



INTERGOVERNMENTAL RELATIONS AND PUBLIC SERVICE DELIVERY IN KISII COUNTY

Caroline Chepkorir & Dr. Jane Queen Omwenga, PhD

INTERGOVERNMENTAL RELATIONS AND PUBLIC SERVICE DELIVERY IN KISII COUNTY

¹ Chepkorir, C., & ² Omwenga, Q. O.

¹ Masters Student, Jomo Kenyatta University of Agriculture and Technology, Kenya

² Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

Accepted: May 4, 2023

ABSTRACT

Effective and efficient service delivery by government can be achieved through inter-governmental relations. The inability of county governments to deliver services is startling given that counties are by design expected to bring efficient services closer to the citizen. The study's general objectives were to investigate effects of intergovernmental relations on public service delivery in Kisii County. The study was guided by the traditional theory of fiscal federalism, General system theory, and the new public management theory. The study employed the use of descriptive survey research design. The target population for this study was 116 participants. This study used Yamane's formula, to determine the sample size of 90 respondents. The study employed the use of questionnaire to collect data from participants. The pilot study was carried in Uasin Gishu County to ascertain the reliability and validity of the research instruments. The collected data was coded and entered into the Statistical Package for Social Sciences (SPSS) program version 25 according to each variable of the study for analysis. This study used descriptive statistics and inferential statistics. Descriptive statistics was carried out using frequency percentages, means, and standard deviation of each variable. Correlation and multiple regression were used to show the relationship between the dependent variable and the whole group of independent variables. The study concluded that public relation has a positive effect on public service delivery in Kisii County. Effective public relations can help build a positive brand image for the public sector by communicating government agenda, programs, and offerings that meet citizens' needs and deliver value. A properly functioning dispute resolution system depends on appropriate legal frameworks and the understanding and participation of the social partners. Capacity building improve public service delivery by enhancing the skills and knowledge of public servants, improving the efficiency and effectiveness of public institutions, and increasing the participation of citizens in decision-making processes. Mutual support has a positive effect on public service delivery. The study recommends that the county Kisii County should pay attention to the needs of citizens and ensuring that services are accessible, efficient, and transparent. There is need for effective dispute settlement procedures for public service delivery. Capacity buildings should be carried out with the aim of achieving the project goals and avoiding public service delivery delays. The governments need adopt a mutual collaborative approach to public service delivery, with employees having a greater say in how services are delivered.

Keyword: Intergovernmental, Public Service, Service Delivery, Relations Kisii County

CITATION: Chepkorir, C., & Omwenga, J. Q. (2023). Intergovernmental relations and public service delivery in Kisii County. *The Strategic Journal of Business & Change Management*, 10 (2), 942–959.

INTRODUCTION

The study aimed to investigate the effect of intergovernmental relations on public service delivery in Kisii County. Public service in Kenya is delivered by both national and county governments with distinct roles. Public service is a service intended to serve all members of a community. Public services include services provided by a government to people living within its jurisdiction, either directly through public sector agencies or by financing the provision of services by private businesses or voluntary organizations (Hodgetts, 2019). Other public services are undertaken on behalf of a government's residents or its citizens' interests. The term is associated with a social consensus that certain services should be available to all, regardless of income, physical ability, or mental acuity (Kudo, 2015). Even where public services are neither publicly provided nor publicly financed, they are usually subject to regulation going beyond applying to most economic sectors for social and political reasons (Marginson, 2018). Therefore, it is important to understand the intergovernmental relations.

The constitution of Kenya, 2010, introduced changes in the governance structure of the country by introducing the concept of devolution which gave rise to intergovernmental relations (Khaunya & Wawire, 2015). The achievement of effective service delivery by county governments to a large extent, therefore, depends on the nature of intergovernmental relations between the national and county governments (Kabau, 2016). This led also to the decentralization of operations of these functions. Previously, functions were performed from a centralized focus, with the delegation to the provincial level as the only way central government ensured services were performed at local levels (Dafflon, 2015).

Intergovernmental relations seek the achievement of common goals through mutual relationships between and across vertical and horizontal governmental arrangements, alignment and cohesion across all spheres of government (Ogbu & Ezeh, 2019). The aim of intergovernmental relations, therefore, is to facilitate execution of government activities, primarily service delivery, through

synergy, efficiency, and effectiveness in delivering services, to sustain democracy and strengthen delivery capacity across all spheres of government for the common good (Keuffer, 2018). There are various approaches to intergovernmental relations. The first approach is the democratic approach to the study of intergovernmental relations which emphasizes provincial and local government's right to self-determination to the extent of regarding such governmental bodies as autonomous institutions (Donald, Guyo & Moronge, 2020).

Statement of the Problem

Inter-governmental relations are critical for effective and efficient service delivery by governments, as an important component of any political system with more than one level of government (Manyala, 2021). Therefore, intergovernmental relations aim to enable government activities, primarily service delivery, through synergy, efficiency, and effectiveness in delivering services to sustain democracy and strengthen delivery capacity across all spheres of government for the common good (Donald, Guyo & Moronge, 2020). In multi-level governance systems, service delivery is assessable from; political stability, fiscal accountability, economic growth, and administrative cooperation, which can only be achieved through sound and effective inter-governmental relations (Wagana, 2017).

However, intergovernmental relations in Kenya have been facing challenges emerging from the interactions between the two levels of government. The first phase of devolution experienced cases of suspicions, competition and conflicts. The causes of these conflicts were; perceived encroachment by either level of government. The other major cause of conflicts was a competition over public resource. Inter-governmental relations face challenges concerning the constitutional interpretation, civil and judicial reviews/interpretation of administrative decisions, powers and mandates of the various state institutions, legislation, transfer of functions, employment relations and political disputes. Without solving these problems, it will negatively affect service delivery to the public, disruption of economic development, and erosion of public confidence in the institutions.

There is scanty information about Inter-governmental relations and their effect on public service delivery in Kenya. There was a need for an evaluation of the effect that intergovernmental relations have had on public service delivery due to the general perspective that it has opened avenues of mismanagement of funds, duplication of duties, power struggle, nepotism as far as hiring of employees is concerned, and misuse of power in the process of service delivery. Therefore, this study sought to solve the problem and fill the existing research gap by investigating the effects of intergovernmental relations on public service delivery in Kisii County.

