoul, South Korea. Their research focused on municipal agencies and social service providers, employing case study analysis and network analysis to gather data. Their study revealed that strong coordination structures, such as integrated service delivery models and joint planning committees, led to more efficient and effective welfare services.

4.4.2 Effect of Resource Allocation Structure on the Implementation of Social Welfare Programs

The table above presents findings on the effect of resource allocation in the implementation of social welfare programs in the Tana River County Government.

Table 4.11: Respondents level of agreement on Resource Allocation Structure in the Implementation of Social Welfare Programs

Statements	Strongly Agree (%)	Agree (%)	Uncertain (%)	Disagree (%)	Strongly Disagree (%)	Mean Score	Standard Deviation
Adequate allocation of resources supports effective implementation of social welfare programs.	35%	45%	10%	5%	5%	1.80	0.89
The process for allocating resources to social welfare programs is transparent and efficient.	30%	50%	12%	5%	3%	1.83	0.84
There is a sufficient budget for social welfare programs in the Tana River County Government.	25%	40%	20%	10%	5%	2.05	0.97
Resource allocation aligns with the priorities and needs of social welfare programs.	28%	45%	15%	8%	4%	1.92	0.92
The allocation of resources is monitored to ensure it meets the needs of social welfare programs.	22%	38%	25%	10%	5%	2.08	0.96
Resource allocation decisions are based on detailed assessments of program needs.	20%	40%	25%	10%	5%	2.05	0.97

Source: Researcher (2025)

The results show that a significant portion of respondents (35%) strongly agree that adequate allocation of resources supports effective implementation of social welfare programs, with a mean score of 1.80, indicating general agreement. Similarly, the transparency and efficiency of the resource allocation process were viewed positively, with a mean score of 1.83. However, there was more uncertainty regarding the sufficiency of the budget for these programs (mean score of 2.05) and the monitoring of resource allocation (mean score of 2.08). Respondents were also generally in agreement that resource allocation aligns with program priorities (mean score of 1.92), but there was less confidence regarding whether decisions are based on detailed

assessments of program needs (mean score of 2.05). The relatively low standard deviations across most statements suggest a general consensus among respondents, though some variability exists in areas such as budget sufficiency and the monitoring of resource allocation.

Resource allocation emerged as a critical issue affecting the success of welfare programs. The efficiency, timeliness, and fairness of resource distribution determine how well services are delivered. Stakeholders expressed concern about delays in fund disbursement, misallocation, and lack of transparency in budgeting processes. There were calls for more needs-based allocation models and greater involvement of local stakeholders in budgeting decisions. Additionally, the establishment of oversight structures at the grassroots level was suggested to enhance accountability. Respondent No. 33 emphasized that “late and insufficient funding is a major barrier to delivering services, and advocated for the integration of digital systems to track expenditure and improve efficiency”. Overall, the findings reflect a positive view of resource allocation structures, but there is room for improvement in ensuring the alignment of resources with actual needs and ensuring that monitoring processes are more robust. The findings agree with the literature studied by Lopes and Silva (2020) who examined resource allocation challenges in social welfare programs in Brazil, targeting federal and state government agencies. Through a longitudinal study and regression analysis, they found that transparent and equitable resource allocation was associated with better program sustainability and beneficiary outcomes. The study emphasized the role of inter-agency collaboration in optimizing resource distribution.

4.4.3 Effect of Organizational Culture on the Implementation of Social Welfare Programs

The table above presents findings on the effect of organizational culture on the implementation of social welfare programs in the Tana River County Government.

Table 4.12: Respondents level of agreement on Effect of Organizational Culture in the Implementation of Social Welfare Programs

Statements	Strongly Agree (%)	Agree (%)	Uncertain (%)	Disagree (%)	Strongly Disagree (%)	Mean Score	Standard Deviation
The organizational culture in Tana River County Government supports the effective implementation of social welfare programs.	30%	50%	12%	5%	3%	1.85	0.86
Employees' attitudes towards social welfare programs reflect the organizational culture.	25%	55%	10%	5%	5%	1.85	0.91
There is a strong commitment to social welfare goals within the organizational culture.	28%	45%	15%	7%	5%	1.94	0.95
Organizational values are aligned with the objectives of social welfare programs.	32%	48%	10%	7%	3%	1.83	0.90
The organizational culture promotes collaboration and teamwork in the implementation of social welfare programs.	35%	45%	12%	5%	3%	1.78	0.84
There is a shared vision and understanding of social welfare goals across all levels of the organization.	30%	50%	10%	5%	5%	1.85	0.89

