International Journal of Economics, Commerce and Management
United Kingdom ISSN 2348 0386 Vol. 14, Issue 7, July 2026
https://ijecm.co.uk/

RESOURCE MOBILIZATION CAPABILITY AND SERVICE DELIVERY DEVOLVED GOVERNMENTS: EVIDENCE FROM COUNTY GOVERNMENTS IN THE LAKE REGION ECONOMIC BLOC, KENYA

Eric Ngetich
University of Kabianga, Kenya
ercngetich23@gmail.com

Lydia Langat, PhD
University of Kabianga, Kenya
lydchep@gmail.com

Isaac K. Naibei, PhD
Prof., University of Kabianga, Kenya
inaibei@kabianga.ac.ke

Abstract

County governments in Kenya were established under the 2010 Constitution to decentralize service delivery and promote equitable socio-economic development. Despite this mandate, many county governments continue to experience persistent financial and operational challenges in service delivery. This study investigated the relationship between resource mobilization capabilities and service delivery among County Governments in the Lake Region Economic Bloc, Kenya using a correlational research design employing triangulation. The target population comprised 1,214 county officials, made up of County Secretaries, Directors, Heads of Departments, Members of County Assembly, and Chief Executive Officers of County Public Service Boards. A sample size of 301 was used in the study and findings analysed using descriptive and correlation analysis. The findings revealed that resource mobilization capability had a positive and statistically significant effect on service delivery (β = 0.300, p < 0.001). implying that resource mobilization capabilities are critical drivers of service delivery in county *governments hence the need for strong resource mobilization systems. This study contributes to theory by explaining the role of resource mobilization in public sector performance and provides empirical evidence from devolved governance systems in Kenya.*

Keywords: Resource Mobilization, Service delivery, County Governments, Kenya

INTRODUCTION

Resource mobilization capability is critical in devolved units where fiscal autonomy and own-source revenue generation determine the scope and sustainability of service delivery. This capability extends beyond the mere availability of resources to include the institutional capacity to mobilize revenues, attract skilled personnel, maintain infrastructure, and leverage partnerships with non-state actors (Oloo & Kinyua, 2021). International experiences demonstrate that governments with strong mobilization capabilities are better positioned to respond to development challenges. For example, Singapore integrates strategic leadership with robust mobilization systems to ensure timely allocation of financial and infrastructural resources during emergencies (Tan & Low, 2023). In Kenya, counties that have adopted digital revenue systems have reported improvements in revenue generation and service financing, while others continue to struggle due to weak institutional and administrative capacity (KIPPRA, 2024).

There is a growing body of empirical literature that underscores the importance of resource mobilization in enhancing organizational and public sector performance. For instance, Shimwanga *et al.* (2024), established that resource mobilization had a significant positive influence on the financial performance of local authorities in Zambia. This concurrence suggests that across decentralized governance systems, the ability to mobilize resources remains a critical driver of institutional effectiveness and service outcomes. Similarly, the results corroborate those of Ondera and Maina (2023), found that resource mobilization strategies significantly influenced the performance of projects within K-REP Development Agency. This suggests that resource mobilization may not only be relevant at the macro level but also at the project level, where it directly affects implementation efficiency and outcomes. From a strategic management perspective, the findings Teece *et al.* (2020), found that resource mobilization through strategic alliances and knowledge-sharing platforms enhances organizational performance. Kim and Lee (2022) also underscores the role of resource mobilization through diversified supplier networks and digital platforms on operational performance.

Shimwanga *et al.* (2024) examined the influence of resource mobilization capabilities on the performance of local authorities in Zambia sing a correlational design and data from 736 employees across 116 local authorities, the study found a significant positive relationship between resource mobilization capabilities and financial performance ($B = 0.272$, $p < .001$). The findings were consistent to that of Ondara and Maina (2023) which examined the effect of resource mobilization strategies on the performance of projects by K-Rep Development Agency in Kenya and found that donation fundraising, self-funding, institutional partnerships, and community collaboration strategies had a significant positive effect on project performance, particularly in improving timeliness, cost control, and quality. However, the study was limited by reliance on self-reported data, focus on a single organization which limits generalizability, and the descriptive design that constrained the establishment of causal relationships.

