

ADMINISTRATIVE RELATIONS, RESOURCE MOBILIZATION, AND SERVICE DELIVERY IN KENYAN COUNTIES

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<https://doi.org/10.37602/IJSSMR.2025.8101>

ABSTRACT

The constitution of Kenya 2010 sets a point of departure in intergovernmental relations. It brings about the national government and counties, thus a two-level government system in Kenya. Articles 6(2) and 189 emphasize that the two levels of government must consult, cooperate, and coordinate instead of competing under a cooperative form of devolution. However, lack of consultation, minimal cooperation, and inadequate coordination results in competition and supremacy battles on resource allocation and utilization. This jeopardizes a cooperative modus operandi of devolution. This paper evaluates Kenyan counties' administrative relations, resource mobilization, and service delivery. It is underpinned by the Resource Mobilization Theory (RMT) by Zald & McCarthy (1977).

A cross-sectional design is used since it relies on questionnaires, structured interviews, and observations to gather data. A survey research strategy is applied, and a mixed method that integrates qualitative and quantitative data components is used at both the data collection and analysis stages. Data is collected from multiple groups of respondents: the national and county governments, the Ministry of Devolution and Planning, and the general public. A sample of 400 is used to gather quantitative data using questionnaires, while qualitative data is collected via structured interviews from a sample of 16 key informants. The quantitative and qualitative data are analyzed using SPSS and deductive thematic analysis, respectively.

The general results show that if administrative relations are altered by 1%, the overall delivery of services will shift by 30.6%, indicating that administrative relations positively affect service delivery within the county governments in Kenya. Administrative relations enhance strategic management within counties, as indicated by 63.6% respondent approval, and enhance performance and resource management in counties with a (56.4%) approval rate. On the contrary, 61.1% of respondents relate to battling inequalities, while (64.1%) criticized that democratic values and trust among citizens and leaders have not yet been attained. The study concludes that counties and the national government have failed to reflect positively on the pivotal principles of democracy, such as citizen participation, political tolerance, equality, transparency, and accountability that drive effective administrative relations. Despite these results, the paper recommends addressing decision-making, recruitment, and contractual autonomy in counties.

Keywords: Administrative relations, Resource mobilization, Service delivery

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1.0 INTRODUCTION

The 2010 constitution of Kenya brought about the national government and counties, thus a two-level government system in Kenya. According to articles 6(2) and 189 (NCLR, 2010), the two levels of government have to consult, cooperate, and coordinate as opposed to competing under a cooperative form of devolution. This approach necessitates the implementation of structures that facilitate intergovernmental relations (IGRs) within the two government levels to ease harmonious co-existence. The IGR Act 2012 establishes four crucial relations that bind the national government and the county governments. They include administrative, fiscal, political, and economic relations. This paper focuses on administrative relations and how they influence resource mobilization and service delivery in Kenya (NCLR, 2012).

An administrative devolution entails the transfer of planning and financing responsibility together with the management of particular public functions by the national government to the counties (Lumumba & Franceschi, 2014). It seeks to redistribute responsibility, authority, and financial resources crucial to providing services at the different government levels. According to Wagana (2017), administrative relations establish mechanisms that transfer the responsibility to plan, finance, and manage public services from the national government to the existing subsidiary levels of the government, semi-autonomous state corporations, or the functional or regional authorities. This is viewed as part of the reforms in the public sector and is generally considered the slightest form of devolution. As Yusuf, Shittu, Akanbi, Umar & Abdulrahman (2020) opine, it is because the political control does not define the local institutions that take charge of this form of transfer.

2.0 LITERATURE REVIEW

The paper focuses on three concepts: administrative relations, resource mobilization, and service delivery, and evaluates the theory of resource mobilization to provide a philosophical foundation for effective administrative relations between Kenya's national and county governments.

2.1 Administrative Relations

Roy (2015) notes two significant forms of administrative relations. To begin with, de-concentration encompasses the transfer of responsibilities and authority from the center to other levels of government while maintaining the same hierarchy in accountability from the grassroots administrative units to the central agency or decentralized ministry. Second comes delegation, which involves a redistribution of responsibility and authority to the local government units or agencies that are not essentially part of the local offices or a branch of the delegating authority. Despite transferring accountability authority to the sub-national level where delegation of authority occurs, the responsibility for accountability remains vertically endowed to the main delegating authority, which is the national government. As such, the national government has to ensure that the following factors are considered to enhance administrative relations:

- Ensure there is coordination, consultation, and cooperation to mobilize resources and deliver services within counties.

- Allow counties to make independent decisions to mobilize resources and improve service delivery.
- Enhance the delegation of roles & responsibilities in the decision to mobilize resources and deliver services.
- Promote autonomy for hiring and service delivery within counties.
- Follow up on citizen participation and capacity building.
- Promote seamless administration by the Joint Committee (Manyala, 2021).

Administrative relations can be portrayed either as positive or negative depending on the kind of influence they have on the level of autonomy that county executives have. The organizational capacities of county governments increase when administrative relations improve the level of national government and local bureaucracies, facilitating learning by practicing how to deliver responsibilities or fostering the training of local officials (Donald, Guyo & Moronge, 2020). Nevertheless, according to Ubisi (2017), if administrative relations occur void of the financial transfer, the reform may limit autonomy to the sub-national officers who will subsequently remain dependent on the fiscal transfers from the national government or acquire debts to deliver public services at the sub-national level. The Kenyan scenario is reflected here since county governments depend on an equitable share of financial resources. When the national government delays disbursing the finances, counties indulge in debts to deliver public services. For example, the 2023 financial data from the Central Bank of Kenya (CBK) indicate a steady rise of the value of bank loans to counties to Kenyan Shillings of 6.9 billion in April 2023, the highest value since the onset of devolution. The data shows that the loans to counties have been on a steady rise from Kenyan Shillings of 5.3 billion in September 2022 to an underlying increase of Kenyan Shillings of 1.6 billion in eight months (CBK, 2023). The increase in loans follows a delay by the national treasury to disburse money to the counties. Counties are at risk of accumulating more pending bills as interest on the overdraft since there is a repeated tendency of delays in finance disbursement that stagnates service delivery. As such, it is crucial to examine resource mobilization as a focal strand within effective administrative relations within the counties.

