

CHALLENGES FACING PUBLIC RESOURCES MANAGEMENT OF DEVOLVED GOVERNMENTS IN KENYA: A CASE OF MACHAKOS COUNTY

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Abstract

Public resources management has experienced many difficulties and hurdles during the short period of devolution. Of great concern is the emotive debate on the utilization of the resources given. The main objective of the study was to assess the challenges of public resources management in Machakos County. A descriptive design method was used for the study. The target population of the study included the senior, middle and lower level managers at the County Government of Machakos. The main instruments for data collection were questionnaires with both structured and open ended questions. SPSS was used to analyze the data collected. On the basis of empirical findings, the study established that there is a relationship between strategic, institutional, integrated and analytical challenges and public resources management in

Machakos County. These findings therefore, yielded into recommendations for strategic, institutional, integrated and analytical improvement of public resources management in Machakos County.

Keywords: Resource Management, Devolution Challenges, County Governments, Kenya

INTRODUCTION

Good management of the Government's physical and financial assets will be beneficial to the long-term fiscal position and the performance of the economy. Raising the standard of infrastructure and asset management is a key part of the Government's economic growth agenda. Globalization has been accompanied by an equally global tendency towards devolution of authority and resources from nation-states to regions and localities that take on various forms, depending upon which actors are driving decentralization efforts. The existence of a general trend towards devolution also has significant implications for efficiency, equity, and administration. The dissolution of political power and the creation of new forms of governance is a global phenomenon, where the experience of a peaceful, civil process is not unique, but is remarkable, where there are lessons to be learned from that process that speak to state and inter-state relations, governance and collective action in civil society (Norris, 2011).

Kenya has experienced episodes of political instability which has caused adverse effects on the economic performance and social cohesion. Other failures experienced in the country include corruption, poverty, inequalities and economic stagnation (Institute of Economic Affairs, 2010). The failures and instability are linked to the quality of governance that is dependent on institutions. Devolution is a political response to the failures such as poverty, economic stagnation, corruption, inequalities, conflicts and inefficient use of public resources in the country. In addition, the devolution process is implemented as a reaction and response to external pressure of organized groups.

Research on globalization has tended to stress the role global processes are playing in undermining the importance of nationally based policy-making, politics, culture, and society. Such trends are underpinned by the proliferation of communication and transportation media, the emergence of dominant forms of international, brand-based capitalism, and the standardization of various modes of interaction, from the convergence of languages to digitization (Altbach, 2010). Accordingly, globalization tends to promote a new international homogeneity across the global order. Such homogeneity implies a certain erosion of the importance of spatiality at the national, and by extension the regional, levels as global

processes succeed in diluting and internationalizing the traditional 'nexus of interactions' associated with local and regional spaces.

Yet, in spite of this, globalization is failing to obliterate the importance of the local dimension across the world. In many ways, recent developments point in an opposite direction: towards a greater relevance of place, space, and regions. The growing visibility of the local and regional dimension has many manifestations. In this research, the author concentrated on one of the most significant recent developments at the global level: the widespread transfer of powers downwards towards regions. This process, which in some cases involves the creation of new political entities and bodies at a subnational level and in others an increase in their content and powers, is known, depending on different national contexts, as regionalization, devolution, or decentralization (Smith, 2012).

In Kenya's history, there have been various attempts at putting devolved Government programs and these included the District Focus for Rural Development (DFRD) among other schemes. The focus of the DFRD was the administrative districts of Kenya which have varied from time to time depending on the population growth and the geographical reach. However, the approach of the DFRD did not take into cognizance many things including popular participation and the need to measure the effectiveness of its programs. Today we have a substantive County Government complete with its own executive, legislature and public service. However, each of the County Governments is not all effective in the same manner even though the general intention is to promote development. Now that each of them receives a specified amount of funding, it is now more than ever necessary to empirically measure the quality of *governance* in order to find out how effectively Governments are responding to the expectations of the people. Towards this, various indicators have been identified which can be assigned numerical values based on the underlying data and calculated through a defined process to create a performance index and a ranking (Ngundo, 2014).

This research examined challenges facing Public Resources Management in Kenya's devolved Government and the importance of its successful implementation in Machakos County. The study covers review of the literature on related content and gives results of response data collected from conducting a survey on targeted population. The study interviews County officers on their thoughts and opinions on Public Resources Management in Machakos County, Kenya.

