

**DETERMINANTS OF DELIVERY OF DEVOLVED
SERVICES IN SELECTED COUNTIES IN KENYA**

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in Kenya**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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DEDICATION

This thesis is dedicated to my mother Aisha Mbarak and my late father Brek Karama for they gave support and encouraged me to advance in education.

I dedicate this work to my late grandmother Saidah Karama for always being there for me and was my strong pillar in my academic achievements.

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TABLE OF CONTENTS

| | |
|---|-------------|
| DECLARATION..... | II |
| DEDICATION..... | III |
| ACKNOWLEDGEMENTS..... | IV |
| TABLE OF CONTENTS..... | V |
| LIST OF TABLES | XIII |
| LIST OF FIGURES | XV |
| LIST OF APPENDICES | XVI |
| LIST OF ACRONYMS AND ABBREVIATIONS | XVII |
| OPERATIONAL DEFINITION OF TERMS..... | XIX |
| ABSTRACT..... | XXII |
| CHAPTER ONE | 1 |
| INTRODUCTION..... | 1 |
| 1.1 Background of the Study..... | 1 |
| 1.1.1 Global Perspective on Devolved Service Delivery..... | 3 |
| 1.1.2 Regional Perspective on Devolved Service Delivery | 4 |
| 1.1.3 Local Perspective on Devolved Service Delivery..... | 6 |
| 1.1.4 County Governments in Kenya..... | 8 |
| 1.2 Statement of the Problem..... | 9 |

| | |
|---|-----------|
| 1.3 Objectives of the Study | 11 |
| 1.3.1 General Objective..... | 11 |
| 1.3.2 Specific Objectives..... | 11 |
| 1.4 Hypotheses of the Study | 11 |
| 1.5 Justification of the Study..... | 12 |
| 1.5.1 Citizens..... | 12 |
| 1.5.2 Other Counties | 14 |
| 1.5.3 Policy Makers | 14 |
| 1.5.4 The Students and Scholars | 14 |
| 1.6 Scope of the Study | 14 |
| 1.7 Limitations of the Study..... | 15 |
| 1.7.1 Methodological Limitations | 15 |
| 1.7.2 Reluctant to Provide Information..... | 15 |
| 1.7.3 Fear of Information Privacy | 16 |
| CHAPTER TWO | 17 |
| LITERATURE REVIEW..... | 17 |
| 2.1 Introduction | 17 |
| 2.2 Theoretical Framework | 17 |
| 2.2.1 Contingency Theory of Management..... | 17 |

| | |
|---|----|
| 2.2.2 Systems Theory | 20 |
| 2.2.3 Theory X and Theory Y | 22 |
| 2.2.4 Resource Based Theory | 25 |
| 2.2.5 Theory of Decentralization | 27 |
| 2.3 Conceptual Framework | 30 |
| 2.3.1 Management Support | 32 |
| 2.3.2 Financial Resource | 33 |
| 2.3.3 Strategic Planning | 38 |
| 2.3.4 Stakeholder Engagement..... | 39 |
| 2.3.5 Legal Framework | 42 |
| 2.3.6 Devolved Service Delivery | 43 |
| 2.4 Empirical Review | 45 |
| 2.4.1 Management Support | 45 |
| 2.4.2 Financial Resources | 49 |
| 2.4.3 Strategic Planning | 52 |
| 2.4.4 Stakeholder Engagement..... | 56 |
| 2.4.5 LEGAL FRAMEWORK | 62 |
| 2.4.6 Devolved Service Delivery in Kenya..... | 66 |
| 2.5 Critique of the Existing Literature | 70 |

| | |
|---|-----------|
| 2.6 Research Gap | 73 |
| 2.7 Summary of the Literature Reviewed. | 76 |
| CHAPTER THREE | 77 |
| RESEARCH METHODOLOGY | 77 |
| 3.1 Introduction | 77 |
| 3.2 Research Philosophy | 77 |
| 3.2.1 Research Design..... | 78 |
| 3.3 Target Population | 79 |
| 3.4 Sampling Frame | 80 |
| 3.5 Sample and Sampling Techniques | 80 |
| 3.5.1 Sampling Techniques | 80 |
| 3.5.2 Sample Size..... | 81 |
| 3.6 Data Collection Instruments..... | 82 |
| 3.7 Data Collection Procedure | 83 |
| 3.8 Pilot Testing | 84 |
| 3.8.1 Validity of Research Instruments..... | 85 |
| 3.8.2 Reliability of Research Instruments | 86 |
| 3.9 Data Analysis and Presentation..... | 89 |
| 3.9.1 Data Cleaning and Screening | 89 |

| | |
|--|------------|
| 3.9.2 Data Analysis | 90 |
| 3.9.3 Tests for Moderation | 92 |
| 3.9.4 Structural Equation Modelling | 94 |
| 3.9.5 Diagnostic tests | 96 |
| CHAPTER FOUR..... | 100 |
| RESEARCH FINDINGS AND DISCUSSION..... | 100 |
| 4.1 Introduction | 100 |
| 4.2 Responses rate | 100 |
| 4.3 Data Screening and Cleaning | 101 |
| 4.3.1 Examination of missing data | 101 |
| 4.3.2 Examination for Outliers | 102 |
| 4.3.3 Reliability Results | 103 |
| 4.4 Respondents Profile | 104 |
| 4.5 Descriptive Results..... | 107 |
| 4.5.1 Management Support | 107 |
| 4.5.2 Financial Resources | 109 |
| 4.5.3 Strategic Planning | 112 |
| 4.5.4 Stakeholder Engagement..... | 115 |
| 4.5.5 Legal Framework | 117 |

| | |
|--|-----|
| 4.5.6 Devolved Service Delivery | 119 |
| 4.6 Factor Analysis | 121 |
| 4.6.1 Exploratory Factor Analysis | 121 |
| 4.6.2 Factor Analysis for Management Support | 122 |
| 4.6.3 Factor Analysis for Financial resources | 124 |
| 4.6.4 Factor Analysis for Strategic planning..... | 126 |
| 4.6.5 Factor Analysis for Stakeholder engagement | 128 |
| 4.6.6 Factor analysis for Legal Framework | 129 |
| 4.6.7 Factor Analysis for Devolved Service Delivery | 131 |
| 4.6.8 Confirmatory Factor Analysis..... | 132 |
| 4.7 Data Transformation | 135 |
| 4.8 Correlation Analysis..... | 136 |
| 4.9 Tests of Regression Assumptions | 137 |
| 4.9.1 Tests of Normality..... | 138 |
| 4.9.2 Tests of Linearity | 139 |
| 4.9.3 Heteroscedasticity Test | 142 |
| 4.9.4 Multicollinearity (Collinearity Statistic)..... | 142 |
| 4.10 Test of Hypotheses | 143 |
| 4.10.1 Effect of Management Support on the Delivery of Devolved Services | 144 |

| | |
|--|------------|
| 4.10.2 Effect of Financial Resources on the delivery of devolved services | 146 |
| 4.10.3 Effect of Strategic Planning on the Delivery of Devolved Services..... | 148 |
| 4.10.4 Effect of Stakeholder Engagement on the delivery of devolved services | 150 |
| 4.11 Moderating Effect of Legal Framework on Determinants of Delivery of Devolved Services..... | 152 |
| 4.12 Testing for Moderation Effect of Legal Framework using Graphs..... | 156 |
| 4.13 Overall regression model | 158 |
| 4.14 Summary of Hypothesized Testing Results | 162 |
| CHAPTER FIVE..... | 164 |
| SUMMARY, CONCLUSION AND RECOMMENDATIONS..... | 164 |
| 5.1 Introduction | 164 |
| 5.2 Summary of the major Findings..... | 164 |
| 5.2.1 Management Support | 164 |
| 5.2.2 Financial Resources | 165 |
| 5.2.3 Strategic Planning | 166 |
| 5.2.4 Stakeholder Engagement..... | 167 |
| 5.2.5 Legal Framework | 168 |
| 5.2.6 Moderating Role of Legal framework..... | 169 |
| 5.3 Conclusion | 170 |

| | |
|---------------------------------------|------------|
| 5.3.1 Management support..... | 170 |
| 5.3.2 Financial resources..... | 171 |
| 5.3.3 Strategic Planning | 172 |
| 5.3.4 Stakeholder engagement | 172 |
| 5.3.5 Legal Framework | 173 |
| 5.4 Recommendations | 174 |
| 5.4.1 Management Support | 174 |
| 5.4.2 Financial Resources | 175 |
| 5.4.3 Strategic Planning | 176 |
| 5.4.4 Stakeholder Engagement..... | 177 |
| 5.4.5 Legal Framework | 177 |
| 5.4.6 Theoretical recommendation..... | 178 |
| 5.5 Areas for Further Research | 179 |
| REFERENCES..... | 180 |
| APPENDICES | 212 |

LIST OF TABLES

| | |
|---|-----|
| Table 3.1: Staff Population from the eight counties | 79 |
| Table 3.2: Sample Size for from the eight counties | 82 |
| Table 3.3: Cronbach's Alpha Decision Rule | 87 |
| Table 3.4: Criteria for Acceptable Model Fit | 96 |
| Table 4.1: Response rate of the questionnaires | 101 |
| Table 4.2: Multivariate Outlier Test Results | 103 |
| Table 4.3: Reliability Results | 104 |
| Table 4.4: Respondents' Profile | 106 |
| Table 4.5: Management Support | 108 |
| Table 4.6: Financial Resources | 110 |
| Table 4.7: Strategic Planning | 114 |
| Table 4.8: Stakeholder Engagement | 116 |
| Table 4.9: Legal Framework | 118 |
| Table 4.10: Devolved Service Delivery | 120 |
| Table 4.11: Factor Analysis for Management support | 123 |
| Table 4.12: Factor Analysis for Financial resources | 125 |
| Table 4.13: Factor Analysis for Strategic planning | 127 |
| Table 4.14: Factor Analysis for Stakeholder engagement | 128 |

| | |
|--|-----|
| Table 4.15: Factor analysis Legal Framework | 130 |
| Table 4.16: Factor Analysis for Devolved service delivery | 131 |
| Table 4.17: Model Measurement (Confirmatory Factor Analysis) | 133 |
| Table 4.18: Data Transformation | 136 |
| Table 4.19: Correlation analysis | 137 |
| Table 4.20: Tests of Normality | 139 |
| Table 4.21: Linearity | 141 |
| Table 4.22: Heteroscedasticity Test | 142 |
| Table 4.23: Result of Multicollinearity Test | 143 |
| Table 4.24: Effect of Management Support on the Delivery of Devolved Services | 146 |
| Table 4.25: Effect of Financial Resources on the delivery of devolved services | 148 |
| Table 4.26: Effect of Strategic Planning on the Delivery of Devolved Services | 150 |
| Table 4.27: Effect of Stakeholder Engagement on the Delivery of Devolved Services | 152 |
| Table 4.28: Moderated effect of Legal Framework | 154 |
| Table 4.29: Overall Regression Models | 160 |
| Table 4.30: Overall fitness test result with structural model | 162 |
| Table 4.31: Summary of Hypothesized Testing Results | 163 |

LIST OF FIGURES

| | |
|---|-----|
| Figure 2.1: Resource Based Model | 27 |
| Figure 2.2: The Souffle Theory of Decentralization..... | 28 |
| Figure 2.3: Conceptual Framework diagram | 32 |
| Figure 4.1: Model Measurement (Confirmatory Factor Analysis) | 133 |
| Figure 4.2: Mod Graph for Legal Framework on the Relationship between Management Support and Delivery of Devolved Services | 156 |
| Figure 4.3: Mod Graph for Legal Framework on the Relationship between Financial Resources and Delivery of Devolved Services | 157 |
| Figure 4.4: Mod Graph for Legal Framework on the Relationship between Strategic Planning and Delivery of Devolved Services | 158 |
| Figure 4.5: Structural Model Modeling | 161 |

LIST OF APPENDICES

| | |
|--|-----|
| Appendix I: Letter of Authorization | 212 |
| Appendix II: Letter of Introduction | 213 |
| Appendix III: County Government Staff Questionnaire | 214 |
| Appendix IV: Interview Guide | 225 |
| Appendix V: PP and QQ plots | 227 |
| Appendix VI: List of Institutions..... | 230 |
| Appendix VII: Approval of PhD Research Proposal..... | 231 |
| Appendix VIII: NACOSTI Research Authorization | 232 |
| Appendix IX: Research Permit Authorization..... | 233 |

LIST OF ACRONYMS AND ABBREVIATIONS

| | |
|-------------|--|
| CDF | Constituency Development Fund |
| CGA | County Governments Act |
| CIC | Commission on Implementation of the Constitution |
| CIDP | County Integrated Development Plan |
| CRA | Commission on Revenue Allocation |
| CRA | Commission on Revenue Allocation |
| DRM | Domestic Resource Mobilization |
| GOK | Government of Kenya |
| GOK | Government of Kenya |
| IMF | International Monetary Fund |
| KANU | Kenya African National Union |
| LICs | low-income countries |
| MCAs | Member of County Assembly |
| MPs | Member of Parliament |
| NARC | National Alliance of Rainbow Coalition |
| OECD | Organization for Economic Co-operation and Development |
| PPP | Public Private Partnerships |

| | |
|-------------|---|
| RB | Resource-Based |
| RBV | Resource based view |
| SCA | Sustained competitive advantage |
| SWOT | Strengths, Weaknesses, Opportunities, and Threats, |
| TDGA | Transition to Devolved Government Act |
| VRIN | Valuable, rare, inimitable, and non-substitutable resources |

OPERATIONAL DEFINITION OF TERMS

- Citizen** A person who associates himself with a nation or a county government either through birth or by choice allegiance to a nation (Constitution of Kenya, 2010).
- County Government** An Act of Parliament and covered in Chapter Eleven of the Constitution in order to provide for county governments' powers, functions and responsibilities to deliver services to citizens (Constitution of Kenya, 2010).
- Decentralization** Bringing government closer to the people by transferring function or processes from the central government to different level of government (Kauzya, 2007).
- Determinants** Is a collective action that will propel devolution (World Bank, 2013) and is addressing the Fourth Schedule of the Constitution (2010).
- Devolution** Boex and Yilmaz (2010) defined devolution as the allocation of civic roles to the local administration with provisions of policies, equipment, frameworks and schemes that are in line with the execution of the activities towards achieving particular objectives.. Porter (2001) also defined devolution as the transfer of political, administrative and fiscal management powers from central government to subnational authorities.
- Devolved Government** These units of government who were enacted by constitution. The devolved government thrives to bring services closer to the people (Bigambo, 2013).
- Financial Resource** Financial resources are the main component used to carry out devolved unit operations, like buying of goods, services and

long-term investments. In order for any devolved government to achieve its goals must have a good financial resource management, a continuous flow of resources, a budget control and analysis of expenditure must be enhanced, (Stacey, 2011).

Legal Framework Is a set of system of a legal document that forms rules and regulation. In Kenya the legal acts are formulated by MPs for the national government while at the county level by MCAs who are responsible for county laws, (Nizam, 2015).

Management Support It is the support provided to employees by Management to ensure productivity and continuous improvement of processes. Management support ensures maintaining an environment in which individual supports the functions of planning, organizing, staffing, leading and controlling (Amisi & Rotich, 2015).

National Government The Kenyan Constitution (2010) defines it as a body with presiding and law making jurisdiction, through the constitution divided among its three branches; Legislature, Judiciary and

Service Delivery Is the framework of transfer of functions that were being done by the national government to devolved county government. This new framework in Kenya is to assist citizens get access to government services and improving their lives. It's also a measure to improve quality of life to citizens by the government through the development of policies and measures. Service delivery is an important function in the relation between government bodies and citizens (World Bank, 2013).

Stakeholder Engagement Is the act of governing jurisdictional results through, relationship creation, deliberation, discussion, compromise and feedback (Bijotat, 2013).

Strategic Planning Is the process in which leaders determine their vision for the future as well as identify their goals and objectives for the county government. The process also includes establishing SWOT analysis, mission & Vision statement, strategic objectives and the actual plan (Sang, 2013). According to Babafemi, (2015) practicing Strategic planning ensures good corporate performance for organizations to survive. Therefore management should focus on the strategic issues, on the important issues facing the business as a whole, including where it is headed and what its current status.

ABSTRACT

Devolution is a tool that brings government services closer to the people. Several countries are devolving functions having the intentions of improving service delivery, enhance governance, accountability and increase equity. However, Kenya devolution was found to be an ambitious program, counties are facing challenges in enhancing devolved service delivery. Majority of the counties are still slower in implementation of social project. As a result, most people are yet to feel its impacts devolution. Thus, this study investigates the determinants of delivery of devolved services in selected counties Kenya. The study has four independent variables as follows: management support, financial resources, strategic planning, and stakeholder engagement, the moderating variable is legal framework and the dependent variable is devolved service delivery. The study has adopted a mixed method approach. The study targets a population of 35,444 staff from 8 counties. A set of questionnaires was used, that comprised of a sample of 384 employees selected from eight counties. Structured and open-ended questionnaires are used in the study. The population sample has been selected from the eight counties and the pilot study was conducted at Machakos Cronbach's alpha was used to test for internal reliability of each variable used in the study and the present study results demonstrates that all variables had Cronbach alpha of more than 0.70. Data analysis was done using descriptive statistics, correlation and regression analysis. Diagnostics test were carried out. Findings showed management support, financial resources, strategic planning, and stakeholder engagement have significant and positive effect on devolved service delivery. More results revealed that legal framework had positive and significant moderating effect on the relationship between management support, strategic planning, financial resources and service delivery. The study concludes that management support provides an enabling environment at the county level that facilitates effective devolved service delivery. Financial resources are the drivers of projects at the county government. It is however a delicate balance since the resources may be in place but the mechanisms are non-existent. Also, the study has indicated that strategic planning creates the framework that enhances devolved service delivery. Particularly, it increases coordination, decision making and information exchange at the county level. Additionally, stakeholder engagement has the potential to improve devolved service delivery. It not only improves communication but it also enhances legitimacy and provides more sustainable decision for the management of natural resources. Therefore, it is important for the county government to provide for financial and organizational resources for the county services. Specifically, there is need for leadership support and supervision to the county during projects implementation. There is need for the county governments to prepare plans and budgets with high level of participation and ownership of stakeholders. Specifically, stakeholders can be involved in all the policy processes right from problem formulation, agenda setting to implementation in an attempt to reduce resistance. However, future studies should consider more determinants of service delivery in county governments of Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Devolution is a decentralization tool aimed at improving good governance and giving more weight to the voices of the masses while improving their economic performance. Zalengera *et al.* (2020) observe that devolution has become a worldwide phenomenon; evidence indicated that countries are devolving functions having the intentions of improving the quality, availability and reliability of services, the transparency of public funds use and enhancing equitable distribution of resources and development projects. This in return creates service for development which is aimed at promoting a more stable environment. This observation is supported by World Bank (2013) that observes that investment in public projects is instrumental in driving development especially if it goes directly into infrastructure and essential services developments such as water, sanitation, healthcare, transport and education because of the inherent positive social impacts they bring with them. Therefore, devolution promotes good governance by giving the public more time to focus on active participation in legislative processes and public funds and project oversight, which increases transparency and accountability and enhances the promotion of the upholding of civil liberties and respect for the law. However, devolution is not in an island without challenges. Various factors determine its success; determinants decide the destiny of the devolution in any country that has newly set system of devolved governance.

There are several success stories from across the globe on devolution and its benefits to the political stability and development in the countries that apply it including the US, most countries in Europe, Scandinavia and Africa, and India (Omari, Kaburi, & Sewe 2012). In India devolution took on a more holistic approach that encompassed both the governance structures and its processes. This decision was advised by the need to realize both the letter and spirit of devolution by protecting the resulting shifts in power paradigms and resource management from possible political interference to maintain the status quo. Further, in their study they found out that

India's health devolution experiment was successful, because of the total transfer of powers and responsibilities to the grassroots.

In view of the above paragraph, it is evident that devolution is not always a success, in Philippines and Latin America, there was a significant failure of the system of government to an extent that the health sector was severely compromised and other developed functions. This could be due to failure to determine the determinants of devolution in such particular context (Woong & Yaccob, 2007).

In the understanding of Adek (2016) project implementation is not new in the devolved Government and this has been the only way of bringing the project that serve the people positively and leads to better co-existence in the society, infrastructural projects, education, mining projects, water projects, small and medium enterprise projects and general industrialization and among the services that every county government whether newly established or old is expected to perform. On the other hand, these services can only be realized if determinants such as county government legislative processes would improve their ability and capacity to leverage their revenue collections and management of funding by both the central government and devolved government so as to drive local development. Availability of the resources is also another key determinant. Without attention to these determinants, devolution will still remain a blue print in many African countries that are now in the process of implementation. While on other hand Ayuso (2011) showed that county leaders' accountability had great influence on services delivered as they were not accessible to citizens as expected among several counties in Kenya. The study also found that financial rate of flow, timely transfers and citizen participation in meetings greatly influenced county service delivery. As such, understanding the determinants of service delivery, as this determines the implementation of devolved system of government services. This will avoid the negative effects and straighten the way forward towards implementation of key functions. Hence a study as the present one will be a strategic so as to un-earth what impairs successful devolution in Kenya.

1.1.1 Global Perspective on Devolved Service Delivery

Bijotat (2013) re-joins that in Latin America, decentralization aimed to improve good governance and give more weight to the voices of the masses while in Eastern Europe it aimed to improve their economic performance. In East Asia, devolved units are characterized by an increased degree of independence that has improved their capacity to provide more impactful changes and developments for their people. In South Asia, devolution was introduced to improve inclusion and equity so as to promote reconciliation and peaceful coexistence amongst the different classes of its residents. In Europe early 1970's in United Kingdom, devolution came about as the result of increasing Scottish and Welsh agitation for more autonomy to run their affairs especially in politics and governance. The culmination of these uprisings came during the general elections of 1997 when decentralization of powers and roles took a center stage in campaign pledges and promises.

According to Cole (2012), public servants at Wales were actively involved in the devolution program because of the primary role they play in furthering devolution by improving public perception through the provision of quality and consistent services. In India's Kerala State, devolution came about out of the need to protect the rights of the weakest members of their society particularly because of the social dynamics promoted by the caste system (World Bank, 2013). As such, devolution sought to change the status quo and enhance the government's participation in the direct protection of the rights of all its citizens by improving the capacity of local government units to offer their publics better services and faster attention and response. These objectives were enshrined in the Kerala Panchayat Act of 1994 that aimed to work towards the increase of accountability and transparency in the running of governance roles and processes and the management of public funds and projects. It accomplished this by increasing the ease of and necessitating the inclusion of the public in all matters pertaining to governance and development by making the information on budgeting and planning on billboards across the state.

In Italy, devolution involves a rescaling of responsibilities or powers from the national to the regional political organization (Lobao, Martin, & Rodriguez-Pose,

2009). The actual form and politics of such rescaling will vary substantially between states, however, amounting to a radical transfer of powers and resources in some cases and a more modest and rhetorical shift of responsibility and service delivery in others (Cox, 2009). This underlines the need for researchers to be specific about precisely what is being rescaled or devolved in particular contexts.

In Germany, devolution grants the devolved governments the capacity to develop policies that are better tailored to the economic and social conditions of their areas, encouraging policy divergence through the introduction of ‘local solutions to local problems’ (Mackinnon, 2015). Moreover, Mackinnon (2015) indicated that devolution creates logic of inter-territorial comparison and competition, potentially resulting in policy learning and transfer as the different administrations monitor developments elsewhere, adopting successful or popular policies from other jurisdictions.

Recently, in Turkey, Yusoff, Sarjoon, Awang, and Efendi (2016) contends that in devolution, powers are transferred to autonomous units governed independently and separately without the direct control of central government, the units enjoy corporate status and powers to secure their own resources to perform their functions, the units maintain control over a recognized geographical area, devolution implies the need to develop local government institutions and it is an arrangement of reciprocal, mutually beneficial and coordinate relationship between central and local government.

1.1.2 Regional Perspective on Devolved Service Delivery

In Africa Bigambo (2013) provides a useful summary of how devolution has progressed in Africa as follows: Ethiopia in 1994, Uganda in 1995, Nigeria in 1999, South Africa in 1996 and Kenya in 2013. Many countries across the African continent are increasingly turning towards devolution because of its benefits in unifying and accommodating diversity, improving essential services infrastructure and inspiring higher development while ensuring equally high levels of good governance (Kauzya 2007). Empowering the public in governance increases the effectiveness of development project processes through the synergies that come

about from the diversity of ideas. In addition, their active involvement in project management processes increases their investment in the success of public projects and facilitates public oversight from the resulting better public understanding of the intricacies involved in implementation. As such, the dynamics of devolution often improve the sustainability of public projects because of the deliberate changes it makes to public governance and decision-making. By moving most decision-making powers closer to the people (through local councils), devolution improves a country's capacity and ability to develop strategic knowledge and competencies that improve the availability, quality and reliability of service delivery. In addition, the increasing knowledge and experience further work to enhance the improvements of the structures and models put in place to ensure they suit the exact circumstances of the area of implementation in order for a change on service delivery (Pollitt & Bouckaert, 2011). Devolution in Africa ensures good governance and effective service delivery (Expo, 2007). Therefore, for devolution to succeed in devolved service delivery, there must be adequate frameworks to regulate the relationship between the national government and the devolved units so that no roles and responsibilities are neglected.

There are several authors who have established that there exists a significant direct relationship between devolution and the effectiveness of service delivery and improvement through their investigations of the health sectors of their sample targets. In particular, Mchrorita (2006) observes that devolution in West African states and in Mozambique especially in primary healthcare decision-making has improved the quality, availability and reliability of essential medical services, such as immunizations, resulting in a significant reduction in infant mortality and morbidity. Similar conclusions are apparent in the Nigerian studies by Olowu and Wunsch (2004) and Majekodunmi (2012) who also conclude that because of the diminished capacity of the public sector, the primary role of devolution is to build up capacity and knowledge in its human resources. They, therefore, need to expressly conceptualize these in their action plans so that they come up with policies and frameworks that encourage more knowledge exchange and improve service delivery and efficiency. In a study done at Botswana, Sharma (2010) concluded that devolved units have to ensure proper management of public funds if they are to encourage

public trust and participation. Lapses in funds control and diligence result in pilferage and corruption that breaks public trust and reduces their level of participation because of the disillusionment that follows. The different historical dispensations of devolution in three different counties as reported by Jumal, Rotich and Mulongo (2014) is as follows: In South Africa, post-apartheid devolution took on a social approach that sought to rehabilitate personal relationships between the diverse public and rebuilding their environment. According to Bigambo (2013), the post genocide Rwanda devolution took on an economic rejuvenation approach that aimed to bring about reconciliation and social change by empowering people to increase their household incomes through trade and a robust economy. In Uganda, devolution sought to empower people at the basic governance unit, the local councils, because of the large number of people at the grassroots that felt neglected by the central government (Kauzya (2007). In Tanzania, devolving responsibilities and powers led to an increase in both the quality and availability of services and their delivery while promoting public goodwill through active participation (Lufunyo, 2014).

