ASSESSMENT OF PUBLIC FINANCIAL MANAGEMENT ON PERFORMANCE OF COUNTIES IN KENYA: CASE OF GARISSA COUNTY

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ABSTRACT

Public financial management is a major issue of concern for every public and private sector institution. Cases of financial mismanagement in the counties such as failures to comply with public expenditure ceilings, overpayments of members of County Assemblies (MCAs) on sitting allowances, wastage of funds on foreign travels among others threaten the very essence of devolution. The main objective of the study was to assess of public financial management on performance of counties in Kenya: case of Garissa County. A descriptive design method was used for the study. The target population of the study was employees of county government of Garissa working in the financial and procurement departments of the county headquarters. Garissa County has 45 employees in the finance and procurement department who are directly involved in the financial management according to the County Public Service Board. This study employed census technique where all the 45 employees in the finance and procurement departments were requested to provide information in regard to public financial management. Primary data was collected using a questionnaire covering public financial management and performance. This study produced both quantitative and qualitative data. Once the questionnaires were received they were coded and edited for completeness and consistency. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS). The study found out that Staff training affected public financial management in the county. The study found out that financial controls systems affected public financial management in the county. The study found out that Sixty four percent of the respondents felt that Monitoring and evaluation affects the public financial management in the county while others were of the opinion that Monitoring and evaluation does not affect affects the public financial management in the county. From the study findings, majority of the respondents indicated that Top management support affects the public financial management in the county to a very great extent. The study concludes that majority of the respondents agreed that Staff training affects the public financial management in the county through the quality products and meeting of the recommended standards while some of the respondents were for the opinion that staff training doesn’t affects the public financial management in the county. Policy and public financial management should be carefully evaluated and the results of that evaluation fed back into improved approaches. Public financial management initiatives appear to be instrumental for improving supply chain performance, by harmonizing purchases, launching co-ordination initiatives, setting standards and building skills. As such, the management of the Garissa County should adopt public financial management initiatives.

Key Words: *public financial management, performance, counties, Garissa County, Kenya*

INTRODUCTION

Public financial management in devolved system is concerned with the formulation, management and implementation of public policy and service delivery which is hammered into final shape by representatives of political parties. Public sector governance maybe defined broadly as the coordination of collective efforts to implement public Project and programs. To achieve this end, it is vitally interested in organization, structure, accountability, fidelity to the laws of the land and ethics and good management (Presthus 2006).

In both public and private sector organizations, the concept of governance has long been understood to be the responsibility of senior executives. In the public sector organizations, the senior executives are the officers in the top echelon of the government departments, county governments and the National Government. In the private sector, the senior executives are the members of what has now become to be known as Top Management Team (TMT) (Buzan, 2012). The Chief Executive Officers together with their close inner-circle associates form the TMT in the private sector firms such as in Safaricom, Kenya Airways and Kenya Breweries.

Since August 2010, the National Government of Kenya has been implementing a new constitutional structure of devolved governance, forming two levels of governments; the National Government and 47 County Governments (Kenya Constitution 2010). The constitution has prescribed 39 functions for both levels of governments, 25 for the National Government and 14 for the County Governments. There are exclusive functions and there are shared functions. The key objectives of these two levels of governments in Kenya are to greatly improve service delivery to the people and also fundamentally upgrade public sector governance in general. The concept of the new public governance in Kenya as was envisaged by the new constitution came into operation from March 2013, when the last General Election was held under that constitution. It is now about four years since the last general elections was held that brought the new structure of governance in Kenya into operation.

It is therefore a legitimate question to ask, to what extent have Kenyans faired in their public devolved governance system in the County Government and what have been their experiences to date? This research attempts to answer that question. The term governance refers to the way in which people are governed and it is a system by which government agencies are directed and controlled (Davis, 2004). In a National and County Government, governance is concerned with the legal form of the government, their oversight roles and structures. A major concern in government in the public sector is the potential conflict of interest between state agencies, their chief officers and the public interests and also the state or county government employees. The key question here is how to ensure that the county governments act in the best interest of the public rather that in their personal interests, and how to prevent any abuse of office and other malpractices which are common in public sector service delivery mechanisms in Africa (Multilevel large governments are the hallmark of the modern states).

