DEVELOPMENT IN TRANSITION AND UNLOCKING COUNTY GOVERNMENT’S CAPABILITY IN SUSTAINABLE COMMUNITY GROWTH:
A CASE OF KITUI COUNTY

BY: FRIDA R. MUNYWOKI

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF A MASTER OF ARTS DEGREE IN INTERNATIONAL RELATIONS, DEPARTMENT OF INTERGRATED STUDIES, SCHOOL OF HUMANITIES AND SOCIAL SCIENCE, UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER SEMESTER 2019
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SUMMER SEMESTER 2019
DECLARATION

This research project is my original work and has not been presented for examination in any other university to the best of my knowledge. No part of this project may be reproduced without the prior knowledge of the author and/or United states International University.

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Deputy Vice Chancellor, Academic and Student Affairs
United States International University - Africa
ABSTRACT

Kenya’s approach to sustainable community growth combines long term action to enhance productive potential and incomes with programs and policies that respond to immediate needs of the community and sustainable growth. The purpose of this study was to investigate ways of unlocking local government’s capability in sustainable community growth in Kitui West and Central constituencies, Kitui County. The objectives of this study was; to examine the extent to which local government systems in Kenya promotes the course of sustainable community growth, to find out on the best ways to unlock the growth potential of the local government towards sustainable community growth and to identify to sustainable community growth experienced by the local government in Kitui West and Central constituencies, Kitui county. The study adopted descriptive survey research design on how the interventions would boost sustainable community growth in the local community. The study attempted to address these issues and give clarity of goal and purpose as well as identifying problems and need areas for policy support. The paper emphasized on community participation in order to ensure continuity of sustainable community growth. The recommended strategy was to put in place public policies to facilitate local community participation for the responses on the changes experienced so that public policies can respond effectively to the changes and need to ensure sustainable community growth. Government agencies are well positioned to support communities building their capacity in sustainable growth. Local government’s relationship with its citizens is fundamentally linked to sustainable development.
ACKNOWLEDGEMENT

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DEDICATION

I dedicate this research project to my husband Isaac, my dear son Jaden, my awesome daughter Anaya and my entire family who supported me during my studies.
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OPERATIONAL DEFINITION OF TERMS

Sustainable community growth: This term is local and therefore it stresses the importance of striking the balance between environmental concerns and development objectives while simultaneously enhancing local social relationships. Sustainable community refers to communities planned, built, or modified to promote sustainable living. Sustainable communities tend to focus on environmental and economic sustainability, urban infrastructure, social equity and municipal government.

Leadership: This term is both a research area and a practical skill encompassing the ability of an individual or organization to lead or guide other individual, teams or entire organization. It means any person charged with the responsibility of planning, coordinating and directing people, in this case a local government.

Community Participation: This term can be loosely defined as the involvement of people in a community in projects to solve their own problems. It’s a process by which a community mobilizes its resources, initiates and takes responsibility for its own development. It means that the community should take part in decision making in sustainable growth.

Strategies: The term refers to ways and means that can be used to improve both quantitative and qualitative participation of the community in sustainable growth.
### LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>NG</td>
<td>National Government</td>
</tr>
<tr>
<td>DPLG</td>
<td>Department of provincial and Local Government</td>
</tr>
<tr>
<td>HQ</td>
<td>Head quarters</td>
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<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
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<tr>
<td>UDU</td>
<td>Urban Development Unit</td>
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<tr>
<td>UNCAC</td>
<td>United Nations Convention Against Corruption</td>
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<td>UNCDF</td>
<td>United National Capital Development Fund</td>
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<tr>
<td>UNCDS</td>
<td>United Nations Conference on Sustainable Development</td>
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<td>UNDP</td>
<td>United Nations Development Program</td>
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CHAPTER ONE

INTRODUCTION

1.0. Background of the Study

International development policy is committed to building a more diverse, even and sustainable economy, as major engines of growth, the county governments have a crucial role to play in order to obtain uniform sustainable growth all over the country. But to unlock their full potential a major shift in the powers available to the local leaders to drive sustainable growth is required. The local cities should be in a position whereby they can boost sustainable growth and development (Edward, 2007). The county leaders should be in a position to come up with their own strategies in order to find creative solutions to local problems. According to Bartik, T. (2003), he states that local governments should be in a position to come up with ideas on how to support private sector growth and what powers and freedom they need to make this happen. For this to happen, the county government should be able to show strong leadership and deliver real growth for their communities including employment creation. To achieve this, these leaders should be willing to work together with the national government and county government which have the potential to a country’s sustainable growth.

Communities should be able to exercise their independence and take their sustainable growth into their own hands, but for this to happen, the county leader’s capabilities should be unlocked. The national government should also give county government the right tools they need for their community sustainable growth in order to improve their infrastructure and avail an access to sustainable goals to everyone. According to OECD (1990), for these capabilities to be unlocked,
the county government should demonstrate strong, visible and accountable leadership and effective decision making structures as well as working effectively across their sustainable growth footprints. They should create conditions for innovation and infrastructure and environments that small business grow and allow the central government to work with them. For this to happen, the county leaders should be empowered so as to drive real change, local people should gain access to sustainable development that is more responsive to their local needs.

Moreover, Cavaye, (2003) states that sustainable community growth is not all about economic growth but involves a series of actions and decisions that improves the situation of a community so as to make it strong and functioning. The government together with local autonomous bodies plays important roles to ensure effective implementation of roles in community development and sustainable growth. It also provides local and regional leadership and supports community recreational and cultural needs. The goals of the central government in the community development policy areas are to ensure that, county government has input into the formulation of policies and strategies aimed at enhancing the level and scope of community, social and economic development and services. Furthermore, Mustafa K. Hussein (2003) argues that national governments should aim at maximizing the local government’s access to funding and resource to provide appropriate community services and facilities to promote sustainable growth.

Kitui County is the sixth largest county in Kenya by land area it is situated in the Eastern region of Kenya an area of difficult climate and topography. Its headquarters is at Kitui town about 160 kilometers from Nairobi city. This region is characterized by high population of about 1.1 million people in 2017, low GDP per capita, limited local economic control, and relative neglect by the central government. The county is rich with commercially viable core reserves and mineral resources like limestone iron ore and sand. Forty six per-cent of Tsavo National Park is
Kitui County with great tourism potential; the county has permanent rivers that flow through like Tana and Athi. Despite the great potential, Kitui County is among the Arid and Semi-Arid (ASA) counties characterized by relatively high levels of poverty. The level of absolute poverty is estimated at 47.5 percent compared to the national average of 36.1 percent in 2016. About 3.2 percent of the Kenyan poor live in the county, with food poverty being estimated at 39.4 percent. Moreover, KCIDP (2018) states that about 50 percent of the population does not have access to improved water source sand 57.6 percent of the population spent more than thirty minutes walking in search for drinkable water..

The county is not a member of any regional economic block but it forms part of the proposed Vision 2030 Metropolitan region of Kitui-Meru. The government has prompted to check into the issues of this region but lack of vision planning and management in the development of the region has not produced the desired outcome. The region hence continues to be characterized by low per capita income, low investment, unemployment problems, poor communication and infrastructure (Haaland Boyd, 2005). The undeveloped condition is attributed to the lack of planning and development policy in post independent Kenya. In addition, Barker (1993) states that the alienation of this region led to its underdeveloped condition which leads to acute unemployment problems that has been a great frustration to the youth. The decline in law and order in the local government weakened administrative discipline and depleted human capacity. The needs of these people are not met and the low level of motivation has also contributed to low sustainable growth. Moreover, there has been lack of vision planning and management in the development policy of the region hence no desired outcome has been produced.
1.1. Statement Problem

The focus of international development organization’s policy priorities have changed or are changing yet local communities are the source of data that is reported in the name of international development growth and progress. For the case of Kenya as it is in many other countries, the local government has a key responsibility of unlocking vast latent community capabilities and capacity for them to develop.

The county government has been actively engaged throughout the process, coming together to strengthen its voice as the global task force to local regional government. Moreover, it has and continues to make a strong case for its role as an implementing partner of the Sustainable Development Goals to be fully recognized to ensure that international and national targets can be set, delivered and monitored locally. Without effective community capacity building, county governments will miss out on the necessary revenue generation to finance public services, investments and with it, national development programs have to depend on borrowing loans and debts to finance local governments. In this, important sustainable development policy considerations need to speak to development realities that are locally rooted yet globally connected. In a matter of agency, the past and present experience of devolution (local governance) presents communities the best possible avenues for unlocking their capabilities to better function, re-tool, re-skill and use the power of local government administration to support the sustainable community growth and development over a long period.

1.2. Objectives of the study

The main aim of the study was to account for how county governments can help achieve sustainable growth. The sustainable growth goals are important and were therefore described in reference to county governments. The study was guided by the following objectives
1. To examine the extent to which county government systems in Kenya promotes the course of sustainable community growth.

2. To find out on the best ways to unlock the growth potential of the county government towards sustainable community growth.

3. To identify the challenges faced in unlocking county government’s capability in sustainable community growth.

1.3 Research Questions

- To what extent does the county government system in Kenya promote the course of sustainable community growth?
- What are the best ways to unlock the growth potential of the county government towards sustainable community growth?
- What are the challenges faced in unlocking county government’s capability in sustainable community growth?

The study discussed the role county governments can play in sustainable community growth and hoped to create attention to the general debate around effective sustainable growth projects.

1.4 Justification of the Study

This study aimed to unlock the county government’s capability in sustainable community growth. The suggestions from the study lead to better strategies that could be of great help in unlocking the potential at the county government level for better sustainable community growth. It also helped in formulation and implementation of affirmative action policies that could enhance unlocking of the capabilities. The study findings as well could help policy makers plan
better towards having a sustainable community growth. This study also added new knowledge to the existing literature on county governments and sustainable community growth. It was also expected to enable policy makers to design more progressive leadership programs aimed at ensuring sustainable community growth in the county government. It would also benefit the leaders working at the county government by identifying the challenges they face as they sought towards achieving sustainable community growth and how to overcome them.

The study findings could as well enable policy makers to identify the key capabilities possessed by the county government officials and see how they can be exercised towards sustainable community growth. The study also came up with capabilities held by community members that are not in the county government leadership since most of these people are highly skilled and knowledgeable. The best way to do this is through consultation of the stakeholders who in this case are the members of the community, these people are aware of what their priority need is as far as the Sustainable Development Goals are concerned. In the previous years, the key stakeholders have not been involved during policy formulation yet they are the beneficiaries of the projects which has been a key possible negative repercussion of not solving this problem. Therefore this research promised to point out the importance of consultation before implementation of any policy (Terry SF., 2013). Furthermore, detailed outcomes and methods of stakeholder engagement in the process of developing policy towards sustainable growth are rarely published yet through this, the county government is able to achieve more in community growth.

