Mukhebi Theory of Economic Development: Lionizing the Kenyan Economy

Prof. Adrian Wekulo Mukhebi
Associate Professor
School of Agricultural and Food Sciences
Jaramogi Oginga Odinga University of Science and Technology
P.O. Box 210-40601, BONDO
Kenya

Abstract

The author argues that since independence in 1963, Kenya's national mission has been to eradicate three evils of poverty, ignorance and disease. However, these afflictions are to-day endemic in the country and have grown worse. The author offers general principles to explain the phenomena of poverty, ignorance, disease and corruption that afflict the Kenyan nation and its nascent democracy so as to provide a basis for addressing the afflictions and enhancing democracy. He terms this the Mukhebi Theory of Economic Development (MUTED). MUTED states that every shilling spent on public and private sector investment creates wealth, which reduces poverty, ignorance, disease and corruption and enhances democracy. The author presents eight postulates of MUTED in generalized mathematical functions, which can be used to derive, through econometrics or a set of simultaneous equations, quantitative measures for policy prescriptions and impact assessments to address the evils of poverty, ignorance and disease. The author uses MUTED to delineate three phases of a nation's development path as: Phase I = under-developed (non-industrial) economy; Phase II = developing (industrializing) economy and Phase III = developed (industrialized) economy. The author applies MUTED to the Kenyan economic and political situation, concluding that the country is in Phase I. He then argues that there is an urgent need to deliberately and aggressively undertake public and private sector investments necessary and sufficient to bring about a high and sustained rate of economic growth that is necessary to create wealth, which in turn is necessary to eradicate poverty, ignorance, disease, corruption and promote democracy as postulated by MUTED. He characterizes this process as lionizing the Kenyan economy towards Phase II of economic development. He regards Transformative Leadership, Integrity and Results, through good corporate governance and performance contracting in both public and private sector services, as an approach for lionizing the Kenyan economy, and MUTED as a tool for quantitatively measuring the impact of this approach.

Keywords: Mukhebi, theory, economic, development, lion economy, is lionizing.

1. Introduction

The *Mukhebi Theory of Economic Development (MUTED*[1]*)* is an attempt by the author to offer some general principles to explain the phenomena of poverty, ignorance, disease and corruption that afflict the Kenya nation and its nascent democracy so as to provide a basis for addressing the afflictions and enhancing democracy.

Since independence in 1963, Kenya's national mission has been to eradicate three *evils*: *poverty*, *ignorance* and *disease*. However, these afflictions are to-day endemic in the country (at individual, household and national levels). They have been exacerbated by a government system that squanders scarce national resources rather than investing them in productive ways that can fight these national afflictions. Empirical data show that on average 43.4% of the Kenyan population lives below the poverty line *(of less than US$ 1.25 a person per day)*[2]. Disease, especially HIV Aids, malaria, cholera and typhoid are endemic, both in urban and rural areas.

[1] MUTED was conceptualised in 2002 when the Author was contemplating running for a parliamentary seat in his Bumula Constituency in Bungoma South District during the 2002 national elections. He was attempting to define the role of a member of parliament at constituency and national levels.

[2] http://www.indexmundi.com/kenya/population_below_poverty_line.html - 2012

In addition, unemployment is at epidemic level, about 40%[3] of able-bodied Kenyans are unemployed and many more are under- or mis-employed. Kenya is rated as among the most corrupt[4] and among the poorest countries in the world. Being poorest and most corrupt are not incidental, and are not unrelated. We are most corrupt, not because we are poor, but we are poor because we are most corrupt.

Poverty is the mother of all the three evils. If poverty is eradicated, people will gain economic empowerment to fight ignorance and disease: they will be able to afford *good* education, *good* healthcare, and a decent standard of living. Poverty must therefore be fought methodically, vigorously and relentlessly, in order to conquer ignorance and disease. Democratic institutions and leadership at all levels from the constituency to the national level are key to the success for the war against poverty. It is the role and power of the government to provide an enabling (infrastructure, policy, security) environment, and the role and power of the private sector to invest resources in the production and marketing of goods and services necessary for wealth creation, for economic empowerment, growth and development.

The war against poverty needs to be fought at all levels of the nation to be successful: at constituency, county and national levels. We must create wealth to combat poverty, ignorance and disease, and we must develop democratic institutions and culture to combat corruption, which exacerbates poverty.

