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Influence of Capacity-Building Strategies on Effective Implementation of Devolution: A Case of Mombasa County Government Kenya

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Abstract:
Capacity-building is about human resource development, the development of the organization, and promoting the occurrence of an overall policy environment that is conducive to the generation of suitable responses to emerging needs. Devolution is a structure in which some government powers are exercised by the counties through institutes elected by their people. According to studies on the role of human resources in the implementation of devolution, most of the County officers lack training, both Technical and experiential, since most of them have been brought on board as politically correct individuals; hence, it becomes hard to apprehend them in the event of failure to perform. Human resource development, being one major strategy of capacity-building, leaves a major research gap that needs to be filled. Therefore, the researcher carried out an assessment of capacity-building strategies adopted by the county government in the implementation of devolution by intending to establish the influence of Human resource development techniques on the implementation of devolution. The study was confined to Mombasa County and, specifically, the Mombasa County government. The study concentrated on managerial staff within the Mombasa County government, comprising 248 individuals across 13 departments. Employing a descriptive survey research design, the researcher employed measurement techniques involving inquiries to respondents. This choice was informed by the necessity to gauge perspectives and opinions. Specifically, the focus on managerial personnel was imperative due to their pivotal role in effecting organizational change within the county administration. Stratified sampling was employed to increase the accuracy of the results. The employees in each managerial position, per department, were considered as strata in itself, and then a random sample was selected in each department (strata). The researcher selected a sample of 30% from each department. A questionnaire was used for data collection. The research instrument was piloted on a small representative sample identical to but not including the group that was in the actual study. Content validity was applied to test whether the instruments were able to answer the research questions. Cronbach's Alpha Coefficient was used to measure the internal consistency of the research instruments. Descriptive statistical analysis was done using frequencies and percentages to describe the basic characteristics of the data. The findings indicate that capacity-building strategies significantly affect the successful execution of devolution in Mombasa County. The study underscores the pivotal role of such strategies and recommends their facilitation to enhance devolution implementation in the county.

Keywords: Capacity-building strategies, implementation of devolution, Mombasa county government

1. Introduction

1.1. Background to the Study

In the early 1970s, the UNDP was the first Non-Governmental Organization to bring on board the concept of capacity-building. Initially, they used the term 'Institution Build,' which offered guidance to its staff and member governments. It consisted of building up the ability of basic national organizations in areas such as civil aviation, meteorology, agriculture, health, and nutrition to allow them to perform their tasks in the best way possible. All UN specialized agencies were supposed to actively support capacity-building in the areas for which they were technically qualified, with examples from the FAO in the rural sector and agriculture, WHO in health, etc., but they achieved mixed results. By 1991, the term had evolved and had transformed into new capacity-building, Smith, (2003). Capacity-building is composed of the country's scientific, technological, human, organizational, and institutional capabilities. Ostrom (2007), an essential goal in capacity-building is to boost the ability to evaluate and address the critical questions relating to policy selections, and modes of implementing them among development options based on an understanding of environment potentials, limits and the needs perceived by the people of the country capacity-building encompasses the country's

human, scientific, technological, organizational, institutional and resource capabilities. The historical background of its use dates from the mid-1960s and 1970s. Only in the early 1990s was this term introduced from urban planning and environmental movement into the non-profit sector and its organizations (Restall, 2010). Lafontaine (2012) says capacity-building involves human resource development, the development of organizations, and the promotion of the emergence of an overall policy environment that is conducive to the generation of appropriate responses to emerging needs. The concept of building capacity, therefore, includes developing human resources, the process of individuals being equipped with understanding, skills, and access to information, knowledge, and training that enables them to perform effectively. OAG (2015) argues that organizational development is inclusive of elaborate management structures, procedures and processes, not only within organizations themselves but also including management of relationships between the different organization sectors and institutions together with legal framework development, thus making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities

