

EFFECT OF ADMINISTRATIVE DECENTRALIZATION ON LIVESTOCK PRODUCTION IN GARISSA COUNTY, KENYA

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Abstract

Since the commencement of the implementation of a decentralized system of administration in livestock production, little, if any strategies have been fully supported in a bid to mitigate against droughts. There is scanty knowledge and evidence on this subject. This study is expected to inform theory and practice by interrogating the administrative function, drawing lessons from Garissa County which depend on this trade for its sustainability. Drought remains the single most cause of loss of livestock. Trends indicate that in 2012, the percentage of animals that died as a result of drought was 23%, 24% in 2013, 22.5% in 2014, 20% in 2015 and 23% in 2016. This scenario puts into question the relevance and effectiveness of draught mitigation measures being implemented by the county government. The study employed descriptive case study design, using a semi structured questionnaire to collect both qualitative and quantitative data. The findings indicated that the county administrative structure was not responsive to the strategic policies set up to create sustainable solutions. Results of the study also revealed a breakdown of communication between government officials and the communities. Feedback from the livestock keepers was not effectively communicated through established administrative structures. Also, findings indicated that delayed disbursement of finances negatively affected the delivery of livestock production in the county.

Keywords: Administrative Decentralization, Livestock Production, Resources

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Introduction

Kenya's livestock from the arid and semi-arid lands is said to be worth Kshs 60 billion (US\$800 million). The internal livestock trade in the pastoral areas alone nets in about 6 billion shillings (US\$80 million) a year. However, comparative international statistics show that livestock contributes 88% of the total agricultural output in Botswana even though the country has half Kenya's livestock population and is of less agricultural potential. Botswana does better per livestock unit than Kenya by producing US\$70 million worth of meat exports annually (Salih, 2013). Thus, there is a huge potential contribution that livestock can make to the Kenyan national economy. The livestock sector should therefore receive adequate attention as happens in other countries (Orre, 2013).

An assessment of the response to the 2011-2012 droughts in Isiolo District revealed that the MoLD/KMC off-take was considered problematic due to insufficient involvement by the district line ministries. Water trucking was cited as expensive and unsustainable although few alternatives could be offered (United Nations Environmental Programme [UNEP], 2012). Provision of hay and concentrates was not effective as it was too little too late with relatively little impact in relation to the perceived huge costs of transporting this very bulky item over large distances. Animal health interventions such as de-worming were considered highly effective with some 38,000 shoats treated by VSF. Security issues related to conflict between ethnic groups was noted as a very serious constraint to drought coping mechanisms.

The study will be undertaken in Garissa County in northeastern Kenya, where pastoralism is the main livestock production system and means of livelihood. Garissa County lies between latitude 1° N and 2° S and longitude 39° E and 41° E and borders Somalia to the east, Wajir County to the north, Isiolo County to the north-west, Tana River County to the west and Lamu County to the south. The County lies at an elevation of 1,138 m above sea level, the area topography is flat and the climate is semi-arid to arid.

The annual rainfall ranges from 300 to 700 mm in two seasons, long rains in March to May and short rains in October to December, often in isolated heavy downpours. Maximum daily temperatures range from 34 °C between June and August to 38 °C in February and March. The climate is thus hot and dry with high rates of evapo-transpiration, interspersed with occasional flooding in poorly drained areas.

Garissa County has an area of 44,952 km² and a human population of 623,060 (Kenya National Bureau of Statistics, 2010). The inhabitants are pastoralists and agro-pastoralists keeping camels, cattle, sheep, goats and donkeys and doing some crop farming along the river Tana. The County is the immediate catchment for Garissa livestock market which is the largest in East Africa and serves to supply livestock for both the local market and export. Currently the Government is targeting vulnerable members of the community, with a fully subsidized insurance cover. For sustainability of the livestock insurance scheme partial and voluntary component will be soon launched to willing pastoralist in preparation for full commercial/private insurance premium. It is not clear the effects of administrative decentralization on livestock production. Scanty of literature on this field has been evidenced despite the contribution of livestock production in Kenya.

Statement of the problem

Despite growing literature, evidence on the impact of devolved governance (financial and administration decentralization) on service delivery is mixed and inconclusive. One strand of the literature revealed that decentralization leads to improved service delivery (Balunywa, Nangoli, Mugerwa, Teko, and Mayoka, 2014; Freinkman and Plekhanov, 2009). In contrast, other studies found

that decentralization negatively influenced service delivery (Elhiraika, 2007; Olatona and Olomola, 2015). These mixed conclusions created the need to carry out a study from a Kenyan context to establish the effect of financial and political decentralization on service delivery in county government. Additionally, the constitution of Kenya (2010) established 47 county governments to improve efficiency in service delivery. The transition from a central to devolved government has not been smooth as several challenges such as inter-governmental relations, turf of wars among leaders, corruption and strikes among others have threatened devolution. At present, research also indicates that over 53 % of citizens are dissatisfied with service delivery of county governments in Kenya (Transparency International, 2014). However, the influence of financial and administration decentralization on service delivery in the context of Sub-Saharan Africa, specifically Kenya is scarcely explored. The local studies available are mainly qualitative and only help to understand merits and demerits of devolved governance (Abdumlingo and Mwirigi, 2014; Kobia and Bagaka, 2014). The magnitude of the impact of devolution on services delivery in Kenya remains largely non quantified. The limited character of empirical evidence in this area also suggests there is need to carry more empirical work to establish the effect of administration decentralization on service delivery especially in livestock production.

