DETERMINANTS OF RESOURCE ALLOCATION AMONG COUNTY GOVERNMENTS IN KENYA: A CASE OF MACHAKOS COUNTY

BY

NEWTON MUSYOKA MUINDE

A DISSERTATION SUBMITTED TO FACULTY OF BUSINESS AND COMMUNICATION STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) OF

ST. PAUL'S UNIVERSITY

SEPTEMBER, 2017

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REG NO. MBA/MKS/2456/15

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DECLARATION

This research project is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution.

Signature _____ Date _____

Name: Newton Musyoka Reg No. MBA/MKS/2456/15

Word Count: 17,707.

This research project has been submitted for examination with our approval as University Supervisor.

Dr. Hellen Mugambi

Signature _____ Date _____

Dr. John Muhoho

Signature _____ Date _____

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I wish to thank the Almighty God for impacting this knowledge and giving me the strength each day as I carried out my research work. More so, I also wish to thank my supervisors: Dr. Hellen Mugambi and Dr. John Muhoho for the guidance they have accorded me during the whole study period.

Secondly, appreciate my family, for all the support whether financial, emotional or physical that they accorded me and the rest of the family members for their encouragement and support.

Last but not least, a word of thanks goes to all my dearest friends, fellow classmates and all those who in one way or another assisted me in their contributions and ideas throughout my study in order to make this research work a success. God bless you all

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DEDICATION

This work is dedicated to those who helped me carry out this research project specifically my entire family.

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ABSTRACT

Devolution as a new system of governance in Kenya embraces the principle of subsidiary which advocates for the transfer of responsibilities and decision making powers from the central government to the local governance units. The general objective of this study was to investigate the determinants of resource allocation among county governments in Kenya using a case of Machakos County**.** To achieve this objective, the specific objectives included: determining the effects of corporate governance on allocation of resources in Machakos County government; establishing the effects of procurement policies on allocation of resources in Machakos County government; finding out the effects of staff competency on allocation of resources in Machakos County government and establishing the effects of technology on allocation of resources in Machakos County government. The study adopted a descriptive design. The population of the study was 800 staff working in the Machakos County government offices. A proportionate sample size of 121 respondents was selected from the entire population of 800 staff of Machakos County government. The study used descriptive statistics and inferential analysis to establish the relationship between the variables. The study found out that it is the stewardship responsibility of corporate directors and the management team to provide oversight and direction, governance is concerned with the processes, systems, practices and procedures, public procurement is the main process through which the government operates and spends public money that was collected by the revenue authority, the staff working within the procurement department must be very competent in handling the activities of this department and use of technology would help public authorities to provide excellent service in an effective and transparent manner. The study concludes that the procurement policies and regulations has reduced the speed with which goods and services are procured, increased the level of transparency among Government offices, improved utilization of funds in the County Government operations and improved utilization of funds in the County Government operations, technology is transforming the way resource allocation should be performed and that given the limited resources available to county governments, policy and decision makers require a framework for prioritizing needs and objectives of the county and thereafter allocating the required resources. The study recommends that the county government comes up with strategies that will enforce stricter penalties on officers found to have engaged in corruption, county government should organizes employee trainings and workshops to train them on technical skills and invest more in ICT which is turning to be a commanding force in the modern world.

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DEFINITION OF TERMS

Devolution: is the transfer of authority and responsibility for public functions from the central government to intermediate and local governments or quasi-independent (Sunkuli, 2011).

Corporate Governance: The combination of corporate policies and best practices implemented by organizations to meet its objectives in relation to its investors and stakeholders. Corporate governance is concerns with the relationships among the management, board of directors, controlling shareholders, minority shareholders and other stakeholders (Mallin, 2007).

Procurement Practices: Refers to the methods used to source for goods and services (CIPS, 2012). These involves structures and processes during: development of a procurement manual, prequalification of suppliers, development of evaluation criteria, ethical procurement, outsourcing process, performance management, transparency award of contracts, application for tax exemptions among others.

Staff Competency: is defined as a capability or an underlying characteristic of an individual, or a group of people which is casually related to effective or superior performance as compared to the others (Kiage, 2013).

Technology: the design for instrumental that reduces uncertainty in the cause effect relationship involved in achieving a desired outcome that is set in the strategic plan of the organization (Oliveira and Martin, 2010).

Allocation: It describes the manner of distribution of something among alternatives. It is the apportionment of something on given number of alternatives (Yang, Ford, Tambe & Lemieux, 2014).

Resources: It refers to an economic or productive factor required to accomplish an activity, or as means to undertake an enterprise (IUSS Working Group, 2014).

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ACRONYMS AND ABBREVIATIONS

CCTV	Closed-Circuit Television
CIPS	Chartered Institute of Purchases and Supplies
CRA	Commission of Revenue Allocation
GDP	Gross Domestic Product
ICT	Information Communication Technology
MDG's	Millennium Development Goals
NHIF	National Hospital Insurance Fund
NPM	New Public Management Board
PPOA	Public Procurement Oversight Authority
SACCOs	Savings and Credit Cooperative Societies
SPSS	Statistical Package for Social Science
UN	United Nations

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CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Devolution creates devolved governments or units and this happens when authority for making decisions are transferred to local units of governments. Devolution results into transfer of responsibilities for service delivery among the municipal units. In devolved systems, clearly established and recognized boundaries are usually created for the local governments and help them to effectively perform public functions effectively and efficiently (Omari, Kaburi & Sewe, 2012). Devolution breeds decentralization which gives county governments together with state departments and agencies the responsibility of handling operations of every function and this ensures sound delivery of the services (Lubale, 2012). Devolution ensures that the policies formulated at the national level are effectively implemented at the grass root and this ensures that the services are properly spread among the citizens (Muriu, 2013)

Many states across the world have successfully practiced devolution (World Bank, 2012), and have adopted devolution to avoid misuse of power and resources by the central governments (Hazell & Rawlings, 2015). Devolution also brings about efficiency in provision of social services among public institutions. Devolution reconciles the desires of the local citizens and the government officials. Across the world, a number of counties have successfully implemented devotion and these include Autralia, Canada, USA and Britain (Trench, 2015).

Counties in Los Angeles are made up of eighty eight cities in California State. Through federalism, the country has successfully established the infrastructure networks for example rail systems and this has opened up other potential areas for growth of businesses. However, the federalism system was not effective and as such, and through amendments of the constitution, it was replaced by a unitary system of government (MacKinnon, 2015).

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Many countries in Africa have successfully adopted devolution and have realized a number of benefits. These counties include Ethiopia, South Africa and Nigeria. Devolution in South Africa is such that the premier heads the regional governments. Oversight and supervisory roles are retained by the national governments (Mungai & Christine 2013). Many counties in Africa have adopted devolution so as to reduce inefficiencies in government institutions and at the same time improve on governance. Central governments are full of inefficiencies for example low transparency and accountability, lack of equality in resource distribution and limited participation from the community and locals at the grass root. There are a number of benefits that accrue from proper management of devolution for example enhancement of transparency and accountability besides increased efficiency and effectiveness (Hueglin, 2010).

In Kenya, devolution is evidently characterized by involvement of local citizens in decision making and sharing of the values, mission and vision to the locals in a community (World Bank, 2011 & 2012). During the promulgation of the new constitution in Kenya in 2010, 47 counties were created as a result (Kobia & Bagaka, 2013). It is the stipulation of the constitution that each government level plays its role with highest levels of integrity.

Machakos County came into existence after promulgation of the new constitution in 2010. Machakos county is established on a 6,208 km^2 of land sufficiently accommodating about 1,098, 584 (National Census, 2009). There are five towns forming Machakos County and these include Matuu, Mavoko, Kangundo, Masaku and Machakos. The tax revenue was formerly handled by the area councils as they had effective structures in place to collect revenue (CRA, 2014).

There has been diversification in principal revenue of the county so as widen the tax base. The governor of Machakos County is currently rated among the high performing governors from the 47 counties in Kenya through adoption of strategic plans in collection of revenues using instruments like land rates and parking fees. The revenue collected from these strategies is used in financing important projects in the county (Kirira, 2012).

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1.2 Statement of the Problem

In Kenya, devolution is characterized by subsidiary which implies decentralization of the powers to make decisions and the responsibilities from the national to the local government units. Globally, a number of countries have successfully implemented devolution for example Australia, USA, South Africa, Canada and Britain. Regionally, devolution has been a success story among countries like Ethiopia, Nigeria and South Africa (World Bank, 2012). On the other hand, devolution in Kenya involves creation of new administrative and political units simultaneously (World Bank, 2012).In line with the new constitution ushered in during 2010; the new devolved government system brings about proper utilization of resources among local citizens. It is hoped that that country can easily get rid of the historical injustices and unequal distribution of resources through the spirit of devolution. Moreover, there have been a number of factors that have hindered efficiency in allocation of resources of the state through local and central units in Kenya in relation to the past 15 years.

Machakos County was found with procurement malpractices during the acquisition of CCTVs, fifteen Subaru's among other issues (Public Procurement Oversight Authority, 2014; Auditor General's Report, 2014). The management of Machakos County had no proper documentation of all the procedures followed in procurement as outlined by the Public procurement and disposal act PPOA.

Public institutions in Kenya are characterized by weak governance and this has resulted into poor allocation of resources in county governments through devolution. According to Ntoiti (2013), the local authorities and the decentralized units in Kenya had poor service delivery due to inefficient resource allocation. Ntoiti (2013) further orates that among other significant determinants that have affected service delivery among the devolved units in Kenya include misuse of financial resources, poor HRM practices and changes in ICT rules and regulations. There was a negative relationship between the identified determinants and performance of government institutions (Ntoiti, 2013). However, the above studies have paid little focus on determinants of resource allocation in county government in Kenya. Therefore this study sought to establish the extent to

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which these determinants of resource allocation among county governments in Kenya using a case of Machakos County.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study was to investigate the determinants of resource allocation among county governments in Kenya: a case of Machakos County.

1.3.2 Specific Objectives

i. To determine the influence of corporate governance on allocation of resources in Machakos County government.
ii. To establish the influence of procurement policies on allocation of resources in Machakos County government.
iii. To find out relationship between staff competency and allocation of resources in Machakos County government.
iv. To establish the influence of technology on allocation of resources in Machakos County government.

1.4 Research Questions

i. How does corporate governance affect allocation of resources in Machakos County government?
ii. What are the effects of procurement policies on allocation of resources in Machakos County government?
iii. What is the relationship between staff competency and allocation of resources in Machakos County government?
iv. How does technology affect allocation of resources in Machakos County government?

1.5 Justification of the Study

Counties in Kenya now face a challenge in resource allocation and utilization even where the resources are available (Pourat, Davis, Salce, Hilberman, Roby & Kominski, 2012). Resource allocation has proved to be critical, hence there have been poor resource

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allocation decisions with much of the resources being wasted or remaining unutilized. Unfortunately county institutions have been slower to respond (Mugambi & Theuri, 2014). This is understandable, given dynamic environment, competitiveness, financial constraints and the bureaucratic process characteristic of most of these institutions. However, a new approach, which incorporates strategic allocation of resources, is necessary for most of these county government institutions so as to achieve improved performance and overall service quality. This study would be vital if picked up by county government in determining the determinants of resource allocation among county governments.

1.5 Significance of the Study

The findings of the study would be of great importance to a number of parties for example policy makers and academicians. For policy makers in the government institutions in Kenya, the study would offer meaning findings on effective implementation of the frameworks guiding resource allocation to result into equitable distribution of resources.

The study would also be important for academic purposes as students and researchers would learn about socio-economic disparity in Kenya, procurement practices and legal perspective resource allocation policies, both current and past.