2. Research Methods

MUTED states that *every shilling spent on public and private sector investment creates wealth, which reduces poverty, ignorance, disease and corruption and enhances democracy*. Simply put, we (as a nation and economy, consisting of public and private sectors) must invest or allocate our scarce resources efficiently in order to generate optimal wealth, which is necessary to eradicate poverty, ignorance and disease and to promote democracy to eradicate corruption.

2.1 Postulates

The author wishes to advance the following eight postulates as essential presumptions for MUTED. They are shaped by the author's socioeconomic and political experiences in Kenya in particular and in Africa in general.

MUTED postulates that:

2.1.1 Ignorance

Ignorance is the absence of education, knowledge or information; it is illiteracy. It is a result of poverty *(the lack of money or material possessions)*. Mathematically, ignorance is a function of poverty. The poor cannot afford (quality) education and are likely to remain ignorant. They have no access to timely and relevant information for efficient production, marketing and consumption of goods and services.

2.1.2 Disease

Disease is sickness or absence of good health. It is a result of poverty. Mathematically, disease is a function of poverty. The poor cannot afford good healthcare. They live in circumstances that expose them to the risk of diseases. They often have poor housing, clothing, food, unclean water and no electrical power. And when they are sick, they often do not afford hospitalization or medicine. They are likely to succumb from diseases which are curable, such as malaria, typhoid and cholera.

2.1.3 Poverty

Poverty is the absence of wealth *(abundance of money, material possessions, resources, assets or goods and services*). At the national level, poverty is a result of corruption *(stealing or deliberate misallocation of public resources)*. Mathematically, poverty is an inverse function of wealth as well as a function of corruption. The poor have little or no wealth or riches. They have little money to afford the necessities of life: food, shelter and clothing. They have little productive resources or assets: land, capital and managerial skills for productive engagement. They are often ruled by autocratic governments, which steal and misallocate scarce national resources instead of investing the resources in public goods that benefit the people.

2.1.4 Democracy

Democracy is a government by the people for the people, rule of the majority. Democracy is enhanced by wealth.

---

[3] http://www.tradingeconomics.com/kenya/unemployment-rate - 2011

[4] Ranked number 145 out of 175 countries by the Perception Index 2014 (https://www.transparency.org/cpi2014/results)

Mathematically, democracy is a function of wealth. The poor have no voice in public matters that govern them and their welfare. Their rights are often trampled upon by autocratic and corrupt governments with impunity. They often have no access to political leadership. On the other hand, the rich have or can afford a voice. They can speak, demonstrate, strike or demand and enforce their democratic rights. They often have access to political leadership, or can influence it in their favour. In a democracy, people can demand social justice and equity, and resist autocratic and corrupt governments.

2.1.5 Corruption

Corruption is the absence of democracy. Mathematically, corruption is an inverse function of democracy. In systems where democratic institutions and culture do not exist or are underdeveloped, autocratic regimes and functionaries steal and misallocate national resources with impunity. People have no voice or power to resist such squandering of public resources or have no effective institutions through which to seek social justice and equity. In a democracy, government functionaries are less likely to engage in corrupt practices with impunity, and there are strong institutions to enforce ethical behaviour.

2.1.6 Investments

Both public *(government)* and private *(non-government)* sector investments *(outlays of money or capital for generating service, income or profit)* are necessary and sufficient conditions to create wealth. Mathematically, wealth is a function of public and private sector investments. To create wealth both the public and private sectors of the economy need to spend resources in productive activities in order to increase the production of goods and services beyond current consumption levels. It is the accumulation of goods and services over and above current consumption requirements that increases their abundance and hence wealth.

2.1.6.1 Private sector investment

This is a function of public sector investment, savings and/or credit. Public sector investment is a major pre-condition for private sector investment. The existence of public goods such as good infrastructure (roads, railways, airways, waterways, power, water, telecommunications, health and education and market facilities) and security serves as an incentive for private sector investments. It provides an enabling and supportive environment that attracts private sector investments. In addition, individuals and business firms accumulate savings or access credit for investment. It may be a combination of the two sources of money in a variable proportion that individuals and firms use to secure investment funds.

2.1.6.2 Public sector investment

This is a function of tax revenue, business/service revenue, public borrowing and foreign aid. A government gets money from levying citizen’s taxes charging for services, conducting business and borrowing which it uses to provide public goods. A government may also receive grant money from foreign donors to provide public goods. It is usually a combination of the various sources of money in a variable proportion that the Government uses.