Purpose of the Study

The purpose of this research was to assess challenges facing Public Resources Management in Kenya's devolved system of government with reference to Machakos County.

THEORETICAL REVIEW

In an effort to explain the misuse, misappropriation or prudent and proper utilization of Public Resources Management, scholars have attempted to advance certain theories in this field. To this end, this study has been modelled on the following theories.

World Systems Theory

This study is modeled on the World system which attempts to explain the historical rise and economic development of some countries, as well as the continued poverty of others in the world. It was created by policy-oriented intellectuals in countries at a medium level of development to account for their societies' demonstrable inability to catch up to the rich countries. World system theory is a highly political approach to the problem of economic development in the Third World. In its contemporary American form, world-system theory has broadened into a more purely academic enterprise designed to explain the historical rise of the West, as well as the continued poverty of most non-Western societies. But it has generally remained the property of the left, which demands redistribution of the world's economic wealth and which provides theoretical and ideological support for a "new international economic order" (Osei-Kufuor & Bakare, 2013).

The modern world-system is understood as a set of nested and overlapping interaction networks that link all units of social analysis - individuals, house-holds, neighborhoods, firms, towns and cities, classes and regions, national states and societies, transnational actors, international regions, and global structures. The world-system is all of the economic, political, social, and cultural relations among the people of the earth. Thus, the world-system is not just "international relations" or the "world market." It is the whole interactive system, where the whole is greater than the sum of the parts. All boundaries are socially structured and socially reproduced, as are the identities of individuals, ethnic groups, and nations. Within this system of nested networks, bulk goods exchanges are spatially restricted by transport costs to a small region, political/military interactions occur over a larger territory, and prestige goods exchanges are the largest important interaction networks. For any particular group it is the whole nested network with which it is interconnected that constitutes its "world-system." Systemic interaction is reutilized so that the connected actors come to depend, and to form expectations, based on the connections (Rydin & Pennington, 2010).

This theory resonates well with this study in the sense that public institutions are political in nature and practice. Consequently, politics influences allocation and general use of resources which in most cases undermines Public Resources Management. Besides, the theory qualifies the influence of institutional issues in shaping utilization of resources. This occurs because

institutions are designed and controlled by political leaders and if they are have proper structures in place then a County will flourish economically, conversely the opposites is also true and possible. Consequently, counties which have better institutional, strategic, integration and analytical systems in place will become economically better than counties that have poor institutional, strategic, integration and analytical structures. This theory, therefore confirms that there is a strong relationship between institutional, strategic, integration and analytical issues and public resource allocation.

While it is acknowledged (Khan, Faquet, Gaukler & Mekasha, 2014) that there is still development in the process of exploitation, it is hard to believe that in order to further develop the peripheries; they should be able to maximize their network with Semi Peripheries and Core Countries. One of my concerns in this theory is that it did not even open the theory towards control of aid or trade among the three elements. I do believe that the integration of the three elements, though changing should have a limit for them to be able to discover their own strengths. The concept of development in this theory is thus abusing the weakest. The World System Theory is still a power social interaction in the world of international trade.

Stewardship Theory

The stewardship theory, also known as the stakeholders' theory, adopts a different approach from the agency theory. It starts from the premise that organizations serve a broader social purpose than just maximizing the wealth of shareholders. The stakeholders' theory holds that corporations are social entities that affect the welfare of many stakeholders where stakeholders are groups or individuals that interact with a firm and that affect or are affected by the achievement of the firm's objectives (Shleifer & Vishny, 2007). Successful organizations are judged by their ability to add value for all their stakeholders. Some scholars consider the natural environment to be a key stakeholder.

Stakeholders can be instrumental to corporate success and have moral and legal rights (Sihanya, 2011). The key objective is enabling stakeholders get what they want from a firm. Therefore, corporate leaders have to consider the claims of stakeholders when making decisions and conduct business responsibly towards the stakeholders (White, 2009). Participation of stakeholders in corporate decision-making can enhance efficiency and reduce conflicts.

According to Frank (2011), corporations adopt reactive or proactive approaches when integrating stakeholders' concerns in decision making. A corporation adopts a reactive approach when it does not integrate stakeholders into its corporate decision making processes. This results into a misalignment of organizational goals and stakeholder demands.