1.6 Scope

This study investigated the influence of corporate governance on procurement and resource allocation in county governments in Kenya. It examined the corporate governance; procurement rules and regulations; procurement staff competency and technology on allocation of resources. The study was carried out in Machakos County in the month of June, 2016 using a descriptive research design. The study was conducted using primary data that was collected using structured questionnaires.

1.7 Limitation of the study

The researcher anticipated that there would be a lack of co-operation from respondents for fear that the study findings would be used by the management at the county government to jeopardize their careers. The Respondents were notified by the researcher

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that confidentiality would be upheld and that research study is being done for academic purpose only.

Being a political institution, the researcher assured the respondents of confidentiality of their responses and carried an introduction letter from the university while seeking permission to interview the county staff.

Since most respondents are busy people all the time, the researcher applied the drop and pick later for the questions, so as to give the respondents sufficient time to fill the questionnaire.

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher reviews the theories that form the basis of the study. There is an empirical review that assesses other past studies relating to the current study. The chapter also indicates the research gaps that the study sought to fill.

2.2 Theoretical Review

The study was anchored on the following theories: agency theory, resource based theory and the stakeholder theory, diffusion of innovation theory as they are relevant to the empirical review on corporate governance.

2.2.1 Agency Theory

This theory was put forward by Ross and Mitnick in 1970s to establish the relationship between the principal and the agent. The principal delegates authority and power to the agent. An agent on the other hand acts on behalf of the principal to execute the duties and authorities given by the principal.

This theory is guided by the interrelationship between the agent and the principal. In this interaction, there is delegation of responsibility from the principal to the agent. The proponents of the agency theory view an organization to comprise of systems of contracts that can either be explicit or implicit. The theory suggests existence of clear relationship between the board of directors who act in the interest of the shareholders and the management who represent the board. This introduces the concept of corporate governance. According to the proponents of the theory, corporate governance helps in ensuring that the problems associated with the relationship between the principal and the agent is reduced (Mallin, 2010).

Corporate governance indicates the relationship between the management of the organization, the board of directors and shareholders. The management of an organization is involved in the day to day affairs of the organization. The board directors on the other hand monitor the actions of the management. The shareholders are the

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owners of the organization. Therefore, the management acts on behalf the shareholders. The role of the board of directors is to regulate the actions of the management of a corporation to be in the interest of shareholders. The management is the agent while shareholders are the principal (Keay & Loughrey, 2015).

This theory is relevant to this study as it establish a link between corporate governance and the managers at Machakos county government in directing the employees towards reaching the set plans and goals of the organization for its benefit and that of the investors.

2.2.2 Resource Based Theory

The foundation of this theory was set forward by (Penrose, 1997) with the main concern of efficient and innovative use of the limited resources to gain competitive advantage. Taking the RBV theory to another perspective, Wernerfelt (1984) analyzed antecedents of products and ultimately organizational performance and established that "resources and products are two sides of the same coin" and firms diversify based on available resources and continue to accumulate through acquisition behaviors.

This theory explains the internal sources of sustained competitive advantage to a firm over a long period of time (Kraaijenbrink, Spender & Groen, 2010). The theory focuses on how a firm can effectively and innovatively use the resource to gain competitive advantage.

Generally, different productive and efficient resources that are controlled by a firm greatly vary from one firm to the other and this implies that firms in a given industry are heterogeneous (Barney & Clark, 2007). Using the resource perspective, Sandholm (2006) analyzed the role of procurement in development of new products and organizational performance and established that there is strong similarity between the resources and the products. As such, diversification among the firms is only possible in view of the available resources.

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Elger (2002) takes the analysis further and considers this theory in explaining performance and improvements in processes. One is said to perform after production of results that are valued. A performer can be made up of one person or a group of individuals with a common objective. Development of performance is an involving thing that as described by the level of performance. However, there are six components from the current level of performance in any organization. These six components include the fixed factors, level of identity, personal factors, level of skills, and level of knowledge context. These six components of current performance are used to enhance efficiency for improvement in performance (Taylor, 2006).

The above information on this theory in this study was representing the independent variable of staff competency and performance in the new devolved government system in Kenya that has been adopted by the new 2010 constitution.

2.2.3 Stakeholders Theory

This theory was formulated by Freeman (1984) that relates to morals and values in managing an organization. According to Clarkson (1994), this theory indicates that a firm is network of stakeholders that work within the larger circles. A firm is viewed as a composition of stakeholders who render necessary infrastructure for maximization of the wealth of shareholders.

Traditionally, the owners in a firm form the stakeholders and there exists a strong obligation to put first the needs of the owners through maximization of their value. However, according to the stakeholder theory, there are other parties that are involved in the relationship and these include regulatory and government units, labor unions, suppliers and other financiers. Occasionally, stakeholders are comprised of the competitors too (Gesteland, 2005).

This relevance of this theory to the current is that it contains relevant information that has relevant implications on procurement policies that guide ethical practices in management.

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2.2.4 Diffusion of Innovation Theory

This theory was postulated by Rogers (1983) to explain how innovations spread through an organization with time. According to the theory, there are several factors that affect innovation diffusion.

Rogers (2003) points out those innovation adopters can be classified into five different categories on the basis of innovation uptake speed: there are innovators; early adopters; early majority, late majority and laggards. In essence, innovation adoption success will be dependent on early adopters since they have considerable influence over innovation adoption. The key to a smooth diffusion process is to improve on customer awareness of new technologies among the intended innovation users. This will emanate as a result of observing other users that use the technology. According to Robinson (2009), the extent which a firm perceives an innovation as outperforming the idea indicates the relative advantage of an innovation. This is normally measured in terms of satisfaction, social prestige and economic advantage. An increase in the level of perceived relative advantage of an innovation increases the rate of adoption of the innovation (Robinson 2009).

The benefits of adoption of innovation in an organization include improvement in old processes of doing things and this is likely to positively affect the general performance of an organization. Innovation also eliminates outdated practices and processes and this will result into improved performance. Innovation will serve to simplify complex processes thus leading to few errors on part of employees hence improving on their productivity. Even though diffusion theory only provides the framework to observe the adoption and impact of Information Technology over time, it gives little attention to user acceptance. The theory links innovation area characteristics and the drive for individual adoption decisions by staff and the innovation positioning (Rogers, 2003).

2.3 Empirical Review

The empirical review discusses the four objectives which are: corporate governance; procurement policies; staff competency and technology and how it impacts the procurement and resource allocation.

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2.3.1 Corporate Governance

The term corporate governance refers to the relationship between the board of the organization and the management in provision of oversight roles and direction to enhance organizational performance. Monyoncho (2015) sought to determine how corporate governance is perceived at University of Nairobi and established that bad leadership results from poor governance structures. The quality of the services in the institution was therefore negatively affected. According to Blair and Roe (2010), corporate governance reconciles that interests of the all the parties in organization. It is a system of directing and controlling organizations in implementation of the strategic plans to realize the goals of an organization (Muriithi, 2009).

Corporate governance refers to system of rules that govern the behavior of the stakeholders in an organization (Monyoncho, 2015). Corporate governance practices have gained interest because the prosperity of nations, communities and individuals are closely linked with the ability to create, strengthen and maintain profitable, competitive and sustainable enterprises. Investors' especially collective investment institutions and pension funds acting in a fiduciary capacity realize they have a role to play in ensuring good corporate governance practices, thereby underpinning the value of their investments (Munyao, 2012).

According to Erkens, Hung and Matos (2012), particular corporate governance practices are adopted by specific industries and therefore corporate governance practices differ in different companies (Blair& Roe 2010). An organization can be established in either the public or private sector which will have an effect on corporate governance practiced. Corporate governance bring about good leadership in corporate entities through transparency, accountability and strict adherence to the rights of the stakeholders (Institute of Corporate Governance of Uganda, 2000).

Munyao (2012) conducted a study on how corporate governance affects financial performance of forex bureau. The study established that there is greater interest in corporate governance both in government and private sector and this relates to accountability, transparency and effectiveness. Corporate scandals of various forms have

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maintained public and political interest in the regulation of corporate governance (Giroud & Mueller, 2011). This has led to losses of public funds collected through taxes and levies charged and yet a few people benefit from it through theft and this is further compounded as these organizations do not fulfill the mandate assigned to them. Therefore good corporate governance principles include respect for the rights of shareholders, equitable treatment of all stakeholders in corporate governance, responsibilities of the board, transparency and disclosure (Erkens, Hung & Matos, 2012). Good corporate governance practices dictate that the board of directors governs the corporation in a way that maximizes shareholders value and in the best interest of society. It is neither in the long term interest of the enterprise or society to short-change customers nor engages in corrupt practices (Muriithi, 2009).

Corruption in form of bribery has increased due to lack of proper corporate governance and this has brought about inefficiencies in public sectors. It is also important to remember that although corporate governance has emerged as a way to manage modern joint stock corporations it is equally significant in state-owned enterprises, cooperatives, and family businesses. Regardless of the type of venture, only good governance can deliver sustainable good business performance (Monyoncho, 2015). Organizations with good corporate governance have the capacity to maintain high-quality services and to deliver improvement and innovations of new service ways and new products. Poor governance arrangements set the framework within which the organizational systems and processes fail to detect or anticipate serious service and financial failures. Good governance in organizations, based on openness, clarity and honest accountability enhances public trust and civic engagement (Erkens, Hung & Matos, 2012).

2.3.2 Procurement Policies

Procurement is the acquisition of goods and services required by a business organization to effectively run operations. According to the Public Procurement and Disposal Act of 2005, procurement is defined as acquisition of goods and service through a contract, lease, hire or contractual means and there is transfer of title either permanently or temporarily (Lewis, Grimes & West, 2013).

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According to Jones (2007), governments mainly run their operations through public procurement. In Kenya, the public procurement accounts to a tune of over 10% of the GDP. However, procurement in Kenya tops in corruption among other unethical practices. This implies that proper efforts should be in place to safeguard this for example the Kenya Anti-Corruption Commission, the Public Procurement Oversight Authority (PPOA). These two agencies have collaborated to give guidelines on how to fight and reduce corruption in public procurement in Kenya.

In a study by Kiama (2014) to establish the factors influencing effective implementation of public procurement act in SACCOs in Kenya. The study established that global events regard corporate failures of blue chip companies has necessitated the idea of implementation of agenda. In Kenya, there have a number of scandals dealing with procurement in the public sector since 1990s the Goldenberg in 1990 -1994 and Anglo leasing in 2002, Japanese Embassy purchase in 2010 and the Chicken Gate scandal in 2013. In one way or the other, these scandals have involved one or a group of parastatals. Leaders in state agencies have to look at the procurement rules and regulations so as to get away with these practices (Kiama, 2014).

The success of any procurement decision made by procurement staff is determined by the procurement method. It is important that where more than one method of procurement is in place, an organization should choose the method that integrates transparency. The method chosen should reduce wastage of public funds (Morledge & Smith, 2013). In practice, open tendering is one of the most efficient methods of procurement since it raises the levels of competition among participants at the same time ensuring value for money. However, open tendering suffers from some limitations that reduce its effectiveness for example length procedure followed and this makes it infeasible. This brings need for an organization to adopt other methods of procurement for example quotation, direct procurement, and request for proposal and restrictive tendering (Morledge & Smith, 2013).

The new constitution promulgated in 2010 serves to provide the constitutional basis of procurement. The new constitution indicates that public procurement should be done in cost effective, fair, transparent and equitable manner. The parliament is empowered to

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prescribe policies in relation to implementation of the procurement and asset disposal frameworks (Ngugi & Mugo, 2014). There are various cycles that may help in describing the process of procurement. These cycles include identification of the required product, determination of product sources, evaluation and vendor selection and awarding of the contract. The other cycles deal with implementation of the contract, delivery of the products and storage of the delivered products. In case an organization realizes that the procured products are in accordance with the specification, disposal of wastes will be done latter (Ngugi & Mugo, 2014). According to Ngugi and Mugo (2014), policies regarding procurement reduce the level of poverty while enhancing equity in distribution of resources in the country. For proper realization of the millennium development goals MDGs, there s need for sound procurement systems (Kiama, 2014).