1.5 Organization of the Study

The study is organized into five chapters. Chapter one discusses background of the study, giving the mandate of the international development policy which is to have even sustainable
community growth globally. It also explains the role of the county government towards sustainable community growth, the obstacles the county government faces towards achieving sustainable community growth. It gives the research objectives, questions and significance of the study. The second part of the chapter gives a brief overview of Kitui County which is in Kenya, in terms of location, size, physiographic and natural conditions, demographic profiles and trends and the administrative and political units. It also provides an analysis of the social-economic situation, infrastructure development, social economic development as well as the key economic activities in the county. Chapter two focuses on review of literature. In this chapter, the researcher reviewed on relevant literature and also discussed the theoretical framework, conceptual frame work and the knowledge gap. It explained thoughts and views of different scholars, what strategies have been previously used by researchers as well as their findings on unlocking the county government’s capabilities towards sustainable community growth. It also pointed out specific studies that are similar to the current study hence suggesting new ideas that could be tried for better results. Chapter three discusses the research methodology that the researcher used to conduct the study. The chapter comprises of the research design, target population, sample size and sampling procedures, data collection instruments, data analysis techniques, ethical considerations and operational definitions of the variables. Chapter four presents and gives an analysis of the data collected while chapter five gives a summary of findings, discussions, conclusions and recommendations.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Sustainable community growth is important all over the world yet since 1994 there has been less or no change in the plight of rural dwellers around the globe. Kenya has been a top advocate of agenda 2030 and it has prepared its first report in reviewing the implementation of the agenda for sustainable development (VNR 2017). Kenya is a stable democracy and has a relatively strong economy; it is also a signatory of various international agreements that deal with development issues. Just like other countries, there are challenges Kenya has faced towards sustainable community growth especially with the county government. This chapter focused on literature review with the purpose of analyzing and identifying gaps in the issue of county government towards sustainable community growth. This also critically analyzed policy implementation at county government level and tried to identify strategic capabilities that have been lacking towards sustainable community growth.

2.1 Policies and practices in;

2.2 Creation of local enterprise partnerships

This is one of the steps that the county government has taken so as to unlock the county government’s capability in sustainable community growth. This has been between business leaders and the local authorities so as to provide vision, knowledge and strategic leadership to drive growth and job creation in the local community. Partnership is very important when it comes to sustainable community growth since it generates local employment opportunities hence contributing to community self-reliance (Bridger and Luloff, 1999). The development of local
markets, local production and greater cooperation among local economic actors are vital for communities for sustainable growth. Self-reliant communities are still linked to larger economic structures and processes.

Moreover, building new types of social relations involves equal participation from the public which means this partnership should benefit all members of the community. Most of the partnerships have only benefited a few individuals hence creating discrimination which has made them unsuccessful. Sustainable community growth is born on the convergence of the interests and competences of the county government and the business people within the community (Maru and Woodford, 2007). This could require new participative methods and partnership organizations, for this to work, the strategy should not be a one off initiative but an ongoing practice with monitoring, learning and continuous improvement. In the absence of such efforts, narrow political interests are most likely to dominate. At the community level, close relationships and friendships have contributed to generating new knowledge of the business environment and government support of local initiatives towards sustainable community growth.

Community participation involves government in holding specific events or opportunities for the community to comment on the proposal or issue. County government defines issues and controls decisions; local people provide information and opinion. Structured community involvement entails advisory committees or representative panels that mediate community input. Material incentives to the community encourage citizen contribution through their time and resources. Community participation involves government and the community coming together and makes joint decisions, shared leadership and common goals. People participate equally and fully in joint learning process.
2.2 Capacity Building

Capacity is described as the strategies or an action that an organization takes to ensure that it has the resources needed to succeed. County government is crucial to initiating and implementing effective strategies for sustainable community growth. Rural development projects demonstrate how different the role of municipal authorities can be in its capacity. Having the community actively involved in projects, activities and shared competences and resources crucial for sustainable community growth processes may put them into light of what is happening hence opening up their minds and moving together (Diamond, J., 2004).

Community capacity building role involves agencies in a dual function, which seeks not only delegated outcomes but also greater community capacity. Moreover, it comprises a delegation and community approach as well as agencies which would achieve delegated work because the citizens will give it all their best since they are the first beneficiaries. Furthermore, appropriate delegated work would also be achieved in partnership with communities where agencies not only deliver a service but also help communities build capacity. Additionally, capacity building involves how county government develops a delegation and community role depends not on specialist (Shaffer, 1993).

However, these steps have not been followed through because the county government has ignored project’s initiative causing barriers to uncovering the potential of local development (Blagg, 1982). The preparation and implementation of local and regional developments workshops in rural communities in Kitui County have demonstrated crucial knowledge and competences for sustainable community growth. Consequently, capacity building, moderators and participants have become a central focus in unlocking the local government’s capability in sustainable community growth (Hounslow, B, 2002). Furthermore, training in rural development,
project management, social entrepreneurship, public innovations as well as more practical skills like how to run rural development workshops and how to help establish functional development partnerships in communities and regional workshops for sustainable community growth has been key issue in enabling the success of capacity building.

Local workshops have really helped the county government authorities to achieve sustainable community growth; projects on local and regional development have helped open up new perspectives to bring the principles of sustainable community growth and development to life. It comprises a set of coordinated processes that offer a communicative platform to develop the vision, goals and means for local sustainable growth and to coordinate implementation and review. According to Brent, J. (2004), community capacity building supports people and also approaches purposefully to minimize an over reliance on outside experts as sources of knowledge, resources and solutions to community issues. Capacity building encourages local people to take action on local issues themselves it also fosters a sense of ownership and empowerment so that community partners gain greater control over their own future development. For this to be a success, the county government has to be in the front line so as to implement the process of capacity building within the community.

Capacity building within the local community acknowledges that growth, learning and change occur reciprocally, that is the county government and the community is expected at the end to be more effective and successful in addressing community issues towards sustainable growth (Greig, G., 2007). Local authorities are usually targeted when it comes to community sustainable growth and this identifies and addresses their capacity gaps by enhancing governance and improving leadership, institutional and operational capacities, improving the ability to plan and implement sustainable community growth (Brown, A., 1980).
2.3 Advocacy and Awareness Creation

The county government is a vital part of our democracy because of its push towards the vast interaction between citizens and the State which take place through county government. It provides leadership for local areas and communities, so county government needs to be supported in order to do its job, it should be able to step up so as to perform its role and enable its communities to have a say in the issues that matter most to them (Chambers, R., 1983). Furthermore, the county government should foster a relationship with the local community and judge when it is appropriate to offer support to the communities, they need the meld bottom up and top down community involvement, build skills in community development and avoid pitfalls.

Through advocacy and awareness creation, the local people and communities gain influence and power to improve their lives. This enables the creation of strong and prosperous communities through the delivery of better public services in the rebalancing of their relationship with the central government and county government helping in achievement of sustainable community growth. The councils should be in a position to lead their communities, shape neighborhoods and bring local public services together. Stronger and stable models of local authority leadership also help in awareness creation and advocacy. The national government by encouraging county government to work with other service providers could also help in unlocking the county government’s capability to sustainable community growth.

This partnership may help meet local needs and also drive up service standards as well as awareness creation. County government’s strength is its closeness to its community, local authorities should be able to give the community a greater say over their lives, and they should also have more information about how services perform in their area and get more involved.
Actually the citizens should have more powers in their local councilors, whereby if things go wrong, local councilors supported by their communities should demand answers to their questions through the community call for action (Easterly, W., 2007). Another way of creating awareness is encouraging local authorities to give their councilors small budgets to deal with local problems and also coming up with neighborhood policing teams to represent the entire community (Halligan, J., 1995).

Moreover, increasing opportunities for local communities to take on management or ownership of local facilities and assets is important in advocacy and awareness creation. The county government should also focus on improvement and response to the rapidly changing circumstances with the councils demonstrating that they can deliver better services. They must also show that they are ready to make change in attitudes and culture engaging with citizens and working with their partners (UNDP, 2007).

2.4 Structural Challenges faced by the Local Government in Sustainable Community Growth

According to the Local Government White Paper (2006), the challenges of global economy and of sustainable community growth requires greater power and resources to be devolved to regional and local levels. County government and the community hold key capabilities but putting them in practice has been a major challenge. Some of the challenges that have been the main hindrances towards unlocking county government’s capabilities in sustainable community growth are:
2.4.1 Poor Leadership

There is a strong relationship between leadership and sustainable community growth; however, the term leadership may mean different things to different people. The type of leaders in a given community affects sustainable development and the two are interlinked, this view is supported by Dartey-Baah (2014) who argues that there is a close correlation between effective leadership and sustainable community growth. African nations including Kenya have lagged behind other countries in terms of sustainable growth hence poor leadership has been the main cause of all these afflictions. Kenyan’s are therefore aware that they have suffered due to poor leadership and failure to be responsive to the people they lead (Tutu, 2004). Sustainable community growth cannot be attained where leadership is weak’ leadership is thus imperative in promoting sustainable community growth (Sharma, 2009).

According to M’Ikunywa (1986), small pockets of wealthy and powerful elites in the county government have replaced former colonial masters in Kenya. They tend to control and determine the direction a community will take. If one assumes a position of leadership, he should be ready to take the blame in case something goes wrong. A good leader should have the willingness to hand over power when his time expires but this is not the case in Kenya whereby leaders want to force themselves even when they do not have the capability to perform. Power in Kenya is often accompanied by with wealth and prestige in the form of a fleet of escort cars and unquestionable authority and so many Kenyan leaders will do what it takes to be in power and preserving it at the expense of the community. A responsible leader is a good manager; it is unfortunate that Kenya is rich with natural resources, hence continues to experience poor sustainable growth which is a manifestation of lack of good leaders (Koontz, et al., 1984).
According to UNDP (2007), communities need strategic leadership in order to achieve sustainable growth. Only strong and knowledgeable leaders will be able to develop vibrant communities and also to adapt to demographic changes, to plan for impact of climate change and to build cohesive communities. Poor leadership has been a big challenge faced in unlocking county government’s capability in sustainable growth. Most of the county government chairmen and councilors are not qualified for the positions they occupy (Karanja G., M., 2014). Most of them get these positions either by appointment or through their political godfathers to reward them for their loyalty and service. In addition, most of them do not know what it takes to run their offices and have little or no communication with their governing councils and spend most of their time in their respective state capital as opposed to their base of operation hence making the SDG’s unfair to Africa, (Easterly, W., 2007). The county government has the highest number of unqualified personnel in its payroll. A lot of people are inserted as workers even without the required qualifications to fulfill their respective roles which drastically reduce the efficiency of the county government.

Poor leadership is the most formidable challenge that faces Kenya; Kenya is underdeveloped or poor not because of deficiency in resources but due to poor management of these resources, responsible leaders are nonexistent especially in the county government. While county government leaders should be responsible to the sustainable needs of the community, they have ignored the common needs of their people, concentrating instead on amassing wealth for themselves. This has left the community in a very desperate and seemingly hopeless state of unsustainable growth. Communities have continued to experience extreme poverty, poor transport unreliable communication networks and poor health care facilities especially in Kitui County. The government should therefore incorporate responsible leadership into the core
curricula for learning institutions in Kenya. This should be made compulsory instruction for students in all disciplines as they will become leaders in future. The importance of sustainable community growth should be emphasized in all forums in the counties and constitution of Kenya should also emphasize the need for responsible leadership in governance.

