EFFECT OF INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM IMPLEMENTATION ON SERVICE DELIVERY IN HOMABAY COUNTY, KENYA

BY

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DECLARATION

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I would wish to sincerely acknowledge my supervisor Dr. Robert B. K. Mule for his immense and tireless support and encouragement he extended to me during this study. Without him, this study could have not been a success.

I would like to extend my sincere gratitude to other faculty members for their helpful comments and class members for their useful and positive peer reviews of this work.

DEDICATION

First and far most all glory and honor goes to the Almighty God for the strength, the patience and the spiritual guidance He has accorded me towards this worthy cause.

This work is dedicated to my husband Dr. Henry O. Okoyo whose interest in education and endless encouragement kept me strong this far, my late brother Elijah Omollo Ogembo and my late mum Julia A. Ogembo who had a dream through a simple literature two decades ago of one day in the far future seeing me attain University education, a dream which has been fulfilled.

ABSTRACT

The role of public sector and more specifically the civil service in the effective delivery of public services that are key to the functioning of a state economy cannot be overemphasized. Constrained or ineffective service delivery affects the quality of citizens' life and the national development process. Expectations from citizens are such that Government will establish and maintain utmost ethicality and integrity in the public sector. This minimum set of principles requires public officials to maintain and strengthen public trust and confidence through competency, efficiency and effectiveness; to make decisions and act solely in the public interest. Adoption and implementation of Integrated Financial Management Information System (IFMIS) was meant to enhance inefficiencies, ineffectiveness and quality of public services by Kenyan Government to cushion it against loss of revenue and unauthorized expenditure. However, it is still uncertain on whether IFMIS has realized its goal as the Auditor General reports indicate. Therefore, the purpose of this study was to establish the effects of IFMIS implementation on service delivery in Homa Bay County in Western Region. Specifically, the study sought to establish; the effect of automated revenue collection on service delivery, effect of automated budgetary process on service delivery and the effect of automated financial reporting on service delivery in Homa Bay County in Western Region, Kenya. The study was carried out in Homa Bay County and targeted 20 Finance Officers, 10 Procurement Officers, 10 Internal Audit staff and 5 quality assurance staff. The study adopted a census survey due to the small population size. Pilot study was undertaken in Siaya County. Content validity of the instruments was checked using expert judgement. Reliability test was done by analyzing data from the pilot study and comparing it to Cronbach's standard alpha value of 0.7. The data was collected using a semi-structured questionnaire. The data was analyzed with the help of SPSS version 20. Descriptive statistics such as percentages, mean, composite mean and standard deviation were adopted. In addition, a multiple linear regression model was adopted. Findings from this study can be beneficial to: Policy Makers, County Governments in fostering transparency, accountability and efficiency in revenue collection, budgeting, financial reporting and e-procurement. Null hypothesis was tested at $p<0.05$. Consequently, for null hypothesis one; the standardized Beta obtained was -0.221. In conclusion, the null hypothesis that there is no significant effect of automated Revenue collection on service delivery in Homa Bay County was rejected and alternative hypothesis stated. Null hypothesis two had standardized Beta of -0.034, therefore the null hypothesis that there is no significant effect of budgetary process on service delivery was rejected and alternative hypothesis stated. Finally null hypothesis three had a standardized Beta of -0.004, in conclusion the null hypothesis that there is no significant effect of automated financial reporting on service delivery in Homa Bay County was rejected and alternative hypothesis stated. Consequently, the study recommends that Homa Bay County should automate all revenue collection points to ensure viable achievement, sustainability and efficient service delivery to the locals; regulated adoption and strategic involvement in automated budgetary processes; and strict adherence to financial reporting policy guidelines, legal financial reporting obligations and execution of technology in financial reporting in Homa Bay County.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA - Analysis of Variances

GDP - Gross Domestic Product

ICT - Information and Communication Technology

IFMIS - Integrated Financial Management Information System

IMF - International Monetary Fund

LPT - Last Planner Theory

PFM - Public Financial Management

PPC - Percent Plan Completion

RBT - Resource Based Theory

SPSS - Statistical Package for Social Sciences

TAM - Technology Acceptance Model

TDT - Technology Diffusion Theory

UTAUT - Unified Theory of Acceptance and Use of Technology

OPERATIONAL DEFINITIONS OF TERMS

IFMIS: Integrated Financial Management Information System that aids in revenue collection, financial reporting, budgeting and e-procurement.

Service Delivery: Process of offering the expected quality services to the public.

Automated Revenue Collection: Collection of revenues and accounting of the same through IFMIS platform.

Automated Budgeting Process: Preparation of budget through IFMIS platform

Automated Financial Reporting: Production of financial reports through IFMIS platform

E-Procurement: preparation of procurement plan and implementation of the same through IFMIS platform.

County Government: Devolved semi-autonomous government units headed by a Governor

Finance Officers: Staff drawn from finance section of county governments responsible for implementing IFMIS.

Procurement Officers: Staff drawn from procurement section of county governments responsible for implementing IFMIS.

Internal Auditors: Staff drawn from Internal Audit section of county governments responsible for implementing IFMIS.

Public Sector: Entities under some control of the national government.

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This chapter aims at providing sufficient information for better understanding of the study. It examines the global, regional and local context with the focal point being the issues the study will address. It provides the background information, statement of the problem, objectives of the study, research questions that buttress the study, significance of the study, scope of the study and conceptual framework.

1.1 Background of the Study

The role of Public sector and more specifically the civil service plays in the effective delivery of public services that are key to the functioning of a state economy cannot be overemphasized. Constrained or ineffective service delivery affects the quality of citizens' life and the national development process (Bosire, 2016). Expectations from citizens that, development partners and Civil Societies that Government will establish and maintain utmost ethicality and integrity in the civil service, agencies of governments comprising ministries and parastatals are on the rise.

This minimum set of principles requires public officials to maintain and strengthen public trust, and confidence in government by demonstrating professional competence, efficiency, effectiveness, upholding the constitution and applicable laws, and seeking to champion the public good at all times; and additionally to make decisions and act solely in the public interest, without consideration of their private interests (Bosire, 2016). Mwaura (2016) notes that for this reason, many governments have been constantly under pressure to improve public services quality while simultaneously containing costs and enhancing public accountability with many developed and developing countries embarking on public sector management reforms aimed at addressing inefficiencies and ineffectiveness. He adds that Information Communication Technologies (ICT) plays a critical role in sustainable human development and governance since it is a powerful enabler of development goals stemming from the way it improves communication and exchange of necessary knowledge and information. Consequently, the contemporary financial crisis has attracted the attention of policy makers in order to find solutions of

forestalling future global crisis with findings showing positive progress and better performance in countries especially Africa that have adopted IFMIS.

IFMIS is defined as an Information System that tracks financial events and summarizes financial information thus supporting adequate management reporting, policy decisions, fiduciary responsibilities and the preparation of auditable financial statements (Wainaina, 2015) Within the sphere of government procedures, it refers to the computerization of public financial management processes from budget preparation and execution to accounting and reporting with the aid of an integrated system for the purpose of financial management (Arnety & Wepukhulu, 2013). Countries including New Zealand, Australia and the UK undertook significant Public Sector Changes to break from the traditional bureaucratic model of public administration that encompassed division of the larger units into smaller manageable otherwise equated to the devolved units in Kenya today (Sigei, 2013).

Whilst ICT is seen to offer potential for significant organizational improvement and competitive advantage, Afande (2015) posits IFMIS investment does not always translate always into monetary rewards. However, according to (Powell,2010), IFMIS investment in organizations has grown considerably throughout the past three decades with IFMIS accounting for more than 50% of organizations annual capital expenditure in the year 1998 and expected to account for 5% of the revenues in 2010. It is however noted that despite performance indicator scores soaring across developing countries, there is uneven improvements across processes with overall public performance management system quality and impact on set goals still being elusive (Langat, 2016).

