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**THE ROLE OF GOOD GOVERNANCE ON  
PUBLIC TRUST IN DEVOLVED  
GOVERNMENTS:**

**-CASE OF MAKUENI COUNTY, KENYA. -**

**지방분권정부에 대한 공공신뢰에 대한 좋은  
거버넌스의 역할:**

**케냐 마쿠에니 카운티 케이스**

**February 2023**

**Graduate School of Public Administration  
Seoul National University  
Global Public Administration Major**

**Urbanus Musau Ndunda**

# **The Role of Good Governance on Public Trust in Devolved Governments: Case of Makueni County, Kenya**

**Professor Min Gyo Koo**

**Submitting a master's thesis of Public Administration**

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**Graduate School of Public Administration  
Seoul National University  
Global Public Administration Major**

**Urbanus Musau Ndunda**

**Confirming the master's thesis written by  
Urbanus Musau Ndunda**

**December 2022**

**Chair                      Soo-young Lee (Seal)**

**Vice Chair              Jeonsoo Rhee (Seal)**

**Examiner                Min Gyo Koo (Seal)**

## **Abstract**

# **THE ROLE OF GOOD GOVERNANCE ON PUBLIC TRUST IN DEVOLVED GOVERNMENTS:**

## **CASE OF MAKUENI COUNTY, KENYA.**

**Urbanus Musau Ndunda  
Global Public Administration Major  
The Graduate School of Public Administration  
Seoul National University**

Good governance has been touted to be the product of sound administrative practices. In fact, various literatures hold that best administrative practices are the known tool for establishment of good governance in many governments of the world. Citizens behavior on how they perceive their governments is extensively influenced by good governance practice by the government on her people. This study sets empirically to look at how public trust is promoted by good governance in county governments. Specifically, the study examines the effect of good governance on public trust where the government practices sound administrative practices with regard to justice and distributive fairness, transparency and accountability as well as government responsiveness. A model was developed, tested and a field survey conducted in Makueni county by selecting respondents from the six sub counties. A total of 201 questionnaires, representing a response rate of 74.4% were considered for analysis. Statistical Package for the Social Sciences (SPSS) and Structural Equation Modeling (SEM) was used to analyze the data. The results showed that good governance has a causal relationship with public trust. Similarly, the findings

indicated that where the citizens felt that the government practiced fairness in resource distribution, transparency and accountability and were happy at how the government responded to their issues, a high level of trust existed.

This research paper is organized into 6 sections. Section 1 covers the general introduction, highlights the gaps, formulation of hypothesis as well as highlighting the objective of the study. Section two dwells on a review of related literature while section 3 explains the methodology applied on the research. Section 4 of this paper concerns the data presentation, analysis and findings. Section 5 is a comparative study of the findings and the specific cases in relation to the variables and the data analysis and finally section 6 is a presentation of the summary, conclusions and recommendations.

## **DECLARATION.**

**Unless explicitly stated otherwise in the text, the work contained in this thesis is my own,  
and it has not been submitted for any other degree or professional certification.**

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# **CHAPTER 1.**

## **1.1. Introduction**

Public trust is developed by the members of the public by judging the consistency and positive relationship the government has towards meeting the people's expectations. Many researchers portray trust between the public and the government as incrementally growing over a period of time due to the government's choice of the need to meet the peoples' expectations, especially on service delivery. Equally the same trust drastically declines in the event these expectations are not met, (Lindskold, 1978; Pilisuk & Skolnick, 1968).

Public expectations on the other hand are built when the government opens up to the public and allows the citizens to participate as an integral part of the decision making cycle. Public participation, also in many contexts referred to as citizen participation, is a process in which private citizens are provided with a platform to participate and take part in decision making by the government. The resultant objective of this is to influence the government's decision making in the governance of the citizens. Effectively, the citizens determine the way in which they want to be governed by the government they have put in power. President Lyndon Johnson with his Great Society Programmes (GSP) institutionalized citizen participation in the 1960s, (Cogan & Sharpe, 1986).

Private citizens participate in trust that the government is not just meeting a legal obligation but indeed in-cooperating the people's inputs in decision making. In many developing democratic governments, decision making with citizen participation continues to face challenges and so is the trust levels. A considerable size of the population in these countries have low trust in their governments and the decisions that such governments make. This low trust is always further put

into test when the results fail to meet expectations. Most researches have brought out gaps between the public expectations after their involvement in governance policy and decision making and the results of the decisions by their governments. This finding forms the basis of this research in Makueni County, with an aim of establishing a similar chasm between the public and the government in terms of expectations and levels of satisfaction with a resultant effect of trust levels.

## **1.2. Statement of the problem**

Courtesy of devolution Kenyans have experienced a county-led infrastructure development through opening, grading and upgrading of roads, enhanced trading activities, making available water for irrigation and domestic use, enhanced agricultural development and extension services, early child-hood development, improved health care, an establishment of investment blocs, capacity building on leadership and accountability in resource utilization. The underlying success of these developments have been realized as a result of Kenya's well-framed public-participation model in decision making.

The general normative assumption is that when members of the public have been actively engaged in decision making by the government, the government opens itself to the members of the public for public oversight. Additionally, the members of the public will build expectations based on the engagements between them and the government. The members of the public will naturally by design or otherwise adopt some parameters on which they will gauge the government's performance per the express and perceived contractual agreements. Governments strive to implement the decisions as arrived at during the process, practice the tenets of good administrative processes and meet the people's expectations. Consequently, the public will build trust with the government. The assumption that good governance leads to public trust may be

appealing. However, realistically it has not been the case with many governments. Despite the comprehensive framework of public participation and the attempt to practice the doctrines of good governance, there has been constant apathy by the citizens and public trust has continued to decline.

Many scholars have done a lot of research particularly on public participation and governance but little has been done on the relationship that after these citizens are involved in decision making, build up expectations and expect a government that would practice the desired administrative practices. Precisely, the resultant effects of good governance and public trust. This study therefore seeks to fill in this gap, contributing to the existing literature as well as suggesting further research items in the same context.

### **1.3. Research hypothesis**

Studies show that there is a relationship, either positive or negative, between government performance and citizens' trust to their government (Beshi, T.D., Kaur, R. 2020.) With building public expectations, governments strive to adopt justice and fairness, accountability and responsiveness as the conjoining factors that make government performance translate into meeting those expectations and thus lead to public trust. These components of good governance when applied in governance are found to have a positive effect on public trust. Previous research demonstrates that good governance as a whole has a certain level of effect on public trust and confidence in government (Caillier J., 2010; Park & Blenkinsopp, 2011). A general hypothesis can thus be crafted as;

H1: Good governance positively affects public trust

Justice and distributive fairness is a principle of fair play presumed on equity and equality, (John Rawls, 2001). Justice and fairness are interchangeably used to mean provision of service to every person with a careful balance of equity and equality. Once citizens have been involved in decision making, they build expectations and the only good thing the government can do is to perform according to the expectations in an equal and equitable manner without showing inclination to some decisions, regions or groups. Only then will the public build trust in the government.

*Hypothesis 1a:* Government performance with a perceived level of justice and fairness leads to public trust in the government.

Accountability plays a critical role in government performance. Governments should be accountable in everything that they do to its citizens so as to be able to gain trust from the people (Gordon. 2000). According to Minja, (2013), many incidents where governments have acted with total disregard to accountability have seen loss of trust and subsequent loss of legitimacy leading to removal from power by the citizens. Considering the role of the principle of accountability in government performance aiming to gain public trust, the following hypothesis can be developed.

