

**INFLUENCE OF GOVERNANCE SYSTEMS FOR BETTER SERVICE DELIVERY IN  
TUDOR WARD MOMBASA COUNTY, KENYA**

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**DECLARATION**

I, the under cosignatory, do pronounce that this research ingathering has not been previously presented to any other institution other than Tangaza University College. All scholarly literatures used in this research have been duly acknowledged.

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## ABSTRACT

This study explains how good governance systems influence service delivery in Tudor Ward, Mombasa County. The problem facing devolved governance is how to deliver quality services in accordance with the constitutional stipulations and therewith public obligation. In Kenya, different policies are constitutively designed to ensure public services reach intended citizens. However, this is not the case, hence the question: Why do government institutions fail to deliver required services to citizens in accordance with the constitutional stipulations meant for rustic agencies, and local community needs? The objectives of the study was to describe the status of governance systems on service delivery in Tudor Ward; to identify issues of transparency in public service delivery; to illustrate how internal controls influence service delivery, and also to establish workable strategies for quality public service delivery in Mombasa County. The research focused on Systems and Good Governance theories. The researcher employed sequential explanatory mixed design to collect data. A workable sample of 170 was picked from a population of 1925. The research sample was derived in accordance with the Survey Monkey (2022) formula. A first-hand data sources, besides secondary sources of actualities were used to extract the relevant information on the governance systems and its influence on service delivery. Field research data was evaluated within the modules of the Statistical Package for Social Sciences (SPSS) version 21. The research data were subjected to descriptive and thematic analyses. From the study findings, a number of services were being acknowledged by the local citizens. However, for transformative performance notable points of concern as regards to potentiality of the county government in collaboration with local citizens to quality service delivery need to be addressed. Thus, fairness and quality public service delivery, Lead time for public services, Public information and citizens' accessibility to necessary information among others. It is envisaged that the research findings will be of help to policy-makers in formulating suitable policies that would improve of the quality of public facilities management for the citizens of Mombasa County. The study findings may also add new insights onto the general knowledge as regards to public service delivery. A number of policy dimensions (appropriate strategies) have been unearthed as pertinent to improving services for humanity by the county governments in Kenya. The different policy dimensions include county leaders' accountability to members of the local community, local communities' participation in decision making, service option for the poor. The research recommends further investigation on how county leaders can leverage technical functionalities, clarity on constitutional rights, and limited public knowledge of the expertise.

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## **ABBREVIATIONS OR ACRONYMS**

AFDB	Africa Development Bank
ANOVA	Analysis of variation
CBHWS	Community Based Health Workers
CBOs	Community Based Organization
CDF	County Development Fund
ECA	Economic Commissions for Africa
GOK	Government of Kenya
ICS	Internal Control Systems
KCPE	Kenya Certificate for Primary Education
KNBS	Kenya National Bureau of Statistics
MCA	Member of County Assembly
MDP	Ministry of Devolution and Planning
MUHURI	Muslim for Human Rights
NACOSTI	National Council Commission for Science, Technology and Innovation
OT	Organization Transparency
SD	Standard Deviation
SGS	Status of Governance Systems
SPSS	Statistical Package for Social Sciences
UNDESA	United Nation Department for Economic and Social Affairs
UNDP	United Nations Development Programme
USA	United States
VIF	Variance inflation factor

W H O      World Health Organization

## OPERATIONAL DEFINITION OF TERMS

- Good governance** Government's ability to deliver services to all citizens without discrimination of colour race, ethnic communities, and other actors in a transparent and participative way.
- Governance Systems:** Operations and mechanisms by which government and its people are held to account for. In this thesis governance systems refer to resource generation, services at disposal, ideas for policy making, and the quality of services deliverables.
- Governance:** Systems, processes and procedures put in place to steer the direction, management and accountability of an organization.
- Internal Control Systems:** Mechanisms, rules, and procedures implemented by a government to ensure the integrity of financial and accounting information, promote accountability and prevent fraud.
- Organization Transparency:** Allowing those affected by administrative decisions to know about results and the process that lead to decisions making.
- Poor** People who have inadequate nutrition, higher risk of diseases, lack to health care and basic essentials for living resulting in low achievement.
- Poverty:** Lack of social capacity to provide for basic needs, for human livelihood.
- Quality:** Total number of features which a given service or product offers, to meet customers indicated requirements.

**Service Delivery:**

Provision of social or public goods that promote the socio-economic wellbeing of the citizens.

## **CHAPTER 1: INTRODUCTION**

### **1.0 Introduction**

This chapter presents the background of the study, the statement of the problem, purpose of the study, objectives, research questions, significance, scope and delimitations of the study. The investigation tries to explain challenges facing public service delivery in many nations, contrary to constitutional aspirations, and public service obligation (Addink, 2019). In the case of Kenya, citizens' public participation is a mandatory obligation. The Constitution of Kenya (2010 Chapter 11, 173-177) mandates all citizens to co-work with the government agencies, to ensure quality service delivery to the people.

### **1.1 Personal Insertion**

The researcher is a member of the Sisters of Saint Joseph of Mombasa. Her congregation is committed to uplifting the living standards of the people wherever they work, locally and universally. The scholarship has interacted with various groups, local-Kenyan communities for over 25 years of her religious life. Mostly, the apprentice has worked with the poor, orphans, and street children among others. In her apostolate, she has interacted with the different social-economic classes including the marginalized, and rustic communities, in particular, the rescued children living at the rescue centres managed by the Sisters of St Joseph religious congregation. Many of these people live below the poverty line, as people cannot afford basic social needs. Many people survive under inadequate nutrition, have higher risks of diseases, and lack access to medical care. The issue of garbage menace and water shortage is a daunting challenge in many local communities in Kenya. A case in point, the researcher was touched at seeing

underprivileged women from the informal settlement, who sought assistance on daily basis. Ladies would come daily and sit outside the school gate and other missionaries' residential houses for the sake of some work to help them make ends meet. The information gained from the researcher's community members at the rescue centres served as context for this study. Most of the rescued children came from Tudor Ward.

Life in the informal settlement of Tudor Ward is not promising for parenting and families' nurture as a whole. It is necessary to find out the definite performance of social provisions of basic needs. People encounter various challenges such as; poor infrastructure, deplorable sanitation, lack of clean water, unaffordable medical care, and insecurity among others. Though education from the government perspective is free, many parents cannot afford to take their children to school. For some parents, getting birth certificates for their children seems a challenge hence a probable reason as to why many children miss out on Kenya Certificate of Primary Examinations (KCPE) examination sittings. For example, children are legally susceptible to missing out on KCPE sitting. The schools' administration only uses a general tag (00) to register candidates (Malika, 2021, February). Unemployment to parents gives the impression of inopportune parenting and consequently, many children get involved in drug peddling and other related crimes.

Although government policies are in place, In Tudor Ward, leadership is inadequately felt. The ward does not seem to have proper facilities (e.g., funding system) to address specific issues on the ground. Some of the apparent realities in Tudor Ward include idle youth population, unaffordable health services, and lack of essentials for families'

livelihood. It is not known on the relationship between the local communities, County, and the national governance pertaining to how the underprivileged should be assisted to uplift their standards (World Health Organization [WHO], 2011). The stipulations in the 2010 Constitution of Kenya Chapter 11 (173-177), reckons public service management as a participative scheme towards quality services delivery. Never the less, the situation in Tudor Ward exhibits a reverse of the expected (Kenya Review Commission, 2012-2013). This situation has caused suffering and frustration to many disadvantaged people in Tudor ward. Therefore, the researcher's previous experiences served as the gist of this investigation.

The mission of Tangaza University College is to “teaching minds, touching hearts and transforming lives” [Payne, 2015 December 5<sup>th</sup>]) serves to prepare agents of transformation against non-promising systems which propels human suffering. The different systems as may be instituted by either state or non-state actors highly determine the quality of public service deliverables. The researcher is confident that the unwavering support from the Institute of Social Transformation at Tangaza will add value to the existing devolution framework to achieve its mandate.

## **1.2 Background of the Study**

Governance refers to different executions served by a sitting government in a society, nation or local community. Governance is about working within either a command or market-based economy. The objective recipients of government services may be families, local ethnic communities, and formal or informal organizations which operate from

within a given territory. The instruments of governance include decrees, customs, authority, or dialectal (Bevir, 2013).

Governance re-counts processes of collaborations, and decision-making amongst servants and the public. Good governance works to ensure economic, political, and administration of service deliverables, at all levels of a country's affairs to achieve quality facilities management (United Nations Department for Economic & Social Affairs [UNDESA], 2016: 142). It embraces the operation of laws, functioning institutional frameworks, clarity, and responsible management of public operations. Good governance calls for respect in lieu of anthropological privileges, and involvement of all people in formulating resolutions to issues affecting their livelihoods. For this study, good governance relates to processes and practices through which public leaders execute their duties in a transparent, accountable, and participatory manner.

Ideally, governance systems are established to deliver services to citizens and more especially to people at grassroots levels. The governance systems applied by governments ought to provide policies that support a good education system, free health services, good infrastructure, and security for the citizens. Poor governance and dysfunctional systems of governance are not only about giving unpromising service deliverables, but also facilitating multi-practices in public resources' management as leaders seek to achieve their personal interests (Acemoglu & Robinson, 2012). A critique by Golenbock and Painter (2020) argues that the American governance system under Donald Trump was involved in obstruction of justice and attrition of the law as provided. This was seen in the president's behaviour of attacking the press, demeaning and assaulting women,

benefiting financially from his presidency, and fawning over disputes (Golenblock & Painter, 2020). Racial discrimination has provided backing to 21<sup>st</sup> Century America's Global social-economic failure. The white supremacy behaviour has deprived other racial communities of opportunities regarding social safety purportedly, due to poor management by the non-white working class (Eduardo, 2020).

A case in point, the consequences of unpromising governance by Trump's administration, made American communities shrunken by unsecured work opportunities, scarcity of economic realities, and deficiencies in health care services. Income equality, multiculturalism, and the performance of liberal democracy has become weaker than expected in American communities. Many other states of the world have had their democracies shrink back. For example, Venezuela, Philippines, Hungary, Russia, and Poland. Western Europe and the United States are dreaded and mistrust that the status-quo has eventually led to authoritarian leaders (Wiener, 2020).

European democracies have become frail, disorganized, and confined to the supremacy of intercontinental influential conglomerates. Members of the local community do not partake in their government as their legislative body and the locals' representation. But, also as agents serving external governments and intercontinental organizations' representation (Strickland, 2017). The performance of different democracies among some European nations have led to poor performance in public politics and policies, leading to poverty, racism, organized crime, unemployment, and discrimination on grounds of disability and mental health.

Governance systems are also erroneous in Africa just like in other European nations. The reform agendas often have suffered from unsuccessful executions, incapability to bear-up governmental support; ineffective alignment of checks and balances assessments (Schoeberlein, 2020). These challenges in governance systems have greatly affected the processes in which services are delivered to the local citizens. Opposition governments do not perform in Africa. Although the opposition governments are resourceful institutions meant for a sitting government, incumbent governments in Africa hassle, threaten, and subdue antagonizing assemblages. Thus, affecting the provision of essential services for the public good (Idowo & Mimiko, 2020). A case in point was witnessed, during the general elections of 2020 in Tanzania and Uganda respectively where many supporters of the opposition government suffered greatly (Burke 2021; Mohamed 2021 January 17<sup>th</sup>).

Inequitable efforts and actualities of non-constitutional change in the presidents' tenure, age-limit for being in office poses is another serious leadership encounters in Africa. In 2015, Rwanda and Burundi changed the national constitution on presidential terms in which a sitting president can successively stay in office. In 2018, Ugandan legislators changed their constitution on the president's age-limit. Also, prolonging the terms which parliamentarians can serve successively. The constitutional changes in Uganda allowed the sitting President Yoweri Museveni and members of parliament as contenders in the 2021 general elections (conversation, 2018).

Historically, Nigeria suffers from political instability, political supremacy, and external interference from superpowers. Despite its massive oil reserves and being potentially

wealthy county, the poor continue to be poorer. The poor service delivery in Nigeria as stressed by Afegbua and Himeje (2020) is attributed to civil servants who are unprofessional, lethargic, incompetent, and inexperienced (Ihemeje & Afegbua, 2020). The unchecked misappropriation of national resources and other government failures have caused high rate of poverty. Subsequently, governance challenges in tackling numerous developmental and control of dysfunctional performances have increased to emergence of uncontrolled public groups (Abada & Ngwu, 2019).

Good governance is also indefinable in Kenya just like in other African countries. The Republic of Kenya as a state is divided into 47 counties (Constitution of Kenya 2010). The promulgation of Kenya's Constitution 2010 generated high public expectations for efficient service delivery. The aspect of devolved governance call for the national as well as the county governments to collaborate in building a new political culture and leadership. The citizens are seen as the pillar of reflexive governance and if that pillar is weak, the form of governance system that Kenya has embraced is threatened (Luis & Lumumba, 2019). The experiences in the county governments leave a lot to be desired. The rising cases of overnight county millionaires and irregular awards of tenders through proxy identities in the name of companies, serves a definite underperformance of Kenya's national regulatory systems.

### **1.2.1 Constitutional Mandate of the County Government Agencies**

Article 201 of the Constitution of Kenya 2010, offers baseline for financial resources management, guidelines such as ingenuousness, liability, impartiality, community involvement, judiciousness, and accountable use of public treasures (financial exploitation, graft, and fraud have long plagued Kenya). Corruption has hampered

development, exacerbated inequality and suppressed the country's economic potential (Maryam, 2020). Many county government officials are involved in looting county resources, while serving individual interests. In some counties, officials have been defendants of using their powers to allot offers to their close relatives and associates. As a result, some governors have suffered impeachment and others summoned to appear before the council of the senate. Former governor of Kiambu Waititu, Michael Mbuvi of Nairobi, and Martin Wambora of Embu among others serve as examples (Ali, 2020 October 27<sup>th</sup>).