1.1.3 Local Perspective on Devolved Service Delivery

According to the World Bank (2015), in Kenya, devolution purposes to enhance allotment of wherewithal and allocation of schemes by taking away most of these decisions from the long-standing central government. It is expected that good governance structures will impact devolved service delivery and with the assistance of the private sector hence increasing job creation in the counties. In Kenya, Devolution began as early as 1999, (Mukabi, Barasa &Viola, 2015), although it officially came into existence 12 years later with the promulgation of the new constitution. There were several acts that were introduced in order to prepare the nation for devolution and to create frameworks for the handing over of responsibilities and roles and putting in place the mechanisms to fund them. The result was the creation of several agencies to oversee different aspects of devolution including local authorities, roads maintenance, increasing the reach of electric grids and increasing funding to the constituencies. Mukabi, Barasa and Viola (2015) stated that after the ouster of KANU (Kenya African National Union) by NARC (National

Alliance of Rainbow Coalition), Kenya's fight for change got a new lease on life as the new administration promised the development and delivery of a new constitution. However, the promise was only realized after the formation of the coalition government following the disputed outcome of the 2007 presidential election that outlined devolution in Chapter 11 which gave life and autonomy to the 47 counties (Constitution of Kenya, 2010). Devolution took shape 5 years ago in March with the general elections that saw the taking of office of 47 governors and county assemblies and the real work of setting up the backbones to ensure the smooth running and oversight of the devolved units (World Bank, 2015).

The new constitution uses the principles of devolution as its primary tool in strategy and policy development and evaluation because of the inherent benefits that approach has on addressing inequality and social and economic injustices (Khaunya, Wawire & Chepng'eno, 2015). The implications of these principles in creating paradigm shifts both in the lives of the publics and in the management of public resources are significant because of the close proximity to direct decision-making and oversight it gives the citizens. As such, not only can they steer development towards the issues that really matter to them, but they can also influence the level of service they receive by petitioning their representatives directly or by refusing to pass budgets through public participation forums.

According to World Bank (2015), the Acts that were enacted to ensure service delivery to the counties all enshrined public participation as their major driver for planning and oversight. They have provisions for active public involvement at all stages of development and legislative processes at both levels of government (county and national levels) which further improves the practicality, compatibility and sustainability of laws and projects.

The principles of devolution as outlined in the new constitution target the four aspects of the lives of the publics in the country with each having a direct effect on the other. Politically, it increases public interest and involvement in government constitution and management while improving the representation of previously under represented classes and groups. Socially, it increases the awareness and protection of

the rights of every individual regardless of their background, therefore, increasing their capacity to acknowledge and protect the rights of others. Economically, it improves trade by increasing the development of the infrastructure necessary to support it and encourage it such as the improvement of the reach and state of roads and expanding the electric grid. It also enhances good governance and financial transparency that stamps out corruption. Environmentally, it enhances the sustainable exploitation of natural resources to ensure their continuity and conservation for perpetuity.

Nyanjom (2011) deliberates that devolution will bring efficiency since devolved functions will enhance the effectiveness and sustainability of strategy and policy formulation processes. It plans to achieve this by developing systems and structures to manage the considerable amounts of information and physical flows that are involved and inherent in the process of moving power and roles from a centralized government to its devolved infants. Moving some roles and responsibilities from the national executive and legislative arms of government down to the counties, frees up more time and resources at the top for developing more high-level policies and strategies while improving service delivery by ensuring that services are adjusted to meet the unique needs of each county (World Bank, 2013). However, due to the large number of functions under the decentralization framework, devolution in Kenya faces an uphill balancing act by the counties to keep them from overstretching their resources and capacities and reduce the gains and development of devolution (Constitution, 2010).

1.1.4 County Governments in Kenya

The adoption of the Constitution of Kenya in 2010 and the county authorities shape in Kenya become embraced with excessive expectancies of desirable governance and overly accurate performance due to the decentralized authorities. It's miles large to word that decentralization in government and political systems rests on the statement that, with the empowerment and democratization of the neighborhood political our bodies, institutions become accountable to the neighborhood residents and serve their wishes as it should be (babatunde & emem, 2015). The constitution of Kenya creates

47 (47) county governments. This number is based at the delineation of administrative districts as created below the provinces and districts act of 1992.

This was a shift in terms of governance in Kenya from the previous system of centralized governments. The highest expectations of Kenyans and the leadership is that devolution will condense poverty, tackle disparities among minorities groups, increase responsiveness, accountability by government to its citizens and increase economic growth per county. These include developing and encouraging accountability and transparency in politics that fosters an environment where the public takes pride in active participation and involvement in public affairs and civil societies actively participate in awareness creation and the pursuit of justice and equity. However devolved service has faced challenges in implementation, according to World Bank (2015), with the major problems being the result of poor accountability frameworks that reduce transparency and public trust in the whole system. As a result, many disenfranchised groups find themselves faced with policies that they have very little control over how they are developed or implemented. In a study done by the World Bank (2012), Kenya devolution was found to be an ambitious program by international standards, implementing the transition from a centralized system to devolved government at one go including an overhaul of all the national structures and systems poses a national challenge.

1.2 Statement of the Problem

There has been an increasing surge in the revamping of public sectors structures and frameworks in developing countries particularly in Africa in recent years with many nations pumping in billions into the endeavor. However, despite the significant amount of resources that have gone into these processes, most of them have little to show by way of streamlining their structures to ensure leaner more efficient operations (Willis, 2005). It's almost five years since the county governments were enacted, a lot of money is being pumped to the counties and bringing of services closer to the people is yet to be seen despite the relatively high support that has been seen from the National government (auditor general report, 2019). According to Mukabi, Barasa and Viola (2015), most leaders heading the major dockets in the

counties lack adequate skills and experience to run these functions effectively and, in many cases, also have partisan interests resulting in the failure to deliver devolved services effectively. The Kenyan Human Right Commission Report of (2015) discussed the power struggles affecting devolution mainly through its leadership and poor understanding of the roles and responsibilities of the various parts of the new system and what is required of them by law resulting in a lot of mistrust and frustrations that further deprive the public of important services.

In a report by the World Bank (2015), majority of the counties are still struggling to understand how to leverage their funds between development and operations, resulting in the slower implementation of the former. As a result, despite this being the second term under devolution, most people are yet to feel its impacts apart from the little projects still under the National government and those made possible through grants programs. The county governments that have meet the threshold level are Wajir, Turkana, Bomet, Machakos, Muranga, Homabay, West Pokot, Trans Nzoia, Kisii, Nyamira and Kwale counties. These counties are also at the top of the best performer lists in service delivery in most basic services functions such as healthcare, education and infrastructure. The remaining 37 out of 47 (78.7 %), development projects are scanty and the development funds are being converted to operational budgets. The same counties are facing leadership wrangles between elected leaders and this affects devolved service delivery to the citizens, (World Bank, 2015). A lot of expectations has been put on devolution and it is seen as a game changer in development, governance and inclusion by many people in Kenya and indeed the East African region as evidenced by the increasing agitation for, and expectation of, quality services.

The few studies done locally (Wagana, 2014) were not exhaustive in investigating the effect of governance decentralization on service delivery. The study done by Savange and Lumbasi, (2016) suffered conceptual gaps since it concentrated on two counties only and covering education and health sector while the focus of the current study is on eight counties. This study aims to explore the gaps in previous studies on the factors that affect devolution and its realization in devolved service delivery in Kenyan counties.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to examine determinants of delivery of devolved services in selected counties in Kenya.

1.3.2 Specific Objectives

The specific objectives of the study were to:

1. To establish the effect of management support on the delivery of devolved services in selected counties in Kenya.
2. To ascertain the effect of financial resources on the delivery of devolved services in selected counties in Kenya.
3. To establish the effect of strategic planning on the delivery of devolved services in selected counties in Kenya.
4. To evaluate the effect of stakeholder engagement on the delivery of devolved services in selected counties in Kenya.
5. To examine the moderating effect of legal framework on the between relationship determinants of delivery of devolved services and delivery of devolved services in selected counties in Kenya.

1.4 Hypotheses of the Study

The following hypotheses were tested:

H₀₁: Management support does not have a significant effect on the delivery of devolved services in selected counties in Kenya.

H₀₂: Financial resources do not have a significant effect on the delivery of devolved services in selected counties in Kenya.

H₀₃: Strategic planning does not have a significant effect on the delivery of devolved services in selected counties in Kenya.

H04: Stakeholder engagement does not have a significant effect on the delivery of devolved services in selected counties in Kenya.

H05: Legal framework does not moderate the relationship between determinants of delivery of devolved services and delivery of devolved services in selected counties in Kenya.

1.5 Justification of the Study

While there are many success stories on devolution across the globe, there is relatively little background information on its effects on devolved service delivery (World Bank, 2012). In addition, although there is a lot of evidence that it improves governance and distribution of resources, the low local public interest alignment of most of the resulting projects, particularly in developing countries, is indicative of a significant gap in devolution knowledge. There is even lesser knowledge on the effects of devolution in Kenya partly because of its relative novelty, and largely because of poor records prompted by both a lack of adequate capacity in the officers running most functions and the blatant disregard for policy by some officers with selfish partisan motives. As such, such officers will subvert the spirit of devolution by denying the public of their right to participate in civil processes and only using their friends as evidence of forum attendance. Hence there is a lot that can be learnt from the implementation of devolution in Kenya especially as it offers a lot of insights into the learning curves that are inherent in the implementation of a new system of governance.

1.5.1 Citizens

Based on the philosophical approach, this research is determined to offer a complete comprehension of devolution practices that influence devolved service delivery to citizenship from the individual level at selected counties and stakeholders in Kenya. The study is important especially on the new enacted new system of county government that was implemented in 2013 and a study on service delivery in this segment of devolution is yet to be done therefore will help improve devolved service delivery in the counties. Devolved services have been received in sub counties with

appreciation due to benefits to the citizens therefore the study will assist citizens in attending public participations forums for their own gain.

1.5.2 Other Counties

The findings from this study will help counties develop effective service delivery practices that will improve facilitation in conducting business and therefore winning citizen confidence. The positive improvement and commitment will lead to enhanced county competitive advantage and improved service delivery.

1.5.3 Policy Makers

Every County needs to maintain its long-term effectiveness through its leadership, strategic planning, resource allocation, continuous performance management and partner inclusion. Service provision to countrymen is the most crucial element and is well suited to achieving sustainable county performance. Therefore this research will demonstrate a model for devising protocol since it will identify several red tapes that bear a good influence on service provision in devolution.

1.5.4 The Students and Scholars

The idea of devolution has become popular among numerous researchers and experts recently in the past. Regardless of this fact, there is barely enough publications on the relationship between regressed service within zones and devolution. As such the discoveries from this research intend to reduce the discrepancies and allow for furthers studies.

1.6 Scope of the Study

The scope of devolution is a wide and far-reaching covering element like service delivery, policy making and governance. For purposes of this study, the main focus is service delivery improvement of citizens' wellbeing. This pertains to management support, financial resources, strategic planning, and stakeholder engagement. These variables significantly contribute in shaping up devolved service delivery in the counties. Legal framework is considered as a moderating variable while devolved service delivery is the response variable.

The study adopted a mixed method approach. A set of questionnaires was used, the sample comprised of a population of 384 employees selected from eight counties as follows: Mombasa, Garissa, Embu, Nyeri, Nakuru, Kakamega, Kisumu, and Nairobi. The pilot study was at Machakos County. The targeted principal are persons responsible for devolved service delivery implementation and has included senior county official in order to provide views concerning devolution and devolved service delivery.

1.7 Limitations of the Study

This study makes significant contributions to academic knowledge research and practices on determinants of delivery of devolved services in selected counties in Kenya .However, there are limitations that provide for further research opportunities experienced at the empirical stage of study.

1.7.1 Methodological Limitations

The limitations of this study are largely related to the methodologies used. The limitations of this research covered only eight counties that were easier to reach due to logistics therefore the data collected is only relevant to this part of the total population. Moreover, this study emphasized more of quantitative approach rather than qualitative and was limited only to four determinants of devolved service delivery.

1.7.2 Reluctant to Provide Information

A good number of the county staff were reluctant to fill in the questionnaire on time, some were busy in meetings and others were attending various seminars at Nairobi. Permission was also needed to be granted by the county secretary, some delayed in granting the authority letter. The researcher however, convinced them with a promise to keep all information confidential. Also, to address this, the researcher made sure that management is in support such as governors of the outcome of the research to be able to make target employees in giving information for research purposes

1.7.3 Fear of Information Privacy

Finally, study participants were reluctant in filling the questionnaire because of fear that the information might be revealed to other counties and the national government to deny them further funds, however these fears were countered by assuring them that the information they give was to solely utilized for academic purpose and this was boosted by the letter authorizing collection of data from the University.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section demonstrates the preface of the whole chapter, scrutinize the related notions and present ideas that are in line with the topic of discussion which entails the structure on the concept of devolution and service delivery with investigation of the scientific publications in line with this research.

2.2 Theoretical Framework

The theoretical framework provides background information to support the assumptions and arguments made in pursuit of the objectives of this paper. It establishes the framework on which the different aspects necessary to validate the opinions set forward to set the stage for getting answers to the questions guiding this research (Eisenhart, 1991). It also shows the relationship between this study and previous works and studies that is instrumental in establishing gaps and areas of potential research (Lovitts, 2005). These relationships come out through the linkage of the theories, models and established literature and best practices in its implementation of devolution on service delivery across the globe. The management theories implementation increases organizational productivity and quality devolved service delivery

2.2.1 Contingency Theory of Management

Fayol (1916); Mintzbert (1973); Katz (1974); Koontz (1984) elucidate that the theory of Management offers a reasonable argument in favour of the rise of emergency management theory using the procedure of management from planning, organizing, leading and controlling. The theory of Contingency is an outlook to the assessment of institutional practise where, reasons are presented as to how conditional aspects such as culture, telecommunications and the outward surroundings affect the operation and structure of institutions. The premise behind the theory of contingency is that not one type of organisational model is fitting to all institutions. Instead,

company performance relies on a match between the type of infrastructure, provisional instability and the company capacity, the elements of the company structure and its data framework.

The premises of Contingency rose from the sociological functionalist theories of institution structure for instance the systemic tactics to institutional research by Reid and Smith (2000), Chenhall, (2003) and Woods (2009). These enquiries demonstrated that the system of an establishment was dependent on circumstantial elements like the capacity of the institution, telecommunication and facets of task surrounding. The contingency theory is focused on comprehending the core linkages existing between an establishment and its surrounding that impacts the establishment's sustenance. The various but interconnected institutional structures experience varying ecological states, which allow each to secure a place in a sequence between a natural or automatic orientation. Based on Burrell & Morgan (2001), the situation influences how "operational subsystems" like functions, directorial, human or strategic control structure are tailored to match the requisites of the surrounding.

As mentioned in the past, enquiries on contingency theory show that institutional results come about because of a resonance between two or more elements. Van de Ven and Drazin (1985) break down the idea of a match in three ways; interaction, systems and selection. In the selection viewpoint, the understanding of fit was that, in the case where an establishment needs to enhance performance, it is mandatory for it to take up the features of its organizational background. In line with this school of thought, institutional model is effected by institutional background. A number of past contingency enquiries took up this mind set to investigate the relations between institutional design and context but failed to assess the effectiveness of the institution.

As attested by Dewar and Hage, (1978), using this idea, technology and task were elaborated in two ways. Other scholars like Freeman (1973) analysed technology as a dependent attribute. These scholars discovered that there was a strong link between several attributes of technology and structure in the institution (Marsh and Manari,

1981). Nonetheless these enquire failed to shed a light o proof of whether various sorts of structures in several tasks or technological situations were successful. Number two, fit is discerned as an exchange impact of institutional structure and context on effectiveness, for instance (Khandwalla, 1977; Van de Ven and Ferry, 1980). Khandwalla (1977), discovered that for successful companies, the linkage between delegations, technology, structural fundamentals of vertical incorporation, power and refinement of control structure were of higher value than for unsuccessful companies.

Nevertheless, in these enquiries, the variations in the relationship between situation and model in the top and worst performing firms were not important. In addition, these research failed to demonstrate whether the exchanges between design and context were successful. Third, a different look into the contingency theory works in terms of fit into the systems outlook. Based on the systems theory, one can comprehend institutional model only by analysing the functionality level, contingencies and structural options of a firm all at the same time. Another mondset is that of fit in the systems approach. According to (Van de Ven and Drazin, 1985), it is referred to as equifinality and it suggests that there is no perfect route in the selection, exchanges and pattern application to fit. Several and equally successful options may exist. Van de Ven and Drazin (1985) implied that research on contingency should be developed.

The contingency theory of management provides the tools for assessing organizational behaviour by providing insights on how the different external factors affect it and its constituent parts (Islam and Hui, 2012). The intricate relationship between organizational behaviour and its leadership and performance necessitate an active development and evaluation of strategies and policies to ensure organizational flexibility and sustainability.

The contingency theory of Management was developed by Fred Fiedler in 1964 and discussed that organization can be classified into three variables. First, the presence of structures and frameworks enhances the effectiveness of leadership and governance because of the well-defined roles and responsibilities of all players in an

organization. As such, it facilitates evaluation and monitoring of the performance of all processes and relationships. Second, active strategy management is instrumental in ensuring that an organization remains effective and sustainable in the face of a dynamic operating environment especially if the size of its operations is considerable. Larger structures increase an organization's contact points with different elements and factors both internally and externally and, therefore, require a more active performance management than their smaller counterparts. Last, is the evaluation of managers using a fielder's contingency theory measurement tool this is by measuring if the line managers are task-oriented or relationship-oriented. According to Khan (2016), for leadership to be effective and flexible, it should keep adjusting to the changes in its organization's operating environment and the needs of the organization itself. As such, leadership styles must evolve together with their organizations and environments or else run the risk of obsolescence and ineffectiveness. The constitutions of Kenya of 2010 create devolved government in order to bring in services closer to the people of Kenya. However, citizens are still having challenges in getting some basic services through the devolved functions. Therefore, these calls for change of strategies by county management including putting contingency measures in place to ensure devolved services are implemented as per the constitution of 2010.

2.2.2 Systems Theory

Bertalanffy (1983), a biologist who came up with the theory of systems described a system as a collection of items or constituents that interconnect with each other to form a whole. The system theory sees an establishment as a social entity formed by people who work together in a formal set up, gathering resources, individuals and capital from their surroundings. This rationale is built on the idea that directors should be centered on the duty of each section of the company instead of tackling individual sections separately. The rationale insists that an establishment does not exist solely but rather it relies on the surroundings.

Systems theory takes into fact that the whole world is a pyramid of interrelated systems. A system is made up of aspects connected in a specific structure or manner.

As such they can have common impact and transformation in one aspect affects the rest, depending on the connection manner (Richard, 2000). The above theory has been used to study modelling and control of the Purchasing and supplier network in an e-logistics environment by using a system to increase the understanding by both academics and practitioners of how to best design, implement and manage supply chain systems. This theory is therefore a framework with which we can investigate phenomena from a holistic approach (Barrett, 2010).

Altering a part of the network always impacts other sections of the whole network, with estimated variations in conduct based on the systems theory, built-in online tendering in various companies is viewed to be a framework developed meticulously from a fundamental and an organized assessment of a Program that is viewed as a network constituting four facets of Contexts, Inputs, Processes, and Products (CIPP). The E-tendering and Program system are viewed as concerted and in order to be completely and operationally interfaced in regards to program features to be concentrated on measures to be employed in reviewing and examining progress within the features. The built-in e-tendering technologies can be optimized by procuring entities in order to enable efficient use of resources to enhance the capacity of the disadvantaged groups in engaging in government business opportunities.

Data is employed at once at the tier where it is formulated and then passed to the top. (Bottom-up) for the purpose of classification, investigation, interpretation and application at every consecutive stage and it is in essence for management at the foremost to articulate its plans and commitment to the technology and what is expected from the technology for example improving procurement processes. Indeed it is a double flow of data, since response from the top is then passed down to the tiers below (Top-Down), currently saturated with a bigger point of view (Bhola 1990, 1995a, 1998a; Chapman & Mahlek 1993; Lind 1996).

Systems theory is a tool that helps in understanding the relationships between the different autonomous elements and functions of an entity whose different parts work towards a singular goal, such as an organization. While each unit has its goals and

targets according to the roles it plays and the responsibilities it holds, when all their efforts are brought together they give shape to the overall organizational goals, mission and vision (Tanuja, 2015). The key to enhancing the overall organizational progress, therefore, lies in improving communication channels amongst the different units to enhance coordination and collaboration. In addition, it enhances performance management within individual units that increases their performance, the synergies of which are instrumental in improving overall goal attainment and both the efficiency of the organization and the sustainability of its competitive advantages. Also, it improves the organizations ability and capacity to interact with its external environments because of the increasing influence they have on its structures, systems and processes (Bertalanffy, 1940). System theory rationale is based on mindfulness and appreciating the system's vitality, its operation and impact on the functions and their results. Logistics companies are aptly seen as service delivery institutions. Industries begin with fresh ingredients, take them through procedures and achieve an end product. There are ingredient requisites. There is as well a protocol requirement, protocol facilities, protocol measures and eventual trying out of the commodity. According to (Juran & Gryna, 1980). Okwiri (2013) a framework for administration contains the collective of processes, frameworks and schemes that administer institutional sections that is materials, yields and the evaluation. It is well believed that by employing this school of thought, the expected continuous adjustment through a series of transacting commodities to and from the institution's territory is enabled. The theory of systems confers that agreements reached in one sector influence other sectors.

Devolved service delivery is a system and each system in the devolved structure must fulfil specified demands on interaction with other systems like the central government, citizen and other implementing agencies.

2.2.3 Theory X and Theory Y

A theory based on human behavior at work was developed by Douglas McGregor he based them on two variables with an array of probabilities in between theory X and Y was introduced. McGregor (1985) claims that a conventional institutional with a

centralized ruling procedure and a chain of command, is rooted in speculations about intrinsic qualities of people and drive. These speculations are referred to by McGregor as Theory of X and take into account that most people need guidance, they do not want to be accountable and primarily place value on security. Furthermore, this idea posits that individuals are driven by monetary rewards as well as the fear of retribution. Directors who take up this premise are likely to micromanage their staff since they are inclined to believe that outside manipulation is a required when handling unruly people.

He went further to describe both theories and noted that theory X employees were individuals who had no goal, did not like to be accountable for their actions, preferred to be directed on all issues in the work place and they favoured a safe and protected work environment. These employees work has to be constantly monitored and a management style of control and punishment was to be used to achieve the organizations mandate. On the other hand, the theory Y Employees are characterized as make an exertion to deliver their targets at work, they have no issue when given duties. Work can be considered as a source of punishment or satisfaction by the employee who seeks accountability of their targets. It is therefore prudent to note that theory X employees are motivated by rewards to achieve the organizations goal and mandate while on the other hand theory Y are committed and do not need incentives to do their work well. It is a challenge to management to create a work environment and way of life that develops their talents and broad resourceful ideas (McGregor 1985).

Theory X and theory Y are tools for examining the influence of manager expectations and perceptions on the things that motivate their employees to perform better influences their style of leadership and decision-making (McGregor, 1960). It bases its arguments on the classifications of employees as being largely based either on those who are inherently self-motivated (theory y) and those that are not (theory x). Typically, managers use this understanding to apply different techniques to the different groups of their staff. The self-motivated employees require more autonomy and space to carry out their tasks and deliver on their roles and responsibilities. The

other group functions better when there are strong motivators such as rewards and punishments.

Theory Y is an inclusive approach to administration which stands by the idea that individuals tend to behave independently and with discipline in the attainment of company goals to the extent of being devoted to those goals. As affirmed by Tim Hindle (2003) Its administrations core duty in such a structure to enhance that dedication. Theory X and Theory Y differ in many ways. Instead of going by the notion that personnel need exerted force for them to what the top leadership requires and that at no point will the staff will perform effectively under their own prerogative, Theory Y is based on the premise that staff performance Is enhanced when their offered independence when given assignments. Going by theory Y, personnel are willing to execute their responsibilities and even the success gained thereafter is a strong drive. Furthermore the staff will look for more challenges and opportunities to enhance their performance. In line with Charles M. Carson (2005) theory Y by McGregor falls relevant in the history of management and lobbied a heightened awareness of management's responsibility for the human side of employer-employee relations.

Theory Y encourages decentralization of authority, in this case is the transfer of duties form centralized system to the devolved unit. Teamwork and participative decision making in a devolved government ensures devolved service delivery. It also looks at how an organization can tap into an employee's personal goals and ambitions to increase its own achievement of success.

The backbone of these theories is on helping employees deliver value for their organizations by working to increase their ability and capacity to deliver better quality services. It is especially important as global business operating environments become increasingly volatile and unpredictable due to the fast changes in the factors that build them up. It also advocates for active surveillance because it enhances early detection of changes in both the conditions in their environment and organizational performance, therefore, providing the business with enough information to formulate practical and sustainable interventions. As such, it offers this study the tools and

insights into looking at the effects of management support on devolved service delivery.

2.2.4 Resource Based Theory

The study adopted Resource Based Theory of Competitive Advantage as postulated by Wernerfelt (1984) and was expounded by Barney (1991) who expresses that institution's resources include comprises assets, capacities, activities, institution qualities, information or data, and awareness among others. The theory was later adopted by Robert M. Grant (2001) in his attempt to describe the resource mobilization approaches for development. According to this theory, "strategy" is described as the comparison that a business creates between its in-house revenues and abilities and the prospects and threats by its exterior setting. In the context of the current study the county governments may be observed as an organization that has a revenue base that should be effectively and efficiently exploited to appreciate development. For this to be achieved, effective revenue mobilization methods must be put in place. The Resource-Based (RB) Theory, by distinction, can be understood as an "inside-out" method of approach creation.

The theory emphasizes on formulating a strategy as a way of mobilizing resources for example revenue. The theory states that the capability of a firm's incomes and competencies to support a maintainable competitive gain is necessary to the time-frame of the firm's strategic planning process. This implies that county governments should have suitable revenue mobilization strategies and approaches in order to appreciate development. The theory further advances on ascertaining the most profitable strategies in order to minimize cost consequence and enhance productivity and efficacy. For instance, Grant (2001) contends that designing the policy about the most analytically important incomes and competencies limits a firm's strategic range to those undertakings where it keeps a perfect competitive advantage. This implies that counties ought to recognize and invest more in revenues that are more profitable to give them a competitive advantage. Moreover, the most effective revenue mobilization approaches should be embraced. Thus, it is therefore beside this contextual foundation that this study sought to evaluate revenue mobilization

approaches in counties in the North Rift region. The study findings were to help identify the most suitable revenue mobilization approaches for performance of devolved governments.

Resource management is a key factor in the success of any entity and forms the basis of the resource-based theory. Since the success of devolution lies in the counties' ability and capacity to manage their resources effectively so as to improve service delivery, economic and social development and improve local revenue generation and collection, this theory provides the tools to evaluate its performance. In addition, it provides a framework to enhance efficiency in project and program management in the counties so that they can better manage their priorities and expectations (Wernerfelt, 1984). It also gives organizations the tools to assess their relationships with their external environments more objectively by providing comprehensive information on the physical and information resource flows involved in the processes.

As such, the theory advocates for the cultivation of both strategic resources and the means of exploiting them efficiently to increase the attainment of organizational set goals because it increases a firm's competitiveness organically (Alvarez & Busenitz 2007). Therefore, by understanding the resources available to an organization and how they can be leveraged to enhance goal attainment, counties can improve their performance and impact at the same time (Greene, Brush, & Brown, 2015). Companies need to understand their process flows intimately if they are to develop sound plans and allocate their resources in ways that enhance their conversion and reduce wastage (Stacey, 2011). It, therefore, plays an instrumental role in establishing how counties generate and employ their financial resources to improve the position of their other resources (human capital, organizational and technological) and as a result improve their attainment of the goals of devolution (Barney & Hesterly, 2012). It is, therefore, an important tool in innovating for sustainability which is a key element in enhancing the continuity of devolution.

While tangible resources are important to an organization's successful attainment of its set goals, its intangible resources are especially instrumental in enhancing its

performance and ensuring its development of sustainable competitive advantages (Wu, 2010). In addition, the intangible resources are what gives an organization its personality and sets it apart from others in its space. In this case, it can play a key role in helping the different counties to differentiate their development and economic programs to increase synergies and encourage trade between them. Having unique structures, processes and products also increases an organization’s importance in the success of others in its ecosystem and increases its direct business to business transactions making it more cost effective. Also, the theory argues that organizations are better off developing the capacity of their internal resources because they offer it the best chance of high flexibility. This theory is, therefore, important in furthering this study’s investigations on the effects of devolution on service delivery by allowing it to have a more holistic perspective of the definition of resources and their implications on both performance and impact.