Diverse livestock-related interventions have been tried in Kenya which include destocking and transport subsidies for emergency livestock purchase, veterinary interventions, supplementary feeding, water provision, and movement of livestock and people. These interventions have however not been effective in mitigating livestock loss Republic of Kenya. For example in Garissa County, loss of animals has ranged between 25% of the total number of livestock. In 2012, the percentage of animals that died as a result of drought was 23%, 24% in 2013, 22.5% in 2014, 20% in 2015 and 23% in 2016 (District Livestock Office, Garissa, 2017). This scenario shows that the relevance and the effectiveness of the mitigation measures remains a question since there is no significant reduction in the effect level of the drought on pastoral livelihoods. The current study therefore assessed the effects of administrative decentralization on livestock production in Garissa County, Kenya.

Theoretical framework

The administrative decentralization theory as presented by Smith (1985) and developed further by Kochen and Deutsch (1980) regards the process of redistributing functions, powers, people or things away from a central location or authority. Administrative decentralization implies transferring or delegation of authority to plan, make decisions and manage public functions from the central government and its agencies to field organizations of those agencies, subordinate units of government, semi-autonomous public cooperation, area-wide development authorities, functional authorities, autonomous local governments or non-governmental organizations (Rondinelli, Nellis, & Cheema, 1983). Administrative decentralization allows local people participation and thus supports local autonomy and expands the scope for decision making at local level (Bardhan, 2006). The theory on administrative decentralization as proposed by Smith (1985), fits the study the current study on effects of administrative decentralization on livestock production in Garissa for it supports the study's variables; administrative capacity, resource allocation and existing administrative structure in improving livestock production.

Empirical Review

Administrative Decentralization and Livestock Production

Decentralization as an administrative process epitomises a shift in the locus of administrative powers from one level of government to another in the same way that privatization shifts responsibility from the government to the non-state sector. Increasing revenue pressure on central governments has led many to consider decentralization as an alternative administrative strategy. New roles and responsibilities are emerging for both the public and private sectors aimed at promoting development and improving urban management in Africa (Falleti 2014).

Empirical evidence indicates there is a relationship between administrative decentralization and service delivery. In Indonesia, Sujarwoto (2012) surveyed 8,320 households living in 120 local governments to investigate the association between administrative decentralization and local public service performance. The study revealed that effective local institutions, better informed citizen and transparency, citizen political participation via community programs, and the presence of social group in community are significant for improving local public service performance.

Enikolopov and Zhuravskaya (2013) conducted an empirical study using both cross-section and panel data from developing and transition countries and found that strong national parties (a form of political centralization) combined with administrative decentralization significantly improves government quality measured both in terms of government efficiency, regulatory quality, control of corruption, and rule of law, and in terms of public good provision (health and education outcomes). The concept of the study was however different from the current study. The current study independent variables are existing structures, capacity and resource allocation and the dependent variable is livestock production.

The link between administrative decentralization and public services delivery in the context of Sub-Saharan Africa is scarcely explored. To date, only few studies have so far evaluated the impact of decentralization on service delivery in the context of Sub-Saharan Africa (Balunywa et al., 2014;). Additionally, there is imbalance in the attention that has gone into studies on administrative decentralization and service delivery. Existing studies tend to measure service delivery with service accessibility and disregard other dimensions such as quality of service and citizen satisfaction (Saavedra, 2010; Sujarwoto, 2012). The researcher found no empirical study has been done of the effects of administrative decentralization on livestock production. Therefore the current study will aim to fill that gap.

Akorsu (2015) argued that administrative decentralization have either a positive or negative impact on the autonomy of sub-national executives and service delivery. The author found that administrative decentralization improves local and state bureaucracies, fosters training of local officials, or facilitates learning through the practice of delivering new responsibilities, it will likely increase the organizational capacities of sub-national governments. Nevertheless, the study found that if administrative decentralization takes place without the transfer of funds, this reform may decrease the autonomy of sub-national officials, who will be more dependent on subsequent national fiscal transfers or sub-national debt for the delivery of public services.

Feizy, Moghali, Gramipour, and Zare (2015) asserts that there are two types of administrative decentralization. First, deconcentration which involves transfers authority and responsibility from one level of the central government to another while maintaining the same hierarchical level of accountability from the local units to the central government ministry or agency which has been decentralized. Secondly, delegation which refers to redistributes authority and responsibility to local

units of government or agencies that are not always necessarily branches or local offices of the delegating authority. The authors found that, while some transfer of accountability to the sub-national units to which power is being delegated takes place, the bulk of accountability is still vertical and to the delegating central unit.

Akorsu (2015) studied the effects of administrative decentralization in African countries. The study found that, in many African countries, a general lack of managerial and technical expertise has precluded the formation of County government institutions and an effective working relationship between the central and the county governments. The political preference for decentralization in most of these countries is manifested in a wide variety of constraints on County government development. County governments can rarely make any significant actions without a lengthy review by a central government ministry, and there are often strict constitutional or legal limits on the revenue raising and service provision powers for local authorities that prevent them from operating effectively.