2.3.3 Staff Competency

Competence is the ability to meet a complex demand successfully or carry out a complex activity or task (Achua, 2011). It refers to the necessary or desirable prerequisites required to fulfill the demands of a particular professional position, of a social role, or a personal project. Using this definition, the structure of competencies derives from the structure of the demands encountered in the context of work and in everyday life (Tukamuhabwa, 2012). Competence can be attributed to individuals, social groups or institutions, when they possess or acquire the conditions for achieving specific developmental goals and meeting important demands presented by the external environment.

Kiage (2013) posits that staff competency is defined as a capability or an underlying characteristic of an individual, or a group of people which is casually related to effective or superior performance as compared to the others. It equally involves the application of knowledge and skills into performing certain assigned tasks and duties and doing them effectively. Competency is further seen as the performance delivery and behavior required in getting things done very well whether at the workplace or outside the work environment (Armstrong *et al.*, 2010). Public procurement professionals have to strive to achieve three competing demands of meeting commercial interests with key themes of

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value for money, economy, efficiency and effectiveness. Supply chain procurement professionals spend too much time 'putting out fires' and reacting to daily problems (Thomson & Jackson 2007), and as such they cannot find the time to develop strategic relationships with suppliers of materials and deploy improved business processes that eliminate shortages, apply new technologies to improve in efficiency of the procurement process and experiment with new designs and procedures in an effort to improve the quality of procurement services (Kiage, 2013).

Kiama (2014) further state that competence can be attributed to an individual when he/she possess the conditions necessary for achieving specific work related goals. Competencies may be thought of as capacities or dispositions or attitudes embedded in the individual and are manifested by action (which implies intentions, reasons and goals). This statements shows that the conceptualization of competence reflects a holistic approach, to the extent that it integrates and relates to demands for a particular position, attributes including ethics and values, and context as essential elements of a competent performance (Achua, 2011). However, one can only infer competencies from the performance of complex and demanding actions and performance can be measured or systematically observed, from which an underlying competence may be inferred and therefore due to the nature and demand of procurement services, then the staff working within this department must be very competent in handling the activities of this department.

Competence and performance have been seen to be related. Sang and Mugambi (2014) indicated that employee performance is a function of individual ability and motivation. On the other hand, Achua (2011) suggest that employee performance is determined primarily by their abilities and the job that they do. But according to Tukamuhabwa (2012), abilities and skills tend to predict task performance while personality and related factors tend to predict contextual performance. Specific aspects of contextual performance such as personal initiative have been shown to be predicted by ability and job satisfaction factors. Differences in performance between individuals can be explained by individual differences in abilities, personality and/or motivation. Wamae (2014) describe performance components as a function of three determinants namely declarative

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knowledge (knowledge on facts, and principles), procedural knowledge and skills (cognitive, physical, and psychomotor skills) and motivation. Spencer and Spencer (1993) in his article of job satisfaction causes and consequences assert that superior performance at work is a result of specific sets of competencies combined in a particular way (Kiama, 2014).

2.3.4 Technology

Information Communication Technology (ICT) is defined as any technology used to support information gathering, processing the information, distribution and its use. Public authorities are expected to provide excellent service to their constituents and the masses in an effective and transparent manner, all the while working under constant resource constraints by adopting ICT this will be made easier. Public authorities are implementing scalable communication infrastructures to promote economic development projects, attract new businesses and investors and residents and the local masses but above all, provide excellent service to constituents (Rolfstam, Phillips & Bakker, 2011).

Various authors define the term technology in a variety of ways. Oliveira and Martin (2010) uses the words technology and innovation synonymously and defines technology as the design for instrumental that reduces uncertainty in the cause effect relationship involved in achieving a desired outcome that is set in the strategic plan of the organization. Perhaps a clearer definition of the term technology can be obtained from the work by Georghiou, Edler, Uyarra and Yeow (2014) who, in their study of adoption of imported technology defines technology as the general knowledge or information that permits some tasks to be accomplished, some service rendered or some products manufactured. Technology is the actual application of knowledge.

According to new public management board (NPM) philosophy, modern government and the current governments, should be customer oriented, competitive and result oriented, and therefore the use of ICT has a role to play in enhancing the effectiveness of government services to its key customers: the public and this will strengthen the importance of ICT usage in public sector (Geentanjali, 2011). ICT is also expected to contribute to improved communications patterns, an increased demand for coordination of joint activities and new organizational and societal structures through its ability to

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store, transmit and process information and speed up inter-organizational activities (Georghiou et al., 2014). ICT services can be used for promoting more efficient and cost-effective government, more convenient government services, greater public access to information, and more government accountability to citizens (Geetanjali, 2011). E-Procurement has been defined as the use of information technologies to facilitate B2B purchase transactions for materials and services (Wu & Ross, 2007). Organizational readiness and external pressure impact on e-business strategy (Oliveira & Martins, 2010).

Government officials and elected leaders have increasingly come to realize that public agencies must utilize ICT in order to enhance the procurement process in public sector faced with tight budgets. Price Waterhouse Coopers (2011) states that an Internal Control System is a set of procedures, methods and control measures designed by the Board of Directors and executive management to ensure achievement of the organization's objectives. Amudo and Inanga (2009) indicate that Internal Control system is a contemporary issue after experiencing global fraudulent financial reporting and accounting scandals. According to Oliveira and Martins (2010), internal control system ensures proper organizational processes functioning, financial information reliability and applicable regulation compliance.

Rolfstam, Phillips and Bakker (2011) in their journal on public sector management found out that organizations workforce in today's government agencies are operating in an environment defined by the need to do more with less public authorities are expected to provide excellent service to their constituents in an effective and transparent manner, all the while working under constant resource constraints therefore by adopting the use of ICT in the procurement process and procedures, resources can be more prudently used to finance government projects (Rolfstam, Phillips & Bakker, 2011). In order to meet today's operating challenges, the national, regional and local governments are turning to ICT to enhance the services for residents businesses and visitors, and improving internal inefficiencies by lowering costs and increasing productivity. Public authorities are implementing scalable communication infrastructure systems to promote economic development projects, attract new business ventures and investors and residents, and provide excellent services to constituents; who are more informed, exposed and demand

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for value from the taxes and levies they are charged by either the national or the county government(Walker & Brammer, 2012).

According to Kirungu (2011) in Kenya manual systems are a source of major inefficiencies in regulation and operations of the function, it also gaps for corrupt officials to manipulate values and steal resources meant for that project. ICT need to be adopted to ensure proper functioning of the procurement system at all levels of the government. This system is a product of the new world order where everybody is going digital with globalization and internal connectivity, there is needed to upscale the function in Kenya. The old way of doing business consisted of buyers managing forecasts and communicating requirements to suppliers via phone, fax and email. Spreadsheets and manual reports are passed between the trading partners for decision making purposes. These manual processes were slow and cumbersome and they cannot support today's demand driven enterprises, with customers demanding quick and efficient services in a timely manner (Rolfstam et al., 2011).

Accountability is government's obligation to demonstrate its effectiveness in carrying out goals and producing the types of services that the public wants and needs and also to account for the funds that tax payers give (Georghiou *et al.*, 2014).The lack of accountability by the government either national or county creates opportunities for corruption to take place, whereby millions of taxpayers' money is schemed off by scrupulous people. Oliveira and Martins (2010) identified three key components of accountability that every government and public institution should adhere to, this includes measurement of results as per the set goals, the justification or explanation of those results to internal or external monitors and even to the public, and punishment or sanctions for non-performance of government employees or punishing corrupt behavior of the government officials. Strategies to help increase accountability include information systems which measure how inputs are used to produce outputs; watchdog organizations that watch keenly what the governments are doing in utilizing public allocated funds and resources, public sector boards or other civic organizations to demand explanation of results as promised by the government; another strategy is having performance incentives to reward good performance of individuals, departments and ministries that perform well

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in their mandates and punish or sanction those people of ministries for poor performance (Walker & Brammer, 2012).

2.4 Conceptual Framework

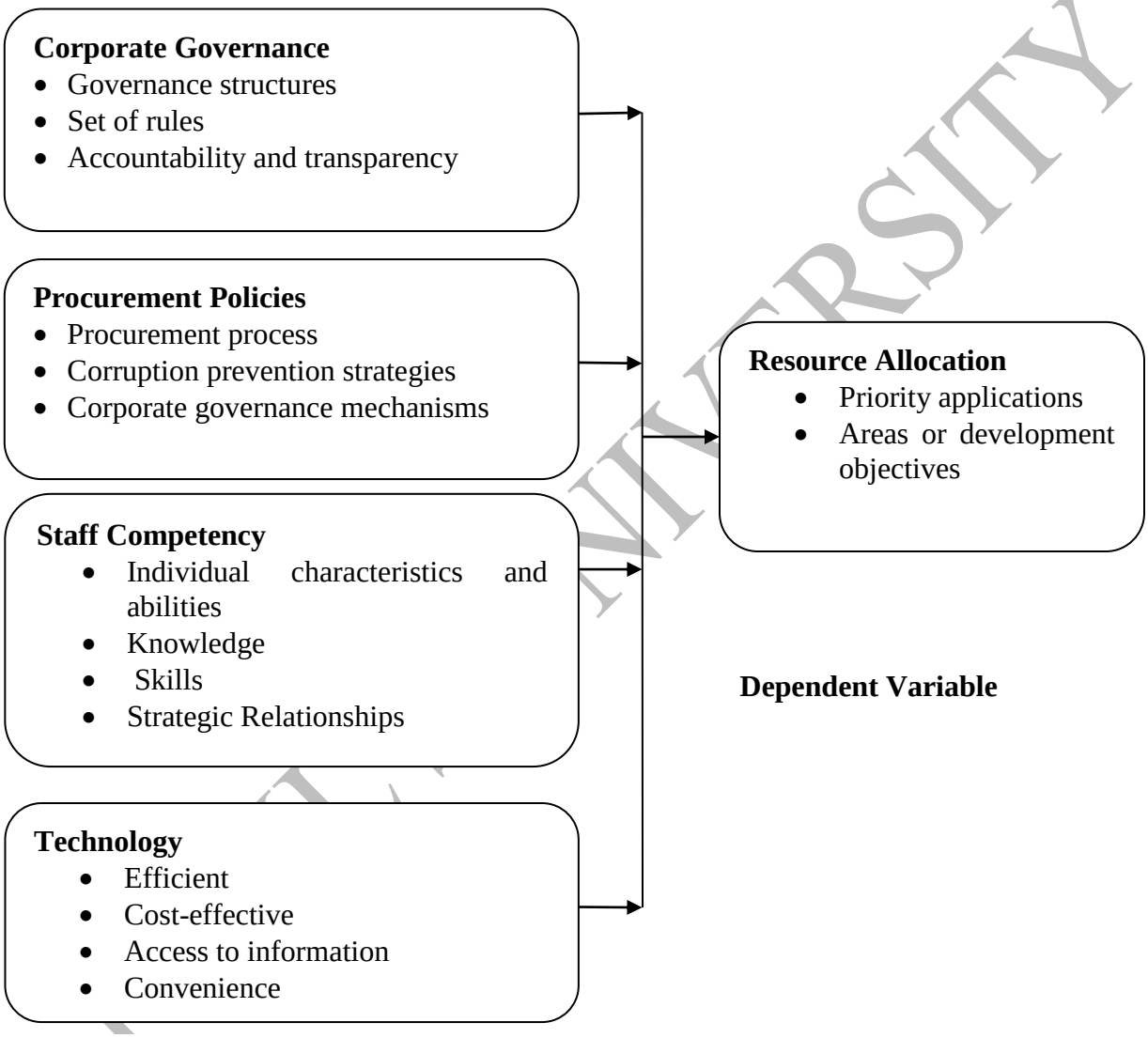


Figure 1: Conceptual Framework

Source: Author 2016

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2.5 Operationalization

Objective	Variable Type	Indicators	Data Analysis
To determine the influence of corporate governance on allocation of resources in Machakos County government.	Independent corporate governance	• Governance structures • Set of rules • Accountability and transparency	Descriptive Correlation Regression
To establish the effects of procurement policies on allocation of resources in Machakos County government.	Independent procurement policies	• Procurement process • Corruption prevention strategies • Corporate governance mechanisms	Descriptive Correlation Regression
To find out relationship between staff competency and allocation of resources in Machakos County government.	Independent staff competency	• Individual characteristics and abilities • Knowledge • Skills • Strategic Relationships	Descriptive Correlation Regression
To establish the influence of technology on allocation of resources in Machakos County government.	Independent technology	• Efficient • Cost-effective • Access to information • Convenience	
Allocation of resources	Dependent allocation of resources	• Priority applications • Areas or development objectives	Descriptive Correlation Regression