2.4.2 Corruption

Corruption undermines democratic institutions, contributes to governmental instability and erodes trust. It threatens the economy and affects disadvantaged groups by preventing social inclusion, promoting inequality and inhibiting prosperity. Corruption can lead to weak institutions and injustice as well as reducing employment opportunities. When employment decisions are not made based on fairness, merit and equity, opportunities of citizens are denied. Sustainable community growth goals are affected by corruption. Through actions and attitude towards corruption, the government should promote and strengthen public anticorruption infrastructure.

Corruption is the bane of Kenyan democracy from the top to the bottom; however, some schools of thought believe that the local government is the most corrupt (DPLG, 2006). Money meant for community growth and salaries for the county employees are siphoned and a lot of ghost workers in the local government are in the payrolls. According to Lyle, E. S., (2007), financial figures for projects are inflated and most of the chairmen rule with an autocratic and narrow minds and tend to favor some parts of the county over others. In the county governments, most of the seats are won by the political parties in power which should not be the case in a true democracy (Loney, M.,1983).The issue of creation of too many county government areas has also been a major challenge connected to corruption. The county government in Kenya overlooks the criteria for
creation of county government which are population, land mass, internally generated revenue and location among others (Sr. Kempe Ronald Hope, 2014). Over the years, county governments have been created to score cheap political points among complaints of marginalization by others thereby ignoring the previously stated criteria.

Governments should undertake legislative reforms that will establish institutional framework against corruption with robust enforcement and punitive measures. They should also take measures to prevent corruption happening in the first place. Active involvement of groups and individuals such as civil society including non-governmental organizations and community based organizations in the prevention of and the fight against corruption and in raising public awareness. As people become increasingly weary of corrupt leaders, they demand more accountability; the community including many young people is increasingly showing their commitment to fighting corruption in their regions (WHO, 2018).

2.4.3 Undue interference from the national government

County powers entrenched in the Kenyan constitution are intended to be exercised autonomously, they can only be varied or removed through a constitutional amendment. By national government taking over some of the major functions of the county government especially those have to do with revenue collection and fail to remit funds to them has been a major challenge in attaining sustainable community growth (Adeyemi, 2013). This has resulted in the county government being perpetually broke and always finding it difficult to pay their workers and providing social amenities. The high degree of external influence and interference in county government affairs by the higher levels of national government for example central
governors unconstitutionally dissolving elected council officers without proper process (Ismael et al., 1997).

2.4.4 Financial condition of the county government.

The Kenyan county Government requires revenue to implement their functions, it depends heavily on revenue generated locally under Article 209(3) of the constitution, with revenue received from the national government and revenue from external sources which include foreign lenders such as International Monetary Fund (IMF) and the World Bank. Unfortunately the county government does not get what is due to them from the national government as most of the funds meant for them are diverted to other needs hence hindering the work of the national government. The national government should be made to remit all funds meant for the county government and seize to interfere with its operation (Gyamfi, D., 2014). Budgets keep reducing in cash as well as in real terms, demands and expectations on services keep growing and there is pressure to improve outcomes and reduce inequalities in Kenyan communities.

2.5 Gaps to unlocking county government’s capabilities to sustainable community growth

This part aims to address communities’ capacity gaps and foster local sustainable growth in a participatory and accountable manner. In addition, involving the community members is very important to each and every project since they are the key stakeholders. Therefore, cooperation between the county government and the members of community in projects and activities is a major tool to sustainable community growth (Rees, W. E, 1995).
2.5.1 Local and regional workshops

According to Dale, A. (2001), local and regional workshops would be of great help in bringing principles of sustainable community growth to life; these workshops offer communicative platforms in developing vision, goals and means for local development and to coordinate implementation and review. Communities want a bigger say in the services they receive and in shaping the places they live. The best councilors work closely with the community hence involving the community in whatever they do will be of great importance. This can be best done by having local and regional workshops so that the community could take part. Citizens also get involved and informed of the services on their area and also having councils developing neighborhood chatters setting out local standards and priorities would be of importance (Roseland, M., 2012).

According to Lullof, (1990), in these workshops, the need of allocating small budgets to the communities to tackle local issues will also be seen of essence in sustainable community growth. The local workshops are also important because they help the local authorities in putting in place sustainable community strategies. The issue of reducing the amount of information the national government demands of its local partners will give a good room for the county government to focus towards sustainable community growth. Williams, K. (2009) also in his study suggests that local and regional workshops would also help in developing a local area agreement by the local authorities in consultation with the communities. With the local area agreement, the local government will be in a position to know its priorities for improvement for each area. The priorities should be in a position to reach the needs of each area; local partners together with the local authorities should be able to set targets within which they should work towards sustainable community growth.
2.5.2 Participative Methods

Lack of mechanisms and institutions of civilized decision making and problem solving is the main obstacle for community sustainable growth. Historically, the community has not participated in decision making processes like planning process and also budgeting Rasmussen (1985). The local community has only trusted leaders in the county government and relying on external help which has really hindered development and sustainable growth in the community (Hanif and Jansen, 1998). By engaging the community, the local people are able to gain access to new job opportunities, local transport and also housing that is more responsive to their local needs. This would boost the county government in sustainable community growth. This has not been the case though due to the attitude of stakeholders towards community participation in decision making process hence it has been a major barrier to community empowerment. Participatory governance mechanisms have been widely promoted in developing countries like Kenya. They are claimed to bring about several public policy benefit including increased accountability, higher government responsiveness and better public services in the local government Seroka, J., (1997).

According to Kumar, S (2002) Community participation is viable cost saving strategy in development process especially in resource scarce setting like the local regions. All local areas need enough resources in order to function well. Community participation will lead to better planning process in development plans and also lead to better identification of community’s needs and also the need for participation of specific community groups such as the youth. Youths are known to be energetic and have greater potential hence by engaging them; the local authorities will be able to exercise their capabilities well in sustainable community growth. Participation in decision making process will also enable the community to be involved in
exploring alternatives and deciding on the best appropriate options which take into consideration interests and priorities of the local community. Groups like youths with potential and capacity could do voluntary work; take part in implementation of programs or projects authorized by the local government (Karanja G., M., 2014).

2.5.3 Consulting with key stakeholders

The role of establishing dialogue and negotiations between stakeholders can be implemented by local administrators and non-governmental organizations within the region. This is a major way forward in unlocking local government’s capability in sustainable community growth. The county government should consult key stakeholders and allow them to take up some responsibilities through the leaders from within the community Weale, A.,( 2001). Initially the stakeholders should cascade awareness, interests and opportunities as well as development taking place and to encourage more people to take part in active role. The local leaders within the community should be empowered by the local government so as to drive real change in the county by looking outward to the private sector rather than up to the central government. Local government authorities working with the communities will provide a strong and visible leadership and a sense of vision and civic pride for the local area Arnstein, S., (1969).

According to Sustain Ability (2007) consulting with stakeholders will allow the local governments tackle difficult cross cutting issues like climate change and anti-social behavior that holds back the sustainable community growth. This will also extend choice in local services by enabling people to have more control of the services they use on an individual basis. In addition, giving the local people say in running local services by reforming the most value regime to ensure that local authorities and other best value authorities inform, consult, involve and devolve
to local communities where appropriate. The county government should provide communities with prompt information on the quality and performance of local services so they can judge how effective the public authorities for their area are (KrickT et al, 2005). Strong leaders are required in consulting with key stakeholders, leaders that are well equipped and knowledgeable those are able to draw clear vision.

2.6 Theoretical Framework

The local state has been a focus of decentralization, rather than viewing local politics as a separate manner whose significance rises and falls in response to external trends many theorists point out that local politics are critical arenas for learning the civic skills necessary for democratic practice as a whole. For many citizens, the most critical issues for demanding political responses are everyday concerns that are the responsibility of local officials. Looking at it from a larger perspective, local politics is necessary and independent of the larger context (Clarke, 2006). It can therefore be argued that local governance is and will be an important factor for democratic processes in the years to come.

The study was guided by theory of coordination failure (big push model), structuralism and the theory of development. The structuralism theory is associated with Wilhelm Wundt and focuses on structural aspects which impede the economic growth in developing countries. This structural transformation of developing countries is pursued in order to create an economy which in the end enjoys self-sustaining growth. Structuralists argue that the only way third world countries can develop is through action by the central government. This theory also argues that governments of developing countries must intervene to ensure that their economies will be able to become fully modernized and if governments do not do this, they are likely to be doomed to remain in a
colonial relationship with the rich world. For governments to be able to achieve economic development, they should be able to begin with the community through the national government.

County government’s capabilities should then be unlocked towards sustainable community growth since development is measured from the local areas in terms of SDG’s. Factors that have delayed sustainable community growth should be looked into, like poor leadership, inadequate funds in the county government and lack of community participation among others. If the leaders are not well equipped, knowledgeable and qualified, then sustainable community growth will not be achievable to the local community (Bond, 1996). This theory describes tools and strategies for making sustainable goals achievable; one way to achieve sustainable community growth is by countries not exploiting their natural resources reserves. During most of 1960’s and 1970’s, economists described generally development process as structural change by which reallocation of labor from agricultural sector to the industrial sector is considered the key source of economic growth.

Two well-known representatives of this approach are the two sector models Lewis (1954) and the structural change and patterns of development Chenery (1960). In Lewis’ (1954), two sector models or theory of surplus labor, labor increasingly moves away from the agricultural sector to the industrial sector. The structural change model focuses on the pattern of development and hypothesized that patterns are similar in all countries Torado and Smith, (2009). Moreover, structural change recognizes that the pattern of development is different based on a country’s particular set of factors including, country’s source and resources, government policies and objectives and availability of external capital. Some regions have cultures that hinder sustainable community growth hence county governments find it hard to penetrate in such regions of the community as advanced by (Smoulders, 1998).
Local and indigenous knowledge systems and environmental management practices hinder sustainable community growth. Cultural traits stimulate individual motivation hence for a variety of reasons; economists have avoided getting too closely involved with the concept of culture and its relationship to sustainable growth Opoku and Ahmed, (2013).

Theory of coordination failure is associated with Paul Rosenstein-Rodan (1943) who famously argued that at an early stage of development is increasing profitability of other sectors throughout the economy. Individuals fail to coordinate complementary changes in their actions lead to a state of affairs, the obstacle of achieving better state of affairs is not a matter of technological opportunities or of resource of preferences but only of coordination. Failure to achieve sustainable community growth occurs when the local authority fails to coordinate their actions towards development. Like other early development models, big push models ran out of favor when the world witnessed the collapse of centrally planned development and growth, stagnation or worse results in undeveloped countries (Meier, 2000). This theory offers some important overall lessons for policy makers. It highlights the problems of development that require selective government intervention to ensure that several things work well together at the same time.

