

Effect of Governance Frameworks on Performance of Public Service Boards in Devolved Governments in Kenya: A Survey of Selected Counties

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Abstract: This study sought to assess how governance frameworks affect the performance of the county Public Service Boards. These frameworks were assessed based upon particular functions that are created in the county Act. These functions include: disciplinary control, human resource planning and budgeting and advisory functions. Governance Frameworks entail the set of responsibilities and practices, policies and procedures, exercised by an agency's executive, to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability. The independent variables of the study were: Human Resource policies, Performance Contracting mechanisms and Monitoring and Evaluation processes. The dependent variable was performance of public service. The study adopted a descriptive research design. The unit of analysis was County Public Service Boards. The unit of observation included board members from five selected counties in Kenya. The theoretical framework relied on stewardship theory policy network theory and Weberian bureaucracy. The sampling frame in this study included seven members from each of the five Public Service Boards selected. The study used multi sampling technique where simple random sampling was used to select the Public Service Boards whereas the respondents were conveniently sampled. The study used questionnaires as the main method of collecting the data. Data was sorted, coded, analyzed by use of Statistical Package for Social Science (SPSS) and Microsoft Excel. ANOVA was used to test the significance of the regression model. Multiple regression formula was used to determine the relationship between the dependent and independent variables. The study concluded that there is a positive effect of Human resource planning, Monitoring and Evaluation and Performance Contracting on the Performance of the Public Service Board. The study also calls for collaboration between and among county public officers and academics, researchers and policy think tanks, to enable development of practical strategies to effectively address governance frameworks. The study recommends that a further study be undertaken, covering all the 47 county Public Service Board performance in Kenya.

Keywords: Governance Frameworks, performance, Public Service Board.

1. INTRODUCTION

Effective governance entails promotion of institutional frameworks that facilitate efficient governance which ensures improved central and local government relations, especially in relation to distribution and exercise of powers or functions where mutual cooperation, including subsidiarity is a key element. Aspects include: human resource planning, performance contracting and monitoring and evaluation among others. While these global attributes of governance have been applied in Kenya, they have not been domesticated and translated into local policies and laws. Effective implementation of the Kenya Constitution 2010 requires review of laws and policies in line with the Constitution and embedding participation in all laws and service delivery processes (Boundless, 2015).

According to article six, section 1 of the Kenyan constitution the county government will be structured as follow. There shall be a county government for each county, which shall consist of a county assembly and a county executive. Every county government is required to decentralize its functions and the provision of its services to the extent that it is efficient and practicable to do so (The Kenyan Section of the International Commission of Jurists, 2013). The County assembly constitutes the legislative organ of government while the County executive is representative of the Executive arm of government within the County government. The functions of the judicial arm of the national government are not devolved. In addition to this structure there is the county Public Service Board which is established under the county government. This Board is established under section 57 of the County Government Act. It comprises of a chairperson; a certified public secretary of good professional standing; and, not less than three but not more than five members, all of whom shall be nominated and appointed by the Governor, with the approval of the county assembly (Government of Kenya, 2012).

The functions of the County Public Service Board are specified in section 59 of the County Government Act and shall be, on behalf of the County Government do the following functions: (a) Establish and abolish offices in the county public service; (b) Appoint persons to hold or act in offices of the county public service including in the boards of cities and urban areas within the county and to confirm appointments; (c) Exercise disciplinary control over, and remove, persons holding or acting in those offices as provided for under the Act; (d) Prepare regular reports for submission to the county assembly on the execution of the functions of the board; (e) Promote in the county public service the values and principles referred to in article 10 and article 232 of the Constitution; (f) Evaluate and report to the county assembly on the extent to which the values and principles referred to in article 10 and art. 232 are complied with in the county public service; (g) Facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties; (h) Advise the County Government on human resource management and development; (i) Advise County Government on implementation and monitoring of the national performance management system in Counties and make recommendations to the salaries and remuneration commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees (GOK, 2010).