Some authors attribute scandals such as those of Enron and WorldCom to the failure to consider stakeholder concerns in decision making (Institute of Economic Affairs, 2010). Following these scandals, some Governments set up new regulations to align the interests of stakeholders with corporate conduct. For example, the Sarbanes-Oxley Act (SOX) was passed as a result of the collapse of Enron and WorldCom. Altbach (2010) argues that the stewardship theory remains the theoretical foundation for much regulation and legislation. A proactive approach is used by corporations that integrate stakeholders' concerns into their decision-making processes and thus establish necessary governance structures.

In summary, the stewardship theory suggests that a firm's board of directors and its CEO, acting as stewards, are more motivated to act in the best interests of the firm rather than for their own selfish interests. This is because, over time, senior executives tend to view a firm as an extension of themselves. Therefore, the stewardship theory argues that, compared to shareholders, a firm's top management cares more about the firm's long term success. This theory resonates well with this study in the sense that the resources being managed by the County Governments do not belong to them.

As a matter of fact, the County officials are only custodians of the County resources which belong to various stakeholders like citizens, donor community among others and therefore, they must prudently manage the resources since the abuse and misuse of the same affects various stakeholders. Analyzing phenomena only within agency theory framework may result in: 1) disregarding of principal's obligation towards agent; 2) ignoring distrust development and disrespect of agents; 3) neglecting ethical aspects and 4) overlooking of prospective solutions consistent with ethical norms.

EMPIRICAL REVIEW

Strategic Challenges in Public Resources Management

Strategic resource management involves creating plans to source, store, use and dispose of the materials needed to do business (White, 2009). Manufacturing businesses for instance face unique challenges in strategic resource management, as they often use basic raw materials and natural resources as inputs rather than finished or semi-finished components. Understanding the unique challenges organizations face in this area can help address strategic resource management issues in an organization or to more fully understand the issues that suppliers face.

All companies can benefit from applying strict ethical guidelines to their supplier selection process, but organizations can face additional challenges in this area. Organizations' suppliers are often raw material harvesters, such as logging companies, stone quarries and oil

refineries. Sourcing materials such as lumber can have direct negative impacts on the environment, regardless of how ethically a supplier treats its employees or how honest it is in its business dealings. Using lumber as an example, an organization can choose to only do business with suppliers that replant a tree for each one they harvest, or an organization can choose to regularly donate money to tree-planting nonprofits to compensate for the lumber it consumes (Diaz-Serrano & Rodriguez-Pose, 2014).

The price of raw materials can fluctuate more wildly than finished or semi-finished components. Consider computer-chip organizations that use gold or silver in their production processes, for example. Gold prices tend to rise as general economic conditions worsen, making materials more expensive for chipmakers at the same time as demand decreases (Dickovick & Riedl, 2010). Organizations can deal with this unique challenge by negotiating time-bound price contracts with suppliers, stipulating a single purchase price in the future in return for guaranteed purchases.

Supply issues can present distinct challenges for organizations, as their production inputs may not always be available in reliable quantities. Consider a processed-food organization relying on a local fishing economy, for example. Local fisherman rarely brings in the same size catches every time they come to shore, and different years and seasons can affect catch sizes in different ways. If organization cannot obtain sufficient quantities of raw materials from a supplier with whom it has a price contract, the organization may be forced to meet their excess need through a supplier who charges a higher price or provides lower quality materials. On the other hand, a supply shortage can lead organizations to discover more reliable and cost-efficient suppliers to work with (Godda, 2014).

Organizations can realize significant financial benefits from international outsourcing or by setting up wholly owned subsidiaries in different countries. This introduces new challenges to strategic resource management decisions by forcing companies to operate within multiple legal environments governing the employment relationship. Spreading institutional challenges across the globe also introduces distribution challenges for raw-material inputs and finished-goods outputs (Kumar & Prakash, 2012). If an organization locates a production facility in China while sourcing lumber from Guatemala, for example, the lumber has to be shipped across an ocean before it can be used in production, introducing additional costs and negative environmental impacts (Kyriacou & Roca-Sagale's, 2011).