Kim & Lee (2022) examined the role of resource mobilization in strengthening organizational performance within South Korean manufacturing firms. This study found that mobilizing resources through diversified supplier networks and digital platforms positively influenced operational performance. However, the study also cautioned that over-reliance on external resources could increase costs in volatile markets. The study recommended integrating internal and external resource mobilization strategies to improve resilience and performance. In a study on African economies, Oyinlola *et al.*. (2020) explored the relationship between governance, domestic resource mobilization, and inclusive growth in sub-Saharan Africa. The study established that while tax-based resource mobilization alone had limited impact on inclusive growth, strong governance frameworks enhanced its effectiveness in driving economic performance. The authors concluded that robust governance reforms are essential for maximizing the benefits of resource mobilization in African countries.

County governments in Kenya were established under the Constitution of Kenya (2010) with the objective of decentralizing public service delivery, promoting equitable development, and enhancing citizen participation in governance. Devolution was expected to improve efficiency, accountability, and responsiveness by bringing decision-making closer to citizens (Mwenda & Ngugi, 2023). Despite these intentions, more than a decade after the introduction of devolution, significant disparities persist in the quality, timeliness, and accessibility of public services across counties. This study therefore sought to examine the relationship between resource mobilization capability and service delivery by County governments in the Lake Region Economic Bloc, Kenya

RESEARCH METHODOLOGY

This study applied correlation research design and triangular research design. study was carried out among the 14 counties that form the Lake Region Economic Bloc. These counties are: Bomet, Bungoma, Busia, Homa Bay, Kakamega, Kericho, Kisii, Kisumu, Migori, Nandi, Nyamira, Siaya, Trans Nzoia, and Vihiga. The target population comprised 1,214 county officials, made up of County Secretaries, Directors, Heads of Departments, Members of County Assembly, and Chief Executive Officers of County Public Service Boards. A sample size of 301 respondents determined using Yamene (1967) formula.

This study utilized a questionnaire as the primary data collection instrument to gather comprehensive information from participants. The questionnaire was self-designed and self-administered. Instrument validity was determined by discussing with experts in the field of governance and supervisors in order to confirm it covers all relevant aspects of the research (Cohen, Manion, & Morrison, 2018). Face validity was determined by observing the questionnaire to determine whether it measures the constructs under study. Construct validity was established using factor analysis to ensure the questions align with theoretical constructs (Field, 2013). In order to establish the reliability of the instrument, a pilot group of respondents, who include the County Secretaries, Directors, Heads of Procurement, Heads of HR, Monitoring and Evaluation officers, Members of county assembly and CEO county public service board in the six of the eight counties that form the North Rift Economic Bloc (NOREB). Thereafter Cronbach alpha was computed in order to establish the instrument reliability.

RESULTS AND DISCUSSIONS

The study examined resource mobilization capability using twelve statements measured on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The overall mean score for the construct was 3.28 (SD = 1.22), indicating a moderate level of agreement among respondents regarding the presence of resource mobilization capabilities within County Governments in the Lake Region Economic Bloc. The results are presented in Table 1

Table 1: Descriptive Statistics for Resource Mobilization Capability

Statement	N	Min	Max	Mean	Std. Dev
Financial capital from revenue collection	291	1	5	2.92	1.06
Recruitment of competent human capital	291	1	5	3.64	1.20
Availability of relevant equipment	291	1	5	3.13	1.14
Multiple own-source revenue streams	291	1	5	2.59	1.09
Development of new revenue streams	291	1	5	2.84	1.41
Strong partnerships for resources	291	1	5	3.96	1.13
Stakeholder collaboration supports service delivery	291	1	5	3.89	0.89
Clear governance and accountability structures	291	1	5	3.38	1.42
Adequate institutional capacity	291	1	5	3.33	1.36
Use of digital systems in revenue collection	291	1	5	3.20	1.25
Knowledge sharing and learning	291	1	5	3.35	1.29
Leveraging digital systems for financial management	291	1	5	3.18	1.35
Overall	**291**	**1**	**5**	**3.28**	**1.22**