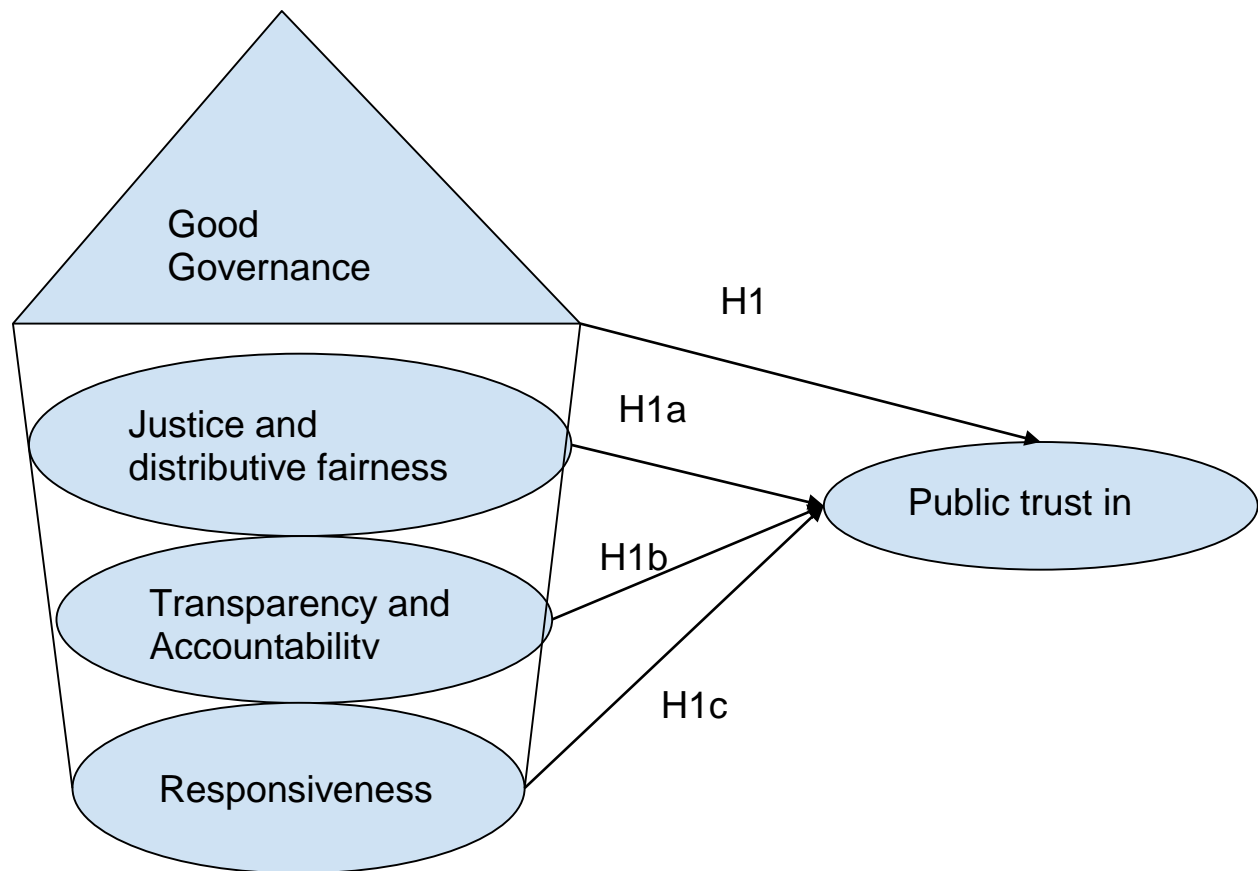
*Hypothesis 1b:* Government performance with perceived accountability levels significantly affects public trust in government.

Many researchers have reasoned that government responsiveness in intervention to people's needs has been found to have a direct relationship with the public trust in the government. According to Brillantes and Fernandez, (2011), the rate of responsiveness in government intervention plays a critical role in restoring public trust in governments. Cheema & Rondlinelli

(2007) contends that sluggish response to people's needs by the government broods public distrust. Considering the above arguments, the following hypothesis can be developed.

*Hypothesis 1c:* Government performance with perceived responsiveness significantly affects public trust in government.

*Figure 1: The relationship between good governance and public trust in government*



## **1.4. Research Questions.**

This study sought to answer the specific question; What is the effect of good governance on public trust in reference to the public expectations?

This broad question will be answered by the subsidiary questions as below:

- a) Does the county prioritize programs and projects equally during the budget making process?
- b) Are the headquarter flagship projects fairly distributed across the 30 wards?
- c) Are there established structures that the public can use to monitor and evaluate the government performance and hold the government accountable for its actions?
- d) Are the budgetary allocations exhaustively used according to the budget lines and for the purpose for which they are allocated for?
- e) Does the government put into consideration public opinions as given during public participation fora?
- f) Does the government respond to public appeals promptly as expected?
- g) Does the government offer quality and sufficient services to the public and in a timely manner?

## **1.5. Objective of the study.**

This study therefore seeks to evaluate the effect that government performance has on public trust under the controlled factors of justice and distributive fairness, accountability and responsiveness. Specifically, the research explores the particulate trust behavior of the citizens to their government's attempt to provide interventions to its peoples' needs.

## **1.6. Scope of the research and limitations.**

Makueni county is geopolitically divided into 30 wards. This study focuses on all the 30 as the basic unit of consideration

Time and resources are the limiting factors of this study. As such, the study limits itself to examining only the causal relationship between government performance as the independent variable and public trust as the dependent variable, with the independent variable further treated with additional components of good governance such as justice and distributive fairness, accountability and government responsiveness while public expectations will act as a moderator variable.

## **CHAPTER 2. LITERATURE REVIEW**

### **2.1. Background**

Public trust, good governance and public participation are three inseparable concepts. For public trust to exist, there are certain expectations that must be met by the government. These expectations are formed during public participation which acts as a contractual agreement that the government will act in good faith on the contributions made by the public in regard to policies and development interventions. For these expectations to be met, the government must be seen to practice the components of good governance in the execution of its duties. This review will thus discuss public participation, good governance and public trust inter-alia.

Trust in governments worldwide has been on the decline since World War II and this decline has frequently been considered one of the most critical political problems facing democratically established governments ( Wang, X. and Wan Wart, M., 2007). Scholars have tried to establish the reasons for the decline of this trust over time. Some argue that the decline of trust is just a cynic state of the citizens who are perceived as the elite within the community and are seen to unearth government failures and scandals ( Berman 1997 ). The expansion of governments worldwide in the 20th century led to more alienation of the public from the governments leaving a huge gap between the governments and the public for any meaningful engagements (Yergin and Stanislaw 1998 ). Other scholars argue that there are general citizen disappointments in government service delivery brought about by decline in provision for avenues for government oversight mechanisms, as well as the ever increasing gap of public expectancy on fulfillment of promises. In addition, the disappointment may as well be as a result of unfounded and unrealistic public demands. ( LaPorte and Metlay 1996; Misztal 2001 ).



Some solutions to these problems of declining trust have been fronted. Frost (2003) and Goodsell (1994) suggest that a better informed and well educated community about the responsibilities of the government is one of the ways of easing the gap and building trust. Encouraging the existence of adequate access to government by the citizens and free involvement of the public in government activities has also been suggested as another way of encouraging trust among the public and government (Duram and Brown 1999; Halvorsen 2003; Walters, Aydelotte, and Miller 2000). Burkner and Black (1990) suggests that by reducing ethical lapses, increasing overall productivity and quality standards is another way of ensuring better governance ( Burkner and Black, 1990; Van Wart and Berman, 1999).

A number of scholars view government performance as the causal agent of trust or mistrust in government institutions. Democratic theory suggests that participatory development can enhance trust in government by reducing the cynicism about government caused by recurring political scandals (Berman, 1997; Putnam, 2001). According to Piotrowski and Van Ryzin's (2007) framework, transparency plays a crucial role in building the relationship between participatory decision-making and trust in government. Wichowsky and Moynihan (2008) holds that participatory decision-making built expectations which when met improves trust in government through procedural justice, equity, and conditions of public service. Wang and Wan (2007) suggests that participatory decision-making promotes bureaucrats' service competency, thereby enhancing trust in government. Further, Miller, (2012) argues that participatory decision-making enhances policy decision-makers' independence by preventing bias in policies that focus only on particular interest groups; thus, it can contribute to building trust in government.

## **2.2. Conceptual review.**

To fully understand the causal relationship that exists between public participation, public governance and public trust, this review will examine the literature review of these three concepts with an aim of bringing out the clear cut relationship of the three concepts.

### **The concept of public participation.**

Creighton (2005) defines public participation as the process by which public concerns, needs, and values are incorporated into governmental and corporate decision making by a government. The concept of public participation started in ancient times. The Opet Festival, celebrated in the New Kingdom (c. 1550–1069 BC) exhibits the practice of public participation where citizens participated in construction of chapels or taking part in ritual processions. During these festivals, citizens were coursed into taking part in these gatherings and the King would use these gatherings to introduce, change or enforce his political and religious decisions. The King would use this formation so as to appear like a democratic king and therefore legitimize his decisions in the presence of the public.