### **1.2.2 Situational Analysis**

There have been a slowdown in the service deliveries, with unrests enduring, particular cases have been apparent in the health sections in many counties in Kenya, including Mombasa County. The recruitment procedures for the county's workforce has become a disputed exercise in Mombasa County. The political class seems not to have goodwill for rustic citizens, and if one does not sing the tune of the government of the day, he/she gets side-lined and the citizens bear the brunt. The many national initiatives going on now is political gymnastics to derail any meaningful dialogue to deliver on leaders' mandate. Mombasa County has also had its own share of governance challenges. The poor in Tudor Ward continue to lack essential services such as insufficient sustenance (poor income levels), higher risks of diseases such as *chikungunya*, access to clean water among others (French Development Agency, 2019). This makes it necessary for the researcher to find out why government institutions fail to deliver in accordance with constitutional stipulations and local community needs. Taking the case of Tudor Ward,

this study sought to find out how governance systems can better influence public facilities and amenities organization in Mombasa County.

### **1.3 Statement of the Problem**

Mombasa County suffers from huge inherited debts, delays in funds disbursements, and inadequate resources (County Annual Performance Review Report, 2018/2019). Due to such delays, the numerous needs of the people of Mombasa have not been met. The core mandate of devolved governance is to bring services to the rustic communities, and devolved units (2010 Constitution of Kenya [Chapter 2 Art 43]). The situation in Tudor Ward Mombasa County, accounts  $\frac{3}{4}$  (24075) of people who cannot afford their families' essentials for social livelihood. Many families are landless and live-in mud houses, garbage menaces, poor sanitation, and access to clean water among others are the challenges of the day (Kithiia & Majambo, 2020).

In Kenya, it is envisaged that through the operation of the government, citizens' needs in the areas of healthcare, education, infrastructure, and accessibility to clean water, land ownership, and security among other facilities, would be better served under devolved governance (Constitution Kenya 2010, Chapter 4 (3)). Thus, devolved governance is not appropriately felt in the local communities' social livelihood. Consequently, the study was set to explore workable modalities through which devolved governance systems can improve quality of public services in Tudor Ward,-Mombasa County. Taking the case of Tudor Ward, Mombasa County, the researcher's concern is how devolved governance can collaborative with the local communities to uplift the living standards of the people.

#### **1.4 Purpose of the Study**

This research was aimed at ascertaining existing government systems, and their influence on public service delivery in Tudor Ward Mombasa County and Kenya as a nation. Favourable modalities for public service delivery can be pertinent in averting human sufferings, checks on non-promising social services' performance as attested to in Mombasa County. The research product (findings) reckons the underprivileged people from Mombasa County, and local leaders or institutions to deliver their mandate for public good. The study may also give insights to institutions working with poor people to serve the rustic communities in a manner that is responsive, transparent, and equitable.

#### **1.5 Objectives of the Study**

The general aspiration in of this study was precisely concerned about the following intentions:

- a) Describe the status of governance systems on service delivery in Tudor Ward, Mombasa County.
- b) Identify transparency issues in governance that block service delivery in Tudor Ward, Mombasa County.
- c) Illustrate how internal control systems influence service delivery in Tudor Ward, Mombasa County.
- d). To establish appropriate strategies of improving governance systems for effective service delivery in Mombasa County.

## **1.6 Research Questions**

- a) How does the current status of governance systems influence service delivery in Tudor Ward, Mombasa County?
- b) How does transparency in governance influence appropriate service delivery in Tudor ward, -Mombasa County?
- c) To what extent does management with internal control systems influence service delivery in Tudor, Mombasa County?
- d) What strategies could influence systems' service delivery in Tudor Ward, -Mombasa County?

## **1.7 Hypotheses**

Ho1. The status of governance system does not reassure appropriate public service delivery in Tudor Ward, Mombasa County.

Ho2. Transparency in governance system does not significantly influence service delivery in Tudor Ward, Mombasa County.

Ho3. Internal control systems in governance systems do not influence service delivery in Tudor, Mombasa County.

Ho4 Application of appropriate strategies in governance does not assure suitable service provisions in Tudor, Mombasa County.

## **1.8 Justification of the Study**

The erudition as founded by the researcher is likely to be resourceful to the county government management. It sets context as guidance for governance systems in provision of public services. The county government may also adopt good governance systems to

sustain service deliveries in Mombasa County. The study outcomes may help policy-makers to understand the importance of coherent governance strategies to enhance service delivery. Additionally, the study is deemed important to researchers and academicians as adds new insights form part of information on public facilities management, currently in existence.

### **1.9 Justification of the Study**

Given that devolved system of governance is said to be operational in all counties in Kenya, it was imperative to find out why the people in Tudor ward are living deplorable livelihood (landlessness, living in dilapidated houses, Garbage and related menaces, poor sanitation, and in-access to clean water). The policy-makers (the Governor in solidarity with MCAs, and the Minister of devolution, and the President) in Mombasa County may be enlightened with regard to governance systems, hence make possible adjustments in the formulation of policies. The study is expected to benefit the central government by furnishing it with crucial information (e.g., essence of strategic dimensions in county resources management). The information presented in this research output is resourceful in the implementation of policies and regulations aligned with goals that facilitate improvement of service delivery. The study may as well serve as a framework of information and insinuation for future scholars. This study may benefit Mombasa community given that it sought to evaluate the governing systems on service delivery.

### **1.10 Scope and Delimitations of the Study**

The contextual boundary of the research was confined to exploring the inter-relationship between the national government, county leadership, and public involvement at all levels.

The concentration in the study was narrowed to status of governance systems, transparency in service delivery, internal controls, and appropriate strategies with regards to service provision in Tudor Ward in Mombasa County. This inter-relationship of leadership structure is vital as the core of the study. This was because governance systems have created a lot of inequality in the county governments but with very few empirical studies. To establish this, the study considers community-based organizations (CBOs) working closely with the local leaders, community-based health workers, and community members of Tudor Ward.

The study targeted the said population because governance systems and service delivery are wide. It may not be practically possible to study everything involving the topic of study. The research focused on how these variables (status of governance systems, transparency, internal controls, and appropriate strategies) influence service delivery in Tudor Mombasa County. The researcher aimed at CBOs because their activities are felt at the grassroots. Furthermore, credible information as pertains to governance and service delivery in the Tudor Ward is necessary for actualising public policy dimensions. This is because these CBOs have been working Tudor Ward for long, hence stood a better chance in giving appropriate information in regards to the focus of the research.



## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

The research in this chapter presents both theoretical and empirical reviews. In the empirical literature review, the researcher examines previous studies that reveal the connection between control systems and public amenities management grounded on the objective-variables. In the course of literature reviewed, the research progressed to identification of the research gap. The conceptual framework was relatively discussed followed by the chapter summary.

### **2.1 Theoretical Review**

Theoretical review is a ‘blueprint’ in a given investigation in which further reflection is done by way of hypothesis (Grant & Osanloo, 2014). A theory is a system of explanations that ties together a group of facts. It does not only explain those facts but also predicts what ought to be studied, using other experiments and observations (Saldana & Omasta, 2018). To explore the governance challenges facing Mombasa County in relation to service delivery, the research followed systems and good governance theories. The application of these two theories in the study could explain in-depth the facts about the governance systems in Mombasa County, and therewith predict what ought to be done to address ineffective service delivery.

#### **2.1.1 Systems Theory**

System Theory is an interdisciplinary concept about every structure in nature, in the society, and other frameworks with which phenomena is examined from a holistic approach (Copra, 1997). The term system arose as a result of Emile Durkheim’s research

on social systems (Joseph & Macgowan, 2019). The System Theory concentrates on multicultural environment of public service. As an instrument of analysis, this theory recognizes the rational and streamlined features and practicalities involved in public systems management (Nwaodike, Owolabi. & Oni, 2020). The guidelines-procedures of the Systems Theory is appropriate as a guiding tool in decisions making, and particularly, in specific situations. Thus, the research assessed governing structure(s) and public service management in Mombasa County.

Some of the proponents of the Systems Theory include Ludwig von Bertalanffy (2015), David Easton (1959), Katz and Kahn (1966); Stanley Weingart [1969]; Koontz *et al.* [1980] and Parson (1951) cited by Wearne [1990]). The main assumption of Systems Theory is that a complex system is composed of multiple subsystems. In its interrelatedness nature, Systems Theory entails linking up inputs and conversion processes into output at the final stage within the whole system (Nwaodike *et al.*, 2020). Applying the concept of System Theory in the study, the national, county, and the local governments in Kenya are mandated to mobile resources geared towards befitting service delivery, for public good. The governing structure as an entity of the system is designed to achieve quality service to citizens.

The government is made to provide effective and quality service to its people and especially the needy. Public service is one of the sub-systems in the governing process that ought to confirm the overall accomplishment of national government goals (Nwaodike *et al.*, 2020). All services rendered by civil servants need to be felt by the local citizen. Indeed the Systems Theory could be relevant to this study because our governing

system is a political jurisdiction. Our systems of governance are delimited to the government administrators who are knowingly interested in their philosophical opinions. As coordinators of the system, the leaders are expected to work with relevant government institutions to facilitate demands of the public. Also, it is imperative that government agents get feedback from the citizens on decisions/actions taken with regards to public services deliverables.

Understanding Systems Theory in terms of simultaneous usage of complex explanatory model functions, highlights a positive feature of a modern theory. The challenge is that systems theory does not explain means of liberating over-extension of a spatial whole-part relation (Bertalanffy, 2015). Systems theory is not specific to particular theoretical contexts in working out solutions to prevailing issues in existence. It is also limited to social operations in precise intervening strategies. It serves as a consolidating concrete structure for understanding circumstances under which an organization operates. Since this theory is not prescriptive and cannot be fully applied in specific situations of this study, the study calls for another additional theory. The researcher, therefore, considers Good Governance Theory, with the hope that it can elucidate other governing initiatives, potential to improve service delivery in Tudor Ward.

### **2.1.2 Good Governance Theory**

Good governance is the vigorous and creative collaboration between the national government and civil dwellings. It is a condition where the citizens in their rights expect their government to serve their individual public needs and also to protect human constitutional-rights (Keping, 2018). Good governance is generally about facilitation of

well-organized public administration progressions. Governance can be encouraging as a structure if it is open to civilian' public opinion. It reinforces instead of provocatively weakening democracy as a system of governance. It is participatory, consensus-oriented, conscious of equality, and non-partisan while working in tandem with operation of the existing laws of the land. One of the key setbacks of systems management is corrupt practices. Thus, it makes it imperative to minimize corrupt practices while taking into consideration all civilians' views including minorities in decision making. Good governance is also responsive to strategic human sustainability (UNDP, 1997).

Good governance as a theory was developed by the United Nations Council in the 1990s (Nanda, 2006). The theory was developed by a number of philosophies and strategies brought about by the World Bank in supporting unindustrialized nations. Many developing countries provided money to this phenomenon, and accredited to the invention. The conception of good governance is instituted in the lexicon of public service since 1990s (Nanda, 2006).

The argument by Agere (2000) asserts that good governance can serve as a means and as well as ending point in itself. It becomes an achievement in itself when it facilitates all its major essential dimensions suitably. It acts as a means when it contributes to social-economic progression, and overall social integration of human development. Therefore, "good governance" is the context, and framework of improvement in communal facility management based on which a state can manage her national concerns. It is worthy when a democracy as a form of governance is dully set to serve people. The baseline for achieving quality service delivery is participating in decision-making processes for

efficient service delivery and respect for human rights (Agere, 2000). This finding informs the proposed study that, if at all the existing governance systems could appropriately embrace the elements of good governance, life could be different at all levels.

Good Governance Theory does not only offer explanation but also seeks to public opinion on matters facing individual members of the community. It has the character of being both concerned with '*what is*' and '*what might be*' (Keping, 2018). Application of Good Governance Theory in the study is not focused on only aiding a better understanding of governing process but also as a concern of its functioning and operation to improve service delivery. Understanding the changing ways in which governance challenges are explored could improve the current situation of service delivery in Tudor Ward, Mombasa County. Research by Gisselquist (2012), listed eight major characteristics of good governance that could describe clearly the governing challenges in the management of county projects.

Participation is the first element of Good Governance Theory. The element stresses that both males and female members of rustic community are essential facilitators of good governance theory. Public participation could be individual citizens' participation or indirectly through their renowned legislative body. Kaufman, Kraay, and Mastruzzi (2006) echoed the "World Bank's view on the principle of participation" with regards to the "good governance theory". In Kenya, public involvement is considered a crucial pillar of the 2010 Kenyan Constitution. Through sharing with members of the public, the government and its organs get enlightened about relative values of citizens, attached to

particular decisions (Kenya Constitution Chapter 12, Article, 2010). In this case, the essential services need to be delivered to the people of Tudor Ward Mombasa County.

The second element rule of law, stresses that throw legal fraternity, members of the public get instructed, not fair personalities. Therefore, the laws of the land should be inclusively non-discriminatory and applied to all regardless of ethnic community, race, colour, gender, age, or religious creed. Kaufmann, Kraay, and Mastruzzi (2006 [Online]) maintain that the sanity of legal precedence is one of the “World Bank’s six principles of good governance theory.” It is about how citizens confine their thoughts and trust for public good. Operation of laws serves as the degree to which citizens abide with the rule of law (Kaufmann *et al*, 2006). For the rule of law to work, leaders must be open to scrutiny. In this study, the level of service provision will depend on how laws of the land are applied.

The third component of “good governance theory is transparency”. It stresses that decisions perspectives, and executions must be in tandem with the laws of the land. Transparency stipulates that the public has a right to credible information regarding performance of a sitting government. Transparency should be easily understood and directly deal with people, who are affected to ensure compliance (Sheng, 2012). When people lose trust, they fail to respond to any development initiative hence affect appropriate service delivery.