However to get sustainable community growth underway is not an easy task, the big push strategy is recommended recently by United Nations Development program, (2005). The program suggests that for developing countries to achieve sustainable community growth, a big push of public administration and human capital is necessary. However this theory has been criticized for it is over emphasis on the roles of government, critics have asserted that the government is ineffective and could choose a bad policy (Killick (1976); Hoff and Stiglitz (2000). If a bad policy is implemented, it can push development into a bad equilibrium,
moreover, the policies recommended by coordination failure lack details of how the government can coordinate things.

Policy makers in the county government should be more cautious of strategies to employ in sustainable community growth in order to address coordination failure issues. County government should engage the community in the entire development process so as to walk with them and by doing this; they will be able to know what development projects come in next. These two theories will guide the study to explore the perceived strategies for unlocking county governments’ capability in sustainable community growth.

2.7 Conceptual Framework of the Study

This study conceptualizes that poor leadership are corruption are some of the challenges in unlocking county government’s capability in sustainable community growth. The issue of appointing leaders that is not qualified and leaders that are not irreplaceable since they want to remain in power throughout yet they are not of much impact when it comes to sustainable development. Such leaders will not be able to come up with any new development since their minds are not work oriented but are working towards self-gain. Moreover, psychological differences that the county Government leaders may be used against the community such as not being with the people they can consult or work with since they are not in power. Most of the times the local government councilors want to work on their own even deciding on what to prioritize yet they are not the beneficiaries of most of these sustainable projects. Furthermore, corruption has led to so much failure in projects and programs, since the same people wants to remain in power, they make sure that no new people will be able to replace them yet most members of the community are very influential and rich in knowledge.
In addition, scholars such as Ferguson and Jackson (1994) and Snyder (1998) argue that organizational barriers may include norms, policies and practices in the county government which cause failure to recruit or appoint new leaders that are qualified and also developing and supporting the youth to participate in local leadership positions. Organizational barriers are compounded by lack of effective national government policy in sustainable community growth. There are variables that may intervene to the benefit of unlocking county government’s capability in sustainable community growth. Such variables have to do affirmative action such as community participative policies in sustainable growth. If affirmative action and policies of good leadership and governance are strictly adhered to, then the county government’s capability will be unlocked in sustainable community growth. This is further conceptualized in figure 2.1.
Structural challenges

- Poor leadership
- Corruption
- Interference from national government
- Financial condition of the county government

County government’s capability in sustainable community growth
Perception of community

- Resistance to community leaders
- Less information to the community
- Biased conflicting attitude

: Conceptualization of Unlocking the county Government's capability in sustainable community growth
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction
This chapter discussed the research design, location of the study, the population of the study, sample and sampling procedure and data collection instruments, as well as data validation. Finally the procedures used for data collection and analysis plan were outlined.

3.1 Research Design
The purpose of this study was to unearth strategies for unlocking county government’s capability in sustainable community growth in Kenya in Kitui County. To achieve the objectives of the study, descriptive survey design was used. Descriptive survey design appeared to be best method for this study since it described the existing characteristics of a large group of county government representatives. It also helped to attain self-reported information about attitudes, opinions and behavior and other characteristics of the local population. Data was also collected from members of the local population in order to determine the current status of the population with respect to one or more variables. This design was really appropriate since it can put a problem on the map by showing that it is more wide spread than previously thought; survey based prevalence data are used in demonstrating that a problem is distributed in a particular way throughout the population, (Reinharz, 1992).

3.2 Study Area
This study was carried out in the county government in Kitui West and Kitui central Constituencies, Kitui County, Kenya. The constituencies border Kitui South to the east and Machakos County to the south west as shown in Fig. 3.1.
3.3 Study Population

The study population was twenty eight (28) local government workers and some members of the community in the two constituencies of Kitui County, Kenya. All the senior county government officials were involved in the study; some county workers (in the headquarters) were as well key informants for the study.

3.4 Sampling Procedure and Sample size

The study used purposive sampling to select 10 out of the 28 members in Kitui West and Central constituencies, five of which were from the government office and the other five were members of the community. These constituencies were chosen since they were large enough to provide a more reliable sample for the study. In Kitui West constituency, Matinyani and Mutonguni
Wards, the study selected five representatives of which three were the members of the community and two county government officials. In Kitui Central constituency Mulango and Kyangwihya east wards five representatives also selected two members of the local community and three local government officials. All the ten top officials and ten members of the community from the four wards and ten others were purposively selected due to their positions while two officials from the county headquarters were selected as they were key informants of the study.

The four Wards from the two constituencies had a total of 75 county government members, of which fifty per cent, forty (40) members) were sampled for the study. These were distributed evenly such that each ward has 10 respondents, selected through random sampling. The total study sample was therefore 72 participants.

3.5 Data Collection Instruments

Primary data was collected using a structured questionnaire, for the constituency office workers, those from the county commissioner’s office and members of the community. Flexibility is one of the strengths of semi structured interviews; it can provide the researcher with new information and key issues. The new information might change the theoretical focus or raise issues that need to be further analyzed or discussed. Interview schedules for the constituency officials and workers from the county headquarter. A structured questionnaire was used because it is easy to fill, and respondents were able to provide information in confidence at their own time. An interview schedule for the constituency officials and county headquarter representatives was more appropriate because it allowed for probing into issues and challenges of unlocking county government’s capability to sustainable community growth. Secondary data was generated through records, namely; policy records for sustainable development, county magazines on
sustainable community growth, job application forms and county interview guidelines as well as the county library.

3.6 Data Collection Procedure

Permission was obtained from the County government and National Council for Research and Development to conduct research in Kenya. Permission from the constituencies and ward offices was also sought to allow the study to be carried out in their offices. Questionnaires with an introductory letter explaining the study’s goal and guaranteeing confidentiality was self-administered to the key respondents. Interview dates, time and venue were agreed upon by each interviewee; the interviews were personal and lasted between 30 and 45 minutes. The interviews were conducted over a three week period; a total of thirty questionnaires were circulated and collected for data analysis.

3.7 Data Analysis

Data recorded in other languages (local language) was translated into English. Information recorded in audio tapes was transcribed. Field data was as well analyzed and integrated with secondary data, then thematically organized according to the objectives of the study. Due to the fact that the researcher was faced with vast amount of documents and had modest knowledge of the topic in question, qualitative methods of data analysis was applied. The goal of the study was to combine document analysis and interviews to provide the researcher more complex understanding of the importance of the county government in sustainable community growth and thereby help the researcher to respond to the research questions. Descriptive and analytical methods were used to present the data in various chapters of the report. In the report, documentary data was then organized and presented in the form of tables and percentages.
Document analysis was also important in order to cross check, supplement and confirm information obtained from the interview scheduled and the questionnaires.

3.8 Ethical Considerations

Ethical issues in research are important since they promote the aims of research in expanding knowledge. They mean that the researcher can be held accountable for their actions and also ensure that the public can trust research because for people to trust research they have to be confident in it. Ethical issues in a research support important social and moral values such as the principle of doing no harm to others. The study really observed the various key ethical issues in order to stay focused; the researcher was required to maintain high level of honesty and integrity especially in interviewing people and also the structuring of questionnaires. Openness and carefulness was also being shown during the study so as to avoid careless mistakes and also making sure that results are credible. The study also required high level of confidentiality especially with those things will be provided in confidence as well as following guidelines on protection of sensitive information especially in the county offices.
CHAPTER FOUR

DEVELOPMENT IN TRANSITION AND UNLOCKING COUNTY GOVERNMENT'S CAPABILITY IN SUSTAINABLE COMMUNITY GROWTH, KITUI COUNTY

4.0 Introduction
This chapter presents the findings and discussions on unlocking county government’s capability in sustainable community growth in Kenya, Kitui County. The presentations and the results and the discussions is based on the study objectives as in the following sub-topics; extend to which county government systems in Kenya promote the course of sustainable community, the best ways to unlock the growth potential towards sustainable community growth, challenges faced in unlocking county government’s capacity in sustainable community growth. Also presented are the demographic characteristics of the local government officials included in the study as it helps to understand the attitude and perception of different study targets in terms of unlocking county government’s capability in sustainable growth.

4.1 Demographic Characteristics of Respondents
The demographic characteristics of the respondents discussed were level of education, gender, general experience and marital status.

4.1.1. Level of Education for all Respondents
The level of education in this study was considered so as to establish the qualification of the local government workers to the office. Level of education would also help in knowing if the respondents understood policies and practices that govern recruitment and appointment of the county government workers to the office.

The results show that most of the respondents 37(53.7%) were degree holders. 24(53.3%) were males while 13(59.1%) were females. This was followed by a total of 19(28.4%) who were Diploma holders. Among them, 14(31.1%) were males while the rest 5(22.7%) were females. Certificate holders were only 3(4.5%) and also most of them were male. A total of 8(11.9%)
were graduates which shows that the respondents education level was not much as far as both genders are concerned to qualify as a hindrance to unlocking county government’s capability to sustainable growth. It also meant that the respondents understood the policies that govern recruitment and appointment of county government workers.

4.1.2. Experience of Male and Female Respondents

The experience of employed respondents was thought to affect the attitude and perception of individuals. Majority of the respondents 55(82.1%) had worked for more than 10 years. Only 10(14.9%) had worked for 5-8 years of which two (2) were males and the rest (8) were females. Those who had worked for between 4-6 years were 3(4.5%) which shows that based on the years’ experience both genders were equally experienced hence this cannot be said to be an hindrance in unlocking county government’s capability in sustainable community growth.

4.1.3. Marital Status for all Respondents

The study sought to establish the marital status of the respondents as it has an effect at the work place in the county government. Cross tabulation of gender against marital status and the results indicated that out of the 45 males who participated 41 were married while 4 were single. Among the 22 females who participated 20 were married while 2 were single.

4.1.4. Gender for all Respondents

Out of the 72 targeted study respondents, three males did not return their questionnaires while two females did participate in the interview, this gave a total of (67) respondents. Majority of the respondents 45(67%) were males while 22(33%) were females. This showed gender disparity in the county government offices.
4.2 Extend to which county Government systems in Kenya Promote the Course of Sustainable Community Growth

This objective aimed at assessing how the respondents perceive the county government systems towards promoting sustainable growth. The respondents were given statements whose responses demonstrated their view of the county government systems. The statements were based on different views in regards to the following:

4.2.1. Whether the county government systems are effective to sustainable community growth

The study sought respondent’s views on the county government systems, by asking them whether the systems are effective to sustainable community growth. The results are shown in table 4.1

Table 4.1: Effectiveness of County Government Systems in enabling effective sustainable community growth

<table>
<thead>
<tr>
<th>Gender</th>
<th>Non response</th>
<th>No</th>
<th>Yes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>4</td>
<td>13</td>
<td>28</td>
<td>45</td>
</tr>
<tr>
<td>Females</td>
<td>5</td>
<td>1</td>
<td>16</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>14</td>
<td>42</td>
<td>67</td>
</tr>
</tbody>
</table>

The results in table 4.1 show that county government systems are effective to sustainable community growth, they went ahead and explained that the implementation has been the issue. This is because 42(62.7%) of the respondents attested to this, among whom 28(41.8%) were males and 16(23.9) females. On the other hand, 14(20.9%) of whom 13 were male while only one was female who said that the county government systems were ineffective. 9(13.4%) did not
provide their responses on this question. The view of the county government systems by different people may have an effect on sustainable community growth since members of the community face many difficulties. County governments in Kenya still look up to the central government for direction so as to run their activities instead of implementing the right systems. This has led to the failure of the county government relative to other tiers of government in Kenya. Institutional efficiency is very important as far as sustainable community growth is concerned. According to Shaffer, R. E. (1993), the county government should be able to collaborate within the community in order to achieve the right results in sustainable growth. The attitude of not involving the community in matters of sustainable community growth and surprising them with development projects that are not extremely a priority is misleading.