Objectives of the Study

The general objective of the study was to investigate intergovernmental relations and public service delivery in Kisii County. The specific objectives were;

- To establish the effect of public relation on public service delivery in Kisii County
- To assess the effect of dispute settlement on public service delivery in Kisii County
- To determine the effect of capacity building on public service delivery in Kisii County
- To establish the effect of mutual support on public service delivery in Kisii County

The study tested the following research hypotheses

- **H₀₁** Public relation has no significant effect on public service delivery
- **H₀₂** Dispute settlement has no significant effect on public service delivery
- **H₀₃** Capacity building has no significant effect on public service delivery
- **H₀₄** Mutual support has no significant effect on public service delivery

LITERATURE REVIEW

Theoretical Framework

Traditional Theory of Fiscal Federalism

The Traditional theory of fiscal federalism was introduced by the German-born American economist Richard Musgrave in 1959. Fiscal federalism deals with the division of governmental functions and financial relations among levels of

government. The theory offers some general prescriptions on the service delivery of functions among vertical levels of government and the assignment of fiscal instruments. Generally understood, the function of public sector is to ensure an efficient use of resources to establish an equitable distribution of income and to maintain the economy at high level of employment with reasonable price stability. In other words, the functions of public sector can be divided into three branches: allocation of resources i.e., provision of public goods and services; redistribution of income; and macro-economic stabilization of economy.

According to this theory, fiscal federalism, it is argued, helps understand: the factors determining the optimal degree of service delivery; principles underlining the assignment of functions and sources of finance of governments of different levels and to design suitable inter-governmental transfer schemes to fulfil the objectives of 'equity' and 'efficiency'. The theory has a significant implication for the design of transfer systems so that equalization goals can be achieved without diminishing the incentives of public officials to foster thriving sub-national economies. In brief, the theory is in favour of decentralisation of both expenditure and revenue responsibilities; and it gives minimal role to revenue-sharing and inter-governmental transfers.

The theory of fiscal federalism assumes that a federal system of government can be efficient and effective at solving problems governments face today, such as just distribution of income, efficient and effective allocation of resources, and economic stability. Economic stability and just distribution of income can be done by federal government because of its flexibility in dealing with these problems. Because states and localities are not equal in their income, federal government intervention is needed. Allocation of resources can be done effectively by states and local governments. Musgrave argued that the federal or central government should be responsible for the economic stabilization and income redistribution but the allocation of resources should be the responsibility of state and local governments.

General Systems Theory

General Systems Theory (GST) emerged from the works of an Austrian Biologist von Ludwig Bertalanffy in the 1930s. The theory studies the structure and properties of a system in terms of relationships and interdependencies among various components from which the properties of the whole emerge. The system theory also views the world in terms of relationships and integration and emphasizes the principle of organization. Whitney, Prudley and Baugh (2015) define a system as a group of objects that are joined together in some regular interaction or interdependence towards the accomplishment of some purpose. This implies that a system is made up of different components that work together in a regular relationship to accomplish a common goal.

The main assumption of systems theory is that a complex system is made up of multiple smaller systems, and it is the interactions between these smaller systems that create a complex system as it's known. General Systems Theory is based on the assumption that there are universal principles of organization, which hold for all systems, be they physical, chemical, biological, mental or social. The mechanistic world view seeks universality by reducing everything to its material constituents. The systemic world view, on the contrary, seeks universality by ignoring the concrete material out of which systems are made, so that their abstract organization comes into focus.

The relationship between service delivery and government structure is especially important in System theory. Service delivery is an open system and always depend on the government for support. Generally, the more complex the government is which characterize today's governmental relations lead to greater and better service delivery. The trend in governments is currently away from stable structures to more adaptive (administrative) structures. The advantage is that governments become more dynamic and flexible while the disadvantage is that integration and coordination of activities require more time and effort.

The New Public Management Theory

The new public management theory emerged in the 1980s and 1990s. The theory was proposed by Hood (1991) who argued that to reconfigure the state along with more cost-efficient (and effective) lines. The protagonist recommended that the public sector is opened up to greater private sector influence. The new public management reforms were aimed at improving the quality of public services, saving public expenditure, increasing the efficiency of governmental operations and making policy implementation more effective. The belief that large and monopolistic public bureaucracies are inherently inefficient was a critical force driving the emergence of the new public. The theory represents a set of ideas, values, and practices aimed at emulating private sector practices in the public sector.

NPM has a set of assumptions and value statements about how public sector organizations should be designed, organized, managed and how, in a quasi-business manner, they should function. The basic idea of NPM is to make public sector organizations – and the people working in them! – much more 'business-like' and 'market-oriented', that is, performance-, cost-, efficiency- and audit-oriented (Deem and Brehony 2005).

The theory is important in the understanding of the service delivery variable. The rationale for establishing county governments is to ensure efficient service delivery. In this regard, county governments are an important tool for new public management reforms in improving the quality of public services and increasing the efficiency of governmental operations. The new public management theory is, therefore, evident in the quality of services delivered by the counties. Besides, the new public management theory provides a foundation for predicting the link between IGR and service delivery variable. The moderating variable (public participation) was also examined based on new public management theory as an emerging governance dynamic.