**Responsiveness.** The fourth element is “responsiveness, requires that all institutional processes should serve all concerned citizens in the society within an appropriate period of time”. Approachability (responsiveness) stipulates that a good governance involves

application of flexible measures required to accommodate necessary social, transformative realities in a society. The governing systems should consider the views of civil societies and the overall public interest. The government should regularly re-evaluate its undertakings in society (Gisselquist, 2012). When people participate effectively, they are likely to have consensus as a result improve the livelihood of the community members of Tudor Ward Mombasa County.

Consensus orientation as the fifth element of good governance theory is about mediation for opposing welfares, to reach an inclusive compromise. A consensus orientation is done to determine the best interests of the group. The element also stresses collective settlement of issues regarding socio-economic and politically awareness for the parties to reach a common ground. Inclusivity in Tudor Ward Mombasa County could be realized when resources are equally shared.

The sixth element is equity and inclusivity. The element guarantees the dignity of the human person. It also advocates for equal opportunities to improve individuals' well-being from any discrimination. Equity and inclusivity require all assemblages, especially the minority groups. It ensures that all people have chances to access sustainable social-economic well-being (Grindle, 2004; Harrison, 2005). Without equity and inclusivity, there is a likelihood of less impact and efficiency hence discrimination in service delivery in Tudor Ward Mombasa County.

The seventh element of Good Governance Theory is effectiveness and efficiency. Effectiveness is about doing right things following a right schedule while efficiency is principally the practice of undertaking things rightly and precisely (Cole & Kelly, 2011).

The government should do right things and do them rightly for the betterment of society. “Efficiency embraces the long-lasting use of God-given resources in society” (Grindle, 2004; Kurtz & Schrank, 2007; Nanda, 2006; Rotberg, 2004; Rothstein and Teorell, 2008). People are efficient and effective when leaders are accountable to them.

Accountability as the eighth element of Good Governance Theory is considered as the foundation of “good governance theory”. Accountability accentuates that all state-actors, non-state actors especially those serving in governance, agencies, and civil societies are made answerable to the society (Rothstein & Teorell, 2008). Accountability means establishing standards for measuring performances in public office executions. It also demands for supervisory machineries to safeguard standard operations. Lack of accountability can lead to resources (time, money, material, philosophies, and regulatory architectures) mismanagement, and reduce the status’s of integrity as a financial companion (UNDP, 1997). The element of accountability is vital as it measures how leaders execute their duties in terms of services delivery to the people they serve.

Good Governance Theory is allied to executive governance procedures and organizations especially as a case in low developing nations. The theory is outwardly in tandem with this study as its tenets will be of great importance for the study. The researcher hopes to use this theory as a search-light for virtuous public management. Its principles serve as clear practical guides for assessing performance controls on public service in Tudor Ward Mombasa County.

## **2.2 Empirical Literature review**

Empirical literature review “is a comprehensive, transparent search conducted over multiple databases and grey literature. It involves planning a well-thought-out search strategy that has a specific focus or answers a defined question” (Dewey & Drahota 2016, PP. 40-66). Therefore, literature related to Governance Systems, Organization Transparency, Internal Control Systems, Appropriate Strategies, and Service Delivery is presented.

### **2.2.1 Status of Governance Systems in service delivery**

Governance is a critical component cutting-edge the management of public facilities (e.g., health) in Kenya. Muchomba and Karanja (2015) studied the “influence of devolved governance” and functionality of the Kenyan health sector. “This was a descriptive survey, which recruited health care providers and patients from both Nairobi and Mombasa Counties. The study demonstrated a relationship between the performance of level IV hospitals and devolved leadership and thus the overall performance of the health sector”. The study found that devolved leadership was not associated with hospital development planning and that devolution governance predisposes development planning definitely in all the hospitals that served as research units (Muchomba & Karanja, 2015). Well-established governance systems, if coupled with good coordination teams can yield better services.

The practice of good governance is a crucial dimension to mitigate dilemmas among public agencies. It signifies virtuous controlling performances, fulfilment of varied essentials to stakeholders’ expectations, and the ability to withstand challenges posed by

an unsteady environment (Ibrahim, Kok & Lokman, 2020). In a study by Besley and Burgess (2002), on the influence of devolution on facility management in India, the research found out that devolution encouraged government sensitivity in rendering services. This finding informs the current study that our devolved systems have to deliver to citizens as expected. This study looked at the leadership in the Tudor Ward in regards to public participation and county governance.

### **2.2.2 Transparency in Service Delivery**

Transparency refers to unconstrained admittance of the public to appropriate and consistent information in decision making and execution in the public sector (Sciso, 2017). Furthermore, Christensen and Cheney (2015) consider organizations' transparency as organization's practices which promote virtuous governance and improve on democratic techniques. Transparency has been enumerated by many studies and disciplines (politically aware, pecuniary, and societal science). Kosack and Fung (2014) argued that the concept of transparency had been assumed by regimes and transnational establishments in accordance with the premise that "disclosure of information about government institutions, policies, and programs empowers citizens to hold officials responsible for their spending and performance". The same argument is affirmatively put by Bassam (2016).

A study by Zucolotto and Teixeira (2014), on the "influence of budget transparency on quality governance and democracy", found that nations were more transparent when responsibility structures and a greater levels of democracies standout while minimizing corrupt practices. Transparency was needed to fight corruption and strengthen government accountability (Hood & Heald, 2012); Bassam, 2016). Transparency must be

carried out and processed continuously. Peoples' needs can appropriately be met in transparent and accountable institutions.

### **2.2.3 Internal Control Systems in Service Delivery**

Internal control system, as put by Doxey (2019), enhance chances of performance while adhering to recommended laws of set standards. It meets successfully the procedures of the organization's leadership (Ng'unya & Kalenzi, 2019). Organizations with well-structured controls improve their operations and meet clients' prospectively (Oppong *et al.*, 2016; Umar *et al.*, 2018). Well-organized internal control systems enhance good organization in operation of resource executions and work packages are supported and defined. Thus, equality in resource allocations and promising lead time in service quality deliverable becomes the order of the day (Ng'unya & Kalenzi, 2019). Well as good internal control systems guarantee appropriate utilization of resources, it is not known as to how much the county government of Mombasa and Tudor Ward, in particular, applies internal controls, as a dimension for effective performance in service delivery.

A study by Muraleethara (2010), on evaluation of internal controls on monetary management reveals significant relationship between internal control and financial performance. This finding was similar to that of Mawanda (2008) who sought to find the effects of internal control systems on financial performance in institutions of higher learning in Uganda. The research findings showed significant impact of internal control systems on financial performance.

Another study by Eko and Hariyanto (2011), while examining the relationship between organization commitments on good governance in the Central Java province of Indonesia.

Accordingly, organizations systems specifications, systems auditing, as well as organizational premise, have significant relationships with respectable government controls among the contacted 35 districts in Central Java Province of Indonesia. Good policies on financial control put the government in a better place to serve its people.

Research by Diibuzie and Abubakari (2017) on the “impact of internal control systems on financial performance on health institutions in the Upper West Region of Ghana”, that health sector organizations that applied internal control systems achieved better financial performances as opposed to those with weak internal control systems. The discoveries exposed that health institutions that had pragmatic uprightness or ethical values, including monitoring controls, had high financial performance. Most of the health sector service centres which adhere to strong internal control systems have the capacity to mitigate fraud (Ibrahim, Diibuzie & Abubakari, 2017). The accomplishment in any institution is determined by its financial management. In this case, the whistle-blowers, public participation, the senate, and the county assembly serve as the internal control agents. Their strength and weakness in their mandate state the kind of system we could have in operation.

#### **2.2.4 Appropriate Strategies in Service Delivery**

Quality public service provision is a strategic dimension for sustainable development of any nation. Organizations build a customer-oriented and service-minded workforce in hiring right people (Makanyeza, Kwandayi & Ikobe, 2013). Workers must be developed to deliver quality services and promising human resources should be retained (Makanyeza, Kwandayi & Ikobe, 2013). The Economic Commissions for Africa (2013) argues that public sector has played a decisive facet in states’ growth. For a nation to

continue sustaining its social-economic growth, it has to be proficient and operative in response to the active requirements of the native communities. Leaders ought to clinch on stratagems for better-quality services. This insight may be critical for Mombasa County as it calls for inclusive planning that is for quality and affordable services to the citizens.

### **2.2.5 Service Delivery**

Specifically, functionality of a government needs to be actualized by certain features of service delivery as a crucial mandate of the government-to-citizens. (Abe & Monisola, 2014). The directories for assessing government's provision of services to the individuals' citizens include promising educational standards, better-quality health care at reasonable costing and clean water among others. Facility management regarding services is at the apex relationship(s) among policymakers, servants, and recipients of services. "Service delivery encompasses services and their supporting systems that are regarded as a state responsibility" (Carlson *et al.*, 2005, PP. 6-7). Service provision would be the only focus that a nation should strive for its people. Accordingly, the mandate of a state is to provide required services to its people. Quality and appropriate services should be there for the common good.

### **2.3 Governance Systems in Kenya**

Comprehensive governance is a non-discriminatory approach in service management. A case in point is the incident of Loyola community-USA; all people have to be served equally. Nobody is allowed to act in a way that deprives social entitlement(s) to any citizen (National Council for Law Reporting Library, 2014).

The 2010 Constitution of Kenya enumerates the functions of each level of governance: The executive level of the government controlled by the president and his cabinet; the county government which comprises the governor and Members of the County Assembly (MCAs). The county assembly is spearheaded by the planning committee and the county executive committees. A research by Gathii and Otieno (2018) shows that the county government is limited with revenue base. The national government is the main organ charged with mandate to levy taxes.

### **2.3.1 Executive Arm of Governance in Kenya**

The President is assisted by different line ministries; each ministry has a specific discipline of service. For example, the Ministry of Devolution and Planning focuses on execution, particularly, priority areas of service delivery at the county and grass-root level. It as well serves as the decision-making authority of the national administration (Kenya-Brussels, ND).

The structure of governance in Kenya is characterized by national tenets. Thus, governance is guided by code of conduct enshrined in Chapter (2) of the 2010 Constitution. The specific tenets (principles) to be upheld by every state officer (servants within the state boundaries of Kenya [Kenya Law Review Commission, 2021]) include:

- (a) Patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people; (b) Human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized; (c) Good governance, integrity, transparency and accountability; and (d) Sustainable development (Chapter 10).

### **2.3.2 The Role of Devolved Governance in Service Delivery**

To devolve is all about transferring to lower capacity-level. It was envisaged that some of the executive (president and government ministry) responsibilities would be transferred to the local, ward and their representation at the county assemblies (Otieno, 2013). The first aspect of public service management and governance in particular is planning. The 2010 Constitution of Kenya stipulates two-tier planning functions: national-ministerial level, and county government. In the County Government Act (104[1]), no funding can be accorded to any county government outside its plan from the county executive committee, approved by the County Assembly. The sole purpose of funding functionalities is to serve citizens and communities' social-economic development, infrastructure among other social functions executed by the county government (Mwangi, 2013).

Kenyan civil society plays an important role in government oversight and advancing an inclusive development agenda. At the county level, civil society organizations (CSOs) rooted in the communities they serve, are forming local development organizations (LDOs) to advance the principles of self-reliance and locally sustained and accountable development. We work with these CSOs and LDOs to help strengthen capacity to engage and catalyze citizens, government, and the private sector for county-led development (Online).

Promotion of The Government of Kenya (GOK) is made up of the executive led by the President assisted by the Deputy President as head of government. A people-centered government is a key mandate of a sitting government in Kenya. It is upon the national and county government to engage with citizens in policy developments and representative management. Furthermore, all people of goodwill in their organizational capacities need to be informed and participate with government agents on matters of pluralistic good. Engaging with the locals is about listening to citizens, about issues

facing them, and creating sustainable solutions. It is not known, the extent to which the County Government of Mombasa colludes with local communities (e.g., Tudor Ward residents) in governance on service delivery (Uraia Trust, 2012).