Confronted by population increase, public health demands well-crafted and thought out political leadership, need for better, dynamic economy, education and financial systems and social cohesion, beneficial international relations, citizens have turned to the national government, county or municipal governments for essential services and assistance in the solution of present day problems (Monks & Minow,2006). National Security, inflation, employment creation, monetary policy, and the effective use of limited resources and manpower, all are now regarded as properly directed by the two levels of governments, national and county governments as in the case of Kenya.

One may begin by noting that public administration and governance is a general process which characterizes all collective effort. Given the size and technical complexity of present national and county public institutions, governance is particularly concerned with the art of oversight, structure and accountability for use of public resources. Public sector governance falls within the domain of public administration. Here public administration is defined as the organization and direction of human and material resources to achieve desired ends, effectively and efficiently (Buzan 2012). In this sense, governance and administration are universal, a part of all enterprise, large or small, public or private.

Governance is ultimately concerned with creating the conditions for ordered rule and collective action. As Buzan (2012) observed, governance is about maintaining public sector resources under some degree of political control. This means developing strategies to sustain government's capacity to act in the face of management tools that replace highly centralized, hierarchical structures with decentralized management environments where decisions on resource allocation and service delivery are made closer to the point of delivery by the County Governments as in the case of Kenya.

Governance is about autonomous, self-governing networks of actors. The emergence in Kenya of 47 self-governing county networks raises difficulties over accountability, transparency, public ethics, efficient use of public resources and inclusiveness of the interests of all stakeholders in the county. In order to address these governance difficulties in Kenya's county government public service delivery mandates, Parliament has passed laws to manage such governance issues. These laws include the Constitution of Kenya 2010, the Devolved County Government Act, 2012 and the Public Finance Management Act, 2012.

These laws provide strict guidelines, structure and oversight role to the National Assembly, the County Assemblies, the Controller of Budget and the Auditor General over the manner in which county governments use resources, are governed and managed on behalf of the citizens of Kenya. However, in only 12 months' time, many issues related to governance have emerged and reported by the Controller of Budget. The studies on county performance and even regular concerns expressed by the members of the public have never been encouraging (Wanzala, 2014 ; Ngirachu; Nyabiage, 2014; Kwayera, 2014). This study therefore proposes to examine the public financial management in devolved system in Garissa County Government.

STATEMENT OF THE PROBLEM

Public financial management in devolved system is concerned with the formulation, management and implementation of public policy and service delivery. Concerns about the way Kenya county governments public funds are being managed is rising (R.o.K, 2016). Controller of Budget, the Auditor General's Office, as well as reports from Select Committees of the National Assembly indicate that over 50% of the counties have misappropriated public funds. Some of the cases include; failure to comply with public expenditure ceilings, overpayments of members of County Assemblies (MCAs) on sitting allowances, wastage of funds on foreign travels, employment of staff for every MCA contrary to the law and other numerous cases, all costing every county more than 30% of its budget (Kwayera, 2014). For instance, the first nine months of existence of the County Governments, the members of the County Assemblies spent a total sum of Kshs.6.7 billion in sitting allowances and travelling (Ngirachu 2014). Good governance expects a county government to behave in a professional, patriotic, lawful and ethical manner in the use of public resources and even employment of staff. Many counties have had misplaced priorities thereby negating the very purpose of devolution: devolving national resources. Devolution is a new phenomenon in Kenya and hence little has been documented on this issue. Apparently, some studies have been done generally on devolution but there is little documentation specifically on effective management of public resources in county governments in Kenya. Wchira (2013) examined factors affecting employee performance in Nairobi County. Sifuna (2014) examined the effect of inadequate funding on county governments performance. Murkomen (2014) examined how slow transition is affecting performance of county governments in Kenya. However, no study has been done on the effective management of public resources in Garissa County which is experiencing a low 45% resource absorption rate. It is with this rationale that this study sought to fill this research gap. This study therefore examined public financial management at Garissa County. In the process, the study attempted to answer the question; are the staffs there qualified, is IFMIS operational, do we have monitoring and evaluation team and does the County's top management support the public finance management teams for the county to improve its performance?

GENERAL OBJECTIVE

The general objective of this study was to assess public financial management on performance of counties in Kenya: case of Garissa County.