1.1 Problem statement:

Huselid and Baker (1997) observe that a determination to invest in strategic human resource management competencies would necessitate an understanding of why such skills are lacking and of the culture within the firm to diagnose the change management activities that would be required. Similarly, previous research studies suggests that governments firms can gain sustainable competitive advantage through strategically managing their human resources, operationally exercised as strategic human resource management. Despite this contention, it remains unclear about the condition under which a firm employs strategic human resource management so as to achieve enhanced performance. This study therefore seeks to analyze the effect of Human Resource Management policies on the performance of Public Service Boards.

Cook *et al* (1997) argue that Monitoring and evaluation data is desirable at many levels and is required by many actors in the developing process. The county Public Service Board is in charge of the county public service and requires that the public service offices are monitored for control, accountability for resources use and impact. Existing literature shows that insufficient or inaccurate information prevents the Public Service Boards from developing or maintaining a clear picture of the activities and processes for which they are responsible. This study therefore seeks to analyze the effect of Monitoring and evaluation processes on the performance of Public Service Boards.

Performance Contracting was introduced as part of broader Public sector reforms aimed at improving efficiency and effectiveness in the management of Public service (GOK, 2005). The problems that have inhibited the performance of government agencies are largely common and have been identified as excessive controls, multiplicity of principles, frequent political interference, poor management, and outright mismanagement (RBM Guide, 2005). Although there have been several initiatives since 2003/04 to implement performance contract to all public institutions and government ministries, their implementation has always fallen below the expected government targets (Opiyo, 2006). This study therefore seeks to examine the effect of performance contracting mechanisms on the performance of Public Service Boards.

1.2 General Objective:

The main objective of the study was to assess the effect of governance frameworks on the performance of Public Service Boards of selected counties in devolved governments in Kenya.

1.2.1 Specific Objectives:

- i. To analyze the effect of Human Resource Management policies on the performance of Public Service Boards.
- ii. To analyze the effect of Monitoring and evaluation processes on the performance of Public Service Boards.
- iii. To examine the effect of Performance Contracting mechanisms on the performance of the county Public Service Boards.

1.3 Significance of the study:

The findings form a basis upon which an informed policy development process can be structured. The study findings will enable policy makers in the county governments to take necessary measures to strengthen devolution in Kenya. Some of the policy makers include the senate and the county assemblies. Basis for policy making would also entail regional and continental benefits, benchmarks and set standards of operation where comprehensive evaluations of board performance within a country or internationally can be found so as to extract lessons of the use of these boards.

The findings of this study also provide information to the government and relevant players as the delving into the study of Public Service Boards in devolved governments would initiate better advisory the county government on human resource management and development, promotion in the county public service the values and principles referred to in Articles 10 and 232 and better advisory for county government on implementation and monitoring of the national performance management system in counties. This would provide a spectrum for effective service delivery, a benefit to the community as a whole.

Despite the fact that governance under the new system of devolution is universal to all the Counties in Kenya some of the Counties have faced some challenges in implementing this strategy. The findings from this study will assist county governments in the country to get a clear understanding of how devolution strategy has worked in other areas. The findings can be used to serve as a benchmark as far as devolution is concerned in counties that have been voted the best counties.

The findings of this study will be beneficial to the policy makers in the county governments. The stakeholders include the governors and the government. The governors are responsible for appointing people to the county Public Service Boards. The study will be able to shed light on the needed qualifications for people to be appointed to hold an office in the Public Service Boards. The findings will also shed light on the necessary frameworks needed to be set up to ensure effective performance of the Public Service Boards.

This study is set to contribute to the body of knowledge for institutions as well as the researcher on the relevant factors that are of the governance frameworks. The increase in available literature will enable other researchers get relevant literature into the issue of governance frameworks. The study findings will also be beneficial to the institution since it will increase the body of knowledge on the topic of governance and leadership. The study will provide a familiar source of knowledge on the application of the system of devolved governance.