### **2.3.3 Challenges of Devolved Governance**

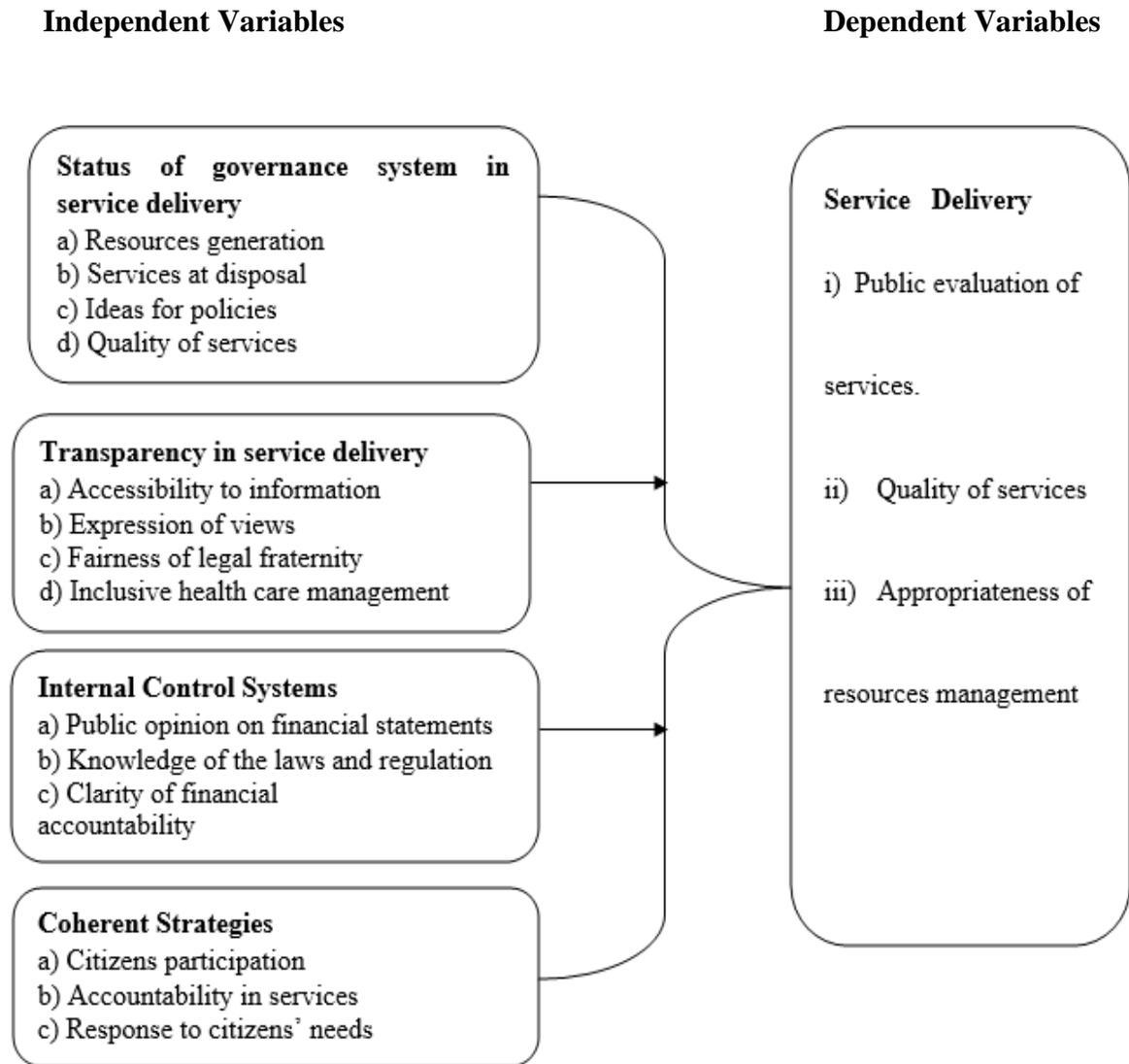
Some of the specific areas of unpromising performance in county governance and particularly include Tudor ward. The different social anomalies in service delivery include inadequate healthy services, high unemployment rate among others...

Devolution as a niche for public service dimension to local communities seems to face the challenge of priority in resource expenditure. Well as local, residents need special attention for services, most governors (about 30/47 counties) have concentrated more on building fortified residential castles for governors, payments for fuel, and other administration expenditures as put by Wahome (2015) cited by Gathii and Otieno (2018). It is imperative to assess the situation of priority setting in the performance of Mombasa County.

## **2.4 Conceptual Framework**

A conceptual framework is about views and ideas suited for agenda setting regarding a given phenomenon. It serves as a framework for evaluation and aligning possible issues against their impacts to a given *status quo* (Kombo & Tromp, 2009). The independent variables of research product include the current status of governance system, organization transparency, internal control and appropriate strategies while service delivery is the dependent variable as presented in Figure 2.1.

**Figure 2.1 Research Conceptual Framework**



Source: Research Author (2021)

Governance systems, transparent organizations' structures, internal control systems could have significance influence on public service delivery in Tudor Ward, Mombasa County. The constitution of Kenya (2010) and policies overriding governance systems ought to put the service providers on toes in regards delivery of quality services.

## **2.6 Research gap**

Devolved systems of governance in Kenya are characterized with lack of understanding and tensions between the central government and county representatives. The issue of inadequate financial distributions to counties, delayed transfer of funds, and poor leadership among others leaves a lot to be desired (Miller, 2019). Local studies on the influence of governance systems in public service management follows qualitative paradigms and only specific with the pros and cons of devolution (Abdumlingo & Mwirigi, 2014; Kobia & Bagaka, 2014). It is not clear how devolved government systems in solidarity with members of the local communities appropriately address issues affecting social livelihood of the silent majority.

The researcher assessed the status of county governance system(s) as applied in Tudor Ward, Mombasa County; transparency in service delivery; operations, internal control systems and therewith the reality of the research spectacular aspects regarding devolution as a systems of public management in Mombasa County,-Kenya. Furthermore, the focus of this research was to find out, how appropriate strategies could be promising for quality service delivery: governance and quality of conformance to constitutional stipulations in service delivery.

## **2.7 Summary of the Chapter**

This chapter reviewed the theories that explained the variables regarding the research phenomenon (influences of governance systems for quality service delivery in Tudor Ward-Mombasa County). The reviewed theories were systems and good governance.

The chapter also did empirical reviews as a research in question towards establishing the knowledge gap, to ascertain the research problem. The conceptual framework was presented in accordance with the variables' set, hypothetical relationships flanked by the two arrays of variables independent variables (influences of governance systems) and dependent (service delivery in Tudor Ward). The next chapter discusses the research methods that this study adopted.

## **CHAPTER 3: METHODOLOGY**

### **3.0 Introduction**

This chapter is a discussion of specific methods and procedures that the researcher used in this research. These include research design, location of the study, target population, sampling techniques and sample size, data collection methods, research instruments, reliability and validity tests as well as data analysis methods that were used to compute the research.

### **3.1 Research Design**

The theories of systems and governance explain the aspects of structural concern(s) and pluralistic nature of public service management. In Good Governance Theory, governance is all about putting resources into perspective for public good while being open to public intervention. The researcher therefore examined the ideal nature of systems and governance as applied in service delivery in Tudor Ward- Mombasa County.

A research design is a comprehensive framework of specific methods and tools used to collect information. A design in research is a strategic approach to a research procedure (Creswell, 2014, PP.44-46). This research followed exploratory design. It involves formulation and articulating exact issues in respect of the research phenomenon while articulating existing problems. The essence of the research outline is to find out new ideas and points of insight regarding the existing problem (Kothari, 2011). Guided by the research objectives, the researcher was flexible and dully sought to find out different

problems facing the people of Tudor Ward-Mombasa County, and her surrounding areas.

This research study employed mixed methods design (sequential explanatory mixed design). Mixed method design is a procedure of collecting data regarding different traits in studying a given phenomenon. The different data patterns in the study challenged, neutralizes weaknesses of dependence on one method of data assortment. The main remedy to biases and weaknesses of depending on one method of data collection is to employ both quantitative and qualitative. It serves to neutralize anomalies of each form and paradigm of data collection (Creswell, 2014, p. 43). The researcher explored qualitative data patterns before embarking on numerical data variables.

### **3.2 Location of the Study**

The evaluation about governance systems focused on performance of Mombasa County in regards to service delivery to its local citizens. Six constituencies were covered by this research: Changamwe, Jomvu, Kisauni, Nyali, Likoni and Mvita Consistency. The six constituencies are further divided into thirty wards (Kenya National Bureau of Statistics [KNBS] 2019). The county is located at coordinates  $4.0396^{\circ}$  S,  $39.6534^{\circ}$  E, and one of the smallest counties in Kenya. It covers an area of  $229.7 \text{ km}^2$  excluding  $65 \text{ km}^2$  of water mass. Mombasa County is in the South-Eastern part of the former Coast Province. The County borders Kilifi County to the North, Kwale County to the South West and the Indian Ocean. The research was carried out in Tudor Ward Mvita constituency. The researcher chose Tudor Ward, Mombasa County because the researcher had worked in this place for over fifteen years. The choice of Mombasa County for the study demisters locals' experiences exhibited in other counties in Kenya.

Therefore, it was deemed convenient for the research to explore in-depth assessment of issues regarding governance systems and public service delivery.

### **3.3 Population of the Study**

A population denotes to all cases that are considered, in a given phenomenon for a research study (Kothari, 2011, P. 168). The total population of Mombasa County is about 1341000 million, the county has a projected progression of 3.47%. Thus, the current population of Mombasa County is about 1434966 (KNBS, 2019). The population of Tudor Ward is about 32100 (Kimani, 2021 October 12<sup>th</sup>).

Tudor Ward comprises 154 villages with an estimation of 30,000 people (KNBS, 2019). The research participants were drawn from the 154 villages in Tudor Ward. - Mombasa County. Specifically, women and men of the age of 18 years and above were resourceful in the field research study. At least three community based organizations (CBOs) currently engaged in Tudor at the proletarian levels were the key subjects of the research participation: MUHURI, Caritas, and Tudor Foundation and community leaders. From where the sample size of the study come from. These groups were suitable in expressing the indispensable data for information output to formulate coherent opinions. The study involved community leaders, the youth, and the community based health workers (CBHW) from the CBOs.

### **3.4 Sampling Techniques and Sample Size**

Sampling is the technique regarding representation, the research process incorporates participants, allocations or material facts involved in a study (Orodho & Kombo, 2002).

Sampling is the procedure of choosing a collection of characters, representatives or

substances with the same interactive characteristics of the entire population. This study employed a probability sampling scheme. Probability sampling technique ensures that all elements in the population had identical likelihoods of being a selection of sample.

### **3.4.1 Sampling Frame**

A sampling frame is a list of structural mechanisms used to define a population of interest for research purposes. Thus, represents a set of elements from which a researcher can select a population to focus on in a research processes. A sampling frame is about definite particulars of a populace in which sample elements or participants are derived (Taherdoost, 2016). The sampling frame must bear realistic characteristics of a population. According to the researcher, the sample framework comprises community leaders, members (youth) and CBHWs. A stratified sample framework serves as the context for statistical derivatives.

### **3.4.2 Sampling Techniques**

A sampling technique is a procedure taken in selection of individuals or objects from a population of a study. It certifies that “selected group contains elements, representative of the characteristics found in the entire population” (Kothari, 2011). The researcher used probability sampling technique. Based on a sample frame, all participants in a given population have equal consideration for the sample. The research used the community leaders because they are likely to give detailed information for the research, as they are in touch with whatever transpires at the grass-root and therefore likely to have the information best for this study. This method facilitated the research process in applying

inferential statistics and deliver identical probabilities of pick-out on each of the features from the inhabitants (Orodho & Kombo, 2002).

### 3.4.3 Sample size

A sample size is a set of observable, statistical values which can be used to replicate calculation of sample elements across different population stratum (Creswell, 2014).

The sample size for this investigation was selected in accordance with the costings, schedule, and accessibility of data, and the need to offer satisfactory numerical significance. The research process worked with a population of 1925 people. To determine the sample size for this study, views presented by Cloud Research (2015) and Survey Monkey (2022) formula was applied. Therefore, a sample size was designed using the formulation:

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left( \frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

n = required sample size,

N = Specific population size.

e = Estimated error ....at 95% confidence coefficient, it is estimated that the error margin is 0.05.

Thus the sample size n = 170

**Table 1      Sampling Matrix**

Target CBOs	Population(N)	Percentage %	Sampling technique	Sample Size (n)
MUHURI	450	23.6	Probabilistic sampling	40
CARITAS	400	20.6	Probabilistic sampling	35
TUDOR-FOUNDATION	675	35.3	Probabilistic	60
Other opinion leaders	400	20.6	Probabilistic sampling	35
Totals	1925	100%		170

Source: Research Author (2021)

Sampling statistics formula as explained in the Cloud Research (2015) formula, the number of participants in a congregation (n)

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left( \frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

n = Sample size

N = Population according to the specific stratum

P = Population (target population)

e= Error rate at 95% confidence interval= 0.05

Z=1.96

P=32100

Accordingly, to the population stratum:

$$\mathbf{Muhuri} = ((1.96)^2 * 32100(1-32100)) / (0.05)^2 / (1 + (1.96)^2 * 32100(1-32100) / (0.05 * 450))$$

$$= 400 / 11.25 = 35$$

$$\mathbf{Caritas} = 400 / 10 = 40$$

$$\mathbf{Tudor Foundation} = 525 / 8.75 = 60$$

$$\mathbf{Opinion leaders} = 400 / 10 = 35$$

Therefore, the sample statistics as calculated from the population of 1925 research participants yield a sample of 170 participants.

### **3.5 Research Instruments**

The researcher used the questionnaires and interview guides in data collection from sampled respondents. The instruments comprised closed-ended questions. The essence of using a questionnaire is that its administration is easy and saves time (Mugenda & Mugenda, 2003). The questionnaires comprised different divisions. The first segment comprised personal data, set to understand demographic profiles of the research participants. The other parts of the subdivisions is delimited with queries that sought answers from the research participants regarding the specific variables in the study. Some of the research inputs were solicited using focus group discussions. The researcher had a thorough discussion with the respondents on determinants of service delivery by the local government agents (public-civil servants and elected leaders).

**Table 2 Data analysis Matrix**

Research Objective	Questions in the instrument of data collection	Type of data analysis
Objective 1: The status of governance systems on service delivery in Tudor Ward, Mombasa County.	Questions: Q4, Q5, Q6, Q7  Interview guides: Q4, Q5, Q6	Descriptive and Correlation analysis  Thematic analysis
Objective 2: Identify transparency issues in governance that block service delivery in Tudor Ward, - Mombasa County.	Questionnaire: Q8, Q9, Q10, Q11  Interview guide: Q7, Q8, Q9, Q10	Descriptive and correlation analysis  Thematic analysis
Objectives 3: Illustrate how internal control systems influence service delivery in Tudor Ward, Mombasa County.	Questionnaires: Q12, Q13, Q14, Q15  Interview guide: Q11, Q12, Q13, Q14	Descriptive and correlation analysis  Thematic analysis
Objectives 4: Appropriate strategies for improved, effective service delivery in Mombasa	Questionnaires: Q16, Q17, Q18  Interview guide: Q15, Q16, Q17, Q18	Descriptive and correlation analysis  Thematic analysis
Service delivery (Independent Variables)	Q19, Q20, Q21	Correlational analysis

Source: Research author (2021)

### 3.6.1 Validity of Research Instruments.

Validity relates to the appropriate of any enquiries' values, tools, and techniques, processes and data collection methods (Mohamad *et al*, 2015). In a research exercise, "Validity establishes the soundness of the methodology, sampling process, data analysis,

and conclusion of the study” (Nahid, 2003 December 31<sup>st</sup>). To ascertain the consistence of the analysis instruments, the researcher employed expert and criterion guidelines instituted by Tangaza University College for graduate Research. Content evaluation established the content covered in relation to the variables under study. To draw references from the test score related to the concept being studied, the study used criterion validity. Expert based construct validity was used in analyzing the theoretical relationship of a variable to other variables of the study (Lakshmi & Mohideen, 2013).