In the contemporary world, factual literature on public participation can be traced as early as the years of 1960s in the United Kingdom where public participation formed part of government policy. Empirical literature also indicates that public participation has come of age in the United states and the United Kingdom, and many other countries (Armitage, 1988). In Africa however, public participation has remained more for the books and shelves than it should be expected, (Mazruki 2015). Few countries in Africa practice what can be viewed as a foggy public participation. Malawi, South Africa, Lesotho and now Kenya are some of the few African

Countries with relatively acceptable public participation, according to Maphazi , (2012) and Mazruki, (2015).

## **2.2. Legal framework of Public participation in Kenya.**

Public participation in Kenya is a constitutional right. Article 1 (2) of the constitution holds that all sovereign power belongs to the people of Kenya. Accordingly, Kenyans may exercise this sovereignty directly or through their representatives whom they democratically elect. According to Article 10 (2) a, b and c, the national values and principles of governance include; democracy and participation of the people; inclusiveness; good governance, integrity, transparency and accountability. Article 27 of the Constitution of Kenya guarantees equality and non-discrimination. It therefore ensures that public participation yields equality and non-discrimination in development, rights and geographical and social status

### **Rationale of public participation**

The drafters of the Kenyan constitutions envisaged a situation where the citizens would have an opportunity to interact with the government and share their priorities. This way, the government planning would ensure an ideal response to the people's needs by focusing resources on the issues that matter most, as per the people's priorities. F. Kairu & M. Maneno (2015) states that public participation aims at bridging the gap between state actors, society, private sector and the general public. According to the authors, public participation empowers the society with a heavy civic culture which in turn enables them to participate more in managing their affairs. They further content that in Kenya, it is now a legal requirement to consult stakeholders and make development plans and services more responsive to local needs

Kenya's development has been negated by the worrying trends of public corruption. It was the belief of the crafters of the constitution that involving the public in decision making during policy process would enable them to monitor public resources utilization as well as holding public officials to account in service delivery. When citizens participate in governance processes, they are able to monitor how public resources are utilized and hold public officers to account on delivery of services. Aucoin and Heintzman, (2000) states that public officials must be held to account and that the public must ask the hard but necessary questions so as to understand “where the money goes and if there is value for the money.”

## **2.3. Theoretical review of public participation.**

### **People-centered or Participatory development theory.**

People-centered or participatory development theory can be traced from person-centered theory which is credited to Carl Rogers; the father of client-centered theory (Schenck&Louw 1995:82). Schenck and Louw (1995:83) and Rogers (1986) suggest that for a development programme to be a success, the targeted beneficiaries have to be put at the center of initiation, implementation and sustainability in a way to make the beneficiaries to be part of every step and enhance ownership. This can be achieved if the members of the public are encouraged to guide development, and contribute through their capabilities, ideas and workforce towards realization of the project.

Mackenzie (1999:1) illustrates the concept of people-centered development by using four approaches namely Normative, Conceptual, Empirical and Practical schools of thoughts.

According to Chambers (1993) The normative level of development, centers on “the primacy of people in development”. The school of thought rides on the normative model of decision making, also known as the Vroom-Yetton-Jago model. In this model, the leadership prefers

identification of various problems and presents for prioritization. The government then acts as a facilitator towards solving the problem. In this case, people at the lowest cadres of the villages are given an opportunity to identify and demand what they want and need to be done (Namondwe, 2012).

According to Mackenzie, (1999:1), the concept of development is based on development as a process of continuous adaptation, problem solving and opportunity and not as a process in a single direction. This can be understood to mean that the developmental process cannot be statically focused on one direction but should be flexible enough to allow for inclusion of innovations and ideas to deal with emerging issues that may come up during the process.

The focus of this school of thought is on changing dynamics in public participation and development. Korten (1991:4) as quoted in Schenk and Louw (1995:81), people-centered development seeks to facilitate transformation in communities. effectively, the control of resources and the way in which these resources are utilized is placed on the people to decide on the best way these resources can be utilized to meet their needs.

Mackenzie (1999:1) cites Chambers (1993) in explaining the empirical school of thought. He argues that this thought is anchored on the fact that development through public participation has conditions which are complex with diverse rates of acceleration. According to this argument, the government needs to analyze the strengths, weaknesses, opportunities and threats within the populace so as to be able to find the best way to govern them, while at the same time making use of the S.W.O.T of the people. According to this argument, it is the grassroots people who know what causes the most pain, what would be the best solution to their pain, and what intervention can alleviate the pain. For this assumption to work, the government must then carry out a baseline survey before implementation of the interventions.

The practical approach appreciates the role of devolution and empowerment of the local community with a view to exploit the diverse and rich opportunities for development by the government. Decentralization ensures the public participation process directly interacts with the public in decision making as well as incorporating the public input in those decisions by the government. In this approach, stakeholders (who include individuals, interest groups and communities who have interest in the issues at hand) are given adequate opportunity to have some influence in the manner in which they should be governed.

### **Empowerment theory**

Empowerment can be viewed as a process by which individuals are made to seize control and gain the ability to influence decisions, especially decisions made on sharing of resources.

Empowerment and public participation, while by definition are different, are two interlinked aspects that depend on each other. While empowerment literally aims to gain the sharing control, participation aims at being part of the decision making process and therefore gains a stake in the resource sharing and decision making.

White (1981) argues that empowerment emanates from actively involving a person in formulating, planning, decision making, implementing and in carrying out an evaluation of the processes and activities.

Empowerment can be classified into three categories which include social empowerment, political empowerment and psychological empowerment (Khosa, 2001).

Social empowerment gives all players within the society equal autonomy over their ways of life as well as giving them the opportunity to make critical decisions. It makes a society have a sense of self confidence towards changing societal and institutional discourses that are averse to their lives. Not everyone in society is equal in social or economic circumstances. A society is said to

be socially empowered when the society has adequate control and ability to alter its architectural orientation, including ability to control and influence institutions.

Political empowerment is the level of self-determination and authority that a people and or communities have in representing their interests. Budryte D. (2017) argues that Political empowerment refers to the process of transferring various elements of power (resources, capabilities, and positions) to those who do not have it.

Scott ES, Gang W, Stephen HC. Antecedents, (2011) defines psychological empowerment as an “intrinsic task motivation reflecting a sense of self-control in relation to one’s work and an active involvement with one’s work role”. Psychological empowerment gives individuals freedom to act and contribute freely on the matters affecting him or her.

### **Capability Theory**

Capability theory was advanced by Sen and it argues that a personal achievement in life is based on the opportunities available for grabs. Alkire, Qizibalsh& Comic, (2008: 3) argues that a person’s capability is manifested by the existence of a free space for the person to optimize available opportunities. This approach calls for a collective demand of supply effective services to the community. Capability theory advocates for a voice of reason with an intention to promote efficiency and effectiveness in the supply of goods and services to the community

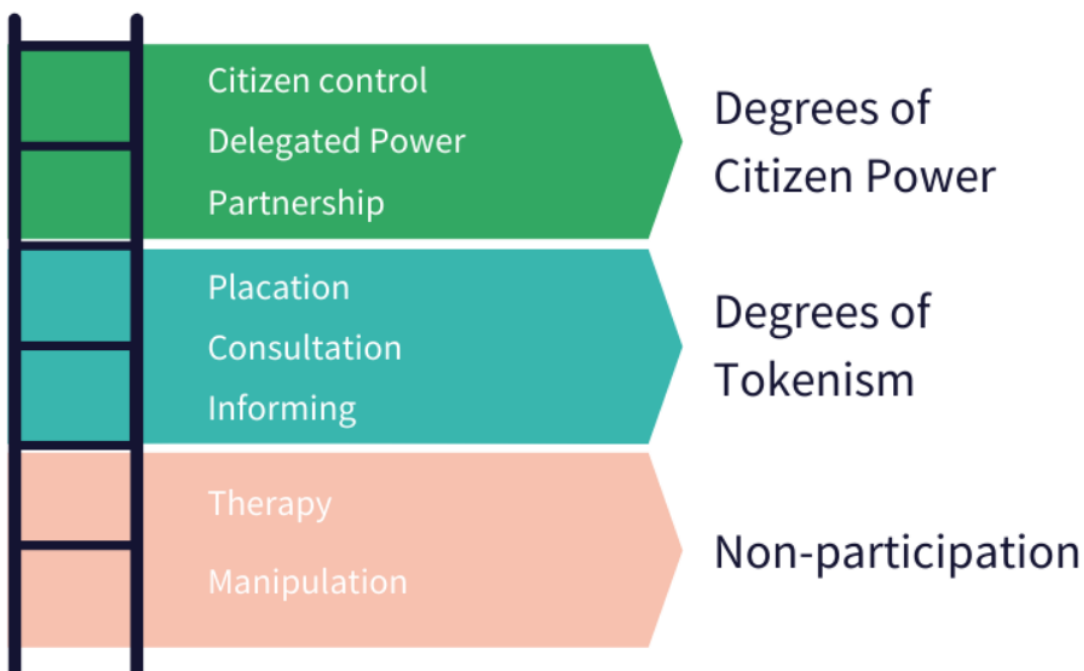
## Public participation model.