Source: Author (2016)

2.6 Summary of Literature Review

Monyoncho (2015) looked at the perception of corporate governance practices at the University Of Nairobi. The findings revealed that poor governance structure resulted in bad leadership and bureaucratic decision making and this impacted negatively on the quality of services in the university. The paper recommends a review of governance structure, with a view of improving the management processes and decision making at the university. It further recommends improvement of communication and capacity building of University Administrators on leadership and management skills. The results of this study had a heavy implication on the overall management and governance of

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public institutions, especially the introduction of competitive selection and appointment of Vice-chancellors and senior university staff. This has since greatly enhanced the performance of public universities in Kenya and contributed to their competitive positioning in the region and the continent

Mullins (2010) listed the main objectives of structures as: the economic and efficient performance of the organization and the level of resource utilization; monitoring the activities of the organization; accountability of areas of work undertaken by groups and individual members of the organization; co-ordination of different parts of the organization and different areas of work; flexibility in order to respond to future demands and developments; to adapt to changing environmental factors; and the social satisfaction of members working in the organization. These objectives provide the criteria for structural effectiveness in strategically managed organizations.

2.7 Research Gaps

Rodriquez and Kroijer (2009) explored the relationship between economic growth and fiscal decentralization in central and Eastern Europe. The regression results found out that fiscal decentralization is negatively correlated with growth in Central and Eastern Europe during the period of analysis. Miniga (2013) carried out a study on the relationship between Corporate Governance practices and Performance of Regulatory State Corporations in Kenya and established that financial performance of regulatory state corporations in Kenya is influenced by corporate governance practices. Monyoncho (2015) in his study on perception of corporate governance practices at the University of Nairobi. The study showed that poor governance structure resulted in bad leadership and bureaucratic decision making. Kiama (2014) in his journal on factors affecting implementation of public procurement act in SACCO societies in Kenya; None of the studies focused resource allocation thus this study seeks to bridge the gap by examining determinants of resource allocation among county governments in Kenya using a case of Machakos County.

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CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers at the research design that was used, the population and sample size that was studied, the different sampling methods, types of data as well as the data collection methods that were employed in conducting the study.

3.2 Research Philosophy

This concerns the beliefs on the manner in which data on a phenomenon need to be gathered, analyzed and used so as to exhaustively respond to the research questions. Two major research philosophies exist: positivist and interpretivist (Galliers, 1991). Positivists believe that reality is stable and can be observed and described from an objective viewpoint (Levin, 1988). Interpretivists contend that only through the subjective interpretation of and intervention in reality can that reality be fully understood. This study adopted a positivism approach as the status being investigated is a matter of reality.

3.3 Research Design

This research employed a descriptive research design that utilized both quantitative and qualitative research methodologies. This is because the research involved an interaction with staff working at Machakos County government. According to Creswell (2012) a descriptive research design helps in determination and reporting of the status quo of things. Researchers use descriptive designs during collection of data for description purpose. Descriptive research design also minimizes biasness and therefore enhancing reliability of the findings. Research design indicates the steps followed by the researcher to answer research questions (Sekaran, 2010). This study therefore adopted a descriptive research design as it seemed to be the best strategy that fulfilled the objectives of the study.

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3.4 Target Population

Population is a set of related things for example people that are of great concern to the researcher (Sekaran, 2010). It is the complete group of objects with similar characteristics (Mugenda & Mugenda, 2003). The target population was the 800 staff working at Machakos County government. Data available shows there are 800 staff working in the County government offices where 50 are in top management, 250 in middle management and 500 in lower level (Machakos County Government Human Resources Department, 2016).

Table 3.1: Target Population

Category	Frequency
Top Management	50
Middle Level Management	250
Low level Management	500
Total	**800**

3.5 Sample Size and Sampling Technique

Sampling frame physically represents the target population. Sampling frame is made up of units forming part of the sample (Kothari, 2008). Several factors affect sample size including the essence of the research enquiry among other attributes (Patton, 2002). Kothari (2004) indicated that if well chosen, a sample size of between 10-30% of the population is adequate for generalization of the findings to the whole population.

Therefore the study applied stratified random sampling to ensure each group is represented. The study then used simple random sampling to select 15% of the total employees in each of the three stratums to form the sample size. Simple random sampling ensured each member has an equal chance of being selected to participate in the study.

Table 3.2: Sample Size Distribution

Category	Frequency	Sample Size Proportion	Sample Size
Top Management	50	15%	8
Middle Level Management	250	15%	38
Lower level Management	500	15%	75
Total	**800**		**121**

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3.6 Data Collection Procedure

Primary data is the real information sought to achieve the objective of the study. Data collection was carried out through questionnaires. Questionnaires allow for a large number of respondents to be responding to them at the same, thus it saves on time as opposed to other methods. The questionnaires were structured using closed-ended questions. Close-ended questions provide more structured responses (quantitative data) to facilitate tangible recommendations for statistical analysis. Likert scale questionnaires were used to obtain information about a population. The questionnaires were developed to address a specific objective the study.

3.7 Pilot Testing

In order to determine the reliability and validity of the research instrument, the researcher carried out a pilot test. A pilot test serves significant role in assessing the reliability of the research instruments (Orodho, 2003). Validity can be viewed as the degree to which the research instrument measures what it is supposed to determine. Accuracy of data requires high level of reliability. Moreover, any valid measurement is also deemed to reliable (Joppe, 2000). The pilot test was done on 5 staff from Machakos County. However, to ensure that the study findings are not compromised, the staff who would take part in the pilot study would not be included in the final study.

3.7.1 Validity of Research Instruments

Validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study (Mugenda, 2008). Content validity was employed by this study as a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept.

3.7.2 Reliability of Research Instruments

Reliability is the extent which the measurement is consistent. The researcher selected a pilot group of 10% of the total of the target population so as to test the reliability of the research instrument. One of the advantages of conducting this piloting study is to give advice and warnings about where the main research project failed. The aim was to correct inconsistencies arising from the instruments, which ensure that they measure what

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is intended. The survey instrument was subjected to overall reliability analysis using the Cronbach's alpha test. A Cronbach's alpha coefficient of 0.70 or more implies that there is a high degree of data reliability.

The findings are indicated in Table 3.3.

Table 3.3: Reliability Analysis

Variable	Cronbach's alpha	No of items
Corporate Governance	.902	10
Procurement Policies	.881	8
Staff Competency	.887	9
Technology	.781	10

Table 3.3 shows the determinants of resource allocation at the Machakos County Government. Corporate Governance had α=0.902, Procurement Policies had α=0.881, Staff Competency had α=0.887 and Technology had α=0.781. This illustrates that all the three scales were reliable as their reliability values exceeded the prescribed threshold of 0.7.

3.8 Data Analysis and Presentation

Data analysis is the processing of collected data into meaningful information for decision making. The quantitative data that was obtained from the research was coded and keyed into the Statistical Package for Social Science (SPSS) analysis software. The study used mean, standard deviation, frequency distribution and percentages in analyzing the data to reach an understanding. The study analyzed the frequencies and percentages of the respondents on each question. The findings of the study were presented in frequency distribution tables, pie charts and bar graphs for easy understanding and describing the data.

In addition, the study conducted regression and correlation analysis to establish relationship between the independent and the dependent variables. Regression analysis was conducted to investigate the determinants of resource allocation the county governments of Machakos. The regression model appeared as below:

$$Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta X_{3+}\beta_4X_{4+}e$$

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Where: Y= Resource allocation

X_1= Corporate Governance

X_2= Procurement Policies

X_3= Staff Competency

X_4= Technology

e = Error Term.

B_0; β_1; β_2; β_3; $\beta 4$ are regression coefficients

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CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

The chapter presents analysis and interpretation of the study as set out in the research methodology. The data was collected by use of questionnaires as the research instrument which was in line with the objectives of the study. The findings from the study are presented using descriptive statistics, which included frequencies, percentages, means and standard deviations. The data are presented using graphs, charts and frequency tables.

4.1.1 Response Rate

A total of 121 questionnaires were distributed out of which 87 questionnaires were returned giving a response rate of 72%. This response was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent. These finding is shown in Figure 4.1.

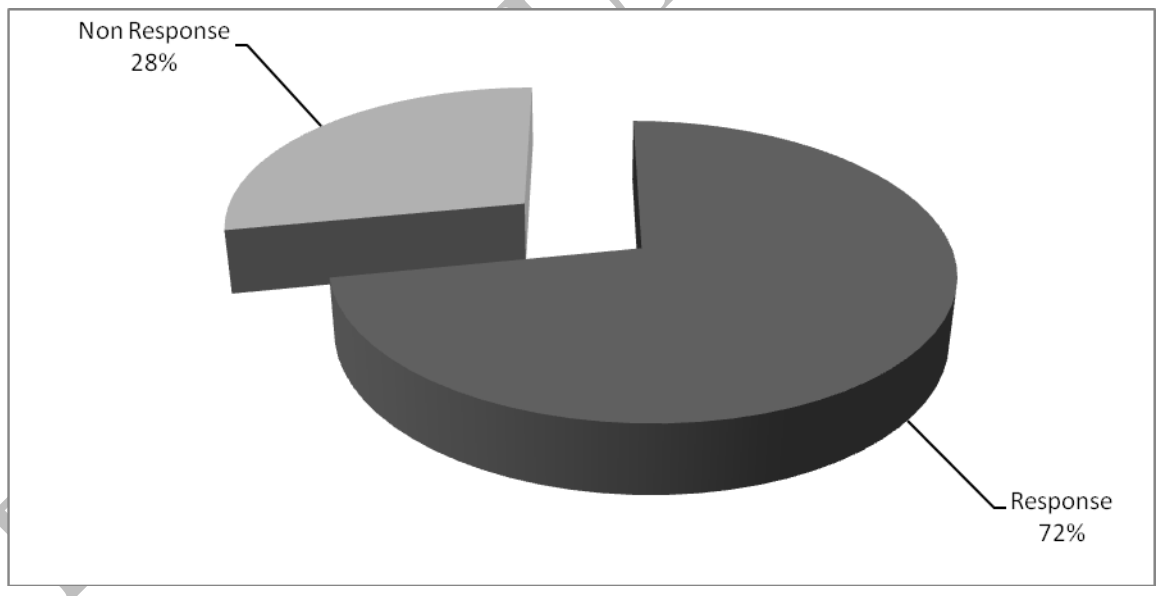


Figure 4.1: Response Rate

4.2 General Information

The study sought to establish general information of the respondents as a way of fully understanding their suitability in undertaking the study which include, gender, highest

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level of education, the number of years working and their positions. This information is presented in the following sub sections.