4.2.1. Preferred leaders of the local government

The study went ahead to ascertain the attitude of the respondents towards their preferred leaders in the county government. The results are presented in table 4.2.

Table 4.2: Preferred leaders of the County Government

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters (HQ.) workers</td>
<td>7</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Constituency workers</td>
<td>10</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Constituency Officials</td>
<td>8</td>
<td>2</td>
<td>10</td>
</tr>
</tbody>
</table>
Study findings show that majority of the respondents’ 56 (83.6%) preferred male leaders for the county government leaders, only 11 (16.4%) would go for female leaders. This study supports Sanchez’s findings (2010) that people tended to like male leaders since they are seen to be ambitious, assertive and have more self-confidence as opposed to their female counterparts. The findings may show a level of discrimination against women in the county government leadership yet women are seen to be more focused and organized in terms of sustainable growth projects within the community. The response shows that the attitude of the respondents affects the choice of leaders which could implement the right systems in promoting the course of sustainable community growth.

4.2.2. Whether or not leader’s level of education affected the performance of county government systems

The study sought the view of respondents by asking them whether the level of education of leaders affected county government systems in promoting the course of sustainable development.

The respondent’s views are presented in table 4.3
Table 4.3: Level of Education as a key influencer to county government performance systems

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ. Workers</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Constituency workers</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Constituency officials</td>
<td>0</td>
<td>11</td>
<td>6</td>
<td>16</td>
<td>2</td>
<td>35</td>
</tr>
<tr>
<td>County commissioner’s office</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Members of the community</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4</strong></td>
<td><strong>19</strong></td>
<td><strong>7</strong></td>
<td><strong>28</strong></td>
<td><strong>9</strong></td>
<td><strong>67</strong></td>
</tr>
</tbody>
</table>

From the above results, most of the respondents 28(41.7%) agreed that the level of education really mattered in implementing government systems in the course of sustainable community growth. 9(13.4%) strongly agreed while 19(28.3%) of the respondents did not support it. This shows that the community’s view of level of education being a key factor to consider when choosing leaders of the local government is very important since some of them do not have enough knowledge in matters of sustainable community growth.
4.2.3. Level of support by the community towards the county Government leaders

The study sought to establish respondent’s perception on the community support to the local government leaders. It was felt that this has a big effect on their leadership skills. The table below (4.4) represents the results.

Table 4.4: Level of support by the community towards the County Government Leaders

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ workers</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Constituency workers</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Constituency officials</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>County commissioner’s office</td>
<td>4</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Members of the community</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>26</td>
<td>28</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>8</td>
<td>6</td>
<td>47</td>
<td>68</td>
</tr>
</tbody>
</table>

From the above presented results in table 4.4, majority agreed that there was no much support from the community to the county government leaders. Those that worked for the county headquarters disagreed that the community does not support the county leaders. This shows that
if the community supported the county government leaders in building and implementing systems that are favorable to sustainable community growth, then this would be easily achieved. The study also dug deeper to find out why the community has been hesitant in supporting the current leaders but most of the respondents’ views were that the leaders are not qualified. They went ahead and said that some of the leaders are too corrupt and that is how they end up taking the seats not knowing the responsibilities that come with them.

Table 4.5: Effectiveness of the systems implementations among the county government leaders

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ. workers</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Constituency workers</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Constituency officials</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>County commissioner’s office</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Members of the community</td>
<td>23</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>11</strong></td>
<td><strong>19</strong></td>
<td><strong>7</strong></td>
<td><strong>67</strong></td>
</tr>
</tbody>
</table>
Based on the effectiveness of county government leaders to implement systems, the results were shown on table 4.5. Where most of them disagreed that the leaders are effective in implementing the county government systems towards sustainable community growth. For effective implementation of county government policies, people thought that it needs very skilled and focused people that are knowledgeable enough to manage this UNDP, (1997) Effective system implementation requires activities like coalition building, citizen involvement, conflict management, compensation and rewards, cross unit collaboration and control. Each of these activities is related to one of Chester Bernard’s classic three functions of executive (communication, coordination and committed to purpose). The six models constitute a framework that can be used by the county government to help implement their strategy (Hill, 1974).

4.2.3. Aggression of county government leaders while in headship

The study sought to look at respondent’s perception on aggressiveness by asking whether the leaders in authority were aggressive. The results are shown in table 4.6

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not Sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ workers</td>
<td>0</td>
<td>9</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Constituency</td>
<td>0</td>
<td>6</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constituency</td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>10</td>
</tr>
</tbody>
</table>
Majority of the respondents 35(52.5%) said that the leaders were not aggressive, only 13(19.4%) of the respondents said that the county government leaders were aggressive. All Members of the community strongly disagreed, majority of the headquarter workers (9), constituency workers (6), a constituency officials (7) and those from county commissioner’s office (25) said that the leaders were aggressive. This implies that the perception of the leaders by the local citizens was not really pleasant.

4.2.4. Level of professional expertise in headship among gender leaders

On whether women and men leadership demonstrated the same professional expertise in terms of county government systems implementation, the results presented in table 4.7 explains the views of the respondents.

Table 4.7: Level of expertise in professional expertise headship among gender leaders

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ workers</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>6</td>
<td>10</td>
</tr>
</tbody>
</table>
The results indicate that most of the respondents agreed that both gender demonstrate the same capabilities in headship. Therefore women have the same professional expertise as men and both could work in the same level in matters of sustainable community growth as far as the implementation of systems is concerned. This concurs with Danlup and Schmuck, (1995), who said that both men and women have equal skills and capabilities in leadership.

4.2.5. Dependence on female leaders as compared to male leaders in decision making towards sustainable community growth

The study sought to establish the view of the respondents on whether women could be dependent on in decision making in sustainable community growth. The results are shown in the below table 4.8
Table 4.8: Dependence on female county leaders as compared to male leaders in decision making

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Strongly Disagree</th>
<th>Not Sure</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ. workers</td>
<td>7</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Constituency workers</td>
<td>7</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Constituency officials</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>County commissioner’s office</td>
<td>6</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Members of the community</td>
<td>23</td>
<td>12</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>24</strong></td>
<td><strong>67</strong></td>
</tr>
</tbody>
</table>

Majority of the respondents 43(64.2%) preferred female leaders as they are seen to be promising as compared to male leaders. 24(35.8%) respondents were not sure of the statement. This implied that women county government leaders are good in decision making and also in implementing the right systems to sustainable community growth. This supported Evettes, (1998) who noted that success was based on merit which most women already had. The sustainable development goals (SDG’s) describe gender equality and women empowerment as integral to each of the seventeen goals. Therefore, women leadership should be centered not only at the grassroots level but on the political level as well. Women leadership is seen to prioritize social issues and
services within the community and also in policy making. It also helps in governance structures of institutions protecting community resources such as forests. Women tend to be also less likely to impose environmental and health risks on others.

From the findings based on the first objective on the extent to which county government systems in Kenya promote the course of sustainable community growth, it is clear that some prejudice against leaders of the county government still exist. Many people feel that there are good systems in achieving sustainable community growth but the leaders poorly implement them. This has hence made it difficult to unlocking county government capability in sustainable Community growth. The respondents wanted to disapprove that men are better in handing matters of sustainable community growth, most of the respondents’ preferred female county leaders since they are seen to be quite promising. This also proved that level of education really matter in sustainable community growth since the leaders should be skilled enough to be able to carry out projects to the end. This has really been a challenge in unlocking county government capability in sustainable community growth because of dealing with leaders that are not skilled and are in there to benefit themselves.

Respondents noted that the county government leaders were not aggressive implying a possibility that given a chance to choose other people, they would easily get out those that in leadership currently. Lack of aggressiveness could also have an implication on the performance of the local leaders that if they are not aggressive, they can easily fail to achieve sustainable community growth. The less aggressive they are the less interest they show towards community growth, many opportunities might leave them since they are not insistent which may influence the community to think tic before voting for them.
The study found out that both gender were equally effective in terms of taking official roles in the county government and that they demonstrated the same professional expertise. Hence there shouldn’t be gender discrimination when it comes to elections of officials in the county government.

4.3 Unlocking the Potential for Growth of the County Government in Sustainable Community Growth.

This objective needed to identify the best ways that could be used to unlock the growth potential of the county government in sustainable community growth. The study considered factors such as awareness of government policies and practices in sustainable community growth and whether these policies and practices contributed to the current state of the community in sustainable community growth.

4.3.1. Awareness of government policies and practices in sustainable community growth

Study respondents were asked if they were aware of the government policies and practices in sustainable community growth. The results are shown in the table 4.9 below.

Table 4.9: Awareness of Government policies and practices in sustainable community growth

<table>
<thead>
<tr>
<th>Respondents</th>
<th>No response</th>
<th>Yes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ workers</td>
<td>0</td>
<td>9</td>
<td>14</td>
</tr>
<tr>
<td>Constituency workers</td>
<td>0</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Constituency officials</td>
<td>0</td>
<td>6</td>
<td>9</td>
</tr>
</tbody>
</table>
The results presented on the above table show that majority of the respondents 41(61.2%) said that they were aware of the government policies and practices in sustainable community growth, while 20(29.9%) were not. The respondents identified such government policies as involvement of both economic and other policy communities as well as building bridges among these communities. Policies specifically aimed at securing sustainable community growth, a healthy environment or an inclusive social development is important in their own right for sustainable community growth.

It was noted that since majority of the respondents were aware of government policies in sustainable community growth, this is not an obstacle in unlocking local government’s capability in sustainable community growth. The problem might have been the people that implemented the policies. Decision making in a rich sustainable community stems from a rich civic life and shared information among community members. A sustainable community resembles a living system in which human, natural and economic elements are interdependent and draw strength from each other, Carley, (1994). This implies that it is not enough for Kenyan county governments to say that they understand the policies but need to move ahead to lobbying for implementation for the benefit of the community. UNCDF,(2005) suggested that there is an urgent need of getting key
actors and implementing partners of sustainable community growth so as to adjust the policies laid across. Actions of sustainable community growth should be emphasized in the regional or local level. UNCSD, (2012) also stressed that the promotion of sustainable community growth is not only the function of public authorities, it requires a concerted effort on the part of the civil society to strengthen and maintain social cohesion and utilize the potential of participatory grassroots initiative in what is a massive global undertaking.