### Arnstein's Ladder

Arnstein's ladder illustrates the levels of citizen participation in the government policy making process. It also gives the degree to which the government actions can affect the level of the people's perceptions on the government legitimacy, authority and good governance. It brings out the levels of public participation in a hierarchical manner with the highest hierarchy presenting the most desired form of public participation.

*Figure 2: Arnstein's Ladder of Citizen Participation, "Sherry Arnstein, Journal of the American Planning Association".*

### Arnstein's Ladder of Public Participation





## **2.5. The concept of good governance.**

In the first instance, there is governance, and there is good governance. Governance has been defined differently by different sources. The World Bank (1992) defines governance by the way in which the leadership of a country controls and manages the socio-economic resources of the country. By this definition, the World Bank considers the nature of political regime, the process of exercising authority over development and the government's ability on policy designing, formulation and implementation, (Thomas G Weiss, 2000).

Governance transits to good governance when the processes and structures are put in place to guide on how the political power will be exercised in managing the country's resources. Strictly speaking, there has not been a universally accepted definition of good governance, (Human Development Report of 2002). That said, some factors have been found to be the characteristic features of good governance. These factors are defined by the citizen participation in policy making, transparency and accountability in governance, responsiveness of the government to the citizen's needs, equality, equity, efficiency as well as effectiveness in utilization of the country's resources, (Elahi, K.Q.I., 2009).

Ryan (1993, 293–296 in Thorsen and Lie 2006, 5) classifies good governance as a system where the state becomes a player in developmental issues and allows other stakeholders to equally be part of the process and the state allocates itself the role of an enabler and a provider of the public good. With this form of arrangement, the government, while exercising its role of governance is therefore bestowed with the responsibility of exhibiting the characteristics of good governance to the stakeholders in the development process.

## **2.6. The Concept of public trust**

There has been no universally agreed definition of trust by many researchers. It is a concept filled with vagueness as clearly put by Professor of Sociology, professor Niklas Luhmann that “trust has never been a topic of mainstream sociology” (Luhmann 2018). However, Luhmann, (1979) argues that trust cannot be defined without making reference to some levels of expectations and beliefs that others will act in a predictably desired manner. In its purest form, trust can be defined as an honest relationship where one party holds a firm expectation that the other party will behave in a certain way after the two parties have entered into explicit or implied agreement. The party thus will hold the belief that after the agreement, the other party will live up to the expectations. Trust can only be maintained until suspicion sets in between the two parties. Whenever there is a suspicion of a likelihood of disruption that might divert the targeted expectations, then distrust sets in. (Zucker, 1986).

Thomas (1998) grouped public trust into three main concepts: fiduciary, mutual, and social trust. Kim, Soonhee (Ed.) (2014) argues that fiduciary trust stresses on asymmetric relationships based on principal-agent relationship. In this form of agreement, the citizens have limited ability to control what the government is doing on their behalf. It is therefore an obligation for the government to act to its commitments for the interest of the public. It is an expectation that the government, while functioning under this form of asymmetrical arrangement, will perform its functions without taking advantage of the situation.

Mutual trust, unlike fiduciary trust, is more symmetrical. The two parties are in a more personal relationship based on a common understanding and respect. Mutual trust in government is what determines the level of public trust between the government and its people. According to Kim,

Soonhee (Ed.) (2014), mutual trust is built through repeated interaction between citizens and the public officials.

Social trust on the other hand is based on institutions. It is trust related to a public good in which the public bestows trust on the government to hold the good in trust. According to Kim, Soonhee (Ed.) (2014), it is a social capital accumulated by the society through micro interactions between citizens. This relationship forms an institution which then the citizens hand over to the government to hold it in trust.

### **The Performance Theory**

Governments intervention to its citizens' needs determines the people's perception and consequently their trust or lack of it to the government. Anderson, (1973) identifies four sub-theories that explain the disparity between performance and trust. According to him, one of the factors is cognitive dissonance also referred to as assimilation or expectation confirmation theory (Richard L. Oliver, 1977;1980) which explains that the gap between performance and expectations can be managed by adjusting the expectations. The second sub-theory identified by Anderson is the contrast theory which argues that in the event that performance is not matched with expectations, an evaluation of the resultant effect will be unfavorable than if the expectations were not set in the first place. Finally, he also identified generalized negativity which holds that in case there is any gap between the expectations and the reality on the ground, then the resultant effect will be a negative state, otherwise termed as mistrust.

## **2.7. The relationship between government performance and public trust**

Creighton (2005) argues that it is one thing for the citizens to make contributions in the manner in which the government should govern and expect that the government should deliver. It is quite another thing for the government to live up to those expectations. In between that line sets in the public trust or lack of it. Performance is broadly considered as a government output as assessed by the citizens or government officials based on their expectations, Kim, Soonhee (Ed.) (2014).

Generally, the public shows an increased level of trust to the government when the government is seen to embrace the contributions of the public in decision making and its responsiveness to the citizens' demands (Mossberger, 2006). Various researchers hold the view that the relationship between performance and trust can be based on two approaches. The macro-performance which includes among others unemployment, economic growth and inflation (Brown and Coulter 1983;Kuechler 1991;Miller and Listhaug 1999;Anderson 1995;Kornberg and Clarke 1994;Zussman 1997;Newton and Norris 1999), while the other approach is micro-performance which includes government service delivery (Norén 1997;Norén 2000;Rose and Pettersen 2000;Hoogland DeHoog and others 1990;Kobi 1998;Glaser and Hildreth 1999).

Listhaug and Wiberg, (1995) explains that where there are gaps in trust among countries, the gaps are due to disparities in rates of unemployment, government stability and service delivery.

## **CHAPTER 3. RESEARCH METHODOLOGY**

### **3.1. Introduction**

A blueprint of several elements was discussed. The discussion oscillated around the research design, methods of data collection, sources of data, population and sampling size, instruments for measuring independent and dependent variables, external and internal validity as well as ethical issues to be observed.

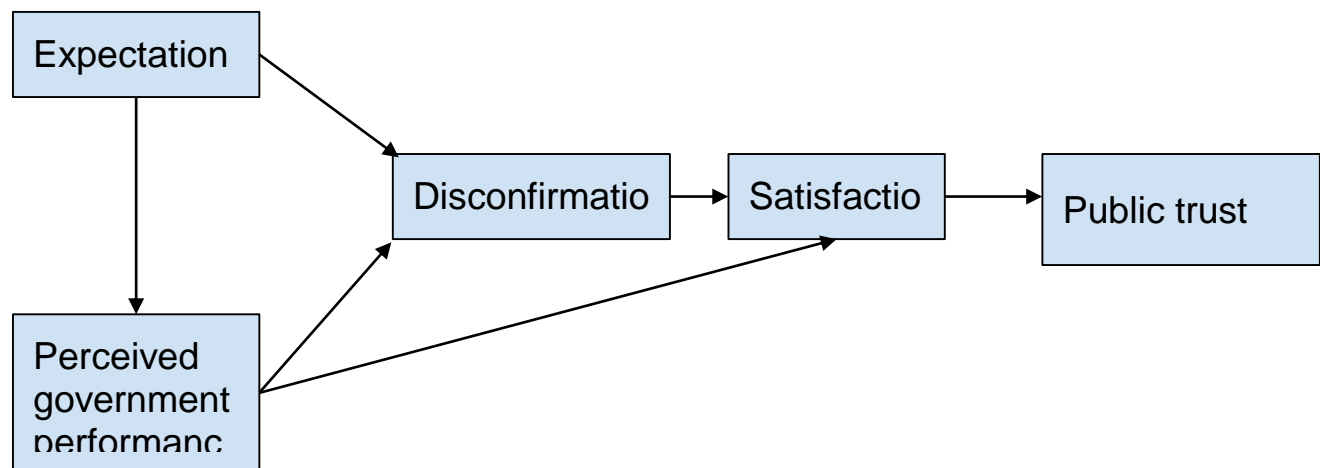
### **3.2. Research Design**

Selltiz et. al. (1976) defines research design as a structural arrangement which creates a plan for collecting data and ways of analyzing the data with an aim of creating meaning to the research. This clearly indicates that different research proposals apply different research designs. In this research, a descriptive research design was applied. According to Cooper and Schindler, (2009) a descriptive study explores and seeks to provide responses to the who, the what, the where and the how questions in regard to a happening while maintaining the originality of the study subject in the environment they are in.