### **3.6.2 Reliability of Research Instruments**

Reliability is the assurance that all itemized, observed outcomes of the survey can be reproduced under the same circumstances with different projects, populations using the same methods (Sahaya, 2017). While establishing the reliability of the instrument, the researcher employed two forms of reliability -, internal consistency and equivalence. Internal consistency measures stability contained by the tool(s) and specific queries, in what way indicator-items assess individual behavioral characteristics within a given test. If the alpha values get a score of 0.7 or higher for a test of about 10 variables. In a case of about 0.5 or less indicator-items, a score of 0.5 or higher serves appropriate. The researcher’s evaluations had less than 5 indicator-items (specific research questions covering the objective questions). Consequently, testing of internal consistence: reliability was assessed based on a score of more than 0.5. The statistical output on reliability reveals that all the indicator-items regarding the research objectives met the bar for reliability (scores were above 0.5),

### **3.7 Data collection Techniques**

Quantitative and qualitative research methods were useable in the field research work. Questionnaires were administered to the respondents because they are easy to fill in, and respondents gave information in confidence at their own time. The researcher used interview guide to gather views from the sampled participants. In addition, the interview guide stood-out considerations, appropriate for probing into issues influencing governance systems on service delivery in Tudor Ward,-Mombasa County.

### **3.8 Data Analysis and Presentation**

Collected data was processed, coded, and analyzed to facilitate answers to the researcher's concerns. The researcher used both descriptive and inferential statistics. The descriptive analysis was used to illustrate frequencies, percentages to summarize data and describe the features of the research output. To make deductions and generalization of results, the researcher used inferential statistics. Pearson's correlation coefficient was used in testing the research question at a 0.05 significance level. This was done through a computer programme Statistical Package for Social Sciences (SPSS version 22). The correlation flanked by the subjective variables and objective variables was determined by multiple regression analysis based on the following model:

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \epsilon_i$$

Where y - Service Delivery (SD)

$\beta_0$  - is the regression constant term  $\beta_1$ ,  $\beta_2$ , and  $\beta_3$ ,  $\beta_4$  are the regression coefficients  $x_1$ ,  $x_2$ ,  $x_3$ ,  $x_4$ , - independent variables (Status of Governance System, transparency in Service delivery, internal control system, and appropriate Strategies) respectively.

Therefore, this research assumes that service delivery in Tudor Ward-Mombasa County is dependent on the performance of government systems; management of transparency in service delivery; internal controls and their corresponding applications; the aspects of coherency in service delivery, and subsequent management of error-rates in performance. Data presentation of research findings have been presented using frequencies, and statistical tables.

### **3.9 Logistical and Ethical Considerations**

This research involves interaction with different participants, and ethical considerations were given paramount attention. The researcher got a clearance letter from Tangaza University research office. Thereafter, the researcher advanced to the National Commission for Science, Technology and Innovation (NACOSTI) for a research permit.

In order to ensure free participation, the researcher established trust with the respondents by ensuring anonymity and confidentiality. All minors (anyone below the age of 18 years) were excluded in the investigation process. Furthermore, research assistants were engaged, and all participants gave information without undue influence. The researcher reinforced consistency by ensuring genuineness of the different research submissions, and trustworthiness in the entire process of the study. In addition, all the research questionnaires consent details regarding the research exercise were upheld.

### **3.10 Envisaged Impact of the Study Governance Systems for Better Service Delivery in Kenya's Counties**

The drive to this investigation was to “assess the influence of governance systems on service delivery” in Tudor Mombasa County. The researcher presumed that the study

findings could help county leaders' accountability and commitment in their roles and enhance the living standards of the poor in Tudor Ward.

### **3.11 Summary of the Chapter**

This chapter presents the research methodology employed in the study. The chapter specifically has detailed designs, methods, and procedures to engage within this research. The researcher has highlighted the research design, target population, sampling design, data collection methods, research instruments, reliability and validity tests and data analysis methods to be used to complete this study. The next section is a demonstration and explanations of the field research findings.

## **CHAPTER 4: FINDINGS**

### **4.0 Introduction**

This chapter presents verdicts of the research product. It begins by presenting demographic data then addresses the hypothesis and the independent variables (factors [influences] of governance, transparency issues, internal control systems, and strategies meant for a promising suitable public service delivery in Tudor Ward, Mombasa County and Kenya as a nation.

### **4.1 Response Rate**

The research population coverage had 170 participants. The number of research participants got in the field during the research study were 170. The bio-data of the research participants' are represented in Table 3.

**Table 3 Bio-Data Representation of the Field Research Participants**

<b>Category</b>	<b>Frequencies</b>	<b>Percentages</b>
<b>1. Gender</b>		
Male	78	45.9
Female	89	52.4
No response	3	1.8
<b>Total</b>	<b>170</b>	<b>100.0</b>
<b>2. Age</b>		
25-30	45	26.5
31-35	42	24.7
36-40	22	12.9
40 and above	61	35.9
<b>Total</b>	<b>170</b>	<b>100</b>
<b>3. Marital Status</b>		
Married	101	59.4
Single	47	27.6
Religious	9	5.3
No response	13	7.6
<b>Total</b>	<b>170</b>	<b>100</b>
<b>4. Highest level of education</b>		
Diploma	49	28.8
Ist degree	13	7.6
Masters	4	2.4
PhD	1	0.6
Invalid	1	0.6
form 4	20	11.6
Others	47	27.6
No response	35	22.6
<b>Total</b>	<b>170</b>	<b>100</b>

Source: Field Research study (2022 March-April)

#### **4.1.1 Gender**

The research subjects' gender was categorized as male and female. The results of the field research exercise disclose that 89/170 (52.4%) of the participants were female. Correspondingly, 78/170 (45.9%) were male. There was no case of either gender (trans-

gender). The researcher partakes that majority of the residents of Tudor Ward were female. Thus, most of the people who demonstrates concern (e.g., women who seek for assistance to religious houses in Tudor Ward-Mombasa) with their family problems are women.

#### **4.1.2 Age Bracket**

The respondents' ages ranged as follows: 25-30, 31-35, 36-40, 41 and above. The findings from the field show that 45/170 (26.5%) belong to the ages of 25-30 years, 42/170(24.7%) fell in the age group of 31-35 years, 22/170 (12.9%) were in the age bracket of 36-40 years, and 61/170(35.9%) were 41 years and above. This shows that the majority of the people of Tudor Ward, Mombasa County are below the age of 30 years and below followed by the age brackets of about 31-35 years.

#### **4.1.3 Marital Status**

The marital status of participants was sought. The results were that 100/170 (59.4%) were married, 47/170 (27.6%) were single while 9/170 (27.6%) were celibate due to their Catholic religious status. The number of the field research participants did not mention their status were 13/170 (7.6%). The research indicates that majority of people in Tudor Ward were married and with families to care for.

#### **4.1.4 Level of Education**

In the modern world, education level influences participation in all aspects of life. Consequently, the researcher asked participants to indicate their education levels. 49/170 (28.8%) of the research subjects had attained diploma, 47/170(27.6%) had Kenya Certificate of Primary Education [KCPE], artisans, or had done courses in leadership and religious formation. Approximately, 20/170 (11.6%) of the participants had up to Form

Four, 13/170 (7.6%) had attained the first degree, 4/170 (2.4%) had masters degrees while only 1/170 (0.6%) had a doctorate degree (PhD). The next point of concern of the researcher was to find out about the delivery of services to the people in Tudor Ward.

#### **4.2 Multiple Regression-Coefficients Analysis: Status of Governance Systems on Service Delivery**

The researcher sought out for detailed characteristics of Mombasa County governance. The particular attention was on governance practices and the excellence of amenities served to the local community members. Thus, the implications of governance systems as applied in Tudor Ward, to the local citizen's social livelihood. It was imperious to also know future implications of the governance structure and their patterns (indicator-items).

##### **4.2.1 Model Summary: Governance and Service Delivery in Tudor Ward, Mombasa County**

The researcher examined the strength of associations flanked by subjective (independent variables, and the predicted (dependent variables). The key attributes in the evaluation of the model summary included adjusted R. squared values, and the significant values of the adjusted R. squared values, and the significant value (p-value). The larger the value of adjusted R. squared output, the stronger the association between the indicator-items, and the predicted value (dependent variable). Furthermore, the p-value in the analysis shows the correspondence, association which a given dependent variable may impact onto the dependent variable. For example, the public service delivery in Tudor Ward. The hypothetical assumption (Null hypothesis) is that at 95% confidence level, no relationship exists between different variables (operational indicators to the research objectives)

dependent variables, and the dependent variables (Frost, 2020). A case in point checks on the following hypotheses:

a)  $H_0$ : No difference exists between status of government service and service delivery in Tudor Ward, Mombasa County.

$H_a$ : There is a difference in the status of government service and service delivery in Tudor Ward, Mombasa County.

b)  $H_0$ : No difference exists between transparency in governance systems and service delivery,

$H_a$ : There is a difference between transparency in governance systems and service delivery.

c)  $H_0$ : No difference exists between internal controls and service delivery,

$H_a$ : There is a difference between appropriate strategies in governance and service delivery in the county.

d)  $H_0$ : No difference exists between appropriate strategies in governance and service delivery in the county.

$H_a$ : There is a difference between appropriate strategies in governance and service delivery in the county.

Accordingly, the researcher employed a step wise elimination method for variables which had a score of less than 0.10 impact onto the dependent variable. The step-wise elimination model removed 3 variables (status of government service, transparency in governance systems, and internal controls) as non-significant and only one (appropriate strategies in governance) remained, as having a relational impact on the dependent variable (better public service delivery).

**Durbin Wat-son P-value.** It checks on residual correlation in a model, results which may not be serially from one given order to another. For example, timings (schedule of deliverables or performance output) the ranges are between 0-4, a score of less than two (<2.0) refers to a positive autocorrelation, similarity in performance in a span of time. . A score which is above two (>2.0) indicates a negative auto-correlation. The research output shows that a Durbin-Watson P-Value is 1.883. The p-value shows that a Durbin-Watson score demonstrates that there is a core connexion flanked by “appropriate strategies” to the objective variable (county service delivery).

**Adjusted R<sup>2</sup> Model** is the measurements of the linear representations between variables. It explains the extent to which a given variable-item can impact on dependent variables. A large R<sup>2</sup> model implies a stronger association.

The research explains that **adjusted value** of the subjects is 0.527=53%. Thus, there is a 53% chance that fair services deliverables such as “Public services (water, health, resources for education) can be accessed in Tudor Ward without delay”.The 53% chance can influence satisfaction of service deliverables, for unitary performance of quality service delivery.

**R Squared.** It designates to the degree to which indicator-items of the variable objectives (*governance systems [Mombasa county government generates enough monetary resources for its operations, Public services can be accessible; Citizens give potential views on governance, and also whether Mombasa County government offers quality services to all members of local communities without delay.]*) can account, impact on a certain rate of variability to the dependent variable (satisfaction in service delivery). The

remaining 47% of the variation remains unexplained. The research data analysis eliminated all other independent variables apart from the “appropriate strategies” applied in Mombasa County governance.

The research output shows that appropriate strategies as may be applied by county government in service delivery can impact on the quality of services by 0.530. Thus, about 47% of service delivery is uniquely contributed by the independent variable (appropriate strategies). The variance, as derived from the standard deviation (distance from the mean) to hitch a full scale performance and citizens satisfaction.

The overall regression model was significant,  $F(1, 166) = 186.884$ ,  $R^2 = 0.530$ .

**Table 4 Model Summary: Governance in Tudor Ward,-  
Mombasa County**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.728 <sup>a</sup>	.530	.527	1.16719	.530	186.884	1	166	.000	1.883

a. Predictors: (Constant), Appropriate Governance Strategies

b. Dependent Variable: Service Delivery

The research output shows, as regards to the status-quo of the county governance in Tudor Ward, Mombasa, the features of “*governance systems [Mombasa county government generates enough monetary resources for its operations, Public services can be accessible; Citizens give potential views on governanced*” were eliminated based on the step-wise model step in the regression model. Thus, only the aspect of “*whether Mombasa County government offers quality services to all members of local*

*communities*” (Object 1 [indicator-item, question 5 of the local leaders’ questionnaire]) was left out.

The **Durbin Wat-son** value  $p$ -value=1.827. Thus, as regards to “Public services (water, health, resources for education) accessibility” in Tudor, the performance has a positive auto-correlation ( $<2.0$ ): the responses are in a common pool.

Furthermore, the R square  $p$ -value is 0.309. Therefore, there is a substantial distinction in the different responses which the research participants’ views scored. In essence, timely public service deliverables as a dimension to citizens’ service management had a  $p$ -value=0.309.

#### 4.2.2 Analysis of Variation

**Table 5 ANOVA<sup>a</sup>: Governance systems for better public service**

##### **Delivery**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	254.600	1	254.600	186.884	.000 <sup>b</sup>
	Residual	226.149	166	1.362		
	Total	480.749	167			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Appropriate Governance Strategies

The regression model was ascertained by way of statistical analysis of variation (ANOVA [Table 5]). The ANOVA results were ascertained by calculating total sum of squares = 480.749; the degrees of freedom included addition of all significant variable (appropriate strategies [1]) + (constant [1])-1=1; the total sum of squares =167 for valid assorted response-1=166. The mean sum of squares (254.6)/Mean squares for residual values (1.362) =186.884. The F-Statistical value (1, 166) =186.884,  $\alpha=0.000$ . Therefore,

the research can attest to the fact that the research model was significantly fit to account for the independent variables and their response variables.