4.4 Challenges faced in unlocking the county Government’s capacity towards sustainable community growth

The study tried to find out the barriers to sustainable community growth experienced in the county government as shown in table 4.10 below. The classification contemplated were corruption, poor leadership, undue interference from the central government and lack of adequate funding.

Table 4.10: Challenges faced by the county governments in enabling sustainable community growth

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Corruption</th>
<th>Poor leadership</th>
<th>Undue interference from CG</th>
<th>Inadequate funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ workers</td>
<td>7</td>
<td>1</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Constituency workers</td>
<td>29</td>
<td>3</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Constituency</td>
<td>9</td>
<td>0</td>
<td>8</td>
<td>2</td>
</tr>
</tbody>
</table>
4.4.1 Corruption

The results on different challenges in unlocking county government’s capability in sustainable community growth shows that majority of the respondents 56(83.6%) said that corruption was not a major form of challenge affecting sustainable community growth, only 11(16.4%) agreed that corruption was a major issue in sustainable development hence has been a barrier to unlocking county government capability in sustainable community growth. The findings of the study might have been influenced by respondents who do not take any leadership position in the county government or community. The few that said corruption has been a major challenge faced in unlocking county government’s capability in sustainable community growth might have been pointing at the reality on the ground. According to Zody (1980), however it is quite clear that corruption has not been a major challenge in unlocking county government’s capability in sustainable community growth as per the respondents of the study.

4.4.2. Poor Leadership

On poor leadership, 46(67.2%) did not find it as a challenge in unlocking county government’s capability bin sustainable development. Only 21(31.5%) of the respondents indicated that poor leadership has affected sustainable community growth and also being a major challenge in
unlocking county government’s capability. This shows that leaders in authority are not the problem to sustainable community growth.

4.4.3. Undue interference from the National Government

Concerning undue interference from the national government, it was found that 45(67.2%) did not find it a challenge in unlocking the county government’s capability in sustainable growth. The study shows among the issues that respondents were asked to respond to, none of them had a major effect on sustainable community growth. However, the number of respondents that indicated undue interference from the central government could have been correct to some point. Richard Jackman,(2008) noted that national government should consistently maintain the position that it needs to be able to control the total of county government expenditure and taxation in order to be able to discharge its responsibilities for managing the economy effectively.(1997 Green Paper on Local Government Finance). However, while the central government it needs to control the total of local government spending, it does not have the power to do so directly. According to Local Government Studies, (1992) as far as capital expenditure is concerned; there is a capital allocation to individuals and authorities.

4.4.4. Inadequate funding

Majority of the respondents 62(93%) indicated that inadequate funding has not been a challenge faced by the county government in sustainable community growth. Only 5(7%) of the respondents indicated that inadequate funding was a major challenge. However, lack of funding leads the county government to rely much on grants which also may lead to poor use of public finances (Shah, Anwar.,2006). Grants can encourage county governments to be less efficient and
can decrease the fiscal autonomy of the local regions. Inadequate funding in the county
government has been a big challenge since nothing much can be done with less funding which has
pulled back sustainable community development. Some of the respondents however thought that
the authority has not been able to ask for the right budget so as to carry out projects due lack of
knowledge.

4.5 Strategies suggested by the respondents to unlock county government’s capability to
sustainable community growth

4.5.1. Capacity Building

It was suggested that the members of the community should be given training so as to acquire the
right skills in order to participate in sustainable community growth. The UNDP defines capacity
building as a long term continual process of development that involves all stakeholders including
ministries, local authorities, and non-governmental organizations, professionals and community
members. It is a process by which individuals and organizations obtain, improve and retain
skills, knowledge, tools, equipment and other resources needed to do their jobs competently.
Community capacity building is very crucial in sustainable community growth; the local
authority should be engaged in day to day trainings in order to acquire the needed skills so as to
know their priorities right in matters of sustainable community growth. This was suggested as a
major way forward suggested by the respondents in unlocking county government’s capability in
sustainable community growth. Community capacity building is seen as a conceptual approach
to social, behavior change and leads to sustainable community growth.

4.5.1. Regional workshops

It was also noted that there is need for local and regional workshops, this enables the county
government and its community to meet their own economic needs, protect the local environment
and also enhance local social relationships. The county government gains knowledge on how to enlighten the community to use their own resources to ensure equity for all members while maintaining the integrity with the local ecological system on which their lives depends on Maru and Woodford, (2007). Sustainable community growth is defined in a long term perspective one that is focused on both the present and the future. Sustainable community growth focuses on a specific location; it capitalizes on the strength of the community and local authority as well as individuals so as to improve its conditions. It is exhibited that the residents exhibit high levels of participation in the decision making. The community members should at all cost is included in these regional workshops so as give their views since they are the key beneficiaries which are a great way of unlocking county government’s capability in sustainable community growth.

Regional workshops were also suggested by the respondents since they are known to improve sustainable community growth through local economic diversity. Diversification is also known to generate local employment opportunities and contribute to community self-reliance (Bridger and Luloff1999). The development of markets in the local community and processing are vital for communities to successfully govern their own lives and growth. The role of regional workshops to create more sustainable societies is a major interest within the field of sustainable community growth. It is assumed that building a community’s stock of social capital enhances efforts of sustainable community growth Aarsaether, (2004). The community is so willing to take part in development projects as much as it is invited to do so. Regional workshops encourage the appearance of community talents in sustainable community growth especially the youths.

4.5.2. Participative Methods
The respondents also suggested that participative methods should be introduced as they are very important in unlocking county government’s capability in sustainable community growth. An elaborate effort should be made to make sure that the community participates in sustainable community growth. Participative approach helps to secure the ownership and commitment of the communities involved (Norton A., 1992). Active participation by local citizens and other stakeholders aims to enhance both the quality and relevance of the suggested interventions; implementation stage is when the plan is implemented. The respondents also indicated that most manifestations of community participation in sustainable growth seeks to give the poor a part of the initiative designed for their benefit in the hopes that sustainable projects will be successful if local population are engaged in the sustainable growth projects. The respondents also said that participative methods an increasingly an accepted method of sustainable growth practice and so should be employed.

The community should be equal partners to the sustainable growth projects and so they should have a say concerning their lives since they are the key beneficiaries. Dialogue between the primary stakeholders and local citizens enable them to analyze critical issues and an exchange of knowledge and experiences hence leading to solutions (Bass .S., 1993). Participatory method is also seen as a process of empowerment for the marginalized groups because the participants are given a chance to give their opinions. Community participation in sustainable growth is also thought to increase the efficiency of development projects; it can also contribute towards more equitable outcomes.

Community participation is really important in the need analysis and sustainability of community based projects Musa, (2002). A need is a gap between what is and what should be done; need
analysis begins with identification of needs or the realization that there is a need. The communities identify or prioritize the core of the problem and their caused and effects in sustainable development, Regional Partnership for Resource Development, (2009). Community participation in need identification is important because once the community collectively conceives a problem and prioritizes it, they then move it the stage of appreciating it’s extend and legitimize the process of solving.

4.5.3. Consulting with Key Stakeholders

The respondents suggested that policy makers should move a step further than just putting it down on paper, and sensitize the county government on the need for consultation with key stakeholders. The engagement of key stakeholders is essential in order to cater for the implementation of sustainable community growth; stakeholder involvement in sustainable growth decision making improves the quality of decisions made Beierle, (2002). The engagement process entails exchange of information and listening and learning from the stakeholders. The purpose of stakeholder involvement is to drive the strategic direction and operational excellence for organizations and to contribute to the kind of sustainable community growth from which the county government and wider society can benefit Sustain Ability (2007).

The respondents also indicated that stakeholder engagement has some benefits such as leading to more effective work and project management and completion by decision makers. It would also improve the likelihood of equity in decision making and providing solution in conflicting situations in sustainable community growth within the local authorities. Stakeholder engagement also allows ideas to be tested, tried and refined before they are adopted. By engaging stakeholders on sustainable community growth, the community is able to better understand and
build long-term and collaborative relationships with the county government. Stakeholder engagement can be seen as a social learning process where stakeholders can share knowledge, learn about each other’s values and create a shared vision and objective Mathura et al. (2008).

For effective sustainable community growth to be realized, the community which is the key beneficiary of the project must be consulted through project implementation committees in project planning and other aspects. The most effective participatory planning process is one that involves the key stakeholders and inclusive ways to plan a community.

4.5.4. Community Awareness

The respondents also suggested that local leaders should create a community that is sustainable because without sustainability the foundation of the community will weaken and affect people’s lives. The county government should enlighten the communities on how to respond to scarcity of natural resources in order to promote sustainability. Sustainable community basically implements and promotes sustainability goals for the welfare of the people while maintaining the nature’s ability to provide. County government should encourage its people to contribute towards their community, sustainable community projects that require diverse groups of people offer valuable opportunities to foster social inclusion, raise cultural awareness and promote community harmony (Daleen, 1985). Communities should also promote local products and control pollution; the county government should take the initiative of educating the community on how to conserve their environment. This can be done by reducing wastes, preserving the beauty of nature and conserving resources which affect greatly the living and economic growth of the community.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
The study endeavored to investigate the ways of unlocking county government’s capability in sustainable community growth in Kitui County. This chapter focuses on the summary of the findings, related discussions on conclusions and recommendations.

5.1 Summary of Findings
A total of 67 respondents participated in this study of which 10 were county headquarter workers, 10 were constituency workers, 10 constituency officials, 2 from the county commissioners office and 35 members of the community. Majority of the respondents 33(49.3) were in the age bracket of 35-45 years and were all married. Most of the respondents were degree and diploma holders, they had been employed for more than 6 years, they were experienced and understood most of the county government procedures as well as sustainable community growth and its importance.

5.2 County Government systems in Promoting the Course of Sustainable Community growth
The study sought to establish the perception of the respondents on whether the local government systems promote the course of sustainable community growth. Their views and perception towards the current county government systems, the results established that some of the respondents indicated that the county government systems are good but the problem is the leaders who are not able to implement them in the right way so as to meet sustainable community growth which has been a major challenge in unlocking county government’s capacity in sustainable community growth.
Some of the factors considered to affect the functioning of these systems were poor leadership and also unqualified personnel in the key offices. Most of the respondents perceived corruption as a challenge in unlocking county government’s capability in sustainable community growth. The same findings were noted by UNCAC (2004) which stressed that corruption poses a major threat to countries around the world especially the county government. It undermines democratic institutions and contributes to governmental instability and also erodes trust. Corruption threatens the economy and also discourages sustainable community growth; it disproportionately affects disadvantaged groups by preventing social inclusion especially in the local communities’ hence promoting inequality and inhibiting prosperity.