Study shows that there are various frameworks that can be used to explain the relationship between government performance and public trust in government. For the purpose of this research, expectation confirmation theory (cognitive dissonance theory ) was used to advance the micro-performance theory. According to this design, public expectations built through public participation will anticipate the government's performance. With the government's quality performance, the public will experience levels of satisfaction which eventually leads to trust in the government. Bouckaert, G., and Van de Walle, S. (2001) holds that micro performance

theory indicates that citizens will show interest in government efficacy and quality service delivery.

*Figure 3: A framework on the relationship between government performance and public trust in government.*



In this research, a survey was developed to collect quantitative data among the residents of Makueni County.

### **3.3. Target population**

Makueni County has a total of 30 wards. Each of these wards are further subdivided into two units called sub-wards making a total of sixty (60) sub wards. Each of these sub-wards have 11 development committee members who are residents of the sub-wards. These are responsible for any development happening in the sub-wards. The committee members are non-political and non-members of staff and are the critical participants during public participation. Further, each ward has opinion leaders who are very key in the development of the regions of their residence; these include the clergy, retired officers and social group leaders. The county accounts for 8 opinion leaders for every sub ward. Thus the target population will be 1,140.

Sample size and sampling procedure.

According to Babbie, E (2020), in order to create a sense of comparability while assigning subjects to both the experimental and the control groups, a researcher needs to identify those key informants whose response would result in a fair view of the situation under investigation.

Additionally, due to the nature of the size of surveys and the contents to be analyzed, probability sampling techniques come in handy. Informed by this, the research design employed stratified probability sampling.

The research design therefore was such that three (3) members of the development committee were identified from each sub-ward to form the target population for respondents. Further, three (3) members of the public who are opinion leaders and not members of the development committees were identified from each ward. A sample size of at least 10% of the target population is convenient in a descriptive study, according to Mugenda & Mugenda (2003).

Further Babbie, E (2020) contends that the larger the sample, the smaller the expected error.

Based on the above selection, the sample size was therefore 270 which is 23% compared to the recommended 10%.

### **3.4. Methods of data collection.**

This research was both qualitative and quantitative in nature. Fill-in questionnaires were used to collect data for the research. Respondents had time to interact with the questionnaire and it was expected that this tool would be free of bias and therefore would be more reliable and dependable.

Additionally, the research also incorporated secondary data from the county governments departmental reports, county government balanced scorecard, county statistical abstract reports as well as implementation status reports from the directorate of Project Management, Monitoring and evaluation.

### **3.5. Validity and reliability of Research Instruments.**

Kothari, (2006) states —validity is the most crucial criterion and indicates the degree to which an instrument measures what it is supposed to measure. Simply put, validity is the degree to which any difference found by use of a measuring tool shows a true and fair reflection of the difference among the tests carried out. To ensure this, a pilot test of the tool was conducted through the use of 30 respondents evenly distributed across the 30 wards such that one respondent was identified from each ward. An online survey tool was sent to each of the 30 respondents and with the assistant of the supervisor, reviewed the tool in line with the subject of the study.

Babbie, E (2020) informs that reliability is a matter of whether a particular technique, applied repeatedly to the same object, yields the same result each time. Through the pilot testing of the survey tools, the tools will indicate if by repeating the same questions to several respondents will give similar results in relation to the theme of the study.



### **3.6. Distribution and Retrieval of the instrument**

Reaching all the respondents in the sample size was an obstacle considering that the research was done out of Kenya and away from the area of study. To overcome this, I made use of technology and was able to send the questionnaires to social fora of the 30 ward development committees. It is in these fora that members of my sample belonged. The tool was posted in these ward fora and the members of interest tagged for action.

## **CHAPTER 4. DATA PRESENTATION AND ANALYSIS**

Having completed the process of tool preparation and distribution, a total of 263 questionnaires representing 97.4% of the initial sample were returned. An adjustment was done to exclude the respondents who were initially used for the pilot data study. Additionally, among the returned questionnaires, 32 questionnaires were disregarded for one reason or another. Some had errors of commission and omission and others repeatedly gave the same answers to all the questions in the questionnaires.

After this adjustment, a total of 201 questionnaires, representing a response rate of 74.4% were considered for analysis. The components of the dependent and independent variables are shown in table 1. The independent variable herein referred to as good governance has been defined by three components. Justice and distributive fairness tested by three questions, transparency and accountability tested by six questions and responsiveness tested by five questions. The dependent variable herein referred to as the general public trust has been tested by four questions.

Table 1: Components of the dependent and independent variables

VARIABLES	COMPONENTS	CODES	PARAMETERS	AGREEMENT SCALE			
				SA	A	D	SD
				1	2	3	4
GOOD GOVERNANCE	JUSTICE AND DISTRIBUTIVE FAIRNESS	J1	J1. The county government prioritizes programmes and projects during the budget making process				
		J2	J2. Apart from the normal ward projects, there are other flagship project(s) within my ward				
		J3	J3. The county government has initiated all the projects and programmes in my ward as identified during public participation				
	TRANSPARENCY AND ACCOUNTABILITY	T1	T1. The county administration plans and programs are implemented in a transparent manner				
		T2	T2. The entire process of project and programme implementation is known to the public				
		T3	T3. The project management committee members are involved during the project implementation.				
		T4	T4. The government clarifies decisions to the citizens				
		T5	T5. The government provides information to the public in a transparent manner				
		T6	T6. The citizens are able to approach the administration easily.				
	RESPONSIVENESS	R1	R1. The county administration takes into account public opinions.				
		R2	R2. The county administration responds to public requests within reasonable time.				

		<b>R3</b>	R3. The county administration makes deliberate efforts to support those residents who need help.	
		<b>R4</b>	R4. There is proper procedure to contact administration incase of problem	
		<b>R5</b>	R5. Government show involvement toward an issue affecting the society	
<b>GENERAL PUBLIC TRUST</b>	<b>GENERAL PUBLIC TRUST</b>	<b>GPT1</b>	GT1. Public officers in the county administration are acting in the interest of the public.	
		<b>GPT2</b>	GT2. I am confident that the government is capable of implementing programmes in a transparent manner.	
		<b>GPT3</b>	GT3. I am confident that the government will be responsive to my needs	
		<b>GPT4</b>	GT4. I am confident that the government will provide a fast response to my needs.	

## 4.1. Data analysis and Presentation of Findings

SPSS and Structural Equation Modeling (SEM) was used to analyze the data.

In regard to the demographic statistics of respondents, males were more representing 56.3% while females were 43.7% of the respondents. Young population predominantly formed part of the respondents. 60.5% of the respondents were aged between 18 to 35 years old. On literacy levels, 48.7 of the respondents were university graduates while a small proportion of 12% had elementary education. On socioeconomic status, almost half of respondents were categorized under the low income category, representing 48.7%. Finally, 59.7% of the respondents indicated that they were politically neutral and that they had no any political inclinations, with 41.3

indicating that they are politically active. This indicates that the selected sample for this research is highly representative

**Table 2: Demographic variables**

<b>Gender</b>	
Male	(56.3%)
Female	(43.7%)
<b>Age</b>	
>18<35 years	(60.5%)
>35 years	(39.5%)
<b>Education</b>	
High school or lower	(51.3%)
University	(48.7%)
<b>Economic status</b>	
Below 2 dollars per day	( 48.7%)
Above 2 dollars per day	(51.3%)

## 4.2. Discussion/Analysis of findings

*Table 3: Case processing summary.*

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
J	104	100.0%	0	0.0%	104	100.0%
T	104	100.0%	0	0.0%	104	100.0%
R	104	100.0%	0	0.0%	104	100.0%
GPT	104	100.0%	0	0.0%	104	100.0%

All the 104 valid respondents were processed and had no case of missing variables. In the descriptive analysis, the focus was more on the skewness and kurtosis. For the two attributes, all

the variables are normally distributed since the ratio between the standard error and the statistic for each of the variables lies within the -1.96 and +1.96 range.