The concept of capacity-building has been broad and applied both in developed and developing country contexts (Westcott, 2017). However, it has gained prominence in developing countries to support communities with lower incomes and weaker institutional structures and often cannot engage in ecosystem development and management of commons. In the case of rural development, capacity-building can mean strengthening skills to overcome exclusion from developmental processes and improve livelihoods through income generation for impoverished local people (FAO, 2013). The techniques applied to enhance capacity vary across organizational and public domains (Opare, 2014). For local development contexts, human resource development, organizational awareness, and development of infrastructure have been attractive approaches to capacity-building. According to Beth (2013) in the Health Promotion International Journal, capacity-building has been applied to interventions aiming to produce sustained change at levels ranging between the individual and entire nations. Based on research and findings, there are four main capacity-building techniques:

- A top-down organizational approach that begins with changing agency policies and practices;
- A bottom-up organizational approach, such as the provision of skills to staff;
- Partnerships approach involving strengthening the relationships existing between organizations;
- A community organizing approach is one in which individual community members are encouraged to form new organizations or join existing ones to improve the health of community members.

Although each of these techniques is sometimes referred to individually as capacity-building, changes in one domain (e.g., in the individuals who comprise the organization, the policies and practices of the organization, or the relationships between organizations) will often impact other domains. Indeed, it is sometimes argued that capacity-building has not occurred unless more than one domain has been impacted upon (Mclaughlin, 2020).

In Kenya, the Sixth Schedule to the Constitution (Section 15 [2a]) mandates the National Government to facilitate the devolution of power and assist and support county governments in building their capacity to govern effectively and to provide public services. The Kenya School of Government Act no 9 of 2012 mandates the school to build capacity and provide training, consultancy and research for the public service. A national capacity-building framework has been developed to support the capacity-building for devolved governance. The Centre for Parliamentary Studies (CPST) and other institutions of higher learning are obligated to use the framework. Despite endeavors to address county capacity needs, training and skills gaps persist within the public service sector. Major challenges have been experienced in the management of public finance, information and communication technology, human resource management, procurement, development planning, research, and development, as well as leadership.

1.1.1. Devolution Overview

Devolution entails the transfer of governmental powers from the central authority to elected local institutions, enabling counties to exercise certain governance functions autonomously with resources allocated accordingly. According to the World Bank (2012), devolution has worked successfully in world countries like the United States of America, Canada, Britain and Australia. In Africa, it is working well in South Africa, Nigeria and Ethiopia. In most of these countries, devolution is seen as a process of giving political sovereignty to administrative units that are already in place.

In the late 1980s, the French government embarked on a decentralization process by creating regions and setting up regional assemblies. Together with the departmental councils, these new bodies were charged with the responsibility of ensuring infrastructure spending and maintenance in schools and highways and certain social spending. Their revenues are obtained by taxing property and various other taxes. In addition, a majority of their spending is provided by direct grants to such authorities (Wikipedia). In the UK, a devolved government was created following a simple majority referendum in Scotland and Wales in September 1997 and London in May 1998 (Britannica Encyclopedia devolution). Since 1999, devolution has transformed how the United Kingdom is run as more and more powers have been given to the three nations, which, together with England, make up the UK.

The World Bank (2012) observed that Kenya's devolution is concentrated on creating new political and administrative units all at once. Based on the 2010 constitution, this new approach to governance comes with the promise of a more equitable model of economic development that is sustainable to most Kenyans. By way of devolution, it is expected that injustices done in the past and spatial inequities will be addressed. The World Bank (2012) further argued that management of the state through the central and local authorities in Kenya over the past fifty years of independence has experienced a myriad of challenges. Ong'ondo and Barasa (2010) argue that in Kenya, the move towards devolution was provoked largely because of the centralization of the state, in particular through the system of provincial administration. Devolution was adopted as an objective during the famous Safari Park national conferences in the 1990s. The Review of the Kenyan Constitution Act 2000 required the CIC to consider people's participation through the devolved