1.4 Scope of study:

The study was conducted in counties that are within and around Nairobi area. The research covered Nairobi county, Kajiado county, Nakuru county, Machakos county and Kiambu county. The study concentrated on the board members of the selected counties where the chairman, secretary and the 5 other board members usually appointed by the governor and vetted by the county assembly were selected.

The variables of the study are: Human Resource policies,(development and education, work conditions)Performance Contracting mechanisms(Target setting and objectivity) and Monitoring and Evaluation processes(Approaches, Frameworks and data collection methods).

1.5 Limitations of the Study:

The study relied on non-probability method of sample size selection, where only the counties within the proximity of Nairobi were selected. This limited the generalization of the study findings since different counties have different experiences in their Public Service Boards. However, this challenge was mitigated by selection of counties that had the best performance out of the 47 counties in Kenya, and as such are therefore considered as representative.

The study was also limited by inadequate local literature covering the county Public Service Boards, due to the fact that the previous government system was different from the current system. This limitation was eased by the literature derived from government reports and documentation that have addressed the concept of governance frameworks.

The study faced language barrier as a limitation during data collection. In this case direct translation was employed, and information was interpreted accurately to guide against misinterpretation or alteration of information.

2. LITERATURE REVIEW

2.1 Introduction:

The literature focuses on the theoretical background which is represented by stewardship theory, public network theory, and Weberian bureaucracy. The chapter presents a conceptual framework and operationalizes the independent variables and the dependent variable. A critique of the literature and research gaps is presented, and the chapter concludes with a summary.

2.2 Theoretical Review:

2.2.1 Policy Network Theory:

Policy network theory today it is widely believed that we live in a world of networks, a world in which policy-making and governance are 'only feasible within networks, providing a framework for the efficient horizontal coordination of the interests and actions of public and private corporate actors, mutually dependent on their resources '(Börzel, 1998). Governance, in this brave new world, involves a plurality of actors interacting in networks that cut across the organizational and conceptual divides by means of which the modern state has conventionally and all too conveniently been understood: notably, the distinction between state and civil society, and the distinction between public and private sectors. If we accept this view of the world, policy network theory is an analytical, critical, and for want of a better word, emancipatory enterprise.

2.2.2 Stewardship Theory:

Stewardship theory has its roots from psychology and sociology and is defined by Donaldson and Davis (1997) as "a steward protects and maximizes shareholders wealth through firm performance, because by so doing, the steward's utility functions are maximized". In this perspective, stewards are company executives and managers working for the shareholders, protects and make profits for the shareholders. According to Dryel (1988), Stewardship theory stresses not on the perspective of individualism but rather on the role of top management being as stewards, integrating their goals as part of the organization. The stewardship perspective suggests that stewards are satisfied and motivated when organizational success is attained. The theory recognizes the importance of structures that empower the steward and offers maximum autonomy built on trust (Donaldson and Davis, 1991).It stresses on the position of employees or executives to act more autonomously so that the shareholders' returns are maximized. Fama and Jensen (1983), contend that executives and directors are also managing their careers in order to be seen as effective stewards of their organization.