2.2 Generalized Mathematical Functions

From the above postulates, the following generalized mathematical functions can be constructed:

MUTED can be formulated and quantified as follows:

i) $I = f(P)$ = Ignorance is a function of poverty
ii) $D_s = f(P)$ = Disease is a function of poverty
iii) $P = f(W^{-1}, C)$ = Poverty is an inverse function of wealth and also a function of corruption
iv) $D_m = f(W)$ = Democracy is a function of wealth
v) $C = f(D_m)^{-1}$ = Corruption is an inverse function of democracy
vi) $W = f(P_{ui}, P_{ri})$ = Wealth is a function of public and private sector investments
vii) $P_{ri} = f(P_{ui}, S, C_r)$= Private sector investment is a function of public sector investment, savings and credit
viii) $P_{ui} = f(T, A)$ = Public sector investment is a function of tax (government) revenue and Aid

Where:

I = Ignorance, measured by an illiteracy index
D_s = Disease, measured by a health index
P = Poverty, measured by a poverty index
D_m = Democracy, measured by a democracy index
C = Corruption, measured by a corruption index

W = Wealth, measured by a wealth index, GNP/GDP
C_r = Credit, measured by the amount of borrowings from financial institutions
S = Savings, measured by the amount of money in savings accounts in financial Institutions
T = Tax revenue, measured by the amount of taxes and revenues collected or generated by the government
A = Aid, measured by the amount of foreign aid received by the government
P_{ri} = Private sector investment, measured by private sector business expenditures
P_{ui} = Public sector investment, measured by government expenditures

3. Results and Discussion

3.1 Mathematical Formulations

It is possible to gather or develop quantitative measures or indices of the above variables and use the measures to construct a set of equations or functions and derive, through econometric analysis, quantitative impacts of the independent on the dependent variables. The quantitative impacts will be indicated by the second order derivatives of the above equations. It is then possible to say:

a) How much increase or decrease in ignorance a unit of increase or decrease in poverty will cause ($\partial I/\partial P >=< 1$). That is, ignorance is directly proportional to poverty.

b) How much increase or decrease in disease a unit of increase or decrease in poverty will cause ($\partial D_s/\partial P >=< 1$). That is, disease is directly proportional to poverty.

c) How much decrease or increase in poverty a unit of increase or decrease in wealth, and a unit of decrease or increase in corruption, will cause ($\partial P/\partial W <=> 1$; $\partial P/\partial C <=> 1$). That is, poverty is inversely proportional to wealth and directly proportional to corruption.

d) How much increase or decrease in democracy a unit of increase or decrease in wealth will cause ($\partial D_m/\partial W >=< 1$). That is, democracy is directly proportional to wealth.

e) How much decrease or increase in corruption a unit of increase or decrease in democracy will cause ($\partial C/\partial D_m <=> 1$). That is, corruption is inversely proportional to democracy.

f) How much increase or decrease in wealth a unit of increase or decrease in public sector investment, and a unit of increase or decrease in private sector investment will cause ($\partial W/\partial P_{ui} >=< 1$; $\partial W/\partial P_{ri} >=< 1$). That is, wealth is directly proportional to public and private sector investments.

g) How much increase or decrease in private sector investment a unit of increase or decrease in public sector investment, savings or credit will cause ($\partial P_{ri}/\partial P_{ui} >=< 1$; $ǝP_{ri}/ǝS >=< 1$; $ǝP_{ri}/ǝC_r >=< 1$). That is, private sector investment is directly proportional to public sector investment, savings or credit.

h) How much increase or decrease in public sector investment a unit of increase or decrease in tax revenue or foreign aid will cause ($ǝP_{ui}/ǝT >=< 1$; $ǝP_{ui}/ǝA >=< 1$). That is, public sector investment is directly proportional to tax revenue or foreign aid.

Alternatively, the following (i to p) general form of simultaneous equations can be specifically formulated from equations a) to h) above and solved by an algorithm.