2.2 Resource Mobilization

The national and county governments depend on resources, which are an integral part of the continued operation, growth, and development embedded in effective administration. According to Githinji, Mwaniki, Kirwa, & Mutongwa (2014), assessing resources and mobilizing for more can help to prepare for a meaningful role to be played by each level of government in a devolved system towards achieving administrative goals. It is important to define resource mobilization, describe its importance, and discuss the types of resources and how sustainable they are within the context of administrative relations.

Githinji et al. (2014) define resource mobilization as the process that the national government or county governments undertake to secure additional new resources to meet the ever-changing needs. The process further includes strategies to maximize the efficient utilization of existing resources. In some cases, counties may have to count the resources currently available and develop an effective administrative plan to utilize those resources efficiently. If necessary, they can acquire new or enhance the existing options for supplementary purposes (Githinji et al., 2014). During times of great resource need or shortage, it is important to understand the

resources available and the expenses necessary to maintain excellence and high-standard services successfully.

2.3 Implication of Resource Mobilization in County Administration

Resource mobilization is significant within a devolved system as discussed forth.

Enables both levels of government to continue delivering services to citizens: Ensuring that both national and county governments have the required resources to meet citizens' demands can guarantee that citizens never experience gaps in service delivery. This can enhance allegiance and long-lasting relationships between citizens and the government and influence the success of devolution (Oyinlola, Adedeji, Bolarinwa, & Olabisi, 2020).

Maintains sustainability: If the government intends to sustain its operations, then it is forced to acquire sufficient resources to ensure the successful completion of regular tasks and projects and deliver services to citizens. It is crucial to understand which resources are necessary to sustain devolution practices. This can help maintain a systematic production of resources in the event of great demand or challenges (Kalogiannidis, 2021).

Improves services: If both levels of government are not struggling to find sufficient resources and have extra resources that can cater to an emergency, then they can focus on improving services rather than worrying about resource acquisition. Within a regular resource mobilization cycle, both levels of government can spend a designated timeframe acquiring resources and then advance the period with innovations in service delivery and development (Hujo & Bangura, 2020).

Expansion of Government Operations: The government can expand its operations by generating new services for citizens. To do this, both levels of government need to have the correct information on available resources and build the capacity for utilization (Hujo & Bangura, 2020).

Types of Resources that Enhance Administrative Relations in Kenya

This section focuses on four types of resources: physical, human, intellectual, and financial resources.

i. Physical Resources

Physical resources are tangible assets that all two levels of government can use to create and distribute their products or deliver services. Examples of physical resources in a devolved system of governance include equipment and facilities, among others (Karama, 2021). Even if a government does not offer a tangible product, it can still use physical resources. For example, they can consider distribution elements like transport vehicles or promotional items (brochures) to be physical resources.

ii. Human Resources

Human resources in a two-tier government are employees of both the national and county governments who help run national and county operations. In the spirit of upholding democratic principles, this can include elected leaders directly elected by the citizens. It also includes the leaders who acquire their positions through political nominations and any other employee acquired through both the national and national and county public service board recruitments. Like other resource types, human resources can be a crucial aspect of a government (Kamiri & Kihara, 2018). Mobilizing employees as resources within a two-tier government organization can involve hiring new staff or developing training opportunities that can improve the performance and output of current ones. To assure Kenyans of the essentiality of equality and inclusion, section 65(1)(e) of the County Governments Act (CGA) 2012 requires counties to preserve 30 percent of slots in the public sector to be filled by personnel from other ethnicities other than the dominant ethnic group in a county. As such, section 65 of the CGA establishes a legal parameter that promotes a balance in ethnic composition within the government. Article 174(b) of the Kenyan Constitution enshrines diversity by fostering the fact that one of the objectives of devolution is to promote national unity through recognizing diversity. Furthermore, section 7(1) of the National Cohesion and Integration Act (2008) specifies that all civil establishments shall seek to represent the diverse Kenyan community in staff employment. All these provisions are crucial and expected to be reflected in the mobilization of human resources both at the national and county levels.

iii. Intellectual Resources

Intellectual resources can include any nontangible resources that allow the two-tier government to operate successfully. Examples of intellectual resources in this context include product patents, content branding, copyright materials, or organizational partnerships. Data can also be an intellectual resource; for instance, information acquired from public participation forums about their satisfaction or dissatisfaction with service delivery and the entire state of the governance can greatly influence devolution, performance, and decision-making at a given level of government (Kamiri & Kihara, 2018). In some cases, intellectual resources can include the knowledge and expertise of national or county employees, thus forming an overlap with human resources.

iv. Financial Resources

Financial resources are the monetary sources that either level of government can use to complete stipulated goals and deliver services to citizens. Financial resources include cash, credit, or stocks (Kalogiannidis, 2021). In many cases, financial resources are a significant aspect of securing other types of resources. For example, governments can use available financial resources to purchase physical resources, like equipment, facilities, and machinery, among others, that can enhance services. The constitution of Kenya stipulates a trickle-down resource distribution framework where county governments receive finances from the kitty in the national government in an equitable revenue-sharing framework (Muwonge et al., 2022).