Furthermore, in recent years there has been a growing consensus in Kenya that combating corruption remains the single most critical governance and development challenges facing both national and county governments with continued varied International Assessments ranking Kenya as one of the most corrupt countries in the world. Emerging ICT can play an important role in fighting corruption in public finance systems by promoting greater comprehensive and transparency of information across government institutions. As a result, the introduction of IFMIS has been encouraged as a core component and in many cases a driver of public finance reforms in many developing countries although experiences tend to indicate that contrary to enormous resources allocated to it, IFMIS

projects seem to stall in many of the countries due to challenges attributable to institutional, political, technical, and operational origin in nature.

Tanzania and Ethiopia have been cited for successful IFMIS implementation because of supportive factors such as clear commitment of authorizes to reform objectives, ICT technical and infrastructure readiness, a sound project design, a phased approach to implementation, a proper change management capability as well as adequacy of resources including human resource capacity allocated to the project (Chene, 2009). The passage of the new constitution in 2010 facilitated creation of devolved governments post 2013 elections. In order to access financial services, county governments were expected to implement IFMIS. The implementation of IFMIS project has however been faced with myriad challenges thus limiting the level of expected output and benefits that had been foreseen. Some of these problems stem from hurried installation of the system in addition to reports from Controller of Budget and Auditor General citing lack of capacity and effective links with national Treasury Systems, fragmented and weak financial system and lack of prior preparation (Mwaura, 2016).

Aminatu (2012) undertook a research on the effects of integrated financial management system on economic development, based on a case in Ghana with the findings indicating implementation failure due to lack of capacity building and over ambition, that some sector of the economy contributed immensely to gross domestic product (GDP) growth where as other sectors had an adverse effect. These findings do not outline the adverse effect and additionally the findings do not resonate with the topic under reference.

In study by Kanani (2015) that sought to evaluate the influence of human capital on the implementation of public finance management in Busia County, it was concluded that; educational component of human capital is a key to the implementation of PFM, employee training in financial management courses was key to success of the implementation of PFM within the County and that success would also dependent on the professional experience of employees. The study also recommended trainings more specifically on IFMIS for the employees.

A study by Lundu and Shale (2015) on Effects of IFMIS Implementation on supply Chain Management Performance in Devolved Governments Systems in Kenya: A Case of

Nairobi City County Government revealed that implementation of IFMIS did affect effectiveness of supply chain management, cost saving, efficiency, functionality and increased quality in the County Government though it recommended extensive capacity building during the early stages of need assessment process and review of the policy guidelines for more successful implementation of IFMIS with regard to management accountability.

Conclusions emanating from the findings of study by Ogachi and Muturi (2016) on factors affecting the implementation of IFMIS in five Counties of Migori, Homabay, Nyamira, Kericho and Kisii were that most counties did not have different strategic approaches towards IFMIS implementation, with organizational framework existing in counties unable to provide room for IFMIS use due to political exposure hence pressure from politicians. Furthermore, there existed fit between strategy and IFMIS implementation since the latter had to be done as a matter of compliance. Based on these, it was suggested that devolution being a relatively new phenomenon in Kenya, with limited studies dealing with counties, more research should be done on the impact of IFMIS on the public finance management of the County governments.

Further, a study by Cherotich and Bichanga (2016) on Factors Affecting Implementation of IFMIS by The County Governments of Kenya with the scope being five Counties namely; Bomet, Kericho, Narok, Nyamira and Kisii revealed that the counties failed to manage change to IFMIS effectively, unavailability of the technological infrastructure for the roll out to sub counties, failure to address some aspects of human capital development, political class not being supportive of IFMIS and inadequate resource allocation towards IFMIS.

A study on the Impact of Integrated Financial Management Information Systems (IFMIS) on Financial Probity in the Public Sector in Kenya that targeted civil servants in the Ministry of Foreign Affairs undertaken by Bosire (2016); the study established that ethical conduct had improved since the introduction of IFMIS, corruption practices had significantly reduced with civil servants acting with integrity while carrying out transactions and offering services to the public in addition to IFMIS affecting the overall procurement performance in the government ministries in Kenya where the management

commitment, capacity, training, resistance, acceptance and the level of adoption had a positive effect on financial probity. It should be noted however, that one of the limitation of the study cited was the inability to generalize the findings to all government agencies beside the failure to capture the negative implications of IFMIS.

Whereas the findings from a study by Langat (2016) on the influence of IFMIS on financial performance in public organizations: a case study of water infrastructure projects in Bomet county indicate that increased use of IFMIS yields to increased financial performance; in the light of stimulating economic growth, increasing productivity, creating jobs and improving the quality of life in addition to governance by providing real-time financial information that managers can use to administer programs effectively, formulate budgets, and manage resources it is not certain whether this is what obtains in the three counties under study.

1.2 Statement of the Problem

The role of Public sector and more specifically the civil service plays in the effective delivery of public services that are key to the functioning of a state economy cannot be overemphasized. Constrained or ineffective service delivery affects the quality of citizens' life and the national development process. Expectations from citizens that Government will establish and maintain utmost ethicality and integrity in the public sector. This minimum set of principles requires public officials to maintain and strengthen public trust and confidence through competence, efficiency, and effectiveness and seeking to champion the public good at all times; to make decisions and act solely in the public interest. Adoption and implementation of Integrated Financial Management Information System (IFMIS) to address inefficiencies, ineffectiveness, and improvement of public services and quality by Kenyan Government in 2005 to cushion it against loss of revenue and unauthorized expenditure, it is still uncertain on whether IFMIS has realized its goal as the Auditor General reports indicate. County Governments have reluctantly embraced IFMIS due to resistance; colossal sum of public resources involved, politicians being at the core of management of project funds, existence of bureaucratic systems that IFMIS intends to address, persistent excuse by county heads that its use was causing delay in implementation and funding of projects in counties, lack of training, limited infrastructure and security concerns. Studies have also indicated that there has been

consistent misappropriation of funds and luck of appropriate control mechanisms in PFM of funds leading to poor service delivery and overspending. It is on this background that the study focused on assessing the effect of IFMIS Implementation on Service Delivery in Homa Bay County in Western Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The study sought to establish the effect of IFMIS implementation on service delivery in Homa Bay County in Western Kenya.

1.3.2 Specific Objectives

The study sought to:

i. Establish the effect of automated revenue collection on service delivery in Homa Bay County, Kenya.

ii. Establish the effect of automated budgetary processes on service delivery in Homa Bay County, Kenya.

iii. Establish the effect of automated financial reporting on service delivery in Homa Bay County, Kenya.

1.4 Research Hypothesis

The study was guided by the following hypotheses:

Ho: There is no significant effect of automated Revenue collection on service delivery in Homa Bay County, Kenya.

Ho: There is no significant effect of automated budgetary process on service delivery in Homa Bay County, Kenya.

Ho: There is no significant effect of automated financial reporting on service delivery in Homa Bay, Kenya.

1.5 Justification of the Study

Findings from this study can be beneficial to: Policy Makers on how to optimize beneficial effects of IFMIS implementation to enhance service delivery; in addition to aiding the county governments to mitigate the negative effects arising from the IFMIS

implementation in order to foster transparency, accountability and efficiency in revenue collection, budgeting and financial reporting.

1.6 Scope of the Study

The study was conducted within the county government of Homa Bay and involved Finance officers, Procurement Officers, Internal Audit staff and quality assurance staff. This is because no studies on the effect of IFMIS implementation on service delivery have targeted Homa Bay County.