The following model explains RBV and emphasizes the key points of it.

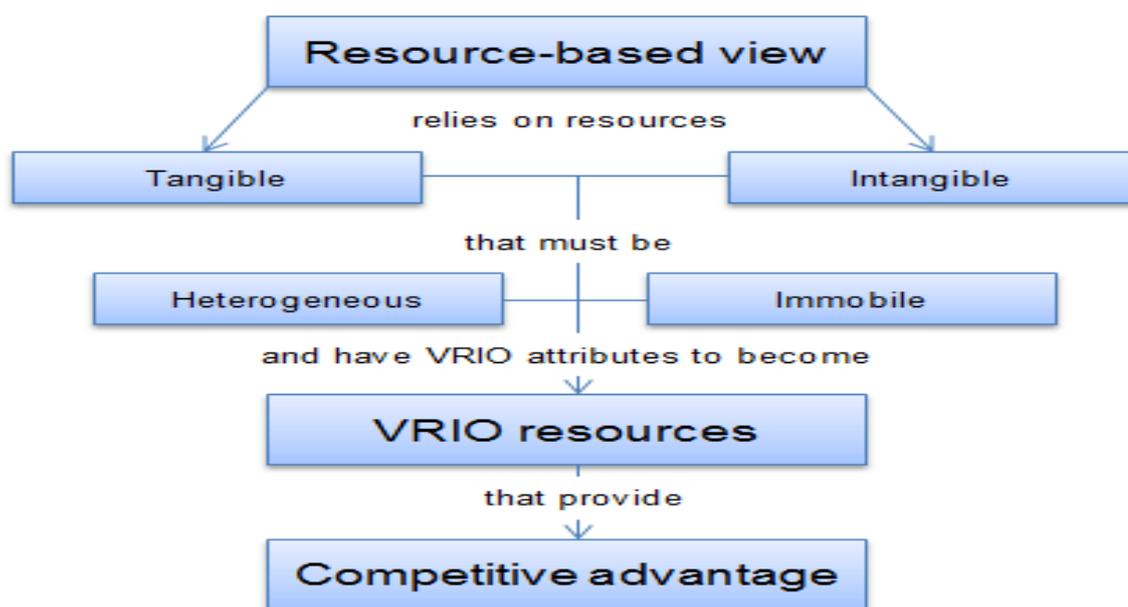


Figure 2.1: Resource Based Model

2.2.5 Theory of Decentralization

Decentralization contributes to good decision-making because of the different perspectives that involving more stakeholders brings to an endeavor. In addition,

because of the increased ease of access to performance data, it improves oversight and performance management which improves accountability significantly. As a result, it leads to the improvement of good governance in organizations by making processes and functions more transparent. The theory helps in evaluating the performance of devolution by looking at how the decentralized roles and responsibilities perform under their new management to establish the deviations between the expected projections and the actual results.

The theory further makes arguments of the need to incorporate political and organization goodwill if decentralization is to succeed because of the intricate relationship they have on decision-making and performance management (Okorley, 2007). They also have a direct influence on the human aspects of devolution and public participation because of their influence on culture (Peterman, Behrman & Quisumbing, 2010).

The figure below depicts the souffle theory of decentralization.

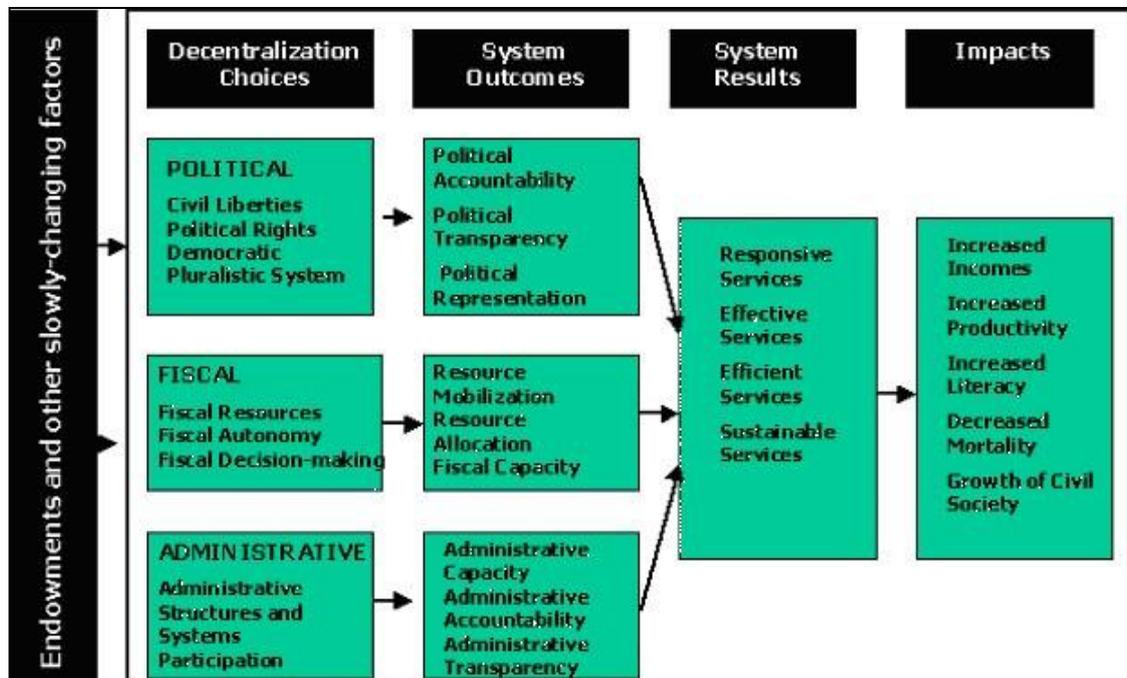


Figure 2.2: The Souffle Theory of Decentralization

This theory was initially proposed by Falleti, (2004) who stated that decentralization is a set of state developments. Consequently, decentralization does not comprise transfers of authority to non-state parties. Finally, as demonstrated, changes in decentralization can occur in monitored as well as independent models, this therefore suggests that the premises of democratization and decentralization should not be separated. Falleti provides three criteria of decentralization red tape. They include, political, administrative and fiscal depending on the intrinsic qualities of the power decentralized. Decentralization within the government constitutes a collection of protocols that transfer the management and provision of social services such as education, health, social well-being, or housing to lower levels of governments.

Authoritative decentralization may involve the devolution of basic leadership power over these arrangements, although not a crucial situation. In a case where proceeds are conveyed from the middle ground to cater for the establishment's spending and delivery of social services, authoritative decentralization is championed. Just in case the local governments meet the organization's expenditure and delivery of reallocated services with their own prior incomes, authoritative decentralization is not supported financially.

Fiscal decentralization can be defined as a collection of guidelines formulated to boost the returns or fiscal the independence of local governments. Fiscal decentralization guidelines can simulate various organizational ways. A rise in the number of transactions from the national government, the devolution of tax control that was initially statewide, the formation of new local levies are all forms of fiscal decentralization.

Political decentralization is the provision of determined adjustments and appropriate reforms aimed at creating new or taking up current but unproductive areas for the articulation of local government concerns. Approaches for political decentralization are also aimed at delegating constituent potential to local executives. Regarding the results of each form of decentralization, it was speculated by Falleti (2004) that authoritative decentralization would bear either good or bad impact on the independence of local leaders. Just in case authoritative decentralization enhances

local and state administrations, encourages training of local authorities, or encourages learning through the act of conveying new duties, it will probably expand the hierarchical limits of sub-national governments.

The hypothesis is identified with the study by asserting that, if regulatory decentralization happens without the transfer of assets, this change may reduce the independence of sub-national authorities, who will be more subject to consequent national financial transfers or sub-national obligation for the conveyance of public services. Essentially, monetary decentralization can have either a positive or negative effect on the level of self-sufficiency at the sub-national level.

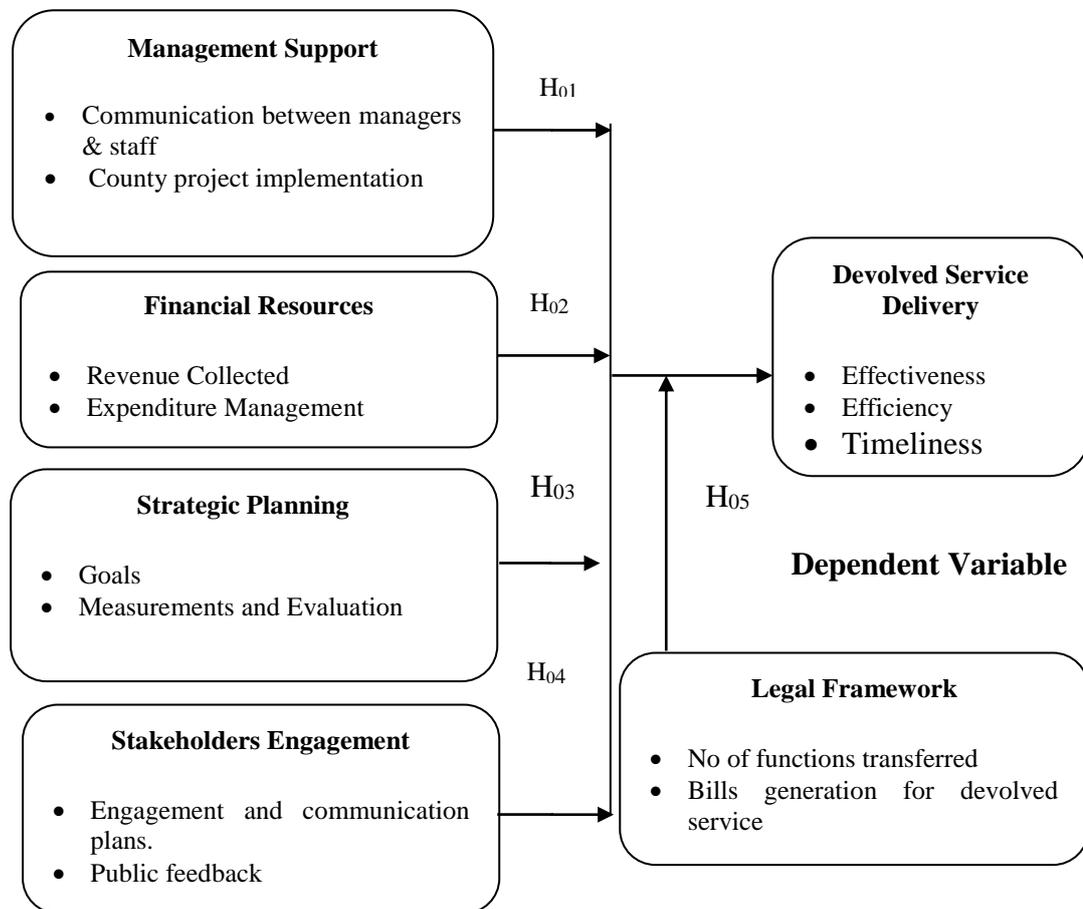
The outcome will depend to a great extent on the plan of the financial decentralization approach actualized. Larger amounts of programmed transfers enhance the independence of county authorities since they take advantage from more elevated amounts of assets without being in charge of the expenses of collecting those incomes. Unexpectedly, the designation of taxation authority to sub-national units that do not have the regulatory ability to mobilize new taxes can set genuine imperatives on the local spending plans, and enhance the reliance of the local authorities on the transfers from the middle.

The theory of decentralization is relevant to the current study as it ensures good governance and the improvement of services. Service improvements must be aligned with the needs of their beneficiaries or run the risk of failing to create valuable and sustainable impacts. Projects that fail this test often end up unused and dilapidated or vandalised causing significant losses for the organizations that implemented them. Devolution, therefore, offers the tools to tackle both these pre-existing problems and challenges in Kenya.

2.3 Conceptual Framework

Conceptual frameworks are visual representations of the relationships between the various building blocks of a study and its arguments (Mugenda & Mugenda, 2003). The dependent variable is devolved service delivery in terms of measure of outputs. The independent variables are management support, financial

resources, strategic planning and stakeholders engagement, while the moderating variable is legal framework. The study used mixed methods interviews, questionnaire and analyze it to find out which independent variable contributes most to devolved service delivery significantly.



Independent Variables

Moderating Variable

Figure 2.3: Conceptual Framework diagram

2.3.1 Management Support

Management support is a prerequisite for effective and quality service delivery because it sets the tone for the standardization of products and services (Lodorfos, 2015). Therefore, management support will shape organizations and provides enabling environment for effective devolved service delivery. As such, for any organization to effectively make changes in its structures, systems and processes, it has to ensure that all its top management are for the change because of the trickle-down effect top management endorsement has (Heathfield, 2018). Most

organizations face challenges and problems in their implementation of changes because of resistance from their decision makers that reduces its uptake down the rank and file and in most cases disgruntlement among top management results in the rejection of changes.

Devolved system leadership should develop a clear vision of the expectations of the new system and how they expect to reach that desired goal if they are to influence the strong following of their staff and publics. It is especially important that the vision development takes on a dimension that is greater than that of either the leaders or their publics and not just what the latter want to hear. Developing a vision that transcends the short-term expectations and challenges in society gives counties more bandwidth to innovate changes and improvements that should improve the quality of life of their people significantly and sustainably. In addition, it provides it with considerable opportunities for knowledge development that improve the ownership of the resulting new systems and interventions (Heathfield, 2018).

2.3.2 Financial Resource

Financial resources are the lifeblood that keeps projects alive and counties must device adequate procedures to ensure high revenue collections and advocate for the improvement of national allocation policies to ensure early disbursement of county allocations (Stacey, 2011). They should also institute adequate control mechanisms to stamp out corruption and fraud, therefore, reducing the amount of wastage of public funds and improving their investment in beneficial projects (Peters, Elmendorf, Kandola & Chellaraj, 2000).

The devolved units created in the 2010 constitution took shape after the 2013 general elections where the first draft of county chiefs was included in the polls. As per the laws creating them, these units are allocated a percentage of the national revenue collections from the exchequer. However, they are also required to mobilize funds by improving their revenue collection structures for the fees they charge for the provision of utility services such as parking fees and land rates. The allocations from the Treasury also take into consideration the extenuating factors of some counties that have extremely poor infrastructure and gives them more funds (Kimenyi, 2015).

Revenue allocation is determined by the Kenya Commission on Revenue Allocation (CRA) that is mandated with leveraging the national revenue distribution between the National and County governments. Balancing the allocations between these two levels of government is key to enhancing their service delivery and development and ensure the smooth running of devolution. It is also instrumental in the determination of areas that require more resources to bring their structures to acceptable levels and making arrangements to facilitate the disbursement of extra special funds. The commission also takes into consideration the fixed costs associated with the running of county functions and roles when calculating the resource allocations to the devolved units to ensure their success (Heathfield, 2018).

However, there is a lot of growing concern over the practicality of this model because of the delicate balancing acts involved in juggling the needs of both levels of government. There is also an increasing understanding that the success of devolution was not only about the decentralization of resources, roles and responsibilities, but about the capacity of the devolved units to adequately manage these resources to develop social and economic impact projects. Counties have to move past their teething problems and find ways to leverage their resources more towards development projects to improve their cost efficiencies under the prevailing high fixed costs (Kimenyi, 2015).

The idea that developing countries are fundamentally poor and therefore unable to mobilize consistently their internal revenues, has led to a systematic dependency to external sources, particularly aid. This has made most African countries to remain less independent and survive at the mercies of the donor countries. However, policy makers in most African countries have shifted their attention towards the mobilization of Domestic Revenues. According to Policy Research Report (2012), two factors have contributed to this trend, first, reliance on external sources is likely to cause overdependence and distort the pattern of socio-economic development. Second, even if characterized by generally low levels of per capita income, several developing countries (among them are most African countries) have a considerable potentiality of domestic revenues that can be put to good use to finance development. Aniket and Yiagadeesem (2010) argued that domestic revenues are a necessary

complement and that external revenues will not be enough to meet financing needs associated with Millennium Development Goals and also to sustain developmental performance beyond 2015. There is therefore need for countries to efficiently and effectively utilize the locally available revenues rather than relying on aid.

Local governments usually provide managerial, financial, and other communal services and amenities to local citizens. In highly unitary centralized countries, such as France and Great Britain, local governments enjoy only limited control, in the region of starting and actualizing plans, as a consequence of deficient finances and absence of self-sufficiency. In spite of the fact that the decentralization procedure has been viewed by many as an essential supporting device for national democracy and advancement, local gatherings are not well fitted to oppose any infringement by the central government (Nalag, 2009).

A broadly discovered property for local government income frameworks in Africa is the enormous number of income instruments being used by local authorities (Bahigwa *et al.*, 2010). Various local governments intend to mobilize incomes through raising taxes, expenses and charges they are fit for mobilizing regularly, without agonizing unnecessarily over the monetary distortions and distribution impacts that these instruments may make (Brosio, 2008).

In Sub-Saharan Africa, enhancing tax collection to address formative issues is one of the principle challenges confronting the area (Gupta & Tareq, 2008). The normal tax to GDP proportion in Sub-Saharan Africa has expanded from under 15% of GDP in 1980 to more than 18% 10 years ago. Be that as it may, for all intents and purposes, the whole increment in tax income originated from natural resource taxes, for example, wage from production sharing understandings, eminences and corporate income tax on oil and mining organizations. Non-resource related incomes, expanded by less than 1% of GDP more than 25 years ago. Indeed, even in resource rich nations, non-resource related income has basically been stagnant (Keen & Mansour, 2008).

The development of Africa's populace has outpaced local authority's ability with respect to service delivery as far as administration, framework, and financing is

concerned (McCluskey *et al.*, 2011). First, the municipal authorities, a large number of which were initially initiated as pioneer regulatory organizations, have not been rebuilt to adapt to the quickly developing populace (Ahwoi, 2010). Second, a developing number of inhabitants live in casual settlements portrayed by lack of essential services, for example, housing, clean water, power, sanitation, refuse collection, roads, and transport (Devas, 2013). Third, numerous local government powers are fiscally feeble and depend on transfers and help from the central government (Brosio, 2008). In addition, local government tax organizations are frequently wasteful and not able to appropriately represent incomes gathered (Fjeldstad, 2014).

In Ghana for instance, the push of the decentralized approach has been to advance well known interest and responsibility of government machinery by moving the arrangement of administration from command to counsel and by reverting force and incomes to the community level. In accordance with the strategy, the local governments presented a few exercises and projects wanted for expanding local incomes, for example, raising of tax levels and development of income instruments. In any case, most of the area incomes produced from these sources were woefully insufficient to enhance authoritative and other repetitive consumption, significantly more to fund the delivery and running of fundamental framework and administrations required (Badu, 2007).

Various levies and dues are gathered by the state authorities and transferred back to the sub-national administration. In Malawi, the tax-free proceeds is said to be collected by the national government before revenue is diverted to the local entities using a procedure supported by the directorate (Malawi Government, 2008). According to Fjeldstad *et al.*, (2011), a non-conventional approach is from Tanzania where the fetching of estate dues in Dar es Salaam is the duty of the Tanzania Revenue Authority. In this country, collection of a huge portion of government revenue has been contracted to outside organizations in the recent past. The involve private estate tax collection in some towns, fees for market stalls in both urban and rural set ups, up until 2005, forestry especially in rural governance bodies , fees for parking, being able to find various farm produce in countryside and bust stops. In

the city council of Mwanza for example, more than 30% of the council's revenues in 2006 were collected by private proxies.

Until now, however, African countries have had difficulties in mobilizing adequate domestic revenues to meet their investment needs. Economic Commission for Africa Report, (2014) cited a number of challenges that Africa faces in mobilizing and retaining revenues. These challenges include low saving rates, poor tax administration and a limited tax base. The report further revealed that DRM is mainly hindered by low income levels and absence of access to financial services in rural parts. There are also challenges stemming from poor public sector governance and planning. For instance, there exists a widespread divide between public financial administration and national budgets and planning. This makes it difficult for countries to identify funding gaps and channel existing funds into priority development areas (Economic Commission for Africa Report, 2014).

Interest in improving revenue mobilization in emerging economies is growing. Most of these countries are emerging from the crisis with their fiscal scenarios largely whole (IMF, 2010), but with majority still facing an essential requirement to collect additional income from their own tax bases (Westman, 2014). Accomplishing the MDGs, for example, has been proposed to involve growing internal revenues in low-income countries (LICs) by around 4% of the GDP (United Nations, 2014). Infrastructure requirements are also widespread (IMF, 2010), and there are climate challenges to address. Progressive economies are concentrated on refining their provision of these revenue mobilization exertions. In this context, the G-20 leaders called in November 2010 with others, to report on important concerns in reinforcement of revenue mobilization (Westein, 2013).

It has become clear that overdependence on aid and other external sources may have significant adverse consequences on long-term development prospects. On the other hand, scholars such as Culpeper (2008) argue that superior dependence on DRM is vital to economic development and poverty reduction. There is therefore need to strengthen domestic revenue mobilization.

Based on Tibajuka (2015), in order for the local government to deliver services effectively and within requirements, there needs to be more targeted approaches to collecting extra incomes. There are several underlying reasons for not attaining sufficient proceeds and they involve; insufficient human resources, refusal by the local civilian to pay county levies and absence of government backing. With reference to the republic of Kenya (2008), lacking in relevant financial approaches coupled by compromising by-laws hugely attribute to reduced income creation and revenue collected.

Within Kenya, devolution has been championed as the political solution to the issues affecting marginalized and the broad society, for instance, misappropriation of public funds, economic recession, indifferences, corruption, biasness and rent seeking. (Kimenyi & Meagher, 2014 believe that devolution is being adopted as a result of outside influence from structured parties and in order for it to be functional, the requirement of minority groups and unity of decision must be adhered to. The Kenyan local government hasn't exercised aggression in gathering and creating their own incomes, as such, sub-national administrations in the country rely hugely on state funding to meet essential demands for example, giving out wages instead of merging different elements of socio-economic growth. As a result of this, there have been political instability within the nation as seen by the recent protests and social action taken up by local government personnel due to delayed and low payments (Mokaya, 2015).

2.3.3 Strategic Planning

In order to provide service to citizen, strategic planning is important because of the singularity in purpose that it gives an organization with regard to service delivery and customer service. These tenets form the basis of developing sustainable competitive advantages that increase a firm's performance while enhancing its brand recognition and visibility (Johnson & Scholes, 2010). Strategic planning also creates frameworks that enhance communication channels in the organization and increase coordination, decision-making and performance management. It further establishes protocols for the interactions between several parties and introduces prospects for the

enhancement of service provision and efficacy in operations as observed by Martin (2003)

Based on the Balanced Scorecard Institute (2013), strategic planning constitutes, defining the trajectory, goals and line of action to be taken in order to achieve the required strategic conception or a governance framework that is delegated. Pankaj (2002) therefore asserts that counties should come up with detailed policies on their goals and the approach to adopt when working towards them.

Lawrence and William (2014), recognizes strategic planning as the core function of any management worth its salt because of the long-term flexibility and agility it provides. As such, it improves an organization's capacity and ability to manage its resources and performance more effectively, therefore, increasing its effectiveness and impact. It further helps counties in developing knowledge and experience from the learning curves that come from the pursuit of long terms goals and visions.

The concept of strategic planning has found robust application in County governments due to the complex and dynamic nature of the activities. This is because from open systems theory, devolved system of government is an open system. They receive various inputs from environment; transform them in some way and export outputs. Therefore, with more understanding of how the different structural and systemic elements of governance interact with the external factors and their implications on the performance of devolution, counties can develop better developments and interventions to the problems facing their people (Pankaj, 2002). Strategic planning enhances communication channels between the counties and their publics allowing it to increase its growth through the collection and analysis of feedback information from all the relevant stakeholders (Pankaj, 2002).

2.3.4 Stakeholder Engagement

The term "stakeholder engagement" emerges as a way to describe a broader, more inclusive process of public participation in county functions. When effectively executed, stakeholder engagement can be used to improve communication, obtain broader support, collect useful data and ideas, improve the reputation of the county

and provide more sustainable decision - making among the county's leadership or devolved governance system. Projects for the management of natural resources will need to engage with a wide range of stakeholder groups with their own concerns, needs, conflicts of interest and levels of influence (Burroughs, 2016).

The commitment of stakeholders does involve setbacks such as, huge expenditure, huge portions of employee time and disagreements with individuals without the procedure. Despite these setbacks, the participation process of relevant parties has presented itself as resourceful when it comes to formulation of relevant endorsed management strategies and helping to build strong and sustainable relationships between counties and their publics (Kimenyi, 2015).

Partner commitment and partner administration are apparently the most vital elements for effective task service delivery, but then are frequently viewed as a periphery action or one that can be re-appropriated to nothing new capacities. Task directors rely upon individuals to react to the yields and advantages that they convey. Individuals will just react on the off chance that they are locked in. The expression partner administration suggests that these individuals inside the region can be made to react emphatically to a task, however in all actuality a venture region administration will every now and again has no formal intensity of power and along these lines needs to depend on commitment to accomplish subject's destinations (Burroughs, 2016).

Research in public management over the past twenty years has established the solid level of relationship among local governments and non-governmental stakeholders in the acquisition and provision of public services, (Agranoff, 2003). Local governments progressively participate in intuitive policy making exercises to empower non-legislative partners to voice their concerns and views in on decision making (Denters *et al.*, 2003; Edelenbos & Klijn, 2006), what's more, to arrange and manage their activities in inter-organizational service delivery (Agranoff, 2003; Walker *et al.*, 2007; Thomas, Poister & Ertas 2010). This study is aimed at examining whether and how stakeholder involvement in revenue mobilization policy by local governments impacts on various aspects of socio-economic development.

The aspect of stakeholder involvement by governments and public organizations has been stated to as ‘collaborative governance’ by Huxham and Vangen (2000), ‘public participation’ by Rydin and Pennington (2000), ‘deliberative democracy’ by Feldman et al. (2006) or ‘interactive decision making’ by Edelenbos and Klijn (2006) and its practice has been broadly reported in different policy divisions (Flynn & Kroeger 2003), transportation (Thomas and Poister 2009), and urban development (Agranoff, 2003). Scholl (2001) notes that, stakeholders are non-governmental who can influence or be influenced by the execution of the strategies.

The objective of stakeholder collaboration is to expand the execution of policies or strategies with regard to the service outcomes and results for the customers whose conditions these approaches target (Provan & Milward, 1995, Percival, 2009, Keiser and Miller, 2010). Through inclusion of partners in the processes, governments and public organizations make access to data and assets that partners have, and strengthen support for their policies or strategies. Undoubtedly, Freeman and Langbein (2000) point out that the larger part of observational studies shows an incremental impact on the performance.

In particular, recent research has drawn attention to the costs that may condition any positive effect of stakeholder involvement on service outputs and outcomes. Provan and Sydow (2008) posits that there are risks or costs incurred in process of sustaining and enhancing associations with various partners. These costs can be in the form of time, opportunity and increased time for decision making (Coglianese 1997; Agranoff, 2006). A major concern is that these costs could increase especially at higher levels of partner or stakeholder involvement. In addition, the advantage of getting access to significant assets and building strategy support may, conversely, lessen at more elevated levels.

The principal methodology, access to data and assets, is a key thought process in governments to include partners in the strategy making process. This mechanism is studied from two viewpoints. From the viewpoint of the public executive, partner involvement constitutes a key task, which critically affects program performance. An important branch of the performance management literature (Boyne *et al.*, 2006;

O'Toole and Meier, 2004; Hill and Lynn, 2005; Nicholson-Crotty and O'Toole, 2004) focuses on stakeholder involvement as managerial networking.