2.4 United Nations Principles Guiding Resource Mobilization

A sustainable corporate sector devolution starts with a devolved mechanism's value system enshrined in a principles-based style of doing operations. This means that both the national and county governments have to operate in ways that at least meet vital responsibilities in sectors like labor, human rights, anti-corruption, and environmental protection. Responsible intergovernmental relations should enact similar administrative values and principles where they apply and put into consideration that good practices, values, and principles in one area cannot offset harm in another. The National government and the counties in Kenya have a responsibility to incorporate the Ten Principles of the UN Global Compact into administrative policy guidelines, strategies, and procedures (Koy, 2019). Further, they have to establish a culture of integrity. By so doing, they will be upholding their basic responsibilities to citizens and the planet and also establishing a ground for long-term intergovernmental relations success (Koy, 2019). This research focuses on the United Nations Convention Against Corruption (UNCAC) while examining administrative relations and resource mobilization.

2.5 UN Convention against Corruption (UNCAC)

The UN Convention against Corruption (UNCAC) is the only anti-corruption instrument that is universal and legally binding. It was approved by the UN General Assembly on 31st October 2003, in accordance with resolution 58/4. By 14th December 2005, it entered into force, as provided by article 68(1), having a total of 140 signatories. As of 18th November 2021, this instrument had 189 parties. Due to its far-reaching approach and how the majority of its provisions are binding, it qualifies as a unique tool that can act as a foundation for developing a comprehensive administrative response to international problems (de Arimateia da Cruz & Kohler da Cruz, 2010). A vast majority of the UN member States are parties to this Convention.

The provisions of this convention were discussed during the seven sittings of the AdHoc Committees for Negotiation in the Convention against Corruption, which was held between the 21st January 2002 and the 1st October 2003. The Resolution covers five significant areas: measures to prevent corruption, global cooperation, technical support, and information exchange, crime and law enforcement, and asset recovery (de Arimateia da Cruz & Kohler da Cruz, 2010). The Pact covers diverse corruption forms like, bribery, functions abuse, trading in influence, among other actions of corruption within the private sector.

Kenya signed and ratified this convention on 9th December 2003. It is expected that the country will curb corruption at both the national and county government levels by implementing laws and principles against corruption. In line with this agreement, Kenya should commit not only to avoiding bribery, extortion, and other corruption forms but also to proactively advance administrative policies and tangible programs that will help to manage corruption internally (de Arimateia da Cruz & Kohler da Cruz, 2010). This principle puts across an intergovernmental call for a collective effort between both levels of government, civil societies, and other stakeholders to realize more transparent administrative relations. Forms of corruption are many and vary in degree from the trivial use of administrative influence to institutionalized bribery. According to Transparency International, corruption is defined as "to abuse entrusted power for subjective private gain." This cuts across both financial gain and other non-financial advantages. Kenya, as a party to the UNCAC, has to ensure that administrative relations limit

loopholes for corruption during the process of resource mobilization, which can infringe on service provision at both levels of government.

2.6 Devolution of Resources

Kenya's devolution system has devolved administrative power and also resources (fiscal) that are meant to augment service delivery to citizens (Olatona & Olomola, 2015). A study conducted by the World Bank (2015) echoes that devolution within the context of Kenya has both an explicit and implicit administrative motivation for improving the delivery of services for two reasons: First, the state (national government) is failing to honor its responsibility to provide basic services to the citizens thus steadily failing to meet the expectations of poor people. These services are consumed locally. Therefore, there is a need to mobilize more resources for the delivery of services through effective administrative relations. This is a clear indication that the national government is coming to terms with the challenge of delivering services to the people who depend on them. Second, with respect to constitutional provision, counties are mandated to ensure they deliver services to the Kenyan people. Therefore, financial resources that drive major services like health or education are devolved to counties through the equitable share of revenue formula to allow the day-to-day service provision to Kenyans. However, there is a transformational gap; the national government needs to be transformed, particularly aligning the attitude of civil servants, which are a key human resource that delivers services to national goals together with making the national goals reflect the needs of the people (Wagana, Iravo, Nzulwa, & Kihoro, 2017). The Constitution promotes an open-door-policy formulation framework by creating room for citizens' participation during the public policy-making process. This strategy devolves the administrative mandate to the people. Manyala (2021) admits that the reforms are an ideal prospect to tackle deep-rooted glitches of inefficiency, bearing in mind that citizens are increasingly being empowered to demand better services. This will be achieved by fully operationalizing the new Constitution, transforming modalities of public service delivery, and enhancing public-private dialogue focusing on good governance amid the pressure to attain the Kenya Vision 2030.

2.7 Service Delivery

According to Manyala (2021), delivering services entails the making available of social or public goods that will improve and promote the socioeconomic well-being of the people. Governments offer numerous services, including the facilitation of public utilities, the provision of security services, economic development programs and projects, and law enforcement, among others (Ogidigben & Otite, 2022). Delivering public goods and services to grassroots communities by any local government is aimed at elevating the standard of living of the populace (Boris, 2015). The Constitution of Kenya (2010) established the forty-seven (47) Counties to give local people and communities a chance to make independent decisions and manage their affairs through elected leaders and representatives as a means to bring services closer to them and to enhance the equitable provision of services, (Wagana, 2017). The fundamental purpose of devolution is to make sure that the people benefit from public goods and services that are efficient, effective, reliable, and of good quality by taking governance closer to them. This enhances the initial spirit of democracy based on the slogan 'government of the people by the people for the people' (Muriu, 2013). According to Muthui

(2016), devolution, through how it is governed, is a manner through which governments provide high-rated services that the citizens value.