power, respect for both ethnic and regional diversity, and communal rights, including the right of communities to organize and participate in cultural activities to express their identities. Chapter eleven of the Kenyan constitution is comprised of the devolved government. In this chapter, 47 counties are established, each with its own government. County governments are made up of a county assembly and a county executive. The county assembly is made up of members elected from different wards in the county. County governments are in charge of agriculture, health services, public amenities, county trade development and regulations, and county planning and development, among other services that they are mandated to provide to the residents of that county (Kenyan Constitution, 2010). Mombasa County is one of the 47 Counties in Kenya. It is headquartered in Mombasa town. Initially, it was one of the former Districts, but in 2013, it was reconstituted as a county by considering the same boundaries. It is considered to be the smallest county in Kenya, covering an area of 229.7 km2, excluding 65 km2 of water mass. It lies between latitudes 3° 80' and 4° 10' S and longitudes 39° 60' and 39° 80' E, with a total land mass of 229.6 km² and inshore waters covering 65 km² (Munga, 2012).

1.2. Statement of the Problem

According to the Commission for the Implementation of the Constitution (2014), to achieve Vision 2030, devolution has been viewed as one of the main triggers. A new structure has been worked out to fit in the new two-level devolved governance, the national government and the county government. Having a new structure to fit the new two-level devolved governance has been a big dilemma. Anyango (2013) conducted research on the hurdles encountered during the implementation of devolution in Siaya County. Findings highlighted various challenges, including ambiguity in policy objectives, staff incapacitation, deficient strategic planning, legislative uncertainties, organizational fragmentation, and conflicting interest groups.

Alande (2013) conducted research on human resource development's influence on devolution implementation in Kenya, focusing on Mombasa County. In his study, he revealed that there are a lot of skill gaps in County Governments as existing positions are inherited by an unskilled and illiterate workforce that can never drive the devolution train to its destination. Systems were still lacking since most counties did not even have proper offices; therefore, human resource policies were sparingly absent, and decisions were made based on ad hoc compromises. Most of the County officers lacked training, both technical and experiential since most of them had been brought on board as politically correct individuals; hence, it became hard to apprehend them in the event of failure to perform. Human resource development, being one major technique of capacity-building, leaves a major research gap that needs to be filled.

Napisa Martin (2014) carried out a study on strategies that the county government of Mombasa adopted to raise devolution revenue. The study suggests implementing a robust revenue management system, enhancing staff capacity through training in effective budgetary and financial management, establishing a sound revenue management mechanism, and executing fiscal policy measures.

Ondingi (2014) carried out a study on devolution and the challenges faced in Kenya through a comparative study. The study highlights the imperative of assessing county capacity and requirements to effectively implement the devolution agenda. Additionally, it advocates for the creation of short courses focusing on good governance, complemented by mandatory technical training for aspiring county officials, to bolster governance proficiency and technical competence.

In his study, Kubai (2017) investigated the determinants of successful devolution implementation in Meru County, Kenya. Findings emphasized the critical role of staff training, whether through on-the-job learning or sponsorship to external training institutions, in achieving the devolution agenda effectively. Devolution is full of challenges that can only be dealt with perfectly if capacity-building is enhanced.

The Commission for Constitution Implementation (2014) carried out research on an assessment of the implementation of the system of devolved government; they made several recommendations, e.g., institutional reforms be prioritized, both levels of government individually and collectively expedite the development and review of policies, legislation and administrative procedure and that the process of functional analysis, unbundling competency assignment be completed by training and development of public employees through the process of capacity-building.

Galgallo (2015) carried out a study on Strategic Implementation of challenges in the devolved government units in Mombasa County. His findings indicate that hindrances to strategy execution within the Mombasa County Government encompass human resource constraints, financial limitations, absence of monitoring mechanisms, and ineffective leadership. Consequently, effective devolution implementation hinges on capacity-building interventions. Thus, this study is designed to explore the impact of capacity-building strategies on devolution effectiveness within Mombasa County.

1.3. Research Purpose

The study aimed to assess how capacity-building strategies implemented by the county government, focusing on Mombasa County, influence the effective implementation of devolution.

1.4. Research Objective

To investigate how HR development techniques impact devolution effectiveness in Mombasa County, Kenya.

1.5. Research Question

How do HR development techniques affect devolution implementation in Mombasa County, Kenya?