According to ILRI (2014), Botswana protects some of Africa's largest areas of wilderness. It is sparsely populated, because it is so dry. The Kalahari desert, home to a dwindling band of bushmen hunter-gatherers, makes up much of the territory and most areas are too arid to sustain any agriculture other than cattle. Cattle production remains an important factor in the rural economy as a source of income, employment and investment opportunities. It also has strong linkages with the rest of the economy as a supplier of inputs for meat processing, leather and other industries. However, the effects of administrative decentralization is not clear in Botswana despite the country dependency on livestock production. Export of animal products from Botswana is mainly in the form of fresh meat which account for 17 percent of the gross domestic product (GDP) and almost one half of the value of exports. Before the recent expansion in the mining industry, the livestock sector was very important to the economy.

Botswana has been a trailblazer in the devolution of powers over land-rights management to district-level and sub-district-level Land Boards. However, the process has often left minority groups (e.g., women, those infected with HIV/AIDS, the economically-disadvantaged, ethnic minorities) without power and representation. In addition, in most areas Land Boards have not taken up the responsibility that traditional leaders once had for consulting with their communities and engaging in the overall planning of land-use especially in livestock production and management of natural resources. Government and quasi-governmental institutions that are not accountable to local communities are exercising the authority granted to the district Land Boards. Donors, including USAID, assists the government in its efforts to provide capacity-building and legal literacy campaigns to district and subordinate Land Boards, with the objective of strengthening the decentralized structure and helping local institutions meet their responsibilities to serve all Botswana's people (Tshukudu, 2014).

In Uganda, the system of local government is based on the district, as a unit under which there are lower local governments and administrative units. Within each area the highest political authority is the council. In most cases, substantial powers, functions, and responsibilities are devolved by the Local Government Act to local governments. Local Governments have the powers to make and implement development plans based on locally determined priorities in the livestock production. They have the power to make, approve and execute their own budgets; to raise and utilize resources according to individual priorities after making legally mandated disbursements. Similarly, local governments can make ordinances and by-laws, which are consistent with the constitution and other

existing laws, ordinances and by-laws. In addition, local governments are mandated to hire, manage and fire personnel. They manage their own payroll and separate personnel systems (Opiyo, 2014).

Wangari (2014) citing a study by World Bank (2003) argued that administrative decentralization has both an explicit and implicit motivation of improving service delivery for two reasons, first the basic services which the state is responsible for are systematically failing. Secondly, improving service delivery through decentralization is important because these services are consumed locally. At Global level, decentralization has been at the center of sudden rise of economic development in many developing countries such as China, Nepal and Chile among others (Balunywa, Nangoli, Mugerwa, Teko, & Mayoka, 2014).

Livestock production is the dominant economic activity in the arid and semi-arid lands, particularly in the arid counties. However, studies on livestock production are scarce and no published study on the effects administrative decentralization on livestock production in Kenya despite Garissa, Kajiado and Narok, over 90% of households depending on livestock as the main source of income for the majority of people (Kaitho, 2011).

Administrative Structures

Decentralization has been seen as an important tool in revenue performance and therefore instrumental in providing services closer to people in large and densely populated economies such as China, the US and some European countries through federal arrangements (Clegg & Greg, 2016). According to Rosenbaum (2013) the worldwide governance trend is towards administrative decentralization. In the United States of America, for example, the governance structure is highly decentralized. The US has 50 state governments and approximately 85,000 local governments. Both national and devolved governments are independent with taxing authority and, in many cases, a quite high degree of autonomy within the geographic sphere in which they function. In Africa, there are about 15,000 local governments; Asia has about 26,000 local governments, while Latin America has about 17,000 local governments (Rosenbaum, 2013).

Hasnain (2014) examined the impact of the administrative structure on the incentives for politicians to focus on patronage versus service delivery improvements in Pakistan. The researchers argued fragmentation and factionalism both exacerbate the information problems that voters have in assigning credit (blame) for service delivery improvements (deterioration), thereby creating the incentives for politicians to focus on targeted benefits. Polarization, particularly ethnic polarization, reduced the ability of groups to agree on the provision of public goods, again causing politicians to favor the delivery of targeted benefits.

Obicci (2014) studied relationship between decentralization and service delivery in county governments. Therefore, the study concluded that administrative structures had positive and significant influence on service delivery in county governments. The high residual sum of squares (78.070) indicates that the model does not explain all the variations in service delivery and there are other factors outside the model that account for a higher proportion of the variation in service delivery. It revealed that administration decentralization can be used as an instrument to promote the provision of service delivery. Furthermore, decentralization is shown to have had significant effect on service delivery in the ten local governments examined in the study.

In Africa, many countries have carried out reforms aimed at decentralizing the political, administrative and fiscal structures of the public sector. The need to transform the structure of governance is informed by the view that decentralization increases the overall efficiency and responsiveness of the

public sector in providing services, an outcome that enhances economic development and contributes to a reduction in regional disparities decentralization has advanced considerably in the last two decades (Amusa & Mabugu, 2016). Moreover, many African central governments have initiated or deepened processes to transfer authority, power, responsibilities, and resources to sub-national levels. African countries that have decentralized include Kenya, Botswana, Burkina Faso, Ethiopia, Ghana, Mali, Mozambique, Nigeria, South Africa, Tanzania, and Uganda (Dickovick & Riedl, 2010). Despite this, the African evidence on the relationship between devolution and service delivery is very limited and a study related to effects of decentralization on livestock production has not done. Moreover, much of the available evidence is anecdotal or focused on a specific set of issues, such as participation, empowerment or fiscal autonomy. There is paucity of studies that have examined devolution experiences across the Africa region in a comprehensive and comparative way (Batchelor, Smith, & Fleming, 2014) and none on livestock production in Garissa County. .