1.7 Conceptual Framework

Independent Variable   **Dependent variable**

IFMIS Implementation
Automated revenue Collection
Automated budgeting Process
Automated Financial Reporting

Service Delivery
Receiving and accounting for revenue
Ease of accessing records
Amalgamated invoice approval
Healthy cash flow
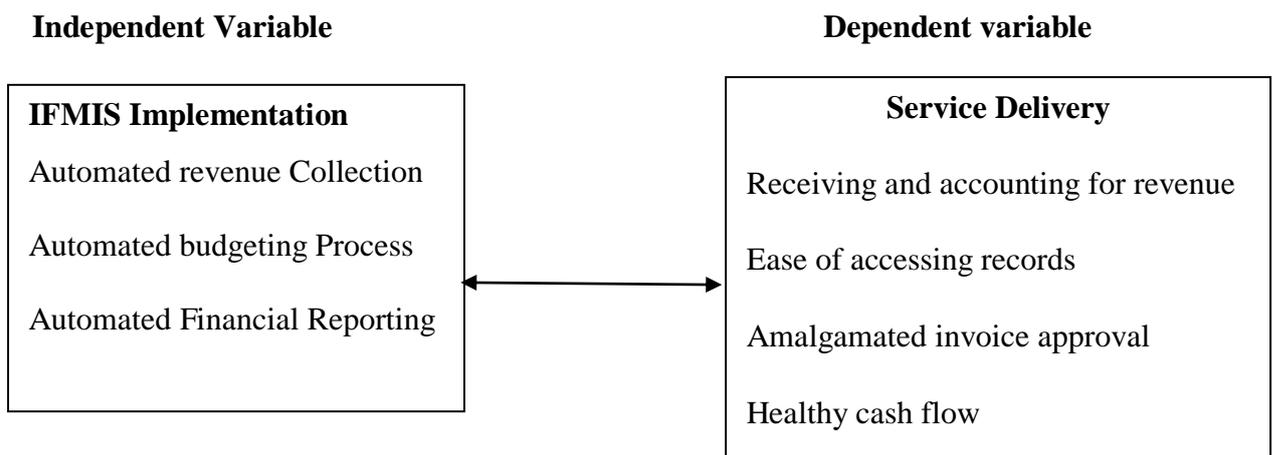
Figure 1.1: Effect of Integrated Financial Management Information System Implementation on Service Delivery

Source: Researcher Conceptualization (2018)

Independent variable is a variable that causes other conditions to change without itself changing in this case being IFMIS Implementation while dependent variable which is service delivery is a condition that changes with the influence of independent variable. Service delivery is indicated by receiving and accounting for revenue, ease of accessing records, amalgamated invoice approval and a healthy cash flow. IFMIS implementation is indicated by automated revenue collection, automated budgeting processes and automated financial reporting.

CHAPTER TWO
LITERATURE REVIEW

This chapter reviews the literature arising from previous studies in the area of Integrated Financial Management Information System on service delivery in County Governments including theoretical and empirical the latter of which revolve around the objectives of the study to establish the gap and avoid duplication.

2.1 Theoretical Review

This study focuses on Resource Based Theory, Wieck's Model Theory of Organizing and Unified Theory of Acceptance and Use of Technology.

2.1.1   Resource Based Theory (RBT)

This theory hinges on the tenets that a firm has the ability to achieve and sustain competitive advantage if it possesses resources that are valuable, rare, imperfectly imitable and non-substitutable (Berrchicci, 2013). It is further argued that organizations should look within for the sources of competitive advantage instead of looking at the competitive environment for it. The goal of an organization is to ensure it has access to and control of valuable resources by developing and securing all the relevant resources either internally or externally. It postulates that if the strategic value of target activities is low and no internal resources are available to perform such activities, it is beneficial to outsource them. As advanced by (Gariga & Mele, 2013), for sustainable competitive advantages, organizations are forced to rely on a variety of suppliers for parts, software and knowledge hence in the process gain access to valuable resources and external capabilities. They further indicate that organization's competitive advantage resides in how it explores the distinctive internal resources and competencies by setting strategic objectives on the basis of what they enable it do. The theory relates to human resource capacity on performance of Integrated Financial Management Information System implementation.

2.1.2   Wieck's Model Theory of Organizing (WMTO)

It takes into account the highly stresses, fast-paced nature of today's business and reduces ambivalence which stems from lack of productivity due to an employee, at any level

having to check with superiors brought about by bureaucracy and unaligned organizational structure thus impacting the management style (Czarniawska, 2014 and Lecose, 2013). This model has an information system comprising frequently and sometimes previously tackled issues accessible to employees who in turn are able to combat any ambivalence and inertia that might hinder making informed decisions hence the decisiveness gained from usage of the information system leads to higher productivity due to ease with which structures and policies can be modified to suit the prevailing or anticipated needs (Langley et al, 2013 and Feldmann, 2013). This theory of organizing also relates to the government policy on performance of the IFMIS.

2.1.3 Unified Theory of Acceptance and Use of Technology (UTAUT)

He Unified Theory of Acceptance and Use of Technology (UTUAT) is one of the technology acceptance models designed to assist users accept and use information technology in a unified manner as it explains user motivation for its adoption and usage beside user behavior. The theory identifies key elements such as social influence, performance expectancy, effort expectancy and facilitating conditions as factors that directly impact on usage motive and behavior; experience, age, gender, and ability to volunteer are believed to act in impacting the four construct on usage motive and behavior. It revolves around the concept of behavioral intention with the approach being coined within the precinct of decisions to accept and use a particular technology being made consciously by the user. It suggests the use beliefs inform attitudes which influence and shape behavioural intentions, thus making a user behave in a given manner as espoused by Technology Acceptance Model (Cherono, 2016)

2.2 The Concept of Financial Performance in the Public Sector

Financial management encompass planning, directing, organizing and controlling activities such as procurement and utilization of funds of an organization. It is viewed as a process of managing resources which entails accounting and financial reporting, budgeting, collecting accounts receivables, risk management and insurance of a firm. On the other hand, financial performance is a measure of how well some firm uses assets to generate revenues; it is a general measure of financial health over a given period hence is useful in comparing similar firms across the same industry or sectors (Langat, 2016). Managing records of financial nature is vital in to any organization with the main

challenges hinging on record keeping and compliance to regulatory requirements. Additionally, borrowing arrangements, financial analysis, financial reporting and operational funding contributes to the challenges in financial management. A study by (Langat ibid) on relationship between information and communication technology investment concluded that there was significant performance difference between firms that adopt ICT and those that do not adopt the technology. This resonates with the finding of a study to examine technological progress and its effects in the banking industry that indicated that ICT investment leads to improvement in cost more so on productivity and related organizational benefits such reduced operational costs, improved customer care technologies that in turn translate to improved quality and variety of services (Berger, 2003).

2.3 Integrated Financial Management System

The introduction of IFMIS has become a core component of financial reforms in recent years to promote efficiency, security of data management and comprehensive financial reporting. This has been brought about by IFMIS providing an integrated electronic financial package to enhance the effectiveness and transparency of public resource management by automating the budget and accounting system for a government. It is made up of numerous core sub-systems, which plan, process and report on the use public resources. Although there could be variation of IFMIS functionality across countries, the sub-systems normally include accounting, budgeting, cash management, debt management and related core treasury system with possibility of some countries incorporating other non-core sub-systems such as tax administration, procurement management, asset management, human resource and pay roll systems, pension and social security systems and other pivotal areas deemed supportive of the core modules (Bartel, 2009).

2.4 Empirical Literature

Empirical review is the author's evaluation of information and theories currently available concerning the topic under study in order to demonstrate thorough understanding of the topic and further show that the problem under investigation had not been done before in the way proposed by the researcher (O'Fallon & Butterfield, 2005).

2.4.1 Effect of automated revenue collection on service delivery

Aminatu (2012) undertook a research on the effects of integrated financial management system on economic development, based on a case in Ghana with the findings indicating implementation failure due to lack of capacity building and over ambition, that some sector of the economy contributed immensely to gross domestic product (GDP) growth where as other sectors had an adverse effect. These findings do not outline the adverse effect and additionally the findings do not resonate with the topic under reference.

In study by (Kanani, 2015) that sought to evaluate the influence of human capital on the implementation of public finance management in Busia County, it was concluded that; educational component of human capital is a key to the implementation of PFM, employee training in financial management courses was key to success of the implementation of PFM within the County and that success would also dependent on the professional experience of employees. The study also recommended trainings more specifically on IFMIS for the employees.

Conclusions emanating from the findings of study by (Ogachi & Muturi, 2016) on factors affecting the implementation of IFMIS in five Counties of Migori, Homabay, Nyamira, Kericho and Kisii were that most counties did not have different strategic approaches towards IFMIS implementation, with organizational framework existing in counties unable to provide room for IFMIS use due to political exposure hence pressure from politicians. Furthermore, there existed fit between strategy and IFMIS implementation since the latter had to be done as a matter of compliance. Based on these, it was suggested that devolution being a relatively new phenomenon in Kenya, with limited studies dealing with counties, more research should be done on the impact of IFMIS on the public finance management of the County governments.