2.8 Service Delivery Projects

Olatona & Olomola (2015) succinctly state that more than ever before, Kenyans within the country and the diaspora expect counties to implement and design development projects that will have a high impact reflected in the life-changing capacity of such projects since development projects are increasingly becoming the primary means through which public services are delivered to Kenyan counties. As a result, Opiyo, Guyo, Moronge & Otieno (2017) reinforce that county administration must design and implement projects that make a difference in the lives of people residing within a particular county and, implement development projects, and establish interventions that will deliver public value. Manyala (2021) insists that the spirit of devolution has excitingly infected Kenyans to the extent that citizens perceive development projects as part of their human rights (Manyala, 2021). As explained by Manyala (2021), Kenyans, notwithstanding their education levels, have become increasingly informed that development projects are not favors they receive from benevolent county political leaders but a right enshrined in the 2010 constitution of Kenya. This has been put to task through oversight, and it is the role of counties to administer and implement development projects (Opiyo et al., 2017).

3.0 THEORETICAL REVIEW

3.1 Resource Mobilization Theory (RMT) Zald & McCarthy (1977)

The theory of Resource mobilization (RMT) was propounded by Zald & McCarthy in 1977 and evolved to be a contemporary theory as the upcoming generation of scholars sought to understand the emergence, implications, and effects of the 1960s social movements (Edwards & Kane 2014). Scholars of resource mobilization sought to understand how rational and marginalized social actors mobilized resources effectively to pursue their desired social change objectives, thereby rejecting the formerly dominant functionalist philosophy that saw actors of social movement as anomic or deviant and the pluralist postulation that all parties that are enthusiastic to participate in the political process have a judicious chance to air out their grievances to be addressed. RMT advanced into a significant and prominent theory used to analyze “other means of politics” (Zald & McCarthy 2002). The theory integrates strategic action, rational actors, and administrative philosophy with the persistent effort made by moderately marginalized social groups to fill the gap in the accessibility and distribution of resources that are required to tackle social change.

Assumptions of RMT

- A key issue for social movements is how to obtain access to resources.
- SMI, with greater mobilization capacity, can achieve its objective of social change.
- Organizations seek to obtain five resource types: material, human, cultural, moral, and social-organizational.
- An organization's success is linked to its ability to utilize resources efficiently.

4.0 METHODOLOGY

This research incorporates the use of a cross-sectional design since it relies on questionnaires, structured interviews, and observations to gather data (Bryman, 2016). Further, the independent variable administrative relations are not manipulated and remain as a snapshot of the phenomenon at a point in time. The data in this study is collected from multiple groups of respondents. They include respondents from the national and county governments, those from the Ministry of Devolution and Planning, and finally, the general public. This helps the researcher to receive varied perceptions in relation to the variables being examined and to accommodate the large sample size needed by the SPSS statistical tool. These reasons make a cross-sectional research design more applicable to this study.

A survey research strategy is applied, and a mixed method that integrates components of both qualitative and quantitative data is used at both the data collection and analysis stages to help the researcher understand how administrative relations impact resource mobilization and service delivery in Kenya. The survey research strategy is used due to its robustness in gathering data that reflects the behavior, attitudes, beliefs, and opinions of a population being studied that cannot be observed directly (Bryman, 2016). The mixed method helps quantify and qualify data that is used during analysis to establish and generate the desired research outcomes, develop a conclusion, and offer recommendations for this study (Basias & Pollalis, 2018).

The quantitative data in this study was collected using structured questionnaires. The questionnaires incorporated the use of scales in questions that required rating. Here, participants assigned numerical values to their responses. For instance, the Likert scale used a 1-5 rating scale response options that indicate the level of agreement or disagreement (Bryman, 2016). The response scale was relied on to provide more nuanced data than the open-ended questions while examining administrative relations, resource mobilization, and service delivery in Kenya. Through the use of a questionnaire survey, the quantitative research aspect aimed to explain phenomena by the use of numerical data. The quantitative data was treated for various statistical tests using SPSS to examine the population's characteristics and perceptions from a statistical angle, thereby enabling the researcher to achieve set objectives and test the hypothesis of the study.

On the other hand, the qualitative data for this research was collected using structured interviews and participant observation. Respondents in this category include the officials from the national government, counties, and the Ministry of Devolution and Planning. A qualitative approach is critical to help the researcher gain a holistic overview of how administrative relations affect resource mobilization and the delivery of services within the context of the respondents. The qualitative data were collected separately, and then findings were integrated to compare and contrast with the quantitative findings as suggested by (Creswell & Creswell, 2017).

4.1 Sample Size

Based on the study target population of 8,989,321 from Nairobi, Nakuru, Uasin Gishu, and Kisii counties, respectively, the sample size from the population in this study is determined using the Yamane formula (1967), $n = \frac{N}{1 + N(e)^2}$.

Where:

n = sample size,

N = Total population,

e = the precision level, which is (0.5) for 95% data accuracy (Nworji, 2021).

The formula is applied to the total target population, which is Kenyan citizens according to the 2019 national census. Therefore, the sample size drawn from a population of 8,989,321 is calculated as follows:

$$n = 8,989,321 / (1 + 8,989,321 (0.5)^2) = 400 \text{ respondents.}$$

4.2 Stratified Random Sampling Technique

This technique is used in this investigation to achieve a desirable sample that represents the citizen and stakeholder population under study. Based on the study target population of 8,989,321 and a sample size of 400, Bryman (2016) recommends the adoption of a sampling ratio which helps the researcher to stratify the entire population into elements that are mutually exclusive and non-overlapping categories of the sample units called strata, subsequently picking a simple random sample in each group. Dividing the target population (8,989,321) with the calculated sample size (400) gives a sample ratio of 1: 21,500. Thus, for every 21,500 respondents from each region (first stratum), the researcher randomly picked one respondent to take part in this research. Further, the citizen and stakeholder population were put into another group based on their characteristics, which were either youths, farmers, traders, professionals, or stakeholders.