Thus:

a) $P_{ui} = f(T, A)$

b) $P_{ri} = f(T, A, S, C_r)$

c) $W = f(T, A, S, C_r; T, A) = f(T^2, A^2, S, C_r)$

d) $D_m = f[f(T, A, S, C_r; T, A)] = f[f(T^2, A^2, S, C_r)]$

e) $C = f[f(T, A, S, C_r; T, A)]^{-1} = f[f(T^2, A^2, S, C_r)]^{-1}$

f) $P = f[f(T, A, S, C_r; T, A)^{-1}]; f(T, A, S, C_r; T, A)^{-1})] = f[f(T^2, A^2, S, C_r)^{-1}]; f(T^2, A^2, S, C_r)^{-1}] = f(T^4, A^4, S^2, C_r^2)^{-2}$

g) $I = f[f(T, A, S, C_r; T, A)^{-1}; f(T, A, S, C_r; T, A)^{-1}] = f[f(T^2, A^2, S, C_r)^{-1}; f(T^2, A^2, S, C_r)^{-1}] = f[T^4, A^4, S^2, Cr^2]^{-2}$

h) $D_s = f(I) = f[f(T^4, A^4, S^2, C_r^2)^{-2}]$

Where all terms have been defined above.

Because public sector investment is a function of tax revenue and/or foreign aid, and private sector investment is a function of savings and/or credit, these relationships provide cases for increasing tax revenue or using foreign aid efficiently, and increasing savings or improving access to credit as key drivers of wealth creation and hence economic development. It is possible for a student of economics, through research using econometric methods, to develop these quantitative relationships and rigorously test the MUTED postulates or hypotheses. This is the challenge that I wish to leave to the departments of economics and agricultural economics at our universities.

This information can enable the predictions of the dependent variables given the independent variables. It can therefore facilitate the predictions of impacts on poverty, disease, ignorance and corruption of public and private sector investments, and help guide government policies on the same. It can then be a basis for political leaders at local and national levels to pursue, develop and implement practical programmes, projects and activities for combating poverty, ignorance, disease and corruption and enhancing democracy.

3.2 Phases of Economic Development

We can use MUTED to delineate three phases of a nation's development path as follows:

- Phase I = under-developed (non-industrial) economy
- Phase II = developing (industrializing) economy
- Phase III = developed (industrialized) economy

3.2.1 Phase I of Economic Development

a) $I = f(P)$
b) $D_s = f(P)$
c) $P = f(W^{-1}, C)$
d) $D_m = f(W)$
e) $C = f(D_m)^{-1}$
f) $W = f(P_{ui}, P_{ri})$
g) $P_{ri} = f(P_{ui}, S, C_r)$
h) $P_{ui} = f(T, A)$

Where I, D_s, P, D_m, C, W, C_r, S, T, A, P_{ri} and P_{ui}, are as defined above.

In Phase I, P, D_s, C and A are *relatively* large, whereas W, D_m, C_r, S, T, P_{ri}, and P_{ui}, are *relatively* small. In this phase, poverty, ignorance, disease and corruption are endemic among the population and government depends a lot on foreign aid because wealth is minimal as a result of little government and private sector investments. There are few or no incentives to attract private sector (domestic or foreign private) investments into the economy. The economy is dependent upon agriculture, which provides employment and livelihood to the majority of the population. However, agriculture itself is underdeveloped, and does not attract significant private sector investments; often because there is no supporting public infrastructure and agricultural markets are inefficient, underdeveloped or undeveloped. Commerce and industry sectors are small and also underdeveloped, with minimal export trade, especially of industrial products. Democracy is minimal, with often an autocratic and corrupt government system that steals and misallocates scarce national resources with impunity. Tax revenue is small because the government is inefficient in collecting taxes, and whatever little is collected is largely misappropriated by government functionaries. And because most of the population is poor, savings are limited.

3.2.2 Phase II of Economic Development

In Phase II, I, P, D_s, C and A are decreasing rapidly, whereas W, D_m, C_r, S, T, P_{ri}, and P_{ui} are increasing correspondingly rapidly. At the beginning of this phase the government takes aggressive steps to jumpstart the economy into growth. The government makes deliberate investments into the development of the public infrastructure: roads, power, water and telecommunication systems. This is coupled with development-friendly government policies, where the government focuses its resources on the provision of public goods (e.g. infrastructure, security), and embarks on the development of democratic institutions and culture.

The improved infrastructure and conducive and democratic government policies provide an enabling environment that attracts private sector investments into agriculture, commerce and industry. Economic growth is spurred, creating job opportunities in all sectors of the economy.