Institutional Challenges in Public Resources Management

Capacity assessment and development refer to the capacity of individuals, organisations and institutional frameworks (TFDK, 2011). The three levels are interrelated, and institutional reform

requires capacities for implementing change at all levels and can affect capacities at all levels. Training, equipment and staff are elements of organisational capacity, but institutional effectiveness also depends on how organisations and individuals interact with institutions – on ‘political processes in which rules are respected, avoided or negotiated’ (TFDK, 2011). Moreover, as public sector institutions are affected by social and political norms, capacities need to be assessed in civil society and the private sector as well as the state. The creation of an enabling environment for organisational and institutional development requires looking beyond state structures to society, the economy and ideology (Bogopane, 2014).

Lack of political commitment is a common explanation for public sector institutional (or ‘governance’) reform failure. It can be linked to factors such as reform fatigue, patronage networks and a lack of financial incentives (Akorsu, 2015), as well as aims such as staying in power and satisfying elite supporters. In such contexts, increasing political participation could simply enhance the power of local elites (Masanyiwa, Niehof & Termeer, 2012), while women are often excluded from male-dominated patronage and power networks.

A key question relates to assessing political commitment. Olatona and Olomola, (2015) propose a framework of six elements to assess political commitment and ownership of reforms: whether impetus for change is external or internal; whether domestic actors have been the drivers behind assessing policy options, outcomes and costs/benefits; the extent of consultation with stakeholders; public commitment and allocation of resources; continuity of effort and commitment of resources and planning for the long term; and whether processes for adaptation and learning have been established.

Public sector institutions operate within systems of formal and informal norms. Informal norms and institutions are pervasive and can have negative or positive impacts on development outcomes (Saavedra, 2010). Public actors are subject to both formal and informal incentives, and in some instances, informal norms can trump formal incentives. In developing countries clientism and patronage politics are particularly pervasive, but other informal norms and organisational cultures can be equally insidious. Shen and Zou, (2015) cite the example of Brazilian state law which prohibits extra-judicial executions, but informal practices hint that this is encouraged, making police officers engage in such killings. Strengthening the law or enforcement policies under such circumstances is unlikely to have the desired effect.

One result of not taking informal institutions into account can be ‘isomorphic mimicry’ – when Governments copy formal rules without changing implicit rules and norms (Akorsu, (2015). Eventually the formal rules collapse without informal institutional foundations (Abdumlingo and Mwirigi, (2014). Exclusive public sector institutions can perpetuate socio-economic disadvantage and poverty through shaping policy priorities and implementation. They

can lead to discrimination against socially marginalised groups in accessing services. Institutions can compound disadvantage in cases of groups who face multiple exclusions (e.g. a disabled, low caste, poor widow in a remote location).

A gender perspective is key in institutional reform. There is enough evidence now to suggest that a gendered approach is developmentally beneficial. Potential positive outcomes include increasing uptake of services by everyone, providing positive role models for women, improving services for women, making policy responsive to women's needs and changing the organisational culture to be gender friendly. However, attempts to increase the proportion of women in public organisations have had limited success (UNECA, 2015), and increasing the number of women in positions of power is not sufficient to achieve women's empowerment (Burugu, 2010). A 'critical mass' is required to change organisational cultures.

Understanding the proportion and different roles of women and men involved in reform processes and related collective action matters for effective development (UNECA, 2014). Women's and men's interests usually differ; moreover, women's disempowerment restricts their access to basic services and participation in collective decision-making.

To date, mainstream governance reforms have not focused on gender issues: programme documents rarely include gender benchmarks or indicators. Further, there is a striking lack of research on the impacts of public sector governance reforms on gender and diversity, and on public sector governance reforms with a gender or diversity focus. Rwanda Governance Board (2011) provides recommendations on integrating gender into public sector institutional reform.

Integration Challenges in Public Resources Management

Several weaknesses must be overcome to implement IRM. Here are the most important ones. A common issue is the inadequacy between IRM objectives of integration and the fragmentation of institution and laws. Each resource is managed by a different governing body while there often exist various laws for water, land, air with different and sometimes contradictory objectives (Oduola, 2014). Consequently, IRM should not only coordinate planning agencies but also integrate them in a common legal framework.

IRM brings together a variety of experts such as nature and social scientists, engineers, economists, operating staff, managers, planners, decision-makers and so forth (Kayode, Adagba & Anyio, 2013). They should work closely in an interdisciplinary process. Without a strong cooperation, implementing IRM is doomed to failure. Bold leadership is necessary to coordinate and define clear responsibilities between members.