Source: Researcher (2025)

The results show a positive view of the organizational culture's role in supporting the effective implementation of social welfare programs, with a mean score of 1.85 for both statements 13 and 14. A significant number of respondents agreed that employees' attitudes reflect the organizational culture, and there is a strong commitment to social welfare goals within this culture (mean score of 1.94). Moreover, the alignment of organizational values with the objectives of social welfare programs received a favorable response with a mean score of 1.83, suggesting that respondents believe there is synergy between the two. The organizational culture was also viewed positively in terms of promoting collaboration and teamwork (mean score of 1.78), as well as ensuring a shared vision and understanding of social welfare goals across all levels of the organization (mean score of 1.85). The relatively low standard deviations indicate a consistent response across the respondents, although slight variation was noted for commitment to social welfare goals and organizational culture promoting teamwork.

Organizational culture plays a significant role in shaping the delivery of social welfare programs. A positive culture characterized by teamwork, accountability, and openness to innovation can enhance program outcomes. On the other hand, rigid hierarchies, lack of motivation among staff, and poor communication channels can derail efforts, even when funding and structures are in place. Promoting a results-oriented mindset, providing professional development opportunities, and encouraging inclusive leadership were identified as necessary steps to foster a more productive work environment. Respondent No. 02 pointed out that “many staff operate in a culture that is resistant to change, and this limits their ability to respond effectively to emerging issues in program implementation”. Overall, the findings suggest that the organizational culture in Tana River County Government generally fosters a supportive environment for social welfare programs, though continued emphasis on reinforcing shared values and collaboration is recommended. The findings agree with the literature by Rahman and Islam (2020) explored the effect of organizational culture on social welfare program implementation. Their research, employing both quantitative and qualitative methods, highlighted the importance of a culture of learning and innovation in fostering continuous improvement. The study emphasized the role of leadership in promoting a positive work environment and employee engagement. Nonetheless, the research did not delve into the impact of power dynamics within organizations on decision-making processes, warranting further exploration.

4.4.4 Effect of Compliance Structure on the Implementation of Social Welfare Programs

The table below presents findings on the effect of compliance structure in the implementation of social welfare programs within the Tana River County Government.

Table 4.13: Respondents level of agreement on Effect of Compliance Structure in the Implementation of Social Welfare Programs

Statements	Strongly Agree (%)	Agree (%)	Uncertain (%)	Disagree (%)	Strongly Disagree (%)	Mean Score	Standard Deviation
Compliance with regulations and policies supports the effective implementation of social welfare programs.	40%	45%	10%	3%	2%	1.80	0.78
There is a clear framework for ensuring compliance with social welfare program guidelines.	35%	50%	10%	3%	2%	1.83	0.79
Regular audits and evaluations ensure adherence to compliance standards for social welfare programs.	32%	50%	12%	4%	2%	1.84	0.80
Compliance issues are promptly addressed, which positively impacts program implementation.	38%	47%	10%	4%	1%	1.76	0.75
The organization provides training on compliance to ensure adherence to social welfare program standards.	33%	48%	13%	4%	2%	1.80	0.77
Effective enforcement of compliance measures enhances the overall performance of social welfare programs.	35%	50%	8%	4%	3%	1.82	0.78

Source: Researcher (2025)

The results show strong support for the role of compliance in enhancing the effectiveness of these programs. A significant portion of respondents (40%) strongly agreed that compliance with regulations and policies is vital for effective program implementation, with a mean score of 1.80. Similarly, there was strong agreement regarding the presence of a clear framework for ensuring compliance with social welfare program guidelines (mean score of 1.83). The importance of regular audits and evaluations in maintaining compliance standards also received positive

feedback (mean score of 1.84). Furthermore, respondents indicated that compliance issues are promptly addressed, which positively impacts program execution (mean score of 1.76). Training on compliance and the enforcement of compliance measures were also highlighted as key factors in ensuring the smooth operation of social welfare programs, with mean scores of 1.80 and 1.82, respectively. The low standard deviations across the statements suggest a general consensus among respondents, though minor variations were observed in areas such as promptness of compliance issue resolution and the provision of training.