There are forward and backward linkages among agriculture, commerce and industry: the expansion of commerce and industry provides increased demand for agricultural products for trade and for raw materials for manufacturing, while commerce and industry provide improved technological inputs into agriculture. Markets for agricultural and non-agricultural products as well as labour develop, promoting domestic and export trade. There is increased production and productivity in all the sectors, creating wealth for individuals and the nation as a whole.

Increasing wealth leads to increased savings, improved access to credit, increased tax revenue collection and less reliance on foreign aid. This phase can be characterized as the industrializing, or, in the terminology of chapter 5 below, *lionizing* phase.

3.2.3 Phase III of Economic Development

In Phase III, I, P, $D_{s,}$ C and A are *relatively* small or zero, whereas W, D_m, C_r, S, T, P_{ri}, and P_{ui} are *relatively* large. This phase can be characterized as an industrialized phase. The country has a well developed infrastructure, agricultural, commerce, industrial and service sectors. People are wealthy, with very high per capita incomes. Democracy is well established, with citizens enjoying full human rights: freedom, liberty, happiness, peace and stability *(relatively)*.

3.3 Lionizing the Economy: The Agenda for Kenya

It is pointed out above that Kenya is currently in Phase I of economic development: under-developed economy dependent upon an under-developed agriculture, with small commerce and industrial sectors. Poverty, ignorance, disease and corruption are endemic, and democracy is only emerging. Public goods such as infrastructure are still very poor and in many incidences dilapidated or non-existent in many parts of the country.

There is an urgent need to *lionize* the economy towards Phase II of economic development. By *lionizing* the economy, I mean *deliberate and aggressive undertaking of public and private sector investments necessary to enable the economy to grow by a high economic rate, i.e. 7 to 10% or more per annum for a sustained period of at least 15 years.* Such a high economic growth rate is necessary to create wealth, which in turn is necessary to eradicate poverty, ignorance, disease and corruption and promote democracy as postulated by MUTED.

There are three reasons for choosing the phrase *lionizing the economy*:

a) A *lion* is the symbol of Kenya's National Court of Arms.

b) Lionizing is the equivalent of South East Asian *Tigerizing* the economy: i.e. a *Lion Economy* as an equivalent of a *Tiger Economy*. *Tiger economies* are the newly industrializing south east Asian economies such as South Korea, Taiwan, Singapore, Malaysia and Thailand.

c) A *lion* is the symbol of several very successful African football teams that featured prominently in the 2002[5] World Cup Tournament in S. Korea and Japan (i.e. Cameroon – *the Indomitable Lions of Cameroon*; Senegal – *the Lions of Taranga;* and Tunisia – *the Lions of Carthage of Tunisia*). They symbolized or manifested the emerging power of Africa on the world stage. Thus *African Lion Economies* denoting the *economically emerging, developing or industrializing* African countries.

Kenya needs to become a *Lion Economy*, as soon as possible in order to deal effectively with the problems of rampant poverty, ignorance, disease and corruption.

We can jumpstart the Kenyan economy by investing our resources in building infrastructure (roads, power, water, telecommunications, and markets) in both rural and urban areas. Every County and Ward headquarter should be linked with a tarmac or an all-weather road, and serviced with electricity and piped water. Rural access roads in every constituency should be improved where they exist, and developed where they do not exist. Similarly, infrastructure in cities, towns and market centers should be improved or developed. These public sector investments will spur agricultural development in the rural areas, and commerce and industry in the urban areas. Farmers will invest in agriculture because they will be able to transport their produce to markets and earn a fair return. Private investors will be attracted to invest in establishing or expanding businesses or industries in cities, towns and urban areas. These activities will of course take time to be implemented and to have the desired impacts. But a start must be made, and made now, to alleviate the suffering of the people.

---

[5] The year when the author first formulated MUTED

These activities must of course be supported by investment-friendly government policies and services. Such policies include:

a) Favourable taxation (e.g. tax holidays) for commerce and industry, reduction of direct personal and company taxation and increase of indirect taxation, and reduction of red-tape (e.g. one-stop shop for private investment clearance).

b) Liberalization of the telecommunications sector, to facilitate private sector investments in information and communication technologies (ICTs), especially mobile phone systems and FM radio stations. The use and application of ICTs is very crucial for private and public sector business communications in the globalised economy.