2.3.5 Legal Framework

The Kenyan charter (2010) takes into account a rational administrative structure between the local and the state government. The bill of rights posits a liberal and consensual association. There are a couple of categories for instance, the governance model between each of the following; the parliament, the executive and the judicial administrative structures between the national and local government as well as the administrative structure between Constitutional Commissions and County government. The legitimate system of the area impacts its devolved service delivery (Constitution of Kenya, 2010).

For example, Kiambu County followed in the strides of Nairobi City County to institute an enactment that perceives and furnishes for organized commitment with resident organizations. Regarding open interest the legitimate structure coordinate that Strengthening open support and administration is a center component in Kenya's procedure to quicken development and address long-standing imbalances in financial chances, speculation, and devolved service delivery in various parts of the nation. Different examinations have recorded connections between steady neediness/ imbalance and administration shortcomings that decrease the effectiveness and value of open ventures and administrations, hinder the speculation atmosphere, and undermine work creation (Kenya School of Governance, 2018).

In outline, the legitimate system stipulate that the area government ought to accommodate open cooperation in the lead of the exercises of the County Assembly as required under Art. 196 of the Constitution. Look to guarantee that the network and social assorted variety of a County is reflected in its County Assembly and County Executive Committee to enhance benefit service delivery. Endorse systems to secure minorities inside districts. This structure and other gave and authorized by the region government straightforwardly or in a roundabout way impact the level of devolved service delivery (Constitution of Kenya, 2010).

2.3.6 Devolved Service Delivery

The administration of Kenya since autonomy has been conveying open administrations through its own divisions. As in numerous other created nations, open administrations are redistributed. This methodology has been executed through the lapsed government and has expanded essentially in degree, scale and multifaceted nature. Reverted government includes the utilization by people in general segment of the not-for-benefit as well as the private divisions to convey open products and enterprises. It has likewise been named outsider government. In this arrangement of administration, the administration takes the immediate arrangement in current open part organizations (services) and workers in outfitting them with the current preparing and devices to consummate their administrations. The supposition is that the organizations/services have experienced administration and execution-based changes so they work without the trappings of customary organization and execution estimates go about as market intermediaries, taking into consideration benchmarking against key pointers (Villacis, 2018).

Devolution in Kenya is the mainstay of the Constitution and looks to convey government closer to the general population, with area governments at the focal point of scattering political power and monetary assets to Kenyans at the grassroots as far as devolved service delivery. The proclamation of the Constitution of Kenya 2010 denoted a noteworthy point of reference in the manner in which the nation is administered for successful service delivery of administrations that incorporate yet not constrained to wellbeing, streets, agribusiness and security. The new constitution stipulated the dispersal of political power and monetary assets from the middle in Nairobi to the grassroots in a procedure known as devolution (Heathfield, 2018).

The Constitution stipulates that the decentralization of government serves a few crucial capacities, including: Ensuring impartial sharing of national and neighborhood assets all through Kenya. Advancing responsibility, straightforwardness, interest and basic leadership at the most reduced level of government. This makes government more capable. Encourages participatory basic leadership Brings the administration closer to the represented. Obliges and oversees

social assorted variety it is an enemy of gush for centralization of intensity. Parities monetary improvement in the entire of the nation (Balanced Score Card, 2013).

The pursuit for a devolved system of governance in Kenya has been a long-lasting one. The pronouncement of the Constitution of Kenya on 27 August 2010 paved the way for the realization of the “dream” system of governance. Chapter Eleven (Cap 11) precisely provides for the setting up of the County Governments (GoK, 2010).

Chapter 11 of the Constitution of Kenya 2010 spells out the different values of decentralized governance that comprises democratic ideals and the split-up of powers. In this charter, government activities are being delegated from state level to a greater degree of self-sufficient operation of sub-national governments which amount to 47 entities. Each county is independent and runs by itself with little reinforcement from the state government. Going by Komolo (2014) it is unsustainable for county governments to depend on the National government for income to finance and support its activities that aim to uplift local entities Article 209(3) (4) of COK 2010, County Governments were given powers to generate revenue through taxation of fees. It may levy property rates, entertainment taxes and any other levies that are ordered. According to Article 175 of the Kenyan Charter, the local authority are required to have consistent sources of revenue to help them operate and provide services excellently. Every county is expected to come up with a half a decade plan referred to as the County Integrated Development Plan (CIDP) with well-articulated objectives and targets, a plan with well outlined results, requisites for monitoring and evaluation and a comprehensible feedback system. The budgetary approach intends to look into revenue creation, cost-efficient approaches, asset handling, capital financing and monetary management (GOK, 2010). The set goal for proceeds gathering within counties was a total of Kshs. 67.8 billion in the FY 2013/14 but in the first half of the Year, the actual revenue collection was Kshs.9.0 billion representing 13.2 per cent of the annual target (Controller of Budget Half Year Report, 2014) indicating under performance in terms of revenue collection.

The Government of Kenya established the Commission on Revenue Allocation (CRA), under Article 215 of the Constitution, which becomes the hinge for devolution. Headed by former Central Bank Governor Micah Cheserem, CRA determines the amount of funding every county receives every budgetary year, this is dependent on a certain recipe for disbursement. Its core duty is the distribution of assets. In addition, it is required to assist in ascertaining sources of income for both local and state administration and come up with methods of enhancing regulatory accountability. As by article 216 (4) of the bill of rights, it is a prerequisite that it establishes, consistently monitors and report sidelined sections which need equalization funds given to areas with high prevalence of poverty.

2.4 Empirical Review

The five factors under investigation in particular: administration bolster, monetary assets, vital arranging, partner commitment, legal framework and devolved service delivery are examined beneath.

2.4.1 Management Support

All governing bodies experience setbacks with regards to meeting the needs of the countrymen, which calls for implementing required administration guidelines in a bid to sustain pertinence. The demand for service provisions seems to have gone up. Nonetheless the local administrations have faced setbacks in providing devolved services. Some of these include; industrialization, health, public works, treasury, education, sports and culture, physical planning, agriculture, housing, public service administration, urban development and physical planning, environment and water, tourism and trade. As per Oloo (2012) the idea is that while delivering services, they meet the demands of the local people while maintaining influence, control and direction in the hands of the civilians.

The county administration of Kisumu was named the first to participate transparently in performance agreements during the month of august in 2014. Accepting the terms of the agreement demonstrated the dedication of the county towards achieving excellent service provision. The endorsement of the agreement was heralded by

commendation from the ministry of Devolution and Planning and UNDP to equip 54 elderly local government executives to impart knowledge and expertise on transformation managing performance on monitoring and evaluating outcomes. While the capacity building exercise continued, the governor encouraged his officials to demonstrate dedication and adopt a performance oversight way of doing things as a tool for overcoming challenges faced in service provision within the county. He dedicated his time to systemize a tradition of performance by imparting skills on officials and setting up structures and equipment to observe performance for better obligation at all stages (UNDP, 2010).

Overtime the running of an establishment is crucial to its efficiency in providing services. To achieve improvement in service provision, there should be leaders who encourage their staff. Sing, (2002) cites a good example in 1996, South African charter decreed that service provision should be geared towards addressing the growth concerns facing the country, he claimed that for a productive devolved system of state support, the importance of staff being able to attain best counsel when in need, the benefits of hiring staff in line with proficiency in project management, interpersonal and subject matters, the significance of reinforcement from top leaders and the need for contract handlers to be conversant of the contractors potential.

It is attested widely that each government taps heavily into human capital. Government offices deliver services, enforce policies, solve issues, and perform regulatory checks and numerous undertakings. These include; promoting the ecosystem, food security, protecting the aged, taking care of the physically-challenged, child education and enactment of human rights. All of the above departments need human expertise. The staff productivity is explicitly linked to the counties overall performance. The core duties of human resource officials is to identify skilled personnel to take up the numerous governments jobs, in so doing they are also meant to create an enabling work condition for the staff. Ignoring the human resource management may result in reduced performance and no devotion to the locality. Huntley & Kleiner, (2014) decrees that leaders within the county are tasked with matching up to several goals including service provision, personnel and performance

In a research aimed at determining the impact of management backing on productivity of businesses as well as national revenue companies in Kenya, it was discovered that an equal approach to institution running affected the employee performance positively, efficiently run input directory, stressed on, ethical practices, equal management systems and sustainable company tradition. As attested by Katee (2013) the above trends are directly linked to client contentment, investment proceeds, profit margins and a reduced staff replacement within the year, which in turn impacted the general success of an establishment

Chebet (2015) conducted a research to identify the aspects that affect the staff productivity in the local governments specifically the county of Bungoma. Her discoveries point out that there is an explicit linkage between remittance, staff training, management support, working environment and enhanced staff performance as such there is reason for the company to focus on guidance and capacity building in a bid to achieve sustainable growth. The research suggested that the local government need to create and enact targeted capacity building initiatives while taking up best administration policies that uphold personnel and also encourage them through great rewards and suitable operating environments in order to attain enhanced company performance.

Marks and Prints (2013) in their enquiry established ineffective administration as the key cause of low working spirits and unyielding performance by staff members, nonetheless companies are usually quick to raise staff ranks to top leadership without coming to a clear understanding of their preparedness to the tasks given while failing to avail enough induction and capacity building. When coming to 21 decisions to pick management personnel, it is important to note that while one might rank highly in performance in their line of specialization, rarely will they immediately attain the skills and expertise that top leadership have. It goes to show that for companies to excel in picking out the most suited leaders, they need to perform investigations and assessments to evaluate candidates, for instance I.Q tests to land the best leaders.

Associations between staff and administrators have a huge impact on efficiency. Negative relations are most likely to result in breaching of cognitive agreement, reduced rates of satisfaction gotten from stipulations and guarantees made by the company. Excellent oversight calls for an individual to have excellent administrative qualities. Leaders are required to move with the rhythm of their people. Local government leaders are required to assume leadership roles in the teams they guide. It is also essential for these parties to enhance productivity by supporting their team members, creating a safe space for growth, make calculated risks, protecting them from needless interferences and engaging in numerous minimal activities that will ensure them little successes progressively, this is likely to empower and motivate them along the way. Based on Huntley and Kleiner (2014) exuding boldness, rewarding good behavior, being assertive, being accountable and offering mental safe places are just but a few of the roles an excellent manager is expected to assume.

Consequently, in his final deliberation of the enquiry, Magan (2018) states that county administration has been distinguished as a solution to global advancement because of its favorable characteristics in development. Local leadership in Africa has been said to nurture the association between the nation and the country people, the criteria of democracy as well as the collection and disbursement of resources. Such reasoning may be viable although the actual scenario could be contradictory in that, several civilians are not close to being contented with the level of service provision by the county government and are dismissed from county procedures set up to tackle county advancement. Whereas in Kenya, upon attaining independence, the national administration has been executing sub-national government change policies in an aim to improve provision of services hence achieving optimal efficiency, however this initiative faces various setbacks due to scarcity of reinforcement from leaders and the entire administration structure.

In line with Isaboke (2017), the county government of Kajiado bore specific outcomes on the level of enforcement by leaders with regards to the county's undertakings and goals as well as the county's efficacy when it comes to service provision. The expert discovered that there was a noticeable linkage between

capacity building within a company and the company's efficiency. She further elaborates that the performance of the local government in Kajiado is impacted by leadership. When cheer led and encouraged positively, staff are challenged to commit and be efficient. The administration body enables staff through a common goal, values and transparency in turn stimulating their impact through circles. The scholar demonstrated that managers need to be sensitive to employee situations as this demonstrate his/her concern and this incites their will to work in the company for a longer period, in turn effecting fast execution of strategies and productive delivery in services.

A research undertaken by Bourne (2015) established that poor supervision of enactment strategies happened to be a cause of setbacks. Top leadership may at certain instances overlook the middlemen and explicitly source data from and issue instructions to the bottom tier staff, resulting in poor correspondence channels in the execution team, drastically impacting service provision.

2.4.2 Financial Resources

In Europe, resources were found to be one of the pillars for effective service delivery According Ghatak (2013), the goal of excellent service delivery to the citizen needs proper budgetary allocation. This is wholly reliant on the organizational framework as well as industrial aspects. Resources can only be spared where policies are in line with useful delivery methods. Every county requires its independent framework for implementation strategies and conventional policies are likely to inhibit or enhance higher levels of service delivery to the public. Stacey (2011) defines a resource as a reserve or an assortment of either materials, personnel, funds among various properties that can be used by an individual or an establishment in a bid to operate at optimum functionality. Within a single devolution year, based on an assessment done by the Commission on Implementation of the Constitution (CIC) Kenya (2014), counties have experienced disputes such as those relating to boundaries, revenue collections, management of natural resources among others.

In a study by Tsofa (2017), in Kilifi county government; monetary and human resources for health programs were hastily disbursed to the local government prior to

setting up the required infrastructure and sufficient know-how to facilitate these functions at the local level. The result was a significant interference in employee remunerations, political involvement in decision making and uncertainty over roles of the health sector. There were questions on the particular functions and duties at both national and county level as well as the role of stakeholders at each tier. In addition demonstrations by health professional as well as high turnovers were experienced in Kilifi. Provisions that involve impediments in purchases caused incidences of medication in clinics being out of stock for a considerable period of time. Barasa (2017) believes devolution has reduced the democracy of county health facilities over the five key roles. This has led to undermined standards in service provided, threatened care quality, unruliness among employees, lowered local involvement in hospital issues, a weakened drive among hospital employees, incompetent hospital administration and impartiality to county hospital precedencies. As Barasa elaborates, enhancing the independence of county health centres within the country could raise their performance. Local leadership need to formulate laws that allow health centres to have better precedence over key executive operations and facilities.

However, Maina (2017) demonstrated that budgeting and stakeholder participation practices and regulatory practices had a positive effect on service delivery in the counties. He further elucidated that revenue mobilization and spending practices and auditing and forensic accounting practices had an insignificant effect on service delivery in the three counties which participated in the study. The study made the following recommendations. In order to be more effective, the counties which participated in the study should prepare plans and budgets with high level of participation and ownership of the public. Secondly, spending above the budget estimates should be discouraged. Third, counties should adopt technology to enhance efficiency in revenue collection and that counties should ensure that audit reports are acted upon. There should be regular public expenditure review meetings at which expenditures would be discussed widely by the county with donors, civil society organizations and citizens. Emphasis on this, will improve service delivery among the residence.

In another study to establish the readiness of school administrative committee in executing adherence to performance agreements in governmental high schools in the county of Makueni, Kenya, the study established that many members of the administrative body were short of management skills and while participating in a performance agreement increased the probability of better service provision, many institution administrators did not have the required expertise in ensuring execution of the agreements in public secondary schools in study locale. Many conflicts in public schools were as a result of poor financial management (Musya & Orodho, 2014).

Income mobilization methodologies are a fundamental segment of financial policy and organization in any economy due to its impact on national government operations at the local level. It is the fuel of each government as it is the fundamental instrument through which government financing is guaranteed (Komolo, 2014). There are conclusive explanations for improving Domestic Resource Mobilization (DRM). Culpeper (2008) posits that superior dependence on DRM is essential to monetary development, reduced poverty, and development. He further argues that DRM is more helpful for domestic proprietorship than outer funding and therefore external direct investment is focused towards the business targets of the investor and not the improvement needs of the host nation. Economic Commission for Africa Report (2014) revealed that enhanced domestic revenue mobilization increases the ability of governments to achieve long-term objectives.

According to a Collection Industry Association-CIA (2010), thirteen states in United States have used modern technology in their effort to improve revenue mobilization. The city of Chicago is one government that is expanding its collection efforts through technology and expects to double the amount of revenues collected as a result. In addition, for a reasonable and mindful financial future, urban communities in developing nations must make utilization of critical sources of taxation incomes and in addition non-tax incomes gathered through client charges and expenses (Un-Habitat, 2015). In order to effectively address the challenge of mobilizing adequate financial resources, urban authorities in developed nations have considered using mechanisms such as stakeholders' collaboration in enhancing revenue mobilization through Public Private Partnerships (PPP).

Utilization of domestic revenues plays an important part in provision of quality services of decentralized systems of governance. The Economic Commission for Africa (2014) argued that enhanced domestic revenue mobilization increases the ability of governments to achieve long-term development objectives. This argument is in agreement with North-South Institute (2010) report which revealed that increased reliance on domestic revenue mobilization is a way of increasing national possession of civic strategy, ensuring responsibility to residents and reducing the risks of unpredictability linked with external financial backing.

In a research conducted by Muriithi and Moyi (2003) on revenue adjustments and adoption in Kenya. One of the priorities of levy adjustments in the state was to guarantee the channeling of the revenue system in a bid to solve the predicament of tax avoidance by capitalists in Kenya. These ideals would be achieved through the enactment of revenue procedures that are directed at making sure the proceeds from personal levies are harmonious with the national tax reforms. The research by Muriithi and Moyi (2003) applied the theory of flexibility and elasticity in determining the impact of taking up technology in Kenya on the achievement of these objectives. The elements of flexibility and elasticity are estimated for the pre-reform and post-reform period. Discoveries have established that adoption of technology had a positive and significant effect on the overall tax framework and on the collection of income.

2.4.3 Strategic Planning

For organization to exceed expectations strategic planning is an absolute necessity, hierarchical must adjust exercises, setting needs, apportion assets, reinforce tasks and guarantee that representatives and different partners are moving in the direction of shared objectives. Along these lines a need to build up and assertion around proposed results survey and modify the organization's bearing in light of an evolving domain. Strategic planning idea is change in itself and dealing with its presentation is of quintessence. Vital reasoning and initiative identify with the capacity of the pioneers of the organization to investigate the future and to ponder its advancement (Sang, 2013).

Each organization needs to make some groundbreaking decisions that influence the whole predetermination of the organization for a considerable length of time into what's to come. These choices are intended to address greatest and most imperative issues confronting an organization . Olsen (2012) characterizes that strategic planning must have something about significant choices that may prompt a considerably unique authoritative structure, or real changes in the connections among key partners, aggressive position, or vital accomplices of the organization. Additionally, strategic planning is of importance to the local administration as it imparts knowledge of east from west as well as the model's computable goals. Strategic planning is an essential regulatory tool for daily decisions in addition to determining progressive and shifting methods while steering ahead as a counter plan of government. Based on (Olsen, 2012) strategic planning is an imperious management campaign that is used to determine needs, ascertained the perceived outcomes, concentrate on assets and continuity, strengthen tasks, adjust the aspects of the county government and ensure that stakeholders and several parties are moving in line with the common goals.

David (2011), contends that because of a very focused condition, spending plan situated arranging or estimate based arranging techniques are lacking for an extensive organization for example region government to endure and thrive as far as devolved service delivery to the general population. The area government must take part in strategic planning that plainly characterizes goals and surveys both the interior and outer circumstance to detail procedure, actualize the methodology, assess the procedure, and make alterations as important to remain on track. Contends that system is considering a decision and staying with your reasoning.

The strategic planning is the key player of several strategies. It sheds light on the most effective way of achieving a specific goal in a firm. What sets apart strategic planning is the simple number and the difficult effort, institutional impact of the decisions made in the strategic planning. This implies as the quantity of the vital plans builds, at that point the odds of meeting all the expressed goals ends up thin. The corporate strategic planning sits above and illuminates every single other arrangement in the organization. "Neglecting to design is wanting to fall flat". This

regularly heard statement from Alan Lakein, is a statement that huge numbers of the operational battles look in authoritative life had their seeds sown previously, when we neglected to think ahead. The ramifications of Strategic arranging improves better hierarchical execution, which over the long haul has effect on its survival and that strategic planning power is dictated by administrative, ecological and authoritative elements (Olsen, 2012).

Because of the significance of strategic planning, different investigations have been led. To begin with Kostagialos (2009) through broad semi-structured interviews with all the 29 Greek focal open libraries, found that formal strategic planning is getting to be vital for the Greek focal open libraries with the end goal to comprehend themselves, rethink their approaches and needs and further think about the requirements and desires for their clients and of the general public in general.

In an investigation to deciding the degree of air terminal offices utilization of execution measure, strategic planning and whether execution measures and strategic planning are coordinated into an execution based planning framework. A sum of 21 professionally overseen open airplane terminals were considered, speaking to a blend of aircraft based and general aeronautics offices. The creator found that strategic planning is an administration device used by 40% of air terminal heads, execution measures are sparingly utilized, and spending portions are not founded on execution, (Rodriguez & Bijotat, 2016).

Jemenez (2012) endure that strategic planning can possibly empower urban communities to withstand the impacts of monetary emergencies over the world. In any case, city authorities can utilize the data accumulated however inside and outside filtering to execute monetary strategy changes that can limit their legislatures' presentation to outer financial stuns, and to explore different avenues regarding elective devolved service delivery plans that create cost funds. On the off chance that a city can interface key intends to spending plans enables urban communities to center around center administrations, and decrease consumptions for unimportant projects that don't profit living arrangement. Vital designs can likewise give a structure to activities, encouraging nearer participation and coordination among

directors and laborers in keeping the further weakening in the monetary state of their organization. Changing for determination predisposition and indigeneity, strategic planning is related with the impression of enhancing city government monetary wellbeing. Arranging, in any case, has no impact on genuine deficiencies.

Ouakouak (2017) noticed that reasonable strategic planning is utilized as an instrument to enhance money related execution of any organization. With the expanding multifaceted nature of the business condition, this positive effect has diminished. As per the creator, his examination demonstrated that a reasonable way to deal with strategic planning ought to be joined with a versatile way to deal with assemble a crossover approach that is more qualified to the any predominant dynamic and complex condition. In the present examination that inspected how a strategic planning process joins objective attributes and versatile qualities enhances money related execution. The discoveries demonstrates that consolidated strategic planning process positively affects budgetary execution, through the go between of representative strategic planning and authoritative capacities.

Then again, Akinyele (2012) clarified that the effect of strategic planning and survival in is exceptionally extreme. Additionally clarified that the adequacy of strategic planning can be estimated as far as the degree to which it impacts authoritative execution, which influences its survival rate. Rethinking the arranging execution relationship in organization and deciding the degree to which strategic planning influences execution in an organization, of which First Bank of Nigeria, demonstrates that T-Test and Chi-square measurable techniques testing prosecuted that that Strategic arranging upgrades better hierarchical execution, which over the long haul has effect on its survival and that strategic planning force is controlled by administrative, ecological and authoritative components.

In the corporate world, the quintessence of human asset is key and when legitimately adjusted, it adds to an effective methodology and the monetary main concern. This implies human asset needs to keep up a solid regulatory establishment and utilize this regard in supporting for partaking in strategic planning meeting. Such move will at last move HR to the position whereby it can really encourage strategic planning in

organization henceforth offering an incentive to the organization. This can without much of a stretch make the division to be a distinct advantage by offering some incentive that can impact the execution of the organization. All things considered, when the deficiencies of human asset are tended to then the division will have the capacity to position itself as a vital unit that the organization can depend on particularly amid checking and assessment of vital arranging. The human asset is seen as the general population office that give work to the organization. The organization at last decides the adequacy of methodology improvement, execution, and resulting focused achievement (Braizer, 2005).

In an exploration by Amisi (2015), established that there were recognizable money related returns for the organizations whereby human asset administration frameworks have accomplished operational perfection and are lined up with business vital objectives. The jobs of human asset are to wind up vital colleague. Firms utilizing human asset works on as per the expressed methodology are respected to have better perceptual execution. This hence condenses human asset contribute a great deal to the achievement of strategic planning in an organization and if not executed well then the results will be felt inside the organization.

2.4.4 Stakeholder Engagement

Investors are a group of individuals with particular interest in a company, or a legislature and can either impact or be affected by the transactions taking place ahead inside that specific organization or an administration. According to Bijotat (2013) the essential partners in an ordinary organization are its speculators, (2013) customers, staff and suppliers. In whatever situation, the complex idea of the premise supersedes this specific idea to involve other parties, for instance a consortium, government or market incorporation. At the point when devolution was presented on different nations like Pakistan individuals' fulfillment level declined altogether when the devolution plan was moved back. The effect of statistic and financial factors on native fulfillment with nearby government is additionally observed to be factually noteworthy in a lion's share of cases. Results demonstrate that individuals living in urban city locale are relatively more fulfilled than occupants of provincial zones.

Heterogeneity in fulfillment is found crosswise over various regions, recommending the requirement for institutional and political changes. Also, individuals from a lower economic wellbeing are more fulfilled, demonstrating that the devolution procedure is the correct way to the extent decrease of wage aberrations is concerned (Amisi & Rotich, 2015).

In Nigeria, Olowu (2008), pondered on partner commitment as key in giving quality devolved service delivery. Putting weight toward more prominent national contribution in basic leadership looks to expand the nature of taxpayer driven organizations when the accessible assets for conveying administrations have declined. Cooperation has been instrumental in guarding against maltreatment of office by community workers and political pioneers. It has likewise given a control against intemperate caution being vested in government workers in broad daylight methodology. Investment has given balanced governance against superfluous political obstruction in devolved service delivery and dismissal for demonstrable skill and meritocracy in people in general division among others (Odhiambo & Taifa, 2009). National and province governments are relied upon to work in discussion, trade of data regard for individual organs foundation and structures (Burugu, 2010). Each level of government should practice respectability and regard established useful status and government foundations of each level as the constitution accommodates upgraded and closer working relationship, joint working boards of trustees might be framed for transaction, intervention and assertion amid debate (Kipkorir, 2009).

In an investigation, Ngu (2015) asserts that the principle challenges that confront the execution of the devolution technique by the Nairobi City County incorporate the physical and political condition (partners), the national government and its organizations whose activities now and again repudiate moves made by the Nairobi City County government, insufficiency of assets both monetary and human capital and obstruction from both the Members of City County Assembly, workers, the electorate and the business network. It was affirmed that the Nairobi City County has the ability to effectively execute the devolution system subject to various necessities being met. It was noticed that if the Nairobi City County gains admittance to sufficient assets, at that point the subject of ability to actualize the devolution

procedure won't emerge, this is the partner's impact. As of now the ability to actualize the devolution procedure is influenced by the shortage of assets both money related and human, because of the partner organization in the enrollment issues of the region. The conceivable answers for the difficulties incorporate all the more subsidizing by the national government or looking for elective methods for raising income by the Nairobi City County government (Wanyama & Marangu, 2015). Partner inclusion at all levels of usage will likewise help with lessening opposition. Another conceivable arrangement is to instruct the partner of the County Assembly on the need to isolate governmental issues and advancement issues with the end goal to empower them comprehend the reasons why their help for usage of the devolution procedure is noteworthy. The investigation additionally settled that there are a few difficulties in execution of the devolution technique (Almandeel, 2016).

In another investigation on difficulties confronting devolution at the metropolitan gathering of Kakamega, Situma (2012). It was going for setting up how change on administration was dealt with at civil gathering. In light of the study discoveries the investigation inferred that preparation and absence of motivators was a central point that influenced vital change administration at the region. Additionally, the data innovation changes and style of authority in the district and the legislature in general gave off an impression of being politically controlled (partner) making it hard to impact devolution enthusiastically.

On the off chance that partners are not engaged with all procedures of advancement at district level as they expect, expected advantages of major authoritative changes can prompt absence of acknowledgment of the progressions and, at last, disappointment of these activities. This can influence not just the organization and relations inside the organization, yet in addition customers and the organization's notoriety. Pioneers basically ought to in this way advance mindfulness and comprehension of the change activity to impact partner eagerness to grasp the change (Flora, 2017). The analyst recorded a portion of the reasons concerning why partners oppose change. They are: parochial self-enthusiasm, misconception, absence of trust and low resilience for change. In a shifted sentiment, officers met seen that the legislature could without much of a stretch beaten protection from devolution change

on the off chance that it vigorously included most partner in the arranging exercises that prompt devolution change. There was a recommendation that individuals should be all around educated since right now a few people were educated while others were not very much aware of the devolution procedure (Barasa, 2017).