In a similar study by (Kahari et al, 2015) that Assessed Factors Affecting The Implementation of IFMIS in County Governments: A Case of Nyandarua County, Kenya it was concluded that county government stakeholders resisted change since they perceived it as a threat to their jobs, there was also uncertainty of the capacity of the government to make changes and manage the changes while changing, county government effort to reinforce capacity in IFMIS project team and ensuring continuity of key personnel in the system's development and implementation was unclear, retaining of

personnel with requisite knowledge and expertise for effective IFMIS implementation, operation and maintenance was uncertain while outsourcing of external consultants by the county governments was deemed indecisive

Further, a study by Cherotich & (Bichanga, 2016) on Factors Affecting Implementation of IFMIS by The County Governments of Kenya with the scope being five Counties namely; Bomet, Kericho, Narok, Nyamira and Kisii revealed that the counties failed to manage change to IFMIS effectively, unavailability of the technological infrastructure for the roll out to sub counties, failure to address some aspects of human capital development, political class not being supportive of IFMIS and inadequate resource allocation towards IFMIS.

In a study by (Mwaura, 2016) on Factors Influencing Implementation of Integrated Financial Management Information System in Devolved Government in Kenya, one of the recommendations was that other studies touching on effects of implementing IFMIS in devolved governments be undertaken. Whereas (Nazareen, 2017) undertook a study on the effects of IFMIS on Cash Management in Kenya: A Case of Kisumu County Government and concluded that cash management influence the financial management in the public sector, IFMIS efficiently monitors revenue collection and disbursement, tracks expenses and produces timely accurate reports, it was recommended that in future a study on the effectiveness of IFMIS in all County Governments be conducted since the study had only focused on Kisumu County which is an Urban city that may enjoy infrastructural advantages.

2.4.2 Effect of automated budgetary processes on service delivery

(Aminatu, 2012), undertook a research on the effects of integrated financial management system on economic development, based on a case in Ghana with the findings indicating implementation failure due to lack of capacity building and over ambition, that some sector of the economy contributed immensely to gross domestic product (GDP) growth where as other sectors had an adverse effect. These findings do not outline the adverse effect and additionally the findings do not resonate with the topic under reference.

(Michael et al.2017) undertook a study on the Effects of Integrated Financial Management Information System on Performance of Public Sector in Nigeria targeting

Osun State. The findings indicated that as a result of applying IFMIS on budgeting process consequently resulted in successful and timely completion of most projects initiated through the system.

In a study that examined the effects IFMIS on Performance of Public sector in the County Government of Nairobi conducted by (Njonde and Kimanzi, 2014) concluded that a relationship existed between IFMIS and public finance in the areas budgeting, internal controls and management of government projects with some challenges relating to internal control regarding posting of ambiguous figures by the system being noted.

In study by (Kanani, 2015) that sought to evaluate the influence of human capital on the implementation of public finance management in Busia County, it was concluded that; educational component of human capital is a key to the implementation of PFM, employee training in financial management courses was key to success of the implementation of PFM within the County and that success would also dependent on the professional experience of employees. The study also recommended trainings more specifically on IFMIS for the employees.

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government effort to reinforce capacity in IFMIS project team and ensuring continuity of key personnel in the system's development and implementation was unclear, retaining of personnel with requisite knowledge and expertise for effective IFMIS implementation, operation and maintenance was uncertain while outsourcing of external consultants by the county governments was deemed indecisive

Further, a study by Cherotich & (Bichanga, 2016) on Factors Affecting Implementation of IFMIS by The County Governments of Kenya with the scope being five Counties namely; Bomet, Kericho, Narok, Nyamira and Kisii revealed that the counties failed to manage change to IFMIS effectively, unavailability of the technological infrastructure for the roll out to sub counties, failure to address some aspects of human capital development, political class not being supportive of IFMIS and inadequate resource allocation towards IFMIS.

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2.4.3 Effect of Automated Financial Reporting on Service Delivery

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(Michael et al.2017) undertook a study on the Effects of Integrated Financial Management Information System on Performance of Public Sector in Nigeria targeting Osun State. The findings indicated that financial reporting had improved due to use of IFMIS which uses a single reliable platform with capability to track financial events and summarize reports effectively.

Whereas conclusions stemming from a study by (Kiai, 2016) on The Impact of Implementation of Integrated Finance Management Information System on the Performance of Judiciary in Kenya depict that IFMIS adoption promote accountability, strengthens confidence in financial management, provide useful information in identification of opportunities for future use and also makes records to detect irregularities in the Judiciary, it recommended the need to evaluate performance in other government ministries and counties and suggested further studies targeting the ministries and counties.

In a study that examined the effects IFMIS on Performance of Public sector in the County Government of Nairobi conducted by (Njonde and Kimanzi, 2014) concluded that a relationship existed between IFMIS and public finance in the areas of financial reporting, internal controls and management of government projects with some challenges relating to internal control regarding posting of ambiguous figures by the system being noted.

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Conclusions emanating from the findings of study by (Ogachi & Muturi, 2016) on factors affecting the implementation of IFMIS in five Counties of Migori, Homabay, Nyamira, Kericho and Kisii were that most counties did not have different strategic approaches towards IFMIS implementation, with organizational framework existing in counties unable to provide room for IFMIS use due to political exposure hence pressure from politicians. Furthermore, there existed fit between strategy and IFMIS implementation since the latter had to be done as a matter of compliance. Based on these, it was suggested that devolution being a relatively new phenomenon in Kenya, with limited studies dealing with counties, more research should be done on the impact of IFMIS on the public finance management of the County governments.

In a similar study by (Kahari et al, 2015) that Assessed Factors Affecting The Implementation of IFMIS in County Governments: A Case of Nyandarua County, Kenya it was concluded that county government stakeholders resisted change since they perceived it as a threat to their jobs, there was also uncertainty of the capacity of the government to make changes and manage the changes while changing, county government effort to reinforce capacity in IFMIS project team and ensuring continuity of key personnel in the system's development and implementation was unclear, retaining of personnel with requisite knowledge and expertise for effective IFMIS implementation, operation and maintenance was uncertain while outsourcing of external consultants by the county governments was deemed indecisive.

Further, a study by Cherotich & (Bichanga, 2016) on Factors Affecting Implementation of IFMIS by The County Governments of Kenya with the scope being five Counties namely; Bomet, Kericho, Narok, Nyamira and Kisii revealed that the counties failed to manage change to IFMIS effectively, unavailability of the technological infrastructure for the roll out to sub counties, failure to address some aspects of human capital development, political class not being supportive of IFMIS and inadequate resource allocation towards IFMIS.

Cherono (2016) sought to assess the effects of Integrated Financial Management Systems, on Accounting Operations of 59 Government Agencies in Kenya. The findings revealed that IFMIS had improved timeliness in submitting financial reports and eased record storage. The study concluded that 58% of changes in accounting operations of government agencies in Kenya were attributable to IFMIS System reliability, staff competence and ICT infrastructure which 42% were due to other factors although none of the counties was part of the population.

Langat, G (2016) carried out a study on the influence of IFMIS on Financial Performance in public organizations: a case study of water infrastructure projects in Bomet County with the findings revealing that IFMIS ensures timely provision of quality information, promotes empowerment of employees and long term goals, intervention aimed at improving entrepreneurship, modernized the system of financial management in the county beside stimulating economic growth, enhanced accountability, eliminated wastage

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and corruption in use of public assets. The researcher however suggested that further studies to identify the effects of IFMIS on financial performance of other County governments be conducted since it had only focused on water infrastructure projects within one county.

In a study by (Mwaura, 2016) on Factors Influencing Implementation of Integrated Financial Management Information System in Devolved Government in Kenya, one of the recommendations was that other studies touching on effect of implementing IFMIS in devolved governments be undertaken.