Conceptual Framework

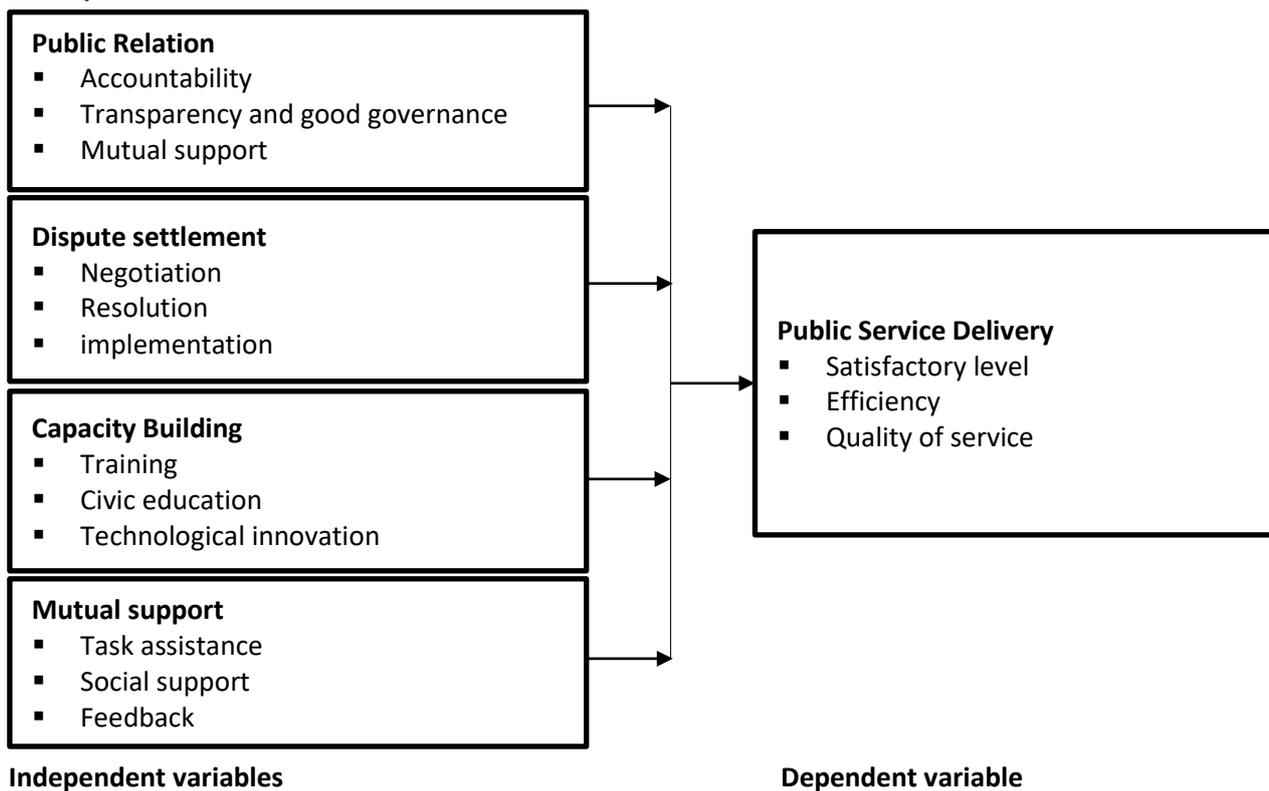


Figure 1: Conceptual Framework

METHODOLOGY

Research Design: In this study, the researcher used descriptive survey research design. A survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables.

Target Population: The target population for this study was 130 participants comprising of; 7 County executive committee, 13 Directors, 32 Ward Admins, 9 Sub-County Admins, 32 Chiefs, 2 DCCs, 9 ACCs and 12 heads of departments.

Data Collection Instruments: The researcher employed the use of questionnaire to collect data from participants. The questionnaire method of data collection was appropriate to this study because it is easy and effective. The questionnaires were standardized and completely predetermined. The questionnaire also gave the respondents freedom to express their opinions the way they understood the situation. The instruments enabled the researcher to reach many respondents within limited time and at less cost. Questionnaire was the key instrument for primary data collection.

Data analysis: The collected data was coded and entered into the Statistical Package for Social Sciences (SPSS) program version 25 according to each variable of the study for analysis. This study used descriptive statistics and inferential statistics. Descriptive statistics was carried out using frequency percentages, means and standard deviation of each variable. Correlation and multiple regression was used to show the relationship between the dependent variable and the whole group of independent variables. The results of the study was presented using Tables and figures. Once the relationship was estimated it was possible to use the equation:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \epsilon \dots \dots \dots \text{Equation 1}$$

Where **X** represent independent variables:

X₁ represents public relation

X₂ represents dispute settlement

X₃ represents capacity building

X₄ represents mutual support

Y represents the dependent variable (public service delivery)

β₀ is a constant while **β₁**, **β₂**, **β₃** and **β₄** are the coefficients of proportionality for public relation,

dispute settlement, capacity building and mutual support respectively while ϵ represents Error of margin

ϵ = Error term

FINDINGS AND DISCUSSION

Descriptive Analysis of the Study

This section represents the descriptive statistics in relation to the study. The purpose of descriptive statistics is to enable the researcher, to

meaningfully describe a distribution of scores or measurements using statistics. The type of statistics used depends on the types of variables in the study and the scale of measurements. The study used mean averages; percentages and standard deviations to present the study findings.

Public Relation

The study first sought to examine the effect of public relation on public service delivery in Kisii County. Table 1 presents the study results.

Table 1: Public Relation

Statements		SA	A	UD	D	SD	Mean	Std. Dev	
The two levels of government always consult on media representation.	F	38	18	7	10	8	3.84	1.392	
	%	46.9	22.2	8.6	12.3	9.9			
Public relations department handles the components of a crisis communication plan	F	29	34	4	8	6	3.89	1.214	
	%	35.8	41.9	4.9	9.9	7.4			
Content development is an integral element that helps the governments to create and manage different sorts of strategies.	F	32	37	4	5	3	4.11	1.012	
	%	39.5	45.7	4.9	6.2	3.7			
A well-timed and well-executed public relation release have greater outreach between the two governments.	F	27	43	3	4	4	4.05	1.011	
	%	33.3	53.1	3.7	4.9	4.9			
Valid N		81						3.97	

Table 1 showed that 56(69.1%) of the respondents agreed that the two levels of government always consult on media representation. However, 18(22.2%) of the respondents disagreed that the two levels of government always consult on media representation. Further, the study findings showed in terms of means and standard deviation that the two levels of government always consult on media representation (Mean=3.84, Std. dev=1.392).

Also, 63(77.8%) of the respondents agreed that the public relation department handles the components of a crisis communication plan. But, 14(17.3%) of the respondents disagreed that public relations department handles the components of a crisis communication plan. Further, the study findings showed in terms of means and standard deviation that public the relations department handles the components of a crisis communication plan (Mean=3.89, Std. dev=1.214).

Further, 69(85.9%) of the respondents agreed that content development is an integral element that

helps governments to create and manage different sorts of strategies. However, 8(9.9%) of the respondents disagreed that content development is an integral element that helps governments to create and manage different sorts of strategies. Further, the study findings showed in terms of means and standard deviation that content development is an integral element that helps the governments to create and manage different sorts of strategies (Mean=4.11, Std. dev=1.012).

Finally, 70(86.4%) of the respondents agreed that a well-timed and well-executed public relation release have greater outreach between the two governments. However, 8(9.9%) of the respondents disagreed that a well-timed and well-executed public relation release have greater outreach between the two governments. Further, the study findings showed in terms of means and standard deviation that a well-timed and well-executed public relation release has greater outreach between the two governments (Mean=4.04, Std. dev=1.011). The study findings also reveal that public relation have a

positive effect on public service delivery in Kisii County.

This implies that public relations can have an effect on public service delivery by enhancing the credibility of the government and fostering trust among the people. Public servants who deliver services responsively, equitably, and with humanness can help enhance the credibility of the government. On the other hand, low levels of satisfaction with public service delivery can lead to a lack of trust in the government. The study findings agreed with Kekez, Howlett, and Ramesh (2019) who noted that governments can use complaints handling in the public sector to promote

accountability in the delivery of services, measure the quality-of-service provision and the effectiveness of policy, and harness experience to improve service delivery. Satisfaction with service delivery is an important factor in building trust in the government. The level of satisfaction with public service delivery tends to be lower in most transition countries than in western European comparator countries.

