

**HUMAN CAPITAL FORMATION AND  
SUSTAINABILITY OF DEVOLVED COUNTY  
GOVERNANCE:A CASE OF KENYAN DEVOLVED  
GOVERNANCE**

**PRESENTED BY:**

*Albert Apiyo*

*Emily K. Murungi*

*Benson Omor*

*Prof. (Fr.) Lawrence Njoroge*

# Background

- ❑ The training and development of human resources in any organization is widely acknowledged as a realistic step toward enhancing job performance and sustainability of projects. Human capital formation therefore, is a field that needs special attention in the new devolved county governance.
- ❑ The new devolved county governments in Kenya require investment in humanity and their development as a creative and productive resource. Human capital is required to enhance economic development, eradicate poverty and improve productivity.

## **Cont'**

**-There is a greater need for ICT experts, security officers, researchers, entrepreneurs, business executives, administrators, scientists, nurses, doctors, engineers, teachers, lecturers, accountants and other levels of workers in the devolved county governments.**

**-This article argues that human resources are active agents that accumulate wealth for the county, exploit material resources, build social, economic and political organizations and assist in national development of a country.**

**STATEMENT OF THE PROBLEM:Rowstow theory**

# Objectives

**The study focuses on the following objectives:**

- 1. To examine ways of developing human resources for the county governments**
- 2. To determine the extent to which Human resources constitute the ultimate basic wealth of county governments**
- 3. To suggest how county governments should enhance sufficient trained personnel**

# Theoretical Framework

- ❑ **Amartya Sen's capabilities approach:** *what matters is what a person is, can be and does or can do. He emphasizes that development has to be more concerned with enhancing the lives we lead and the freedoms we enjoy.*
- ❑ The approach focus on **building human capacities, enhancing freedoms** in order to boost human potentials for ultimate individual and national development.

# Developing human capital for county

1. If the public service has sufficient and effective personnel, with suitable and relevant skill and knowledge, there is every possibility for achieving its aim and objectives...**HDI 2013 REPORT highlights**
2. Organizations should view training and development as *a strategic investment rather than a budgeted cost*. It is not merely a nice thing to provide; it is a strategic resource that organizations must tap to move them into the next decade and beyond

3. **Several ways of developing human capital:** Health facilities and services broadly concerned with all expenditures that affect the life expectancy, stamina and vitality of the people; On the job training including old type information upgraded to suit current needs; Formal education; extension education and exchange programmes; and movement of individuals to adjust to changing jobs as they may arise as new opportunities.
4. Training and development for sustainable job performance **can be provided in two ways:** The organization can *select the best people qualified from a pool of shortlisted candidates* and secondly *those within the firm can be trained and developed to bring out their full potential*. Once an individual is selected, he/she must undergo some training regardless of his/her qualification. To them, therefore, the basic objectives of training and development for sustainable job performance are to alter the thinking and behavior of the employee, in the direction desired by the management.

## **WEALTH CREATION AT COUNTY LEVEL**

-Human capital constitute the ultimate basic wealth of a nation. *Whatever a county plans for depends on a man as a factor for development. Man's personal effort will always influence the condition of life of people in society.*

-It is an idea that individuals should *specialize in job performance which are available within the society's needs and aspirations.*

-human resources are active agents that *accumulate wealth for the state, exploit materials resources, build social, economic and political organizations* and assist in national development of a county.



# **Wealth creation**

Benefits:

Efficiency

Enhanced productivity

Effectiveness

- The wealth of a county is directly correlational with the skills acquired by the county ICT experts, security officers, researchers, entrepreneurs, business executives, administrators,
- administrators, scientists, nurses, doctors, engineers, teachers, lecturers, accountants and other levels of workers in the devolved county governments.

❑ A county can only compete nationally and internationally depending on its skills which translates into efficiency, effectiveness, productivity and success of various sectors. A country which is unable to develop the skills and knowledge of its people and utilize them effectively in the promotion of national economy will be unable to develop anything else.

## **CONCLUSION**

Effectiveness of projects is related to a variety of factors as this study seems to suggest. Priority to participatory approach of inclusiveness, involvement and empowerment of personnel is fundamental for the ultimate achievement of vision 2030 and the millennium development goals. It is necessary to emphasize that effectiveness of projects is greatly affected by capacity of personnel. Training, skills and experience greatly influence on success of programs.

- **RECOMMENDATIONS**

- This study realized important findings that have effect on effectiveness of projects at County level. Based on key findings the following recommendations have been given for improvement of the situation realized through this study.
- There is need for development organizations to ensure availability of funds for training staff, that is, on the job training and development of personnel. This is necessary if sustainability of community projects is to be achieved.

## **RECOMMENDATIONS CONT'**

There is also need for the government, community members and project stakeholders to create awareness on the need for community participation and ownership at all levels of the project cycle.

This will also improve negotiation skills in the community as well as participation in decision making thus improving living standards of project beneficiaries.

There is also need for policy makers to involve the various stakeholders in coming up with relevant project accountability and governance policies to enhance success of programs and enhance national wealth.

- There is need for project planning teams to conduct frequent review systems on program data reports that compares the actual programs and planned program data to enhance accuracy in reporting. Conclusions should also be based on accurate monitoring program data and not just a 'gut feeling'
- There is also need for project managers to develop accountability systems that will ensure inclusion of project beneficiaries during problem identification, project planning, design and implementation. This will ensure relevance of community needs to beneficiaries.

**AHSANTENI!**