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CHAPTER THREE

RESEARCH METHODOLOGY

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This chapter explains the methodologies used for the study and is sequenced into; research design, target population, sample size, sampling frame, sampling techniques, pilot study, data collection instruments and data analysis.

3.1 Research Design

Research design is the blueprint for conducting the study that maximizes control over factors that could interfere with validity of the findings. Designing a study helps the researcher to plan and implement the study in a way that aids the researcher to obtain intended results, thus increasing the chances of obtaining information associated with real situation (Burns and Grove, 2001). This research adopted a correlation research design because it was tied to hypothesis testing which is an inferential procedure that uses sample data to evaluate the credibility of a hypothesis about a population based on the predetermined level of confidence "alpha" and p-values of 0-1 and 0.05 respectively. Moreover, inferential statistic tries to deduce information about a population by formation of conclusions on the difference between populations with regard to any given parameters or relationships between the independent and dependent variables (Best & Kahn, 2009). The choice of this statistics arose from the fact that the research will be guided by assumptions or suppositions to be proved or disproved (Pandya, 2010).

3.2 Target Population

Target population is an aggregate of all objects, subjects or members that conform to a set of specifications (Kahari et al, 2015). The study was carried out in Homabay county and targeted 20 Finance Officers, 10 Procurement Officers, 10 Internal Audit staff and 5 quality assurance staff. This is because these are the officers tasked at county level with implementing budgeting process, revenue collection, finance reporting, drawing and implementing procurement plans using IFMIS platform.

3.3 Sample Size

A sample is the part of the population picked to be involved in a study (Mugenda & Mugenda, 2008). The sample size will be forty-five (45) county government staff from

Homa Bay County comprising finance officers, procurement officers, Quality assurance officers and internal audit officers that are at the core of IFMIS implementation.

3.4 Sampling Frame

Table 3.1: Sampling Frame

Finance Officers	Procurement Officers	Internal Auditors	Quality assurance	Sub Total
20	10	10	5	45
Total	**45**			

3.5 Sampling Technique

The study adopted a census survey due to the small population size. County staff working in finance, procurement, internal audit and quality assurance were targeted in order to obtain relevant information regarding IFMIS and service delivery.

3.6 Data Collection Instrument

The data was collected using a semi-structured questionnaire. A five point Likert scale was adopted. The semi-structured questionnaire was divided into five parts; part one focused on demographic information, part two delved into automated revenue collection and service delivery, part three focused on automated budgeting process and service delivery, part four explored automated financial reporting and service delivery while part five delved on service delivery. The researcher hired data assistants to help with data collection.

3.6.1 Pilot Study

The researcher conducted a pilot study at Siaya County; on a sample consisting of 10% of the respondents. The aim of the pilot survey was to test whether the design of questions was logical, if questions were clear and easily understood; whether the stated responses were exhaustive and how long it would take to complete the questionnaire. Views given by the respondents during the pilot study were used to improve the research quality before actual collection of data.

3.7 Validity of the Instruments

Validity of the data collection instruments was done through expert judgment whereby the tool was reviewed by an expert in the subject area and the supervisor. In addition, piloting of the instrument was done in Siaya County targeting 10% of the study sample size comprising Finance Officers, Procurement Officers Internal Auditors and quality assurance officers since they possessed similar characteristics as the actual population that took part in the study.

3.8 Reliability

Reliability tests on data collection instrument was undertaken by analyzing the raw data obtained from the pilot study on the 10% of the study sample size in Siaya County in order to determine the Cronbach alpha value that was then compared to Cronbach standard alpha value of 0.7, which is the standard acceptable value. Additionally, the piloting estimated the time required for data collection as well as addressing the challenges for data collection.

3.9 Ethical Considerations

Ethics in the context of research refers to a set of standards that can guide adult education researchers on how they should interact with the researched and how research problems could be conceived and formulated. The standards include how data gathering instruments are constructed and how data is collected and interpreted, and how reports could be written and findings disseminated in ways that are sensitive and inclusive of the values and realities of the researched (Chilisa & Preece, 2005). Permission to undertake the research was sought from Maseno University's Ethics Committee. The questionnaires were anonymous in addition to assuring the respondents of confidentiality and non-disclosure at all times.

3.10 Data Analysis

The data obtained from the field was cleaned to check for completeness, sorted into categories, coded and edited, then analyzed using Statistical Package for Social Sciences (SPSS) to generate frequency tables and charts. Descriptive statistics such as percentages, mean, composite mean and standard deviation were adopted. In addition, the following

multiple linear regression model was adopted with the aim of drawing inference into the effect of each of the independent variables on the dependent variable (service delivery):

$Y_i = \beta_0 + \beta_i X_i + \beta_i X_i + \beta_i X_i + \acute{\varepsilon}$ where:

Y represents the service delivery

I represent 1, 2, and 3

X_1, X_2 and X_3 represents independent variables respectively

É represents the error term

B0 represents the constant (and equal to the values of the dependent variables when the values of the independent variables coefficients equal to zero)

β_1, β_2 and β_3 represents the coefficient values of independent variables respectively

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings in line with the study objective which was to establish the effect of IFMIS implementation on service delivery in Homa Bay County, Kenya. It contains the response rate; demographic factors such as age, gender, education level and experience; effect of automated revenue collection on service delivery in Homa Bay County, Kenya; effect of automated budgetary process on service delivery in Homa Bay County, Kenya; effect of automated financial reporting on service delivery in Homa Bay County, Kenya.

4.2 Questionnaire Return Rate

Out of 45 questionnaires targeted by the study, a total 38 questionnaires were fully filled and were considered for data entry and subsequent analysis. This represents a response rate of 84.44% which is above the minimum response rate of 70.10% and is therefore statistically acceptable (Fincham, 2008). A response rate of 100% was achieved due to strict follow ups and complete questionnaire verification.

4.3 Demographic Factors

This sub-section contains age of respondents, gender of respondents, level of education and experience.

4.3.1 Age of Respondents

The study sought to determine the age of the respondents. The respondents were asked to state their ages and the results were as shown on table 4.1.

Table 4.1: Age of Respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Above 50	2	5.3	5.3	5.3
40-50 years	7	18.4	18.4	23.7
29-39 years	25	65.8	65.8	89.5
18-28 years	4	10.5	10.5	100.0
Total	38	100.0	100.0	

Source: Research Data (2018)

Majority 25 (65.8%) of the respondents were aged 29-39 years; this was followed by 7 (18.4%) of the respondents who were aged 40-50 years; then 4 (10.5%) of the respondents who were aged 18-28 years; and finally 2 (5.3%) of the respondents who were aged above fifty years. The implication of this finding is that more majority of the respondents were mature enough to bring in a wealth of knowledge on IFMIS implementation and service delivery in Homa Bay County, Kenya.

4.3.2 Gender of the Respondents

The study sought to determine the gender of the respondents. The results are displayed in table 4.2.

Table 4.2: Gender of Respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	25	65.8	65.8	65.8
Female	13	34.2	34.2	100.0
Total	38	100.0	100.0	

Source: Research Data (2018)

Majority 25 (65.8%) of the respondents were male; this was followed by 13 (34.2%) of the respondents who were female. The implication of this finding is that there were more men as compared to women working in the finance, procurement and quality assurance departments of Homa Bay County, Kenya.

4.3.3 Level of Education

The study sought to determine the educational level of the respondents. The results are displayed in table 4.3.

Table 4.3: Level of Education

Level	Frequency	Percent	Valid Percent	Cumulative Percent
Post Graduate	17	44.7	44.7	44.7
Diploma	3	7.9	7.9	52.6
Degree	18	47.4	47.4	100.0
Total	38	100.0	100.0	

Source: Research Data (2018)

Majority 18 (47.4%) of the respondents had degree qualification; this was followed by 17 (44.7%) of the respondents who had post graduate degrees; and 3 (7.9%) of the respondents who had diploma qualifications. The implication of this finding is that majority of the respondents were learned enough to articulate issues on IFMIS implementation and service delivery in Homa Bay County, Kenya.