ICTs lower the costs and enhance the efficiency of collecting, processing and disseminating or transmitting and receiving relevant and timely information for doing business. Continued government policies that restrict the widespread application of ICTs is disadvantaging Kenyan businesses and goods in the global economy: it makes them less competitive. Immediate repeal of such policies and formulation of new ICT policies would be a vital factor in the jumpstarting of the economy.

c) Fiscal and monetary policies that ensure prudent government expenditures and realistic, stable and predictable exchange and interest rates and improved financial services. These will provide a conducive macroeconomic environment that enables businesses to plan ahead with greater certainty, and therefore promote private sector investments.

Vital public services include security, to enable people to go about their business pursuits without crime being perpetrated against them, and a well-functioning legal system that enforces business contracts.

As agriculture is the mainstay of the Kenyan economy, investments into the sector will provide an agriculture-driven growth, providing forward and backward linkages to commerce and industry through multiplier effects. Increased agricultural production and productivity will supply products for commerce and trade, and raw materials for industrial manufacture. Growing and expanding commerce and industry will thus provide increased demand for the products of agriculture, at prices that earn farmers a fair return. In liberalized markets where the government no longer sets prices that ensure a fair return to farmers, it is only through this agriculture-commerce-industry investment strategy that will ensure that the farmer, the predominant class of constituents in rural constituencies, is remunerated fairly for his scarce resources: land, labour, capital and managerial skills. For, it is only when the farmer gets a fair return, and puts money into his/her pocket, that s/he can create wealth, that can combat the national afflictions of poverty, ignorance, disease and corruption, and enhance his/her democratic rights.

3.4 MUTED and the Results for Kenyans Programme[6]

Kenya is currently in Phase I of economic development: under-developed economy dependent upon an under-developed agriculture, with small commerce and industrial sectors. Poverty, ignorance, disease and corruption are endemic, and democracy is only emerging. Public goods such as infrastructure and security are very poor, dilapidated or non-existent in many parts of the country. There is an urgent need to move or *lionize* the economy towards Phase II of economic development. The Results for Kenyans Programme sets performance standards and related institutional framework, and builds the capacity of leaders, in both public and private sector, to manage change in the achievement of targeted results which are efficient and ethical. This can be accomplished through the establishment of good corporate governance and performance contracting in both public and private sector services.

---

[6] *Results for Kenya Programme* Evaluationhot! - Public Sector ... *www.psrpc.go.ke/index.php?option=com_docman&task...* File Format: PDF/Adobe Acrobat - Quick View Mar 3, 2009 – Evaluation of the *Results* for. *Kenyans Programme*. FINAL REPORT. March 2009.

Public Sector Reforms - Aid Effectiveness *Kenya* www.aideffectiveness.go.ke/index.php?option=com...view... The Public Sector Transformation: the Public Service reform *program - Results for Kenyans* since its roll out in 2004, contributed towards initiating a shift across sectors in governance.

4. Conclusions and Recommendations

MUTED provides general principles, framework or rationale as well a quantitative methodology or tool with which to tackle practical issues that affect the achievement of targeted results for Kenyans.

These issues concern the eradication of ignorance, disease, poverty and corruption, vices which afflict the Kenyan public, and the enhancement of democracy, public and private sector investments and the creation of wealth. The bottom line result for Kenyans is sustained economic growth which will lead to the eradication of the above vices. And transformative leadership and integrity will lead to an effective public service delivery system which will in turn result into an efficient and ethical allocation of public resources to generate public goods and services – hence public investments. And, in the rationale of MUTED, enhanced public investments will attract private sector investments, which will ultimately result in sustained economic growth and development. Thus, the Public Service Reform and Development (PSRD)[7] Secretariat agenda is key to lionizing the Kenyan economy towards Phase II of economic development. MUTED provides a tool for the assessment of the impact of PSRD agenda. It is recommended that an empirical model of MUTED be developed and data gathered through research to validate the model for application.

References

Central Bureau of Statistics, Ministry of Planning and National Development. Geographic Dimensions of Well-being in Kenya: Where are the Poor? Volume 1, The Regal Press Kenya Ltd., Nairobi, Kenya, pp.164

[7]Departments - *Public Sector Reforms* & Performance Contracting ...
www.psrpc.go.ke/index.php?option=com_content...id...
"Results for Kenyans" programme developed by the *Public Service Reforms and Development* Secretariat (PSR&DS).