Dispute Settlement

The study further sought to examine the effect of dispute settlement on public service delivery in Kisii County. Table 2 presented the study results.

Table 2: Dispute settlement

Statements		SA	A	UD	D	SD	Mean	Std.Dev
There are local policies and laws in county government that reduce dispute	F	30	26	8	11	6	3.78	1.285
	%	37	32.1	9.9	13.6	7.4		
There is consultation between the two levels of government on legislative provisions to reduce dispute	F	20	42	6	7	6	3.78	1.140
	%	24.7	51.9	7.4	8.6	7.4		
There is respect for civil liberties and human rights as provided in the constitution	F	22	45	6	5	3	3.96	0.968
	%	27.2	55.6	7.4	6.2	3.7		
The national government does not discriminate against the county government	F	18	50	4	5	4	3.90	0.982
	%	22.2	61.7	4.9	6.2	4.9		
Valid N		81					3.86	

Table 2 showed that 56(69.1%) of the respondents agreed that there are local policies and laws at the county government that reduce dispute. However, 17(20.9%) of the respondents disagreed that there are local policies and laws at the county government which reduce disputes. Further, the study findings showed in terms of means and standard deviation that there are local policies and laws at county government that reduce dispute (Mean=3.78, Std. dev=1.285). Also, 62(76.5%) of the respondents agreed that there is consultation between the two levels of government on legislative provisions to reduce disputes. However, 13(16%) of the respondents disagreed that there is consultation between the two levels of government on legislative provisions to reduce disputes. Further, the study findings showed in terms of means and standard deviation that there is consultation between the

two levels of government on legislative provisions to reduce dispute (Mean=3.78, Std. dev=1.140).

Further, 67(82.7%) of the respondents agreed that there is respect of civil liberties and human rights as provided in the constitution. However, 8(9.9%) of the respondents disagreed that there is respect of civil liberties and human rights as provided in the constitution. Further the study findings showed in terms of means and standard deviation that There is respect for civil liberties and human rights as provided in the constitution (Mean=3.96, Std. dev=0.968). Finally, 68(83.9%) of the respondents agreed that the national government does not discriminate the county government. However, 9(11.1%) of the respondents disagreed that the national government does not discriminate against the county government. Further, the study findings showed in terms of means and standard deviation

that the national government does not discriminate against the county government (Mean=3.90, Std. dev=0.982).

The study findings also reveal that dispute settlement has a positive effect on public service delivery in Kisii County. This implies that there are local policies and laws at the county government that reduce disputes. Also, there is consultation between the two levels of government on legislative provisions to reduce disputes. Further, there is respect for civil liberties and human rights as provided in the Constitution. Improving government service delivery is a critical issue, and governments have begun to move away from traditional department-based service delivery towards a life-event approach. This approach starts service delivery without the citizen necessarily needing to be involved, making it more seamless. Seamless service delivery is essential to meet the expectations of customers who have come to expect a seamless digital experience.

The study findings agreed with Kuziemski and Misuraca (2020) who noted that public service delivery in rural areas faces problems, and efforts to improve it have resulted in only limited improvements in service availability and little or no reduction in service costs. Service delivery problems are frustrating and not readily amenable to solutions. Corruption has a direct impact on service delivery for the poor. Corruption weakens service delivery and fosters corruption. Alternative dispute resolution (ADR) can help limit the hostility between parties and find a resolution by working together in good faith. However, ADR has several disadvantages compared to traditional litigation.

Capacity Buildings

The study also sought to examine the effect of capacity buildings on public service delivery in Kisii County. Table 3 presents the study results.

Table 3: Capacity buildings

Statements		SA	A	UD	D	SD	Mean	Std.Dev
Training of the government staff has helped in providing quality services to citizens	F %	29 35.8	22 27.2	8 9.9	13 16	9 11.1	3.60	1.402
Provision of joint financial literacy training has helped in improving budgeting skills among county staff	F %	18 22.2	39 48.1	7 8.6	10 12.3	7 8.6	3.62	1.209
There is civic education which can enhance service delivery on the projects carried out by both governments to citizens	F %	24 29.6	39 48.1	8 9.9	6 7.4	4 4.9	3.90	1.068
There is capacity building on the use of technological innovation in service delivery	F %	18 22.2	47 58	5 6.2	6 7.4	5 6.2	3.83	1.058
Valid N		81					3.74	

Table 3 showed that 49(60.5%) of the respondents agreed that training of the government staff has helped in providing quality services to citizens. However, 22(27.2%) of the respondents disagreed that training of the government staff has helped in providing quality services to citizens. Further, the study findings showed in terms of means and standard deviation that training of the government staff has helped in providing quality services to citizens (Mean=3.60, Std. dev=1.402). Also, 57(70.4%) of the respondents agreed that the provision of joint financial literacy training has

helped in improving budgeting skills among county staff. However, 17(20.9%) of the respondents disagreed that the provision of joint financial literacy training has helped in improving budgeting skills among county staff. Further, the study findings showed in terms of means and standard deviation that the provision of joint financial literacy training has helped in improving budgeting skills among county staff (Mean=3.62, Std. dev=1.209).

Further, 63(77.8%) of the respondents agreed that there is civic education that can enhance service

delivery on the projects carried out by both governments to citizens. But, 10(12.3%) of the respondents disagreed that there is civic education that can enhance service delivery on the projects carried out by both governments to citizens. Further, the study findings showed in terms of means and standard deviation that there is civic education that can enhance service delivery on the projects carried out by both governments to citizens (Mean=3.90, Std. dev=1.068). Finally, 65(80.2%) of the respondents agreed with the statement that there is capacity building on the use of technological innovation in service delivery. However, 11(13.6%) of the respondents disagreed that there is capacity building on the use of technological innovation in service delivery. Further, the study findings showed in terms of means and standard deviation that there is capacity building on the use of technological innovation in service delivery (Mean=3.83, Std. dev=1.058). The study findings also reveal that capacity buildings have a positive effect on public service delivery in Kisii County. This implies that training of the government staff has helped in

providing quality services to citizens. Also, the provision of joint financial literacy training has helped in improving budgeting skills among county staff. Further, staff capacity is the determinant of public service delivery.

The study findings concurred with Hudson, Hunter, and Peckham (2019) who noted that capacity building can have a positive effect on public service delivery by enhancing the skills and knowledge of public servants, improving the efficiency and effectiveness of public institutions, and increasing the participation of citizens in decision-making processes. Organizations should carefully consider methods for the analysis of capacity-building interventions offered; specifically, through which mechanisms, to whom, and for which purpose. Community collective action can also improve public service delivery where community members have enforcement and monitoring capacity.