#### **4.2.3 Interpretation of the Regression Line: Governance systems in Tudor Ward**

The regression model line is about the specific contributions of the different subject variable (*Status of government services, transparency, internal controls, and appropriate strategies*) indicators to the overall *quality of service deliverables* in Tudor Ward, Mombasa County. In essence Y is about the reach of citizens' services fulfilment. According to step-wise elimination, the regression analysis eliminated the aspect of status of government services, transparency, and internal controls while the appropriate strategies were absorbed as a key dimension in fostering quality public service delivery.

Multiple Regression-Coefficient Table: to check on whether the predictor variable(s) were individually significant, the coefficient table shows values on extent to which predictor variables (e.g., appropriate strategies) employed in execution of service delivery in Tudor Ward,-Mombasa in service delivery.

**P-value** shows the extent to which a predictor value is significant at a 95% confidence level. In summary, the coefficient values shows alpha value at 0.05 ( $\alpha= 0.000$ ). The aspect of "appropriate strategies" employed ( $P< 0.000$ ). Thus, the amount of variance in the predictor variable accounts for statistically significant score (the significant value is less than 0.05 [ $P< 0.05$ ]). Therefore, the amount of variance which "appropriate strategies" can impact onto performance of service delivery by county government is statistically significant.

#### 4.2.4 Multiple Regression-Coefficients: Governance in Tudor Ward,

##### Mombasa County

To understand the connexion flanked by the critical variable (quality of service delivery in Tudor Ward, Mombasa County, and the indicator-items of the independent variable (predictor-variables [Evaluations of governance systems in public service delivery]), a regression coefficient Table 6 illustrates the details of the research output.

**Table 6 Multiple Regression Correlation-Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
		1	(Constant)	.808			.231	
	Appropriate Governance Strategies	.765	.056	.728	13.671	.000	.655	.876

Source: Field Research Study (2022 May)

**Step-wise** elimination of the non-responsive indicator-items, the research model highlighted the aspects of “Public services (water, health, resources for education) can be accessed in Tudor Ward” and “quality services to all members of local communities” of the local leaders’ questionnaire.

**Unstandardized coefficients.** The research output reveals that every increment or attempt in public service deliverables such as “water, health, resources for education” (question 5 in Appendix 4 Interview guide for community based health workers),

contributes about 0.765 (76.5%) of quality in service delivery to the local citizens in Tudor Ward, Mombasa County.

**Significant value.** The research participants' views on public services, and well-being on citizens in Tudor ward had a significant value of 0.000. Thus, confirms in the hypothesis that no variation in public service delivery and citizens' well-being. The same significant values were scored with the aspect of quality services to all members of local communities.

**Confidence coefficient of B.** A 95% confidence interval, there is lower bound of 0.655, and upper bound of 0.876. Thus, confirms the view that there is no difference between "appropriate strategies" employed by the county government and citizens' accessibility to quality public services, and therewith social well-being of the citizens in Tudor Ward, Mombasa County.

**Adjusted R Squared.** To ascertain the extent to that an independent variables contribute, by rates, to the position of the dependent variable, adjusted values need to be cumulatively in increment with addition of more independent variables. According to this research, only one variable (appropriate strategies employed in execution of services was cited as significant. Thus, the verdict of the research is dully subject to the status of one independent variable (appropriate strategies); given that all other variables were eliminated for being non-significant in contributing to the performance of the dependent variable.

## Interpretation of the Regression Model: Appropriate strategies for better public service delivery

The research regression models,  $Y=B_0+B_1X_1+\epsilon$

Y= Satisfied service delivery.

B<sub>0</sub>= the constant ( $\beta$ ) = 0.808

B<sub>1</sub>= Appropriate governance strategies=0.876

X<sub>1</sub>= Statistical scores for unstructured frequency on Appropriate governance strategies

(Beta) =0.765

$\epsilon$  = Standard error =  $\sigma/\sqrt{n}$

But, n=4, and  $\sigma=0.231$

$\epsilon=0.231/\sqrt{4} = 0.11155$

=1.856+ () +0.11155

Y=1.856+0.35+0.181+0.05659+0.136=2.58

Y=2.258

The research output reveals that the F=186.884. Thus, 186.884% of the statistical output is significantly represented at  $\alpha=0.000$ .

The individual coefficients contribute to the prediction of Y which *is better service deliverables*.

**Table 7 Correlation Coefficients**

		Service Delivery	Government Services	Transparency Issues	Internal Controls	Appropriate Governance Strategies
Pearson Correlation	Service Delivery	1.000	.566	.565	.594	.728
	Government Services	.566	1.000	.744	.690	.720
	Transparency Issues	.565	.744	1.000	.676	.707
	Internal Controls	.594	.690	.676	1.000	.750
	Appropriate Governance Strategies	.728	.720	.707	.750	1.000
Sig. (1-tailed)	Service Delivery	.	.000	.000	.000	.000
	Government Services	.000	.	.000	.000	.000
	Transparency Issues	.000	.000	.	.000	.000
	Internal Controls	.000	.000	.000	.	.000
	Appropriate Governance Strategies	.000	.000	.000	.000	.
N	Service Delivery	168	168	168	168	168
	Government Services	168	170	170	168	168
	Transparency Issues	168	170	170	168	168
	Internal Controls	168	168	168	168	168
	Appropriate Governance Strategies	168	168	168	168	168

Source: Field Research Data (2022)

The statistical output shows a positive correlation between different subject variables (status of governance, transparency issues’ management, and internal control systems) however, the said features do not significantly contribute to the response variable as a whole. Thus, the status of government systems, transparency issues management, and internal controls are not cited as major dimensions in fostering public service delivery within a ward and county as a whole. Thus, non-correlational variables were eliminated by the SPSS regression ascertainment.

Appropriate strategies in service delivery has a P-value of  $R=0.728$  and a significant value ( $\alpha=0.000$ ) and also, significantly contributively to the general public facilities management, and civil service deliverables in particular (Table 4; Model summary). The researcher therefore attests to the view that apart from the 3 variables (status of governance, transparency issues, and internal controls), the aspect of strategic alignment of resources and execution of the resources, while proactively evaluating citizens' well-being is a key dimension. The aspect of appropriate strategies stands out as a key dimension in working modalities to quality service delivery.

**Table 8 Excluded Variables<sup>a</sup>**

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Government Services	.087 <sup>b</sup>	1.139	.257	.088	.482	2.076	.482
	Transparence Issues	.102 <sup>b</sup>	1.358	.176	.105	.500	1.999	.500
	Internal Controls	.111 <sup>b</sup>	1.384	.168	.107	.438	2.283	.438

a. Dependent Variable: Service Delivery

b. Predictors in the Model: (Constant), Appropriate Governance Strategies

**Beta Weights.** It shows the extent to which standardized deviation (distance from mean). As regards to the status of a given variable(s) research data. A given standard slope by deviation in regards to every unit change in performance of independent variables with its corresponding response variable (dependent variable). Beta values-weights implies that each unitary change in service performance, and corresponding impact to a given

standard deviation in the responses, dependent variable. To calculate the actual impact which a given standard deviation holds to a service delivery as regards to performance of county governance, the Beta value derived from standardized correlation coefficients as a product of change in the statistical output.

To calculate Beta weights= Beta weight from standard coefficient \* Standard deviation of service delivery from the statistical table

$$\text{Beta} = 0.728 * 1.69668 = 1.23518304$$

0.728=Standard deviation from the coefficients (Table 6)

1.69668=Standard deviation for service delivery, according to the statistics output.

**Table 9 Statistics**

		<b>Government Services</b>	<b>Transparency issues</b>	<b>Internal Controls</b>	<b>Appropriate Governance Strategies</b>	<b>Service Delivery</b>
N	Valid	170	170	168	168	168
	Missing	2	2	4	4	4
Mean		3.3706	3.3799	3.7192	3.7946	3.7113
Std. Deviation		1.50145	1.47575	1.49907	1.61352	1.69668
Sum		573.00	574.58	624.83	637.50	623.50

Source: Field Research Data (2022)

#### 4.2.5 Test for Multicollinearity

The researcher analyzed the data, to check for the extent to which different subject variables explain a unique contribution to the dependent variable. Multicollinearity is set to ensure that every independent variable is set to explain a unique variance which cannot be overlapped by any other independent variable onto the status of the same dependent variable. The three unique measures for multicollinearity are Tolerance, Variance Inflation Factor (VIF), and condition index.

The research evaluated the variance performance of different independent variables, and their individual contributions to the dependent variable (service delivery). The different tests which were used to test for multicollinearity include:

- a) Tolerance levels. It is the “measure of influence of one independent variable” on other independent variables” within a regression coefficient. For independent variable which a tolerant collinearity, the tolerance levels should be greater than 0.1 ( $>0.1$ ). Thus, each independent variable should explain a unique variation about a dependent variable(s).
- b) **Variance inflation factor (VIF)**. To measure for multicollinearity using VIF, the formula employed is that Coefficient of determination,  $VIF=1/(1-R^2)$ .  $R^2$  is the position of data values regarding the distance from the mean. It is about how data fits on a regression model line. For a good VIF, the coefficient of determination should be less than 10 and greater than 5 (Statistics Solutions, 2022).
- c) **Condition index**. Shows the degree of multicollinearity about the status of the indicator items, held within the independent variables with the dependent variables... a score of greater than 5 and less than 15 is more promising.

**Table 10. Multi-Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Appropriate Governance Strategies
1	1	1.921	1.000	.04	.04
	2	.079	4.921	.96	.96

a. Dependent Variable: Service Delivery

The research output show that although four variables were put as independent variables, three of them were excluded from the system due to their levels of standard error, makes them non-significant variables. Appropriate governance strategies” remains the only unique variable with high influence on to performance of the dependent variable.

The research reveals that the condition index score is for “appropriate governance strategies” is 4.921. Thus, the level of collinearity is promisingly good. The aspect of appropriate strategies applied in the county governance of Mombasa serves a unique variance that cannot be explained by other county governance dimensions.

The rule of variance is that the tolerance scores should be greater than 0.1 ( $> 0.1$ ), and variance inflation factor should be less than 10 ( $< 10$ ). Table 10 and 11 explains details of the research output.

**Table 11 Multicollinearity Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.615	.257		2.397	.018		
	Government Services	.035	.101	.031	.347	.729	.353	2.835
	Transparency Issues	.074	.101	.064	.733	.465	.370	2.703
	Internal Controls	.089	.098	.079	.913	.363	.378	2.647
	Appropriate Governance Strategies	.632	.096	.601	6.561	.000	.338	2.958

a. Dependent Variable: Service Delivery

Source: Research Data Analysis (2022 June)

The research output shows that from the unstandardized coefficients column, the standard error of Beta weights or slope of about 0.96 error results in a 2.958 larger than a situation that circumvents, no correlation between appropriate governance strategies and service delivery in Tudor Ward Mombasa County. Thus, if the correlation is zero, the standard error will be 2.958 smaller. The Tolerance level for the research output is 0.338, and the VIF is 2.958. Therefore, the researcher can attest that multicollinearity levels is within acceptable ranges.

### 4.3 Public Service Delivery

The different local leaders were asked to justify whether they were involved in monitoring of service operations. The question was specifically meant for the local leaders. Accordingly, 8/20 (38.1%) strongly disagree, and 4/20 (19%) were not sure, while 3/20 (14.1%) disagreed. Interestingly, 2/20 (60%) both agreed and strongly agreed.

It is significant to note that 12/20 [60%]) of the research participants denounced the view that members of the local leadership in Mombasa County were involved in monitoring of public resources' management.

#### **4.3.1 Citizens' Service Satisfaction**

The researcher sought for views of participants about appropriateness of expenditure as outlined in the Wards governance. The point of concern to the researcher was on whether resources' management approved were recommendable by the local citizens. The question was meant for the local leadership. Responses were: 51/170 (32.1%) agreed, 43/170 (27%) strongly agreed, while 15/170 (9.4%) were not sure. On a divergent note, 23/170 (14.5%) disagreed, and 18/170 (11.3%) strongly disagreed. Therefore, the research revealed that 94/170 (59.1%) of the residents in Tudor Ward agreed with the view that public service deliverables meant their expectations for human livelihood. Then it became necessary to find out on appropriateness of financial expenditure as observed in Tudor Ward.

#### **4.3.2 Appropriateness of expenditure by county governance**

The research participants were tasked to give their views about appropriateness of expenditure as outlined in the wards governance. The point of concern to the researcher was on whether resources' management was commendable. About 53/170 (33.3%) of the participants agreed, 47/170 (29.6%) strongly agreed, while 12/170 (were not sure. On the contrary, 14/170 (8.8%) disagreed, and 6/170 (3.8%) strongly disagreed. Therefore, majority of the local citizens in Tudor Ward acknowledge the view that the government expenditure on public resources management was equitably allotted. Thus, the correlation

of service delivery and quality of performance is in tandem with the local citizens' expectations.

#### 4.4 Validity and Reliability of the Research Instruments

This subdivision of the research report is about the validity and reliability of the research models as applied in the field research study. The rationality of the research tools got achieved by way of expert review.

- a) **Status of Governance Systems.** The research indicator-items on the Status of Governance Systems in Tudor,-Mombasa County, shows an alpha score of 0.696 for 3 indicator-items. Therefore, the alpha test shows that the research model met the reliability test bar ( $\alpha < 0.5$ ).

**Table 12 Reliability Statistics on Governance systems**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.696	.696	3

Source: Field Research Data Analysis (2022 June)

- b) **Transparency in service delivery.** The research indicator-items on aspect of transparency in service delivery in Tudor, - Mombasa County, shows an alpha score of 0.814 for 4 indicator-items. Therefore, the alpha test shows that the research model met the reliability test bar ( $\alpha < 0.5$ ).