SPECIFIC OBJECTIVES

1. To assess the role of staff training on public finance management on performance of Garissa County
2. To examine the influence of financial controls systems on performance of Garissa County.
3. To assess the role of monitoring and evaluation of public finance on performance of Garissa County.
4. To examine how top management support affect performance of Garissa County.

THEORETICAL REVIEW

Technology Acceptance Theory

Some studies used technology acceptance model or theory of planned behaviour in order to understand the adoption of new technology in public sector setting (Aboelmaged, 2010; Wahid, 2010; Davis, 1989). Although those models suggest perceived usefulness and perceived ease of use as critical antecedents to users' technology adoption process, those models are not specific on the implementation of a new technology such as e-procurement system. Our theoretical framework draws on Croom & Brandon-Jones (2007), which is found useful to understand key challenges of e-procurement implementation in government sector.

Resource Dependency Theory

This theory introduces accessibility to resources, in addition to the separation of ownership and control, as a critical dimension to the debate on corporate governance Bebchuk et al (2004). Again, the theory points out that organization usually tend to reduce the uncertainty of external influences by ensuring that resources are available for their survival and development Bowen et al (2005). By implication, this theory seems to suggest that the issue of dichotomy between executive and non-executive directors is actually irrelevant Cremers et al (2005). How then does a firm operate efficiently? To resolve this problem, the theory indicates that what is relevant is the firm's presence on the boards of directors of other organizations to establish relationships in order to have access to resources in the form of information which could then be utilized to the firm's advantage Erickson (2006). Hence, this theory shows that the strength of a corporate organization lies in the amount of relevant information it has at its disposal.

From the intellectual and political climate of dissatisfaction in the more advanced countries of Latin America, dependency theory was born. Because world-system theory is in most ways merely a North American adaptation of dependency theory, there is little to distinguish them from each other as theoretical constructs. To understand dependency theory, and to know its literature, is to hold a firm grasp of its latter-day little Yankee brother. Of course, cultural imperialism being what it is, the world-system theorists from the North are now being used by Southern dependency theorists to legitimize their ideas. No more ironic illustration could exist of core domination and use of peripheral resources. The periphery can now re-import the product it originally exported, and leave behind a surplus of cultural prestige and strength in the core (Smith, (2012).

Dependency theorists agree that US multinational subsidiaries hurt the long-term prospects for development in Latin America by investing less than they withdraw. The debt service of Latin American economies (acquired to buy the machinery with which to manufacture their own substitutes for imports) takes too high a share of earnings. The only solution is greater unity in the face of the giant of the North, and better integration of Latin American economies with each other (Kirby, 2010).

Upper Echelons Theory (Top Management Support)

Top management support is generally reflected in two ways: a) willingness to provide the necessary resources to the implementation of an IT application; and b) a strong role played at resolving disputes result from the introduction of the IT system. When employees are given a clear signal from their top management about the importance of the IT application to succeed and also receive considerable support in terms of necessary training and required changes necessary for business process, their willingness to accept that IT are increased (Ang, Sum & Chung, 1995). The study deduced that top management had strong significant relationship on the performance of e-procurement system in the organization (Karani A.M. et al. 2016).

Upper echelons theory has its roots in the behavioral theory of the firm (March & Simon, 2008) and the notion of bounded rationality and more specifically selective perception (Dearborn & Simon, 2008). The nature of the issues that strategic decision makers face voids the use of a rational economic model. Consequently the choices managers make contain a behavioral component which in some way reflects their own idiosyncrasies. In the upper echelons model the effect of these idiosyncrasies is treated in much the same way notes the effects of "built in preferences and information processing systems". In that way upper echelons theory embodies a theory of action determinism (Whittington, 2008).

Since the publication of upper-echelons theory there has been much research supporting the relationship between top-management team characteristics and firm efficiency (Norburn & Birley, 2008). The Upper-echelons theory links top management IT support to with efficiency whereby it recognizes ingredients such as: commitment, frequency of attendance at meetings, level of involvement in information requirements analysis; and the level of involvement in decision-making. Overall it must be acknowledged that there is support for the basic premise of upper-echelons theory, that organizations (their strategies and performance) are a reflection of their top managers' idiosyncrasies and biases. The upper-echelons empirical research noted above, particularly the demographic based research, is heavily representative of a macro perspective, relating observable characteristics to performance and performance. It is simple representation of a complex process could be considered both its strength and its greatest weakness.