Mutual Supports

The study further sought to examine the effect of mutual supports on public service delivery in Kisii County. Table 4 presents the study results.

Table 4: Mutual supports

Statements		SA	A	UD	D	SD	Mean	Std.Dev
There's administrative coordination, consultation, and cooperation with the other level of government on service delivery.	F %	27 33.3	27 33.3	7 8.6	11 13.6	9 11.1	3.64	1.363
There are joint (both levels of government) committees for the seamless administration of the County.	F %	15 18.5	43 53.1	9 11.1	7 8.6	7 8.6	3.64	1.144
There is autonomy to hire employees to enhance service delivery	F %	20 24.7	44 54.3	9 11.1	4 4.9	4 4.9	3.89	1.00
There is a delegation of roles and responsibilities in decision making	F %	15 18.5	46 56.8	7 8.6	8 9.9	5 6.2	3.72	1.075
Valid N		81					3.72	

Table 4 showed that 54(66.7%) of the respondents agreed that there is administrative coordination, consultation, and cooperation with the other level of government on service delivery. However, 19(23.5%) of the respondents disagreed that there is administrative coordination, consultation, and cooperation with the other level of government on service delivery. Further, the study findings showed in terms of means and standard deviation that there

is administrative coordination, consultation, and cooperation with the other level of government on service delivery (Mean=3.64, Std. dev=1.363). Also, 58(71.6%) of the respondents agreed that there are joint (both levels of government) committees for the seamless administration of the County. However, 14(17.3%) of the respondents disagreed that there are joint (both levels of government) committees for seamless administration of the

County. Further, the study findings showed in terms of means and standard deviation that there are joint (both levels of government) committees for seamless administration of the County (Mean=3.64, Std. dev=1.144).

Further, 64(79%) of the respondents agreed that there is autonomy to hire employees to enhance service delivery. But, 8(9.9%) of the respondents disagreed that there is autonomy to hire employees to enhance service delivery. Further, the study findings showed in terms of means and standard deviation that There is autonomy to hire employees to enhance service delivery (Mean=3.89, Std. dev=1.00). Finally, 61(75.3%) of the respondents agreed that there is a delegation of roles and responsibilities in decision-making. But, 13(16%) of the respondents disagreed that there is a delegation of roles and responsibilities in decision making. Further, the study findings showed in terms of means and standard deviation that there is a delegation of roles and responsibilities in decision-making (Mean=3.72, Std. dev=1.075).

The study findings also revealed that mutual supports have a positive effect on public service delivery in Kisii County. This implies that there is administrative coordination, consultation, and

cooperation with the other level of government on service delivery. Also, there are joint (both levels of government) committees for the seamless administration of the County. The study findings agreed with Lewis and Hendrawan (2019) who noted that mutual support can have a positive effect on public service delivery. Public service mutuals are organizations that have spun out of the public sector, and where employees of the new providers play a key role in shaping and delivering public services at local and national levels. Mutuals can provide a more collaborative approach to public service delivery, with employees having a greater say in how services are delivered. This can lead to increased motivation and job satisfaction among employees, which can translate into better service delivery. In addition to mutual support, community participation can also improve service delivery. Service provision arrangements linked to various forms of community participation may improve outcomes related to the Millennium Development Goals.

Public Service Delivery

The study finally sought to examine the effect of intergovernmental relations on public service delivery in Kisii County. Table 5 presents the study results.

Table 5: Public Service Delivery

Statements		SA	A	UD	D	SD	Mean	Std.Dev
There is timely service delivery	F	28	25	8	11	9	3.64	1.372
	%	34.6	30.9	9.9	13.6	11.1		
There is improved quality of services to citizens	F	20	40	6	8	7	3.71	1.196
	%	24.7	49.4	7.4	9.9	8.6		
Citizen satisfaction (complements & complaints) has greatly improved	F	26	40	7	4	4	4.00	1.030
	%	32.1	49.4	8.6	4.9	4.9		
Reduction of unemployment in the county	F	20	45	5	6	5	3.85	1.074
	%	24.7	55.5	6.2	7.4	6.2		
Valid N		81					3.80	

Table 5 showed that 53(65.4%) of the respondents agreed that there is timely service delivery. However, 20(24.7%) of the respondents disagreed that there is timely service delivery. Further, the study findings showed in terms of means and standard deviation that there is timely service delivery (Mean=3.64, Std. dev=1.372).

Also, 60(74.1%) of the respondents agreed that there is improved quality of services to citizens. However, 15(18.5%) of the respondents disagreed that there is improved quality of services to citizens. Further, the study findings showed in terms of means and standard deviation that there is improved quality of services to citizens (Mean=3.71, Std. dev=1.196).

Further, 46(56.8%) of the respondents agreed that citizen satisfaction (complements & complaints) has greatly improved. But, 8(9.9%) of the respondents disagreed with the statement that citizen satisfaction (complements & complaints) has greatly improved. Further, the study findings showed in terms of means and standard deviation that Citizen satisfaction (complements & complaints) has greatly improved (Mean=4.00, Std. dev=1.030).

Finally, 65(80.2%) of the respondents agreed with the statement that reduction in unemployment in the county. However, 11(13.6%) of the respondents disagreed with the statement that reduction in unemployment in the county. Further, the study findings showed in terms of means and standard deviation that reduction of unemployment in the county (Mean=3.85, Std. dev=1.074). The study results also reveal that intergovernmental relations have a positive effect on public service delivery in Kisii County.

The study findings concurred with Johnston (2019) who noted that intergovernmental relations are especially important in multi-level governance systems. The delivery of public services often affects more than one level of government, highlighting the importance of cooperation and coordination between central, regional, and local governments. The relationship between public finance and service

delivery is also closely tied to intergovernmental relations. The allocation of public resources and financing of service delivery often involves multiple levels of government, and the intergovernmental system must be taken into account when analyzing service delivery financing. Intergovernmental relations play a crucial role in public service delivery, particularly in multi-level governance systems. Cooperation and coordination between different levels of government are essential for effective and efficient service delivery.

Inferential Analysis

This section puts across the relationship between independent variables and the dependent variable and also the effect of the independent variable on the dependent variable. Therefore, the section presents the results of both correlation and multiple regression analysis.

Correlation Analysis

Correlation refers to the strength of an association between two variables. A strong or high correlation means that two or more variables have a strong relationship with each other while a weak or low, correlation means that the variables are hardly related. The most widely used types of correlation coefficient are the Pearson Correlation. Table 6 present the results.