Wamae, (2014) studied role of procurement function and administrative structure in enhancing performance in devolved government. The study found that there is a significant positive relationship between the technology, staff competency, stakeholder influence and government policy with performance in devolved system of government. The study however presented an empirical gap that the relationship between existing structures and production was not sought which the current study tries to investigate.

Garissa County has experienced sporadic conflict among major clans in 2010 which resulted to the closure of the Garissa Livestock Market. USAID (2010) study found that conflicts in the area often hinder economic growth and development in the region as they affect the harmony within the existing structures of the county. The experience exposed the stark reality that there was no formal mediation mechanism between the county administration (County livestock marketing council (DLMC)) and the workers within the market.

Some studies have shown mixed evidences on the impact of administration decentralization on delivery of services to the poor. Most of the arguments put forth for lack of improvement in the quality of services with decentralization are centred on the absence of supportive conditions like existing administrative structure support, political commitment to share power, mobilization of poor, accountability of elected officials, adequate resources and technical capacity in the County governments (Aziz, 2010; Bardhan, 2012; Oommen, 2014; Johnson *et al.*, 2015; Robinson, 2017)

Administrative Capacity

Efforts to quantify resources involved in different livestock systems at a global and regional level have been very limited in the past. The Winrock study commissioned by TAC (Winrock International, 2012) basically classified selected countries in relation to indicators of the relative importance of crops *versus* livestock and then linked these systems to the main livestock and crop species. The approach covered only a subset of the developing countries (about 70), excluding a number of large heterogeneous countries such as Brazil, Argentina and Mexico in Latin America. The study found that majority of the developing countries lack proper training on skills to improve livestock and crop production. The study recommended that proper training should be carried out both to the local administrators and community members to improve livestock production.

In Europe, Serrano and Rodriguez-Pose (2014) carried a study based on analysis of views of 160,000 individuals in 31 European countries found that administrative decentralization affects citizen's satisfaction with education and health delivery in different ways. The influence of administrative

decentralization, however, is highly contingent on whether the capacity of the local or regional government to exercise authority over its citizens (self-rule) or to influence policy at the national level (shared-rule). The findings indicated that skills of the administrators gained through seminars and workshops positively contributes to the success in the service delivery. The gap identified in this study is that it was done in the developed countries and that it concentrated on health and education sector while the current study will determine the effects of administrative decentralization on livestock production in Garissa, Kenya.

Similarly, Kumar and Prakash (2012) carried a study in India to investigate the impact of decentralization and gender quota in local governance on different measures of health outcomes and behaviors. The study found that administrative decentralization is positively associated with higher probabilities of institutional births, safe delivery, and births in public health facilities. The conceptual gap was identified in this study since the dependent variable was on public health provision while the current study dependent variable is livestock production. The study collected data from health workers and used descriptive research design while the current study will use both descriptive and inferential research designs.

Today, although Botswana is classified as an 'upper middle income country' (Taylor 2012) it is still one of the most unequal countries in the world (Hillbom 2014) and livestock holdings are skewed with large inequalities between farmers and less training and seminars held to help administrators (Darkoh & Mbaiwa 2012). Contemporary inequalities and cattle practices have been influenced both by early Botswana patron-client relationships around cattle, the mafisa system (Hillbom 2014), as well as by the capitalist transformation brought about by the increasing importance of trade relations with South Africa and Europe (Gulbrandsen 2012, GoB 2013). The studies indicated that women capacity to hold property, training to improve their skills and empowerment through the supply of tools and equipment in Botswana have been limited throughout history (Solway, 2011). Although men dominate the cattle sector in Botswana, we have seen that there are cracks in this 'citadel of male power'. There have been many concerns in men's dominance in cattle production in Botswana and elsewhere, where the focus often portrays a male exclusiveness in cattle production, while women play at best a supporting role (Kinsman 2013, Comaroff & Comaroff 1990, Solway 2012, Mazonde 2014, Curry 2016, Darkoh & Mbaiwa 2012, Adams, Kalabamu et al. 2013, Kalabamu 2016, Sigwele 2017, Flintan 2008, Malope and Batisani 2008). However, there is a discrepancy between the widely held conviction that 'women do not have cattle in Botswana due to lack of skills and proper training', and what is actually happening on the developing countries. The impact of administrative decentralization is not felt by majority of the women (Flintan 2010, Gulbrandsen 2012, Hovorka 2012).

It has been increasingly realized that decentralization of administrative responsibilities for the supply of agricultural inputs and technical services (extension) will provide easy access to farmers for improving agricultural production (Deshpande & Rao, 2012; World Bank, 2007). This actually assumes importance in the Indian context in the light of degeneration of state governments' extension services delivery system. There are evidences to show that decentralization of governance structures along with land reforms have led to improved agricultural growth in the states like West Bengal (Rawal & Swaminathan, 2008; Chattopadhyay, 2015).