One weakness of IRM is the complexity of the approach. Taking into account all resources, their interrelationships, as well as the economic, social and environmental aspects of activities might seem like a herculean task. What should be included and what are the boundaries of the study? However, this complexity is partly linked with a misunderstanding of what IRM should be. Even if an IRM approach should give equal consideration to all resources, it is important not to confound “integrated” and “comprehensive”. While a comprehensive approach requires that each variable and relationships in the system is examined regardless of its significance, an integrated approach considers each variables and relationships but examines only the key ones. Thus, system boundaries, objectives and goals must be clearly specified to define the scope of the project. The human, financial and time resources available must be assessed and compared with the needs of the project to define realistic objectives (Norris, 2011).

One strength of the IRM approach is its adaptability. IRM objectives and strategies depend on local priorities. However, this flexibility can also be troublesome when planning. A good understanding of the local context is essential. Things are moving rapidly, which can affect IRM targets. Hence, it is vital to develop a long-term strategy to predict and anticipate future changes, including regulation changes. To avoid wasting time and money, a clear and realistic schedule must be defined at the beginning of the project.

IRM recognizes that stakeholders and the public are part of the project and not external to the solution. It is thus important to recognize who should be involved, when, why and how. The success of an IRM approach is strongly dependent on the active participation of all stakeholders. The absence of one of them in IRM planning process may lead to the failure of the project. It is particularly true with less visible and less powerful stakeholders. However, the integration of various perspectives may cause conflicts because each stakeholder will value resources according to its own point of view. Different values lead to technical, ethical and financial disagreements. Dealing with conflicts early in the process enables them to be solved before they become bigger issues in the long-run (Republic of Rwanda, (2012).

IRM is an iterative process. Hence, it is key to learn from stakeholders and the environment at each step of the project. Learning from stakeholders enables the identification of issues in order to satisfy the expectations of most people. To achieve success, this relationship should work in both directions: the public provide their input and the IRM team informs the public. The objective is not to teach people but to learn from them.

IRM progress must be assessed throughout the project. To do so, evaluation criteria must be defined in accordance with the goals of the study and the local context. These criteria must have the same logic of integration as IRM. However, a barrier to a successful IRM implementation is the lack of proper evaluation criteria. Multidimensional indicators should be

developed to integrate environmental, social and economic aspects in the assessment (IMF, 2011). Monitoring gives quantitative data to assess the current situation and progress made. But too much information could be counter-productive. An efficient system to collect, store and convert raw data into useful information is necessary to avoid getting overwhelmed. The use of a computing tool such as Geographic Information System (GIS) is very helpful.

Operational staff sometimes lack the necessary skills to deal with new technical solutions. Thus, policies and implementation strategies must be designed to train staff members. Moreover, although maintenance is an essential step to avoid low performance due to deteriorated equipment, it is often disregarded in projects. Consequently, operation and maintenance must be included in the budget since the beginning of the project (Ulrich, 2008). All these implementation barriers can be overcome with good planning. Keep in mind that IRM is an adaptable process, so each project should define strategies best suited for the local context.

In summary, IRM is a promising approach to fulfill increasingly ambitious sustainability objectives because it takes into account the links between natural resources. However, there is still a gap between theory and practice. Research is needed to better understand the environmental cycles, the interrelationships between natural resources, the environmental costs of human activities and their social benefits. But to make an integrated approach successful, it is not sufficient to only consider natural resources. Indeed, institutional challenges are a vital part of the process. Governance and regulation must evolve to support an IRM strategy. Cooperation between governing bodies must be enhanced while laws must be less fragmented to match IRM objectives. Implementing IRM is challenging. Are the benefits worth the costs?

Analytic Challenges in Public Resources Management

It is imperative for any public entity to have a system of monitoring and evaluating the management of public resource utilization or management. This can be effectively executed with the use of various techniques as follow up mechanisms. This is to ensure that the intended outcome is achieved that is commensurate to the resources invested. The core aim here is to establish a measurement criteria of how resources are being utilized for the public good (Kanyinga & Okello, 2010).

Having a flexible strategy and measuring performance is becoming more important for securing an organization's future existence. This can be achieved with the help of financial management that helps to set up strategic goals and ways of measuring performance. These goals should be both quantitative and qualitative. Classical performance measurement is not sufficient because it is based on historical data. To enable an organization to effectively manage

their resources, various monitoring and evaluation systems are continuously improved (Ochieng, (2012).