Table 6: Correlation Analysis

		Performance	Public relation	Dispute settlement	Capacity building	Mutual support
Performance	Correlation	1				
	Sig.					
Public relation	Correlation	.830**	1			
	Sig.	.000				
Dispute settlement	Correlation	.852**	.831**	1		
	Sig.	.000	.000			
Capacity building	Correlation	.830**	.761**	.794**	1	
	Sig.	.000	.000	.000		
Mutual support	Correlation	.860**	.810**	.831**	.805**	1
	Sig.	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

The findings in Table 6 indicated that public relation and public service delivery had a positive strong and statistically significant correlation ($r=0.830$; $p<0.01$). The findings of the study indicate a strong, positive and statistically significant correlation between dispute settlement, and public service delivery ($r=0.852$; $p<0.01$). Dispute settlement had a positive effect on public service delivery. The study established that there exists a strong, positive, and statistical correlation between capacity buildings and public service delivery ($r=0.830$; $p<0.01$). It was noted that there exists a strong, positive and statistically significant relationship between mutual support and public service delivery ($r=0.860$; $p<0.01$).

Table 7: Multiple Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.913 ^a	.833	.824	.32496

The results of the regression in Table 7 indicate that $R^2=0.833$ and $R=0.913$. R-value gives an indication that there is a strong linear relationship between intergovernmental relations and public service delivery in Kisii County. The R^2 indicates that the explanatory power of the independent variables is 0.833. This means that about 83.3% of the variation in public service delivery is explained by the regression model. Adjusted R^2 is a modified version of R^2 that has been adjusted for the number of

Table 8: Model Fitness Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	39.971	4	9.993	94.628	.000 ^b
Residual	8.026	76	.106		
Total	47.997	80			

From Table 8 the F test provides an overall test of significance of the fitted regression model. The F value indicates that all the variables in the equation are important hence the overall regression is significant. The F-statistics produced ($F=94.628$) were significant at $p=0.000$ thus confirming the fitness of the model and therefore. This implies that the multiple regression model was a good fit for the

Results for Multiple Regression Analysis

The study examined the effect of intergovernmental relations on public service delivery in Kisii County using multiple regression analysis. The results are as follows;

Model Summary

The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between monitoring, evaluation, and public service delivery in Kisii County. The results are presented in Table 7.

predictors in the model by less than chance. The adjusted R^2 of 0.824 is slightly lower than the R^2 value.

Model Fitness

The study determines the model fitness before using the regression model. The purpose of modeling is to find the best model that can represent the data. The study results were presented in Table 8.

data. Hence public relation, dispute settlement, capacity buildings and mutual support affect public service delivery therefore they should put emphasis on them.

Regression Coefficients

The study sought to establish the Regression Model Coefficients in order to use them in the regression equation. The study results are presented in Table 9.

Table 9: Significant Test Results for Overall Model

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	.414	.200			2.071	.042
Public relation	.192	.090	.198		2.142	.035
Dispute settlement	.233	.096	.244		2.433	.017
Capacity buildings	.230	.082	.241		2.787	.007
Mutual supports	.291	.094	.303		3.096	.003

Table 9 indicates there was a positive linear effect of public relation on public service delivery ($\beta_1=.192$, $p=0.035$). This reveals that an increase in public relations leads to an increase in public service delivery by 0.192 units. It was further established that dispute settlement has a positive and significant effect on public service delivery ($\beta_2=.233$, $p=0.017$). This implies that an increase in dispute settlement leads to an increase in public service delivery by 0.233 units. Capacity building was found to have a positive and significant effect on public service delivery ($\beta_3=.230$, $p=0.007$). This indicates that an increase in capacity building leads to an increase in public service delivery by 0.230 units. Finally, mutual supports were found to have a positive and significant effect on public service delivery ($\beta_4=.291$, $p=0.003$). This gave an implication that an increase in capacity buildings leads to an increase in public service delivery by 0.291 units. Thus, the regression equation becomes;

$$Y = 0.414 + 0.192X_1 + 0.233X_2 + 0.230X_3 + 0.191X_4 + \dots$$

Equation 1

Where:

Y represents public service delivery, the dependent variable

X₁ represents public relation

X₂ represents metrics and checklist

X₃ represents capacity buildings

X₄ represents mutual supports

Hypotheses Testing

The regression results indicated that there is a significant relationship between public relations and public service delivery in Kisii County ($\beta_1=.192$, $p<0.05$). The study, therefore, rejects the first null hypothesis: **H₀₁**: Public relation has no statistically

significant effect on public service delivery in Kisii County. These results concur with Newman, Mintrom, and O'Neill (2022) who noted that there is a significant relationship between public relations and public service delivery. Public relations can help to improve public service delivery by creating a positive image of the government and its services. Effective public relations can help to build trust and confidence in the government, which can lead to increased public participation and support for public service delivery initiatives. In addition, regular citizen feedback on the quality and efficiency of public service delivery is important. Complaints handling in the public sector can promote accountability in the delivery of services, measure the quality-of-service provision and the effectiveness of policy, and harness experience to improve service delivery.

The regression results further indicated that there is a significant relationship between dispute settlement and public service delivery in Kisii County ($\beta_2=.233$, $p<0.05$). Therefore, the study rejected hypothesis **H₀₂**: dispute settlement has no statistically significant effect on public service delivery in Kisii County. These results concur with Osei-Kyei, Chan, Chen, and Dansoh (2019) who noted that public services can serve as instruments for dispute settlement and for the creation of political loyalty, binding critical elements of the population to the state. The presence of public services can create a common culture, while the absence of public services can lead to conflict. The ability and capacity of bureaucracy to effectively carry out the assigned task depend on the relationship and motivation put in place. Public service delivery refers to the extent to which the

services provided by the public sector meet or exceed the expectation of the beneficiaries.

The regression results indicated that there is a significant relationship between capacity buildings and public service delivery in Kisii County ($\beta_3=.230$, $p<0.05$). The study rejected the null hypothesis H_{03} : capacity buildings have no statistically significant effect on public service delivery in Kisii County. The study concurred with Davis and Rhodes (2020) who found that therefore, there is a significant relationship between capacity building and public service delivery. Capacity building can improve the effectiveness and future sustainability of an organization, which can lead to better service delivery. Capacity building can improve the infrastructure, operations, and programs of public service organizations, which can lead to better service delivery. Capacity building can create an environment that facilitates and supports

employees to perform optimally, which can lead to better service delivery.