1.6. Significance of the Study

The study's findings are anticipated to assist various groups of individuals. First, the County government of Mombasa, being the organization of study, will enable the county administrators to understand the kind of employees required. This is in terms of education qualifications, experience, skills, and abilities. Therefore, they will train their employees and empower them with the necessary skills required to implement devolution effectively.

Second, policymakers will be able to conceptualize the necessary strategies to implement devolution. Further, they will understand the challenges faced in implementing devolution and come up with ways to mitigate these changes.

The research outcomes will contribute to academics' understanding of capacity-building strategies utilized by county governments and their efficacy in implementing devolution. Additionally, it lays the groundwork for future investigations into devolution implementation across Kenyan county governments.

1.7. Scope of the Study

The study was delimited to Mombasa County, specifically its government. It targeted managerial employees across all departments, totalling 248 individuals from the county government's 13 departments.

1.8. Assumptions of the Study

The research presumed that categorized-level employees are pivotal in devolution implementation. Furthermore, it assumed respondents would honestly and accurately respond to questionnaire items, providing necessary information without withholding any details.

1.9. Limitations of the Study

Political influence, especially in conducting major government affairs, was likely to weaken the generalization of the study results. Some respondents were likely not to be cooperative in giving out information because some questions could be personal; hence, the researcher had to assure them of anonymity for their participation.

1.10. Delimitations of the Study

An assurance of the respondents that the data to be collected was to be purely for academic purposes only was to encourage most managers to give information.

The questionnaires were also anonymous (no names were required), which removed the fear of respondents being victimized.

2. Literature Review

2.1. Empirical Review

Kenneth (2013) carried out a study on change management changes facing the devolution of government at Kakamega Municipal Council. The findings were that the majority of the employees resisted change due to non-involvement in the planning bit. Anyango (2013) carried out a study on the challenges facing the implementation of devolution in Siaya County. The study revealed several challenges, e.g., a lack of clarity on policy goals, poor strategic planning, vagaries of legislation, organizational disunity, and competing interest groups. Further, he revealed that the governments lack the necessary structures and systems that are required for policy implementation.

Kubai (2017) carried out a study on the factors that influence the effective implementation of devolution in the County of Meru, Kenya. It was established from the study that for a successful implementation of devolution agendas, staff training, either on the job or sponsoring them in various training institutions, is paramount. Devolution has a lot of challenges that can only be dealt with effectively when capacity-building is enhanced.

Ondingi (2014) carried out a comparative study on the challenges facing devolution in Kenya. In his findings, he reported that there was a need to assess the capacity needed to ensure the successful implementation of the devolution agenda. Further, short courses that emphasize good governance alongside core technical training, which should be mandatory for individuals desiring to hold county offices, needed to be developed.

Galgallo Wako (2015) conducted research on strategy implementation challenges in devolved government units in Mombasa County, Kenya. The study identified various obstacles at the county level, including human resource constraints, financial limitations, inadequate legal frameworks, lack of control and evaluation mechanisms, ineffective leadership, poor coordination, insufficient communication, socio-cultural influences, and political factors hindering strategy execution.

Napisa Martin (2014) conducted research on revenue generation strategies employed by the Mombasa County government. He proposed enhancing staff capacity by training them in effective budgetary and financial management, establishing robust revenue management mechanisms, and implementing fiscal policy measures to optimize revenue generation.

The County ought to implement a revised tax collection system to streamline the process, update taxpayer information, and monitor taxpayer status effectively, thus mitigating tax evasion. Commission for the Implementation of Constitution (2014) carried out research on assessing the implementation of the system of devolved government; they made several recommendations:

- Institutional reforms should be prioritized,
- Both levels of government should individually and collectively expedite the development and review of policies,

- Legislation and administrative procedures, functional analysis, and unbundling competency assignments should be completed.