These information systems provide an organization's management with all the information required to be able to make correct decisions and successfully manage the organization. For this purpose, new or modified enterprise resource planning (ERP) systems are used. These systems allow for faster reactions to the current situation within an organization as well as to the changes in its environment. New management systems include, but not limited to Balanced Scorecard, Management by Objectives and Total Quality Management (UNECA, 2012). These systems have been used abroad for many years. In the Czech Republic, they have been used more and more frequently.

The combined shortcomings of current tools and processes make it extremely difficult for resource managers to assess availability accurately, or to allocate resources efficiently. Instead, those managers often respond to multiple, simultaneous resource requests by spreading requested hours across each staffer's resource calendar. However, this results in some staff reporting utilization rates of greater than 100 percent (Sihanya, 2011) when resource managers attempt to calculate resource utilization. Consequentially, resource plans with inaccurate over-allocations get approved – and the issue is perpetuated.

Current resource management products and processes are inconsistent at best for meeting the needs of resource and project managers. Incumbent resource management products are largely separate from the tools used to manage and deliver operational work. This hampers the ability of resource managers to gain complete, accurate views of the information they need to make accurate allocations. Adding to this problem are the typical processes by which resource (and project) requests are submitted – e-mails, phone calls, and in-person conversations.

METHODOLOGY

This study was conducted through descriptive research design. The study is concerned with assessing challenges facing public resources management in Kenya's devolved system of Government with reference to Machakos County. It is specifically intended to investigate the relationship between Public Resources Management and firm characteristics including; strategic challenges, institutional challenges, integration challenges and analytical challenges. Such issues are best investigated through descriptive design. According to Kothari (2008) descriptive research includes surveys and fact-finding enquiries and describes the state of affairs as it exists at present. A descriptive research design helps to ascertain and describe the

characteristics of the variables of interest in a situation, portrays the characteristics of a particular situation and it has the advantages of accuracy and flexibility.

Descriptive survey research designs is used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification (Neuman, 2011). Mugenda & Mugenda (2003) on the other hand give the purpose of descriptive research as determining and reporting the way things are. Barbie and Mouton, (2008) noted that descriptive survey research is intended to produce statistical information about aspects of education that interest policy makers and educators. The ideal setting for any study should be easily accessible to the researcher and should be that which permits instant rapport with the informants.

Target Population

The study targets all 47 Counties with specific focus on Machakos County. The research targeted senior, middle and lower level managers of the County assembly. Managers are targeted because they have adequate Knowledge of devolved governance and the devolution process and therefore they were able to give required information.

Census Design

Given that the entire population was sufficiently small, comprising 178 managers in Machakos County, a census method was used and the entire population was used in the study. According to (Mugenda, 2003), census is a study of every unit, everyone or everything, in a population. It is known as a complete enumeration, which means a complete count.

Data Collection Method

The main instrument for data collection was the questionnaire. The questionnaire is a convenient tool especially where there are large numbers of subjects to be handled. It facilitates easy and quick derivation of information within a short time. A self-administered questionnaire was used by the researcher as it is economical in terms of time. The study also used the interviews and group discussions during the research.

Validity and Reliability of the Instruments

Validity is the extent to which inferences made on the basis of numerical scores are appropriate, meaningful and useful (Mugenda, 2003). To test the validity of the research instrument a pilot study was carried on 10 randomly sampled employees at the county in order to identify the research instrument that is ambiguous. This involved distributing a few samples of the research

instrument to the respondents, hence the response and understanding of the questions analyzed. Ambiguity and irrelevant information noted in the questionnaire were modified for validity purpose. The respondents were also requested to respond on the clarity of the questions presented to them.

To measure reliability, 5 managers were requested to tick off the item in the questionnaire. . The researcher used the Cronbach's Alpha that is widely used to assess internal consistency and reliability and point a scale of 0.7 cut-off point is seen as a reliable research instrument Hennink, M. (2013). In this study a threshold of 0.70 was used to establish the reliability of the data collection instrument. This was computed with the assistance of Statistical Package for Social Sciences (SPSS). A coefficient of above 0.70 was obtained and this indicated questionnaires were reliable instruments in gathering data.