The potential of keeping livestock as a poverty reduction strategy cannot be fully exploited in rural Africa because of the low levels of skills and training and market participation that characterize mixed and grassland-based farming systems dominating much of Africa (Kalabamu 2013). In a set of three

former British colonies (Uganda, Tanzania and Kenya), an analysis was conducted to assess differences in institutional development, capacity, policy incentives and levels of livestock market participation. Livestock market participation has historically been higher in Kenya and Tanzania than in Uganda. The study found that more workshops and seminars on how to improve production contributed a lot to the sustainability of livestock production. National documents and official reports were subjected to qualitative content analysis (Huylenbroeck,2015)

In Kenya, the lack of an integrated policy and institutional framework between the Ministry of Livestock Development (MLD) and local County Councils has constrained the development of livestock marketing. Livestock markets are considered public services and the land on which they stand belong to County Councils. As such, councils manage the markets and collect taxes, leaving little incentive for the MLD to invest in the development and training and maintenance of livestock markets (ACDI/VOCA, 2014). Rather than perceiving livestock marketing as a vital pastoralist livelihood strategy, a significant economic activity and an important source of investment, local authorities have long regarded it as a means to control diseases and movement and as a source of revenue. These problems are exacerbated by longstanding tensions between pastoral communities and formal institutions. Decades of inappropriate and biased national policies, protracted isolation and the lack of representation of pastoralists within the national political arena, deeply rooted misconceptions about pastoralism among national decision-makers and the neglect of pastoral areas in the provision of basic training services have all led to mutual mistrust and suspicion.

Aklilu and Wekesa(2011) found that there was need to strengthen community based water supply management, particularly for the rehabilitation of existing water resources in Kenya, which they perceive as more important than new water development, training and workshops. They also noted that water related interventions took the largest share of non-food related interventions (US\$3.0 million) during the recent Kenyan drought.

Sandford and Habatu, (2012) in reviewing the introduction of water tankering in the Somali region of Ethiopia, noted its likely negative effects on private investment in water development and on social organisation. They also emphasized the need for the systematic discussion and treatment of water issues and the development of district water plans through the support of the local leaders. Only when there is an appreciation of regional ground water resources and of the distribution of people in relation to those resources, is it possible to formulate water development paths for pastoral areas that combine local and public good (Pratt, 2013).

Aklilu and Wekesa (2014) in their analysis of a drought related small ruminant grain supplementation programme in Kenya concluded that this intervention, built on pastoralists own resources and capacities, reduced losses and had a positive effect on lactation in the recovery period. They further suggested the need for cost benefit analysis of supplementing livestock for sustained livelihoods as opposed to large-scale grain transfers for human consumption. Our own analysis also indicates good returns from feeding small quantities of supplemental hay or grain, with the latter showing better returns. Molasses/urea block supplementation is a well-established drought management strategy in ranching systems, but has enjoyed little sustainability in communally managed environments (Blench & Marriage, 2015). It is most applicable when used to encourage livestock to disperse more widely to exploit underutilized pasture, a situation that is not typical of pastoralist management systems. Where the need for urea/molasses block supplementation is needed, it is best provided by tendering through private manufacturers rather than through unsustainable NGO or community managed programmes (Oxfam, 2012). The studies failed to link the relationships between administrative capacity and

livestock production. The current study will determine how administrative capacity influences livestock production in Garissa County.

Oxfam (2012) reported that, in addition to saving animal lives, secure water provision can reduce labour time spent watering animals and walking animals between water and pasture, as well as increasing the quality of pasture available. Emergency water interventions such as borehole maintenance and repair, contingency borehole drilling, and water tankering have a further important benefit in terms of women's time spent fetching domestic water according to the study. Analysis of the water tankering around Wajir town suggests that six months tankering to a particular site, at a cost of USD 7,700, resulted in savings in woman's time fetching water of USD 27,600, in addition to reduced animal mortality valued at USD 12,300 (Oxfam, 2012).

Resource Allocation

Examining the relationship between resource mobilization and implementation of small scale community projects in Trinidad and Tobago in the West Indies Islands, Mijean (2017), noted that productivity of an enterprise was a direct consequence of availability resources. The study further enumerated the resource types that influence business success as, fixed assets, operating cash and skilled personnel. The cautions that business persons with sound financial base should not take holiday that ones funds are accessed, business will automatically grow, but must be concerned about the effective utilization of such resources by engaging competent personnel, in key business tasks.

According to a study by Jean (2012) running a project initiative heavily depends on availability of varied resources to facilitate execution of tasks to accomplish organizational goals. A project intervention is established on the platform of availability of resources invested with the sole purpose of gaining interest; hence resource mobilization is a fundamental requirement for project success. The study also found that no project venture can operationalize any superior competitive project idea at a resource disadvantage, for ideas may just remain so, if there are no resources to set them in a motion.

Chiany Young (2016), while reporting from the study conducted in the informal sector in China, on the contribution of resources on the implementation of community projects, noted that China's economy has been growing steadily because the government heavily invested in this sector. With this government effort, the informal sector in China, beaming with huge production has made enormous contribution to the GDP of the county.

Aklilu and Wekesa (2016) in their analysis of a drought related small ruminant grain supplementation programme in Kenya concluded that this intervention, built on pastoralists own resources and capacities, reduced losses and had a positive effect on lactation in the recovery period. They further suggested the need for cost benefit analysis of supplementing livestock for sustained livelihoods as opposed to large-scale grain transfers for human consumption.

Investigating the influence of financial resources on the implementation of small project ventures in the cottage industry in India, Jamal (2014) indicated that Indian's cottage projects started with the production of simple household items, but have improved over time surprising the traditional industrial nations of the world with popular industrial products. The study observed that, this great milestone achieved in the growth of cottage industry in India was facilitated by the government's interest in allocating funds to the industry as it was creating job opportunities to the citizens. The study further noted that it was because of the growth of the cottage industry in India that saw the growth of financial institutions which drew over 50 percent revenue from this informal industry.