2.2. Theoretical Review

2.2.1. Theory of Optimal Capacity

This research was guided by the theory of optimal capacity, which was advanced and proposed by Isimbabi (2015). It relates to the levels and dimensions of capacity development that are required for achieving a pre-specified level of development objectives. It also raises issues related to the levels at which capacity should be built to achieve maximum effectiveness and to avoid crowding out even within the locally produced capacity. The capacity-strengthening programs, particularly those funded by aid agencies, suffer from the curse of duplication. Developing the capacity optimally to avoid duplication efforts requires an understanding of various donor agencies and their cooperation in investing optimally in a specific set of national institutions. This could result in the optimal level of capacity strengthening that maximizes its benefits towards development goals and reduces the cost of capacity-strengthening investment at the national level.

2.2.2. Theory of Change

Additionally, this study was framed by Rogers' Theory of Change (2007), a model explicating the mechanisms behind anticipated transformations in specific contexts. It elucidates the intermediate steps between program activities and ultimate objectives, thereby addressing the "missing middle". It starts by delineating long-term goals and then traces the necessary outcomes and causal relationships essential for goal achievement. These elements are systematically organized within an Outcomes Framework.

The Outcomes Framework serves as the foundation for determining which activities or interventions will yield the outcomes necessary for reaching the long-term goal. This approach enhances comprehension of the direct connection between activities and long-term goal attainment, facilitating more effective planning. Moreover, it enables improved evaluation by allowing measurement of progress toward longer-term objectives beyond mere program outputs, thus providing a comprehensive understanding of the change process and its outcomes. This theory is lauded for elucidating the mechanisms and reasons behind change, accommodating both straightforward and intricate processes. It diverges from a rigid 'one size fits all' format. However, it has been criticized because it can end up being over-simplified, over-complicated or simply wrong with arrows connecting boxes in ways that could never be possible.
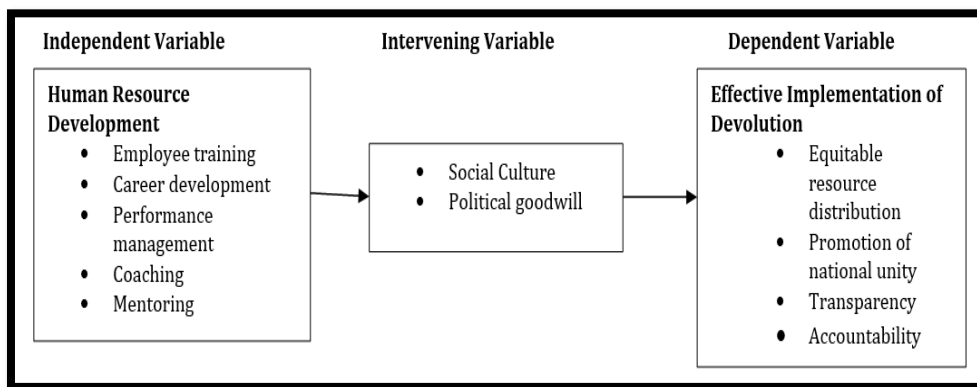
2.3. Conceptual Framework

Figure 1: Conceptual Framework
Source: Author (2024)

3. Research Methodology

3.1. Research Design

The research employed a descriptive survey design, collecting information without altering the environment, hence maintaining a correlational or observational approach to the study, commonly known as descriptive research. A descriptive study will provide information about living styles, attitudes, behaviour or other attributes of a specified group. The present study looked at specific predictions, with narrations of facts and characteristics relating to individuals or a group. Information was obtained by use of a questionnaire and interview methods. Orodho (2003) observes that a descriptive survey is a study concerned with obtaining information through interviews or administering questionnaires to a sample of respondents.

3.2. Target Population

In this research, the target population was employees in managerial positions at Mombasa County Government. This is because they are the ones responsible for implementing any change within the county government. They are distributed in the different departments, as indicated below.