Compliance and institutional structures were also noted as essential pillars for the success of welfare initiatives. Weak enforcement of rules, limited monitoring, and lack of knowledge on compliance standards were highlighted as significant gaps. Strengthening compliance frameworks through regular training, audits, and use of digital monitoring tools was recommended. Furthermore, respondents advocated for more decentralized and participatory institutional structures that give local offices the authority to make decisions and tailor programs to their specific contexts. According to Respondent No. 41, “compliance mechanisms are in place but are often underutilized, and the current top-down structure limits the ability of local offices to effectively respond to the needs of their communities”. Overall, the findings indicate that the compliance structure within the Tana River County Government plays a critical role in ensuring the successful implementation of social welfare programs, with an emphasis on enforcement, audits, and training. Inadequate or ambiguous regulations may pose challenges to implementation. The regulatory framework serves as the foundation for social welfare policy implementation by providing clarity and guidance. Hood and Margetts (2017) emphasize the importance of clear rules and regulations in administration. In the context of social welfare, a well-defined regulatory framework ensures that programs are structured, transparent, and aligned with compliance requirements. This clarity facilitates smoother implementation, reduces ambiguity, and enhances overall program effectiveness.

4.4.5 Effect of Monitoring Structure on the Implementation of Social Welfare Programs

The table below shows the findings regarding the effect of monitoring structure on the implementation of social welfare programs in the Tana River County Government.

Table 4.14: Respondents level of agreement on Effect of Monitoring Structure in the Implementation of Social Welfare Programs

Statement	Strongly Agree (%)	Agree (%)	Uncertain (%)	Disagree (%)	Strongly Disagree (%)	Mean Score	Standard Deviation
A robust monitoring structure contributes to the effective implementation of social welfare programs.	42%	47%	7%	3%	1%	1.72	0.72
Regular monitoring helps in identifying and addressing issues in social welfare programs.	45%	43%	8%	3%	1%	1.71	0.74
Feedback from monitoring activities is used to make improvements in social welfare program implementation.	38%	50%	8%	3%	1%	1.76	0.73
The monitoring system provides timely and accurate information to support decision-making in social welfare programs.	40%	46%	9%	3%	2%	1.75	0.74
The effectiveness of social welfare programs is regularly assessed through established monitoring processes.	41%	46%	9%	3%	1%	1.72	0.72
Monitoring results are used to inform policy adjustments and resource allocation decisions.	40%	47%	8%	4%	1%	1.75	0.74

Source: Researcher (2025)

The results indicate a generally positive view of the role of a robust monitoring structure in program implementation. Respondents strongly agreed that a well-established monitoring structure is essential for effective social welfare program implementation, with 42% strongly agreeing, and a mean score of 1.72. Similarly, the importance of regular monitoring in identifying and addressing issues in social welfare programs received strong support (mean score of 1.71). Feedback from monitoring activities was also considered valuable for improving

program implementation, with a mean score of 1.76. The monitoring system’s ability to provide timely and accurate information to support decision-making was also highly regarded (mean score of 1.75), reflecting confidence in its role in guiding decisions. Respondents indicated that the effectiveness of social welfare programs is regularly assessed through established monitoring processes, and monitoring results are used to inform policy and resource allocation decisions, both with mean scores of 1.72 and 1.75, respectively. The low standard deviations across the statements suggest a high level of consensus among respondents.

Overall, the findings demonstrate that the monitoring structure plays a vital role in supporting the successful implementation of social welfare programs, providing essential data for decision-making and continuous improvement. The findings confirm with the literature by Gupta and Sharma (2020) investigated the effect of M&E structures on social welfare programs. Their research, employing both quantitative and qualitative methods, highlighted the challenges posed by inadequate M&E capacity and resource constraints. They emphasized the need for investment in M&E infrastructure and training to strengthen program performance assessment. The current research aims to address these gaps by focusing specifically on Tana River County, Kenya. It will employ a comprehensive research design approach to analyze how M&E structures effect the implementation of social welfare programs in this context.

4.5 Inferential Statistics

The study required to have an in-depth analysis concerning the relationship between institutional structures and implementation of social welfare programs in Tana River county based on regression, correlation and ANOVA.