Many researchers have argued that corruption affects everyone and can lead to weak institutions and injustice; it also brings insecurity whereby it poses a big threat to safety and security structures (Pellegrini L., 2011). It distracts leaders, public institutions and the rule of law and finally to spirals of anger and unrest. In this study, it was noted that corruption undermines human rights hence weakening institutions that are the basis for fair and equitable societies with justice for all. Diverting of funds meant for essential services such as health care, education, drinkable water and sanitation in the local communities (Cole M. A., 2007). It represents a major hindrance to the county government’s ability to meet its sustainable basic needs for its citizens (Africa Survey, 2015). The study also noted that corruption leads to less employment opportunities resulting to unfairness and inequality of citizens. Anti-corruption promotes peace and inclusive societies for sustainable community growth, provides access to justice for all and builds effective accountable and inclusive institutions. The study noted that some of the respondents disagreed with corruption being a challenge to the functioning of the county
government's systems; this was just taken as an opinion as they did not have any further explanation as far as their views were concerned.

On whether the leaders were aggressive enough towards the course of sustainable development, the study noted that majority of the respondents disagreed with the statement. Leadership for sustainability is not something that can be embodied in a sole heroic individual. Sustainability leadership is different from the general leadership; leadership and sustainable community growth are related. Respondents said that the type of leaders around affects sustainable community growth, this view is supported by Dartey-Baah, (2014) who argues that there is a close correlation between effective leadership and sustainable community growth. Poor leadership has been seen as the main cause of afflictions in the county government, this shows Kenyans just as other African people know that they suffer due to their leaders.

5.3 Unlocking the potential of the county government in enabling sustainable community growth

The study sought to establish whether there were ways in place to guide the whole process of unlocking county government’s capability in sustainable community growth. The study established that majority of the respondents were aware that there are some government policies and practices in sustainable community growth. They were however not sure whether the policies and practices supported sustainable community growth. This means that some of these policies and practices could not allow clear ways to unlock the growth potential in sustainable community growth. Policy makers who try to unlock the county government’s capability in sustainable community growth face many challenges with these people hence being unable to do much.
From the findings of this study, it is confirmed that the leadership and other policies and practices in the county government have been a major hindrance in unlocking local government’s capability in sustainable community growth. Basically, some of the ways of unlocking the growth potential in sustainable community growth as per the findings of the study is the issue of capacity building, awareness creation and creation of local enterprise partnership. Equality in resource distribution and also uniformed sustainable growth in the whole region whereby no areas within the community are marginalized are very important in unlocking growth potential in sustainable community growth. Creation of employment especially to the youth in matters of sustainable community growth is also of essence whereby the youths are involved in these sustainable growth projects at a pay.

5.4 Barriers to sustainable community growth experienced by the county government
The study revealed that there are various barriers in unlocking county government’s capability in sustainable community growth. These factors include poor leadership from unqualified leaders, corruption, interference from central government and financial condition for the county government. Majority said that these factors have been a major barrier to sustainable community growth. The respondents indicated that corruption has been the bane of the county government, having ghost workers in the payroll and some chairmen leading with autocratic and narrow minds hence favoring some parts of the county.

The study revealed that there are various strategies that could be used to remove these barriers. Among the strategies for breaking these barriers or unlocking county government’s capability to sustainable community growth that were noted by the respondents were capacity building, participative methods, consulting with key stakeholders, regional workshops and community awareness. Sustainable community growth has been widely promoted as a holistic concept which
aims or targets to integrate social economic and cultural policies to ensure high quality sustainable growth. Social barriers should also be handled, things like population growth paired with unsustainable consumption and production patterns within the community are the biggest challenges to achieving sustainable community growth.

Another social barrier is the marginalization of some regions of the community by the local leaders; some of these leaders try to neglect the poor regions hence entrenching inequality in sustainable community growth. The community should be allowed to interact with the county government and also sufficient incentives should be given to the county government in order to pursue sustainable community growth. Capacity building and participative methods should be strengthened so as to allow the community to take part in the monitoring and evaluation systems and procedures. Community awareness should be in a position to track the progress so as to strengthen monitoring and evaluation of sustainable community growth projects. County government should also turn up deeper and assess the social economic impacts of sustainable projects, rather than the outcome alone.

The government should make sure institutional barriers in terms of policy and decision making that is caused by lack of institutional experience are acted upon. These interfere with the operation of all systems hence leading to frustrated sustainable community growth. Sustainable community growth should be a priority to the county government because it is a necessity to the people of the community. There is also a need to change in the structure of strategies for pursuing sustainable community growth giving priority to human development through capacity building which will help to eradicate poverty as its central goal. Human development requires more attention to be directed towards quality issues as well as coherence and this depends to a large extent on using the opportunities created by globalization and on minimizing its negative
effects. In many local communities, access to public services like water, sanitation, electricity and health care remains inadequate due to the lack of county government’s capability in sustainable community growth. This is a major challenge to the institutional capacities for improving access to sound infrastructure, decent employment and reducing vulnerability to issues of pollution and other risks.

Policy makers should be provided with tools to measure the strengths and weaknesses of sustainable community growth strategies which will enable them to understand the importance of applying sustainability in respect to the community and the environment. Many other barriers stand in front of unlocking county government’s capability in sustainable community growth. Increasing awareness of sustainable community growth should be taken into consideration as one of the main factors to overcoming many of the barriers mentioned earlier in this paper. Community awareness should be increased; this should be developed within regional workshops by the county government as a way of achieving sustainable community growth. The community being involved in creating solutions by proving their own views ensures workable results. In democratic societies action towards sustainable community growth will ultimately depend on citizens’ awareness, understanding and support. Common information and shared understandings are important for carrying out work that is consultative and participatory.

It is often assumed that community awareness and understanding are at once consequences on education and influences the educational process. A community well informed of the need of sustainable community growth will be able to participate effectively in the numerous activities directed towards achieving sustainable community growth. Training the community is an essential means of achieving sustainable growth; the community should have access to information and what is going on because this is the cornerstones of empowerment. This
participation should welcome all the people including the marginalized groups in the community, transparency and accessibility of information should also apply. Public awareness of sustainable community growth within a region should be done in the context of a country’s national growth vision and plan. However, poor capacity of community members to engage relevant county government stakeholders on responsiveness, accountability and transparency is another major factor hampering the issue of unlocking county government’s capability in sustainable community growth.

This could be corrected by creating awareness in sustainable community growth goals among community members and local government stakeholders which improves interactions between them. Community mobilizations, government interactive sessions on the sustainable goals and their targets will be communicated. This is because awareness creation forms part of a change oriented communication in which all the sustainable growth goals and targets will be communicated to the community and other civil society organizations. Also capacity building of the county government and the community makes learning effective on how to carry out different projects on sustainable growth. Some community members being semi illiterate while some local government officials lack required capacity to effectively plan and implement sustainable growth projects, technology should be introduced. Technology will be able to create some of the required awareness in the minds of all people in response to sustainable community growth.

5.6 Conclusion of the Study

This study concluded that although so much has been done in trying to unlock local government’s capability in sustainable community growth, national government should come up with clear goals in achieving sustainable growth. The national government should show
commitment in making sure that the right people are taking leadership positions in the local government. Without having good leaders, much will not be done in the county government specifically on sustainable community growth. The study concluded that if the community is involved in decision making through capacity building and awareness, a lot will be achieved as far as sustainable community growth is concerned. This is a great mile stone in unlocking county government’s capability in sustainable community growth if it is focused on.

County government should make all resources available to everyone in the society like water, land and other resources so as to promote equality. This is also a good way of improving the lives of the community in sustainable growth; it is also a good way of attaining Sustainable Development Goals in developing countries like Kenya.

5.7 Recommendations of the Study
The study provided the following recommendations. Firstly, the respondents felt that the national government should use appropriate forums to advise the county government to involve the community in all activities concerning sustainable community growth. It should also review policies that hinder or discourage community involvement; this will increase achievement of sustainable community growth. They felt that the national government should ensure community capacity building and enlightening the community through sensitization programme to discourage the belief that community should never be involved in sustainable growth yet they are the key beneficiaries.

Furthermore, the study recommends that the national government of Kenya to have policy interventions that target sustainable community growth and access to resources within the community such as trainings and involvement in all the projects that pertains sustainable
community growth. The study also recommends promotions of equality in all the regions of the community by choosing leaders that are not selective hence are determined in having uniform development all over the region. It also presents that the national government should come up with a team that pays visits to the county government and the entire community to check on how they are faring with their sustainable projects.

Moreover, the study also recommends that the national government of Kenya to formulate and implement policies that enhance the ownership and involvement of the community in the sustainable growth activities and projects. This would ensure equality in the entire community in all sustainable growth projects. It would also create employment to the youths within the community which will help in income generation leading to poverty reduction. Members of the local community should be made to understand that women are as competent as men so that they do not fail to vote for female leaders due to stereotypes and beliefs that exist within the community. Citizens should be encouraged to support the leaders that they vote in for leadership in the local community.

Finally, the study recommends that the national government should come up with strategies for opportunities to improve capacity building and community awareness by proving the necessary information concerning the sustainable growth projects taking place. Non-Governmental Organizations should also try as much as possible to work with the community and also join forces with the county government in sustainable community growth and policy formulation.

**5.8 Suggestions for Further Research**

While the study investigated unlocking local government’s capability in sustainable community growth in Kitui West and Central constituencies in Kenya. The following observations were
noted for further research; Influence of citizens involvement in sustainable community growth in unlocking county government’s capability in sustainable community growth in the constituencies and in the county as a whole. It is also suggested that a similar study be done in other constituencies and other counties in the country to consider factors that need to be managed in order to improve the ways of unlocking county government’s capability in sustainable community growth.
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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Frida R Munywoki
USIU
Nairobi
The County Commissioner…………………………………………..

Dear Sir,

I am currently enrolled for a degree in Master of Arts in International Relations at the United States International University in the field of International studies. I am researching on “UNLOCKING COUNTY GOVERNMENT’S CAPABILITY IN SUSTAINABLE COMMUNITY GROWTH IN KENYA, KITUI COUNTY”. This study was significance for all persons who are involved in current trends in the local government sustainable growth projects. You are one of the respondents identified to participate in this research project. There are no risks in participation and there is no compensation. The study is completely confidential; your contribution will remain anonymous in the study. The purpose of this letter is to formally request your permission to conduct this research in your office. Your participation will be highly appreciated.
RE: PERMISSION TO DO RESEARCH IN THE COUNTY

I would like to request your permission to carry out research a research project on “Unlocking county government’s capability in sustainable community growth in Kitui west and central constituencies Kitui County.

The research is part of my degree in Master of Arts in International Relations at United States International University under the supervision of Professor Maurice Mashiwa. The research aims to explore on the ways of unlocking local government’s growth potential in attaining a sustainable community. It will involve interviews with some county workers and members of the community.