Questionnaires were disseminated to the sample size of the population based on the proportion of the target population in relation to the sample ratio calculated as shown in Table 1.1.

Table 1.1. Sample Size

Regions	Counties	Gender Distribution		Population (N)	Sampling %	Sample Size (n)
		Female	Male			
Rift-Valley	Nakuru	1,084,835	1,077,272	2,162,202	24	96
	Uasin-Gishu	633,531	623,800	1,163,186	13	52
Nairobi	Nairobi	2,242,507	2,154,566	4,397,073	49	196
Nyanza	Kisii	661,038	605,784	1,266,860	14	56
Total				8,989,321	100	400

(Author Composition, 2024).

4.3 Purposive Sampling Technique

In this research, a purposive sampling technique is adopted to select 16 participants for the structured interviews due to their extensive knowledge of the study variables, administrative relations, resource mobilization, and service delivery. The purposive sampling technique is also used to select the three regions and four county governments that are featured in this study (Nairobi County, Nakuru County, Uasin-Gishu County, and Kisii County) respectively due to their peculiar characteristics (Bryman, 2016).

Table 1.2. Participants for Interview

Category	Cadre of Officers	Target Population (N)	No of Participants for Interview
National Government	Regional Commissioner	8	3
	County Commissioner	4	2
	Director, Partnerships and Intergovernmental Relations	1	1
	Secretary Devolution and Intergovernmental Relations	1	1
County Government	County Executive Committee	551	3
	Devolution and IGRs Department	47	2
	Members of County Assemblies (MCAs).	1450	4
Total			16

(Author composition, 2024).

5.0 DATA ANALYSIS

The quantitative dataset was prepared and entered into the SPSS. This data represents the three major variables of this study: administrative relations, resource mobilization, and service delivery.

This study undergoes three categories of analysis since it is cross-sectional research and based on the suitability of an analysis with respect to the variables being analyzed. First, the univariate analysis is done on demographic data, the measures of central tendency (mean), and the measure of dispersal (standard deviation). Here, variables are examined separately (Bryman, 2016). Second, the bivariate analysis is applied to examine whether there is an association between the administrative relations (IV) and Service Delivery (DV). Pearson's r statistic is used to ascertain the correlation between two interval variables. The coefficient values from 0 to +1 or -1 are used to determine either a perfect positive relationship or a perfect negative. Multiple linear regressions are used to determine the level of variation of the dependent variable attributed to the independent variable. Here, the analysis entails tabulation of R-square values to explain such variations. The ANOVA is calculated to indicate the significance of the p-value

and the 'Coefficients' analysis is done to estimate the actual change in the (DV) for each unit of the (IV) (Bryman, 2016). Third, a multivariate analysis is finally conducted due to the fact that this research has three variables' Administrative Relations, Resource Mobilization, and Service Delivery. Notably, the analysis is used to establish whether the independent variable or the dependent variable relates to the third variable (Resource Mobilization). The presence of an intervening variable indicates a lack of direct relationship between the original variables, thus a need to control its interactions (Bryman, 2016).

Narrative analysis is used to analyze the qualitative data. As such, the deductive thematic analysis model is viewed and built upon the existing context against those set by the participants since this part of the research emphasizes how respondents subjectively interpret intergovernmental relations with respect to resource mobilization and service delivery (Bryman, 2016).

6.0 RESEARCH RESULTS

Table 1.3 provides the means and standard deviations of all items pertaining to administrative relations. In order to compute the mean scores, the mean scores of every item in the questionnaire were weighed equitably. The mean score for administrative relations was 3.06 on a five-point scale. Nonetheless, the items measuring administrative relations exhibited a range of mean scores from 2.54 to 3.45. As indicated in Table 1.3, the statement "Joint committee offers seamless administration to mobilize resources and deliver services" garnered the highest degree of agreement from respondents, with a mean score of 3.45. The statement " There is delegation of roles & responsibilities in the decision to mobilize resources and deliver services " garnered the second highest mean levels of agreement from the respondents, totaling 3.32. However, with 2.54 points of agreement from respondents, "County governments have the autonomy of hiring employees to enhance the delivery of service" received the lowest score. From the results, the average score of 3.06 for administrative relations is classified as moderate.

Table 1.3. Descriptive Statistics of Administrative Relations Items

Descriptive Statistics				
Administrative Relations	N	Mean	Std. Deviation	
Coordination, consultation, and cooperation to mobilize resources and deliver services	358	3.30	1.052	
Making independent decisions to mobilize resources and improve service delivery	358	2.89	1.189	
Delegation of roles & responsibilities in the decision to mobilize resources and deliver services.	358	3.32	1.048	
Autonomy for hiring and service delivery enhancement	358	2.54	1.206	
Citizens participate in capacity building	358	2.87	1.205	
Seamless administration by the Joint Committee	358	3.45	.969	
Valid N (listwise)	358			

(Author composition, 2024).

From these results of Means and Standard Deviation of administrative relations components, a polynomial graph is tabulated to show the level of association. From the results, a negative coefficient is moving closer to -1 indicating a moderately strong relationship among variables that constitute administrative relations, thus a sloping trendline illustrated in figure 1.1.