Institutional Theory (IT)

Institutional theory was deemed to be the most appropriate theoretical lens to understand the factors that enable the adoption of e-procurement in an organization and suited to understand the behaviour of public organization. An institution was any standing social entity that exerts influence and regulation over other social entities (King et al, 1994).

According to (Pereira et al, 2007) further states that it is important to communicate a public purchasing policy to a wide range of stakeholders, including present and future suppliers, service providers or contractors, so that they can take account of the new requirements. There is need to investigate in what direction does the top management team influence their devolved systems into implementing the procurement policy entirely and for the benefit of the institutions. According to (Olson, 2008) procurement policy implementation should generally lead to cost effective transformation initiatives that meet or exceed top management expectations. This transformation is the key to ensuring that the management secures the competitive edge of the devolved system that is implementing the e-procurement policy. And the edge not affected by having new cost structure, which is prohibitive and bigger to continue with operations of the devolved system in the long run. By having this cost effective, the institution will save more and eventually have a long run in its operations and corporate strategy, achieve its objectives and goals on long-term basis.

EMPIRICAL REVIEW

Moon (2005) studied the IFMIS and e-procurement management in state governments in U.S.A with a focus on diffusion of e-procurement practices and its determinants. Findings of the study revealed that many state governments have implemented e-procurement initiatives to improve their procurement performance and management. As such, e-award was found to have enhanced procurement performance and hence was quickly adopted. Further; the study revealed that relatively simple e-procurement tools have diffused widely and rapidly among state governments in the past years. This include: posting both the solicitation of bids and contract-award information on the Web; electronic ordering; automated procurement systems; and purchasing cards. On the other hand, technically complex tools requires more specific legal framework and as such, have been less widely adopted. This include: the use of legally binding digital signatures on procurement documents; Internet-based bidding; and reverse auctions. The study was anchored on diffusion perspective.

The critical success factors (CSFs) that influence e-procurement and IFMIS implementation success in Australia has been investigated. Findings revealed that CSFs are divided into three areas ‘perspectives’, namely: 1) procurement organization and management area, CSFs identified in this area include: top management support, user uptake and training, change management, project management and supplier adoption; 2) systems and technology area, CSFs identified in this area include: security and authentication, technological standards and system integration; 3) procurement practices and processes, CSFs identified in this area include: change management, re-engineering of the process, performance measurement and e-procurement implementation strategy. This study that was anchored on diffusion-based models of innovation adoption in relation to ecommerce/e-Business (Vaidya, et al., 2006).

Hsiao & Teo (2005) explored the delivering of integrated financial controls and e-procurement promises with a view of establishing how to implement e-procurement effectively in Asia. Findings revealed the following integrated financial controls e-procurement promises: procurement cost reduction, enhanced customer service level, procurement policy compliance and procurement reduced lead-time. Further, they identified a three-stage model for implementing e-procurement. These include: assessing e-procurement’s match with firm’s purchasing practices; determining operational and strategic objectives of the firm; and finally overcoming key barriers most likely to discourage buyers and suppliers.

After inspection of the institutional responses to electronic procurement in the public sector in UK (among five public agencies as case studies). Findings revealed that despite being very different in form and function, every organization had already adopted bankers' automated clearing system (BACS).Besides, the following activities were being conducted electronically: invoice receiving, invoice processing, payment approval and payment transmission to suppliers to settle bills. The study found a positive relationship between e-invoicing and procurement performance; and further revealed that all five entities were actively planning to implement the following: e-tendering; e-award; e-contract and e-catalogue systems, but none had any intention of adopting e-marketplaces or e-auctions (Doherty, et al., 2013).

Exploration of e-procurement adoption employing in six hotels as case study with an objective of identifying key factors that are associated with the low adoption of e-procurement specifically in the hotel industry in Hong Kong, a major tourism destination in Asia. The study revealed six major factors associated with the low adoption of e-procurement, namely: technical factors; perceived benefits; conflicts between hotel owners and management; resistance to change; product diversity; and rumors. They also found that companies majorly use e-procurement as a strategic tool for enhancing procurement performance (Au, et al., 2014).