It is hoped that the findings of this research will shed light on the local government’s operations towards sustainable community growth in the county on the community perception on the local government leaders and their capacity and also on the strategies to be employed in achieving a sustainable community.
APPENDIX III: QUESTIONNAIRE FOR HEADQUARTER WORKERS

SECTION A: CHARACTERISTICS OF THE RESPONDENTS

Please tick as appropriate

1. In which age group do you fall?
   28-35 ( )  36-44 ( )
   45-55 ( )  53-60 ( )

2. Marital status
   Single () Married () Divorced ( )
   Others (please specify)……………………

3. What level of education did you attain?
   Certificate ( ) Diploma ( ) Bachelor ( ) Master’s Degree ( )
   Others (please specify)……………………

4. What is your gender?   Male ( ) Female ( )

5. How long have you been in employment?
   ……………………………………………………………

6. Which office are you working in?
   HQ ( ) Constituency office ( ) Constituency office ( ) Commissioner ( )
   Others (specify)

7. How would you rate your position in the organization?
Managerial level ( ) Officer Level ( ) Normal staff ( )

8. Are leaders face challenges when they take headship positions?
   Yes ( ) No ( )

   If yes, which type of the following difficulties do they face?
   Lack of support ( ) Interference from CG ( ) Inadequate funding ( )
   Poor leadership ( ) All the above ( )

9. Do leaders in office encounter lack of support from the community?
   Yes ( ) No ( )

   If yes, how does it happen?
   ………………………………………………………………………………………..
   ………………………………………………………………………………………..

SECTION B: COUNTY GOVERNMENT SYSTEMS AND HOW THEY PROMOTE THE COURSE OF SUSTAINABLE COMMUNITY GROWTH

Please tick the most appropriate answer

10. If you were asked to say if the current county government systems were effective, what would you say?
   Yes ( ) No ( ) Not sure ( )

   Please state your reasons
   ………………………………………………………………………………………..
   ………………………………………………………………………………………..
Please tick as appropriate the extent to which you agree or disagree to the following statements. Using appropriate scale from 1= strongly agree; 2= agree; 3= neither agree nor disagree; 4= disagree; 5= strongly disagree.

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<th>Statement</th>
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<td>Local government systems are effective</td>
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<td>Local government systems are the best in attaining sustainable community growth</td>
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<td>government systems should not be revised because they are seen to be the best</td>
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<td>current county government policies are the best in achieving sustainable community growth</td>
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<td>good leadership, county government systems are better than anything else in sustainable community growth</td>
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<td>government system implementation is depended on the leaders</td>
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<td>gender is important in the functioning of the county government systems in sustainable community growth</td>
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<td>professionalism of the leaders has great impact on the way county government systems function</td>
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SECTION C: WAYS TO UNLOCK THE GROWTH POTENTIAL TOWARDS SUSTAINABLE COMMUNITY GROWTH

20. Are there ways to unlock the growth potential towards sustainable community growth in Kenya?

Yes ( ) No ( )

If yes, what are these ways?


21. How can these ways contribute towards unlocking county government’s capability in sustainable community growth in Kenya?


SECTION D: BARRIERS TO UNLOCKING COUNTY GOVERNMENT’S CAPABILITY IN SUSTAINABLE COMMUNITY GROWTH

Please tick as appropriate and give the answer to appropriate questions in the space provided where necessary

22. Do leaders face challenges when they take headship seats?

Yes ( ) No ( )
If yes, what type of challenges do they face?

Lack of support ( ) Interference from CG ( ) Inadequate funding ( )

Poor leadership ( ) All the above ( )

23. Do leaders encounter lack of support from fellow leaders and the community?

Yes ( ) No ( )

If yes, in what cause does this happen?

……………………………………………………………………………………………………..

24. To your understanding, which of the below constitutes poor leadership?

Uneducated leaders cannot carry out sustainable growth projects

Corruption is part of poor leadership

Leaders should be qualified so as to take leadership positions

Leaders should be able to serve the entire community without discrimination

Leaders should focus on sustainable growth projects

PLEASE TICK AS APPROPRIATE FOR QUESTION 25 AND 26 USING RANGES FROM ONE=SMALLEST UP TO 5= HIGHEST

25. Are there any chances that most leaders lack support?

Not at all ( ) Very seldom ( ) Seldom ( ) Very much ( )

26. Issues of the leaders and community conflict emerge when
Leaders are not able to deliver on their duties ( )

Leaders do not spend enough time working on their responsibilities ( )

Leaders do not understand what they are supposed to do ( )

Leaders are not able to prioritize their work hence working on their personal interest ( )

All the above ( )

27. In your own opinion what are the major barriers in sustainable community growth?

........................................................................................................................................................................

28. Whose criticism would make you more anxious about your leadership?

   Fellow leaders ( ) Workers ( ) Community ( ) None ( )

**SECTION E: POSSIBLE STRATEGIES THAT CAN BE USED TO UNLOCK COUNTY GOVERNMENT’S CAPABILITY IN SUSTAINABLE COMMUNITY GROWTH IN KENYA**

Please tick as appropriate and give the answer to appropriate questions in the space provided where necessary

29. Which of the following is the best support that county government leaders should have so as to function well?

   Someone to look up to and walk with ( )
   
   When there is someone to look up to for guidance at work ( )
Someone to guide in projects that concern me and my talents ( )

Someone to show me how to balance work and personal duties ( )

All the above ( )

30. What actions of leaders do you perceive as preventing the achievement of sustainable community?

They do not understand their duties and responsibilities ( )

They do not put extra effort towards sustainable growth ( )

They do not interact with the community so as to know what to prioritize ( )

They do not appreciate the positions they are in ( )

Male leaders do not support female leaders hence each take their own direction ( )

31. In your opinion, what are the major challenges in achieving sustainable community?

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32. In your opinion what are the major possible strategies in unlocking county government’s capability in sustainable community growth?

..................................................................................................................................................

34. Is there anything else you would like to tell me about county government as far as sustainable community growth is concerned?

Thank you for your time.
APPENDIX IV: INTERVIEW SCHEDULE FOR THE CONSTITUENCY OFFICIALS

SECTION ONE: PREPARATION FOR LEADERSHIP

1. How long had you worked before becoming a MP?

2. For how long have you been in this position/office?

3. What factors motivated you to this position?

4. What reactions did you receive from other leaders of the county government when you showed an interest on this position?

5. How was the campaign process like?

6. What preparation (from people) did you receive to prepare you for the leadership?

SECTION TWO: WORK EXPERIENCE

7. Please share briefly your work experience in the few positions you have taken?

   (a) With your colleagues

   (b) Workers

   (c) Community

8. Please share some of the major challenges in the course of your work:

   (a) Personal challenges
(b) Administrative challenges

9. What are your future aspirations for leadership?

SECTION THREE: CONCERNS

10. What in your opinion is the perception of the community towards the county government leaders?

11. What would you say are the stumbling blocks in attaining a sustainable community?

12. What would improve the performance of the county government leaders?

13. Is there anything else you would like to add?
APPENDIX V: INTERVIEW SCHEDULE FOR HEADQUARTER ADMINISTRATOR
AND HEAD OF HUMAN RESOURCES

1. Are there any policies and practices in recruitment so as to make sure you hire the right people?
   If yes which ones are they?

2. Are there leaders that bring in people in the office to take up positions without having them interviewed?
   If yes, how often and how is their performance?

3. As far as you are informed, are there an equal number of men and women in the pay roll in your office?
   Yes ( ) No ( )

4. Are corruption issues in the county discussed at any given time by may be the staff and managers?
   Yes ( ) No ( ) I don’t know ( )

5. Are there policies promoting experienced employees in sustainable growth in the county office?
   If yes, please explain

6. Are there any affirmative actions aimed at having only the seasoned employees to take up sustainable growth projects?
If yes, which of the following provisions have been implemented?

Please tick the appropriate

- Introduction of specific requirements when advertising for available positions in the county offices
- Introduction of external vacancy advertisement rather than internal so as to reach a great pool of individuals
- Activities to promote community involvement in decision making positions in the community activities.
- Activities to promote community representations in decisions concerning sustainable community growth.
- Activities to allow other employees give their views as far as county missions are accomplished which are mostly in sustainable community growth.

7. Are there any actions aimed at tackling corruption in your county?

If yes, which of the following provisions have been provided?

- Activities to promote procurement procedures
- Activities to promote a transparent pay system in the county
- Activities to give priorities to the members of the community when it comes to procuring products and services.
- Raising awareness on the tendering procedures so that the community can understand and act where they can to better themselves.
- Career counseling of employees so as to prepare them for promotion.
8. Please describe any other policies and practices that are not mentioned in the list which you can consider to be efficient.

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9. Please describe any other policy which you think could be a hindrance in attaining a sustainable community.

........................................................................................................................

10. Is there any recruitment strategy applied in your county?

If yes, are there any specific provisions aimed at ensuring that there are no corrupt employees coming through corrupt leaders?

Please describe the provision of the strategy.

........................................................................................................................

11. What is the basis for a salary increase, promotion or any other career development for the county employees in terms of a sustainable community?

Competence based ( ) Project accomplishment ( ) External evaluation ( )

Age ( ) Length of service ( )

If other, please explain ...........................................................

12. Would you encourage corrupt employees in your office and those that are not transparent in leadership or management?

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13. How would you do this...........................................................

14. In your opinion, what are some of the challenges of the leaders in power in achieving sustainable community growth?
15. In your opinion what factors can contribute to the success of these leaders?

16. How do you think corrupt leaders can be done away with in your county/
Terminating their service ( ) Taking them through Disciplinary ( )
Giving them a notice ( ) I don’t know ( )

17. How do you view leaders that are only working towards benefiting themselves not the community?
Please explain…………………………………………………………………………………………

18. Are you involved in the progress of sustainable projects that are taking place?
Yes ( ) No ( )
If yes, please explain……………………………………………………………………………………

19. In your own opinion, would you describe on the best strategies of unlocking the county government potential in sustainable community growth?

………………………………………………………………………………………………

20. Given a chance, would you point out a few flaws you see with leaders and how they ignore the community by not involving them in sustainable growth projects?
Yes ( ) No ( )
If yes, please explain briefly…………………………………………………………………………
APPENDIX VI: INTERVIEW SCHEDULE FOR THE HEADQUARTER PROCUREMENT MANAGER

1. Are there any actions addressing corruption in your department as far as leaders are concerned?

Yes (    ) No (    )

If yes, please explain………………………………………………………………………………

2. During procurement, do county leaders visit your office to guide you on whom to give specific tenders to?

Yes (    ) No (    )

If yes, please explain how often they do this……………………………………………………

3. Do you encounter friction with corrupt leaders when they feel that you did not follow their corrupt procedures?

Yes (    ) No (    )

If yes, please explain how this happens…………………………………………………………

4. Are there any tenders that are given to the members of the community and how often does this happen?

Yes (    ) No (    )

If your answer is yes, please explain…………………………………………………………

5. Are the youths considered in these tenders in your county?

Yes (    ) No (    )

If yes, explain how often it happens…………………………………………………………

6. How can you rate your junior colleagues in your office in terms of corruption
Corrupt ( ) Less corrupt ( ) Too corrupt ( ) Not corrupt ( )
I do not know ( )

7. In your own opinion, please explain the level of corruption in the leaders of your county and how it had drilled sustainable community growth?

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THANK YOU