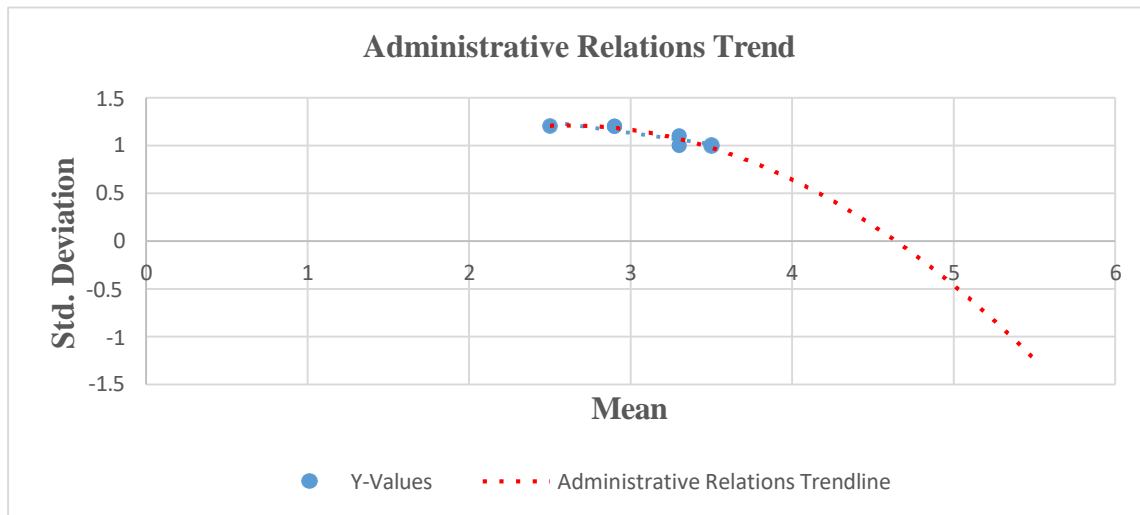


Figure 1.1. Polynomial Graph for Administrative Relations Components

(Author composition, 2024).

6.1 Descriptive Statistics of Service Delivery

Table 1.4 presents the means and standard deviations of all items pertaining to service delivery in the devolved governments. Each item comprising this variable was evaluated utilizing a scale with five points. The range of mean scores for the items used to determine service delivery was 1.92 to 4.13. Specifically, the statement “Infrastructure has improved greatly” garnered greater approval from respondents, as evidenced by a mean of 4.13. Nonetheless, the claim that "Citizen Satisfaction has greatly improved" was the second most agreed item as it was shown to have an average of 3.29. However, with the respondent's feedback showing a mean score of 1.92 in their agreement, “IGR ensures service delivery is inclusive to all Kenyans” received the lowest level of agreement. Based on the given findings, the aggregate mean of the six items was 2.93. Therefore, the mean of the service delivery variable was moderate.

Table 1.4. Descriptive Statistics of Service Delivery Items

Service Delivery	Descriptive Statistics		
	N	Mean	Std. Deviation
Inclusivity in Service Delivery	358	1.99	1.003
Improvement in Quality of Service	358	3.04	1.405
Reduced Unemployment	358	3.18	1.316
Citizen Satisfaction	358	3.29	1.222

Timely Delivery of Services	358	1.92	1.084
Infrastructure Development	358	4.13	1.045
Valid N (listwise)	358		

(Author composition, 2024)

Coefficient values from 0 to +1 or -1 are used to determine either a perfect positive relationship or a perfect negative. While examining variables constituting service delivery, there is a positive coefficient movement closer to 1, an indication of a moderately stronger relationship among variables that constitute the service delivery thus a bow shape illustrated by Figure 1.2.



Figure 1.2. Polynomial Graph for Service Delivery Components

(Author composition, 2024)

6.2 Correlation Analysis

Prior to assessing the stipulated research objectives, a correlation analysis is done to show a variable association. Pearson’s correlation analysis is performed in order to assess the relationship among the variables using the data that has been gathered. The correlation analysis typically evaluates three elements: significance, strength, and level of correlation. In this instance, the p-value, which represents significance, has to be less than 0.05 (95% confidence interval). The P-value denoted as a p-value lesser than 0.05 signifies a statistically substantial relationship between the two variables being correlated against each other. The interconnection remains positive or negative depending on the level. In particular, Schober et al. (2018) disclose that Pearson's correlation coefficient, represented by the symbol r , is a variable value statistically ranging from the level of +1 to -1. A negative relationship is represented by the '-' symbol when present in the coefficient, whereas a positive relationship is denoted by its absence. The final determinant of strength is the coefficient value, which spans the range of 0 to 1. Values within the interval of 0.1 to 0.4 indicate a minimal degree of interconnection, while values between 0.5 and 0.7 signify a moderate degree of association. On the contrary, values

exceeding 0.7 indicate a stronger interrelation. The outcomes of the correlation involving the variables studied in the current research are presented in Table 1.5.

Table 1.5. Correlation Analysis

Correlation

		Service delivery	Resource Mobilization	Administrative Relations
<i>Service delivery</i>	Pearson Correlation	1	.412**	.296**
	Sig. (2-tailed)	.000	.000	.000
	N	358	358	358
<i>Resource mobilization</i>	Pearson Correlation	.412**	1	.510**
	Sig. (2-tailed)	.000	.000	.000
	N	358	358	358
<i>Administrative Relations</i>	Pearson Correlation	.296**	.510**	1
	Sig. (2-tailed)	.000	.000	.000
	N	358	358	358

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

(Author composition, 2024).