Department	Distribution
County secretary	3
Town treasurer	19
Engineering	7
Town Planning	13
Social services and housing Department	12
Environment	9
Education	7
Public Health	19
Housing Development	25
Human Resource Management	90
Inspectorate	37
ICT	2
Procurement and supply chain Management	5
Total	248

Table 1: The Employees in Managerial Position Distribution at MCG
Source: www.Mombasacity.Go.Ke (2018)

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3.3 Sampling Procedures and Techniques

Stratified sampling was employed to increase the accuracy of the results. The employees in each managerial position per department were considered a stratum in itself, and then a random sample was selected in each department (stratum). According to Kothari (2004), simple random sampling provides each employee in the population with a probability equal to forgetting into the sample.

3.4. Sample Size

The researcher selected a sample of 30% from each department or stratum, as illustrated in the table below.

Department	Distribution	Sample Size
County secretary	3	1
Town treasurer	19	6
Engineering	7	3
Town Planning	13	4
Social services and housing Department	12	4
Environment	9	3
Education	7	3
Public Health	19	6
Housing Development	25	6
Human Resource Management	90	27
Inspectorate	37	11
ICT	2	1
Procurement and supply chain Management	5	2
Total	248	74

Table 2: Sample Size
Source: Research Data (2024)

3.5. Data Collection Instruments

The study used a questionnaire with closed-ended questions to ensure that the respondents gave answers relevant to the objective of the study. The structured questionnaire had four sections: sections on demographic information, the role of human resource development techniques in the implementation of devolution, the role of organizational development techniques in the implementation of devolution and the role of institutional and legal framework techniques in the implementation of devolution.

3.5.1. Validity of Research Instruments

Validity indicates whether the items measure what they are designed to measure (Born & Gall, 1999). The researcher used content validity to examine whether the instruments answered the research questions. Adjustments and additions to the research instruments, consultations, and discussions with the supervisor were made to establish content validity.

3.5.2. Reliability of Research Instruments

Instrument reliability denotes the dependability and consistency of a test. Cronbach's Coefficient Alpha was employed to gauge internal consistency in the research instruments, as recommended by Cohen, Manion, and Morrison (2017). This approach calculates the average split-half correlation for all possible test divisions, making it suitable for scale measurement in descriptive survey research to ensure internal consistency.

3.6. Data Collection Methods and Procedures

The researcher initially secured a research permit from the University department offices to obtain authorization for data collection from the Mombasa County Government. Trained and qualified research assistants aided in questionnaire distribution, facilitating the collection of primary data. This is because the researcher was collecting information for the specific purposes of this study. The questionnaires were administered through drop and pick method, and they were self-administered to reduce interviewer bias.

3.7. Data Analysis and Presentation

Data obtained from the questionnaires was first cleaned and edited before being coded and subjected to further analysis. The Likert scales in closed-ended questions in the questionnaires were converted to numerical codes and scored on a 1-5 point scale in order of magnitude of the construct being measured. They were then entered into the Statistical Package for Social Sciences (SPSS) version 21.0 computer program. This data was transcribed and coded into common themes. The themes were interpreted using thematic analysis. Then, a narrative report supplemented with quotations was written. The written qualitative data report from the key informants was triangulated with the quantitative responses (survey data) to enhance the reliability and validity of the study. Descriptive statistical analysis was done using frequencies and percentages to describe the basic characteristics of the data. Inferential data analysis was done using Pearson's Product-Moment Correlation Coefficient. Correlation analyses were used to measure the relationship between variables. Generalization of analysis results ensures representation of the broader population, enhancing research validity and reliability.

4. Data Analysis, Presentation and Discussion

4.1. Response Rate

From the questionnaires that were distributed, the study aimed to ascertain the response rate. Table 3 presents the findings.

Response Rate	Frequency	Percentage
Respondent	67	90.5
Non-respondent	7	9.5
Total	**74**	**100**

Table 3: Response Rate
Source: Researcher (2024)

The population of this study was 248 employees from all thirteen managerial positions in the Mombasa County government. The researcher collected information from a sample size of 74 respondents. 74 questionnaires were issued to people. 67 people answered the questionnaires and returned them. The study got responses from 90.5% of the people, which was enough to complete this study. The response rate was satisfactory and in line with Mugenda and Mugenda (2003), who states that when 60% of people respond, it is good for analysis and reporting.