Investigation of the adoption of e-procurement strategy and procurement performance in state corporations with reference to Kenya Revenue Authority. Findings of the study revealed that electronic order processing positively influenced procurement performance leading to annual savings; reduced procurement cycle-time and procure-to-pay cycle. The study was anchored on a combination of theories including: technology acceptance model, unified theory of acceptance and use of technology (UTAUT model), actor–network theory and transactional theory (Afande, 2015).

The acceptance of e-procurement in Ghana. Findings of the study revealed that e-procurement strategies enhances procurement performance by reducing transaction costs and cycle times; allowing possibility of developing vendor managed inventory and improvements in just in time deliveries; facilitating more accurate deliveries due to reduced input order errors by suppliers; shared performance measurement data which encourages improved supplier performance; potential for less expediting by the buyer as the supplier acknowledges orders by exception which automatically updates the buyer's system; reduced stock due to shared sales/forecast information; possibility of using self-billing (Akibate, 2015).

E-procurement facilitates order fulfillment by enabling information such as delivery times and quantities of products to be passed on quickly among relevant departments (like production and marketing) which helps them to plan and give quick responses and feedback to external customers thus contributes immensely to enhanced customer service level (Croom et al., 2006).

RESEARCH METHODOLOGY

Research Design

The Researcher used a descriptive survey research design that is proper to a study seeking to describe the characteristics of certain groups, estimate the proportion of people with distinct characteristics, and make predictions. According to Coolican (2000), the purpose of a descriptive study is normally to gather information about the present existing conditions without making amends to the actual observation. Descriptive survey, according to Best and Kahn (1998) has the ability to produce statistical information about aspects of education that interest policy-makers and researchers. Cohen and Morrison (2007) have clarified that descriptive survey research designs are used in preliminary and exploratory studies to enable researchers gather information, summarize, and interpret the data. The purpose of descriptive research according to Bell, (2003) is to determine and report phenomena and help in establishing the current population under the study. The researcher believes that the chosen design was able to adequately address the research questions and meet the objectives of the proposed study (Sekaran & Bougie, 2010).

Variables/Categories of Analysis

The independent (predictor) variables assessed in this study are age, education levels, occupation, duration of service, designation and marital status. The dependent (outcome) variables in this study include: To identify the methods of public financial management in Garissa County. To examine the level of effectiveness of public institutions in public financial management in Garissa County. To assess the adequacy of financial resources in enhancing effective public financial management in Garissa County regarding service delivery. To examine the effect of public financial management on service delivery in Garissa County.

Site of the Study

The study was conducted in Garissa County and the sample drawn from the county. The population of Garissa as per the 2009 census (KNBS, 2010) was 650,000 with men accounting for about 49% of the population. The county occupies an area of 6892 km. Garissa is mainly occupied by Kenyan Somalis.

Target Population

The target population of the study were employees of county government of Garissa working in the financial and procurement departments of the county headquarters. Garissa County has 45 employees in the finance and procurement department who are directly involved in the financial management according to the county public service board (2017).

Sampling Techniques and Sample Size

The target population of the study was employees of county government of Garissa working in the financial and procurement departments of the county headquarters. Garissa County has

45 employees in the finance and procurement department who are directly involved in the financial management according to the county public service board (2017). This study employed census technique where all the 45 employees in the finance and procurement departments were requested to provide information in regard to public financial management.

Data Collection Instruments

According to Creswell (2002) data collection is the means by which information is obtained from the selected subject of an investigation. The researcher collected both primary and secondary dat. Primary data was collected using a questionnaire covering public financial management and performance. The questionnaire contained both structured and unstructured questions. The open-ended questions were used to limit the respondents to given variables in which the researcher is interested, while unstructured questions will be used in order to give the respondents room to express their views in a more pragmatic manner Kothari (1990). Secondary data was gathered from existing data from the ministry of devolution and planning. The data comprised of materials that are desirable, current, accurate, sufficient and relevant for the county.