**Table 13 Reliability Statistics for Transparency**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.814	.815	4

Source: Field Research Data Analysis (2022 June)

- c) **Internal Control Systems.** The research indicator-items regarding the internal controls practiced by county government for service delivery in Tudor,-Mombasa County, shows an alpha score of 0.790 for 3 indicator-items. Therefore, the alpha test shows that the research instruments met the reliability test bar ( $\alpha < 0.5$ ).

**Table 14 Reliability Statistics for internal controls**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.790	.794	3

Source: Field Research Data Analysis (2022 June)

- d) **Appropriate Strategies.** The research indicator-items regarding the strategic dimensions put forward by the county government for service delivery in Tudor,-Mombasa County, shows an alpha score of 0.790 for 3 indicator-items. Therefore, the alpha test shows that the research instruments met the reliability test bar ( $\alpha < 0.5$ ).

**Table 15 Reliability Statistics on  
Appropriate strategies**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.790	.794	3

Source: Field Research Data Analysis (2022 June)

The research can confirm that the different indicator-items used during the field research study met the reliability test for promising field research out.

#### **4.5 Summary of the Chapter**

The research covered a population of about 170 participants. Following a step-wise elimination model proved non-significant. Thus, the aspect of the status of government service, transparency in governance systems, and internal controls were eliminated by the statistical analysis, while the variable on appropriate strategies in governance was retained, as having a relational impact on the dependent variable (better governance systems). The key aspects of appropriate strategies proper in governance systems for promising service delivery include: ample resources used in service delivery, appropriateness of resource management, and governance expenditure.

The validity and reliability of the research instruments applied in this research was promising to deliver credible research product. The instruments applied in evaluation of governance systems had a Cronbach's alpha value of 0.696; transparency in government service management had a Cronbach alpha value of 0.814; internal controls had a Cronbach alpha value of 0.790, and affirmatively scored in regards to appropriate

strategies. Therefore, all the clusters in the research instruments had scores of more than 0.5. Thus, appropriate for a reliable research output.

## **CHAPTER 5: DISCUSSIONS**

### **5.0 Introduction**

This chapter deliberates on the research product, in line with the all-purpose (leading) research question as well as the precise research objectives. The leading point in inquiry was: “How can the county governance systems better influence service delivery in Tudor Ward in Mombasa County, Kenya?” There were four objectives the study intended to achieve. Current status of governance systems influences service delivery in Tudor Ward, Mombasa County; transparency in county governance and its associated influence in public service delivery; management with internal control systems, and strategies for influencing systems and public amenities management in the county governance.

### **5.1 Discussion of the Key Research Findings**

In Good Governance Theory, it is enumerated that the responsibility of a government serves numerous concerns of public service delivery. The main roles of a government agency is to serve the essentials of the civil inhabitants. Furthermore, the aspect of government(s) is to give paramount attention to security of local citizens’ rights and the local communities at large. This research examined different concerns as regards to the status-quo of government systems, and how different facilities can be put into perspective for better public service deliverables in Tudor Ward,- Mombasa County.

#### **5.1.1 Status of governance systems and service delivery in Tudor Ward**

The study focused on whether there was fairness in service delivery without discrimination. Public service delivery within Tudor Ward is not promising. Many (83/170 [52%]) of the residents of Tudor Ward,-Mombasa agree that the county

government delivers services without discrimination. Conversely, the research validation reveals that the level of service delivery in Tudor Ward requires further attention for better service delivery. Good governance systems entails transparent public participation (United Nation Department for Economic & Social Affairs [UNDESA], 2016: 142). It is not clear as to whether different people in Tudor Ward,-Mombasa know their constitutional rights, and modalities for addressing slack in performance.

**a) Public services (water, health, and resources for education) accessibility without delay**

The researcher's concern for better service delivery as practiced in Tudor Ward,-Mombasa County questions the arguments of Systems Theory. For example, well as 64/170 (40.3%) of the residents of Tudor Ward acknowledge service deliverables in the community. The constitutional stipulations in Kenya mandates the government to give priority to what works for the leadership, while the local community citizens comes second. "Most governors (about 30/47 counties) have concentrated more [on building huge mansions for governors, salaries, fuel, and administration costs projects] as put by Wahome [2015] cited by Gathii and Otieno (2018)." Thus, for improved public service delivery, citizens need to be thought of as indispensable reality.

The research in contrast revealed that emphasis on the "status of county government" effectiveness does not itself present a unique variance as a predictor account for statistical significance (i.e., Sign. Is greater than 0.05 (> 0.05). Therefore, the Null hypothesis stands true that no unique relationship exists between status of county government, and

quality of services, received by members of the local community in Tudor Ward,- Mombasa County.

### **5.1.2 Transparency in service delivery**

**a) Citizens' accessibility to necessary information from the county offices.** The research output shows that 65/170 (40%) of the residents in Tudor Ward find their quest for necessary information evident and definite. The argument put by Sheng (2008, PP. 20 & 92) is in tandem with this research: Citizens' accessibility to governance details comes about with reciprocal comments. When citizens receive information on county government, they get prompted to give their responses in form of public opinion which may be in turn resourceful for better public policy management. Thus, improved service deliverables. However, the aspect of transparency in issues management does not contribute substantive variation in the performance of the response variable.

**b) Equality in service delivery.** The 2010 Kenya Constitution puts equality in service deliverables as tenancy and indispensable (core mandate) obligation of every leader (Kenya Law Review Commission, 2021). About 90/170 (57%) of the residents in Mombasa County acknowledge equality in services delivery. This research argues that all leaders within the county governments do not only need to work for equality within county government (health services, and structural rights to citizens). But, also, transformative and sustainable.

### 5.1.3 Internal control systems for service delivery

**a) Financial statement.** The aspect of availing financial statements on county governance to the public has a promising potential to improve on services delivery, and local citizens' satisfaction. The research output reveals that the status-quo of the county governance in Tudor Ward,-Mombasa is at 52% by praxis, expected service delivery. Also, as regards to the importance of availing financial statements to the public, the research validation shows that every time, or session in which the county government, in practice of availing financial details regarding county governance to the public, makes service delivery better by 20.5% (Table 6 Multiple Regression Coefficient: Internal Control Systems in Tudor Ward [standardized coefficients]). This research is in compliance with the constitutional stipulations of the 2010 Kenya Constitution. In essence, availability of financial details to the public can check on aspects of corruption and mi-statements.

**b) Participation in Budget.** The research shows that public participation in budgetary processes is of essence to the good of public service delivery. According to the multiple regression correlation output, every session or unitary input as regards to public participation in budgetary forums, there is a 54% chance that governance and public service delivery is likely to be better (Table 6 Multiple Regression Coefficient: Internal Control Systems in Tudor Ward). The challenge is that the 2010 Kenya Constitution does not in any way give direction on the extent to which public participation is done. Furthermore, it is not known as to how likely the views of public participation incorporated in the county government are put into execution. Moreover, the 2010 Constitution of Kenya does not give modalities for

making follow-up with the views of public participation as regards to developmental infrastructure, and definite implementation.

#### **5.1.4 Appropriate strategies that may improve governance systems for effective service delivery in Mombasa County**

**a) County leaders' accountability to the people they serve.** The enquiry on county leaders being accountable to the local citizens in execution of policies, and resources is a pertinent aspect for better service delivery and social well-being. The status-quo of county leaders accountability in Tudor Ward,-Mombasa County is acknowledged by 80/170 (50%) of the local residents. The point of concern is about the content of what is accounted before the public.

**b) Participation in decision making.** The research attests to the view that 99/170 (63%) of the residents in Tudor Ward,-Mombasa County acknowledge the view that public participation is at play with the local community members. The researcher questions the view that many aspects involving county governance are functional management issues. The research in question is whether the local citizens have specific expertise meant for public functional performances? It would be promising for public participation if different county wards were assuredly, endured with expertise on functional performances in county governance. A case in point is does Tudor Ward have local citizens with expert skills for functional management of the different services.

**c) Service to the poor.** The county governance aspect of service with priority attention to the poor is pertinent in delivering satisfactory services in a county. Accordingly, Table 4 exhibits “Multiple Regression-Coefficient: Appropriate Strategies in Public Services” exhibits the view that service to the less endowed is an indispensable requirement for satisfactory public service demands. Poverty as may be understood in common knowledge is inability to afford basic needs. The research therefore challenges the arguments by (Ng’unya & Kalenzi, 2019) who puts that an *internal control systems enhance efficiency in utilization of resources and jobs are carried out as described. Thus, equitable allocation of resources and timely service quality delivery becomes the order of the day.* The point in question is, how can timely services deliver efficiency without ascertainment of peoples’ economic status, as means to identify the poor....?

## CHAPTER 6. THEOLOGICAL REFLECTION

This chapter covers the aspect of pastoral perspective governance as dimension towards achieving social transformation, as aspired by the different noble agents. The social framework of serving for social transformation can be actualized through a stake of humanity, people's well-being. The contents as covered include ministerial significance of this research product, and the key points of concern (public participation, quality of service deliverer and led-time) highlighted by this research.

Social service in different public entities is accounted for based on the Catholic social teachings. It serves as a pastoral doctrine of enlightenment in addressing organizational issues regarding human social well-being. As a noble quest for serving humanity in different organizations inclusive of government responsibilities is service provision. A case in point is the county governance in Tudor Ward,-Mombasa County, and humanity,-society at large. A framework was established: Catholic social teachings, asserts that "social doctrine of the Church can be found the principles for reflection, the criteria for judgment and the directives for action which are the starting point for the promotion of an integral and solidary humanism" (Martino, 2004, Number 7).

### 6.1 Ministerial Implications of the Research for Social Transformation

Public service is liturgical and meant for public good. The first assignment which God had for man was to manage the society. Genesis 2.15-"Then God took the man and settled him in the Garden of Eden, to cultivate and care for it" (Angel, Charles, & Ryan, 2011). Furthermore, to use it responsibly. The obligation in while man is made to use the resources freely, it has limitations. A human person is made with responsibility to work.

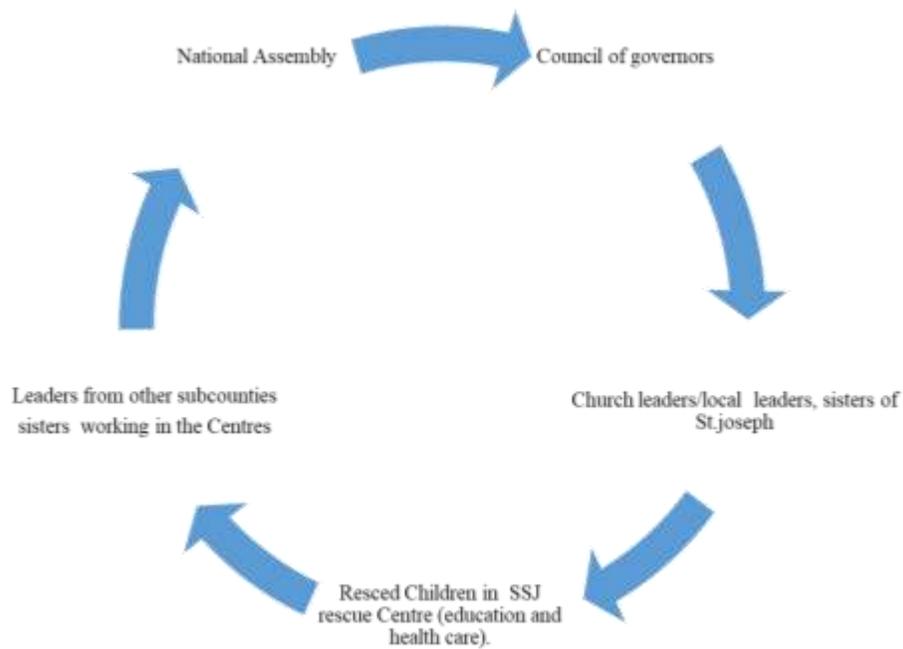
But, also it is divine that man has needs as to why he was given opportunity to use some of the resources for his personal good.

The supremacy of godliness is instituted in every human person with the mandate, to work and do it right while focusing on promoting justice and peace. The sole responsibility in our work relations, mandates is to do it right (positive attitude, and self-edification [Fr Ng'ang'a, 2022 June 25<sup>th</sup>]). God works with people to correct situations, which may perpetuate injustice. The way out is attending to individual needs. Nevertheless, also in addressing structural needs.

- a) **Public participation.** The Gospel teaches us to work in awe of participation. Jesus commissioned the disciples to go into the world and preach the Gospel. The mission was meant that the disciples go with Good News. Also, to convert the people, and get involved in the works by way of communitarian (Angel, Charles, & Ryan, 2011). County government leaders serve as the constitutive executive arm of the government. The leaders are mandated to sensitize the public on the constitutive responsibilities of every Kenyan: “committed to nurture and protecting the well-being of the individual, family, communities and the nation” (Kenya Law Review Commission, 2022).
- b) **Fairness in service without discrimination.** The Church teachings on social justice and humanitarian teachings enumerate concerns for human well-being as the supreme obligation in public services. Well as justice is about every person being entitled to his/her dues, the Catholic social justice and peace is more concerned with common good: all environmental requirements for human well-being (Benedict XVI, 2009 June 29<sup>th</sup>).

c) **Lead-time in service delivery.** Public service by the county government needs to take cognisance of the objective recipients of the services. It is a right of every Kenya to feel secure in his/her stead. The different aspects of good security include “good education system, free health services, good infrastructure, and security to the citizens” (Field Research Study, 2022; Muchomba & Karanja, 2015). It is indispensable that special regards by way of affirmative action, should be accorded to the illiterate, aged, and incapacitated by nature or otherwise (objects of God’s love).

**Figure 6.1 Church-State Relations in Public Service Management**



Source: Research Author (2022)

## **CHAPTER 7: CONCLUSION**

This chapter presents the summary of the key research findings from the field research enquiries study, conclusion and then the proposals or the way forward besides suggestions for further research. Furthermore, in this chapter, the researcher connects the context of this investigation and significance of the research product.