4.2. Demographic Information

This part informs about the respondents who answered the questionnaires based on different groupings categorized in terms of age, gender, positions held in the Organization, and academic qualifications they had in the County. Table 4 shows the results.

Item	Frequency	Percentage%
Gender		
Male	42	62.7
Female	25	37.3
Total	67	100
Age in Years		
18-25	6	9.0
26-35	12	18.0
36-40	16	23.8
41-44	11	16.4
45-50	13	19.4
51 and above	9	13.4
Total	67	100
Level of Education		
Secondary	13	19.3
College	21	31.4
University	33	49.3
Others	0	0.0
Total	67	100
Years of Service		
Less than 1 year	5	7.5
Item	Frequency	Percentage%
1-5 years	13	19.4
6-10 years	22	32.8
Over 10 years	27	40.3
Any other	0	0.00
Total	67	100

Table 4: Demographic Information
Source: Researcher (2024)

Results of table 4 reveal that 62.7% of Mombasa County Government employees are men (42 individuals), while women constitute 37.3% (25 individuals). Additionally, the majority (23.8%) falls within the 36-40 age bracket, with 9.0% aged 18-25, 18.0% aged 26-35, 16.4% aged 41-44, 19.4% aged 45-50, and 13.4% aged over 51. This informs that Mombasa County has a diversified labor force. Table 4 also shows the results of the education level of the employees. The results showed that the majority of the staff members are university graduates, 49.3%. 31.4% of the employees are college graduates, and the remaining 19.3% are secondary school graduates. This finding clearly indicated that Mombasa County had made substantial progress towards human capital development. Additionally, table 4 also informs that in terms of the years of experience, a majority had over 10 years of experience at 40.3%, 32.8% had between 6-10 years of experience, 19.4% had between 1-5 years of experience, while 7.5% had less than 1 year of experience.

4.3. Descriptive Statistics on Human Resource Development Techniques

The primary goal of this study's initial purpose was to assess how human resource development affected the Mombasa County government's ability to effective implementation of devolution.

The researcher wanted to know whether the county government offers a human resource development framework. The response was either in yes or no. The result showed a positive response of 81.4% that, indeed, the county government offers a human resource development framework.

The extent to which the County government embraces human resource development techniques for enhancing employees' skills, knowledge, and abilities was assessed using a scale from 1 to 5. A score of 1 signified "no extent," 2 denoted "very small extent," 3 indicated "some extent," 4 represented "large extent," and 5 reflected "very large extent." Using the mean and standard deviation of descriptive statistics, these replies were compiled. A measure of central tendency called the mean was used to draw conclusions. The standard deviation, which serves as a measure of dispersion, shows that there were some different responses, which suggests that the respondents engaged voluntarily and independently. Results are presented in table 5.

Opinion	1	2	3	4	5	M	Std. Dev
	%	%	%	%	%		
Employee training	8.7	13.2	26.9	33.7	17.5	3.99	1.17
Employee career development	5.7	23.2	22.5	35.6	13	3.20	1.03
Performance management	1.5	3.1	8.6	54.3	32.5	4.02	0.82
Tuition assistance.	2.7	2.5	13.5	44.6	36.7	3.06	0.86
Coaching	3.3	6.8	18.7	53.7	17.5	4.04	0.94
Mentoring	6.7	14.2	22.9	30.7	25.5	3.72	2.37

Table 5: Responses on the Adoption of Human Resource Development Techniques
Source: Researcher (2023)
Key: N = 67, 1 Is to No Extent, 2 Is to a Very Small Extent, 3 Is to a Small Extent,
4 Is to a Large Extent, 5 Is to a Very Large Extent, M Is Mean, Std. Dev Is Standard Deviation.