4.5.1 Model Output R²

Table 4.15: Model Output R²

Model	R²	Adjusted R²	Standard Error of the Estimate	F-statistic	Sig.
Institutional Structures	0.85	0.84	0.236	125.64	0.000

Source: Researcher (2025)

The table presents the model output, showcasing key statistics that assess the influence of institutional structures on the implementation of social welfare programs in Tana River County Government. The R^2 value of 0.85 indicates that 85% of the variance in the implementation of social welfare programs can be explained by the institutional structures under study, including coordination, resource allocation, organizational culture, compliance, and monitoring structures. This suggests a strong fit of the model to the data, with these factors being significant contributors to the success of the programs. Additionally, the Adjusted R^2 value of 0.84 accounts for the number of predictors in the model and further reinforces the strength of the fit, indicating that the model remains robust even after adjusting for the number of independent variables. The Standard Error of the Estimate, which stands at 0.236, suggests that the predicted values from the model are very close to the actual observed values, further indicating the model's accuracy. Moreover, the F-statistic of 125.64 reveals that the overall regression model is statistically significant, suggesting that the independent variables collectively have a strong predictive power. The significance value (Sig.) of 0.000 is well below the 0.05 threshold, confirming that the model is highly significant and that the institutional structures play a critical role in shaping the effectiveness of social welfare program implementation. Overall, the model strongly supports the importance of these institutional factors in the successful execution of social welfare programs in Tana River County. The results agree with Gupta and Sharma (2020) who investigated the effect of efficient structures on welfare programs and found that there was best scatter of collected information which provided best fitness as a sign of high relations among the variables.

4.5.2 Regression Output

Below is a regression table output on variables.

Table 4.16: Regression Output

Variable	Coefficient	Standard Error	t-statistic	p-value
Intercept	1.85	0.22	8.41	<0.001
Coordination Structure	0.33	0.08	4.12	<0.001
Resource Allocation Structure	0.28	0.07	4.00	<0.001
Organizational Culture	0.25	0.06	4.17	<0.001
Compliance Structure	0.30	0.08	3.75	<0.001
Monitoring Structure	0.35	0.09	3.89	<0.001

Source: Researcher (2025)

The obtained regression equation based on the model output is:

$$Y=1.85+0.33X_1+0.28X_2+0.25X_3+0.30X_4+0.35X_5$$

A change in the Coordination Structure by one unit will result in a 0.33 increase in the implementation of social welfare programs, suggesting that improved coordination within the Tana River County Government enhances the execution of these programs. Similarly, a change in Resource Allocation Structure will lead to a 0.28 increase in program implementation, indicating that efficient and transparent resource allocation plays a crucial role in ensuring the smooth running of social welfare initiatives. The effect of Organizational Culture is also significant, with a one-unit change resulting in a 0.25 increase in the implementation of these programs, suggesting that a supportive organizational culture, driven by strong values and commitment to social welfare, contributes to better program outcomes. In terms of Compliance Structure, a unit change results in a 0.30 increase, showing that adherence to regulatory guidelines and effective enforcement mechanisms are vital for maintaining the integrity and effectiveness of social welfare programs. Lastly, Monitoring Structure has the most pronounced effect, with a one-unit change leading to a 0.35 increase in program implementation. This suggests that a robust monitoring system is essential for identifying issues, ensuring accountability, and making timely adjustments, ultimately improving the overall performance of

social welfare programs. Collectively, these results emphasize the importance of a well-coordinated, resource-efficient, culturally supportive, compliant, and closely monitored environment in successfully implementing social welfare programs in Tana River County Government.

The regression results indicate that all independent variables (coordination structure, resource allocation, organizational culture, compliance structure, and monitoring structure) have a statistically significant impact on the implementation of social welfare programs, as indicated by the p-values being less than 0.001. Among the independent variables, the monitoring structure has the highest coefficient (0.35), suggesting that improvements in monitoring structure will have the most significant positive effect on program implementation. The coordination structure also has a substantial impact with a coefficient of 0.33. These findings suggest that focusing on improving these two areas could lead to enhanced outcomes in social welfare program execution. The lower coefficients for organizational culture (0.25), compliance structure (0.30), and resource allocation (0.28) still signify positive and statistically significant contributions to effective program implementation. Lopes and Silva (2020) through a longitudinal study and regression analysis, they found that strong structures were associated with better program sustainability and beneficiary outcomes inclusive of efficient service delivery of social welfare programs among other government based programs.