The research was intended to examine modalities through which local citizens collaborate with the county government, how county governance with the local citizens can bring about efficient, and effect services delivery. The context of the investigation was the researcher's personal experiences with the continued vulnerable livelihood of the local community members in Tudor Ward,-Mombasa County. The cases of concern are majorly about unpromising social livelihood of the local community members. The notable citizens' needs include healthcare, education, infrastructure, and accessibility to clean water, land ownership, security among other facilities.

The theories of Good Governance and Systems Theory attest to the view that service (private and public) preferably should be pluralistic in approach. The sole concern of service delivery is geared towards meeting needs of the recipient: human social good (Agere, 2012).

The research in question served to examine potential dimensions through which county governance can collaboratively work with the local communities for better quality service delivery. The main phases in this research served to establish modalities for uplifting the

living social livelihoods for the local communities in Kenya as a county, and Tudor Ward, - Mombasa County in particular.

Following the case of Tudor Ward, Mombasa County, a number of services were being acknowledged by the local citizens. However, for transformative performance, the following are the notable points of concern as regards to potentiality of the county government in collaboration with local citizens to quality service delivery (Constitution of Kenya, 2010, Chapter 11, 173-177).

- a) Fairness and quality public service delivery is a key dimension for promising service delivery. It is not clear on whether citizens know how to measure performance of county government deliverables.
- b) Lead time for public services delivery: It is imperative that checks are put into perspective on how to consolidate resources for public service management. It is not clear as to how the county government balances between salaries and other recurrent budgets, with the needs of the poor.
- c) Public information and citizens' accessibility to necessary information on county governance: The point in question is how and to what extent does the county government lobby for ideas public input for enhancing development of workable public policy dimensions?
- d) **Financial statements:** Public accessibility to financial statements, and public resources management requires attention of county governance, and in solidarity with the local citizens. In essence, when different members of the public get involved in the evaluation of public financial statements, it has potential to limit multi-practices. Also, it limits aspects of resource wastage.

**e) Public participation in budgeting:** It depends on the county governance and the members of the local community to institute modalities of public participation in the county budgeting.

**f) Leaders' accountability to the public on service deliverables and public resource management.** It is not enough for the local communities to realize ongoing projects within their reach. The county government needs to be accountable on the resources management.

**g) Participation in decision making.** The research recommend further investigation, how to make all local citizens informed about their rights, and obligations (specific expertise meant for public functional performances). As well, how to follow-up with matters of public deliberations.

This research has extracted confirmatory-tenacities for improving performance of county governments. As an approach (dimensions), empowering local citizens and the county governments collaboratively can make Mombasa County a better place for human social welfare and social justice. It is imperative that the county governments develop modalities for invoking potential of individual citizens (accountability and public participation) in solidarity, serve to embrace the 2010 Constitution of Kenya, and religious creed (traditional values, Bible and Quran). What makes up the Kenya's ethos Public service management needs to work for human social well-being as the utmost concern to achieve quality public service deliverables?

The research underscored the need to embrace fairness, service quality through appropriate strategies applied in the public service delivery. The potential resources include: financial, opinion leaders' views, material resources such as the natural

sceneries and geopolitical structures, constitutional stipulations on devolution, youthful population...among others. Quality public service delivery, as served by county government needs to be accorded based on constitutional stipulations. Furthermore, public service delivery with the civil communities should be aimed at meeting the local citizens' satisfactory needs (American Society for Quality, 2022; Organization for Economic Co-operation and Development, 2006 March 8<sup>th</sup>).

The research model (Table 4) enumerates that 53% of service delivery in Tudor Ward is explained by appropriate governance strategies. It is not clear, what other specific factor considerations are pertinent in working out perfection of quality service delivery, citizens' well-being.

The research however, did not realize why it is only in specific counties in Kenya where performance of social systems are not delivering in accordance with citizens' expectations. Additionally, well as constitutional stipulations in Kenya allots 15% of the yearly budget to the county government, no justification is in place as to whether the 15% allocation is enough to take care of the policy programmes aspired by the different county assemblies.

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## APPENDICES

### **Appendix 1: Personal Consent Form**

My name is Sr Stella Kalulu. SSJ, a Master's student of the Institute for Social Transformation at Tangaza University College. It is mandatory to undertake a specific investigation project in partial fulfilment of the course. This research is therefore meant for academic purposes only.

I am requesting for your participation as a research respondent. You are kindly requested to participate in this research exercise by giving appropriate responses to the questions in this questionnaire. All the information provided in this questionnaire will be specifically meant for academic respectability.

Further inquiries can be directed to the *MA Programme Leader in the Institute for Social Transformation (IST)*.

Cell Phone: 0724 411 948

Email: [ojore@tangaza.ac.ke](mailto:ojore@tangaza.ac.ke)

## Appendix 2 Questionnaire for Local Leaders

Dear Respondent,

My name is Kaluli Stella Maries Mumbua. I am a student at Tangaza University College studying Master of Arts in Social Transformation, specializing in Governance. Currently, I am gathering information for my research proposition. I am inviting you to join my research because I trust that you have vital information. This inquiry form seeks out for more information on the topic: *Influence of Governance Systems on Service Delivery in Tudor Ward Mombasa County*. The findings of this study will be used for academic purposes only. The information you share shall be strictly confidential and your identity shielded. You are requested to contribute in this research by giving your views to the following questions, in kind.

### SECTION A. Bio-Data

#### Instructions

Place a tick ✓ in the brackets to indicate the appropriate responses.

#### 1. Sex

Male ( )

Female ( )

#### 2. Age bracket

25 - 30 ( )

31 - 35 ( )

36 - 40 ( )

41 and above ( )

#### 3. Marital status:

Married ( )

Single ( )

Religious/Priest/Sister ( )

Any other ( )

Highest qualifications: Diploma ( )                      1st Degree ( )                      Masters ( )  
 PHD ( )

**SECTION B. Research Objectives**

The following are sets of statements about governance systems on service delivery and the role of the local leaders in enhancing good governance. Please indicate how you would rate the performance of your county government with regards to service delivery by ticking the appropriate answer from the ones given below: 1 Strongly Agree    4.

Agree 3. Not sure    2. Disagree    1. Strongly Disagree

<b>Objective 1. Status of Governance Systems</b>	1	2	3	4	5
4. Mombasa county government generates monetary resources for its operations.					
5. Public services (water, health, resources for education) can be accessed in Tudor Ward without delay					
6. Every local citizen can give views on governance in Tudor Ward-Mombasa County.					
7. Mombasa County government offers quality services to all members of local communities.					
<b>Objective 2. Transparency in service delivery</b>	1	2	3	4	5
8. I am able to access the necessary information from the county offices about public services					
9. I can talk about my county performance freely					
10. The laws of the land are fair and apply to all.					
11. All people access equal health care					
<b>Objective 3. Internal Control Systems</b>	1	2	3	4	5
12. Financial statements are made available to the citizens.					
13. I understand the rules and regulations for public services administration in Tudor Ward.					
14. Citizens participate in budgets preparation freely in Tudor Ward-Mombasa County.					
15. The county has clear financial management records to serve all citizens fairly.					
<b>Objective 4. Appropriate Strategies</b>	1	2	3	4	5
16. Citizens participate in decision making					

<b>17.</b> County leaders are accountable in all their dealings					
<b>18.</b> Leaders respond to dynamic needs of the poor					
<b>Service Delivery</b>	1	2	3	4	5
<b>19.</b> Members are involved in monitoring tools of service provision.					
<b>20.</b> Members are satisfied with services given in local government.					
<b>21.</b> There is appropriate expenditure outlined in the ward is commendable.					

### Appendix 3. Questionnaire for Community Members

Dear Respondent,

My name is Kaluli Stella Maries Mumbua. I am a student at Tangaza University College studying Master of Arts in Social Transformation specializing in Governance. I am collecting data for a research study. It is my earnest request to participate in my research because I trust that you have vital information. This questionnaire seeks to gather individual peoples' views on the topic: *Influence of Governance Systems on Service Delivery in Tudor Ward Mombasa County*. All individual views as may be collected in this study will be used for academic propriety. The information you share shall be strictly confidential and your identity shielded. You are requested to contribute in this research by giving your views to the following questions, in kind.

#### .SECTION A. Bio-Data

##### Instructions

Place a tick (✓) the brackets provided to indicate suitable response.

1 Gender:

Male ( )

Female ( )

2 Age bracket:

25---30 ( )

31---35 ( )

36---40 ( )

41 and above ( )

3 Marital status: ( )

Married ( ) Single ( )

Religious

Priest/Sister

Highest qualifications:

Diploma ( ) BA ( ) Masters ( ) PHD ( )

## SECTION B Research Objectives

The following are set of statements about governance systems on service delivery in Mombasa County. Please indicate how you would rate the performance of your county in regards to service delivery by ticking the appropriate answer from the ones given below, either 1. Strongly Agree 2. Agree 3. Not sure 4. Disagree 5. Strongly Disagree

<b>Objective 1. Status of governance systems</b>	1	2	3	4	5
4. The Mombasa County government generates resources for its operations					
5. Public services (water, health, resources for education) can be accessed in Tudor Ward without delay					
6. People of Tudor Ward access public services fairly without discrimination.					
<b>Objective 2. Transparency in service delivery</b>	1	2	3	4	5
7. I am able to access the necessary information from the county offices					
8. I can talk about the performance of my county freely					
9. I am treated equally in service provision					
10. I am protected by rule of law in community undertaking					
<b>Objective 3. Internal control systems</b>	1	2	3	4	5
11. Financial statements are made available to the citizens					
12. I understand the rules and regulations for public services administration in Tudor Ward					
13. Citizens participate in budgets preparation freely in Tudor Ward-Mombasa County.					
<b>Objective 4. Appropriate strategies</b>	1	2	3	4	5
14. Citizens participate in decision making freely					
15. County leaders are accountable to the people they serve.					
16. Leaders respond to dynamic needs of the poor					
<b>Service Delivery in Tudor Ward</b>	1	2	3	4	5
17. I am satisfied with services given in Tudor Ward					
18. There is equity in service delivery in the Tudor Ward					



6. Do all local community members access public services fairly without discrimination in Tudor Ward?

**Objective 2. Transparency in Service Delivery**

7. How easy is it to access information from the county offices in Tudor, - Mombasa County?
8. Is it easy to comment on service delivery by county government in Tudor ward?
9. Are local community members treated equally in service provision?
10. Are all people protected by rule of law in community undertakings in Tudor Ward?

**Objective 3. Internal Control Systems**

11. Do you think financial records are made available to the citizens?
12. Do you understand the rules and regulations for public services administration in Tudor Ward?
13. If Yes, mention some of the regulations governing service delivery in your county.
14. Do you participate in budgetary preparation in Tudor Ward-Mombasa County

**Objective 4. Appropriate strategies**

15. Do you participate in decision making, for public service management?
16. In your view, how accountable are public servants to the people of Tudor Ward?
17. Explain the view that leaders respond to needs of the poor in Tudor Ward.....?

**Service delivery**

18. Are you satisfied with public services in Tudor Ward?
19. Explain the view that there is equity in service delivery in the Tudor ward?



Ref No: 732281

RESEARCH LICENSE



This is to Certify that Sr. Stellanaries Mumbua Kaluli of Tangaza University College, has been licensed to conduct research in Mombasa on the topic: Influence of governance systems for better service delivery in Tusha Ward, Mombasa County for the period ending: 14/February/2022.

License No: NACOSTIP/22/15598

732281

Applicant Identification Number

Signature

Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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**OFFICE OF THE PRESIDENT**  
**MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT**

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When Replying please quote:

COUNTY COMMISSIONER'S OFFICE,  
P.O. BOX 90424-80100,  
**MOMBASA.**

Ref. no. **MCC/ADM.25 VOL.III/ (212)**

**10<sup>th</sup> March, 2022**

Deputy County Commissioner,  
**MOMBASA SUB COUNTY**

**RE: RESEARCH AUTHORIZATION –SR. STELLAMARIES MUMBUA**  
**KALULI NACOSTI LICENSE: NACOSTI/P/22/15590**

This is to authorize the above named student from Tangaza University, to carry out research on ***“Influence of Governance systems for better service delivery in Tudor Ward”*** within Mombasa Sub County for the period ending **14<sup>th</sup> February, 2023.**

Kindly accord her the necessary assistance.

pp:   
LUKAS K. MWANZA  
COUNTY COMMISSIONER  
**MOMBASA COUNTY**

COUNTY COMMISSIONER  
MOMBASA

C.C.

County Director of Education  
**MOMBASA**



# TANGAZA UNIVERSITY COLLEGE

The Catholic University of Eastern Africa

OFFICE OF THE DIRECTOR OF POST-GRADUATE STUDIES

E-mail: [dir.pgsc@tangaza.ac.ke](mailto:dir.pgsc@tangaza.ac.ke) Website: [www.tangaza.ac.ke](http://www.tangaza.ac.ke)

**OUR Ref:** DPGS/ER/01/2022

**Date:** 17<sup>th</sup> January 2022

To The Commission Secretary,  
National Commission for Science, Technology and Innovation  
P.O. Box 30623,  
Nairobi – Kenya.

Dear Sir/Madam,

**Re: Research Permit for Kaluli Stellamaris Mumbua**

This is to confirm that the person named in this letter is a student at Tangaza University College (TUC). She is registered in the Institute for Social Transformation (Reg. No 18/00153) and she is pursuing a Master of Arts Degree in Social Transformation.

Kaluli has met all our provisional academic requirements leading to data collection. However, she cannot proceed to the field before getting a Research Permit from the National Commission for Science, Technology and Innovation (NACOSTI). Kindly assist her to process the permit for data collection for her MA thesis.

Thanking you in advance for your cooperation

Yours sincerely



**Daniel M. Kitonga (Ph.D.)**  
*Director, Post-Graduate Studies*

**CC:**

**Dr. Aloys Otieno Ojore** – Programme Leader, MA in Social Transformation (IST)