The regression results further indicated that there is a significant relationship between mutual support and public service delivery in Kisii County ($\beta_4=.314$, $p<0.05$). The study, therefore, rejected the null hypothesis H_{04} : Mutual support has no statistically significant effect on public service delivery in Kisii County. These results concurred with Velsberg, Westergren, and Jonsson (2020) public service mutuals are organizations that have spun out of the public sector and continue to deliver public services. Mutual support can empower employees to improve services and provide better quality, more effective, and flexible services for service users. Equitable service delivery is imperative for supporting individuals, children, and families fairly and appropriately. Policymakers and program managers can focus on equity at each point in the service delivery process.

Table 10 Summary of Hypotheses Test Results

Hypothesis	β , p-value	Decision
H_{01} Public relations have no statistically significant effect on public service delivery in Kisii County.	$\beta_1=.192$, $p<0.05$	H_{01} was rejected
H_{02} Dispute settlement has no statistically significant effect on public service delivery in Kisii County.	$\beta_2=.233$, $p<0.05$	H_{02} was rejected
H_{03} Capacity building has no statistically significant effect on public service delivery in Kisii County.	$\beta_3=.230$, $p<0.05$	H_{03} was rejected
H_{04} Mutual support has no statistically significant effect on public service delivery in Kisii County.	$\beta_4=.191$, $p<0.05$	H_{04} was rejected

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

The first objective of the study was to determine the effect of public relations on public service delivery in Kisii County. The study findings showed that public relations were statistically significant and had a positive effect on public service delivery in Kisii County. The study rejected the null hypothesis that there is no statistically significant effect of public relations on public service delivery in Kisii County. This implies that the two levels of government always consult on media representation.

The second objective of the study was to determine the effect of dispute settlement on public service delivery in Kisii County. The study findings showed

that dispute settlement was statistically significant and has a positive effect on public service delivery in Kisii County. This implies that there are local policies and laws at county government which reduce dispute. Also, there is consultation between the two level of government on legislative provisions to reduce dispute. Further, there is respect of civil liberties and human rights as provided in the constitution.

The third objective of the study was to determine the effect of capacity buildings on public service delivery in Kisii County. The study findings showed that capacity buildings were statistically significant and has a positive effect on public service delivery in Kisii County. This implies that training of the government staff has helped in providing quality

services to citizens. Also, provision of joint financial literacy training has helped in improving budgeting skills among county staffs. Further, staff's capacity is the determinant of public service delivery.

The last objective of the study was to determine the effect of mutual supports on public service delivery in Kisii County. The study findings showed that mutual supports were statistically significant and has a positive effect on public service delivery in Kisii County. This implies that there is administrative coordination, consultation and co-operation with the other level of government on service delivery. Also, there are joint (both levels of government) committees for seamless administration of the County. Further, there is autonomy to hire employees to enhance service delivery. Finally, there is delegation of roles and responsibilities in decision making.

Conclusions of the Study

The study concluded that public relation has a positive effect on public service delivery in Kisii County. Effective public relations can help build a positive brand image for the public sector by communicating government agenda, programs, and offerings that meet citizens' needs and deliver value. Public relations and brand communication are integral aspects of marketing communications that strategically disseminate information about an institution's nature, values, and offerings. Effective public participation can also enhance accountability and inhibit corruption and mismanagement in municipal service delivery.

The effect of dispute settlement on public service delivery is multifaceted and requires a holistic approach. A properly functioning dispute resolution system depends on appropriate legal frameworks and the understanding and participation of the social partners. Public service delivery can play a crucial role in state-building and can serve as an instrument for dispute settlement and for the creation of political loyalty.

Capacity building improve public service delivery by enhancing the skills and knowledge of public servants, improving the efficiency and effectiveness of public institutions, and increasing the participation of citizens in decision-making

processes. Improving public service delivery through local collective action can also be effective, particularly in improving aspects of service delivery where community members have enforcement and monitoring capacity.

Mutual support has a positive effect on public service delivery. Public service mutuals are organizations that have spun out of the public sector, and where employees of the new providers play a key role in shaping and delivering public services at local and national levels. Mutuals can provide a more collaborative approach to public service delivery, with employees having a greater say in how services are delivered. This can lead to increased motivation and job satisfaction among employees, which can translate into better service delivery.

Recommendation of the Study

The study recommends that the two levels of government at Kisii County should pay attention to the needs of citizens and ensuring that services are accessible, efficient, and transparent. Decentralization of service delivery to counties can also improve service delivery by bringing services closer to the people. Complaint handling mechanisms can enhance inclusivity, transparency, and accountability.

There is need for effective dispute settlement procedures for public service delivery such as a combination of mediation, arbitration, and other alternative dispute resolution methods, as well as specific guidelines and committees for resolving disputes within the public service sector. It is important to consider the specific needs and circumstances of each dispute and to approach the settlement process with a holistic and collaborative mindset.

The study further recommends that capacity buildings should be carried out with the aim of achieving the project goals and avoiding public service delivery delays. The study recommends policymakers develop policies that will guide intergovernmental relations to public service delivery.

The governments need to the role of shaping and delivering public services at local and national levels. Adopt a mutual collaborative approach to public service delivery, with employees having a greater say in how services are delivered. This can lead to increased motivation and job satisfaction among employees, which can translate into better service delivery.