Investigating the influence of resource mobilization on productivity of hawked agricultural products in Bomet county, Chepkorir (2010) established that due to lack of resources and capacity to put up green shades for selling agricultural products such as green maize, fruits, vegetables and Irish potatoes, sellers resorted to lining directly along the road with their products targeting potential consumers on transit, exposing them to adverse weather conditions. Occasionally, travelers on vehicles take off before paying. Besides, these products are also exposed to adverse weather conditions lowering their values

Livestock health systems in the arid and semi-arid lands have been under resourced since the cutbacks induced by structural adjustment programmes in the 1980s (Livestock Health Systems, GOK, 2014). Several non-governmental organisations have experimented successfully with various forms of community based animal health worker with less training, but these do not yet operate under a clear legal framework. Meanwhile, there is limited activity by private veterinarians, particularly in the more remote counties, where there is high seasonal variation in demand for livestock drugs and where the prospects of profit are more limited.

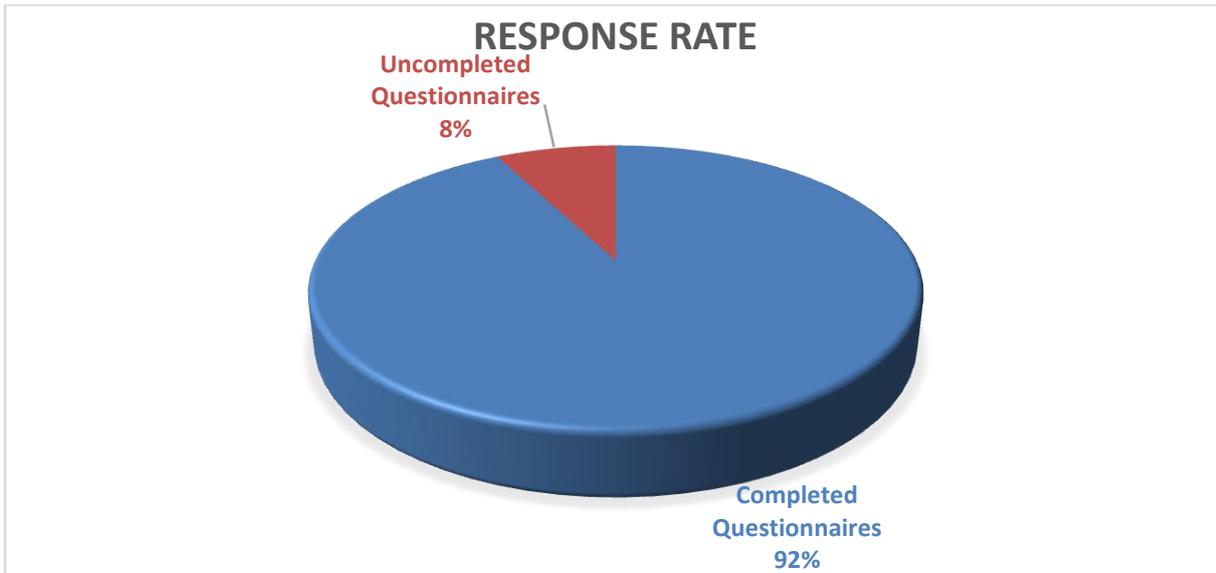
These studies however focused narrowly on the subject of decentralizing functions and their effect on performance of county governments. They dwelt on single function or variable which cannot be taken as representative of the overall performance measurement or production of livestock. There is still a gap in knowledge that has to be filled in view of the livestock production in Garissa County, Kenya based on the decentralized operations. This research endeavored to explore this subject, in particular the way the Garissa county government in Kenya have utilized administrative decentralization so far in service delivery especially in livestock production.

Research Methodology

A descriptive survey design was used in the study. The researcher targeted the relevant livestock production stakeholders in Garissa County which included selected 15 NGO officials, and selected 15 Veterinary officials, 20 County leaders and 700 farmers. The study employed stratified sampling. Stratified sampling is a sampling technique in which the entire population of interest is divided into subgroups otherwise called strata's from which random sampling is done in each stratum. In this study the researcher selected strata's from livestock keepers, county officials, NGO officials and veterinary officers. The researcher used semi structured questionnaires. After the data collection there was cross-examination to ascertain their accuracy, competences and identify those items wrongly responded to, spelling mistakes and blank spaces. Data gathered was analysed, organized and coded by a computer to reduce the number of Intel gathered into one form for analysis. Quantitative data was then entered into the computer for analysis using the Statistical Package for Social Sciences. Descriptive and inferential analysis was used to analyse data.

Results and Discussion

The sample size of the study was 170 respondents who constituted of 15 NGO officers, 15 veterinary officers, 20 County officials and 140 livestock keepers. The researcher collected 157 completely and filled questionnaires and this constituted 93%.



Administrative Structure on Livestock Production in Garissa County

The study aimed to establish the effect of administrative structure on livestock production in Garissa County. The findings were presented in the subsections below. The respondents were requested to indicate whether they have a county administrative structure in charge of livestock production in Garissa. Most of the respondents (99%) indicated that they have a county administrative structure which is in charge of livestock production in Garissa County. This was a clear indication that the results of the study were sourced from an existing County administrative structure. The respondents indicated that the county officials offer support on matters related to livestock production. Some of the support gotten from the county officials were the leadership and direction, policy formulation, facilitation in selling of the livestock, availing working tools and equipment and support with feeds during the dry seasons.