4.3.4 Experience

The study sought to determine the experience level of the respondents. The results are displayed in table 4.4.

Table 4.4: Experience

Experience	Frequency	Percent	Valid Percent
Less than 1 year	6	15.8	15.8
7-12 years	6	15.8	15.8
1-6 years	26	68.4	68.4
Total	38	100.0	100.0

Source: Research Data (2018)

Majority 26 (68.4%) of the respondents had experience of 1-6 years; this was followed by 6 (15.8%) of the respondents who had experience of 7-12 years; and 6 (15.8%) of the respondents who had experience of less than one year. The implication of this finding is

that majority of the respondents had worked long enough to articulate issues on IFMIS implementation and service delivery in Homabay County, Kenya.

4.4 Effect of Automated Revenue Collection on Service Delivery in Homa Bay County

The study sought to determine the effect of automated revenue collection on service delivery in Homa Bay County, Kenya. The five-point scale adopted was: Not at all=1; Small extent=2; Medium extent=3; Large extent=4; Very large extent=5. The results are as shown in table 4.5.

Table 4.5: Automated Revenue Collection and Service Delivery

	Receiving & Accounting	Ease of Accessing records	Amalgamated Invoice approval	Healthy Cash flow
5.00	13.2	23.7	26.3	5.3
4.00	34.2	18.4	31.6	44.7
3.00	26.3	34.2	2.6	31.6
2.00	10.5	10.5	18.4	10.5
1.00	15.8	13.2	21.1	7.9
Total	100.0	100.0	100.0	100.0
Mean	3.1842	3.2895	3.2368	3.2895
Std. Deviation	1.27035	1.31330	1.54979	1.01096
Composite mean				3.25

Source: Research Data (2018)

When the respondents were asked if automated revenue collection translates to better receiving and accounting for revenue, a mean of 3.1842 denoting medium extent was obtained. When the respondents were asked if automated revenue collection translates to ease of accessing records, a mean of 3.2895 denoting medium extent was obtained. When the respondents were asked if automated revenue collection facilitates amalgamated invoice approval, a mean of 3.2368 denoting medium extent was obtained. When the respondents were asked if automated revenue collection leads to a healthy cash flow, a

mean of 3.2895 denoting medium extent was obtained. The composite mean was 3.25 denoting medium extent. Therefore, it can be concluded that the effect of automated revenue collection on service delivery is to a medium extent.

4.5 Effect of Automated Budgetary Process on Service Delivery in Homa Bay County

The study sought to determine the effect of automated budgetary process on service delivery in Homa Bay County, Kenya. The five-point scale adopted was: Not at all=1; Small extent=2; Medium extent=3; Large extent=4; Very large extent=5. The results are as shown in table 4.6.

Table 4.6: Automated Budgetary Process and Service Delivery

	Receiving & Accounting	Ease of Accessing Records	Amalgamated Invoice Approval	Healthy Cash Flow
5.00	26.3	50.0	21.1	44.7
4.00	44.7	15.8	28.9	21.1
3.00	10.5	7.9	31.6	13.2
2.00	5.3	18.4	10.5	10.5
1.00	13.2	7.9	7.9	10.5
Total	100.0	100.0	100.0	100.0
Mean	3.6579	3.8158	3.4474	3.7895
Std. Deviation	1.30024	1.43047	1.17858	1.39803
Composite mean				3.67765

Source: Research Data (2018)

When the respondents were asked if automated budgeting process translates to better receiving and accounting for revenue, a mean of 3.6579 denoting large extent was obtained. When the respondents were asked if automated budgeting process translates to ease of accessing records, a mean of 3.8158 denoting large extent was obtained. When the respondents were asked if automated budgeting process facilitates amalgamated invoice approval, a mean of 3.4474 denoting medium extent was obtained. When the respondents were asked if automated budgeting process leads to a healthy cash flow, a mean of 3.7895 denoting large extent was obtained. The composite mean was 3.67765 denoting large

extent. Therefore, it can be concluded that the effect of automated budgetary process on service delivery is to a large extent.

4.6 Effect of Automated Financial Reporting On Service Delivery in Homa Bay County

The study sought to determine the effect of automated financial reporting on service delivery in Homabay County, Kenya. The five-point scale adopted was: Not at all=1; Small extent=2; Medium extent=3; Large extent=4; Very large extent=5. The results are as shown in table 4.7.

Table 4.7: Automated Financial Reporting and Service Delivery

	Receiving & Accounting	Ease of Accessing records	Amalgamated Invoice approval	Healthy Cash flow
.00	63.2	57.9	10.5	31.6
4.00	5.3	15.8	47.4	26.3
3.00	2.6	0	34.2	21.1
2.00	18.4	21.1	5.3	13.2
1.00	10.5	5.3	2.6	7.9
Total	100.0	100.0	100.0	100.0
Mean	3.9211	4.0000	3.5789	3.6053
Std. Deviation	1.54887	1.39497	.85840	1.28483
Composite mean				3.776325

Source: Research Data (2018)

When the respondents were asked if aautomated financial reporting translates to better receiving and accounting for revenue, a mean of 3.9211 denoting large extent was obtained. When the respondents were asked if aautomated financial reporting translates to ease of accessing records, a mean of 4 denoting large extent was obtained. When the respondents were asked if aautomated financial reporting facilitates amalgamated invoice approval, a mean of 3.5789 denoting large extent was obtained. When the respondents

were asked if aautomated financial reporting leads to healthy cash flow, a mean of 3.6053 denoting large extent was obtained. The composite mean was 3.7763 denoting large extent. Therefore, it can be concluded that the effect of automated financial reporting on service delivery is to a large extent.

4.7 Service Delivery in Homa Bay County

The study sought to determine the service delivery in Homabay County, Kenya. The five-point scale adopted was: Not at all=1; Small extent=2; Medium extent=3; Large extent=4; Very large extent=5. The results are as shown in table 4.8.

Table 4.8: Service Delivery

	Receiving & Accounting	Ease of Accessing	Amalgamated Invoice	Healthy Cash flow
5.00	0	0	2.6	7.9
4.00	15.8	26.3	18.4	15.8
3.00	23.7	21.1	28.9	23.7
2.00	26.3	18.4	21.1	28.9
1.00	34.2	34.2	28.9	23.7
Total	100.0	100.0	100.0	100.0
Mean	2.2105	2.3947	2.4474	2.5526
Std. Deviation	1.09441	1.22009	1.17858	1.24548
Composite mean				**2.4013**

Source: Research Data (2018)

When the respondents were asked if the county receives and accounts for all revenue, a mean of 2.2105 denoting small extent was obtained. When the respondents were asked if the county experiences ease of accessing records, a mean of 2.3947 denoting small extent was obtained. When the respondents were asked if amalgamated invoice approval is the norm in the county, a mean of 2.4474 denoting small extent was obtained. When the respondents were asked if the county experiences a healthy cash flow, a mean of 2.5526 denoting medium extent was obtained. The composite mean was 2.4013 denoting small extent. Therefore, it can be concluded that the service delivery in Homa Bay County was to a small extent.

4.8 Hypothesis Testing

The study adopted multiple linear regression in order to test the relationship between the variables hence test the null hypothesis of the study. Regression analysis results are presented in table 4.9, table 4.10 and table 4.11.

Table 4.9: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.230[a]	.053	-.031	1.11111

a. Predictors: (Constant), automated revenue collection, automated budgetary process and automated financial reporting

Source: Research Data (2018)

Table 4.9 shows that the coefficient of determination (R^2) is 0.053 which translates to 5.3%. This implies that the independent variables (automated revenue collection, automated budgetary process and automated financial reporting) jointly contributed to a 5.3% variation on service delivery at Homa Bay County, Kenya.

Table 4.10: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	9.341	3	3.1137	2.9427	.599[b]
1	Residual	35.975	34	1.0581		
	Total	45.316	37			

Source: Research Data (2018)

Table 4.10 shows that the F calculated; 2.9427; was greater than the f-critical; 2.88; at 5% level of significance. Consequently, the model was statistically significant in testing the relationship between IFMIS implementation and service delivery in Homa Bay County, Kenya.