4.5.3 Correlation Analysis (Pearson)

The table below presents a correlation matrix of the study.

Table 4.17: Correlation Matrix

Variable	Y (Implementation)	Coordination Structure	Resource Allocation	Organizational Culture	Compliance Structure	Monitoring Structure
Y (Implementation)	1	0.78	0.73	0.76	0.80	0.85
Coordination Structure	0.78	1	0.72	0.69	0.75	0.80
Resource Allocation	0.73	0.72	1	0.70	0.78	0.74
Organizational Culture	0.76	0.69	0.70	1	0.79	0.77
Compliance Structure	0.80	0.75	0.78	0.79	1	0.83
Monitoring Structure	0.85	0.80	0.74	0.77	0.83	1

Source: Researcher (2025)

The correlation matrix reveals strong positive relationships between the variables studied. The correlation between the monitoring structure and the implementation of social welfare programs (0.85) is the highest, suggesting that the presence of a robust monitoring system is closely associated with successful program implementation. Additionally, compliance structure (0.80) and coordination structure (0.78) also show strong positive correlations with program implementation, emphasizing the importance of well-managed compliance and coordination mechanisms. The relatively strong correlations (above 0.7) between all variables suggest that improvements in any of these areas are likely to contribute positively to the success of social welfare programs. Kim and Park (2016) who examined the government structures in social welfare programs through a case study of Seoul, South Korea revealed that strong structures, with high correlation values lead to high integrated service delivery.

4.5.4 Analysis of Variance (ANOVA) Results

The table below presents the ANOVA results.

Table 4.18: Analysis Of Variance (ANOVA)

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F-statistic	p-value
Between Groups	25.70	5	5.14	15.68	<0.001
Within Groups	102.10	252	0.41		
Total	127.80	257			

Source: Researcher (2025)

The ANOVA results show that the overall model is statistically significant, with an F-statistic of 15.68 and a p-value of less than 0.001. This indicates that the variation in the implementation of social welfare programs can be significantly explained by the institutional structures (coordination, resource allocation, organizational culture, compliance, and monitoring structures) studied in this research. The substantial sum of squares (25.70) between groups further emphasizes that the institutional structures contribute meaningfully to explaining differences in program outcomes. The results agree with Smith (2018) who conducted a longitudinal study on the role of efficient structures in implementing social welfare programs in the United Kingdom. The low p-value further confirms the robustness of the model, signaling that these institutional structures have a real impact on the implementation of social welfare programs in Tana River County Government.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations based on the study objectives. The general objective of this research was to assess the effect of institutional structures on implementation of social welfare programs in Tana River County Government, Kenya. The reporting is in the order of the research objectives.

5.2 Summary of Findings

The study found that the coordination structure within the Tana River County Government is generally perceived as crucial for the successful implementation of social welfare programs. Respondents strongly agreed that a clear coordination structure, effective communication channels, and regular coordination meetings significantly contribute to program success, with mean scores ranging from 1.75 to 2.05, indicating a high level of agreement. The involvement of key personnel in coordination activities was also seen as essential for better execution. However, there was some uncertainty regarding the presence of a well-defined coordination mechanism, as reflected in the mean score of 2.25, suggesting that further clarity and improvement in coordination processes are needed. Overall, while coordination efforts are viewed positively, there is room for enhancement in ensuring greater efficiency and clarity.

The study revealed that respondents generally agreed that adequate resource allocation supports the effective implementation of social welfare programs in Tana River County. The mean score of 1.80 and a low standard deviation indicated strong agreement with this statement. While transparency and efficiency in the resource allocation process were positively rated with a mean score of 1.83, respondents expressed some uncertainty about the sufficiency of the program budget (mean score of 2.05) and the monitoring of resource allocation (mean score of 2.08). There was general agreement that resource allocation aligned with program priorities (mean score of 1.92), but respondents were less confident that resource allocation decisions were based on detailed assessments of program needs (mean score of 2.05).