Wellbeing division was not resistant to issues confronting the area government foundation in Kenya, Tsofa (2017), in his examination about Kilifi County government, discovered that lapsed capacities, and the difficulties it brought for human asset administration in areas at the time, a few wellbeing part partners at national level met up to exchange on these human asset administration challenges. To turn away an emergency of provinces neglecting to pay rates for wellbeing specialists countrywide because of absence of ability to embrace finance administration, the national wellbeing area Intergovernmental relations discussion that unites the national service of wellbeing, with the goal that partner could ponder on this pressing issue.

Budgetary help is basic to persevere and enhance the execution of supportability arrangements and activities. Nearby governments are normal by the focal government to back manageability, However a few governments more fiscally capable than others to support supportability. This is because of the level of partner organization in the money related matter of the reverted arrangement of administration. While trying to give a clarification to supportability subsidizing that underlines political practices of institutional players in budgetary basic leadership, utilizing a database from U.S. urban areas, it was found that a viable way to deal with upgrade monetary limit with respect to maintainability is to draw in partners to assemble political help and specialized mastery required in asset designation choices for supportability, (Wang, Hawkins, & Berman, 2014).

The degree of partner commitment in the maintainability bookkeeping and revealing procedure in three Australian nearby gatherings was considered dependent on the systems of Arnstein, Friedman and Miles to survey the partner commitment practices of three best practice Australian neighborhood committees. The discoveries featured the presence of five levels of partner commitment extending from educating to

enabling. Be that as it may, the degree of partner commitment differed relying upon the nature and reason for commitment. This study furnishes useful commitment with partners and is helpful to the two organizations and their partners. In contrast with open part and Australian setting, it has a suggestion for partner commitment in different nearby and worldwide settings (Lodhia, 2017).

In a comparative exertion by Kaur (2016), to look at the variables that impact the take-up of partner commitment in the maintainability bookkeeping and announcing procedure and partner commitment by featuring the elements that quicken contribution of partners in the supportability bookkeeping and revealing procedure. Contextual investigation was directed to discover the effects on partner commitment practices of three Australian nearby committees. It was perceived that the administration controls as the key driver behind the take-up of partner commitment strategies and practices. Nonetheless, administrative responsibility and expert bodies' help is seen as important to empower and support imaginative and significant commitment. The discoveries are accepted to have significant impact to other private parts.

It has been seen likewise that there is a developing pattern, significance of manageability revealing and suggests that partner commitment helps gain bits of knowledge into this rising pattern to all the more likely comprehend partner concerns. Weight from partners constrains organizations to demonstrate their administration adequacy, responsibility and straightforwardness through corporate supportability revelation. To take into account differing partner needs and accomplish constant enhancement, it is imperative that organizations draw in with focused partners and get important criticism on their maintainability execution and announcing forms, which takes care of partners' requests and enhances organizations' future manageability plan, (Jahangirian, Borsci, Shah, & Taylor, 2015).

The predicament of diverse partner requirements bears crucial consequences on effective business data scheme execution. As Sarkis (2005) elaborates the problem is more evident in online government scenarios where a number of partners are affected by exchanges between enterprises. In a study of the coinciding and conflicting

requirements by several stakeholders during the orientation of online government activities in line with the setbacks as well as positive impacts to information transfers between organizations. The discoveries demonstrated that requirements from key stakeholders were coinciding with those of common patrons. Their observations concur on the contingent intensity of setbacks and the relative possibility of attaining benefits, nonetheless there are critical disparities when it comes to understanding the scope of attaining an expanded enterprising network and the significance of administration that is control-based.

Furthermore, a research was done to investigate the linkage between the level of party influence and the level of stress put on liability facets for facilities as observed by mayors and county government officials. Contrasts are deduced between the prominence given to two broad groups of partners at the community tier and at the national tier. Mayors and CEO's reasoning were assessed through an online survey given out in Australia. Generally, the liability for facilities by the county governments is affected by the power given to the requirements and requisites of public partners but not the influenced given to government participants. The research demonstrated that administrative and civic liabilities are affected by the dominance of civic participants while bureaucratic imperative was affected by the power of government participants. As such, it stresses that formulation and enactment of protocols, procedures and frameworks that deliver openness and awareness to the citizens, and service standards and the revelation of productivity indicators are favorably influenced by the power given to civic investor circles, (Siriwardhane, 2017).

Hayibor (2017) did a research aimed at the assessing the core fundamentals of success when it comes to effective partner management at the county level in Ghana. He collected information through conducting surveys to interested parties in the project in order to establish and classifying fundamental thriving attributes. The research outlined the first five elements for partner guidance at the provincial government stage as; developing an explicit project mantra, sustaining and fostering strong relationships; involving and informing patrons; proper picking out of patrons; and assessing patron disagreements and coalitions.

2.4.5 Legal Framework

Article 6 (3) of the constitution of Kenya shows that the national government has possessed the capacity to exchange administrations to the districts following the presentation of the new constitution. Following the declaration of the Constitution on 27th August 2010, a taskforce on decayed government was framed on eighth November 2010. The reason for existing was to take a shot at the usage of the devolution procedure and prompt the administration on strategy and legitimate systems for degenerating force, assets and duties to the general population of Kenya for successful neighborhood advancement (Constitution of Kenya, 2007).

It has been contended by Ministry of Devolution (2017) that the best shortcomings of devolution is the way that the arrangement of administration is new both to the nationals and open and state officers. The acknowledgment of protected increases, for example, interest, fairness and devolution are new ideas to both the free market activity sides of the improvement condition. Limit holes on both the free market activity sides should be perceived and routed to empower the two sides meet their commitment to give administrations and request to administrations separately.

The area government as new framework is confronting different unfortunate rivalry between province governments inside and outer and national government between arms of government an ordeal that may impact benefit service delivery. The protection from give up administration specialist to County Governments, especially by organs that profited from the darkness of a concentrated arrangement of government and frequently referring to limit holes in County governments don't twist drill well to the execution procedure and full devolved service delivery (Kilonzo, 2014).The strategy is the rule for this situation of vulnerability. The devolution strategy likewise neglected to perceive the way that lion's share of districts have not set up the financial plan and monetary discussion compliant with article 1377 of the Public Finance Management Act 2012. The arrangement ought to elucidate the establishments that have a command to guarantee that province governments conform to this sacred arrangement (Kilonzo, 2014).

The Constitution of Kenya doles out capacities, orders and jobs to the two levels of government. In any case, there are laws ordered preceding the proclamation of the constitution that built up various foundations whose capacities are currently regressed. Thus, there is a contention of laws and a contention between the two levels of government and duplication of jobs. For instance, some Regional Development Agencies keep on performing capacities that are recorded as area capacities (Mezzera, 2010).

Area 7 of the Transition to Devolved Government Act 2012 (TDGA 2012) required the Transition Authority to encourage the investigation and staged exchange of capacities gave under the Fourth Schedule of the Constitution. Further, the Transition Authority was required to build up a structure for extensive and viable exchange of capacities as accommodated under Section 15 of the Sixth Schedule of the Constitution. While the structure was created, the exchange of lapsed capacities did not agree to criteria gave inside that system. This implies areas may have gotten capacities for which they needed ability to execute.

In light of the precedents from Brazil, it was discovered that nearby government advocates, interestingly, may contend that financial distributional guidelines to be cherished in the Constitution while in Uganda, the reasons and components for moves are indicated in the Constitution alongside an equation for deciding the base size of the pool from which square concedes are to be conveyed (Litvack, 2014). Notwithstanding substantive law made reference to over, a nation's laws can impact the affect the accomplishment of decentralization endeavors. For instance, when neighborhood consumptions must be pre-inspected by a focal expert for instance focal government, rigidities are presented which make the advantages of decentralization harder to accomplish its target regarding devolved service delivery.

For instance, India and Canada, neighborhood governments under some administrative frameworks, are totally under the specialist of the State/Provincial level governments. The Federal government is in this manner restricted in the connections it might set up with the neighborhood level and should look to influence nearby conduct and results through the states/areas (Litvack, 2014).

Some unitary frameworks may practice to a great degree brought together command over nearby governments. For instance in Indonesia, the Ministry of Home Affairs has expert to choose (and expel) chairmen and even town heads. The basic obstacles in planning a decentralized framework in this setting are few, yet that does not imply that the way toward organizing such a framework is without basic obstacles. Accordingly benefit service delivery among such sort of devolution is affected by the service of home issues (Mazeras, 2010).

The grouping of nearby governments inside the levels built up under the Constitution and the working forces, methods and confinements of the political initiative, unmistakable from the common administration; the level of self-sufficiency of faculty approaches and organization of neighborhood governments; the saddling and financial organization expert of nearby governments; the getting specialist and limits of nearby experts; the planning, use administration, bookkeeping, reviewing and detailing prerequisites; benefit arrangement and service delivery expert; and, the components for national investment and voice particularly affect benefit service delivery (Mugambi, 2014).

The legitimate and administrative system ought to likewise be intended to perceive contrasts in administration limit. Coordinating level of self-rule and benefits to an arrangement of execution markers which may incorporate aggregate use, level of independence, spending administration execution, and devolved service delivery execution would permit the lawful and administrative system to modify for changes in neighborhood limit. The fitting era for reassessments and pointers would should be connected to nation conditions and additionally the particular subtle elements of the decentralization system, (Litvack, 2014).

West Bank and Gaza, for instance, has regions (a type of a reverted government) which shift in populace measure and the administration abilities to coordinate. Contrasts in money related limit might be perceived in the value segment of the intergovernmental budgetary framework, be that as it may, the way that administration and regulatory limits additionally may shift significantly is once in a while represented. Hence it's extremely useful to have the lawful framework perceive

critical distinction in administration limits by a characterization of neighborhood government inside levels. Arrangements and procedures to address these distinctions may then be intelligently considered, (Mezzera, 2010).

Second, nearby governments ought to be able to acquire when they have the ability to reimburse. The significance and the troubles of doing this is very much delineated by the conditions of subnational obligation in Brazil. The legitimate and administrative system can bolster this by indicating the conditions under which nearby governments may get, the cutoff points of those borrowings, the announcing prerequisites for obligation and obligation benefit and the punishments for abusing the standards.

Litvack (2014) contends that casting a ballot popular government as a political structure is a delightful the conditions for subject investment and voice in the plan of decentralized frameworks, important cooperation necessitates that natives be educated and that their voices have affect where results are prompt. The lawful/administrative framework needs to accommodate, at least, full, auspicious and effectively open divulgence for instance Uganda is getting ready to structure and distribute promptly available spending plans for all levels of government as a major aspect of a use administration change program which accentuates yield/result introduction.

For a district to flourish it needs a solid legitimate system dependent on four key standards: straightforwardness, straightforwardness, decency and responsibility. The legitimate structure should encourage a moral methodology, which may appear as a willful code. Accordingly region government should mean to set up a steady domain for business. This incorporates ingraining a level of trust in the region and stressing that it is steady to its residents reliably applying laws and empowering normal correspondence among government and subjects, (Fisher, 2017).

Devolved service delivery has turned into a measure for characterizing the level of fulfillment among customers in many organizations. Contributing on improvement and rebuilding of most organization and reshaping its predetermination politically, financially, socially, naturally and earth. Concurring Kalava (2016) region

governments' staffs have looked with extraordinary difficulties of conveying quality administrations to the general population. A portion of the reasons for poor devolved service delivery are; and political control, defilement and absence of responsibility and straightforwardness, deficient resident support, poor human asset approach, inability to oversee change, absence of worker limit, lack of common sense, and poor observing and assessment.

At the core of the debate between two administration in Kenya, the standard of law and degenerated administration. The standard of law recommends that state organs can just exercise powers allowed to them by the law, and such law as stipends forces to state organs must be in similarity with the Constitution. The parliament of Kenya change to the County Government Act, No. 17 of 2012, impacted the arrangements of the CGAA allow forces to state organs in strife with the assignment of capacities in the Constitution. Then again MCAs in Kenya were looking for a bill to make a likeness the Constituency Development Fund at the ward level. And furthermore, in another report Mombasa MCAs plan to appeal to the national government over "consistent break, (Otieno, 2018).

2.4.6 Devolved Service Delivery in Kenya

In Asia, According to Sarkar (2003), devolution, is a type of administration that could be viewed as a methods which governments can give quality administrations that native's esteem, expanding administrative self-rule especially by decreasing focal regulatory controls, making responsiveness to rivalry and receptiveness. This is gone for empowering players, for example, the private area, common society and engaging residents through their upgraded interest in basic leadership being developed arranging and administration. Ahmed (2005) contended that the service delivery of administrations needs solid connections of responsibility between the performing artists in the devolved service delivery industry. The service delivery of open administrations includes something like two connections of responsibility: Clients as residents need to consider approach producers or government officials responsible for allotting assets towards these administrations and policymakers consequently need to consider the specialist organizations responsible for conveying

the administration. In Africa Ekpo (2008) presumed that, Decentralization has turned into a hypothesis of guaranteeing great administration and compelling devolved service delivery in most develop nations. Anyway unscripted TV dramas that decentralization to succeed it needs the certainty and duty of local governments by setting up the correct arrangement and fitting institutional structure.

Service delivery is the primary hardware for district and the national government in usage of open approaches and choices. It consequently the duty of government is to convey, speedily and effectively, quality administrations to its natives at moderate costs. Devolved service delivery is the most imperative column for all created government. It's along these lines essential to have resident organization in basic leadership in government and has constrained governments wherever to try to expand the nature of taxpayer supported organizations when the accessible assets for conveying administrations have declined (Olowu, 2008).

In an examination by Ngubane (2006), Policies, systems and enactments have been set up by the South African Government to empower successful devolved service delivery to its kin. The White Paper on the change of open administration (WPTPS, I 95) sets out eight change needs, among which changing Service Delivery is the key. This is on the grounds that a changed South African open administration will be made a decision by one basis most importantly. This rule is the adequacy in conveying administrations that meet the essential needs of all South African nationals. Enhancing devolved service delivery is, hence, a definitive objective of people in general administration change programs and must be the primary focus for all administration establishments.

Open administration change has been at the core of this procedure of modernization. Regardless of various managerial societies, political conditions and needs, the level of combination is striking (Karmarck, 2003). Open devolved service delivery is given palatably if the administration framework set up is receptive to the requirements of the general population. Kanyane (2008) contends that quality devolved service delivery service delivery will be accomplished given that specialized administration instruments, for example, responsibility, authoritative

limit and inward activities, are very much organized set up to address the difficulties. Responsibility, viability, obligation and proficiency are viewed as the foundations of the advancement of devolved service delivery. In Kenya as per Khaunya, Wawire and Chepng'eno (2015), pondered that devolution gives chance to legitimize the devolved service delivery structure in Kenya for expanded effectiveness and responsibility, by making areas the center for sorting out administrations at the neighborhood level. Further on prescribed the need to exist together all open organizations, illuminate jobs and duties of every organization and political unit, adjust managerial limits to province limits, exchange staff once in the past utilized in nearby experts, those exchanged from the national government and those in the previous regions in a way that keeps away from redundancies and keeps up a monetarily feasible open administration in the districts. Ondieki (2015) affirms that tasks methodology and devolved service delivery and execution of province legislature of Kisumu as a lapsed arrangement of government. The investigation set up that streets and open works division was the most proficient pursued by wellbeing and training segment. There was a cover of job of national government and province government in service delivery of administration in a few capacities and this has prompted struggle in devolved service delivery which has influenced execution of area government. There was absence of assets for devolved service delivery that coordinate level of decayed capacities. There was a positive connection between activities procedure and devolved service delivery in area legislature of Kisumu. That implies Kisumu district government ought to embrace a more savvy and proficient acquirement framework.

The connection between decentralization of activities and the execution of area governments is vital factor that enhances service delivery in any declines arrangement of government. The activities which have been decentralized, impact of decentralizing tasks on the execution and imperatives confronting decentralization of tasks in province governments may not be accounted by any pioneer because of its intricacy. For example, in Nyeri, Machakos and Tharaka Nithi regions, Wambua (2014) set up that agrarian part was the most decentralized pursued by transport segment, wellbeing and training division. He additionally illuminated that there was a cover of job of national government and province government in service delivery

of administration in a few capacities and this has prompted strife in devolved service delivery which has influenced execution of region government. There was absence of assets for devolved service delivery that coordinate level of decentralized capacities and a positive connection between decentralization of activities and execution of district governments. The administration as indicated by the scientist's recommendation is that they ought to embrace decentralization as an arrangement to enhance the execution of the district government.

Devolved service delivery is a basic job that between the district subjects and the legislature. It is clear that the province government is currently getting to be mindful that their clients are the habitation of the area. Clients have a privilege to request administrations from their providers that address their issues: quick, open, of good quality and at humble expense, and all enveloped by well-disposed treatment. This applies especially to the legislature as a provider of key open administrations (Sarkis, 2005).

There is motivation to concur the area government may not be in great terms multiple times with its customers. The way that the administration is a monopolist in items that are frequently either not or scarcely needed, gives the administration's organization with its customers a twofold stacking, and in certainty orders additional exertion (Bijotat, 2013). Great quality and moderate devolved service delivery is likewise a condition for the great picture of government. The importance of good devolved service delivery for the picture that residents have of the legislature isn't constantly esteemed decently. Devolved service delivery isn't a detached something, yet is a piece of an intricate connection among government and the customers.

Then again Kibanya and Karugu (2015), while studying the customer service at the Nairobi County Government, reported unsatisfactory perception by residence. There are such huge numbers of whines by the overall population and an excessive amount of complaints. The study discovered that Corporate Governance contrarily influenced the client benefit in Nairobi County, as it were, and absence of occasional gatherings to talk about execution and the poor participation for the influenced both execution, and responsibility. Again the analyst found that ineffectively taught culture as to

client benefit esteems, standards and observing to distinguish enhanced open doors added to poor devolved service delivery. The authority of the province had minimal done to build up the staff capability over their lifetime on instruction, preparing and encounter.

Despite the fact that various impediments of devolution have been expressed, Bekele (2014) has an alternate view that devolution positively affect instruction in light of re-foundation of region specialized organizations. This is imperative on the grounds that the influx of 'constituent schools' had prior wiped out all trustworthy specialized universities that given this particular abilities preparing administration, which is a help to the country. The other impact of devolution is the quick advancement of rustic economies. Beforehand lethargic towns and towns have been spruced up or revamped sans preparation while others have been migrated to house the new area government foundation. There has likewise been an ascent in the accommodation and land industry, and an expansion in the requirement for experts at district level. This has expanded work openings and made various open doors for private ventures, which have all recharged expectation and reestablished the feeling of self-assurance the nation over. Social insurance administrations have been extended at the same time over the provinces as every region concentrated on growing its nearby limits. The outcome has been a decrease in youngster death rates.

2.5 Critique of the Existing Literature

The scholars in the empirical review have repeatedly called for a better understanding of how devolution relate to effective devolved service delivery. Despite the large number of studies that have been carried out to have a higher discernment of devolution in Kenya, there is still a large discrepancy in factors affecting devolved service provision relations that call for detail investigation to add flesh to the rationale. It is clear in the current publications on devolution there is lacking in the practicality of current enquiries on a growing state such as Kenya and there's a call to conduct re-assessments taking into account specific features. There could be underlying elements of devolved service that need to be taken into account. Furthermore, the influence crucial aspects have for instance contentment, loyalty,

institutional culture and perceptions such as motives for resignation and negative talk require further assessment.

Most of the studies reviewed in this research tested few variables used in this study. The literature review shows that extensive research has generally documented of the devolved service delivery affecting county government. It can be argued that Management support have been positively identified as having an effect on devolved service delivery which may affect county government performance. The national government has developed Economic recovery strategy through introduction of performance contracting with the aim of strengthening performance for all government entities. It is therefore important to have employees with the right skills and management support for effective service delivery (Sinng, 2012). Successful direction by management promotes team spirit, installs the mechanisms to develop team skills and defines team roles. Studies have shown county leadership and workforce impacts the quality of service delivery (Amisi & Rotich, 2015). The scholars in this review have called for county leaders are to take charge of the team they lead by making it safe for them to work, take intelligent risks, shielding them from unnecessary distractions that help them achieve one small win after the other and feel pride and dignity along the way. Expressing confidence and providing psychological safety are some of the responsibilities a good supervisor should take up (Huntley & Kleiner, 2014). In a study done by Magan (2018) at Dubai government showed that manager's performance of integrated leadership-in-government has a significant effect on employee happiness, as measured through job satisfaction and self-perceived performance.

The studies have also shown that financial resources is crucial to devolved service delivery. According Ghatak (2013), effective public service provision has to be adequately financed and depends crucially on the institutional structure. A county government should have its own system of enforcement mechanisms in and unwritten rules in financial resource may likely hinder or further public service provision. In another study done Maina (2016) demonstrated that budgeting, stakeholder participation practices and regulatory practices had a positive effect on devolved service delivery in the counties. He further elucidated that revenue

mobilization and spending practices and auditing and forensic accounting practices had an insignificant effect on service delivery in the three counties which participated in the study. The study done by Maina (2016) recommended the following recommendations. Firstly the need to prepare budgets plans with high level of participation and ownership of the public. Secondly, spending above the budget estimates should be discouraged. Third, counties should adopt technology to enhance efficiency in revenue collection and that counties should ensure that audit reports are acted upon. In order to strengthen devolved services there should also be regular public expenditure review meetings at which expenditures would be discussed widely by the county with donors, civil society organizations and citizens.

Further studies has shown that strategic planning will enhance devolved services .For county government to excel strategic planning is a must, organizational must align activities, setting priorities, allocate facilities, streamline functions and ascertain that partners as well as the staff are all geared towards realizing prevailing objectives (Sang, 2013). Olsen (2012) in a different inquiry demonstrates strategic planning to be fundamental to the provincial governments as it sets a trajectory and establishes quantifiable targets. In order for devolved provision to be a success, the local government have to outline precedence, streamline functions, optimally use resources, make sure the parties and personnel are unified in attaining mutual objectives and come to a consensus on the expected results.

Lining up personnel enhances performance when aligned with strategic business goals, (Amisi, 2015). Human resource management is more of a strategic partner, firms employing human resource practices have better organizational performance.

The studies have also shown that stakeholder engagement is critical for devolved service delivery. In a study at Pakistan it was found out that people's satisfaction level declined significantly when the devolution plan was rolled back. Outcomes showed that residents in urban areas are relatively more content than rural residents (Amisi & Rotich, 2015). In Nigeria, Olowu (2008) further attests that individuals that hail from a low social class are more content, this shows that the program of

devolution is indeed in the right course with regards to gaps in earnings. Oluwu (2008) discovered within Nigeria that stakeholders engagement as key in providing quality devolved service delivery .Citizen involvement in decision making seeks to increase the quality of government services at a time when the available resources for delivering services have declined. Based on (Burugu, 2010) government bodies in state and county level are required to operate in consultancy and information sharing for the required bodies organization and schemes. (Kipkorir, 2009) claims that every tier in government have an obligation to practice integrity and recognize the role of the constitution and government structures of every kind since the provision for improved and stronger relationships at work. It was established by Wanyama and Marangu, (2015) in an investigation done at the county government of Nairobi that partner involvement at all levels of implementation will also assist in reducing resistance.

Most of the aforementioned studies contextualized the relationship between the management support, financial resources, strategic planning and stakeholder engagement outcomes in non-devolved service unlike this study that sought to investigate determinants influencing devolved service delivery in selected county governments in Kenya.

Similarly, none of the above studies undertook a study on the problems affecting devolved service delivery particularly in relation to their implementation by the county principals. This study identified a gap in devolved service delivery knowledge hence focuses on the relationship between management support, financial resources, strategic planning, stakeholder engagement and devolved service delivery.

2.6 Research Gap

Several enquiries have been conducted to get a clear depiction of devolution and there still lies a reasonable range of study gaps in devolution and devolved service delivery relationship that need further research. A good number of previous empirical studies on devolved service delivery have been conducted Asia and Europe (Bijotat, 2013; Cole, 2012). The study of devolved service delivery is not fully explored in Africa Bigambo (2013). Kenya devolved service delivery inauguration in

2013 so far only a limited number of studies have been examined. Last year 2017 marks seven years since 67 % of Kenyan nationalists supported their new constitution. Upon its mandate, there was the devolution of financial government operations; with enhanced performance in civic service provision at the county level, at the center of this latest structure of government. This study views that devolution should provide Kenya with an exemplary opportunity to accelerate development. Regardless of the hurdles encountered, there are insignificant tangible gains (UNDP, 2018). This study noted that little has been done to actually find out why the high expectations of Kenyans is now resting on poor devolved service delivery among County governments in Kenya. There are factors that undeniably determine service delivery in the devolved system of governments.

However empirical studies have focused on some of the causes of poor service delivery such as political manipulation, corruption and lack of accountability and transparency, inadequate citizen participation, poor human resource policy, failure to manage change, lack of employee capacity, poor planning, and poor monitoring and evaluation (Kalava, 2016). On the other hand Wambua (2014) focused on sectors which have been decentralized like agricultural sector was the most transport sector, health and education sector. While other studies (Miriti, 2017) have only studied influence of devolution on service delivery.

In addition, The World Bank reports of (2015) reflected on how Kenyans expected that devolution will improve service delivery and accountability in resource allocation which will ultimately improve service delivery. It was projected that the lives of people would be improved since services would be within their reach especially infrastructure and health services. Kenyans expected that the devolved system of government will solve persistent marginalization and poverty. It's now close to ten years since county government took over but little has been accomplished in tandem with the expectations of the Kenyans. The roll-out of devolution, since March 2013 elections, has faced major implications for poverty

reduction, devolved service delivery and economic growth in the country (World Bank, 2015).

The above studies obtained from the empirical literature have left out a very important aspect of determinants of devolved service delivery. While Nyaga (2017) and other focuses on challenges on service delivery the present study will focus on little explored and most critical characteristics of service delivery in the counties in terms of management support, financial resources, strategic planning, stakeholder engagement and legal framework. This features have been little reporting in various published researchers available in the literature. Hence this study filled the very vital gap that exist and more so provide possible answers on what determine the service delivery at the county governments of Kenya.

2.7 Summary of the Literature Reviewed.

This part traces the hypothetical foundation theoretical structure through broad writing survey. Most experimental investigations have revealed a huge impact of the factors examined that assumes a fundamental job in created benefit service delivery. Researchers talked about the significance of Management bolster in arrangement for a superior devolved service delivery and district pioneers to assume up liability with the end goal to oversee powerful groups. Financial asset was found to a column for viable regressed benefit service delivery. The significance of getting ready spending plans and imparting to partner was additionally underlined. Researchers likewise settled that strategic planning is the ace of the various plans, it improves better region execution and this has an effect in arrangement of value devolved service delivery. At last partner commitment has been found to instrumental in arrangement of governing rules that is pointed in upgrading reverted administration to residents. Inclusion of residents destroys misconception of key issues along degenerated benefit service delivery. Specialists inspected Kenya readiness towards usage of devolution, henceforth done through foundation of lawful system for reverting force and all went for giving quality declined benefit service delivery. The following section traces the procedure to be utilized in this study.

This chapter reviewed theories and studies related to devolution and service delivery. In theoretical framework six theories were discussed and each linked with specific variable (Contingency Theory of Management for Strategic Planning, Systems Theory for Legal Framework, Theory X and Theory Y for management support, Resource Based Theory for financial resources and Theory of Decentralization for devolved service delivery). In addition, each variable was discussed based on the components in the conceptual framework. Further, the section looked in studies conducted based on the study objectives while criticizing them which provided a research gap. The next chapter presents the research design and methodological procedures followed during collection of data from the field.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents a systematic description of the methodology which will be used to conduct the research. The methodology for this study was explained under the following subsections; the research design, the population, sample frame, sampling techniques, validity and reliability of research instruments, data gathering procedures and statistical treatment of data. The pilot study, validity and reliability of the research instruments are also discussed.