*Table 4: Descriptive statistics*

variable	N Statistics	Minimum Statistics	Maximum Statistics	Mean Statistics	Std. Deviation Statistics	Skewness Statistics	Std. Error	kurtosis Statistics	Std. Error
J	104	2.00	3.70	2.8125	.62250	-.157	.237	-1.494	.469
T	104	1.50	2.80	2.2404	.41326	-.554	.237	-.907	.469
R	104	1.40	2.60	2.1404	.36855	-.888	.237	-.246	.469
GPT	104	2.00	3.30	2.4615	.35726	1.331	.237	1.387	.469
Valid N (list wise)	104								

### 4.3. Test of Normality.

To further confirm the distribution attributes of the variables, the test of normality using the Kolmogorov-Smirnov shows that the p-value is less than 0.001 meaning that there is one in a thousand chances of being wrong in the predictions of the hypothesis on all the four variables.

*Table 5: Test of Normality*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
J	.224	104	<.001	.846	104	<.001
T	.245	104	<.001	.868	104	<.001
R	.295	104	<.001	.841	104	<.001
GPT	.332	104	<.001	.757	104	<.001

## 4.4. Model Summary.

The Pearson correlation coefficient shows a positive linear relationship among all the four variables in this research. The R-value of 0.582, which is greater than the recommended R-Value of 0.50, shows that there is a strong and positive correlation among the four variables.

*Table 6: Model Summary*

Model	R	R-square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.582 <sup>a</sup>	.339	.319	.29473	1.787

a. Predictors: (Constant), R, J, T

b. Dependent Variable: GPT

The R-squared of 0.339 shows that about 33.9% changes in General Public Trust (GPT) is explained by the predictor variables Responsiveness ( R ), Distributive Justice (J), and Transparency and Accountability (T). Similarly, the greater part of 66.1% is captured by the error term and despite the adjustments in the R square, the model seems to have a poor fit.

However, the Anova shows that the overall regression model is significant for the data as shown by the F value of 17.114 and p-value of <0.001

*Table 6: Anova table*

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	4.460	3	1.487	17.114	<.001 <sup>b</sup>
	Residual	8.686	100	.087		
	Total	13.146	103			

a. Dependent Variable: GPT

b. Predictor: (Constant), R, J, T

## 4.5. Regression coefficient

Both transparency and accountability and responsiveness variables show there is a direct coefficient relationship with General Public trust with 0.228 and 0.380 respectively. However, Justice and distributive fairness shows that there is an inverse relationship between J and GPT.

The calculated t-value for the effect that T and R have on GPT are 2.672 and 3.910 with associated p-value of 0.009 and <0.001 respectively. It therefore follows that T and R have a positive and significant impact on GPT. On the other hand, the calculated t-value on J of -3.184 shows that J has an inverse relationship with GPT despite it having a significant impact on GPT with a value of 0.002.

*Table 7: Coefficients a. Dependent Variable: GPT*

Model		Unstandardized coefficients		Standardized coefficients		Collinearity statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	Constant	1.567	.208		7.536	<.001		
	J	-.153	.048	-.267	-3.194	.002	.942	1.062
	T	.228	.085	.264	2.672	.009	.678	1.475
	R	.380	.097	.392	3.910	<.001	.656	1.524

a. Dependent Variable: GPT

The tolerance value for each of the independent variables is not less than 0.10 thus the research has not violated the multi-collinearity assumption (if the value was less than 0.10, it would indicate that there is a possibility of other spurious variables in the model). Additionally, the VIF values of less than 10 rules out the possibility of multi-collinearity.



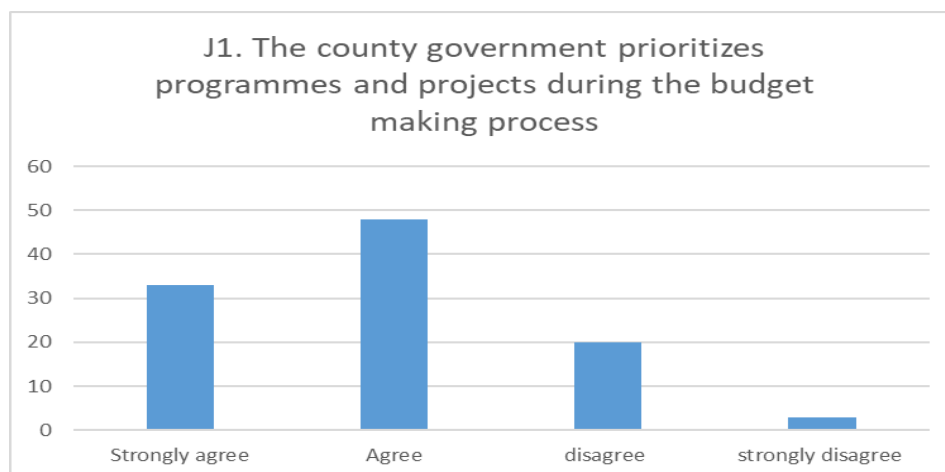
## CHAPTER 5. CASE STUDY

### 5.1. Justice and Distributive Fairness

The relationship between Justice and distributive fairness and general public trust shows an inverse relationship. The three indicators used to define this variable are analyzed separately to see if any of them may have a different relationship.

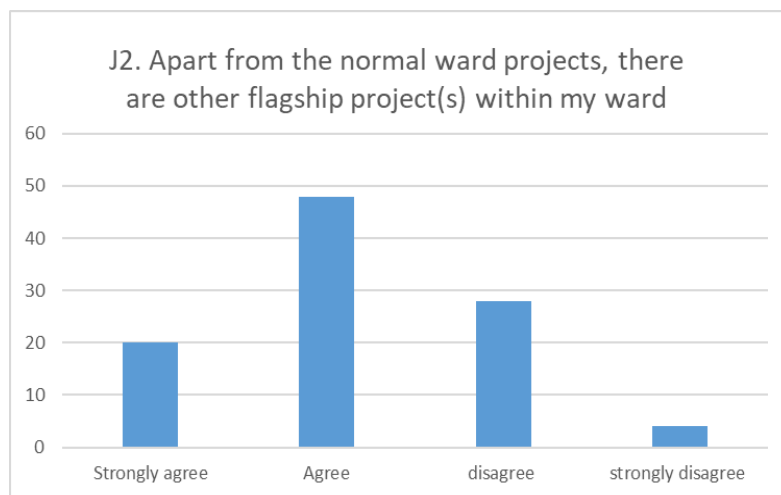
As to whether the county government prioritizes programmes and projects during the budget making process, the county government undertakes a comprehensive County Annual Progressive Report (C-APR). A C-APR is a report containing an analysis of the progress the county has done in an attempt to attain development priorities and aspirations as captured during the public participation and prioritized in the County Integrated Development Plans (CIDP) as well as the Sustainable Development Goals (SDGs), Agenda 2063, Kenya Vision 2030 and Makueni Vision 2025. The C-APR acts as a monitoring and evaluation tool that tracks county development activities. This monitoring and evaluation of the implementation progress confirmed the respondents' cumulative agreement to the feeling that the county government prioritizes development programmes and projects.

*Figure 4: Response on government prioritization of programmes and projects.*



As to whether the county government has implemented a flagship project in all the 30 wards, a look at the Monitoring and evaluation project file shows that at least each ward has had an impact as a result of implementation of at least a flagship programme or a project. This again compliments the respondents' feeling with the majority agreeing that the county government has ensured that the flagship projects and programmes are felt in most of the wards.