The findings suggest that organizational culture plays a supportive role in the effective implementation of social welfare programs. The mean score of 1.85 and the relatively low standard deviation indicate strong consensus among respondents regarding the positive impact of organizational culture. Respondents felt that employees' attitudes toward social welfare programs reflected the organizational culture, and there was a strong commitment to social welfare goals within the culture (mean score of 1.94). Additionally, respondents agreed that organizational values were aligned with the objectives of social welfare programs (mean score of 1.83), and the organizational culture promoted collaboration and teamwork (mean score of 1.78). Overall, respondents believed there was a shared vision and understanding of social welfare goals across the organization.

The study found strong support for the role of compliance structures in the successful implementation of social welfare programs. Respondents indicated that compliance with regulations and policies was crucial, with a mean score of 1.80, and the presence of a clear framework for ensuring compliance was also positively rated (mean score of 1.83). Regular audits and evaluations were seen as essential for maintaining compliance standards, with a mean score of 1.84. However, while respondents believed compliance issues were addressed promptly (mean score of 1.76), there was room for improvement in ensuring the effectiveness of training and enforcement measures, although they were still viewed positively, with mean scores of 1.80 and 1.82, respectively.

The study demonstrated that a robust monitoring structure is viewed as an essential factor in the effective implementation of social welfare programs. Respondents strongly agreed that regular monitoring helps in identifying and addressing issues, with a mean score of 1.71. The use of monitoring feedback to improve program implementation (mean score of 1.76) and provide timely information for decision-making (mean score of 1.75) was also highly rated. Additionally, the effectiveness of the programs was regularly assessed through established monitoring processes (mean score of 1.72). The study also revealed that monitoring results played a crucial role in informing policy adjustments and resource allocation decisions, with a mean score of 1.75. Overall, respondents emphasized the importance of a strong monitoring framework for the success of social welfare programs.

5.3 Conclusions

5.3.1 Coordination structure and Implementation of Social Welfare Programs in Tana River County Government

This study concludes that the coordination structure within the Tana River County Government plays a vital role in the implementation of social welfare programs. While the coordination structure is generally effective, there is a need for more defined coordination mechanisms and increased frequency of coordination meetings to further improve program outcomes. Clear communication channels and the involvement of key personnel are crucial, but a more structured approach to coordination is recommended to ensure smoother implementation.

5.3.2 Resource Allocation Structure and Implementation of Social Welfare Programs in Tana River County Government

Regarding resource allocation, the study found that the allocation of resources is seen positively, but there is room for improvement in aligning resource distribution with the actual needs of social welfare programs. Respondents expressed some concerns about the sufficiency of the budget and the monitoring of resource allocation, indicating that a more detailed assessment of program needs and better monitoring mechanisms are essential for ensuring effective resource use.

5.3.3 Organizational Culture and Implementation of Social Welfare Programs in Tana River County Government

In terms of organizational culture, the study concludes that the Tana River County Government's organizational culture supports the implementation of social welfare programs. There is a strong commitment to social welfare goals within the culture, and employees' attitudes generally align with organizational values. However, there is a need for further reinforcement of shared values across all levels to enhance teamwork and collaboration in achieving program objectives.

5.3.4 Compliance Structure and Implementation of Social Welfare Programs in Tana River County Government

For the compliance structure, the findings highlight that adherence to regulations and policies significantly supports program implementation. The existence of a clear framework and regular audits is beneficial, but ensuring prompt resolution of compliance issues and providing training on compliance standards is crucial to improve the overall compliance environment and prevent delays in program execution.

5.3.5 Monitoring Structure and Implementation of Social Welfare Programs in Tana River County Government

Finally, the monitoring structure is a key factor in the effective implementation of social welfare programs. Regular monitoring, feedback, and timely information are essential for addressing issues and making data-driven decisions. The study concludes that while the monitoring processes are largely effective, continuous assessments and the use of monitoring results for policy adjustments and resource allocation decisions are vital for improving program performance and ensuring sustainability.

5.4 Recommendations

Based on the findings and conclusions of this study, the following recommendations are made to improve the implementation of social welfare programs within the Tana River County Government: The Tana River County Government should strengthen its coordination structure by establishing more defined and formalized mechanisms. This could include the development of clear standard operating procedures for coordination and the increased frequency of coordination meetings to ensure better collaboration between departments and stakeholders involved in social welfare programs.

There is a need for a more detailed assessment of the needs of social welfare programs to ensure that resources are allocated in line with those needs. The Tana River County Government should consider conducting periodic needs assessments and creating more transparent processes to

monitor resource allocation. This could also involve allocating sufficient budgets to address emerging program requirements and improving monitoring to ensure resources are utilized efficiently.