3.2 Research Philosophy

A paradigm is perceived as a philosophical assumption, belief or an idea through which underlying social phenomena are established, (Mugenda & Mugenda, 2012). Pragmatists holds that a reasonable and logical way of doing things or of thinking about problems that is based on dealing with specific situations instead of on ideas and theories. This study employed a pragmatic research philosophy as indicated in the objectives that guide the study to address the research questions under study in dealing with determinants of delivery of devolved service delivery in selected counties of Kenya. The main reason as to why pragmatism was chosen for this study is that it is a problem based paradigm and often creates solutions to the research questions at hand (Feizer, 2010). Besides, it blends well with Mixed Methods Research as opposed to positivism/post positivism, and constructivism (Feizer, 2010). In this study, Pragmatism paradigm focused on the improvement of devolved service delivery and take a deeper philosophical position stance with regard to the nature of the social phenomena.

This school of thought involves the idea that picking between a position (axiology, epistemology or ontology) and the next is quite impractical; Creswell and Plano Clark, (2011); Saunders *et al.* (2009) claim that it is the most crucial indicator of the level to take up is the research question. This is specific to situations where the

study query fails to explicitly demonstrate whether an interpretive or a positive rationale should be used in a n investigation, for example, within an epistemological outlook. As such in this philosophical logic, employing both empirical and qualitative tools to decipher a factual conundrum are commended. Pragmatic knowledge arose out of action, summations and consequences rather than depending purely on coincident conclusions (Punch, 2009; Creswell, 2014). The study used pragmatism philosophical paradigm that supports the use of revenue mobilization approaches for county socio-economic development. This is because pragmatist advocates for reality. In this study positivism and phenomenological perspectives were adopted because performance of devolved service as pertaining to County governments in Kenya can be examined empirically through the use of reputable theoretical frameworks and structured instruments to assess and analyze it, upon which generalities can be made from the findings. This study used pragmatism since it mixed methods (use of qualitative and qualitative methods) and pragmatic approach involves using either of the method as long as is best suited to the research problem and not getting caught up in philosophical discussions about which is the best approach. The study has freedom to use any of the methods. In qualitative part this study used interview schedule to get in-depth analysis of county executive on revenue collection approach while in quantitative closed questions were structured where response were converted into numerical value by scoring.

3.2.1 Research Design

Creswell (2009) characterizes inquire about structures as plans and the methodology for research that range the choices from wide suspicions to definite techniques for information accumulation and investigation. This study employed correlational research design. This study utilized mixed techniques approach. Mixed philosophy is the mix of at least two strategies in research and yields both subjective and quantitative information (Polkinghorne, 2007). Mixed research can be either quantitative or qualitative. It can involve collections of quantitative information that can be tabulated along a continuum in numerical form. This would provide a better understanding of the research problem than the use of either one method alone in a study. This is argued to be one, if not, the most of the central premise of the

pragmatic philosophical reasoning in research today (Tashakkori & Teddlie, 2003). The utilization mixed approach expands the extensiveness of the study, the subjective information give clarifications to factual information, empowering examination of the determinants of fulfillment or disappointment all the more comprehensively this in the wake of evaluating the representatives' fulfillment levels lastly it builds the methodological thoroughness as discoveries in the two stages was checked for consistency. Besides mixed techniques gives the chance to exhibiting a more prominent assorted variety of different perspectives (Creswell, 2009). In this study subjective information was gotten through meetings and center gathering talks while quantitative information will be acquired from surveys making this study to be mixed approach.

3.3 Target Population

Saunders, Lewis and Thornhill (2009), states that a populace alludes to a full arrangement of cases from which an example is drawn. The unit of analysis was the investigation of population which comprised of every one of the 47 district government in Kenya. The unit of enquiry was 35,444 staff from 8 counties areas that are reachable based on land portrayal. Thusly, populace focused on are the representatives for the official and the administrative working with eight areas in Kenya, Nairobi, Mombasa, Nakuru, Embu, Kisumu, Nyeri, Kakamega and Garissa and as appeared in table 3.1.

Table 3.1: Staff Population from the eight counties

| No | Selected counties | No of Staff |
|----|-------------------|---------------|
| 1 | Nairobi | 11,067 |
| 2 | Mombasa | 3,896 |
| 3 | Nakuru | 5,409 |
| 4 | Embu | 3,451 |
| 5 | Kisumu | 3,423 |
| 6 | Nyeri | 3,055 |
| 7 | Kakamega | 3,486 |
| 8 | Garissa | 1,557 |
| | Total | 35,344 |

Source: National Cohesion and Integration Commission (2016).

3.4 Sampling Frame

As per Fowler (2002), an examining outline is the arrangement of individuals that has an opportunity to be chosen, given the inspecting approach that is picked. The example outline is consequently the County get together chosen individuals, Staff answering to County get together individuals, County Ministers, County Directors, Members of County assembly staff, Departmental Heads for Finance and Accounting, Agriculture, Livestock, Cooperatives and Fisheries, Environmental and National Resources, Health administrations, Education Culture Social Planning, Science and Technology. Physical Planning, Lands, Urban areas and Housing, Public works and Utilities, Public Service and Administration, Trade, Industrialization and Tourism, Roads, Energy, Transport and Infrastructure. The workers who answer to the Departmental heads will likewise shape some portion of the casing.

3.5 Sample and Sampling Techniques

Sampling refers to picking out a particular number of participants from a whole populace as an illustration of the group. Orodho (2005) claims that any conclusions made about the small group should be accurate about the whole group. The investigation employs techniques of non-probability and probability sampling in determining the participants of the research. What differentiates probability and non-probability sampling is that the latter is not involved in any sort of free selection whereas the former is. Techniques of probability ascertain that each participant has an opportunity of being picked out whereas non-probability techniques are biased in line with giving participants an equal chance of being selected.

3.5.1 Sampling Techniques

Fowler (2002), assessed the nature of an example by having the accompanying: Sampling is done from a pretty much total rundown of people in the populace to be examined, testing is done from an arrangement of individuals who go same place or

accomplish something that empowers them to be inspected and examining is done in at least two phases.

The study used cluster sampling method, since members speak to the populace was distinguished and incorporated into the example cluster sampling method includes distinguishing proof of group of members speaking to the populace and their incorporation in the example gathering and in this was to incorporate the County get together chosen individuals, County Ministers, County Directors and Departmental Heads. The fundamental purpose behind picking group testing its temperate, less time for usage and productive.

3.5.2 Sample Size

As per Kothari, (2006) an example recipe satisfies the necessities of proficiency, delegates, dependability and adaptability. Cochran equation was utilized to figure the example size and it is fitting in circumstances with vast populaces.

The example estimate for this study is, since $N > 10,000$ thusly

The Cochran equation is:

$$n = Z^2 pq / e^2$$

Where:

N is the populace

e is the coveted level of accuracy (i.e. the safety buffer),

p is the (assessed) extent of the populace which has the trait being referred to,

q is $1 - p$.

The z-esteem is found in a Z table, along these lines a 95 % certainty level gives us Z estimations of 1.96, per the typical tables, so we get

$$N = 1.962 * 0.5 * 0.5 / 0.052$$

=384

Along these lines the example estimate for workers' polls was 384.

Table 3.2: Sample Size for from the eight counties

| No | Selected counties | No of Staff | Percentage % | Sample Size |
|----|-------------------|---------------|---------------|-------------|
| 1 | Nairobi | 11,067 | 31.31 | 120 |
| 2 | Mombasa | 3,896 | 11.02 | 42 |
| 3 | Nakuru | 5,409 | 15.30 | 59 |
| 4 | Embu | 3,451 | 9.76 | 37 |
| 5 | Kisumu | 3,423 | 9.68 | 37 |
| 6 | Nyeri | 3,055 | 8.64 | 33 |
| 7 | Kakamega | 3,486 | 9.86 | 38 |
| 8 | Garissa | 1,557 | 4.41 | 17 |
| | Total | 35,344 | 100.00 | 384 |

Source: National Cohesion and Integration Commission (2016).

3.6 Data Collection Instruments

As indicated by Creswell (2002), information gathering is the methods by which data is acquired from the chosen subject of an examination. This study gathered information using close and open ended questionnaires. A Questionnaire and an interview guide were used in data collection. Orodho (2005) observes that questionnaires have a major advantage of time efficiency and anonymity. Creswell (2014) argues that the questionnaire is a suitable tool for collecting data given a large sample size. It was on these advantages that the current study preferred to use the questionnaire over other tools of data collection. In this study, questionnaires were used to collect data from members of county departments that were involved in the study. The questionnaires were chosen because they provided a more comprehensive view than any other research tool. Questionnaires were used to obtain primary data from the sampled population. Huang & Mathers (2004) steps were used in developing the questionnaire where the area of investigation was defined, questions formulated, and the sample population chosen to maximize the responses. The questionnaire was preferred because it is an appropriate tool through which many respondents can be reached. The questionnaire made possible for the researcher to

obtain a wide variety of responses and draw more reliable conclusions from the responses of members of the county departments. It facilitated easy and quick derivation of information within a short time. In this study both open and close ended questions were used. Close ended questions sought yes or no responses whereas open ended questions sought respondents' opinions on determinants of performance of devolved governments from their departments' perspective.

Kothari (2008) characterizes a survey as a report that comprises of various inquiries printed or composed in a distinct request on a frame or set of structures. The sort of polls used close finished and open-finished. As indicated by Mugenda and Mugenda (2003) questionnaires are easy to administer but difficult to investigate, simple to oversee and conservative as far as time and cash. Every one of the 384 respondents as expressed in the example size was issued with a poll to fill, was directed to a county secretary representatives in the chosen areas .The survey incorporated Likert scale going from 1-5 where every respondent was required to rate every single proclamation given depicting a given variable. The scale went from 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and 1=Strongly Disagree. Toward the finish of each Likert scale questions, open finished inquiries was incorporated to permit the respondent give extra data that is was not caught in the Likert scales questions. The optional information was gathered from distributed reports and the Ministry of devolution and ASAL.

3.7 Data Collection Procedure

After the approval of the seminar paper, the researcher was given a clearance from the University, which will be used to get Research Permit from NACOSTI. After permit is granted, the researcher was given a letter of introduction from the Director of Graduate Studies and Research, Westland's campus to administer the questionnaires to the respondents. A cover letter requesting the respondents to participate voluntary in the study was attached to the questionnaires. The researcher facilitated by the County Secretary in each county in allowing permission to gather data.

Data collection exercise included three phases. The first phase involved reconnaissance visit to the study area to familiarize with the research area and obtain relevant data for refining the research thesis. The second phase is to identify research assistants and induct them on how to administer the questionnaires. During the second phase, research assistants were trained for a period of two days techniques of data collection. These techniques will include safety, how to obtain informed consent from participants, privacy and confidentiality concerns and how to handle adverse events. A copy of the permit was made and issued to research assistants. The respondents were required to fill the questionnaires and return them to the researcher assistant within 24 hours. In the third phase, the researcher administered the interview schedules for county officers and obtain information related to open ended questionnaires.

3.8 Pilot Testing

Concurring Kothari (2004), a pilot test is the imitation and practice of the principle study and it conveys to the light the shortcomings of the polls and furthermore of the inspecting systems. A pilot study embraced on no less than 38 workers from adjacent Machakos County to test the unwavering quality and legitimacy of the poll. The standard that up to 10% of the example ought to comprise a pilot test (Creswell, 2003). Accordingly, the proposed pilot test is inside the prescribed size. Pilot contemplate is, subsequently, directed to recognize the shortcoming in plan and instrumentation and to give precise information to test choice, (Cooper & Schindler, 2003). The example was haphazardly be chosen from the focused-on populace and 38 workers was directed with the survey. The irregular example was guarantee that the focused on pilot test gets an equivalent possibility of taking an interest in the pilot ponder. The instrument was investigated dependent on the pre-test involvement. The information gathered from the pilot ponder was examined utilizing quantitative methods, for example, proportions of focal inclination and also subjective strategies. Respondents utilized in the pilot study were in this manner exempted from partaking in the last investigation test. The motivation behind a pilot test was to empower legitimacy and unwavering quality of the exploration instrument to be resolved,

(Copper & Schilder). All the items in the variables were noted to be above the minimum 0.7 which is an acceptable rating on the Cronbach's alpha.

3.8.1 Validity of Research Instruments

Validity of the research instrument is built on the assumption that what is being studied were captured and measured (O'leary, 2009). Therefore, validity refers to the extent to which a research instrument truly measures that which it is intended to measure (Ewens & Fons-Rosen, 2013). Equally, it refers to the extent to which empirical evidence supports study inferences based on a given instrument of interest to the researcher (Fraenkel *et al.*, 2012). Therefore, the researcher should consider whether the instrument truly measures the concept in question or is accurate (Brett, 2005). Validity can either be external or internal. According to Walker (2012), external validity relate to the extent to which findings from a study are generalizable to other contexts, whereas, internal validity measures whether the questionnaire items assess what is intended to measure or not. Therefore, internal validity includes measures such as face validity, content validity, construct validity or criterion-related validity (Creswell, 2005; Pallant, 2011).

Face validity is concerned with whether the questionnaire items in the study logically appear to measure what it claims or intends to measure (Dick, & Hagerty, 1971; Leedy & Ormrod, 2005). Face validity depends on the expertise and familiarity of the assessor on the subject matter (Nwana, 2007). Content validity is a type of validity where the domain or the field of the concept is made clear and the experts assess whether the measures of the concept fully represents that field (Bollen 1989). Therefore, the more the questionnaire items represent the field of the concept being measure, the greater the content validity (Sekaran & Bougie, 2016). This was done by a review of existing literature on indicators of determinants of delivery of devolved services to identify the diverse conceptualization of the concepts. Additionally, on both types of validity, opinions from professional experts in developed from college of human resource development were sought.

Construct validity refers to the extent to which the constructs hypothetically relate to one another to measure a given concept in the study (Zigmund *et al.*, 2013) based on

the underlying theories. According to Thatcher (2010), most researchers generate constructs based on theories in order to comprehend, explain and predict the behaviour of variables. Additionally, it encompasses testing a scale in terms of theoretically derived hypotheses concerning the nature of underlying variables or constructs (Pallant, 2011). Similarly, Mohajan (2018) describe construct validity as decree based on buildup of evidence from numerous studies or review of theories using a specific measuring instrument. Thus, construct validity ensures that items in the questionnaire actually measures what it was intended to assess and no other variables (Twycross & Shields, 2004). To assess this type of validity, expert opinion and correlation analysis was used. Construct validity can be either convergent or discriminant construct validity (Huck, 2007).

Convergent construct validity is the degree to which variables measured separately bear a relationship to one another (Straub, 1989). This implies that the concepts that ought to be related to one another are actually related. Discriminant construct validity is established when, based on theory, variables are predicted to be uncorrelated, and the scores obtained by measuring them are indeed empirically found to be so (Mohajan, 2018). To assess construct validity, the study used factor and correlation analysis.

3.8.2 Reliability of Research Instruments

Reliability is a proportion of how much an examination instrument yields results after rehashed preliminaries. Unwavering quality was utilized to gauge exactness and precision (Sang 2013). A attitude scale was viewed as solid, for instance, to how much similar respondents, or fundamentally the same as respondents, get the equivalent or very much like score upon continued testing (Ross, 2005). The unwavering quality investigation strategy computes various generally utilized proportions of scale dependability and furthermore gives data about the connections between individual things in the scale. Intra-class relationship coefficients can likewise be utilized to process between rater unwavering quality assessments (Joppe, 2000). In measurements, Cronbach's α (alpha) is a coefficient of inner consistency. It

is ordinarily utilized as a gauge of the unwavering quality of a psychometric test for an example of examinees (Cronbach, 1951).

Cronbach's α is defined as

$$\alpha = \frac{K}{K - 1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where K is the number of components (K-items or testlets),

σ_X^2 the variance of the observed total test scores and

$\sigma_{Y_i}^2$ the variance of component i for the current sample of persons.

The hypothetical estimation of alpha differs from zero to 1, since it is the proportion of two fluctuations. In any case, contingent upon the estimation technique utilized, assessments of alpha can go up against any esteem not exactly or equivalent to 1, including negative qualities, albeit just positive qualities bode well (Ritter, 2010). Higher estimations of alpha are more attractive. A few experts, as a standard guideline, require an unwavering quality of 0.70 or higher before they will utilize an instrument. Clearly, this standard ought to be connected with alert when α has been figured from things that efficiently disregard its presumptions (Nunnally, 1978). Moreover, the suitable level of dependability relies on the utilization of the instrument.

A generally acknowledged standard for depicting inside consistency utilizing Cronbach Alpha is as appeared in Table 3.3.

Table 3.3: Cronbach's Alpha Decision Rule

| Cronbach's Alpha | Internal Consistency |
|------------------|----------------------|
| $\alpha \geq .9$ | Excellent |

| | |
|-----------------------|--------------|
| $.9 > \alpha \geq .8$ | Good |
| $.8 > \alpha \geq .7$ | Acceptable |
| $.7 > \alpha \geq .6$ | Questionable |
| $.6 > \alpha \geq .5$ | Poor |
| $.5 > \alpha$ | Unacceptable |

3.9 Data Analysis and Presentation

According to Kothari (2004), this step is essential in scientific and social science research in ensuring that all relevant data are captured for making comparison and analysis. Field data for this research was analysed through use of two methods; quantitative and qualitative methods. Quantitative methods were concerned with aggregates, general trends, averages and proportions. On the other hand, qualitative data analysis endeavoured to make general statements on how categories or themes of the data collected were related (Robson, 2002). Quantitative data collected was coded, entered and analyzed through use of statistical package for social sciences (SPSS) computer software program. Data was edited, organized in line with demographic aspects, groups and research questions and coded accordingly. The core function of coding was to create codes and scale from the responses which could be summarized and analyzed in various ways (Kombo & Tromp, 2006).

3.9.1 Data Cleaning and Screening

Once the questionnaires were collected by the researcher, they were coded and keyed into SPSS computer software and analysed. Initially screening of data was done using sort functions. Data was based on the objectives and research hypothesis of the study. Quantitative data collected was analysed using descriptive statistical techniques which were frequencies, mean, standard deviation. The findings were presented by use of frequency distribution tables that gave record of a number of times a score or a response occurs.

First and foremost, factor analysis was done to reduce the items of questionnaire that were closely related to reduce overlap with the constructs. Descriptive statistics such as mean, standard deviations, reliability coefficients, and inter-correlations were computed to understand the results better. The hypotheses were then tested using multiple linear regression, hierarchical linear modelling and the four steps mediation regression process. Since previous research acknowledged that firm size may

influence firms' competitiveness, these variables were controlled in the statistical analysis (Joiner & Bakalis, 2006).

A principal component factor analysis with orthogonal varimax rotation was administered to cluster the variables in the questionnaire into several discrete factors. Factors with a minimum of one Eigen value were retained for factor analysis. Factors that had Eigen value less than one were deemed insignificant and therefore discarded. Varimax orthogonal rotation was then used to group correlated variables with large correlations into homogeneous clusters. Varimax rotation ensured that the factors produced were independent and uncorrelated with each other. According to Thompson (2004), factor analysis is a multivariate statistical procedure that serves several uses, among them: Factor analysis reduces a large number of variables into a smaller set of variables (also referred to as factors). Secondly, it establishes underlying dimensions between measured variables and latent constructs, thus building and refinement of theory. Lastly, it provides scale and item construct validity evidence.

3.9.2 Data Analysis

The Data collected was analysed using both the descriptive and the inferential statistics. Quantitative methods of data analysis was employed with both descriptive and inferential statistics (frequency means and standard deviations) being applied to explain each objective of the study. Descriptive statistics was preferred because it aids the study to meaningfully describe the population of study and was used to compute data frequency, percentage, percentage mean and STD deviation results aided by Statistical Packages for Social Science (SPSS). The analysed data was presented using frequency tables, bar graphs and pie charts using percentages and measure of central tendency were used to analyse data (Kothari, 2006). The advantages of using frequency tables and bar graphs and chart is that frequency tables and bar graphs and charts present data in multiple categories and helps to summarize a large amount of data in a visual, easily interpretable form, (Crossman, 2013).

Qualitative data was analysed thematically along the study objectives. Therefore the interview guide used thematic analysis which is a process of identifying patterns within qualitative data and uses these themes to address the research or say something about an issue. Braun and Clarke (2013) suggest that thematic analysis summarize the data and makes sense of it therefore it's a very flexible method.

Pearson correlation and multiple linear regression analysis was conducted to establish the strength of relationship between the independent and dependent variable. The purpose of doing correlations is to allow the study to make a prediction on whether independent variables have an association with dependent variables and the nature of the relationship.

This study tested the validity of the multi regression models using ANOVA, F-distribution and T-test. ANOVA is also the 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 (Mugenda & Mugenda, 2003). To test the significance of regression coefficient, t test was performed. The study adopted a significance level of 0.05. The p value obtained was interpreted based on the level of significance .The study rejected the null hypothesis if the p-value was less than 0.05 in favour of the alternative hypothesis. If the p- value was greater than the level of significance the study will not reject the null hypothesis. Finally Multiple Linear Regression model will be employed to establish the significance of the linear relationship independent variables on the dependent variable. The multiple regression model was be;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \dots\dots\dots\text{Model 1}$$

Where:

Y=Devolved Service Delivery

X₁= Management Support

X_2 = Financial Resources

X_3 = Strategic planning

X_4 = Stakeholder engagement

ϵ = error term

β_0 -constant (Y- intercept)

β_i - are the regression coefficients of each X_i ($i=1, 2, 3, 4, 5$)

3.9.3 Tests for Moderation

Suggested by Baron and Kenny's (1986), and Frazier et al. (2004) regarding the use of hierarchical multiple regression analyses to test for moderator effect was followed. Procedures for analyzing and interpreting the interaction terms, recommended by Aiken and West (1991), was employed. All predictor variables were entered following Aiken and West's (1991) recommendations to reduce multicollinearity between the interaction terms. Consequently, mean deviation scores was calculated before creating multiplicative interaction terms (Aiken & West, 1991; Cohen, Cohen, West, & Aiken, 2003). The test of the interaction is whether a significant proportion of variance is accounted for by interaction terms after partially the main effects of the predictors in the first step of the analysis.

Moderation occurs when the relationship between two variables differs in magnitude, direction, or statistical significance based on the level of another variable. A hierarchical multiple regression analysis was done to analyze the effects between the variables and to check the hypotheses. The hierarchical regression analysis is used to specify a fixed order of entry for variables in order to test the effects of certain predictors, independent of the influence of others (Pallant, 2010).

To achieve this, hierarchical regression model was used. In hierarchical regression analysis, only some of the variables are utilized simultaneously across every stage. At every step of the R^2 that will be computed to indicate the incremental alteration with the addition of the most recently entered predictor and was exclusively related with the predictor. The advantage of using hierarchical regression through a sequence of F-tests controlled the inclusion of the variables, each step of the interactive process comes closer to determining the true value of the contribution of each in this case determinants. The coefficient of determination, R^2 , measured that part of the total variance of Y that was explained by understanding the value of X .

The study hypotheses were tested in two stages using multiple regression analysis and hierarchical moderated regression as modelled by Barron and Kenny (1986). The foremost step was the regression of the control variables versus devolved service delivery. Second, determinants variables regressed with devolved service delivery for direct effects. Third, the interaction term was brought in in opposition to the dependent variable. Fourth, the interaction term between each independent and moderator variable will be calculated by multiplying the two variables yielding a product term that represents the interaction effect which will be done at different stage for each individual interaction.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 m + \varepsilon \dots \dots \dots 2$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 m + \beta_{6a} X_1 * m + \varepsilon \dots \dots \dots 3$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 m + \beta_{6a} X_1 * m + \beta_{6b} X_2 * m + \varepsilon \dots \dots \dots 4$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 m + \beta_{6a} X_1 * m + \beta_{6b} X_2 * m + \beta_{6c} X_3 * m + \varepsilon \dots \dots 5$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 m + \beta_{6a} X_1 * m + \beta_{6b} X_2 * m + \beta_{6c} X_3 * m + \beta_{6d} X_4 * m + \varepsilon \dots$$

.....6

Where:

Y=Devolved Service Delivery

X₁= Management Support

X₂ = Financial Resources

X₃= Strategic planning

X₄ = Stakeholder engagement

M=legal framework

ε = error term

β₀ -constant (Y- intercept)

β_i - are the regression coefficients of each Xi (i=1, 2, 3, 4, 5)

3.9.4 Structural Equation Modelling

The study further use SEM. Structural Equation Modelling is a multivariate technique that analyzes the covariance structure of variables. The structural model consists of two main models namely latent variable model and measurement model. According to the recommendation of Hoyle and Panter (1995), this thesis reports SEM results by describing the development of conceptual model and followed by the

results of measurement models, structural model and model diagnosis. SEM allows an estimation of a series of separate, but interdependent, causal relationships simultaneously. Second, in SEM, measurement errors and random errors can be included in the model as well as remove potential for estimation. Finally, SEM can effectively deal with multicollinearity

According to Diamantopoulos and Siguaw (2000), constructing SEM models normally starts with coming up with a hypothesis, develops it in to a model, operationalizes the constructs of interest with a measurement instrument, and then test the model fit to the obtained measurement data. Reisinger and Turner (1999) provides the general measurement and structural fit of a model with the following values; chi-square, degrees of freedom (df), significance level (p-value), normed fit index (NFI) goodness of fit (GFI), root-mean-square residual (RMR) and root mean square error of approximation (RMSEA). Byrne (2001) commend RMSEA as one of the most informative criteria in SEM. Hair Jr., et. al., (2010) propose criteria for acceptable fit values of χ^2 statistic P-value < 001 and RMSEA \leq 0.05 as shown in Table 3.4.

Table 3.4: Criteria for Acceptable Model Fit

| Criteria | Critical Value |
|---|-----------------------|
| Chi-square statistic χ^2 | p-value < 001 |
| Normed Fit Index (NFI) | 0.9 |
| Goodness of Fit (GFI) | 0.9 |
| Root-Mean-Square Residual (RMR) | <0.05 |
| Root Mean Square Error of Approximation (RMSEA) | <0.05 |

Source: Hair *et al.* (2010)

Some of the strengths in SEM are the capability to construct latent variables. These variables are not measured directly, but are estimated in the model from several measured variables each of which is predicted to spout into the latent variables. This allows the modeler to clearly confine the unreliability of measurement in the model, which in theory allows the structural relations between latent variables to be accurately estimated (Hair *et al.*, 2010).

3.9.5 Diagnostic tests

The demonstrative test was broken down in the wake of contributing and running the information in SPSS, lingering investigation was attempted to produce unmistakable insights i.e. proportions of focal propensity (mean), proportions of scattering, proportions of kurtosis and skewness. Residual was plotted to create histograms and typical likelihood plot. Examination of Data was produced through SPSS for every factor and added to the current SPSS dataset. Factors levels were created and were utilized for reference while separating the impact measurements. The analyst processed all the leftover required by choosing the important boxes of intrigue. A regression model is a mathematical representation of what and how independent variables are related to the dependent variables. All regression models have assumptions, and violation of these assumptions can lead to unreliable results. The following assumptions that underline multiple regression model of analysis were assessed:

Multicollinearity Test

Multicollinearity was recognized with the assistance of variance inflation factor (VIF) and its complementary, called change expansion factor (VIF). This study tested for multicollinearity, typicality, Heteroskedasticity and autocorrelation. The test is ascertained through SPSS. At the point when the VIF for the factors is under 3 ($VIF \leq 3$) shows no Multicollinearity while a VIF more than 10 ($VIF \geq 10$) demonstrates Multicollinearity issue. Facilitate on a graphical portrayal was utilized to test the typicality of the residuals. Multicollinearity test was checked if at least two free factors are exceptionally related with one another. In this study, multi-collinearity was assessed by means of tolerance and Variance Inflation Factor (VIF) values. Normally, a tolerance value of below 0.01 or a VIF value greater than 10 reveals a serious multi-Collinearity problem (Hair et al., 2006; Leech et al., 2011). Tolerance indicates the amount of variability of the particular independent variable not explained by other independent variables, whereas VIF is the inverse of the tolerance statistic.