Table 1.5 indicates a positive association between Administrative Relations and Service delivery, as demonstrated by a Pearson Correlation Coefficient of $r=0.296$. In particular, this value demonstrates a weak and meaningful association between the two variables. In addition, at a 1% level of significance, the correlation is statistically significant, which is a result of the calculated p-value being lower than the predetermined alpha level (Table 1.5). Further, the correlation analysis findings displayed in the table above indicate an association that is positive and moderate between resource mobilization and service delivery, as shown by a Pearson Correlation Coefficient of $r=0.412$. This value demonstrates a weak and meaningful association between the two variables. However, at a 1% level of significance, the correlation is statistically significant, which is a result of the calculated p-value being lower than the predetermined alpha level (Table 1.5). Thus, the findings of the present investigation suggest that when there is a beneficial shift in administrative relations, there is a significant correlation between resource mobilization and service delivery. This indicates that both of the two involved variables tend to move in the same direction; therefore, a positive shift in administrative relations has a positive influence on resource mobilization and the delivery of services in county governance.

6.3 Regression Model Summary

The initial findings of a regression analysis are mirrored in the model summary. The summary evaluates the coefficient of determination, which is also known as R-square. Table 1.6. aims to examine the correlation between administrative relations and the extent to which they influence the variability in the delivery of services within county governance in Kenya.

Influence of Administrative Relations on Resource Mobilization and Service Delivery

The current investigation sought to assess the influence associated with administrative relations on resource mobilization and service delivery in county governance. This influence was assessed using a regression analysis. In specificity, the utilization of regression analysis techniques permits the assessment of the size of the effect that administrative relations have on resource mobilization and the delivery of service in county governments. The findings of this analysis are obtained from computing a Regression Model Summary.

The summary model evaluates the coefficient of determination, which is known as R-square. Table 1.6. examines the correlation between administrative relations and the extent to which they influence the variability in resource mobilization and service delivery in county governance in Kenya. The most suitable representation for the value is the adjusted R-square, which is 0.085 for the administrative relations. This value indicates that the factor of administrative relations accounts for 8.5% of the variation in service delivery and resource mobilization in the county governance. Nonetheless, given that this variation is very minimal, other variables could be adopted to assess and predict the changes in service delivery.

Table 1.6. Results of Summary of the Regression Model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.296 ^a	.088	.085	.833967223421788

a. Predictors: (Constant), Administrative Relations

b. Dependent Variable: Service delivery

c. Moderating Variable: Resource mobilization

(Author composition, 2024).

7.0 ANOVA

Table 1.7. presents the findings of the ANOVA, which is the second table obtained from the regression analysis process. The ANOVA aims to ascertain the significance of the findings and to find out if they are not due to statistical errors. The determination is based on the significance value, which has to be below 0.05. The findings from the regression output of the ANOVA are as shown below;

Table 1.7. Results of ANOVA

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.805	1	23.805	34.227	.000 ^b

Residual	247.598	356	.696
Total	271.403	357	

- a. Dependent Variable: Service delivery
- b. Predictors/Constant: Administrative Relations
- c. Moderating Variable: Resource mobilization

(Author composition, 2024).

According to the findings shown in Table 1.7. the determined value for significance was 0.00, which is less than 0.05. This shows that the regression calculation is statistically significant and could be a result of administrative relations but not a product of statistics errors. Thus, Table 1.8. uses the regression coefficient to provide findings regarding the effect of administrative relations on service delivery.

Table 1.8. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.851	.165		11.200	.000
	Administrative Relations	.306	.052	.296	5.850	.000

- a. Dependent Variable: Service delivery
- b. Moderating Variable: Resource mobilization

(Author composition, 2024).

In order to analyze the findings in this table, the major focus is on the unstandardized Beta coefficient, which is $\beta = 0.296$ (with a significance level of $p < 0.05$). Based on the illustrated results, administrative relations positively and substantially impact service delivery. However, these findings indicate that for each standard deviation increase in administrative relations, there exists a corresponding 29.6% increase in service delivery in devolved governments. Thus, from the findings above, it is likely that administrative relations have a significant positive effect on service delivery in county governance, with an extent of 30%.

8.0 DISCUSSION

The current investigation sought to assess the influence associated with administrative relations on resource mobilization and service delivery in county governance. This objective is assessed by computing a regression analysis. In specificity, the utilization of regression analysis techniques permits the calculation of the size of the effect that administrative relations have on resource mobilization and service delivery within counties. Findings from this analysis show that administrative power within the IGRs cuts across aspects of coordination, consultation, and cooperation to mobilize resources and deliver services; independence in making strategic decisions within counties; delegation of roles and the freedom herein; autonomy in terms of contracts and recruitment; creating room for citizen participation; and the presence or absence of a seamless joint committee to enhance these relations. Administrative relations are a focal variable in this research since they create a foundation for coordination, consultation, and cooperation to mobilize resources and deliver services between the two levels of government in Kenya. According to the field data gathered, service delivery in Kenya's devolved system is determined by the coefficient of administrative relations. The administrative relations have a Beta value of $\beta=0.306$. Thus, the data indicates that if the administrative relations are altered by 1%, the overall delivery of services will shift by 30.6%. This percentage change indicates that administrative relations positively affect service delivery within the county governments in Kenya.

The strands measuring administrative relations exhibited a range of mean scores from 2.54 to 3.45. The first administrative relations feature concerned a "seamless joint committee" that is responsible for administering matters of resource acquisition, utilization, and service delivery within the devolved governance, which garnered the highest degree of approval from respondents. Furthermore, matters of "delegation of roles & responsibilities in the decision to mobilize resources and deliver services" came second. The influence to "ensure coordination, consultation, and cooperation in resource mobilization and service delivery" came third in approval rate. However, the "influence to make independent decisions" within the devolved system elicited respondent disagreement. At the same time, the alignment to democratic principles is still questionable.