To enhance the effectiveness of social welfare programs, the Tana River County Government should work on reinforcing shared values and commitment to social welfare goals across all levels of the organization. Encouraging teamwork, collaboration, and a shared understanding of program objectives will help align employee attitudes with organizational values. Regular training and internal communications on the importance of social welfare goals are recommended to strengthen the organizational culture further.

The County Government should focus on improving the monitoring and compliance structures by ensuring the prompt resolution of compliance issues and the provision of ongoing compliance training for staff. This would contribute to maintaining high standards of program execution. Additionally, the County should regularly assess the effectiveness of social welfare programs and use monitoring feedback to make necessary policy adjustments and resource allocation decisions.

It is essential that monitoring systems continue to be robust and responsive. The Tana River County Government should strengthen its feedback loops and use monitoring results to inform both policy adjustments and improvements in program delivery. By fostering a culture of continuous evaluation, the government can ensure that programs remain responsive to the needs of the target populations and adapt effectively to changing circumstances.

5.5 Recommendations for Further Studies

For further studies, it is recommended to explore the direct relationship between coordination structures and the outcomes of social welfare programs, focusing on how improved coordination can enhance program effectiveness. Research on resource allocation mechanisms could provide insights into how efficient budgeting and resource distribution impact program performance. Additionally, studies examining the role of organizational culture and leadership in shaping employee performance could help improve program execution. The involvement of stakeholders, both governmental and non-governmental, should also be explored to understand its effect on the

planning and implementation stages. Legal frameworks and compliance measures in social welfare programs could be analyzed to identify any gaps, while longitudinal studies on program sustainability could offer valuable insights into long-term effectiveness. Lastly, investigating community perceptions of these programs would provide a comprehensive understanding of their impact and areas for improvement.

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Appendix I: Research Questionnaire

Instructions:

Dear Respondent,

The aim of this questionnaire is to gather information relating to the “Effect of Institutional Structures on Implementation of Social Welfare Programs in Tana River County Government, Kenya.” You have been selected as a participant and are kindly requested to answer the following questions with utmost honesty. Please note that your responses will be kept confidential and used only for the purposes of this research.

Section One: Background Information

1. What is your gender?
Male []
Female []
2. What is your age group?
18 to 28 years []
29 to 39 years []
40 to 50 years []
51 to 61 years []
62 and above years []
3. What is your highest level of education?
Certificate & Below []
Diploma []
Undergraduate []
Masters []
Doctorate []
Post Doctorate []
4. What is your current position in the Tana River County Government?
[Your Position]

5. How long have you been working in this position?

Less than 1 year []

1 to 3 years []

4 to 6 years []

7 to 10 years []

Over 10 years []

Section Two: Effect of Coordination Structure

Please indicate your level of agreement with the following statements regarding coordination structure in the implementation of social welfare programs using the Likert scale: 1- Strongly Agree, 2- Agree, 3- Uncertain, 4- Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
1. The coordination structure within the Tana River County Government enhances the implementation of social welfare programs.					
2. Clear communication channels between departments contribute positively to the implementation of social welfare programs.					
3. Regular coordination meetings improve the effectiveness of social welfare program implementation.					
4. There is a well-defined coordination mechanism for social welfare programs in the Tana River County Government.					
5. Coordination between various stakeholders is efficiently managed to support social welfare program goals.					
6. The involvement of key personnel in coordination activities ensures better execution of social welfare programs.					

6. In your opinion, what other aspects of coordination could be improved to enhance the implementation of social welfare programs?

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Section Three: Effect of Resource Allocation Structure

Please indicate your level of agreement with the following statements regarding resource allocation in the implementation of social welfare programs using the Likert scale: 1- Strongly Agree, 2- Agree, 3- Uncertain, 4- Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
7. Adequate allocation of resources supports effective implementation of social welfare programs.					
8. The process for allocating resources to social welfare programs is transparent and efficient.					
9. There is a sufficient budget for social welfare programs in the Tana River County Government.					
10. Resource allocation aligns with the priorities and needs of social welfare programs.					
11. The allocation of resources is monitored to ensure it meets the needs of social welfare programs.					
12. Resource allocation decisions are based on detailed assessments of program needs.					