*Figure 5: Response on county flagship projects/programme distribution.*



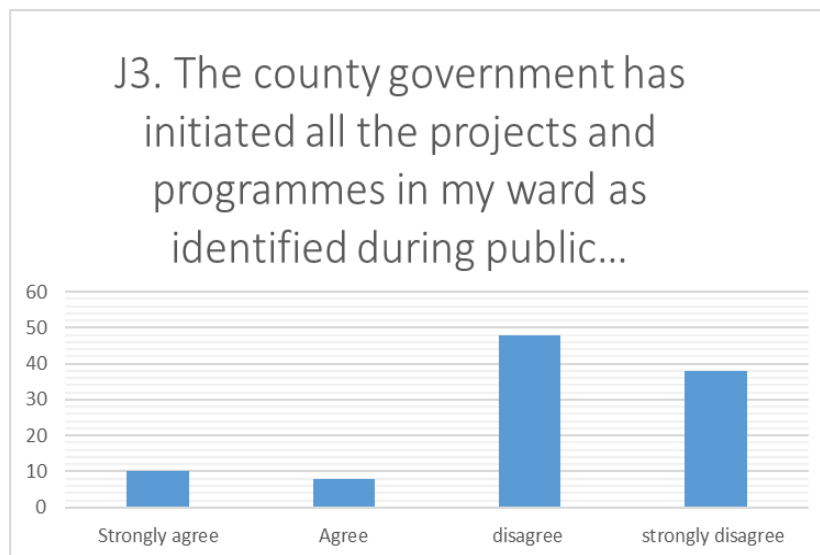
A review of the Makueni county government project management system

([https://www.makueni.go.ke/projects/public/projects\\_by\\_ward.php](https://www.makueni.go.ke/projects/public/projects_by_ward.php)) shows a fair distribution of projects and programmes in all the 30 wards.

The aspect that seemed to go against the grain is the issue that the county government has initiated all the projects and programs in my ward as identified during public participation. Many respondents did not agree to this. The responses were extreme giving an inverse relationship. Many respondents felt that the government has not initiated some projects as identified and

prioritized.

*Figure 6: Response on county initiation of projects and programs.*



This behavior could have been as a result of some programmes and projects that the county government had not initiated and in the view of the public, the projects and programmes were key. A review of the County project management system showed that a total of 35 projects and programmes had been delayed, some delayed for as far as 4 years.

(<https://www.makueni.go.ke/projects/public/stalled.php>).

## **5.2. Transparency and Accountability**

All the indicators for this variable showed a positive correlation. This can be attributed to the fact that Makueni County has elaborate and well defined public participation structures which start at the village cluster levels. It is in these village cluster levels where the public identify programmes and projects to be undertaken. These programmes and projects identified are then incorporated in the CIDPS. To ensure partnership with the public and other stakeholders, the public forms a key role in ensuring that effective oversight is carried out. Project Management

Committees (PMCs) are elected among the public to oversee the implementation process of every project and programme. Similarly, the public are involved in every project and programme cycle. The figure below shows how public participation is done during project identification budgeting and implementation.

*Table 8: Participatory budget making scheduling*

Sno.	Item	Participants	Venue
1	Village participation	All interested persons	All 3643 villages
2	Village cluster participation	All interested persons	All 377 village clusters
3	Subward participation	All interested persons	All 60 subwards
4	Ward participation	All interested persons	All 30 wards
5	Thematic areas ( Youth, people living with disabilities, Business community, children etc,) Participation	All interested persons	All 6 sub counties
6	Political coccus	All persons seeking elective positions	ATC kwa kathoka
7	Civil Society Organization (CSO) participation.	All CSOs	ATC Kwa kathoka
8	Diaspora participation	All interested persons	Virtual
9	Stake holder/development partner engagement	All development partners	ATC Kwa Kathoka
10	County peoples forum	Development committee representatives.	ATC Kwa Kathoka

This model ensures that every member of the public, regardless of status, gender, location or orientation feels part of government processes.

### **5.3. Responsiveness**

To understand the feelings of the respondents on the issue of government responsiveness to public needs, I undertook to interact with data from the County Fire Fighting, Emergencies and Disaster Management department. The data was provided as per the department's core mandate.

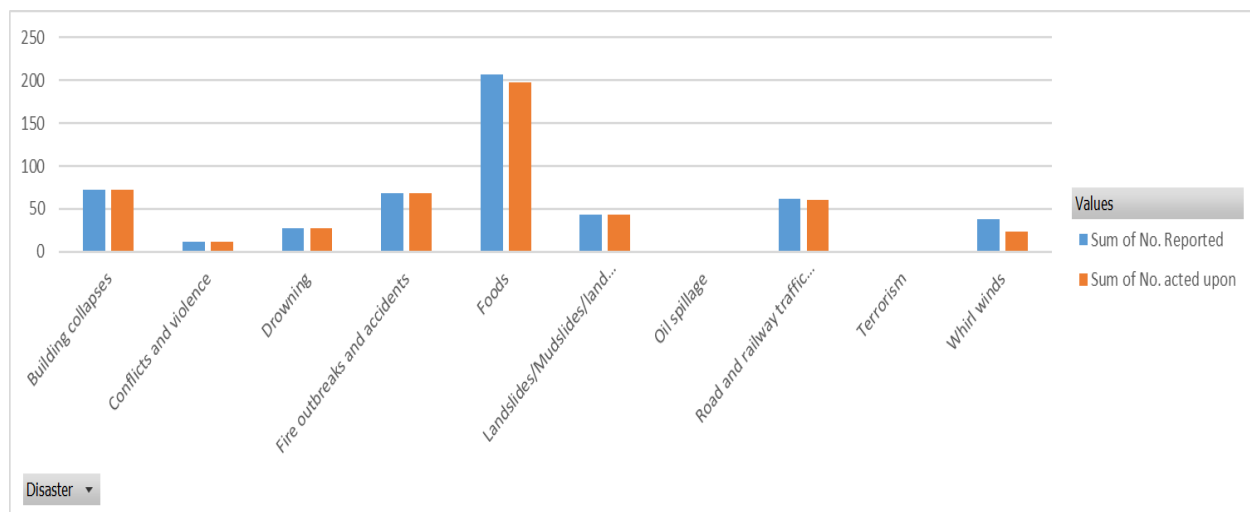
*Table 9: Disaster data collection tool*

Sn.	Disaster	No. Reported	No. acted upon	Response time per service chatter	Average response time	No. of Successful operations	remarks
1	Floods						
2	Building collapses						
3	Road and railway traffic accidents						
4	Drowning						
5	Landslides/Mudslides/land subsidence						
6	Terrorism						
7	Conflicts and violence						
8	Oil spillage						
9	Whirl winds						
10	Fire outbreaks and accidents						

*Source: Own reconstruction from the request to the department.*

The data provided shows that the department responds to almost all major reported and admissible cases. This can be attributed to the department's preparedness to deal with reported disasters.

*Figure 7: Disaster management response per type of disaster*



## **CHAPTER 6. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.**

Improved good governance is believed by many researchers to be one of the best ways of restoring public trust in many governments (Porumbescu 2013; Van de Walle et al. 2008; Yang and Holzer 2006; Christensen and Laegreid 2005). Following this argument, three variables representing the indicators of good governance were identified to be used as a basis to establish the level of impact these indicators have on public trust in devolved governance. Using SPSS and Structural Equation Modeling (SEM), this part will summarize the results and findings and a discussion of the findings.

### **6.1. Justice and Distributive Fairness as a function of good governance.**

A democratic system's long-term viability depends on its adherence to distributive and procedural justice principles. The calculated t-value on J of -3.184 shows that J has an inverse relationship with GPT despite it having a significant impact on GPT with a value of 0.002. Independently, the county government is credited for prioritization of projects and programmes as well as ensuring implementation of flagship projects in almost every part of the county. However, the citizens feel dissatisfied by the government's efforts to initiate all projects and programmes in the wards. A spotcheck on the County project management system showed that at least 35 projects domiciled in various wards have been delayed, not started or are incomplete despite their expected completion time having lapsed.

## **6.2. Transparency and accountability.**

Government legitimacy is enhanced by initiatives that promote transparency, accountability and open government as the key tools that craft legitimacy and trust between the government and the citizens (da Cruz et al. 2015). The concept of transparency and accountability is based on the premise that the more the state reveals to the public, the more the public will trust it (Moore 2018). A significant effect of perceived transparency practices on public trust in local government was predicted in this study. In this study, the coefficient path between the county government transparency and public trust towards the government is positive and significant ( $\beta = .0.228$  and  $p = <.009$ ). This hypothesis is thus adequately supported and can conclude that perceived government transparency indeed has an effect on public trust. Researchers have also confirmed this argument (Porumbescu 2015; Grimmelikhuijsen 2012; Bannister 2011; Park and Blenkinsopp 2011; Veal et al. 2011; Armstrong 2005; Welch et al. 2004; Gordon 2000). Governments must provide explicit information to the public to enable them to carry out effective evaluation and oversight of the government's performance. Democracies worldwide are prioritizing the tenets of transparency and accountability with a view to ending secrecy in government operations as well as improving the trust held by people to their (Veal et al. 2011).