2.2.3 Weberian bureaucracy:

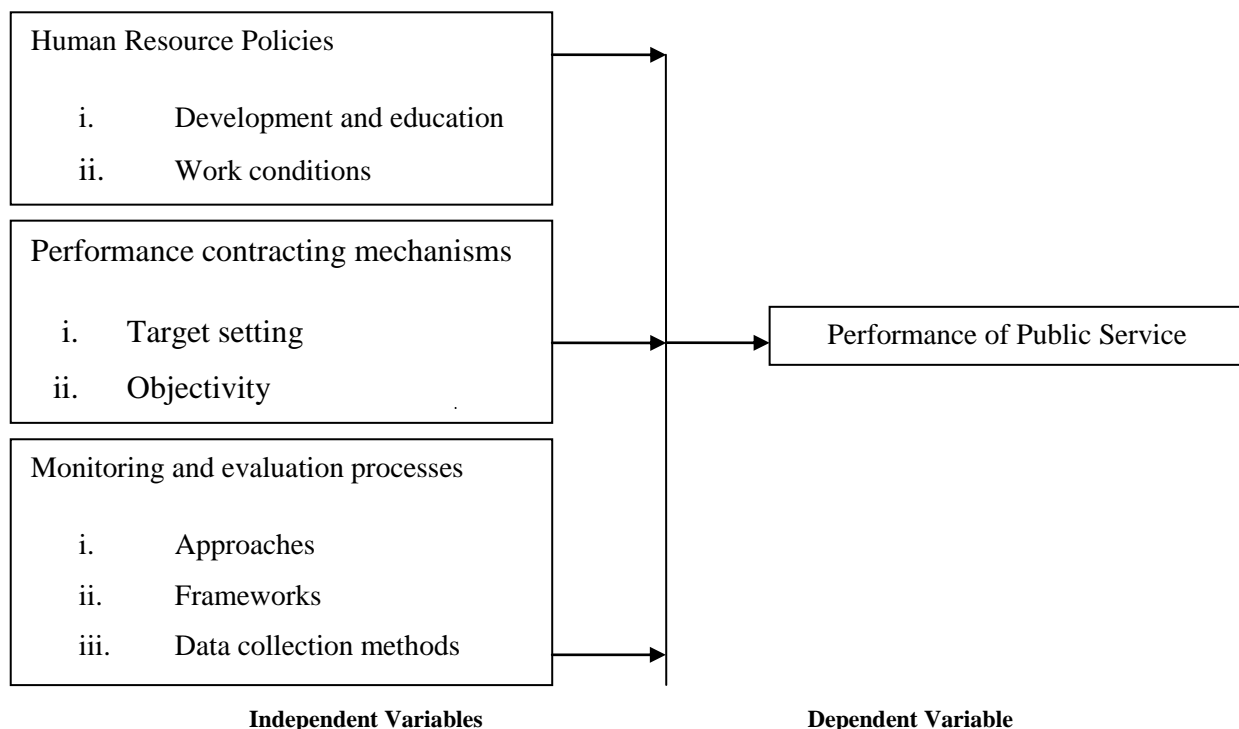
Weberian bureaucracy was a term coined by Max Weber, a notable German sociologist, political economist, and administrative scholar, who contributed to the study of bureaucracy, administrative discourses, and literature during the mid-1800s and early 1900s. Weber began the study of bureaucracy and his works led to the popularization of this term. Many aspects of modern public administration date back to him. Weber listed the following as preconditions for the emergence of bureaucracy: the growth in size and density of the population being administered, the growth in complexity of the administrative tasks being carried out, and the existence of a monetary economy requiring a more efficient administrative system (Boundless, 2015). As a result of the development of communication and transportation technologies, like telegraphs and automobiles, a more efficient administration became not only possible but demanded by the public.

Accompanying this shift was an increasing democratization and rationalization of culture (Johnson, 1993). This resulted in public demands for a new administrative system that treated all humans equally. Weber's ideal bureaucracy is characterized by the following six major principles: i. Hierarchical organization where each level controls the level below and is controlled by the level above. A formal hierarchy is the basis of central planning and centralized decision making,

ii. Delineated lines of authority with fixed areas of activity: Controlling by rules allows decisions made at high levels to be executed consistently by all lower levels, iii. Action taken on the basis of, and recorded in, written rules: If the mission is described as "up-focused," then the organization's purpose is to serve the stockholders, the board, or whatever agency empowered it. If the mission is to serve the organization itself, and those within it, e.g., to produce high profits, to gain market share, or to produce a cash stream, then the mission is described as "in-focused, iv. Bureaucratic officials with expert training: Work is to be done by specialists, and people are organized into units based on the type of work they do or skills they have, v. Rules implemented by neutral officials: For effective systems, the implementation of rules should be carried out by those who have no power to influence the outcomes of the said activities but follow them to the letter without any bias and vi. Career advancement depending on technical qualifications judged by organization, not individuals: This is important in order to ensure that any new member of the organization continues to pursue training for career and organizational advancement (Johnson, 1993).