Table 5 shows that three items had a small standard deviation from the average, less than 1.0. The statement "performance management had the lowest standard deviation of 0.82. The numbers show that a small number of people stated to no extent or to a very small extent at 1.5% and 3.1%, respectively, while a large number of people went for "to a large extent or to a very large extent" at 54.3 % and 32.5 % respectively. This shows that there was no extreme in the two items; they make a good measure. Nonetheless, three items had a higher level of variability, which was above 1.0. This indicates that some respondents answered positively and others answered negatively, which caused a high difference. The item "Mentoring." had the highest variability of 2.37, which gives extremes. The results show that 6.7% chose to no extent with the item, and a slightly bigger percentage (14.2%) selected to a very small extent. However, 30.7% opted for "to a small extent," while 25.5% chose "to a very large extent" for the item. Given that the respondents perceived the items from various perspectives, the results do not accurately reflect where they are at. Therefore, the majority of the things could not be of good quality. Furthermore, 35.6% of respondents indicated that Mombasa County typically engages in employee career development to a large extent, while 23.2% selected "to a very small extent." Additionally, 54.3% stated that the County government of Mombasa largely utilizes performance management techniques, and 44.6% observed a large extent of application of tuition assistance as a human resource development technique within the county.

Additionally, the highest mean value was 4.02, and the lowest was 3.06. This informs that respondents had a positive position, which was over 3.0. This demonstrates that, overall, the respondents agreed with the items. The themes that emerged from the open-ended questions revealed that, on average, respondents indicated that the human resource development technique was a major factor in the effective implementation of devolution. These findings are corroborated by the scores for this section, which show that the majority of Mombasa County employees concur that human resource development technique is a significant factor in the effective implementation of devolution.

4.4. Inferential Statistics

Pearson correlation coefficient (r) assessed the strength of association between the variables. The correlation matrix, as shown in table 6, illustrates the relationship between the variables.

Variable		EID	HRD
EID	Pearson Correlation	1	
	Sig.(2tailed)		
HRD	Pearson Correlation	.267*	1
	N	67	67

Table 6: Correlation Matrix of the Study Variables
Source: Researcher (2024)
Key: *EID=Effective Implementation of Devolution, HRD=Human Resource Development*

Table 6 reveals a significant positive correlation between human resource development and effective devolution implementation: r (HRD, EID) = 0.267, p < 0.001. This suggests that enhancing human resource development leads to improved devolution implementation.

5. Summary, Conclusions and Recommendations

5.1. Introduction

This section summarizes key findings, conclusions, recommendations, and suggestions for future research guided by study objectives.

5.2. Summary of the Findings

This study aimed to assess how capacity-building influences devolution implementation in Mombasa County, with a specific focus on the impact of human resource development.

5.2.1. Influence of Human Resource Development on Effective Implementation of Devolution in Mombasa County

The initial objective of the study was to ascertain the impact of human resource development techniques on the successful implementation of devolution in Mombasa County. The guiding inquiry was, "What influence do human resource development techniques exert on the effective implementation of devolution in Mombasa County, Kenya?" Findings revealed a positive relationship between human resource development techniques and devolution effectiveness. This underscores the significance of human resource development in driving successful devolution implementation within Mombasa County.

5.3. Conclusions

The following conclusions were derived from the findings of the study.

5.3.1. Human Resource Development Techniques and Effective Implementation of Devolution in Mombasa County

The study findings confirm the substantial impact of human resource development techniques on devolution implementation in Mombasa County. Positive adjustments in these techniques correlate with enhanced devolution effectiveness. Thus, the study concludes that human resource development techniques significantly contribute to explaining effective devolution implementation in Mombasa County.

5.4. Recommendations

The study's results unequivocally demonstrate that all capacity-building strategies positively impact devolution implementation in Mombasa County. Specifically, human resource development techniques exhibit a positive relationship with effective devolution implementation. The study recommends collaborative efforts between the national and county governments to establish proactive processes, structures, and policies supporting human resource development techniques. This proactive approach is deemed essential for enhancing devolution effectiveness in Mombasa County.

5.5. Suggestions for Further Research

The main purpose of the study was to examine the influence of capacity-building strategies adopted by the county government in the effective implementation of devolution, a case of the Mombasa County government. The study suggests that studies of a similar nature be extended to other countries. The study also suggests that a further study on some other factors that are likely to have an influence on the effective implementation of devolution that were not covered in the study should be considered.

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