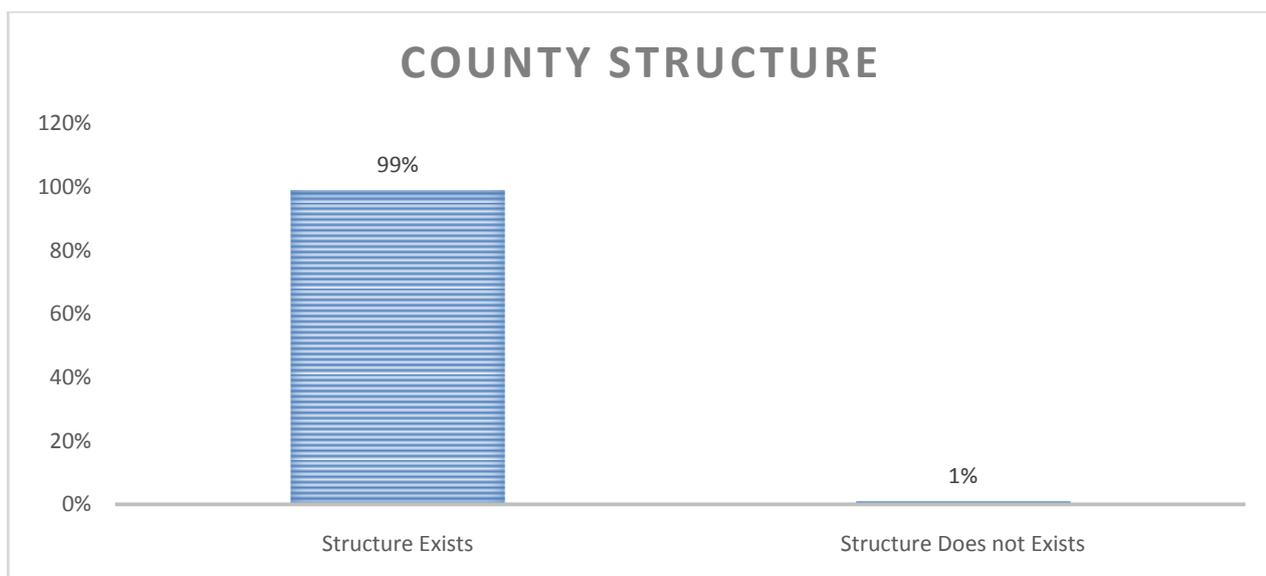


Table 4.1 Administrative Structures and Livestock Production

	Mean	STDev
The county structure is responsive in the county matters	3.12	.1188
The administrators are close to the livestock keepers/community	2.13	.3192
Proper communication is done and explanation on need for projects	2.50	.0331
The administrator are empowered in provision of services	3.11	.6111

The findings in table 4.3 above indicates that the county administrative structure was not responsive in the county matters as indicated by a moderate mean of 3.12 and a standard deviation of 0.1188. A mean of 2.13 and a standard deviation of 0.3192 indicated that the administrators were not close to the livestock keepers and the community in general. Proper communication was not done relating to explanation on the need for the project as indicated by a mean of 2.50 and a standard deviation of 0.0331. It was moderately agreed (Mean=3.11, Standard deviation=0.6111) that the administrator were empowered in provision of services in Garissa County. The findings agrees with Aklilu and Wekesa (2011) who found that administrative structures are used to strengthen the community-based management for the rehabilitation of the existing resources which is perceived as the most important in the development programs, training and workshops.

Administrative Capacity and Livestock Production

This section presents the effect of administrative capacity on livestock production in Garissa County. The respondents were required to indicate whether they have access to training workshops seminars related to livestock production in Garissa County. Figure 4.4 below indicates that majority of the respondents (89%) indicated that they have had training, workshops and seminars for the last 5 years (2014 to 2018). The respondents however indicated that they only have training or workshop or seminars once a year. Some indicated that they experience activity-based training when it arises. They indicated that absence of training leads to a lower service delivery within the County.