In accordance with Weber's perspective, County Public Service Boards should be guided by official jurisdictions which are ordered by rules. The boards should also make sure that supervision of lower offices is done by higher ones. The board members should manage the county staff based upon some written rules that are accessible to all (Ngundo, 2014). The county board members should have specialized training. This will enhance efficiency, effectiveness and accountability hence proper functioning of the County Governments. However this is a far cry from what we see in our country whereby officers may be appointed to the board based on political connections and not merit. Another issue affecting the performance of Public Service Boards is the lack of qualified people to fill various positions in the county government. The public service also faces the challenge of a lack of autonomy especially in matters relating to finances used to recruit staff. This has hampered the recruitment of staff into various positions thus hindering the staffing function of the public service. The lack of autonomy has also hindered career progression among the recruited staff (Coutinho, 1996).

2.3 Conceptual Framework:



2.4 Critique of Literature:

The study by Okidi & Guloba (2006) talks about the improvements in service that came after county governance structures but does not adequately talk about the challenges in governance between the local government versus the national government. The challenges are only mentioned in the context of donor funding bypassing the national government and going straight into the local governments. Other challenges pertaining to fund allocation to the local

government from the national government are not addressed. The study states that the local authorities had the capacity to conduct their own elections in a free and fair manner but the challenge came after the election. The challenge was in regard to the aspect of accountability. The local governments lacked the capacity and mechanisms to hold their leaders accountable. This function of accountability was not addressed in their constitution. The researcher therefore sought to focus on governance using the Public Service Boards which also acts as a form of accountability body to the county government.

Kobia and Mohammed (2006), deem that the public service delivery has been process of has transformed by performance contracting service processes. One of the conclusions of the study was that work plans give guidance and responsibility to public service officer with a clear focus on the results. However, the study does not coherently indicate ways in which target setting is undertaken and achieved in a bid to ensure effective coordination between and among institutions and departmental coordination in public offices in achieving Kenya vision 2030 blue print.

3. RESEARCH METHODOLOGY

3.1 Research design:

This study used descriptive research design in collecting the data from respondents. The researcher preferred this design because it is effectual in answering questions such as who, how, what which, when and how much (Cooper & Schindler, 2003). A descriptive study is carefully designed to ensure complete description of the situation, making sure that there is minimum bias in the collection of data and to reduce errors in interpreting the data collected. Cooper and Schindler (2003) define research design as the blueprint for the collection, measurement and analysis of data. Cooper and Schindler (2003) summarize the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity.

3.2 Study Population:

The target population in this study composed of one county public secretary, one chairman and five other members of the public appointed by the governor and approved by the county government in each county. According to Congdon & Dunham(2010), the target population includes all elements that meet certain criteria for inclusion in a study. In this study, the target population was selected from the county Public Service Board of various counties.

Table 3.1 Target Population

Position in county board	Number of counties	Number of respondents	Total
Chairman	47	1	47
County Secretary	47	1	47
5-Appointed members by the governor	47	5	235
Total			329

3.3 Sample size and sampling technique:

According to Cooper & Schindler, (2003), convenience sampling method is usually used in situations where the target population is unreachable owing to the geographical distance, resources or time.

Each of the unit of analysis was allocated a cluster of 5 total respondents. For each cluster snow ball sampling was used to arrive at the actual respondents of the study. Snow ball sampling is a non probability sampling method where the desired characteristics are identified using purposeful sampling technique. The few identified subjects name others that they know that have the required characteristics until the researcher gets the number of cases he or she requires. In this study the researcher found the first representative from the unit of observation each of the respective Public Service Boards, who led to another respondent until the researcher reached the required number of 35 respondents.