4.2.1 Gender Distribution

The study sought to establish the gender distribution of the respondents. The finding is shown in Figure 4.2.

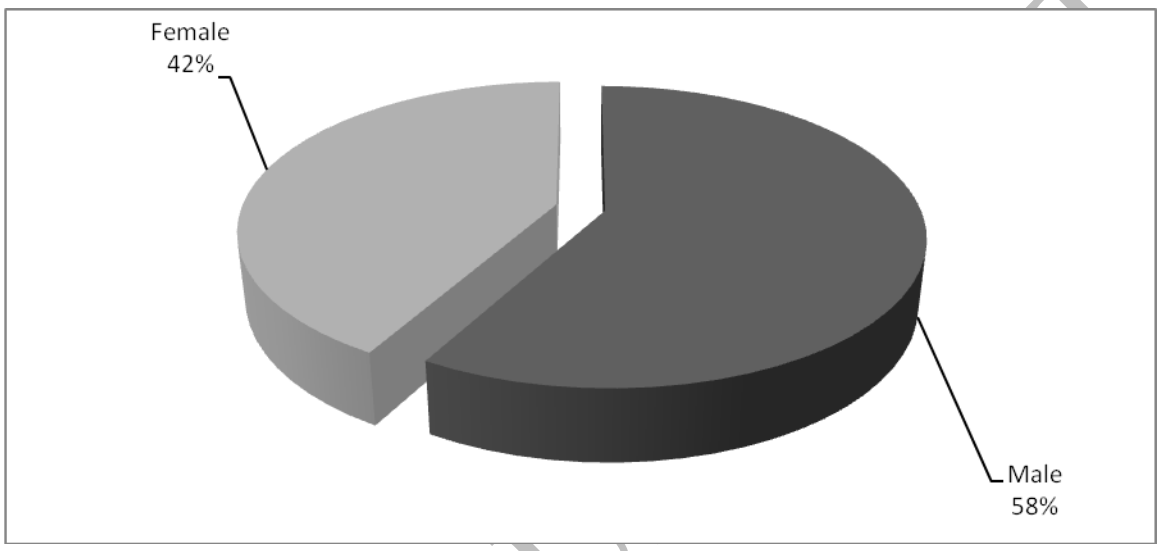


Figure 4.2: Gender Distribution

From the finding, 42% of the respondents were females while 58% were male; an indication that more males than females filed and returned the questionnaires. Therefore, all genders were included thus provide a good representation for the study.

4.2.2 Highest Level of Education Attained

The respondents were requested to indicate their highest level of education attained. The finding is presented in Figure 4.3.

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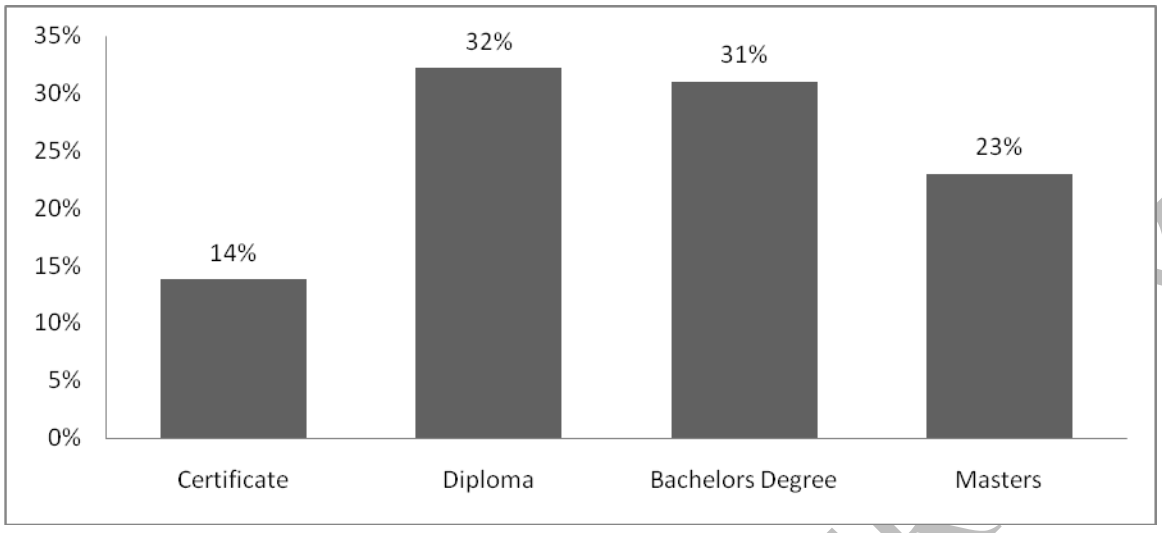


Figure 4.3: Highest Level of Education Attained

4.2.3 Period Working

The study sought to establish the period of time the respondents had been working in Machakos County government. The finding is shown in Figure 4.4.

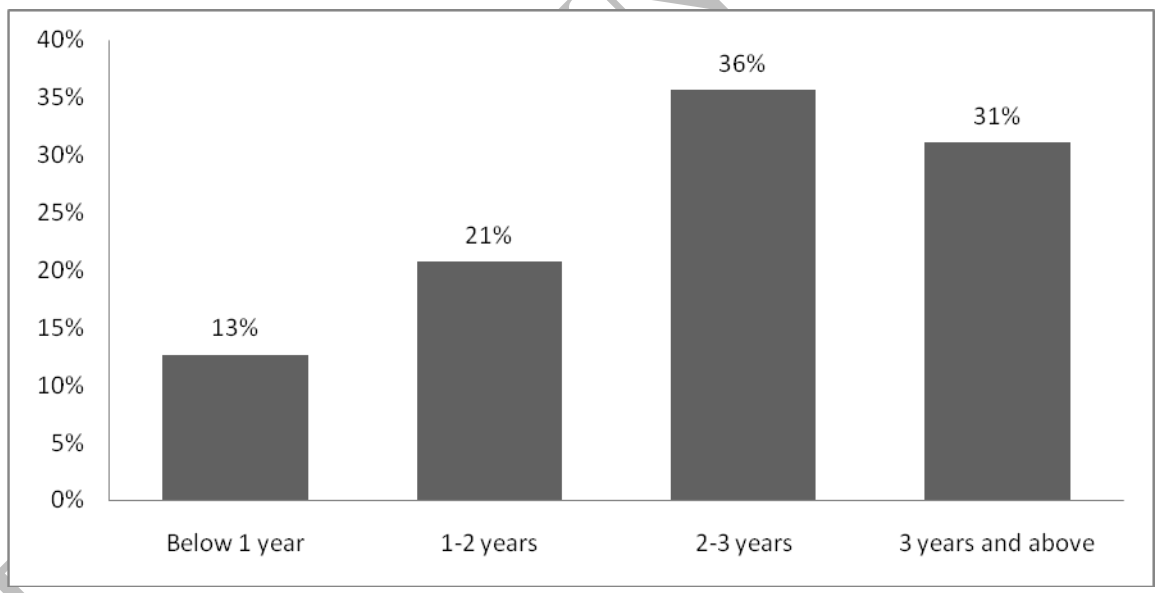


Figure 4.4: Period Working

From the findings in Figure 4.4, 13% of the respondents had worked at Machakos County government for below 1 year, 21% for between 1-2 years, 36% for between 2-3 years, and 31% for 3 and above years. This shows that the respondents had been in the

organization long enough thus understand the determinants of resource allocation in the county Government of Machakos hence provide relevant information for the study.

4.2.3 Positions

The respondents were asked to indicate their positions in the county government. The finding is shown in Figure 4.5.

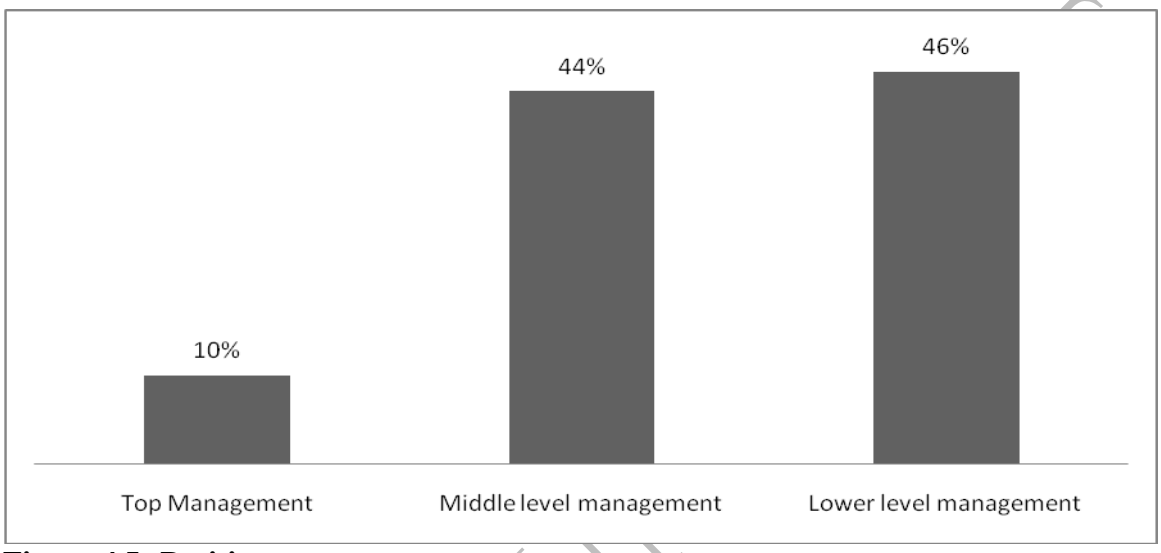


Figure 4.5: Positions

From the finding, 10% were in top management, 44% were at middle level management while 46% were in lower level management. These findings show that the respondents were from all levels of management thus the findings are more reliable for the study.

4.3 Corporate Governance and its Influence on Resource Allocation

Several statements on corporate governance and procurement and resource allocation in the county government were identified and the respondents were required to indicate the extent to which they agree or disagree with the statements. A scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent was used. From the findings frequencies, percentages and mean was calculated for ease of interpretation. The findings are shown on Table 4.1.

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Table 4.1: Corporate Governance its Influence on Resource Allocation

	No extent		little extent		moderate extent		great extent		very great extent		Mean
	F	%	F	%	F	%	F	%	F	%	
It is the stewardship responsibility of corporate directors to provide oversight and direction	5	5.7	3	3.4	13	14.9	52	59.8	14	16.1	3.78
CG concerns processes, systems, practices & procedures	7	8	8	9.2	14	16.1	36	41.4	22	25.3	3.66
CG Concerns power exercised in the management of economic & social resources	6	6.9	7	8	11	12.6	37	42.5	26	29.9	3.8
It is concerned with safeguarding the interests of the stakeholders and the public.	5	5.7	4	4.6	9	10.3	40	46	29	33.3	3.96
CG practices vary significantly among companies and what is the mandate of the said companies	4	4.6	4	4.6	13	14.9	24	27.6	42	48.3	3.77
CG has attributes of; leadership for accountability and transparency, leadership for efficiency	6	6.9	6	6.9	15	17.2	35	40.2	25	28.7	4.1
CG practices due to its relation to accountability, transparency, disclosure, fairness and effectiveness	6	6.9	7	8	6	6.9	43	49.4	25	28.7	3.85
Good CG practices requires the board of directors governs the corporation in a way that maximizes shareholders value and in the best interest of	6	6.9	4	4.6	18	20.7	30	34.5	29	33.3	3.82

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society											
Lack of sound corporate governance has enabled bribery	5	5.7	2	2.3	15	17.2	35	40.2	30	34.5	3.95
Organizations with good CG have the capacity to maintain high-quality services	4	4.6	4	4.6	13	14.9	39	44.8	27	31	3.93
Overall Likert Mean											**3.86**

From the findings, 52 (59.8%) of the respondents agreed to a great extent that it is the stewardship responsibility of corporate directors and the management team to provide oversight and direction and 36 (41.4%) agreed to a great extent that governance is concerned with the processes, systems, practices and procedures. According to Monyoncho (2015) corporate governance can be defined as the stewardship responsibility of corporate directors and the management team to provide oversight and direction for the goals and strategies of a company and to foster their implementation, in an efficient and timely manner.