## **6.3. Responsiveness**

Responsiveness is a critical criterion that is used to evaluate the performance of the government (Yang and Pandey 2007). This study predicted an increased public trust on governments that are responsive to people's needs within a reasonable time. This research established that public trust in the county government is significantly affected by the way in which the government responds

to the citizen's distress ( $\beta = 0.380$  ,  $p = <.001$ ). Yousaf et al. ([2016](#)) confirms this finding by holding that responsiveness is a crucial aspect in building public trust.

A government's responsiveness is one of the things people expect from it. Citizens need to be governed fairly and asked the right questions. Thus, it is assumed that responding to this is an essential part of the process and forms a major part of the practice of good governance. Clearly, responsiveness plays an important role in the manner in which public trust is influenced in local governments, according to the findings of this study. Therefore, in order to maintain public trust, the government must play a role in meeting the demands and expectations of its citizens so as to maintain credibility and competitiveness.

In conclusion, this paper appreciates the administrative practices that promote good governance contributes to a great extend in restoration of public trust in local governments. However, for this restoration to be realized, none of the identified good practices of good governance should work in isolation rather all players should work together in an environment that creates a transparent, accountable, trustworthy and responsive government.



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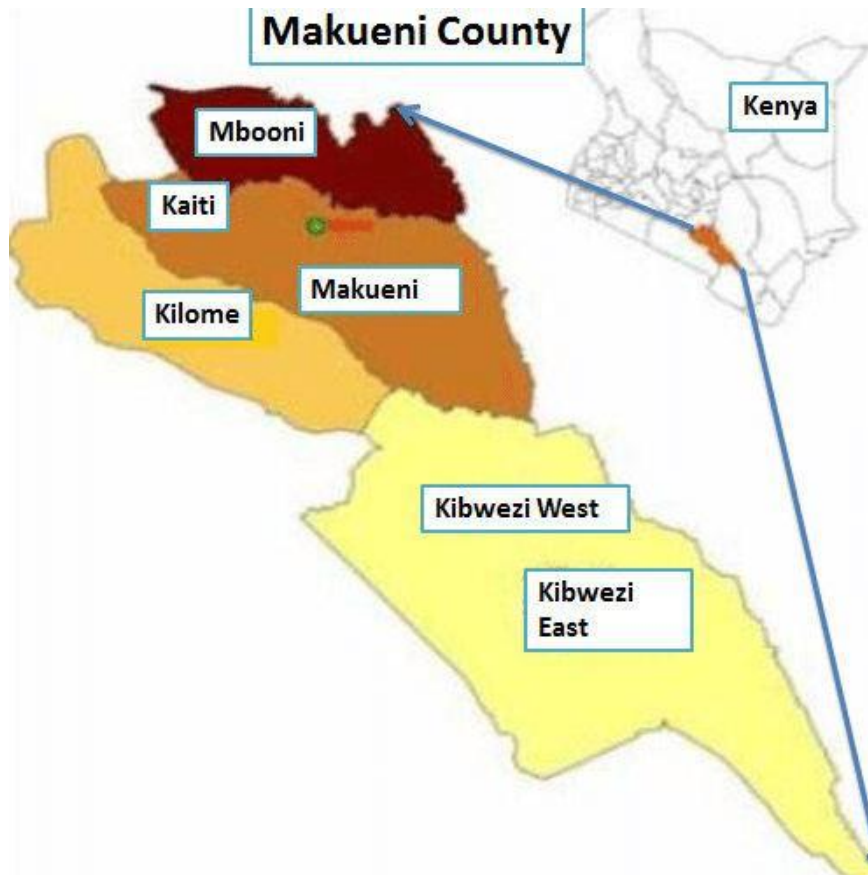
## Appendices

### *Appendix 1.*

#### *Geographical location of kenya*



Appendix 2.  
Geographical location of Makueni county in Kenya.



*Appendix 3:*  
*Sample questionnaire*

## GOOD GOVERNANCE AND PUBLIC TRUST

**Likert scale: Strongly agree**

**Agree**

**Disagree**

**Strongly disagree**

## JUSTICE AND DISTRIBUTIVE FAIRNESS

1. The county government prioritizes programs and projects during the budget making process
2. Apart from the normal ward projects there flagship project(s) within your ward
3. The county government has initiated all the projects and programs in my ward as identified during public participation

## TRANSPARENCY AND ACCOUNTABILITY.

1. The county administration plans and programs are implemented in a transparent manner
2. The entire process of project and programme implementation is known to the public
3. The project management committee members are involved during the project implementation.
4. The government clarifies decisions to the citizens
5. The government provides information to the public in a transparent manner
6. The citizens are able to approach the administration easily.

## RESPONSIVENESS

1. The county administration takes into account public opinions.
2. The county administration responds to public requests within reasonable time.
3. The county administration makes deliberate efforts to support those residents who need help.
4. There is proper procedure to contact administration incase problem
5. Government show involvement toward an issue affecting the society
6. Issues are prioritized according to need and emergence
7. Citizen interest come first for government
8. Government sites provide fast-response services and give help to my problems

## GENERAL TRUST

1. Public officers in the county administration are acting in the interest of the public.
2. I am confident that the government is capable of implementing programmes in a transparent manner.
3. I am confident that the government will be responsive to my needs
4. I am confident that the government will provide a fast response to my needs.

**Abstract in Korean**

## **국문초록**

# **지방분권정부에 대한 공공신뢰에 대한 좋은 거버넌스의 역할:**

**케냐 마쿠에니 카운티 케이스**

**Urbanus Musau Ndunda**

**서울대학교 행정대학원**

**글로벌행정전공**

좋은 거버넌스는 건전한 행정 관행의 산물이라 선정되어 왔다. 사실, 다양한 문헌에서 최고의 행정 관행이 세계의 많은 정부에서 좋은 거버넌스를 확립하기 위한 알려진 도구라고 주장한다. 정부를 인식하는 방법에 대한 시민의 행동은 국민에 대한 정부의 좋은 거버넌스 관행에 의해 광범위하게 영향을 받는다.

본 연구는 정부가 정의 및 분배 공정성, 투명성 및 책임성뿐만 아니라 정부 대응성과 관련하여 건전한 행정 관행을 실천하는 공공 신뢰에 대한 좋은 거버넌스의 영향을 조사했다. 6개 하위 카운티에서 응답자를 선택하여 Makueni 카운티에서 모델을 개발, 테스트하고 현장 조사를 실시하였다. 74.4%의 응답률을 나타내는 총 201개의 설문지가 분석을 위해 선정되었다. SPSS(Statistical Package for the Social Sciences) 및 SEM(Structural Equation Modeling)을 사용하여 데이터 분석을 진행했다.

결과는 좋은 거버넌스가 대중의 신뢰와 인과관계가 있음을 보여주었다. 마찬가지로 시민들이 정부가 자원 배분, 투명성 및 책임의 공정성을 실천하고 정부가 문제에 대응하는 방식에 만족한다고 느끼는 곳에 높은 수준의 신뢰가 존재한다는 사실이 밝혀졌다.

이 논문은 총 6개의 장으로 구성이 되어 있다. 1장은 일반적인 소개, 격차 강조, 가설 형성 및 연구 목적을 강조한다. 2장에서는 관련 문헌을 검토하고, 3장에서는 연구에 적용된 방법론을 설명한다. 4장에서는 데이터 시각화, 분석 및 결과를 포함하고 있다. 5장에서는 변수 및 데이터 분석과 관련하여 결과 및 특정 사례를 비교 연구하고 마지막으로 6장은 요약, 결론 및 한계점을 제시하였다.



## **DEDICATION**

I dedicate this research to God Almighty, my source of inspiration, wisdom, knowledge and understanding. He has been the source of my strength throughout this program and on His wings only have I soared. I also dedicate this work to my wife; Damaris Moraa, who has encouraged me all the way and whose encouragement has made sure that I give it all it takes to finish that which I have started. To my children Charity, Patience and Pearl who have been affected in every way possible by my absence in their life during this quest. I further dedicate this research to my own mother Josephine Savethi, my brothers Gabriel, Charles, Simon and Nicholas for the constant encouragement through the period of this study. God bless you all.

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