Normality Assumption Test

Suspicion of ordinariness is to ensure the information generally fits a chime bend shape before running certain factual tests was utilized to decide whether an informational collection was all around displayed by an ordinary appropriation and to figure how likely it is for an arbitrary variable basic the informational collection to be regularly conveyed. The supposition of typicality is more about mistake as opposed to the factors under investigation along these lines the blunder is assessed by the lingering. In the direct regression demonstrate display $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$, there is no presumption that Y is regularly circulated just ε is .i

Normality is the assumption that the scores on a continuous variable are normally distributed about the mean, (Tharenon et al., 2007). Normality of independent variables was tested using mathematical methods. The normality of distribution was inspected using the degree of Skewness and kurtosis of variables. Similarly, the normality of distribution was also checked by use of Kolmogorov-Smirnov test.

Linearity assumption Test

The linearity Assumptions of Linear Regression was the study that surveys whether at least one indicator factors clarify the needy variable. Anova test was utilized to for testing linearity presumption. At the point when $F = R^2/K-1/(1-R^2)n-k$ is critical, at that point the linearity suspicion holds, so when R^2 is extensive F is likewise substantial and the other way around .High R^2 implies the needy variable (degenerated benefit service delivery) can be clarified by autonomous factors (Management bolster, Financial asset, strategic planning and partner commitment).ii.

Linearity refers to the degree to which the change in the dependent variable is related to change in the independent variables (Hair et al., 2010). Linearity between the dependent variable and each independent variable was tested using the Pearson's Product Moment Correlation Coefficient (PPMC). The goal was to assess the strength of linear relationships among variables.

Heteroskedasticity Test

The idea of heteroscedasticity is the inverse being homoscedasticity was utilized with regards to straight regression or for time arrangement examination, to depict the situation where the fluctuation of blunders or the model isn't the equivalent for all perceptions, while regularly one of the essential supposition in displaying is that the changes are homogeneous and that the mistakes of the model are indistinguishably appropriated. Breusch-Pagan and White heteroscedasticity tests gives a chance to check if the residuals of a regression have evolving change. The Breusch-Pagan (BP) test was to recognize whether restrictive Heteroskedasticity exists in the regression display (which means the variety of the residuals is subject to the level of the free factor. In the event that the ascertained BP-detail is more prominent than the basic esteem found in the table, you dismiss the invalid speculation and establish that there IS restrictive Heteroskedasticity present in the model, which means the model may not be solid. In the event that you have Cond. Heteroskedasticity, you should find a way to get a solid. At long last, autocorrelation test was done by The Durbin Watson Test which is a proportion of autocorrelation in residuals from regression

examination. The Hypotheses for the Durbin Watson test are: H_0 = no first request autocorrelation and H_1 = first request relationship exists. In this manner presumptions are: That the blunders are regularly disseminated with a mean of 0 and the mistakes are stationary. The Durbin Watson test reports a test measurement, with an incentive from 0 to 4, where: 2 is no auto correlation, 0 to <2 is sure autocorrelation and >2 to 4 is negative autocorrelation.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents results of data analysis and hypotheses testing. The purpose of this study was to examine determinants of delivery of devolved services in selected counties in Kenya. In the first section, a description of the demographic profiles of the respondents is presented. This is followed by a section that provides a descriptive analysis of the study variables in conjunction with the results of thematic analyses of the questionnaires. The third section presents results of the hypotheses tests of devolved services in selected counties in Kenya.

4.2 Responses rate

Response rate of survey is significant concern in a study because it ensures the questionnaires collected are valid for data analysis (Hair *et al.*, 2010). Response rate defined by Hamilton (2009) as the percentage of respondents who participated in the survey from the sample size determined for the research. As the percentage of respondents who participated in the survey from the sample size determined for the research. About 384 questionnaires set were distributed to respondents. However, 363 questionnaires were retrieved. Therefore, this makes the response rate of 94.5%, though; out of the 363 collected questionnaires only 346 were found to be useful for further analysis, because 17 questionnaires were excluded from the analysis due to outlier problem. This accounted for 90.1% valid response rate. According to Sekaran and Bougie (2010), response rate of 30% is acceptable for surveys. Hence forward, response rate of this study is adequate for further analysis.

Table 4.1: Response rate of the questionnaires

| Response | Frequency/rate |
|--------------------------------------|-----------------------|
| Number of distributed questionnaires | 384 |
| Returned questionnaires | 363 |
| Returned and usable questionnaires | 346 |
| Returned and excluded questionnaires | 17 |
| Questionnaires not returned | 21 |
| Response rate | 94.53 |
| Valid response rate | 90.10 |

4.3 Data Screening and Cleaning

The data screening and cleaning process normally involves an inspection of the collected data and correction (or removal) of any errors that potentially can cause substantial impacts on the analysis results (Osborne, 2013). It often includes an examination of missing values, identification of substantial errors, management of raw data for an appropriate use of the analysis and assessment of normality and outliers (Tabachnick & Fidell, 2014).

4.3.1 Examination of missing data

First, the study identified and rectified missing values in the dataset. It is generally suggested that researchers may remove particular cases if they have more than 50 per cent of values missing (Hair, 2010). These cases can create substantial impacts on the rest of the observations (Tabachnick & Fidell, 2014). Following this suggestion, the study omitted the cases with more than 50 per cent of missing values.

After removing these cases, the study also treated the cases with less than 50 per cent of missing values. For the treatment of such missing values, three options are often suggested (Pallant, 2011): List wise exclusion: totally removing the case from the

analysis if any data are missing in that case, Pairwise exclusion: removing the case only when they are missing the data required for specific analysis, Replacing with mean: calculating the mean value for the variables and applying it to the missing value. Among these techniques, this study adopted a pairwise exclusion option in consideration of its advantages. The advantages include: that the option has fewer problems with convergence; the factor loading estimates are relatively free of bias; and the option is easy to implement by using any statistical program (Hair, 2010).

4.3.2 Examination for Outliers

Outliers refer to cases or observations with values for variables or combinations of variables that are substantially different from those in other cases or observations (Byrne, 2010; Hair *et al.* 2010). Outliers can be said not to be representative of the population. They can distort statistical tests, and thus work counter to the objectives of a research study. Outliers can be checked from a univariate, bivariate and multivariate perspective. This research performed a multivariate test for outliers, as the study uses a multivariate analysis that investigates for multivariate outliers that have extreme scores on two or more variables. This is as opposed to a univariate outlier that has an extreme score on a single variable (Kline, 2010, 2005). A common approach to the detection of multivariate outliers is the computation of the squared Mahalanobis distance (D2) for each case (Hair *et al.*, 2010). This statistic measures the distance in standard deviation units between a set of scores for one case and the sample means for all variables.

D2 assesses the extent of the dissimilarity of each observation or case (in terms of its distance from the mean centre of all observations) across a set of variables. An outlying case (the higher D2 values relative to the other cases) will have a D2 value that stands distinctively apart from all the other D2 values. As a rule of thumb, Hair *et al.* (2010) suggested identifying any case in which the $D2/df$ value exceeds three or four in large samples (where the sample size is ≥ 200) as an outlier. Following Hair *et al.*'s (2010) suggestions, the dataset (363 cases by 89 metric variables) were examined for the presence of multivariate outliers using D2 as a measure of distance,

and computed $D2/df$. Table 4.2 presents the top 10 furthest observations identified based on $D2/df$.

As shown in Table 4.2, the $D2/df$ values of case 15 and case 130 are equal to or exceeding three, suggesting they are outlying cases. Thus, these two cases were dropped from further analysis. In summary, the analysis for the presence of multivariate outliers identified two cases as outliers and dropped them from further analysis. Thus, only the remaining 346 cases are used in all subsequent analyses to be performed as part of this study.

Table 4.2: Multivariate Outlier Test Results

| case | D2 | $D2/df(df=116)$ | Case | D2 | $D2/df(df=116)$ |
|------|--------|-----------------|------|--------|-----------------|
| 15 | 411.2 | 3.5 | 56 | 283.02 | 2.36 |
| 130 | 346.18 | 3 | 161 | 279.4 | 2.33 |
| 34 | 291.17 | 2.43 | 203 | 270.24 | 2.25 |
| 25 | 288.5 | 2.4 | 11 | 259.21 | 2.16 |
| 95 | 287.2 | 2.39 | 35 | 258 | 55 |

Source ;(Field Data, 2018)

As shown in Table 4.2, the $D2/df$ values of case 15 and case 130 are equal to or exceeding three, suggesting they are outlying cases. Thus, these two cases were dropped from further analysis. In summary, the analysis for the presence of multivariate outliers identified two cases as outliers and dropped them from further analysis. Thus, only the remaining 346 cases are used in all subsequent analyses to be performed as part of this study.

4.3.3 Reliability Results

Reliability has been acknowledged in literature to mean that scores from a research instrument are stable and consistent (Yasar & Cogenli, 2014; Koonce & Kelly, 2014). Given that in this research, semi-structured questionnaires were used as instruments to collect data, it was worth testing for its reliability. Rovai *et al.* (2014)

recommended Cronbach's alpha as model that is adequate to measure internal consistency reliability based on the average inter-item correlation of an instrument. Thus, in the current study, Cronbach alpha was used. The results of reliability of research instrument are presented in the table below.

According to Sekeran and Bougie (2010), the conventionally accepted level of reliability measure is set at 0.70. From the results generated, the Cronbach alpha for each variable based on the average of inter-item correlation were above 0.70 with the highest Cronbach alpha value observed in financial resources (0.871) whereas the lowest value was 0.720 with respect to delivery of devolved services. Therefore, any Cronbach alpha value more than 0.70 is regarded as a reliable measure for the construct under consideration. Evidently, the present study results demonstrate that all variables had Cronbach alpha of more than 0.70. Thus, met the required threshold for further analysis as presented in table 4.3.

Table 4.3: Reliability Results

| Reliability Statistics | | | |
|---------------------------------|------------------|--|------------|
| | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| Delivery of devolved services | 0.720 | 0.724 | 9 |
| Management support | 0.726 | 0.728 | 10 |
| Financial resources | 0.859 | 0.861 | 10 |
| Strategic planning Stakeholders | 0.823 | 0.823 | 15 |
| engagement | 0.808 | 0.816 | 9 |
| Legal framework | 0.729 | 0.732 | 10 |

4.4 Respondents Profile

The respondents were asked to state their gender, job position, job tenure and highest academic achievement. The findings are presented in the following sub-sections. From the results, 43.9% of the respondents were female and 56.1% of them were

male. The results indicate that male individuals comprised the majority of those that were employed in the selected counties in Kenya. This gives ground for policies that advocate for more female representation at the county level.

Regarding the job position, 7.5% are county secretaries, 20.8% are chief directors, 21.4% are members of county assembly and 12.7% are sub-county administrators. This distribution provided a diversified base of information given the contribution of the different job positions.

Job tenure was also ascertained by the study. Basing on the findings, 30.9% of the respondents have worked for a period ranging from a year to 4 years, 28% for 5 to 10 years, 18.8% of them have worked for 10 to 15 years, 14.7% have worked for 15 to 20 years and 7.2% of them have worked at the county government for 20 to 25 years. Overall, the bulk of the respondents have worked at the county level for over 4 years. They therefore possess the adequate knowledge on determinants of delivery of devolved services.

Furthermore, most institutions use education as an indicator of a person's skill levels or productivity. The study therefore deemed it important to establish if the educational level of the employees had a bearing on the delivery of devolved services in selected counties in Kenya. From the results, 13.6% have high school as the highest level of education, 43.1% Diploma, 34.7% undergraduate level of education, 6.1% master's degree and 2.6% have a Doctorate. It is evident that the employees possess the requisite skills to perform their duties effectively. As such, the employees' educational attainment is part of the county's human capital.

Table 4.4: Respondents' Profile

| | | Frequency | Percent |
|------------------------------|-----------------------------|------------------|----------------|
| Gender | Female | 152 | 43.9 |
| | Male | 194 | 56.1 |
| | Total | 346 | 100 |
| Job position | County Minister/Secretaries | 26 | 7.5 |
| | Chief Officer/Director | 72 | 20.8 |
| | Member of County Assembly | 74 | 21.4 |
| | Sub-County Administrator | 44 | 12.7 |
| | Others | 130 | 37.6 |
| | Total | 346 | 100 |
| | Total | 346 | 100 |
| Job tenure | 1-4 | 107 | 30.9 |
| | 5-10 | 97 | 28 |
| | 10-15 | 65 | 18.8 |
| | 15-20 | 51 | 14.7 |
| | 20-25 | 25 | 7.2 |
| | over 25 | 1 | 0.3 |
| | Total | 346 | 100 |
| Highest academic achievement | high school | 47 | 13.6 |
| | Diploma | 149 | 43.1 |
| | Undergraduate | 120 | 34.7 |
| | Masters | 21 | 6.1 |
| | doctorate | 9 | 2.6 |
| | Total | 346 | 100 |
| Age bracket | 18-25 | 91 | 26.3 |
| | 26-35 | 127 | 36.7 |
| | 36-45 | 83 | 24 |
| | 46-55 | 39 | 11.3 |
| | above 55yrs | 6 | 1.7 |
| | Total | 346 | 100 |

Finally, the study sought to establish the age of the respondents. From the results, 26.3% of them are between the 18 to 25 years age range, 36.7% are between 26 to 35 years, 24% are between 36 to 45 years, 11.3% are between 46 to 55 years while 1.7% are over 55 years of age. Evidently, a significant portion of the county jobs in the selected counties are held by the youth. The results suggest that these counties have made an effort to capitalize on the young talents and skills so as to enhance service delivery.

4.5 Descriptive Results

4.5.1 Management Support

Management support is without doubt critical in the provision of an enabling environment for effective devolved service delivery. It is a precondition for both effective and quality service delivery. The findings on top management support are illustrated in table 4.5. Evidence from the table suggests that the top management attends project meetings in various departments of the county (mean = 3.73, SD = 1.19). In so doing, the top management is aware of the state of affairs at the county and are therefore likely to make decisions that are in tally with the county requirements.

Other than attending project meetings, the management provides for financial resources and organizational resources for the county services (mean = 3.60, SD = 1.07). The implication is that the management facilitates service delivery at the county level by ensuring that financial resources are provided. Besides, the county top management provides leadership support and supervision to the county during projects implementation (mean = 3.62, SD = 1.05). In fact, the county government leadership involves themselves in the implementation of the county projects (mean = 3.64, SD = 1.05). Consequently, there is a likelihood of projects being implemented to conclusion. Also, instances of mismanagement of resources are reduced.

Further, the county management review plans and the implementation of the projects (mean = 3.58, SD = 1.07). The management therefore ensure that the county attains its set objectives. However, it has not been fully established if the top county government officials take forms such as demonstrating commitment and also providing ways to overcome obstacles (mean = 3.37, SD = 1.03). Similarly, there is doubt if there is a consistent communication between the implementation of county services and the top management of the county (mean = 3.34, SD = 1.15). This could be deterrent to the attainment of efficient service delivery at the county government.

Table 4.5: Management Support

| | | SD | D | N | A | SA | M | SD | Skew. |
|---|---|-----------|----------|----------|----------|-----------|-------------|-------------|--------------|
| The top management attend project meetings in various departments of the county | % | 9 | 6.6 | 13.3 | 44.2 | 26.9 | 3.73 | 1.19 | -1.01 |
| The top management provide for financial resources and organizational resources for the county services | % | 4.6 | 12.7 | 18.5 | 46 | 18.2 | 3.60 | 1.07 | -0.71 |
| The county top management provide leadership support and supervision to the county during projects implementation | % | 4.9 | 8.7 | 25.7 | 40.5 | 20.2 | 3.62 | 1.05 | -0.67 |
| The county government leadership involve themselves in the implementation of the county projects | % | 3.8 | 11 | 24 | 40.5 | 20.8 | 3.64 | 1.05 | -0.60 |
| Top county government officials take forms such as demonstrating commitment and also providing ways to overcome obstacles | % | 3.5 | 17.1 | 32.1 | 33.8 | 13.6 | 3.37 | 1.03 | -0.23 |
| The county government management review plans and the level of implementation of the projects | % | 3.2 | 15.9 | 19.7 | 41.9 | 19.4 | 3.58 | 1.07 | -0.53 |
| There is a consistent communication between the implementation of county services and the top management of the county | % | 8.1 | 14.2 | 29.8 | 32.1 | 15.9 | 3.34 | 1.15 | -0.37 |
| The county government management hire only high-tech qualified contractors. | % | 12.4 | 20.2 | 30.9 | 27.2 | 9.2 | 3.01 | 1.16 | -0.14 |
| Top Management of the county actively seeks innovative ideas | % | 6.6 | 15 | 32.9 | 30.9 | 14.5 | 3.32 | 1.10 | -0.29 |
| Top Management promotes new solutions enthusiastically to the problems facing the county | % | 6.4 | 10.7 | 28 | 36.1 | 18.8 | 3.50 | 1.11 | -0.54 |
| Management support | | | | | | | 3.47 | 0.73 | -0.50 |

Besides, there are gaps with the hiring of only high-tech qualified contractors (mean = 3.01, SD = 1.16). As well, it is undefined if the top management of the county actively seeks innovative ideas (mean = 3.32, SD = 1.10). These areas provide potential areas of improvement because the top management need to be actively involved in the search for innovative ideas to solve public problems. This can be through the hiring of highly qualified contractors which has been lowly evidenced among the selected counties. On the flip-side, the top management promotes new solutions enthusiastically to the problems facing the county (mean = 3.5, SD = 1.11).

In a nutshell, management support had a mean of 3.47, standard deviation of 0.73 and skewness of -0.5. Overall, the respondents were in agreement with the items on management support. The implication is that management support is a crucial step towards improved service delivery. Consistent with the findings, Isabokei (2017) argued that leadership has an influence on the performance of Kajiado County government. Particularly, through good management support, employees are motivated to be more productive and work towards attaining the county's vision and mission. As well, Marks and Prints (2013) identified poor management as a major reason for low morale and unsatisfactory employee performance.

4.5.2 Financial Resources

Financial resources are an important aspect in the attainment of effective devolved service delivery. The study therefore sought to find out the effect of financial resources on the delivery of devolved services. Table 4.6 illustrates the results. Based on the results, the county government is yet to make sufficient concerted efforts in the allocation of finances to the projects and services in a timely manner (mean = 3.02, SD = 1.30). Particularly, most counties have cited the delay in the release of funds to the counties as a violation of the provision of the constitution. The delay in the allocation of finances to the projects and services has mostly been occasioned by problems in the County allocation of Revenue Act. However, the county officials have a challenge accounting for the amount spent in every financial year (mean = 3.23, SD = 1.19). There could be leaks with the finances intended for projects and services in the county. Further, the county government revenue is not sufficient to

support county government services (mean = 2.75, SD = 1.30). The counties do not have the same resource endowment. Some counties are more privileged compared to others hence the national government intervenes through disbursement of funds to counties.

Table 4.6: Financial Resources

| | | SD | D | N | A | SA | M | Std. D | Skew. |
|--|---|-----------|----------|----------|----------|-----------|-------------|---------------|--------------|
| The county government allocate finances to the projects and services in county in time | % | 15.6 | 22.8 | 19.1 | 29.2 | 13.3 | 3.02 | 1.30 | -0.10 |
| The county government officials are able to account the amount spent in every financial year | % | 12.1 | 13.9 | 24.3 | 38.7 | 11 | 3.23 | 1.19 | -0.49 |
| The county government revenue is enough to support county government services | % | 18.8 | 30.6 | 19.9 | 18.2 | 12.4 | 2.75 | 1.30 | 0.30 |
| County government is able to make the budget | % | 2 | 7.5 | 23.7 | 42.5 | 24.3 | 3.79 | 0.96 | -0.64 |
| The county government account is in deficit | % | 6.4 | 17.6 | 36.4 | 28.3 | 11.3 | 3.21 | 1.06 | -0.17 |
| The county government makes transitional budget | % | 4.9 | 11 | 39 | 34.7 | 10.4 | 3.35 | 0.98 | -0.38 |
| The amount of money received from the national government is enough to run the affairs of the county | % | 21.1 | 26.9 | 21.7 | 20.2 | 10.1 | 2.71 | 1.28 | 0.23 |
| During budget, the major consideration in allocation of money is priorities | % | 6.4 | 13 | 24 | 41.9 | 14.7 | 3.46 | 1.09 | -0.59 |
| The county government carry out internal audit of the its financial expenditures | % | 4.9 | 8.7 | 23.7 | 46 | 16.8 | 3.61 | 1.02 | -0.77 |
| The county government is able to implement both internal and external auditors suggestions | % | 6.4 | 16.2 | 24.6 | 32.4 | 20.5 | 3.45 | 1.17 | -0.39 |
| Financial resources | | | | | | | 3.26 | 0.61 | -0.28 |

Further, it is undefined if the county government account is in deficit (mean = 3.21, SD = 1.06). This is also the case with the county making transitional budget (mean = 3.35, SD = 0.98). Also, the amount of money received from the national government is not enough to run the affairs of the county (mean = 2.71, SD = 1.28). This points to the need of the counties to capitalize on revenue generation so as to meet the financial gaps. The above assertions are in alignment with the findings of the Commission on Implementation of the Constitution (CIC) Kenya which established that the counties have experienced disputes such as those relating to boundaries, revenue collections and management of natural resources among others.

On the positive side, the county government is able to make the budget (mean = 3.79, SD = 0.96). Moreover, during budget, the major consideration in allocation of money is priorities (mean = 3.46, SD = 1.09). The implication is that the priorities at hand dictate the allocation of money. Besides, the county government carries out internal audit of its financial expenditures (mean = 3.61, SD = 1.02). To further strengthen on accountability, the county government is able to implement both internal and external auditors' suggestions (mean = 3.45, SD = 1.17). Overall, the findings on financial resources summed to a mean of 3.26, standard deviation of 0.61 and a skewness of -0.28. The results suggest that there were gaps in terms of the provision and use of financial resources at the county level.

To build on the results, it can be affirmed that the manner in which financial resources are dispersed may either have a positive or deleterious effect on service delivery. For instance, a study by Tsofa (2017), in Kilifi County government of Kenya found that the rapid transfer of human and financial resources for health management functions before the counties had enough capacity to undertake these functions led to poor service delivery. The timing and capacity to perform devolved functions are also of essence in enhancing devolved service delivery.

4.5.3 Strategic Planning

Strategic planning is key in enhancing communication channels at the county levels and it increases coordination, decision making and devolved service delivery. Table 4.6 highlights the findings on strategic planning. Evidently, the county government has well stated mission and vision (mean = 4.10, SD = 1.16). There is therefore awareness on the directions the county government intends to take to achieve efficient service delivery. In fact, the long-term objectives of the county are well articulated (mean = 3.77, SD = 1.02).

Besides, stakeholders are involved in strategic planning in the county (mean = 3.43, SD = 1.05). The implication is that there is ownership of the projects by the stakeholders in the county. However, adequate efforts have not been directed towards carrying out SWOT analysis on areas of weakness and strength (mean = 3.17, SD = 1.16). This could be detrimental to service delivery since the county governments lack the adequate knowledge on the areas they need to capitalize on and those that need urgent attention.

Further, it is undefined if the county government promoted harmony, unity of purpose and good working relationship among MCAs, assembly leadership and staff in its strategic plan (mean = 3.23, SD = 1.16). Unity of purpose and good working relationship among MCAs, assembly leadership and staff are an issue of contention among many counties. In most cases, the views of the MCAs are in divergence with that of the assembly leadership thereby being detrimental to strategic planning. Efforts directed towards having a common voice at the county level is the state of affairs that should be emulated in county assemblies.

Moreover, at the implementation stage, there are instances whereby the county government budget did not take into consideration first what was presented in the strategic plan (mean = 3.36, SD = 1.09). This could be attributed to the fact that the county executives are unsure if the strategic plan presented is realistic and achievable within the timeframe indicated (mean = 3.32, SD = 1.11).

In addition, the county strategic plan includes all areas of the county for instance all the departments without discrimination (mean = 3.45, SD = 1.12). As such, whenever projects are implemented, there is wider acceptance because all parties were involved in the formulation of the strategic plan. Despite this, it is uncertain if the strategic plan considers varied interests among ethnic groups in the county (mean = 3.25, SD = 1.12). As well, it is unclear if the strategic plan has a clear plan on the staff management (mean = 3.26, SD = 1.29).

Also, the county strategic plan takes into consideration budget constraints resulting in resource cutbacks (mean = 3.52, SD = 1.07). Other than that, it has a clear plan on the legislative services of the county (mean = 3.57, SD = 1.05). Furthermore, the county strategic plan has an agenda on financial resource management (mean = 3.44, SD = 1.01). Additionally, the plan has identified issues and areas that will be addressed and provides a clear strategy on implementation (mean = 3.51, SD = 1.10). Finally, professionals are engaged in the development of the county government strategic plan (mean = 3.58, SD = 1.09).

Table 4.7: Strategic Planning

| | | SD | D | N | A | SA | M | Std. D | Skew |
|--|---|-----------|----------|----------|----------|-----------|----------|---------------|-------------|
| The county government has well stated mission and vision | % | 5.8 | 6.4 | 8.1 | 31.2 | 48.6 | 4.10 | 1.16 | -1.36 |
| There are long term objectives of the county well-articulated | % | 2.6 | 11 | 18.2 | 43.6 | 24.6 | 3.77 | 1.02 | -0.72 |
| Stakeholders are involved in strategic planning in our county | % | 5.5 | 13.9 | 25.1 | 43.4 | 12.1 | 3.43 | 1.05 | -0.58 |
| The county carries out SWOT analysis on areas of weakness and strength | % | 11.6 | 12.7 | 35.5 | 27.7 | 12.4 | 3.17 | 1.16 | -0.30 |
| The county government promote harmony, unity of purpose and good working relationship among MCAs, Assembly leadership, and staff in its strategic plan | % | 10.1 | 15.3 | 28.9 | 33.2 | 12.4 | 3.23 | 1.16 | -0.36 |
| During implementation of the county objectives, the county government budget took into consideration first what is presented in the strategic plan | % | 5.8 | 16.8 | 27.2 | 36.4 | 13.9 | 3.36 | 1.09 | -0.37 |
| The strategic plan presented by the county executive is realistic and achievable within the time frame indicated | % | 5.8 | 18.5 | 28 | 33.5 | 14.2 | 3.32 | 1.11 | -0.28 |
| The county strategic plan includes all areas of the county (e.g. all the departments) without discrimination | % | 7.5 | 12.7 | 21.7 | 43.1 | 15 | 3.45 | 1.12 | -0.64 |
| The strategic plan considers varied interests among ethnic groups in the county | % | 7.5 | 18.2 | 28.9 | 32.7 | 12.7 | 3.25 | 1.12 | -0.28 |
| The county strategic plan take into consideration budget constraints resulting in resource cutbacks | % | 5.2 | 11.6 | 26.9 | 38.7 | 17.6 | 3.52 | 1.07 | -0.54 |
| The strategic plan has a clear plan on the legislative services of the county | % | 5.8 | 8.7 | 24.9 | 43.9 | 16.8 | 3.57 | 1.05 | -0.74 |
| The strategic plan of the county has a clear plan on the staff management | % | 14.2 | 13.6 | 21.4 | 33.8 | 17.1 | 3.26 | 1.29 | -0.41 |
| The county strategic plan has an agenda on financial resources management | % | 5.5 | 9 | 34.4 | 38.2 | 13 | 3.44 | 1.01 | -0.53 |
| The Plan has also identified issues and areas that will be addressed and provides a clear strategy on | % | 5.5 | 12.1 | 26.6 | 37 | 18.8 | 3.51 | 1.10 | -0.52 |

| | | | | | | | | | | |
|--|---|-----|------|------|------|------|-------------|-------------|--------------|--|
| implementation | | | | | | | | | | |
| Professionals are engaged in the development of the county government strategic plan | % | 6.1 | 10.4 | 21.7 | 43.1 | 18.8 | 3.58 | 1.09 | -0.72 | |
| Strategic planning | | | | | | | 3.46 | 0.74 | -0.45 | |

From the foregoing, the strategic plan is holistic since it caters for budget constraints, it is within the bounds of the legal framework and has identified the key areas to be addressed as well as a strategy for implementation. In line with the findings, Ouakouak (2017) noted that rational strategic planning is used as an instrument to improve financial performance of any organization. Besides, the findings of the Balanced Scorecard Institute, (2013) indicated that strategic planning provides the mechanisms to realize the desired strategic vision of an organization or devolved system of government.