Table 3.2 Sample Frame

Position in county board	Number of counties	Number of respondents	Total
Chairman	5	1	5
County Secretary	5	1	5
5-Appointed members by the governor	5	5	25
Total			35

3.4 Pilot test on validity and reliability of instruments:

Reliability of a questionnaire refers to the ability of the questionnaire to collect data that produce consistent results. (Cooper and Schindler, 2006). In determining the validity of the instruments; the questionnaires were pilot tested on 10% of the sample size. The researcher piloted the questionnaires on four board members from one county board. The results of the pilot test were assessed for validity in terms of internal and external validity. The necessary changes were then made to the questionnaire so as to improve the validity of the questionnaire. The findings from the board members involved in the piloting were not included in the main research.

Sekaran proposes coefficient Alpha (called Cronbach Alpha) for multi - point scaled items. The higher the coefficients, the better the measuring instrument (Sekaran, 2003). The research used the Cronbach Alpha was used to test the reliability of the measures used in the instrument. Alpha coefficient ranges in value from 0 to 1 were used to describe the reliability of factors. A test with robust reliability is expected to display a Cronbach Alpha above 0.9. However, values above 0.7 are acceptable indicators of internal consistency as suggested in literature.

3.5 Data Processing and analysis:

Analyzing data involved reducing and arranging the data, synthesizing searching for significant patterns and discovering what was important. Statistical tools such as tables, bar graphs and pie chart were used. The analysis was done with the help of Statistical Package for Social Science (SPSS) and Microsoft Excel. The computed data was also analyzed using descriptive statistics including frequencies, means, and percentages. Interpretation of the data was done within the frame of reference of the research problem. ANOVA was used to test the significance of the regression model. Multiple regression formula was used to determine the relationship between the dependent and independent variables as follows:

$$Y = a_1 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots - \varepsilon$$

Whereby:

Y = Performance of public service (measured by the indexing by Synovate and Auditor general)

a_1 = constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = coefficients of the determinants of factors affecting performance of Public Service Boards

X_1 = Human resource policies (measured by a likert scale)

X_2 = Monitoring and Evaluation (measured by a likert scale)

X_3 = Performance Contracting (measured by a likert scale)

4. DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction:

This chapter presents an analysis of data that was collected, interpretation and discussion of the findings. The results are presented in table and chart/figure form where appropriate for the ease of understanding. Both descriptive analysis and relationship testing were conducted where the results are as presented under this chapter.