The qualitative data of the study points out a number of strategic issues that the national government cannot influence because they have a limited role at the level of counties, such as devolved functions. The national government only comes in at the level of disbursing financial resources for the implementation of the decisions made by the local government. Another issue that is still a challenge in administrative devolution is the Lack of decision-making autonomy. This study reveals that there is no complete autonomy when it comes to decision-making because the national government uses its financial capacity to influence the implementation of decisions. Many times, county governments are forced to align their decisions with the dictates of the national government. Respondent ICG singled out devolved functions like agriculture, indicating that 'the national government can have a vision that originates from their manifesto that might not align with county government's agricultural plans, but due to the impending fear of fund delays or being in loggerheads with the national government, counties have to align their visions with that of the national government somehow being influenced by the national government.' This is an indication that there is no complete autonomy in decision-making because the resources are still in the national government.

Recruitment and contractual autonomy: County governments have garnered citizen approval on recruitment and contractual decisions thanks to the county service boards responsible for human resources within counties, which are accountable to the county assemblies for the decisions they make. However, the national government can only come in through independent offices like the office of the auditor general to make sure that the kind of recruitment done at the level of the local government is in line with the national law that requires at least 30% given to other communities. At this level, the national government, through those independent offices, can influence matters of inclusivity on the basis of the law about the 30% inclusivity rate. As suggested by Ngigi and Busolo (2019), the absence of autonomy is among the ugly sides of devolution in Kenya.

Administrative relations play several crucial roles; according to the data in this research, the first role that garnered respondent approval is the enhancement of strategic management within counties, with 63.6% respondent approval. The second significant role that gained approval is the enhancement of performance and resource management in counties with a considerable (56.4%) respondent approval rate. On the contrary, respondents have disapproved of two additional roles which the administrative relations have not effectively ascertained. Administrative relations are expected to ensure that the citizens do not face inequalities in resource allocation and delivery of services. However, while investigating this role, it is absurd that a considerable number of respondents, 61.1%, relate to battling the hurdle of inequalities.

Additionally, the role of promoting democratic values and trust among citizens and leaders has not yet been attained. It is imperative to emphasize that a significant percentage of participants (64.1%) expressed disagreement with the annotated perspective of the role. This is because counties and the national government have failed to reflect positively on the pivotal principles of democracy, such as citizen participation, political tolerance, equality, transparency, and accountability. The outcome concurs with ONYALO's (2021) research results that encourage citizen participation in policy-making, planning, and budgeting processes. The qualitative data depicted a contrary stand on the aspects of accountability and transparency.

Administrative Accountability: The constitution of Kenya demands that county governments should be open about their processes through the open-door policy. Citizens are therefore mandated through memoranda to express their dissatisfaction if they are not satisfied with what the county government is doing, or they can visit the responsible offices for clarity. Respondent 2CG ascertains that the "open door policy that most counties are adapting is an effort towards being accountable to the citizens, which is good."

Enhancing accountability through open-door policy acts as a solution to the problem of decimal accountability pointed out by Ngigi and Busolo (2019).

Transparency and citizen involvement: They all relate to openness put in place through public participation forums. County leaders are given regular chances to speak to the public and then the county assembly about the development processes they have implemented throughout the year, thereby promoting transparency. Finally, the lack of inclusivity as an aspect reflected by the qualitative data concurs with the quantitative data. Respondent 3CG clarifies that "inclusivity is still absent; for instance, if you look at issues affecting women, the gender issues, from my understanding, I don't think their views are in any way taken into consideration. Also,

this aspect of assembling women and listening to their views without necessarily getting deeper to look at the different challenges they face as women is not right. For instance, we have widows who face different challenges from those of the married. Still, at the end of the day, when the state comes up with policies, they look at women in general without documenting them differently from the different challenges they face." This reflects a lack of inclusivity aspect with regard to women. The outcome reflects the recommendation by ONYALO (2021) to include women affairs in policies to be implemented in counties.

9.0 CONCLUSION

Administrative relations are a focal variable in this research since they create a foundation for coordination, consultation, and cooperation to mobilize resources and deliver services between the two government levels in Kenya, as stipulated in the IGRs Act 2012. Administrative relations within the IGRs cuts across aspects of coordination, consultation, and cooperation to mobilize resources and deliver services; independence in making strategic decisions within counties; delegation of roles and the freedom herein; autonomy in terms of contracts and recruitment; creating room for citizen participation; and the presence or absence of a seamless joint committee to enhance these relations. The organizational capacities of county governments increase when the administrative relations improve. Nevertheless, suppose reforms within an umbrella of administrative relations ensue void of financial transfers. In that case, such reforms may limit the levels of autonomy among the sub-national officials who subsequently will remain dependent on the financial transfers from the national government, or they may borrow sub-national debts in order to deliver public services. This forms a focal ground that underpins the theory of resource mobilization as a primary theoretical foundation that helps to harmonize and mobilize various resources to support service delivery in Kenya.

9.1 Recommendations

- The IGRTC should be proactive in assessing the manner and pace which administrative relations processes are implemented to ascertain the constitutional principle of coordinating, consulting, and cooperation to ensure a full transition into devolution.
- There is a need for the devolved system of governance in Kenya to establish effective administrative policy frameworks that address recruitment autonomy, contractual autonomy, and strategic decision-making to improve resource mobilization and service delivery in the counties in Kenya.
- The national government should commit to disburse county allocation funds on time to enhance effective administration of county governments.

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