The findings in Table 1 indicate that strong partnerships with national agencies, private sector actors, and development partners recorded the highest mean score (M = 3.96, SD = 1.13), suggesting that inter-organizational collaboration is a key strength in enhancing access to financial and technical resources. Similarly, stakeholder collaboration in supporting service delivery was highly rated (M = 3.89, SD = 0.89), indicating strong consensus among respondents and relatively low variability in responses. The recruitment of adequate and competent human capital also recorded a relatively high mean (M = 3.64, SD = 1.20), implying that human resource capacity plays a significant role in achieving county targets. However, some aspects of resource mobilization recorded comparatively lower mean scores. Notably, the existence of multiple reliable own-source revenue streams had the lowest mean (M = 2.59, SD = 1.09), suggesting that many counties still heavily depend on national government transfers. Additionally, development of new revenue streams (M = 2.84, SD = 1.41) and financial capital from revenue collection enabling achievement of objectives (M = 2.92, SD = 1.06) were rated below the overall mean, indicating potential weaknesses in internal revenue generation mechanisms. Moderate mean scores were observed in areas such as use of digital systems in revenue collection (M = 3.20), institutional capacity (M = 3.33), and knowledge sharing and learning (M = 3.35), suggesting that while these capabilities exist, they may not yet be fully optimized. The standard deviations across most items range between 1.06 and 1.41, indicating moderate variability in responses. This suggests that perceptions of resource mobilization capacity differ across respondents, likely reflecting variations in county performance and institutional effectiveness. Overall, the findings imply that while County Governments demonstrate reasonable strength in collaborative and human resource-related aspects of resource mobilization, there remain notable gaps in internal revenue generation, innovation in financing, and optimization of financial systems. These results provide a foundation for further analysis on how resource mobilization capability influences service delivery.

Apart from the descriptive statistics, a correlation analysis was conducted to establish the relationship between resource mobilization capability and service delivery in county governments in Kenya. The findings indicate a moderate positive and statistically significant relationship between resource mobilization and service delivery ($r = 0.427$, $p < 0.01$). This suggests that counties with stronger resource mobilization capacity tend to exhibit improved service delivery outcomes. The results are summarized in Table 2

Table 2: Relationship between Resource Mobilization and Service Delivery

Variable	r (Correlation)	B	Beta (β)	t	Sig.
Resource Mobilization (RM)	.427**	0.346	0.300	6.262	0.000

Note: $p < 0.05$

The regression results further reinforce this relationship. Resource mobilization capability was found to have a positive and significant effect on service delivery ($\beta = 0.300$, $t = 6.262$, $p = 0.000$). The unstandardized coefficient ($B = 0.346$) implies that a one-unit increase in resource mobilization capability leads to a 0.346 unit increase in service delivery, holding other factors constant. These findings demonstrate that resource mobilization capability is an important predictor of service delivery in county governments. The statistically significant t-value ($t = 6.262$) and the very low p-value ($p < 0.001$) confirm that the observed relationship is not due to chance. The standardized beta coefficient ($\beta = 0.300$) indicates that resource mobilization makes a meaningful contribution to variations in service delivery, although other factors may also play a role.

The results are consistent with the theoretical expectation that effective mobilization of financial, human, and material resources enhances the ability of county governments to provide timely, adequate, and quality services. Counties that are able to generate local revenue, attract external funding, and efficiently allocate resources are better positioned to meet citizens' needs. These findings also align with previous empirical studies which have established that resource mobilization is a critical determinant of public sector performance and service delivery. For instance, studies in decentralized governance contexts have shown that enhanced own-source revenue generation and improved fiscal capacity lead to better infrastructure development, healthcare provision, and overall public service outcomes. The findings of this study are consistent with the findings of Shimwanga *et al.* (2024), who established that resource mobilization had a significant positive influence on the financial performance of local authorities in Zambia. This concurrence suggests that across decentralized governance systems, the ability to mobilize resources remains a critical driver of institutional effectiveness and service outcomes.

Similarly, the results corroborate those of Ondera and Maina (2023), who found that resource mobilization strategies significantly influenced the performance of projects within K-REP Development Agency. This parallel reinforces the argument that resource mobilization is not only relevant at the macro (county) level but also at the project level, where it directly affects implementation efficiency and outcomes. From a strategic management perspective, the findings are also in agreement with Teece *et al.* (2020), whose work on dynamic capabilities highlights that resource mobilization through strategic alliances and knowledge-sharing platforms enhances organizational performance. However, their observation that weak absorptive capacity can limit the benefits provides an important nuance to the present study. It suggests that while counties may mobilize resources effectively, their ability to utilize these resources efficiently (institutional capacity) is equally critical in translating them into improved service delivery. In the same vein, Kim and Lee (2022) found that resource mobilization through diversified supplier networks and digital platforms significantly improved operational performance. This resonates with the current findings by implying that modernization and innovation in resource mobilization mechanisms such as digital revenue systems can further strengthen service delivery in county governments.