REFERENCES

- Amollo, B. A., & Omwenga, J. (2017). Influence of the project manager's technical skills on research and development project outputs in Kenya Industrial research and development institute. *International Journal of Small Business and Entrepreneurship Research*, 5(3), 63-73.
- Arhin, A. A., Kumi, E., & Adam, M. A. S. (2018). Facing the bullet? Non-Governmental Organisations'(NGOs') responses to the changing aid landscape in Ghana. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 29(2), 348-360.
- Arslan, G., & Kivrak, S. (2014). Critical factors to company success in the construction industry. *World Academy of Science, Engineering and Technology*, 45(1), 43-46.
- Board, N. C. O. (2019). Annual NGO Sector Report 2018/19. *Nairobi: NGOs Co-Ordination Board*.
- Bourne, L. (2016). *Stakeholder relationship management: a maturity model for organizational implementation*. CRC Press.
- Charles, M., & Omwenga, J. (2018). Role of Supplier Management Practices in Optimization of Operational Performance in Telecommunication Service Industry in Kenya: A Case of Safaricom Limited. *International Journal of Social Science and Humanities Research*, 6(1), 224-245.
- Chua, D. K. H., Kog, Y. C., Loh, P. K., & Jaselskis, E. J. (2010). Model for construction budget
- Chua, D. K. H., Kog, Y. C., Loh, P. K., & Jaselskis, E. J. (2016). Model for construction budget performance—Neural network approach. *Journal of Construction Engineering and Management*, 123(3), 214-222.
- Chua, D., Kog, Y. & Loh, K. (2013). Critical success factors for different project objectives. *Journal of Construction Engineering Management*, 125(3), 142– 150
- Clifton, D., & Amran, A. (2011). The stakeholder approach: A sustainability perspective. *Journal of Business Ethics*, 98(1), 121-136.
- Cox, J. F. & M.S. Spencer, (1998) "The Constraints Management Handbook", The St Lucie Press/ APICS series on Constraints Management, Boca Raton, FL,
- Cyplik, P., Adamczak, M., & Hadas, Ł. (2012). Critical Chain Project Management and Drum-Buffer-Rope Tools Integration in Construction Industry-Case Study. *LogForum*, 8(1).
- Dissanayaka, S. M. & Kumaraswamy, M. M. (2013). Evaluation of factors affecting time and cost performance in Hong Kong building projects. *Journal of Engineering, Construct Architect Management*, 6(3), 287-298
- Duncan W., (1996) *The Guide to the Project Management Body of Knowledge*, Project Management Institute Standards Committee, Upper Darby, US.
- Food Security Research Findings and Recommendations Migori County Food security research findings and recommendations: Migori County [Kenya] / Compiled by African Women's Studies Centre, University of Nairobi. – Nairobi: University of Nairobi Press, 2014.
- Freeman, R. E. (1994). The politics of stakeholder theory: Some future directions. *Business ethics quarterly*, 409-421.

- Gathoni, J., & Ngugi, K. (2016). Drivers of effective project performance in national government constituency development funded projects in Kiambu County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 2(2), 22-40
- Gathoni, J., & Ngugi, K. (2016). Drivers of effective project performance in national government constituency development funded projects in Kiambu County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 2(2), 22-40.
- Gibson, K. (2000). The moral basis of stakeholder theory. *Journal of business ethics*, 245-257.
- Goldratt, E. M. (2008). The Goldratt Webcast Series: Critical Chain Project Management. *Roelofarendsveen, The Netherlands: Goldratt Marketing Group*.
- Goldratt, E. M., & Fox, R. E. (1986). The Race North River Press. *Croton-on-Hudson, New York, NY*.
- Gregg, A. & Ana, L. (2016). A Framework for Exploring the Relationship Between
- Haataja, D. (2020). Stakeholder Theory: The New Story of Business?
- Hubert, N., & Mulyungi, P. (2018). Influence of Monitoring and Evaluation Planning On Project Performance in Rwanda: A Case of Selected Non Governmental Organizations in Gasabo District. *European Journal of Business and Strategic Management*, 3(8), 1-16.
- Hussein, B. (2019). The influence of project characteristics on project success factors. Insights from 21 real life project cases from Norway. *Procedia Computer Science*, 164, 350-357.
- Ika, L. A., Diallo, A., & Thuillier, D. (2012). Critical success factors for World Bank projects: An empirical investigation. *International journal of project management*, 30(1), 105-116
- Irefin, I. A. (2013). Effects of project management on the performance of a construction firm in Nigeria. *American International Journal of Contemporary Research*, 3(6), 54-58.
- Jillo, R. A., & Kisingo, F. (2008). NGO law in Kenya. *Int'l J. Not-for-Profit L.*, 11, 39.
- Kuhn, A. (1974). The logic of social systems. San Francisco: Jossey-Bass Publishers.
- Kurgat, I. K., & Omwenga, J. (2016). Impact of power generation project on the livelihoods of adjacent communities in Kenya: a case study of Menengai geothermal power project. *International Journal of Scientific and Research Publications*, 6(10), 610-624.
- Kusmanto, F. X. P. (2013, November). An Insight into NGO Challenges and the Need for Organisational Capacity Building for Malaysian NGOs. In *ASEAN/Asian Academic Society International Conference Proceeding Series*.
- Kusmanto, F. X. P. (2013, November). An Insight into NGO Challenges and the Need for Organisational Capacity Building for Malaysian NGOs. In *ASEAN/Asian Academic Society International Conference Proceeding Series*.
- Kusmanto, F. X. P. (2013, November). An Insight into NGO Challenges and the Need for Organisational Capacity Building for Malaysian NGOs. In *ASEAN/Asian Academic Society International Conference Proceeding Series*.
- Mazambani, I. (2018). An impact assessment of the global financial crisis on donor funding to Zimbabwean non-governmental organizations and recommended strategies for sustainability.
- Milelu, E. (2018). *Factors affecting financial sustainability for non-governmental organizations in Nairobi, Kenya* (Doctoral dissertation, United States International University-Africa).

- Mkutano, S. M., & Sang, P. (2018). Project management practices and performance of non-governmental organizations projects in Nairobi city county, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(3), 1-22.
- Mugenda, O.M., & Mugenda, A. G. (2003). *Research Methods, Quantitative and Qualitative Approaches*, Acts Press Nairobi
- Njau, D. N., & Omwenga, J. (2019). Effect of Project Management Practices on Effective Implementation of Building Construction Projects in Kenya. *International Journal of Entrepreneurship and Project Management*, 4(3), 1-16.
- OharaOgwueleka, A. (2013). The critical success factors influencing project performance in Nigeria. *International Journal of Management Science and Engineering Management*. 6(5) Pp 343-349
- Project Manager Leadership Style and Project Success. *The international journal of management*. 1(1) pp 1-19
- Rodrigues, C. F. D. S., Lima, F. J. C. D., & Barbosa, F. T. (2017). Importance of using basic statistics adequately in clinical research ☆. *Revista Brasileira de Anestesiologia*, 67, 619-625.
- Rogito, D. O. (2010). *Influence of monitoring and evaluation on project's performance: case of Youth Enterprise Development Fund in Marani district, Kenya* (Doctoral dissertation, University of Nairobi, Kenya).
- Scott, W. R., & Davis, G. F. (2015). *Organizations and organizing: Rational, natural and open systems perspectives*. Routledge.
- Sexton, P., Foley, E., & Wagner, R. (2019). The future of project management: global outlook 2019
- Susnienė, D., & Vanagas, P. (2007). Means for satisfaction of stakeholders' needs and interests. *Engineering economics*, 55(5).
- Takim, R., Akintoye, A., & Kelly, J. (2013). Performance measurement systems in construction. *Association of Researchers in Construction Management*, 1, 423-432.
- Tulasi, C. L., & Rao, A. R. (2012). Review on theory of constraints. *International Journal of Advances in Engineering & Technology*, 3(1), 334.
- Von Bertalanffy, L., & LaViolette, P. A. (2019). *A systems view of man*. Routledge.