The study further revealed that 37 (42.5%) agreed to a great extent that corporate governance refers to the manner in which power is exercised in the management of economic and social resources and 40 (46%) agreed to a great extent that it is concerned with safeguarding the interests of the investors, the stakeholders and the public. Monyoncho (2015) cites that governance is concerned with the processes, systems, practices and procedures (formal and informal) that govern institutions. It is the manner in which these rules and regulations are applied and the subsequent relationships that these rules create.

The study established that 42 (48.3%) agreed to a very great extent that corporate governance practices vary significantly among companies and what is the mandate of the said companies and 35 (40.2%) agreed to a great extent that corporate governance has the following attributes; leadership for accountability and transparency, leadership for efficiency, leadership for integrity and leadership that respect the rights of all stakeholders. The finding concurs with Monyoncho (2015) who held that corporate governance include such factors as information disclosure practices, financial

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transparency, and the configuration of its managing boards or selection of the management team. The finding further concurs with the Institute of Corporate Governance of Uganda (2000) which indicated that corporate governance has the following attributes; leadership for accountability and transparency, leadership for efficiency, leadership for integrity and leadership that respect the rights of all stakeholders.

The findings of the study indicated that 43 (49.4%) agreed to a great extent that in the public sector there is a renewed interest in corporate governance practices due to its relation to accountability, transparency, disclosure, fairness and effectiveness and 30 (34.%%) agreed to a great extent that good corporate governance practices dictate that the board of directors governs the corporation in a way that maximizes shareholders value and in the best interest of society. The finding is in line with Muriithi (2009) who established that good corporate governance practices dictate that the board of directors governs the corporation in a way that maximizes shareholders value and in the best interest of society. It is neither in the long term interest of the enterprise or society to short-change customers nor engages in corrupt practices.

The study revealed that 35 (40.2%) agreed to a great extent that lack of sound corporate governance has enabled bribery, acquaintance and corruption to flourish and has suppressed sound and sustainable economic decisions and 39 (44.8%) agreed to a great extent that organizations with good corporate governance have the capacity to maintain high-quality services and to deliver improvement and innovations of new service ways and new products. According to Erkens, Hung and Matos (2012), organizations with good corporate governance have the capacity to maintain high-quality services and to deliver improvement and innovations of new service ways and new products.

The overall Likert mean for the finding was 3.86 which show that the respondents were in agreement with the statements. This concurs with Muriithi (2009) that corporate governance system directs and control organizations in implementing the set strategic plans in an effective way while realizing the organization's agenda.

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4.3.1 Extent to which Corporate Governance Influenced Resource Allocation

The respondents were asked to indicate the extent to which corporate governance had influenced resource allocation in the county government. The finding is shown in Table 4.2.

Table 4.2: Extent to which Corporate Governance Influenced Resource Allocation

	Frequency	Percent
No extent	4	4.6
little extent	3	3.4
moderate extent	8	9.2
great extent	43	49.4
very great extent	29	33.3
Total	**87**	**100.0**

As shown in Table 4.2, 4.6% of the respondents indicated that corporate governance had influenced resource allocation in the county government to a no extent, 3.4% indicated little extent, 9.2% indicated moderate extent, 49.4% indicated great extent and 33.3% indicated very great extent.

4.4 Procurement Policies its Influence on Resource Allocation

Several statements on procurement rules and regulations and their effects on resource allocation in the county government were identified and the respondents were required to indicate the extent to which they agree or disagree with the statements. A scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent was used. Frequencies mean and percentages were calculated for ease of interpretation. The findings are shown on Table 4.3.

Table 4.3: Procurement Policies its Influence on Resource Allocation

	No extent		little extent		moderate extent		great extent		very great extent		Mean
	F	%	F	%	F	%	F	%	F	%	
Transfer of ownership either in permanently or temporarily must be done through a legal contract	4	4.6	4	4.6	13	14.9	41	47.1	25	28.7	3.9
Public procurement is the main process that the government	5	5.7	10	11.5	10	11.5	41	47.1	21	24.1	3.72

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operates and spends public money that was collected by the revenue authority											
Public procurement tops the list of sectors with high opportunities for corruption.	3	3.4	4	4.6	11	12.6	38	43.7	31	35.6	4.03
Effort should be made to erect safeguards to check against corrupt malpractices in public procurement	5	5.7	7	8	9	10.3	42	48.3	24	27.6	3.83
Corporate failures have put back on the policy agenda and intensified debate on the efficacy of CG mechanisms	3	3.4	8	9.2	13	14.9	36	41.4	27	31	3.87
The state should look keenly at the procurement rules and	6	6.9	6	6.9	11	12.6	37	42.5	27	31	3.84
Where more than one method of procurement is available, a method that best promotes transparency and avoids favoritism.	5	5.7	10	11.5	12	13.8	30	34.5	30	34.5	3.8
Procurement policies helps in the reducing of poverty levels, attaining good health and education for the public	3	3.4	5	5.7	8	9.2	45	51.7	26	29.9	3.98
Overall Likert Mean											**3.87**

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From the responses, 41 (47.1%) agreed to a great extent that the transfer of ownership either in permanently or temporarily must be done through a legal contract between one party and other. This concurs with Lewis, Grimes and West (2013, the transfer of ownership either in permanently or temporarily must be done through a legal contract between one party and other. Also 41 (47.5%) agreed to a great extent that public procurement is the main process through which the government operates and spends public money that was collected by the revenue authority. The finding is in line with Jones (2007) who stated that the public procurement is therefore the main process through which the government operates and spends public money that was collected by the revenue authority.

The study established that 38 (43.7%) agreed to a great extent that public procurement tops the list of sectors with high opportunities for corruption, fraudulent cases and scandals if it is not properly managed and 42 (48.3%) agreed to a great extent that effort should be made to erect safeguards to check against corrupt malpractices in public procurement and this is consistent with the finding of Jones (2007) that every effort should be made to erect safeguards to check against corrupt malpractices in public procurement

The findings of the study further indicated that 36 (41.4%) agreed to a great extent corporate failures have put back on the policy agenda and intensified debate on the efficacy of corporate governance mechanisms and 37 (42.5%) agreed to a great extent that the state should look keenly at the procurement rules and regulations in an effort to stem out the corrupt individuals and close any loopholes that could be manipulated in the procurement process. This concurs with Kiama (2014), the state and its leadership should look keenly at the procurement rules and regulations in an effort to stem out the corrupt individuals and close any loopholes that the procurement process may have and which could be manipulated.

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The study revealed that 30 (34.5%) agreed to a very great extent that where more than one method of procurement is available, a method that best promotes transparency and avoids favoritism but provides the most value must be chosen as this would help curb loss of public funds and 45 (51.7%) agreed to a great extent that procurement policies helps in the reducing of poverty levels, attaining good health and education for the public. This finding is in agreement with that of Ngugi and Mugo (2014) that procurement policies are important from the development perspectives as these policies helps in the reducing of poverty levels in a country, attaining good health for the people at an affordable rate, education to the masses either by providing free basic education or education for all throughout the learning process.

The overall mean value for the responses was 3.87 which implied that the respondents were in agreement with the statements on procurement policies and this is contrary to Morledge and Smith (2013) that the choice of the procurement method is vitally important to the success of any procurement decision that will be made.

4.4.1 Extent to which Procurement Policies Influenced Resource Allocation

The respondents were asked to indicate the extent to which procurement policies had influenced resource allocation in the county government. The finding is shown in Table 4.4.

Table 4.4: Extent to which Procurement Policies Influenced Resource Allocation

	Frequency	Percent
No extent	5	5.7
little extent	3	3.4
moderate extent	16	18.4
great extent	42	48.3
very great extent	21	24.1
Total	**87**	**100.0**

From the finding, 5.7% of the respondents indicated that procurement policies had influenced resource allocation in the county government to a no extent, 3.4% indicated little extent, 18.4% indicated moderate extent, 48.3% indicated great extent and 24.1% indicated very great extent.

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4.5 Staff Competency its Influence on Resource Allocation

Several statements on staff competency and resource allocation in the county government were identified and the respondents were required to indicate the extent to which they agree or disagree with the statements. A scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent was used. Frequencies mean and percentages were calculated for ease of interpretation. The findings are shown on Table 4.5.

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Table 4.5: Staff Competency its Influence on Resource Allocation

	No extent		little extent		moderate extent		great extent		very great extent		Mean
	F	%	F	%	F	%	F	%	F	%	
Competence is the ability to meet complex demand successfully or carry out a complex activity or task	4	4.6	7	8	15	17.2	34	39.1	27	31	3.83
Competence can be attributed to individuals, social groups or institutions, when they possess or acquire the conditions for achieving specific developmental goals.	5	5.7	2	2.3	16	18.4	38	43.7	26	29.9	3.89
It is the application of knowledge and skills into performing certain assigned tasks and duties effectively	3	3.4	3	3.4	10	11.5	44	50.6	27	31	4.02
Public procurement professionals have to strive to achieve commercial interests with key themes of value for money, economy, efficiency and effectiveness.	5	5.7	0	0	12	13.8	42	48.3	28	32.2	4.01
The staff working within the procurement department must be very competent in handling the activities of this department	4	4.6	1	1.1	23	26.4	35	40.2	24	27.6	3.85
Supply chain procurement professionals must develop strategic relationships with suppliers of materials and deploy improved business processes that eliminate shortages	4	4.6	2	2.3	11	12.6	35	40.2	35	40.2	4.09
The staff must apply new technologies to improve in efficiency of the procurement process	4	4.6	2	2.3	11	12.6	33	37.9	37	42.5	4.11
The staff must portray superior performance as compared to the others	6	6.9	6	6.9	8	9.2	29	33.3	38	43.7	4
Competencies are capacities or dispositions or attitudes embedded in the individual	1	1.1	5	5.7	18	20.7	63	72.4	0	0	3.64
Overall Likert Mean											**3.93**

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From the responses, 34 (39.1%) of the respondents agreed to a great extent that competence is the ability to meet complex demand successfully or carry out a complex activity or task and this in line with Achua (2011) who established that competence is the ability to meet a complex demand successfully or carry out a complex activity or task; 38 (43.7%) indicated to a great extent that competence can be attributed to individuals, social groups or institutions, when they possess or acquire the conditions for achieving specific developmental goals and this is consistent with the finding of Tukamuhabwa (2012), competence can be attributed to individuals, social groups or institutions, when they possess or acquire the conditions for achieving specific developmental goals and meeting important demands presented by the external environment

The study established that 44 (50.6%) indicated to a great extent that competence is the application of knowledge and skills into performing certain assigned tasks and duties effectively and 35 (40.2%) indicated great extent that the staff working within the procurement department must be very competent in handling the activities of this department. This finding is in line with that of Kiage (2013) who posits that staff competency involves the application of knowledge and skills into performing certain assigned tasks and duties and doing them effectively.

Furthermore, 42 (48.3%) indicated to a great extent that supply chain procurement professionals must develop strategic relationships with suppliers of materials and deploy improved business processes that eliminate shortages and 37 (42.5%) indicated very great extent that the staff must apply new technologies to improve in efficiency of the procurement process had a mean of 4.11 with a standard deviation of 1.027 this is consistent with Thomson and Jackson (2007) who held that supply chain procurement professionals spend too much time 'putting out fires' and reacting to daily problems and as such they cannot find the time to develop strategic relationships with suppliers of materials.