4.2 Response Rate:

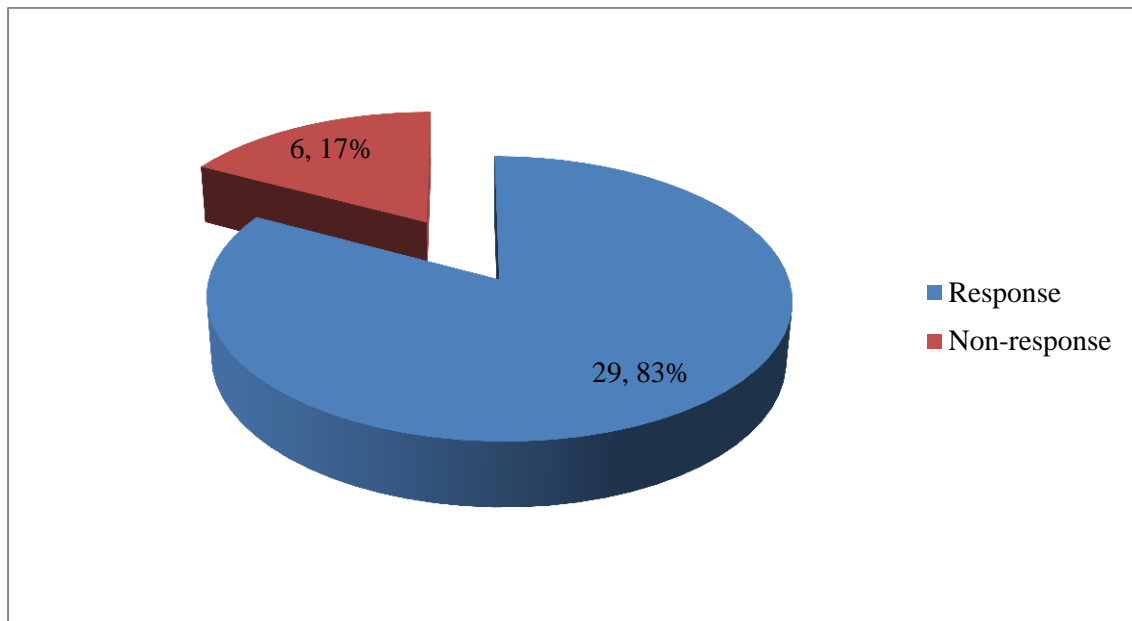


Figure 4.1 Response Rate

The study realized a response rate of 83 percent. This was as a result that the researcher was able to collect 29 questionnaires out of the 35 questionnaires that were sent to the field. The 29 questionnaires were found suitable to be used for the study hence making a response rate of 83%.

4.3 Effect of independent variables on the dependent variable:

To establish the effect of human resource management policies the effect of performance contracting processes on performance of the Public Service Board, effects of monitoring and evaluation on performance of Public Service Boards are presented in The results are based on the data collected on a likert scale tool that allowed the respondents to rank the given aspects of the independent variable on the dependent variable.

4.4 Regression Results:

The study conducted a regression test analysis to test for the relationship between governance frameworks and performance of Public Service Boards. The test was conducted at the 5% level of significance. The results are as presented in table 4.7 for the regression model summary, table 4.8 for the ANOVA test and table 4.9 for the regression coefficients.

Table 4.1 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.873	.841	1.09312
a. Predictors: (Constant), Human resource planning, Monitoring and Evaluation, Performance Contracting				

Results in table 4.7 indicate that, the predictor variables (Human resource planning, Monitoring and Evaluation, and Performance Contracting) explain 87.3% of the variation in the Performance of Public Service Boards as represented by the R Square (0.873). This therefore reveals that other factors not studied in this research contribute 12.7% of the variability in the Performance of Public Service Boards.

Findings in the table also illustrate that, the study results are 84.1% reliable as indicated by the Adjusted R Square value. This shows that, had the study been conducted using the entire population rather than a sample, the results would have been 15.9% different from the current findings which would not be a significant difference from the study results.

Table 4.2 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.3040	3	3.1013	4.1989	.021 ^a
	Residual	18.4651	25	0.7386		
	Total	27.7691	28			
a. Predictors: (Constant), Human resource planning, Monitoring and Evaluation, Performance Contracting						
b. Dependent Variable: Performance of Public Service Boards						

According to table 4.9, the significance value in testing the reliability of the model was obtained as 0.021 which is less than 0.025 the critical value at 5% level in a 2-tailed test. Therefore the model is statistically significant in predicting Performance of Public Service Boards. The F value is 3.842 which is greater than the F critical. This shows that the overall model was statistically significant and reliable in explaining the influence of the predictor variables to the Performance of Public Service Boards.

Table 4.3 Regression Coefficients of variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.106	.031		1.108	.021
	Human resource planning	2.425	.044	.968	1.006	.016
	Monitoring and Evaluation	3.318	.022	1.301	1.119	.024
	Performance Contracting	2.173	.082	2.004	1.007	.011
a. Dependent Variable: Performance of Public Service Boards						

The coefficients in table 4.10 answer the regression equation relating the dependent and the independent variables. Testing the significance of the coefficients at 95% significance level with a 2-tailed test, the table indicates that all the variables had a significance value less than 0.025 thus confirming the significance of the results. Also, from the table, all the independent variables are positively related to the Performance of Public Service Boards.

The coefficients answer the regression model relating the dependent and independent variables;

$$Y = 1.106 + 2.425 X_1 + 3.318 X_2 + 2.173 X_3$$

From the model, the constant value is 1.106 indicating the coefficient of Performance of Public Service Boards without the influence of the predictor variables. Also, given a unit increase in the efficiency of Human Resource planning in the Public Service Board, would result to 2.425 times increases in Public Service Board's performance. The model as well shows that given a unit increase in monitoring and evaluation strategies in the Public Service Board would result to 3.318 times increase in performance of the Public Service Board whereas a unit change in performance contracting results to 2.173 times changes in performance of the Public Service Board. All the coefficients for the variables are positive revealing a positive relationship between Human resource planning, Monitoring and Evaluation and Performance Contracting with Performance of Public Service Boards.