Data Analysis and Presentation

This study is expected to produce both quantitative and qualitative data. Once the questionnaires are received they were coded and edited for completeness and consistency. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS). This technique gives simple summaries about the sample data and present quantitative descriptions in a manageable form, Gupta (2004). Together with simple graphics analysis, descriptive statistics form the basis of virtually every quantitative analysis to data, Kothari (2004). Correlation analysis to establish the relationship between the independent and dependent variables was employed. The purpose of doing correlation was to allow the study to make a prediction on how a variable deviates from the normal. The hypothesis testing was done at 5% level of significance and SPSS will be used for this purpose. The data was then presented using frequency distribution tables, bar charts and pie charts for easier understanding. The researcher employed independent variables and dependent variable under the panel data framework that is as follows:

$$Y = \beta 0+\beta 1X1+\beta 2\ X2+\beta 3X3+\beta 4X4+€$$

Where: β0 = constant; Y = Performance; X1 = Training; X2 = Financial Controls Systems; X3 = Monitoring and Evaluation; X4= Top Management Support; €-Is an error term

RESEARCH RESULTS

The study aimed at investigating the effects of public financial management in public sector in Kenya using Garissa County as a case study.

Staff Training

The study found out that majority of the respondents agreed that Staff training affects the public financial management in the county through the advertisements and meetings of the stake holders while some of the respondents were not for the opinion that staff training affects the public financial management in the county. The found out the Staff training affected public financial management in the county.

Financial Controls Systems

The study found out that Financial controls systems affected public financial management in the county. According to the findings, majority of the respondents indicated that Financial controls systems affects the public financial management in the county while very few of them indicated that Financial controls systems does not affects the public financial management in the county. According to the findings, majority of the respondents indicated that Financial controls systems affects the public financial management in the county, some of the respondents indicated that Financial controls systems affects the public financial management in the county, other respondents indicated that Financial controls systems affects the public financial management in the county to a moderate extent, a small percentage of the respondents indicated that Financial controls systems affects the public financial management in the county to a great extent hardly none of the respondents indicated that Financial controls systems affects the public financial management in the county at a great extent.

Monitoring and Evaluation

The study found out that Sixty four percent of the respondents felt that Monitoring and evaluation affects the public financial management in the county while others were of the opinion that Monitoring and evaluation does not affect affects the public financial management in the county. The study also found out that Monitoring and evaluation affects to public financial management in the county, some of the respondents indicated that Monitoring and evaluation affects to public financial management in the county to a great extent, a large number agreed to a very great extent, some respondents to a moderate extent, a small percentage agreed that it did not at all affect public financial management , while only a few indicated that Monitoring and evaluation affects to public financial management in the county to a little extent.

Top Management Support

The study found out that county Top management support affected public financial management in the county, majority of the respondents indicated that the county Top management support affected public financial management in the county while only a few of the respondents indicated that the county Top management support do not affects the public financial management in the county. From the study findings, majority of the respondents indicated that Top management support affects the public financial management in the county to a very great extent, some of the respondents indicated Top management support affects the public financial management in the county to a great extent, other respondents indicated that

Top management support affects the public financial management in the county to a moderate extent, a few of the respondents indicated that Top management support affects the public financial management in the county to a little extent while only a small percentage of the respondents indicated that Top management support did not affects the public financial management in the county at all.

REGRESSION ANALYSIS

In addition, the researcher conducted a linear multiple regression analysis so as to test the relationship among variables (independent) on the public financial management. The study applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814[a]	.663	.148	.3141

The adjusted R^2 is the coefficient of determination. This value explains how public financial management varied with staff training, financial controls systems, Monitoring and evaluation and Top management support. The four independent variables that were studied, explain 89% of the public financial management and county performance as represented by the R^2. This therefore means that other factors not studied in this research contribute 33.7% of the public financial management giving room for further research to investigate the other factors (11%) that affect public financial management.

Table 2: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.534	4	2.868	58.354	.006
	Residual	186.555	27	2.139		
	Total	198.089	32			

According to Mugenda & Mugenda, 2003, ANOVA is a data analysis procedure that is used to determine whether there are significant differences between two or more groups or samples at a selected probability level. `An independent variable is said to be a significant predictor of the dependent variable if the absolute t-value of the regression coefficient associated with that independent variable is greater than the absolute critical t-value. The regression analysis also yields an F-statistic where if the calculated F-value is greater than the critical or tabled F-value, the predictor will be rejected. In this study, the significance value is .006 which is less that 0.05 thus the model is statistically significant in predictor being staff training, Financial controls systems, Monitoring and evaluation and Top management support. The F critical at 5% level of significance was 3.23. Since F calculated is greater than the F critical (value = 58.354), this shows that the overall model was significant.