The study revealed that 38 (43.7%) indicated very great extent that the staff must portray superior performance as compared to the others and 63 (72.4%) indicated very great extent competencies are capacities or dispositions or attitudes embedded in the individual

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and are manifested by actions i.e. intentions, reasons and goals. This finding is in line with Kiama (2014) posits that competencies may be thought of as capacities or dispositions or attitudes embedded in the individual and are manifested by action (which implies intentions, reasons and goals).

The overall mean value for the finding was 3.93 which indicates that the respondents agreed with the statements on staff competency to a great extent which concurs with the finding of Achua (2011) that the conceptualization of competence reflects a holistic approach, to the extent that it integrates and relates to demands for a particular position, attributes including ethics and values, and context as essential elements of a competent performance.

4.5.1 Extent to which Staff Competency Influenced Resource Allocation

The respondents were asked to indicate the extent to which procurement policies had influenced resource allocation in the county government. The finding is shown in Table 4.6.

Table 4.6: Extent to which Staff Competency Influenced Resource Allocation

	Frequency	Percent
little extent	10	11.5
moderate extent	35	40.2
great extent	42	48.3
Total	**87**	**100.0**

As shown in Table 4.6, 11.5% of the respondents indicated that staff competency had influenced resource allocation in the county government to a little extent, 40.2% indicated moderate extent and 48.3% indicated great extent.

4.6 Technology its Influence on Resource Allocation

Several statements on technology and its effect on procurement and resource allocation in the county government were identified and the respondents were required to indicate the extent to which they agree or disagree with the statements. A scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent was used. Frequencies mean and percentages were calculated for ease of interpretation. The findings are shown on Table 4.7.

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Table 4.7: Technology its Influence on Resource Allocation

	No extent		little extent		moderate extent		great extent		Mean
	F	%	F	%	F	%	F	%	
Technology is used to support information gathering, processing, distribution and its use.	10	11.5	18	20.7	27	31	32	36.8	2.93
Use of technology would help public authorities to provide excellent service in an effective and transparent manner	0	0	8	9.2	34	39.1	45	51.7	3.42
Public authorities are implementing scalable communication infrastructures to promote economic development projects, attract new businesses and investors and residents and the local masses but above all, provide excellent service to constituents	1	1.1	8	9.2	33	37.9	45	51.7	3.4
The use of ICT has a role to play in enhancing the effectiveness of government services to the public and this will strengthen the importance of ICT usage in public sector	0	0	10	11.5	38	43.7	39	44.8	3.33
ICT is expected to contribute to improved communications patterns as there is an increased demand for coordination of joint activities	0	0	10	11.5	42	48.3	35	40.2	3.28
Public agencies must utilize ICT in order to enhance the procurement process in public sector faced with tight budgets	0	0	12	13.8	40	46	35	40.2	3.26
By adopting the use of ICT in the procurement process and procedures, resources can be more prudently used to finance government projects	0	0	9	10.3	42	48.3	36	41.4	3.31
ICT need to be adopted to ensure proper functioning of the procurement system at all levels of the government	24	27.6	9	10.3	24	27.6	30	34.5	2.68
Technology will help in the government's obligation in demonstrating accountability for usage of tax payers monies	0	0	11	12.6	35	40.2	41	47.1	3.34
Strategies to help increase accountability include information systems which measure how inputs are used to produce outputs	0	0	9	10.3	30	34.5	48	55.2	3.44
Overall Likert Mean									**3.23**

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From the finding, 32 (36.8%) indicated great extent that technology is used to support information gathering, processing, distribution and its use and 45 (51.7%) indicated to a great extent that the use of technology would help public authorities to provide excellent service in an effective and transparent manner. The finding concurs with Rolfstam, Phillips and Bakker (2011) who held that (ICT) is defined as any technology used to support information gathering, processing the information, distribution and its use.

The study found out that 45 (51.7%) indicated great extent that public authorities are implementing scalable communication infrastructures to promote economic development projects, attract new businesses and investors and residents and the local masses but above all, provide excellent service to constituents and 39 (44.8%) indicated great extent on the use of ICT has a role to play in enhancing the effectiveness of government services to the public and this will strengthen the importance of ICT usage in public. The finding is in line with Geentanjali (2011) who established that modern government and the current governments, should be customer oriented, competitive and result oriented, and therefore the use of ICT has a role to play in enhancing the effectiveness of government services to its key customers: the public and this will strengthen the importance of ICT usage in public sector.

The study found out that 42 (48.3%) of the respondents indicated moderate extent that ICT is expected to contribute to improved communications patterns as there is an increased demand for coordination of joint activities and 40 (46%) indicated moderate extent that public agencies must utilize ICT in order to enhance the procurement process in public sector faced with tight budgets. This finding is consistent with that of Price Waterhouse Coopers (2011) that government officials and elected leaders have increasingly come to realize that public agencies must utilize ICT in order to enhance the procurement process in public sector faced with tight budgets.

Moreover, 42 (48.3%) indicated moderate extent that by adopting the use of ICT in the procurement process and procedures, resources can be more prudently used to finance government projects and 30 (34.5%) indicated great extent that ICT need to be adopted to ensure proper functioning of the procurement system at all levels of the government had a mean of 2.68 with a standard deviation of 1.213. the finding is in line with Rolfstam,

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Phillips and Bakker (2011) that the use of ICT in the procurement process and procedures ensures resources can be more prudently used to finance government projects.

Furthermore, 41 (47.1%) indicated great extent as to whether technology will help in the government's obligation in demonstrating accountability for usage of tax payers monies and 48 (55.2%) indicated great extent that the strategies to help increase accountability include information systems which measure how inputs are used to produce outputs. The finding concurs with Walker and Brammer (2012) that another strategy is having performance incentives to reward good performance of individuals, departments and ministries that perform well in their mandates and punish or sanction those people of ministries for poor performance.

The overall mean from the responses on technology influenced on resource allocation was 3.23 which shows that the respondents were in agreement to a moderate extent and this concurs with the finding of Geentanjali (2011) that the use of ICT has a role to play in enhancing the effectiveness of government services to its key customers and the public and this will strengthen the importance of ICT usage in public sector.

4.6.1 Extent to which Technology Influenced Resource Allocation

The respondents were asked to indicate the extent to which technology had influenced resource allocation in the county government. The finding is shown in Table 4.8.

Table 4.8: Extent to which Technology Influenced Resource Allocation

	Frequency	Percent
little extent	9	10.3
moderate extent	36	41.4
great extent	42	48.3
Total	**87**	**100.0**

As shown in Table 4.8, 10.3% of the respondents indicated that technology had influenced resource allocation in the county government to a little extent, 41.4% indicated moderate extent and 48.3% indicated great extent.

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4.7 Regression Analysis

The study conducted a multiple regression analysis to investigate the determinants of resource allocation in the County Governments of Machakos. The study results are shown below.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759[a]	.577	.556	1.27087

Table 4.9 shows that the coefficient of determination R^2 is 0.577. This means that the combined influence of the predictor variables (corporate governance, procurement policies, staff competence and technology) explains 57.7% influence on resource allocation.

Table 4.10: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	180.480	4	45.120	27.936	.000[b]
Residual	132.440	82	1.615		
Total	**312.920**	**86**			

The F critical at 5% level of significance was 2.48 (tabulated value). Since F calculated 27.936 is greater than the F critical (value = 2.48), this shows that the overall model was significant. The significance value is less than 0.05, thus indicating that the predictor variables (corporate governance, procurement policies, staff competence and technology) explain the variation in the dependent variable.

Table 4.11: Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	3.962	1.374		2.884	.005
Corporate Governance	.011	.027	.045	.390	.698
Procurement Policies	.176	.036	.589	4.882	.000
Staff Competency	.054	.032	.186	1.703	.092
Technology	.113	.039	.214	2.925	.004

From the regression findings, the regression equation becomes:

$$\mathbf{Y= 3.962+ 0.011\ X_1+ 0.176X_2+0.054X_3+ 0.113X_4}$$

Where: Y= Resource allocation, X_1= Corporate Governance, X_2= Procurement Policies, X_3= Staff Competency, X_4= Technology.

From the findings in the regression analysis, if the determinants (corporate governance, procurement policies, staff competence and technology) were held constant, resource allocation would be at 3.962. A unit increase in corporate governance would lead to an increase in resource allocation by 0.011. A unit increase in procurement policies would lead to an increase in resource allocation by 0.176. A unit increase in staff competency would lead to an increase in resource allocation by 0.054. A unit increase in technology would lead to an increase in resource allocation by 0.113. Procurement policies and technology were significant since their significance values were less than 0.05.

4.8 Correlations Analysis

In order to investigate the determinants of resource allocation, correlation analysis was used. Pearson's correlations analysis was conducted at 95% confidence interval. Table 4.12 shows the correlation matrix between the determinants (corporate governance, procurement policies, staff competence and technology and resource allocation).

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Table 4.12: Correlation

		Resource Allocation	Corporate Governance	Procurement Policies	Staff Competency	Technology
Resource Allocation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	87				
Corporate Governance	Pearson Correlation	.552**	1			
	Sig. (2-tailed)	.000				
	N	87	87			
Procurement Policies	Pearson Correlation	.714**	.757**	1		
	Sig. (2-tailed)	.000	.000			
	N	87	87	87		
Staff Competency	Pearson Correlation	.614**	.686**	.715**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	87	87	87	87	
Technology	Pearson Correlation	.312**	.106	.120	.176	1
	Sig. (2-tailed)	.003	.326	.270	.104	
	N	87	87	87	87	87

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

From the correlation matrix, there is a positive and significant relationship between corporate governance, procurement policies, staff competence and technology with magnitudes of 0.552, 0.714. 0.614 and 0.312 respectively. There is a positive and significant relationship between dependent and independent variables with P-value of 0.000, 0.000, 0.000, and 0.003 respectively at 95% level of confidence.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMEDATIONS

5.1 Introduction

This chapter presents the summary of the key findings and draws conclusions from the findings based on the objectives and research questions. The Chapter also presents the recommendations made from the findings.

5.2 Summary of the Findings

This section presents a summary of the findings as per the research objectives and the research questions.

5.2.1 Corporate Governance its Influence on Resource Allocation

The study found out that it is the stewardship responsibility of corporate directors and the management team to provide oversight and direction, governance is concerned with the processes, systems, practices, procedures and corporate governance practices vary significantly among companies in the public sector there is a renewed interest in corporate governance practices due to its relation to accountability, transparency, disclosure, fairness and effectiveness, good corporate governance practices dictate that the board of directors governs the corporation in a way that maximizes shareholders value and in the best interest of society, lack of sound corporate governance has enabled bribery, acquaintance and corruption to flourish and has suppressed sound and sustainable economic decisions and organizations with good corporate governance have the capacity to maintain high-quality services and to deliver improvement and innovations of new service ways and new products.

5.2.2 Procurement Policies its Influence on Resource Allocation

The study established that the transfer of ownership either in permanently or temporarily must be done through a legal contract between one party and other, public procurement is the main process through which the government operates and spends public money that was collected by the revenue authority, public procurement tops the list of sectors with

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high opportunities for corruption, fraudulent cases and scandals if it is not properly managed, effort should be made to erect safeguards to check against corrupt malpractices in public procurement, due to corporate failures have put back on the policy agenda and intensified debate on the efficacy of corporate governance mechanisms, the state should look keenly at the procurement rules and regulations in an effort to stem out the corrupt individuals and close any loopholes that could be manipulated in the procurement process, where more than one method of procurement is available, a method that best promotes transparency and avoids favoritism but provides the most value must be chosen as this would help curb loss of public funds and procurement policies helps in the reducing of poverty levels, attaining good health and education for the public.