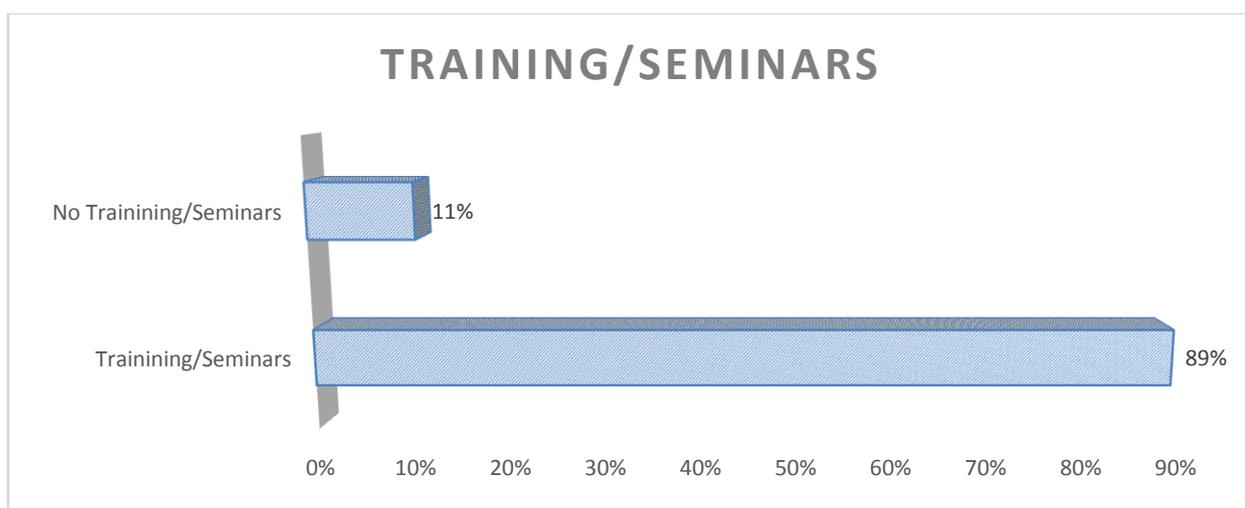


Table 4.4 Administrative Capacity and Livestock Production

Statements	Mean	STDev
The administrators have got enough skills to enable service delivery	4.16	.9625
They portray enough knowledge on matters of livestock production	2.34	.5125
Trainings are done more oftenly	2.37	.5118

The findings in table 4.4 indicates that the administrators have enough skills and knowledge to enable them deliver quality service (Mean of 4.16 and a standard deviation of 0.9625). The findings indicated that the livestock administrators do not enough knowledge on matters related to livestock production as indicated by a low mean of 2.34 and a standard deviation of 0.5125. Majority of respondents agreed that training were not done more oftenly as indicated by a mean of 2.37 and a standard deviation of 0.5118. The study agrees with Kumar and Packer (2012) that training is related to delivery of public services.

Resource Allocation and Livestock Production

The study sought to establish the relationship between resource allocation and livestock production in Garissa County and various indicators of resource allocation are used. All the respondents indicated that there is no enough resources in Garissa County to support livestock production. The respondents indicated that major challenges that they face in Garissa County were; distributing, availing necessary livestock sources, limited human resources, limited tools and equipment supplied by the county government, lack of means of transport during distribution, corruption and increase in population of livestock keepers in the County.

Table 4.5 Resource Allocation and Livestock Production

Statements	Mean	STDev
There is enough resources related to livestock production	1.99	.4691
The resources are received at the right time	1.89	.8323
The resources are effective in handling the livestock production issues	2.03	.7814

Table 4.5 above indicates that there was no enough resources related to livestock production in Garissa County as presented by a low mean of 1.99 and a standard deviation of 0.4691. The findings indicated that the resources are not received at the right time therefore resulting to poor livestock production in the county as represented by a mean of 1.89 and a standard deviation of 0.8323. A mean of 2.03 and a standard deviation of 0.7814 indicates that the resources in the county were not enough in effective handling of the livestock production issues. The study agrees with Serrano (2014) that resource allocation had a strong and positive correlation to the service delivery. The study indicated that administrative decentralization influence of satisfaction of citizens.

Livestock Production in Garissa County

The study sought to determine the level of livestock production in Garissa County for the last five years (2014 to 2018). Majority of the respondents indicated that on average 3 to 4 million of livestock are sold every year for period between 2014 to 2018. They indicated some of the major challenges affecting livestock production in the county were; lack of pastures, lack of adequate disease

surveillance at the right time, poor tools and equipment, poor feeding methods and limited resources for ever-increasing livestock numbers.

Table 4.6 Livestock Production in Garissa County

Statements	Mean	STDev
There is a stable market for our livestock	3.99	.8695
The production of the livestock is sustainable	2.89	.7523
The production utilizes less costs	3.03	.8814

The findings indicated that there was a stable market in Garissa County the livestock production as indicated by a mean of 3.99 and a standard deviation of 0.8695. The study indicated that the production of livestock was not sustainable in the long-term as indicated by a low mean of 2.89 and a standard deviation of 0.7523. The study found that the production utilizes a moderately low-cost as indicated by a moderate mean of 3.03 and a standard deviation of 0.8814. The findings agrees with Chepkorir (2010) study on the production of agricultural product in Bomet County which found that lack of resources and capacity reduces the number of product.

Conclusions of the Study

The study concluded that there was strong relationship between the independent variables (administrative structures, administrative capacity and resource allocation) and the dependent variable (livestock production). The study concluded that correlation between administrative structures and the livestock production in Garissa County was positive and significant. The study concluded that the correlation between administrative capacity and livestock production in Garissa County was positive and significant. The study concluded that the relationship between resource allocation and livestock production in Garissa County was positive and significant.

Recommendations of the Study

The study recommended that the county government of Garissa should ensure that proper County structures are put in place from the village level to ensure livestock production is supported from the grassroots. The county government should ensure that a policy is put in place which will ensure that livestock keepers and the officials from the county are trained atleast twice a year. The study recommends that feedback from the livestock keepers should be communicated effectively through the set structures.

The study recommended that the county government of Garissa should ensure more boreholes are drilled in every village with an aim of supporting the livestock production through artificially made planted pastures. The study recommended that the County government should pass a policy on cheaper distributing and tools and equipment. The study recommended that the County should open livestock market in every Sub-county to reduce the challenges of lack of means of transport during distribution and increased population of livestock keepers in Garissa County.

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