Table 3: Coefficient of determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.61	1.033		0.787	0.015
staff training	0.454	0.107	0.159	1.091	0.002
Financial controls systems	0.879	0.139	0.085	0.687	0.005
Monitoring and evaluation	0.568	0.097	0.145	0.97	0.013
Top management support	0.685	0.069	0.210	0.349	0.032

The researcher conducted a multiple regression analysis so as to determine the relationship between public financial management adoption and the four variables. As per the SPSS generated table above, the equation ($\mathbf{Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon}$) becomes:

As per the SPSS generated the established regression equation was:

$$\mathbf{Y = 3.61 + 0.454\,X_1 + 0.879X_2 + 0.568\,X_3 + 0.685X_{4+}\,\varepsilon}$$

Where**:** Y = public financial management; X1 = staff training; X2 = Financial controls systems; X3= Monitoring and evaluation; X4= Top management support; ε = the error

According to the regression equation established, taking all factors into account (staff training, Financial controls systems, Monitoring and evaluation and Top management support) constant at zero, public financial management will be 3.61. The data findings analyzed also show that taking all other independent variables at zero, a unit increase in staff training will lead to a 0.754 increase in public financial management adoption; a unit increase in Financial controls systems will lead to a 0.879 increase in Public financial management, a unit increase in Monitoring and evaluation will lead to a 0.568 increase in Public financial management and a unit increase in Top management support will lead to a 0.685 increase in public financial management. This infers that Financial controls systems contribute more to the public financial management followed by the staff training.

At 5% level of significance and 95% level of confidence, staff training had a 0.002 level of significance; Financial controls systems showed a 0.005 level of significant, Monitoring and evaluation showed a 0.013 level of significant, Top management support had a 0.032 level of significant, and hence the most significant factor is Financial controls systems.

CONCLUSION

The study concludes that majority of the respondents agreed that Staff training affects the public financial management in the county through the quality products and meeting of the recommended standards while some of the respondents were for the opinion that staff training doesn't affects the public financial management in the county.

The study concludes that the county Financial controls systems affected public financial management in the county. According to the findings, majority respondents indicated that Financial controls systems affects the public financial management in the county at a great extent.

The study concludes that majority of the respondents felt that Monitoring and evaluation affects the public financial management in the county. The study also concludes that Monitoring and evaluation affects to public financial management in the county, since majority of the respondents indicated that Monitoring and evaluation affects to public financial management in the county to a great extent. The study also concludes that majority of the respondents argued that Monitoring and evaluation factors affect public financial management in the county.

Finally the study concludes that county Top management support affected public financial management in the county, majority of the respondents indicated that the county Top management support affected public financial management in the county. From the study findings, majority of the respondents indicated that Top management support affects the public financial management in the county to a very great extent and only a few respondents thought Top management support did not affects the public financial management in the county at all.

RECOMMENDATIONS

Policy and public financial management should be carefully evaluated and the results of that evaluation fed back into improved approaches. It is important that the evaluation considers the full range of costs and benefits. The County should have sufficient special techno-economic knowledge and openness to new, effective methods when assessing tenders for public financial management adoption. Staffs should be equipped with the specific skills and competencies needed to design and manage contracts (including the associated training, after-sales service and Employ human resources with specific training and equipment for performing functional and environmental tests in order to be able to accept the end product and verify contract performance.

Public financial management initiatives appear to be instrumental for improving supply chain performance, by harmonizing purchases, launching co-ordination initiatives, setting standards and building skills. As such, the management of the Garissa County should adopt public financial management initiatives. However, the main focus of public financial management is to produce cost savings. It targets "commodity" goods and services, and therefore does not stimulate the public financial management adoption.

The county should create supporting structures of expertise with the help of public authorities that have R&D-review as core business and Introduce clear incentives to procuring private authorities (the procuring entity) by stating that one percent of the total volume of public finances should be allocated to public financial management adoption. In this manner, public financial management can become a strategic issue for the Garissa County.

On financing investment, the Garissa County should adopt new financing methods to save costs, to improve customer and supplier relationships, business processes and performance, and to open new business opportunities. It might also help the county to respond better to existing challenges and improve the anticipation of future developments in public financial management.

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