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction:

This chapter gives the summary of the study findings, discussions of the research findings where the findings are compared with the findings of other relevant studies which were earlier carried, conclusions that were drawn by the researcher according to the findings of the study and the recommendations made by the researcher for the status improvement.

5.2 Summary of the Findings:

The main objective of the study was to assess the effect of governance frameworks on the performance of Public Service Boards of selected counties in the devolved governments in Kenya. Five counties were selected conveniently from which 35 officials were sampled for the study. Of these, 29 officials gave response that was found valid to be used in the study representing a response rate of 83 percent.

5.3 Conclusions of the study:

With reference to the study findings and discussion made, the study concludes that;

There is a positive influence of Human resource planning on the Performance of the Public Service Board. The effectiveness of the human resource planning in the public sector determines the ability of the department to select/recruit based on good professional standing, ensuring the best personnel are selected.

With regard to the effect of monitoring and evaluation processes on the boards' performance, the study concluded that Monitoring and Evaluation processes have a positive effect on the performance of the Public Service Boards in the county governments. The monitoring and evaluation strategies play a great role in promoting performance of the Public Service Board and the ability of the Public Service Board to monitor and evaluate the staff competence and ability to perform.

Performance contracting has a positive and significant influence on the Public Service Boards performance at the county governments. It is evident that the Performance Contracting ensures effective management of employees (staff) in the public sector, as the staff work towards achievement of the contract standards. This therefore leads to improved performance of the Public Service Board thereby creating efficiency and effectiveness service delivery.

5.4 Recommendations of the study:

On the basis of the study findings and discussions as well as the conclusions that were made from the findings, the study makes policy recommendations as follows;

There is need for the Public Service Boards to review the human resources' competency in offering planning services to the public sector. Therefore there is need for the human resource departments to ensure that the Council of Governors facilitates a framework at the national level to allow for sharing of best practices among the 47 county service boards. This can also be done through work exchange programmes among the counties so as to allow for devolution experiences to be spread across the various counties.

County governments should ensure that monitoring and evaluation of the performance of the Public Service Board is done regularly and more so on a quarterly basis. This is because the weaknesses identified can be examined and the appropriate measures be taken within the shortest time possible.

Performance contracting standards should also be reviewed over a time period, which can be up to after a three year period. This is mainly because the responsibilities of county public officers may increase with time based on the growth and development phenomena within a county. This especially refers to introduction of new projects and programmes that require specific skilled expertise and knowledge as well as partnerships with both local and international partners.

County public service officers should refer to studies carried out on effect of governance frameworks on performance of the Public Service Boards. This would enable these boards to apply the findings of such studies to improve their performance as governance frameworks directly address the role of Public Service Boards in country governments in Kenya. The information from studies documented will help in pointing out the challenges and strengths thereby allowing room for improvement and enhancement in county public service delivery.

The study also calls for collaboration between and among county public officers and academics, researchers and policy think tanks, so as to enable development of practical strategies that would effectively address governance frameworks, and how they can be effectively improved in order to give impetus to the agenda on policy development process at devolved counties. This can be done through joint research ventures, conducting seminars and trainings. This will enable a combination of new ideas, approaches and relate them to practical realities in implementation of projects and programmes in county governments.

5.5 Suggested areas for Further Research:

The study was a survey of selected county public boards ranked as the best performing counties, and of close proximity to Nairobi county. The results therefore represent a generalized performance of the Public Service Board in all the 47 counties, but may not adequately capture the unique experiences faced by each of the remaining 37 county Public Service Boards. The study therefore recommends for a further study to be undertaken, covering all the 47 county Public Service Board performance in Kenya. This would cover on the relationship between the employee characteristics and service delivery to examine whether presence of more competent staff affects service delivery.

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