7. In your opinion, what improvements could be made in the resource allocation structure to better support social welfare programs?

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Section Four: Effect of Organizational Culture

Please indicate your level of agreement with the following statements regarding organizational culture in the implementation of social welfare programs using the Likert scale: 1- Strongly Agree, 2- Agree, 3- Uncertain, 4- Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
13. The organizational culture in Tana River County Government supports the effective implementation of social welfare programs.					
14. Employees’ attitudes towards social welfare programs reflect the					

organizational culture.					
15. There is a strong commitment to social welfare goals within the organizational culture.					
16. Organizational values are aligned with the objectives of social welfare programs.					
17. The organizational culture promotes collaboration and teamwork in the implementation of social welfare programs.					
18. There is a shared vision and understanding of social welfare goals across all levels of the organization.					

8. In your opinion, what changes in organizational culture could enhance the implementation of social welfare programs?

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Section Five: Effect of Compliance Structure

Please indicate your level of agreement with the following statements regarding compliance structure in the implementation of social welfare programs using the Likert scale: 1- Strongly Agree, 2- Agree, 3- Uncertain, 4- Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
19. Compliance with regulations and policies supports the effective implementation of social welfare programs.					
20. There is a clear framework for ensuring compliance with social welfare program guidelines.					
21. Regular audits and evaluations ensure adherence to compliance standards for social welfare programs.					
22. Compliance issues are promptly addressed, which positively impacts program implementation.					
23. The organization provides training on compliance to ensure adherence to social welfare program standards.					
24. Effective enforcement of compliance measures enhances the overall					

performance of social welfare programs.					
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9. In your opinion, what improvements could be made to the compliance structure to support better implementation of social welfare programs?

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Section Six: Effect of Monitoring Structure

Please indicate your level of agreement with the following statements regarding monitoring structure in the implementation of social welfare programs using the Likert scale: 1- Strongly Agree, 2- Agree, 3- Uncertain, 4- Disagree, 5- Strongly Disagree.

Statement	1	2	3	4	5
25. A robust monitoring structure contributes to the effective implementation of social welfare programs.					
26. Regular monitoring help in identifying and addressing issues in social welfare programs.					
27. Feedback from monitoring activities is used to make improvements in social welfare program implementation.					
28. The monitoring system provides timely and accurate information to support decision-making in social welfare programs.					
29. The effectiveness of social welfare programs is regularly assessed through established monitoring processes.					
30. Monitoring results are used to inform policy adjustments and resource allocation decisions.					

10. In your opinion, what additional measures could be taken to enhance the monitoring structure for social welfare programs?


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Thank you for participating in this study! Your responses are greatly appreciated.

Appendix II: Research Permit Kenyatta University


**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke P.O. Box 43844, 00100
Website: www.ku.ac.ke NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School **DATE:** 27th February, 2025

TO: Lugumba Abdi Mohamed **REF:** C153/OL/GAR/22159/2022
C/o Public Policy and Administration Dept.

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

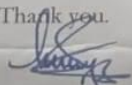
This is to inform you that Graduate School Board at its meeting of 19th February, 2025 approved your Research Project Proposal for the M.PPA Degree Entitled, "Institutional Structure and Implementation of Social Welfare Programs in Tana River County Government, Kenya."

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

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

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.


KAPUSIËN Y. LUKE
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL


c.c. Chairman, Public Policy and Administration Department.

Supervisors:


1. Dr. Wilson Muna
C/o Department of Public Policy and Administration
Kenyatta University

KYL/MO

Transforming Higher Education... Enhancing Lives
Kenyatta University is ISO 9001:2015 Certified

Page 1 of 1 


Appendix III: Research Permit NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

 Date of Issue: 20/March/2025


RESEARCH LICENSE



This is to Certify that Mr.. Mohamed Abdi Lugumba of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act; 2013 (Rev.2014) in Tamariver on the topic: **INSTITUTIONAL STRUCTURE AND IMPLEMENTATION OF SOCIAL WELFARE PROGRAMS IN TANA RIVER COUNTY GOVERNMENT, KENYA** for the period ending : 20/March/2026.

License No: NACOSTI/P/25/417098


Applicant Identification Number: **887308**



 Director General

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions

Appendix IV: Map of Tana River County