5.2.3 Staff Competency its Influence on Resource Allocation

The studies reveal that competence can be attributed to individuals, social groups or institutions, when they possess or acquire the conditions for achieving specific developmental goals, it is the application of knowledge and skills into performing certain assigned tasks and duties effectively, the staff working within the procurement department must be very competent in handling the activities of this department, supply chain procurement professionals must develop strategic relationships with suppliers of materials and deploy improved business processes that eliminate shortages, the staff must apply new technologies to improve in efficiency of the procurement process, the staff must portray superior performance as compared to the others and competencies are capacities or dispositions or attitudes embedded in the individual and are manifested by actions i.e. intentions, reasons and goals.

5.2.4 Technology its Influence on Resource Allocation

The study found out that technology is used to support information gathering, processing, distribution and its use, use of technology would help public authorities to provide excellent service in an effective and transparent manner, public authorities are implementing scalable communication infrastructures to promote economic development projects, attract new businesses and investors and residents and the local masses but above all, provide excellent service to constituents, the use of ICT has a role to play in

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enhancing the effectiveness of government services to the public and this will strengthen the importance of ICT usage in public sector, ICT is expected to contribute to improved communications patterns as there is an increased demand for coordination of joint activities, public agencies must utilize ICT in order to enhance the procurement process in public sector faced with tight budgets, by adopting the use of ICT in the procurement process and procedures, resources can be more prudently used to finance government projects, ICT need to be adopted to ensure proper functioning of the procurement system at all levels of the government, technology will help in the government's obligation in demonstrating accountability for usage of tax payers monies and strategies to help increase accountability include information systems which measure how inputs are used to produce outputs.

5.3 Conclusion

The study concludes that corporate governance has the following attributes; leadership for accountability and transparency, leadership for efficiency, leadership for integrity and leadership that respect the rights of all stakeholders. Corporate governance is also concerned with safeguarding the interests of the investors, the stakeholders and the public. Lack of sound corporate governance has enabled bribery, acquaintance and corruption to flourish and has suppressed sound and sustainable economic decisions. Organizations with good corporate governance have the capacity to maintain high-quality services and to deliver improvement and innovations of new service ways and new products

Public procurement tops the list of sectors with high opportunities for corruption, fraudulent cases and scandals if it is not properly managed. Procurement policies help in the reducing of poverty levels, attaining good health and education for the public. The transfer of ownership either in permanently or temporarily must be done through a legal contract between one party and other

The staff must apply new technologies to improve in efficiency of the procurement process. Supply chain procurement professionals must develop strategic relationships with suppliers of materials and deploy improved business processes that eliminate shortages. It is the application of knowledge and skills into performing certain assigned

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tasks and duties effectively. Public procurement professionals have to strive to achieve commercial interests with key themes of value for money, economy, efficiency and effectiveness.

Strategies that help to increase accountability include information systems which measure how inputs are used to produce outputs. Use of technology would help public authorities to provide excellent service in an effective and transparent manner. Public authorities are implementing scalable communication infrastructures to promote economic development projects, attract new businesses and investors and residents and the local masses but above all, provide excellent service to constituents.

5.4 Recommendations

5.4.1 Corporate Governance its Influence on Resource Allocation

The study recommends that county governments in Kenya should embrace leadership characterized by accountability, transparency, efficiency, integrity and respect the rights of all stakeholders. County governments should also seek to safeguard the interests of the investors, the stakeholders and the public. The study also recommends that there should be clear core values, motto to the county staffs as some counties operate without clear direction. The values enshrined in county vision and mission is not easily identified by the county staff. There should be review of the county Vision and Mission to be in line with the welfare of the people and be formulated and implemented by the involvement of all the stakeholders.

5.4.2 Procurement Policies its Influence on Resource Allocation

The office of Anticorruption in Kenya should actively deal with corrupt officers within the government institutions by putting in place heavy penalties. There is also need to have in place effective procurement policies that will help in reduction of poverty levels, attaining good health and education for the public. The study therefore recommends that the county government comes up with strategies that will enforce stricter penalties on officers found to have engaged in corruption. This will discourage procurement officers from engaging in corruption due to fear of the punishment.

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5.4.3 Staff Competency its Influence on Resource Allocation

Staff working in all devolved units in Kenya should be encouraged to apply new technologies to improve in efficiency of the procurement process. There is also need for all the devolved units in Kenya develop strategic relationships with suppliers of materials and deploy improved business processes that eliminate shortages. This study further recommends that the county government organizes employee trainings and workshops to train them on technical skills. This will increase their expertise and thus contribute greatly to the efficiency in the procurement process.

5.4.4 Technology its Influence on Resource Allocation

County governments in Kenya should put in place sound strategies that help to increase accountability and these include information systems which measure how inputs are used to produce outputs. Effectiveness and transparency within government institutions should be enhanced through the use of technology. County governments in Kenya should attract new businesses and investors and residents and the local masses through implementation of sound and effective communication infrastructures. County government should invest more in ICT which is turning to be a commanding force in the modern world. To make more improvement in service delivery, they should invest more in e-procurement, e-finance, and e-health. Most services should be customer friendly through mobile phones.

5.5 Suggestions for Further Studies

This study concentrated on the determinants of resource allocation in county governments in Kenya, a case of Machakos County. This study therefore recommends that in the future a study be conducted across all counties. This will enable the generalization of the findings across the country.

The study investigated four determinants of resource allocation (corporate governance, procurement policies, staff competence and technology) that influence resource allocation in county governments in Kenya. Other studies should consider other determinants of resource allocation in county governments in Kenya.

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APPENDICES

Appendix I: QUESTIONNAIRE

Please fill out the questionnaire on: **DETERMINANTS OF RESOURCE ALLOCATION AMONG COUNTY GOVERNMENTS IN KENYA: A CASE OF MACHAKOS COUNTY.**

Kindly tick only one response.

SECTION A: GENERAL INFORMATION

1. What is your gender?

   Male [ ] Female [ ]

2. What is your highest level of education attained?

   Certificate [ ] Diploma [ ]

   Bachelors Degree [ ] Masters [ ]

   PhD [ ]

3. Please indicate the number of years you have worked in the Machakos County government?

   Below 1 year [ ] 1-2 years [ ]

   2-3 years [ ] 3 years and above [ ]

4. What is your position within the Machakos County Government?

   Top Management [ ] Middle level management [ ]

   Lower level management [ ]

SECTION B: CORPORATE GOVERNANCE

5. Below are several statements on corporate governance and procurement and resource allocation in the county government. Kindly indicate the extent to which you agree or disagree with these statements. Use a scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent.

STATEMENT	1	2	3	4	5
It is the stewardship responsibility of corporate directors and					

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the management team to provide oversight and direction					
Governance is concerned with the processes, systems, practices and procedures					
Corporate governance refers to the manner in which power is exercised in the management of economic and social resources					
It is concerned with safeguarding the interests of the investors, the stakeholders and the public.					
Corporate governance practices vary significantly among companies and what is the mandate of the said companies					
Corporate governance has the following attributes; leadership for accountability and transparency, leadership for efficiency, leadership for integrity and leadership that respect the rights of all stakeholders					
In the public sector there is a renewed interest in corporate governance practices due to its relation to accountability, transparency, disclosure, fairness and effectiveness					
Good corporate governance practices dictate that the board of directors governs the corporation in a way that maximizes shareholders value and in the best interest of society					
Lack of sound corporate governance has enabled bribery, acquaintance and corruption to flourish and has suppressed sound and sustainable economic decisions					
Organizations with good corporate governance have the capacity to maintain high-quality services and to deliver improvement and innovations of new service ways and new products.					

6. In general terms, to what extent has corporate governance influenced resource allocation in the county government?

Very great extent	[ ]
Great extent	[ ]
Moderate extent	[ ]
Little extent	[ ]
No extent	[ ]

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SECTION C: PROCUREMENT POLICIES

7. Below are several statements on procurement rules and regulations and their effects on procurement and resource allocation in the county government. Kindly indicate the extent to which you agree or disagree with these statements. Use a scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent.

STATEMENT	1	2	3	4	5
The transfer of ownership either in permanently or temporarily must be done through a legal contract between one party and other					
Public procurement is therefore the main process through which the government operates and spends public money that was collected by the revenue authority					
Public procurement tops the list of sectors with high opportunities for corruption, fraudulent cases and scandals if it is not properly managed.					
Effort should be made to erect safeguards to check against corrupt malpractices in public procurement					
Due to corporate failures have put back on the policy agenda and intensified debate on the efficacy of corporate governance mechanisms					
The state should look keenly at the procurement rules and regulations in an effort to stem out the corrupt individuals and close any loopholes that could be manipulated in the procurement process					
Where more than one method of procurement is available, a method that best promotes transparency and avoids favoritism but provides the most value must be chosen as this would help curb loss of public funds.					
Procurement policies helps in the reducing of poverty levels, attaining good health and education for the public					

8. In general terms, to what extent has procurement rules and regulations influenced procurement and resource allocation in the county government?

Very great extent [ ]

Great extent [ ]

Moderate extent [ ]

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Little extent [ ]

No extent [ ]

SECTION D: STAFF COMPETENCY

9. Below are several statements on staff competency and resource allocation in the county government. Kindly indicate the extent to which you agree or disagree with these statements. Use a scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent.

STATEMENT	1	2	3	4	5
Competence is the ability to meet complex demand successfully or carry out a complex activity or task					
Competence can be attributed to individuals, social groups or institutions, when they possess or acquire the conditions for achieving specific developmental goals.					
It is the application of knowledge and skills into performing certain assigned tasks and duties effectively					
Public procurement professionals have to strive to achieve commercial interests with key themes of value for money, economy, efficiency and effectiveness.					
The staff working within the procurement department must be very competent in handling the activities of this department					
Supply chain procurement professionals must develop strategic relationships with suppliers of materials and deploy improved business processes that eliminate shortages					
The staff must apply new technologies to improve in efficiency of the procurement process					
The staff must portray superior performance as compared to the others					
Competencies are capacities or dispositions or attitudes embedded in the individual and are manifested by actions i.e. intentions, reasons and goals.					

10. In general terms, to what extent has procurement staff competency influenced procurement and resource allocation in the county government?

Very great extent [ ]

Great extent [ ]

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Moderate extent [ ]

Little extent [ ]

No extent [ ]

SECTION E: TECHNOLOGY

11. Below are several statements on technology and its effect on procurement and resource allocation in the county government. Kindly indicate the extent to which you agree or disagree with these statements. Use a scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent.

STATEMENT	1	2	3	4	5
Technology is used to support information gathering, processing, distribution and its use.					
Use of technology would help public authorities to provide excellent service in an effective and transparent manner					
Public authorities are implementing scalable communication infrastructures to promote economic development projects, attract new businesses and investors and residents and the local masses but above all, provide excellent service to constituents					
The use of ICT has a role to play in enhancing the effectiveness of government services to the public and this will strengthen the importance of ICT usage in public sector					
ICT is expected to contribute to improved communications patterns as there is an increased demand for coordination of joint activities					
Public agencies must utilize ICT in order to enhance the procurement process in public sector faced with tight budgets					
By adopting the use of ICT in the procurement process and procedures, resources can be more prudently used to finance government projects					
ICT need to be adopted to ensure proper functioning of the procurement system at all levels of the government					
Technology will help in the government's obligation in demonstrating accountability for usage of tax payers monies					
Strategies to help increase accountability include information systems which measure how inputs are used to produce outputs					

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12. In general terms, to what extent has technology influenced procurement and resource allocation in the county government?

Very great extent	[ ]
Great extent	[ ]
Moderate extent	[ ]
Little extent	[ ]
No extent	[ ]

THE END

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