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Table 4.11: Regression coefficients

| Model | Unstandardized | | Standardized | t | p |
	B	Std. Error	Beta		
(Constant)	3.108	.931		3.338	.002
1 Automated revenue collection	-.239	.186	-.221	-1.282	.208
Automated budgetary processes	-.026	.138	-.034	-.191	.850
Automated financial Reporting	-.003	.148	-.004	-.023	.982

Source: Research Data (2018)

Table 4.11 shows the regression coefficients and the p values. Null hypothesis was tested at p<0.05. Consequently, for null hypothesis one, There is no significant effect of automated Revenue collection on service delivery in Homa Bay County, Kenya; the Beta value of -0.221 was obtained; therefore, the null hypothesis one was rejected and an alternative hypothesis stated: That there is a significant effect of automated Revenue collection on service delivery in Homa Bay County, Kenya.

Null hypothesis two; There is no significant effect of automated budgetary process on service delivery in Homa Bay County, Kenya; had a Beta value of -0.034; therefore, the null hypothesis two was rejected and an alternative hypothesis stated: There is a significant effect of automated budgetary process on service delivery in Homa Bay County, Kenya.

Null hypothesis three; There is no significant effect of automated financial reporting on service delivery in Homa Bay, Kenya; had a Beta value of -0.004 therefore, the null hypothesis three was rejected and an alternative hypothesis stated: There is a significant effect of automated financial reporting on service delivery in Homa Bay, Kenya.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study sought to establish the effect of IFMIS implementation on service delivery in Homa Bay County, Kenya. Results from regression analysis showed that IFMIS implementation caused a deviation on service delivery in Homa Bay County in Western Kenya. In summary, IFMIS implementation has an effect on service delivery in Homa Bay County.

The study sought to establish the effect of automated revenue collection on service delivery in Homa Bay County. The results of the regression analysis showed that automated revenue collection caused a negative deviation on service delivery in Homa Bay County. In summary, the effect of automated revenue collection on service delivery in Homa Bay County is negative.

The study sought to determine the effect of automated budgetary process on service delivery in Homa Bay County in Western Kenya. The results of the regression analysis showed that automated budgetary process caused a negative deviation on service delivery in Homa Bay County. In summary, the effect of automated budgetary process on service delivery in Homa Bay County is negative.

The study sought to assess the effect of automated financial reporting on service delivery in Homa Bay County in Western Kenya. The results of the regression analysis showed that automated financial reporting caused a negative deviation on service delivery in Homa Bay County. In summary, the effect of automated financial reporting on service delivery in Homa Bay County is negative.

5.2 Conclusions

The study sought to establish the effect of automated revenue collection on service delivery in Homa Bay County. Consequently, for null hypothesis one: There is no significant effect of automated Revenue collection on service delivery in Homa Bay County, Kenya; the p value obtained was greater; therefore, the null hypothesis one was

rejected and an alternative hypothesis stated: There is a significant effect of automated Revenue collection on service delivery in Homa Bay County, Kenya.

The study sought to determine the effect of automated budgetary process on service delivery in Homa Bay County in Western Kenya. Null hypothesis two**:** There is no significant effect of automated budgetary process on service delivery in Homa Bay County, Kenya; had a p-value which is greater; therefore, the null hypothesis two was rejected and an alternative hypothesis stated**:** There is a significant effect of automated budgetary process on service delivery in Homa Bay County, Kenya.

The study sought to assess the effect of automated financial reporting on service delivery in Homa Bay County in Western Kenya. Null hypothesis three**:** There is no significant effect of automated financial reporting on service delivery in Homa Bay, Kenya; had a p-value which is greater; therefore, the null hypothesis three was rejected and an alternative hypothesis stated**:** There is a significant effect of automated financial reporting on service delivery in Homa Bay, Kenya.

5.3 Limitations of the Study
The study was limited by the following factors:
   i.   Sensitivity of IFMIS implementation and general financial disclosure by the county staff posed a big threat to the study with some respondents giving scanty information for fear of victimization.
   ii. Stringent scrutiny and negative attitude towards research interviews.

5.4 Recommendations
The study established that there is a significant effect of automated revenue collection on service delivery in Homa Bay County, Kenya. Consequently, the study recommends that Homa Bay County should automate all revenue collection points to ensure viable achievement, sustainability and efficient service delivery to the locals.
The study established that there is a significant effect of automated budgetary process on service delivery in Homa Bay County, Kenya. Therefore, the study recommends regulated adoption and strategic involvement in automated budgetary process to fast-track

development agenda in the grassroots levels and thus enhances service delivery in Homa Bay County.

The study established that there is a significant effect of automated financial reporting on service delivery in Homa Bay, Kenya. Therefore, the study recommends strict adherence to financial reporting policy guidelines, legal financial reporting obligations and execution of technology in financial reporting in Homa Bay county.

5.5 Suggestions for Further Research

Based on the study findings, the researcher vouches for a further research on the influence of IFMIS implementation on financial performance of Homa Bay County in Western Kenya.

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APPENDICES

Appendix I: Letter of Transmittal

Roseline A. Okoyo,

Maseno University.

The ………………………

Dear Sir/Madam,

RE: NOTICE TO CARRY OUT RESEARCH.

I am a Masters student at Maseno University. I am required to submit as part of my course work assessment a research project report. The title of my research is: '**EFFECT OF INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM IMPLEMENTATION ON SERVICE DELIVERY IN HOMABAY COUNTY, KENYA.'**

To achieve my objectives, you have been selected to participate in this study. The information will be used purely for academic purpose and your name will not be mentioned in the report. Findings of the study shall upon request, be available to you.

Thank you.

Yours faithfully,

……………………..

Roseline A. Okoyo,

MSC/BE/00115/016

Appendix II: Questionnaire

SECTION I: DEMOGRAPHICS

1. Name (Optional)? --

2. How old are you? (Kindly tick)

AGE	
18-28 years	
29-39 years	
40-50 years	
Above 50 years	

3. Gender?

Gender	
Male	
Female	

4. What is you highest level of education?

Level of Education	
High school	
KCSE	
Certificate	
Diploma	
Degree	
Post graduate degree	
Other	

5. For how long have you been working in this county?

Duration	
Less than 1 year	
1 to 6 years	
7 to 12 years	
Above 12 years	

SECTION II: Automated Revenue Collection

6. Please indicate your honest opinion about the following descriptive statements (please tick appropriately) **Not at all=1; Small extent=2; Medium extent=3; Large extent=4; Very large extent=5**

Descriptive statements	1	2	3	4	5

Automated revenue collection translates to better receiving and accounting for revenue					
Automated revenue collection translates to ease of accessing records					
Automated revenue collection facilitates amalgamated invoice approval					
Automated revenue collection leads to healthy cash flow					

SECTION III: Automated Budgeting Process

7. Please indicate your honest opinion about the following descriptive statements (please tick appropriately) **Not at all=1; Small extent=2; Medium extent=3; Large extent=4; Very large extent=5**

Descriptive statements	1	2	3	4	5
Automated budgeting Process translates to better receiving and accounting for revenue					
Automated budgeting Process translates to ease of accessing records					
Automated budgeting Process facilitates amalgamated invoice approval					
Automated budgeting Process leads to healthy cash flow					

SECTION IV: Automated Financial Reporting

8. Please indicate your honest opinion about the following descriptive statements (please tick appropriately) **Not at all=1; Small extent=2; Medium extent=3; Large extent=4; Very large extent=5**

Descriptive statements	1	2	3	4	5
Automated Financial Reporting translates to better receiving and accounting for revenue					
Automated Financial Reporting translates to ease of accessing records					
Automated Financial Reporting facilitates amalgamated invoice approval					
Automated Financial Reporting leads to healthy cash flow					

SECTION V: Service Delivery

9. Please indicate your honest opinion about the following descriptive statements (please tick appropriately) **Not at all=1; Small extent=2; Medium extent=3; Large extent=4; Very large extent=5**