EMPIRICAL RESULTS AND DISCUSSIONS

Model Summary

Table 1: Regression Coefficients

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	7.201	3.502		2.056	0.045
Strategic issues	1.076	0.26	0.528	4.138	0
Institution issues	4.138	0.106	0.09	3.254	0
Integration	0.278	0.102	0.202	2.725	0
Analytical issues	0.34	0.168	0.248	2.02	0.047

From the above the regression equation shows: $Y = 7.201 + 1.076 X_1 + 4.138 X_2 + 0.2780 X_3 + 0.340 X_4 + e$

The study findings indicate that there is a significant positive relationship between strategy and public resources management ($\beta = 1.076$, $t = -4.138$. and P value < 0.05). This implies that a unit increase in strategic issues is associated with - 0.468 decreases in public resources management. In addition, the study findings depicted that there is a significant relationship between institution issues and public resources management ($\beta = 4.138$, $t = -3.254$ and P value < 0.05). This implies that a unit increase in institution issues is associated with 0.445

increase in public resources management. Further, results in Table 4.20 showed that there is a negative significant relationship between integration issues and public resources management ($\beta=0.278$, $t= -6.340$ and $P \text{ value}<0.05$). This implies that a unit increase in integration issues is associated with 0.278 decrease in Public resources management. Finally, results in Table 4.20 showed that there is a negative significant relationship between analytical issues and public resources management ($\beta=0.340$, $t= -6.340$ and $P \text{ value}<0.05$). This implies that a unit increase in analytical challenges is associated with 0.340 decrease in Public Resources Management.

CONCLUSIONS

Based on the results from data analysis and findings of the research, one can safely conclude the following according to the objectives of the study.

Strategic Challenges

From the results, it can be concluded that mechanism of plans created to source, store, use and dispose of the materials is unsatisfactory and hence wanting. Besides, it was established that, resource breakdown structure to complete the project in a hierarchy at the County is not well designed to enhance public resources management. The respondents also felt that there is less practice of responsibility assignment matrix to assign duties in resource management at the County. Lastly the study showed that resource histogram to prevent resource over allocation is poorly executed at the County. This proves that strategic challenges are the leading setbacks in public resources management in county governments.

Institutional Challenges

Results demonstrated lead to the conclusion that there are qualified personnel to enhance public resources management at the County, meaning the right kind of people were employed. It was also established better policies on public resources management do not exist at the County, including codes of conduct governing public resource administration at the Count not effectively managed and practiced and lastly monitoring of employee compliance with the rules at the County are not effectively managed and practiced.

Integration Challenges

Concerning the third objective, it was established that the integration challenges at the County are not effectively managed and practiced in terms of there is resource dependency to complete more than one task to monitor public resources management, integration challenges /monitoring system in place to enhance good governance of public resources management are not

effectively implemented in terms of having reporting mechanisms in place to enhance integration of challenges/monitoring system in public resources management at the County. Overall, the integration challenges are affecting the performance of the County Governments making them not to satisfactorily meet the goals they intended to.

Analytic Challenges

It can lastly be deduced that the County does not maintain a centralized schedule of County resources, analyzing task estimates and actual performance is not properly carried out at the County making the public resources management ineffective. It emerged that providing team members with 360-degree project visibility exists in Public Resources Management at the County, which is a good thing because it gives the projects high success rate. This shows that the counties in Kenya are not performing up to task if the analytic challenges facing them are put to scale.

Suggested ways of improving Governance at the Counties

According to the results, developing and implementing governance policies are the best solutions for dealing with governance at the Counties. Maryann (2001) has also suggested that though requirement in the new constitution on governance in counties present challenges to County leaders, leaders must however maximize on the opportunities that it presents while minimizing its negative impacts. To accomplish these, counties must be transformed to an inclusive system (Maryann, 2001) in management to enhance Public Resources Management.

Mechanisms of plans created to source, store, use and dispose of the materials ought to be restructured, and resource breakdown structure to complete the project in a hierarchy at the County should be well designed to enhance proper Public Resources Management. The responsibility assignment matrix to assign duties in resource management at the County should be implemented fully besides having resource histogram to prevent resource over allocation execution be put at the County with precision.

In addition, better policies on Public Resources Management at the County should be adopted, codes of conduct governing public resource administration should be improved by following existing rules or just implementing the existing ones and maintained centralized schedule of County resources should be done by following existing rules. Further, analyzing task estimates and actual performance should be properly carried out at the County Government by use of analytical tools available in the market and finally providing team members with 360-degree project visibility should continue to be upheld through proper channels amongst the required stakeholders involved.

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