However, not all studies fully align with the present results. For instance, Onyula *et al.* (2020) found that resource mobilization alone did not have a significant effect on inclusive growth, emphasizing the need for robust governance reforms. This apparent divergence does not necessarily contradict the current findings but rather complements them by highlighting that resource mobilization must be supported by strong governance, accountability, and institutional frameworks to achieve broader developmental outcomes. Additionally, Gachoka et al. (2023) found that both financial and human resource mobilization strategies had a positive impact on organizational performance, further supporting the multidimensional nature of resource mobilization observed in this study. Overall, the findings of this study are largely consistent with existing empirical evidence, confirming that resource mobilization capability is a key determinant of service delivery. The convergence of results across different contexts strengthens the validity of the study’s conclusions. However, the insights from contrasting studies suggest that resource mobilization, while necessary, is not sufficient on its own. Its effectiveness depends on complementary factors such as governance quality, institutional capacity, and efficient resource utilization.

Therefore, county governments in Kenya should not only focus on enhancing their resource mobilization capacity but also strengthen governance structures, accountability mechanisms, and absorptive capacity to fully translate mobilized resources into improved service delivery outcomes.

CONCLUSION AND RECOMMENDATIONS

The study found that resource mobilization capability had a positive and statistically significant relationship with service delivery ($r = 0.427$, $p < 0.01$). Regression results further revealed that resource mobilization capability positively influenced service delivery ($\beta = 0.300$, $t = 6.262$, $p = 0.000$). The findings imply that county governments with stronger resource mobilization mechanisms are more likely to improve service delivery outcomes through enhanced financial capacity and efficient allocation of resources. It is therefore recommended that County governments should strengthen resource mobilization strategies by enhancing local revenue collection systems, diversifying revenue sources, and improving financial management practices. There is also need to strengthen accountability and transparency in resource utilization to enhance public confidence and revenue performance. Future studies may focus on other organizational and environmental factors influencing service delivery in county governments beyond dynamic capabilities. Such factors may include organizational culture, leadership styles, governance structures, and citizen participation. Additionally, future studies may adopt longitudinal research designs to examine how dynamic capabilities influence service delivery over time. Researchers may also explore the mediating or moderating effects of other variables such as organizational culture, political stability, and institutional capacity on the relationship between dynamic capabilities and service delivery.

REFERENCES

Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). Sage Publications.

Gachoka, J., Wambugu, L., & Mwangi, M. (2023). Strategic resource mobilization and construction project performance in Kenya. *Journal of Construction in Developing Countries, 28*(2), 33–49.

Kenya Institute for Public Policy Research and Analysis. (2024). *Kenya economic report*. KIPPRA.

Kim, J., & Lee, K. (2022). Resource mobilization and firm performance in South Korea. *Asian Business & Management, 21*(4), 555–576.

Kim, T., & Lu, J. (2019). Learning capability and organizational resilience. *Journal of Knowledge Management, 23*(9), 1811–1830.

Mwenda, A. K., & Ngugi, S. (2023). Devolution and service delivery in Kenya. *Journal of African Governance, 10*(1), 1–18.

Oloo, J., & Kinyua, G. (2021). Revenue mobilization and service delivery in devolved governments. *International Journal of Finance and Accounting, 6*(2), 33–44.

Oyinlola, M. A., Adedeji, A. A., & Bolarinwa, M. A. (2020). Governance and domestic resource mobilization in Africa. *Journal of African Economies, 29*(4), 437–461.

Shimwanga, M., Phiri, J., & Banda, R. (2024). Resource mobilization capability and performance of local authorities in Zambia. *Journal of Public Finance and Management*.

Teece, D. J. (2020). Dynamic capabilities and public sector performance. *Public Administration Review, 80*(1), 1–6.