Descriptive statements	1	2	3	4	5
The county receives and accounts for all revenue					
The county experiences ease of accessing records					
Amalgamated invoice approval is the norm in this county					
Generally, the county experiences a healthy cash flow					

Appendix III: Raw Data

1) 29-39	F	DEGR	1-6	4.00	4.00	2.00	3.00	4.00	5.00	3.00
	1.00	5.00	5.00	4.00	5.00	4.00	1.00	3.00	3.00	

2) 29-39	M	DEGR	1-6	3.00	3.00	4.00	4.00	4.00	4.00	5.00
	5.00	1.00	5.00	3.00	2.00	1.00	2.00	4.00	5.00	

3) 40-50	F	DEGR	7-12	4.00	3.00	5.00	4.00	4.00	5.00	5.00
	4.00	5.00	2.00	4.00	3.00	4.00	4.00	1.00	4.00	

4) 29-39	M	DEGR	1-6	3.00	4.00	5.00	4.00	5.00	5.00	4.00
	4.00	5.00	5.00	3.00	5.00	1.00	4.00	4.00	3.00	

5) 29-39	M	DEGR	1-6	4.00	4.00	2.00	4.00	4.00	3.00	4.00
	5.00	1.00	5.00	2.00	4.00	2.00	2.00	3.00	5.00	

6) 29-39	F	DEGR	1-6	3.00	4.00	4.00	4.00	4.00	5.00	4.00
	5.00	5.00	2.00	4.00	3.00	1.00	1.00	1.00	4.00	

7) 40-50	F	PGRA	1-6	2.00	3.00	5.00	3.00	3.00	5.00	4.00
	3.00	5.00	5.00	3.00	2.00	4.00	1.00	4.00	1.00	

8) 18-28	M	DIP	L1	4.00	3.00	5.00	3.00	4.00	5.00	4.00
	3.00	1.00	5.00	3.00	4.00	1.00	1.00	2.00	1.00	

9) 29-39	M	DEGR	1-6	5.00	3.00	4.00	3.00	4.00	5.00	5.00
	5.00	5.00	5.00	4.00	2.00	4.00	3.00	1.00	1.00	

10) 29-39	M	DEGR	1-6	2.00	5.00	4.00	4.00	4.00	3.00	3.00
	5.00	5.00	5.00	4.00	4.00	1.00	4.00	4.00	4.00	

11) 29-39	M	DEGR	1-6	1.00	5.00	5.00	3.00	4.00	5.00	3.00
	5.00	2.00	2.00	3.00	3.00	3.00	1.00	2.00	5.00	

12) 18-28	F	DIP	1-6	5.00	5.00	5.00	4.00	3.00	2.00	2.00
	5.00	5.00	5.00	5.00	5.00	1.00	4.00	1.00	1.00	

13) 29-39	M	PGRA	7-12	3.00	3.00	4.00	4.00	3.00	3.00	2.00
	3.00	3.00	5.00	3.00	4.00	2.00	1.00	4.00	4.00	

14) ABV50	M	PGRA	7-12	3.00	3.00	4.00	4.00	4.00	2.00	1.00
	5.00	4.00	4.00	4.00	2.00	3.00	4.00	1.00	1.00	

15)	40-50	M	PGRA	1-6	4.00	3.00	5.00	3.00	4.00	4.00	5.00
	5.00	5.00	2.00	5.00	3.00	1.00	4.00	4.00	1.00	
16)	40-50	F	PGRA	1-6	3.00	3.00	4.00	4.00	5.00	4.00	5.00
	3.00	5.00	5.00	4.00	4.00	1.00	1.00	1.00	2.00	
17)	29-39	F	DEGR	L1	4.00	4.00	2.00	3.00	4.00	5.00	3.00
	1.00	5.00	5.00	4.00	5.00	4.00	1.00	3.00	2.00	
18)	29-39	M	DEGR	1-6	4.00	5.00	4.00	4.00	1.00	4.00	5.00
	5.00	1.00	5.00	3.00	2.00	1.00	2.00	4.00	3.00	
19)	40-50	F	PGRA	7-12	4.00	5.00	2.00	4.00	4.00	5.00	5.00
	4.00	5.00	2.00	4.00	3.00	4.00	3.00	1.00	3.00	
20)	29-39	M	PGRA	1-6	4.00	3.00	2.00	3.00	2.00	5.00	3.00
	2.00	2.00	5.00	3.00	1.00	1.00	4.00	3.00	2.00	
21)	29-39	M	PGRA	L1	4.00	3.00	1.00	4.00	4.00	1.00	4.00
	2.00	2.00	5.00	2.00	4.00	2.00	3.00	3.00	4.00	
22)	29-39	M	PGRA	L1	4.00	3.00	2.00	5.00	3.00	1.00	2.00
	2.00	2.00	2.00	4.00	5.00	1.00	1.00	1.00	3.00	
23)	29-39	F	PGRA	1-6	1.00	5.00	1.00	1.00	5.00	2.00	4.00
	1.00	2.00	5.00	3.00	5.00	3.00	4.00	3.00	2.00	
24)	29-39	M	DIP	1-6	2.00	5.00	1.00	1.00	1.00	2.00	4.00
	1.00	5.00	5.00	3.00	4.00	2.00	1.00	2.00	2.00	
25)	29-39	M	DEGR	1-6	3.00	5.00	5.00	1.00	1.00	2.00	5.00
	5.00	5.00	5.00	4.00	5.00	2.00	3.00	1.00	2.00	
26)	29-39	M	DEGR	1-6	2.00	2.00	5.00	3.00	1.00	1.00	1.00
	4.00	5.00	1.00	1.00	4.00	2.00	3.00	3.00	2.00	
27)	29-39	M	DEGR	1-6	4.00	2.00	4.00	4.00	1.00	5.00	1.00
	4.00	5.00	2.00	3.00	5.00	2.00	1.00	2.00	3.00	
28)	18-28	M	PGRA	L1	5.00	2.00	4.00	5.00	2.00	5.00	3.00
	4.00	5.00	5.00	5.00	5.00	3.00	3.00	1.00	2.00	
29)	29-39	M	PGRA	1-6	5.00	5.00	3.00	4.00	5.00	5.00	3.00
	3.00	5.00	4.00	4.00	4.00	1.00	1.00	3.00	3.00	

30) 29-39	M	DEGR	1-6	5.00	1.00	4.00	4.00	4.00	5.00	3.00	
		5.00	4.00	1.00	5.00	5.00	3.00	4.00	1.00	2.00	
31) 40-50	M	PGRA	7-12	4.00	1.00	1.00	2.00	4.00	5.00	4.00	
		5.00	5.00	4.00	4.00	3.00	3.00	4.00	3.00	3.00	
32) ABV50	M	PGRA	7-12	1.00	4.00	1.00	3.00	5.00	4.00	4.00	
		2.00	5.00	5.00	3.00	4.00	1.00	2.00	2.00	2.00	
33) 29-39	F	DEGR	1-6	1.00	3.00	1.00	3.00	5.00	4.00	3.00	
		5.00	2.00	4.00	4.00	5.00	3.00	3.00	2.00	3.00	
34) 29-39	M	DEGR	1-6	1.00	4.00	4.00	3.00	5.00	5.00	3.00	
		5.00	5.00	2.00	4.00	3.00	2.00	2.00	2.00	4.00	
35) 40-50	M	PGRA	1-6	1.00	2.00	5.00	2.00	4.00	5.00	3.00	
		4.00	5.00	4.00	4.00	1.00	3.00	3.00	5.00	1.00	
36) 18-28	F	DEGR	1-6	3.00	1.00	1.00	2.00	5.00	5.00	3.00	
		4.00	2.00	5.00	3.00	1.00	2.00	2.00	2.00	1.00	
37) 29-39	F	PGRA	L1	3.00	1.00	1.00	2.00	5.00	2.00	4.00	
		5.00	5.00	4.00	4.00	5.00	3.00	1.00	3.00	1.00	
38) 29-39	F	PGRA	1-6	3.00	1.00	2.00	4.00	5.00	2.00	2.00	
		5.00	5.00	5.00	4.00	3.00	2.00	2.00	3.00	2.00	