4.5.4 Stakeholder Engagement

Stakeholder engagement is an inclusive process of public participation in county functions. It is aimed at gaining legitimacy, communicating effectively as well as collecting useful data and ideas. The study therefore sought to establish if there is stakeholder engagement at the county level. Table 4.8 illustrates the findings. From the results, the county government budget allocation is yet to implement stakeholder inputs (mean = 3.35, SD = 1.20). There is a possibility that the stakeholder engagement efforts are superficial or poorly designed to the extent that stakeholders perceive that their inputs have not been taken into account.

Further, efforts have been made by the county government to provide a good working environment for the employees and the citizens (mean = 3.40, SD = 1.27). The challenge is that there are gaps in terms of provision of training to the citizens so as to enhance capacity building (mean = 3.21, SD = 1.23). Similarly, the county government has not effectively capitalized on the provision of complain mechanisms such as complaint boxes and hotlines to citizens (mean = 3.27, SD = 1.24). There is therefore need for concerted effort in that regard to facilitate a feedback mechanism that will in the long run provide information on how to improve service delivery.

In addition, the dissemination of information to the public regarding projects being implemented has not been done to perfection (mean = 3.38, SD = 1.22). It appears that the county government does not share on a regular basis the projects being implemented. There is therefore information asymmetry which discourages stakeholder involvement. Likewise, the citizens have not been actively involved in public hearing to articulate their preferences and disappointments (mean = 3.26, SD = 1.31). Also, there is uncertainty regarding the inclusion of the civil society in the legislation process (mean = 3.13, SD = 1.14). Similarly, it is undefined if feedback from the public on important matters of the county are taken into consideration (mean = 3.21, SD = 1.28). Finally, the county government strategies are not sufficient to revamp the economy and empower the communities (mean = 3.38, SD = 1.23).

Table 4.8: Stakeholder Engagement

| | | SD | D | N | A | SA | M | Std. D | Skew. |
|--|---|------|------|------|------|------|-----|--------|-------|
| The county government budget allocation has implemented stakeholders inputs | % | 11.6 | 10.4 | 24.9 | 37.6 | 15.6 | 3.3 | 1.20 | -0.57 |
| The county government provide good working environment for the employees and the citizens | % | 12.7 | 11 | 19.1 | 38.4 | 18.8 | 3.4 | 1.27 | -0.60 |
| The county government provide training to the citizens so as to enhance capacity building | % | 13.6 | 13.6 | 24 | 36.4 | 12.4 | 3.2 | 1.23 | -0.44 |
| The county government have provided citizens with various complains methods e.g. complaint boxes and hotlines | % | 12.7 | 12.4 | 25.4 | 33.5 | 15.9 | 3.2 | 1.24 | -0.43 |
| The county government regularly shares information with the public relating to projects being implemented | % | 11.3 | 11.6 | 21.1 | 39.6 | 16.5 | 3.3 | 1.22 | -0.60 |
| The government occasionally organizes public hearings for citizens to articulate their preferences and disappointments | % | 16.5 | 9.5 | 22.5 | 34.1 | 17.3 | 3.2 | 1.31 | -0.47 |
| The civil society is included in the legislation process contribution | % | 11 | 18.5 | 24.3 | 38.7 | 7.5 | 3.1 | 1.14 | -0.41 |
| Feedback from the Public on important matters of the county | % | 15 | 12.1 | 26 | 30.9 | 15.9 | 3.2 | 1.28 | -0.36 |

| | | | | | | | | | | |
|--|---|------|-----|------|------|------|------------|-------------|--------------|-------|
| are taken into the consideration | | | | | | | | | | |
| The county government has strategies to revamp the economy and empower the communities within the economically | % | 12.7 | 8.4 | 23.7 | 38.4 | 16.8 | 3.3 | 8 | 1.23 | -0.63 |
| | | | | | | | 3.2 | | | |
| Stakeholder engagement | | | | | | | 9 | 0.95 | -0.64 | |

Overall, the findings on stakeholder engagement summed up to a mean of 3.29, a standard deviation of 0.95 and a skewness of -0.64. There is therefore uncertainty with majority of the aspects of stakeholder engagement at the county level. The implication is that sufficient efforts have not been made towards facilitating stakeholder engagement. Prior studies such as that of Odhiambo & Taifa, (2009) have indicated that stakeholder engagement provides checks and balances against unnecessary political interference in service delivery. Besides, Wang, Hawkins, & Berman, (2014) elucidated that an effective approach to enhance capacity for sustainability is to engage stakeholders to mobilize political support and technical expertise needed in resource allocation decisions for sustainability.

4.5.5 Legal Framework

The Constitution of Kenya assigns functions, mandates and roles to both the county and national government. The legal framework comes into place when ensuring that the devolved functions are a success. The study therefore sought to establish the legal framework in the selected counties in Kenya. Based on the findings in table 4.9, it is unclear if the policy on devolution duplicates functions between county and national government (mean = 3.06, SD = 1.34). It is therefore not certain if there is a conflict between the two levels of government and a duplication of roles.

Similarly, it is undefined if the national government has devolved all the functions to the county government as provided for in the constitution (mean = 2.80, SD = 1.22). It is surprising that those tasked with the devolved government do not have the intricate details of the functions devolved by the national government as per the

constitution. This could be attributed to duplication of roles and lack of coordination between the national and county government.

Further, it is uncertain if there is a clear framework on transfer of liabilities and assets from local government to the county government (mean = 3.41, SD = 3.31). The same is true for the manner in which the public service commission supervises and determines appeals against county governments Country Service Board (mean = 3.41, SD= 1.13). However, there is establishment of an agreed framework to guide intergovernmental fiscal transfers and allocation of resources between the two levels of government (mean = 3.46, SD = 1.08). Despite this, the county government has not effectively generated bills necessary for effective implementation of the devolved system of government services (mean = 3.32, SD = 1.06).

Table 4.9: Legal Framework

| | | SD | D | N | A | SA | M | Std. D. | Skew. |
|---|---|------|------|------|------|------|------|------------|-------|
| The policy on devolution is clear and do not duplicate functions between county and national government which may influence service delivery. | % | 18.5 | 16.2 | 21.4 | 28.9 | 15 | 3.06 | 1.34 | -0.19 |
| The national government has devolved all the function to the County government as provided for in the constitution. | % | 17.3 | 26.9 | 21.4 | 26.9 | 7.5 | 2.80 | 1.22 | 0.06 |
| There is clear legal framework on transfer of liabilities and assets from local government to the county government. | % | 9.2 | 20.2 | 25.4 | 33.6 | 11.6 | 3.41 | 3.31 | 10.73 |
| There is establishment of an agreed framework to guide intergovernmental fiscal transfers and allocation of resources between the two levels of Government. | % | 6.9 | 11 | 25.1 | 43.4 | 13.6 | 3.46 | 1.08 | -0.67 |
| There is a clear framework by the Public Service Commission on how they supervise and determine appeals against county governments County Service Board | % | 7.5 | 13.3 | 26.3 | 36.7 | 16.2 | 3.41 | 1.13 | -0.49 |
| The county government has generated bills necessary for effective implementation of the devolved system of government services | % | 6.1 | 15.3 | 29.8 | 37.9 | 11 | 3.32 | 1.06 | -0.42 |
| The county government has develop and implement legal framework to clarify and cohesive oversight framework for fiscal flows between the two levels of | % | 6.9 | 10.1 | 35.3 | 39.6 | 8.1 | 3.32 | 1.00 | -0.60 |

| | | | | | | | | | |
|--|---|-----|------|------|------|------|-------------|-------------|--------------|
| government for better service delivery | | | | | | | | | |
| The members of the County assembly have enacted legislation to provide a framework for uniform norms and standards for public service at the county | % | 7.5 | 17.1 | 35.5 | 30.9 | 9 | 3.17 | 1.06 | -0.27 |
| The county government has established and support a platform and a framework to facilitate dialogue for all elected leaders at both levels of government for better service delivery | % | 5.5 | 12.4 | 32.1 | 40.5 | 9.5 | 3.36 | 1.00 | -0.53 |
| The county government has a legislation provision that establish a mechanism through which counties can seek Support from the national government to perform their functions. | % | 8.1 | 13 | 30.9 | 34.1 | 13.9 | 3.33 | 1.12 | -0.42 |
| Legal framework | | | | | | | 3.26 | 0.80 | -0.02 |

Also, the county government has not effectively developed and implemented legal framework to clarify and establish cohesive oversight framework for fiscal flows between the two levels of government for better service delivery (mean = 3.32, SD = 1.00). Similarly, it is undefined if the members of the county assembly have enacted legislation to provide a framework for uniform norms and standards for public service at the county (mean = 3.17, SD = 1.06).

Further the county government has not effectively established a platform and framework to facilitate dialogue for all elected leaders at both levels of government for better service delivery (mean = 3.36, SD = 1). Likewise, it has not been fully established if the county government has a legislation provision that establish a mechanism through which counties can seek support from the national government to perform their functions (mean = 3.33, SD = 1.12). Overall, the results on legal framework had an aggregate mean of 3.26, standard deviation of 0.80 and a skewness of -0.02.

4.5.6 Devolved Service Delivery

In this section of the analysis, the results on devolved service delivery are presented. Basing on the findings in table 4.10, there is general improvements of services after establishment of county governments in Kenya (mean = 3.75, SD = 1.24). Devolution has brought the government close to the people hence facilitating revenue generation. Nonetheless, it is not clear if the procurement of goods and services has

improved since the county government took over (mean = 3.13, SD = 1.14). Similarly, it is undefined if revenue collection and accounting functions are more efficient since the county government took over (mean = 3.23, SD = 1.18). This gives ground for further studies to ascertain the status of revenue collection and accounting functions since the advent of the county government.

Further, the respondents are not sure if transport services are more efficient after the implementation of devolution (mean = 3.14, SD = 1.07). It could be that data is not available for before and after performance of transport services. Besides, there is doubt if trading services and licensing has significantly improved after the county government took over the functions (mean = 3.39, SD = 1.12). As well, it is unclear if food security has improved once the devolved government was introduced (mean = 3.08, SD = 1.16).

In addition, there is uncertainty if sewerage and solid management is more efficient because of the county government (mean = 3.17, SD = 1.24). Similarly, it is undefined if health service delivery improved once the county government took over its management (mean = 3.31, SD = 1.20). Finally, it is indefinite if agricultural services are better off with the county in place (mean = 3.23, SD = 1.20). The findings on devolved service delivery had an aggregate mean of 3.27, standard deviation of 0.87 and a skewness of -0.38.

Table 4.10: Devolved Service Delivery

| | | SD | D | N | A | SA | M | Std. D | Skew. |
|--|---|------|------|------|------|------|------|-----------|-------|
| There is a general improvement of services after establishment of county governments in Kenya | % | 11.3 | 4.3 | 11 | 44.8 | 28.6 | 3.75 | 1.24 | -1.10 |
| Is the procurement of goods and services efficient since the county government took over | % | 9.5 | 19.4 | 30.6 | 29.5 | 11 | 3.13 | 1.14 | -0.20 |
| Revenue collection and accounting functions is more efficient since the county government took over. | % | 9.2 | 17.9 | 27.7 | 30.6 | 14.5 | 3.23 | 1.18 | -0.26 |
| Transport services is more efficient after implementation of devolution | % | 6.4 | 22.8 | 29.5 | 32.7 | 8.7 | 3.14 | 1.07 | -0.18 |
| Trading services and licensing has | % | 6.1 | 17.6 | 22.8 | 38.4 | 15 | 3.39 | 1.12 | -0.42 |

| | | | | | | | | | |
|---|---|------|------|------|------|------|-------------|-------------|--------------|
| significantly improved after the county government took over the functions | | | | | | | | | |
| After introduction of the devolved government food security has improved | % | 11.8 | 18.5 | 28.9 | 31.5 | 9.2 | 3.08 | 1.16 | -0.25 |
| Sewerage, solid waste management is more efficient because of the county government | % | 13.3 | 16.5 | 23.1 | 34.1 | 13 | 3.17 | 1.24 | -0.34 |
| The health services has improved in services delivery since the county government has taken over its management | % | 10.1 | 15.3 | 23.7 | 35 | 15.9 | 3.31 | 1.20 | -0.42 |
| Agricultural services e.g. extension services in better because the county government took over. | % | 10.7 | 17.6 | 23.4 | 35 | 13.3 | 3.23 | 1.20 | -0.35 |
| Service delivery | | | | | | | 3.27 | 0.87 | -0.38 |

4.6 Factor Analysis

Factor analysis was employed in this regard to help in identifying the actual number of factors that measured each construct as perceived by the respondents. The validity of the instrument was measured through Bartlett's Test of Sphericity (Muhammad, 2009). The component factor analysis with varimax rotation was conducted in all variables to extract factors from each construct. According to Hair, Black, Anderson, and Tatham, (2006) all items loading below 0.50 were deleted and those with more than 0.50 loading factor retained (Daud, 2004). The items were well loaded into their various underlying variable structure of dimensions.

4.6.1 Exploratory Factor Analysis

Factor analysis refers to an idea that measurable and observable variables in the study can be reduced to fewer underlying variables that share a joint variance and are unobservable (Bartholomew *et al.*, 2011). Thus, in the present study, factor analysis was performed so as to reduce and summarize data set items into controllable factors without losing the original information. Generally, factor analysis summarizes data in a manner that the relationships of variables can be certainly interpreted and understood (Yong & Pearce, 2013). Exploratory factor analysis was employed in this study. EFA was deemed appropriate for the study because of its ability to explore the data to identify acceptable and relevant set of factors which can be analyzed together (Fricker *et al.*, 2012; Velayutham *et al.*, 2012).

4.6.2 Factor Analysis for Management Support

From the findings in table 4.11, KMO value showed that the study sample size was adequate in relation to the construct of management support used in the study and that they could be subjected for factor analysis (KMO=0.880). Further, the findings showed that 58.143% of management support was explained by the constructs used in measuring management support. Further all the constructs (top county government officials take forms such as demonstrating commitment and also providing ways to overcome obstacles, the county government management review plans and the level of implementation of the projects, there is a consistent communication between the implementation of county services and the top management of the county, the county government management hire only high-tech qualified contractors, top management of the county actively seeks innovative ideas, top management promotes new solutions enthusiastically to the problems facing the county, the top management attend project meetings in various departments of the county, the top management provide for financial resources and organizational resources for the county services, the county top management provide leadership support and supervision to the county during projects implementation and the county government leadership involve themselves in the implementation of the county projects) had loading above 0.5 indicating that they were valid and were retained for further analysis. In addition, AVE of 0.609 showed that 60.9% of variance was captured by the management support construct in relation to the amount of variance due to the measurement error. According to Hair et al., (2014), the average variance extracted (AVE) which is a measure used to check for construct validity should be greater than 0.5. Further, Bartlett's Test $\chi^2=1272.078$ and $p=0.000<0.005$ indicated that manifestation of the factors of management support will be different in the population.

Table 4.11: Factor Analysis for Management support

| | 1 | 2 |
|---|--------|--------|
| Top county government officials take forms such as demonstrating commitment and also providing ways to overcome obstacles | 0.574 | |
| The county government management review plans and the level of implementation of the projects | 0.664 | |
| There is a consistent communication between the implementation of county services and the top management of the county | 0.646 | |
| The county government management hire only high-tech qualified contractors. | 0.776 | |
| Top Management of the county actively seeks innovative ideas | 0.760 | |
| Top Management promotes new solutions enthusiastically to the problems facing the county | 0.752 | |
| The top management attend project meetings in various departments of the county | | 0.781 |
| The top management provide for financial resources and organizational resources for the county services | | 0.820 |
| The county top management provide leadership support and supervision to the county during projects implementation | | 0.724 |
| The county government leadership involve themselves in the implementation of the county projects | | 0.560 |
| Total Variance Explained: Rotation Sums of Squared Loadings | | |
| Total | 3.324 | 2.490 |
| % of Variance | 33.241 | 24.902 |
| Cumulative % | 33.241 | 58.143 |
| AVE | 0.609 | |
| KMO and Bartlett's Test | | |
| <i>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</i> | 0.880 | |
| | 1272.0 | |
| <i>Bartlett's Test of Sphericity Approx. Chi-Square</i> | 78 | |
| <i>Df</i> | 45.000 | |
| <i>Sig.</i> | 0.000 | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

4.6.3 Factor Analysis for Financial resources

Table 4.12 shows that the factor loadings results were above 0.5. This implies that all the factors were retained for further analysis. Besides, AVE of 0.633 indicated that 63.3% of variance was captured by the financial resources construct in relation to the amount of variance due to the measurement error. To sum up, the first factor accounted factor for 28.64% of the total variance, the second factor accounted for 14.32% and the third factor 13.02 % of the total variance leading to a cumulative 55.98% of variance accounted for. The Kaiser-Meyer-Olkin Measure value (0.766) was above 0.5 hence acceptable. Also, the Bartlett's Test was significant. This indicated that all the factors were valid and hence retained for further analysis in the study. Further, the high factor loading scores means that financial resources is accounted for by all the items considered.

Eigen value of greater than 1 is retain for further analysis (Kaiser, 1960; Yong & Pearce, 2013). Thus, the Eigen values displayed in table 4.16 indicated a value of 2.864 which greater than 1, thus all the nine constructs (the county government allocate finances to the projects and services in county in time, the county government officials are able to account the amount spent in every financial year, during budget, the major consideration in allocation of money is priorities, the county government carry out internal audit of the its financial expenditures, the county government is able to implement both internal and external auditors suggestions, the county government account is in deficit, the county government makes transitional budget, the amount of money received from the national government is enough to run the affairs of the county and the county government revenue is enough to support county government services)were identified to be single factor . This factor accounted for 55.979 % of the total variance.

Table 4.12: Factor Analysis for Financial resources

| | 1 | 2 | 3 |
|--|---------|-------|--------|
| The county government allocate finances to the projects and services in county in time | 0.703 | | |
| The county government officials are able to account the amount spent in every financial year | 0.754 | | |
| During budget, the major consideration in allocation of money is priorities | 0.641 | | |
| The county government carry out internal audit of the its financial expenditures | 0.687 | | |
| The county government is able to implement both internal and external auditors suggestions | 0.696 | | |
| The county government account is in deficit | | 0.851 | |
| The county government makes transitional budget | | 0.659 | |
| The amount of money received from the national government is enough to run the affairs of the county | | | 0.811 |
| The county government revenue is enough to support county government services | | | 0.763 |
| Total Variance Explained | | | |
| Initial Eigenvalues | 2.864 | 1.432 | 1.302 |
| % of Variance | 28.64 | 14.32 | 13.019 |
| Cumulative % | 28.64 | 42.96 | 55.979 |
| AVE | 0.633 | | |
| KMO and Bartlett's Test | | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | 0.766 | | |
| Bartlett's Test of SphericityApprox. Chi-Square | 667.299 | | |
| Df | 45 | | |
| Sig. | 0.00 | | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

4.6.4 Factor Analysis for Strategic planning

Factors with factor loadings of above 0.5 are excellent and should be retained for further data analysis. The study therefore, drew conclusions that strategic planning be retained for further data analysis. Additionally, the first factor accounted for 27.242% of the total variance, second factor accounted for 22.681% and the third factor 11.911% of the total variance leading to a cumulative 61.835% of variance accounted for. Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in table 4.13, KMO was greater than 0.5 thus significant. Further, Bartlett's Test of $\chi^2=2516.618$ and $p=0.000<0.005$ indicated that manifestation of the factors of strategic planning will be different in the population. This implied that all the items (The County carries out SWOT analysis on areas of weakness and strength, During implementation of the county objectives, the county, The strategic plan presented by the county executive is realistic, The county strategic plan includes all areas of the county (e.g. all the departments) without discrimination, The strategic plan considers varied interests among ethnic groups, The county strategic plan take into consideration budget constraints resulting in resource cutbacks, The strategic plan has a clear plan on the legislative services of the county)for each factor were retained

Table 4.13: Factor Analysis for Strategic planning

| | 1 | 2 | 3 |
|--|----------|--------|--------|
| The county carries out SWOT analysis on areas of weakness and strength | 0.548 | | |
| The county government promote harmony, unity of purpose and good working ... | 0.542 | | |
| During implementation of the county objectives, the county. | 0.725 | | |
| The strategic plan presented by the county executive is realistic. | 0.651 | | |
| The county strategic plan includes all areas of the county (e.g. all the departments) without discrimination | 0.829 | | |
| The strategic plan considers varied interests among ethnic groups in. | 0.692 | | |
| The county strategic plan take into consideration budget constraints resulting in resource cutbacks | 0.557 | | |
| The strategic plan has a clear plan on the legislative services of the county | 0.56 | | |
| Professionals are engaged in the development of the county government | 0.637 | | |
| The strategic plan of the county has a clear plan on the staff management | | 0.841 | |
| The county strategic plan has an agenda on financial resources | | 0.661 | |
| The Plan has also identified issues and areas that will be addressed | | 0.764 | |
| Stakeholders are involved in strategic planning in our county | | 0.647 | |
| The county government has well stated mission and vision | | | 0.844 |
| There are long term objectives of the county well-articulated | | | 0.819 |
| Total Variance Explained: Rotation Sums of Squared Loadings | | | |
| Eigenvalues | 4.086 | 3.402 | 1.787 |
| % of Variance | 27.242 | 22.681 | 11.911 |
| Cumulative % | 27.242 | 49.924 | 61.835 |
| AVE | 0.511 | | |
| KMO and Bartlett's Test | | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | 0.905 | | |
| Bartlett's Test of SphericityApprox. Chi-Square | 2516.618 | | |
| Df | 105.000 | | |
| Sig. | 0.000 | | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

4.6.5 Factor Analysis for Stakeholder engagement

Factor analysis for data use was conducted to ensure that all of the constructs used are valid and reliable before proceeding for further analysis. The study requested that all loading less than 0.5 be suppressed in the output, hence providing blank spaces for many of the loadings. All the stakeholder engagement factors were retained for further data analysis. Stakeholder engagement cumulatively explained 67.425% of variance. Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in table 4.14, KMO was greater than 0.5, and Bartlett’s Test was significant.

Table 4.14: Factor Analysis for Stakeholder engagement

| | 1 | 2 |
|--|----------|--------|
| The county government have provided citizens with various complains | 0.69 | |
| The county government regularly shares information with the public relating to projects being implemented | 0.606 | |
| The government occasionally organizes public hearings for citizens | 0.848 | |
| The civil society is included in the legislation process contribution | 0.635 | |
| Feedback from the Public on important matters of the county are taken into | 0.753 | |
| The county government has strategies to revamp the economy and empower the communities within the economically | 0.69 | |
| The county government budget allocation has implemented stakeholders inputs | | 0.827 |
| The county government provide good working environment for the employees | | 0.688 |
| The county government provide training to the citizens so as to enhance capacity | | 0.712 |
| Total Variance Explained Rotation Sums of Squared Loadings | | |
| Eigenvalues | 5.328 | 0.741 |
| % of Variance | 59.195 | 8.23 |
| Cumulative % | 59.195 | 67.425 |
| AVE | 0.570 | |
| KMO and Bartlett's Test | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | 0.936 | |
| Bartlett's Test of Sphericity, Approx. Chi-Square | 1683.229 | |
| df | | 36 |
| Sig. | | 0.000 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

4.6.6 Factor analysis for Legal Framework

Factor analysis was conducted in order to make sure that the items belong to the same construct (Wibowo, 2008). Table 4.15 illustrates the factor analysis for Legal framework. As shown in the table, there were exceptions, as one item failed to score above the threshold of 0.5. This infers that the following items were retained for further analysis; establishment of an agreed framework to guide intergovernmental fiscal transfers and allocation of resources between the two levels of Government; clear framework by the Public Service Commission on how they supervise and determine appeals against county governments County Service Board; generated bills necessary for effective implementation of the devolved system of government services; develop and implement legal framework to clarify and cohesive oversight framework for fiscal flows between the two levels of government for better service delivery; enactment of legislation to provide a framework for uniform norms and standards for public service at the county; establishment and support a platform and a framework to facilitate dialogue for all elected leaders at both levels of government for better service delivery; legislation provision that establish a mechanism through which counties can seek Support from the national government to perform their functions; The policy on devolution is clear and do not duplicate functions between county and national government which may influence service delivery; The national government has devolved all the function to the County government as provided for in the constitution and clear legal framework on transfer of liabilities and assets from local government to the county government. The criterion for communality was fulfilled by legal framework items except for there is clear legal framework on transfer of liabilities and assets from local government to the county government. Additionally, the first factor accounted for 37.068% of the total variance while the second factor accounted for 18.877% of the total variance leading to a cumulative 55.945% of variance accounted for. The KMO Measure is an index for comparing the magnitude of the observed correlation coefficients to the magnitude of the partial correlation coefficients. As shown in table 4.15, KMO (0.84) was greater than 0.5, and Bartlett's Test was significant

Table 4.15: Factor analysis Legal Framework

| | 1 | 2 |
|---|---------|--------|
| There is establishment of an agreed framework to guide intergovernmental fiscal transfers and allocation of resources between the two levels of Government. | 0.607 | |
| There is a clear framework by the Public Service Commission on how they supervise and determine appeals against county governments County Service Board | 0.587 | |
| The county government has generated bills necessary for effective implementation of the devolved system of government services | 0.747 | |
| The county government has develop and implement legal framework to clarify and cohesive oversight framework for fiscal flows between the two levels of government for better service delivery | 0.771 | |
| The members of the County assembly have enacted legislation to provide a framework for uniform norms and standards for public service at the county | 0.734 | |
| The county government has established and support a platform and a framework to facilitate dialogue for all elected leaders at both levels of government for better service delivery | 0.781 | |
| The county government has a legislation provision that establish a mechanism through which counties can seek Support from the national government to perform their functions. | 0.773 | |
| The policy on devolution is clear and do not duplicate functions between county and national government which may influence service delivery. | | 0.869 |
| The national government has devolved all the function to the County government as provided for in the constitution. | | 0.849 |
| There is clear legal framework on transfer of liabilities and assets from local government to the county government. | dropped | |
| Total Variance Explained: Rotation Sums of Squared Loadings | | |
| Eigenvalues | 3.707 | 1.888 |
| % of Variance | 37.068 | 18.877 |
| Cumulative % | 37.068 | 55.945 |
| AVE | 0.505 | |
| KMO and Bartlett's Test | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | 0.84 | |
| Bartlett's Test of Sphericity, Approx. Chi-Square | 1247.93 | |
| df | 45.00 | |
| Sig. | 0.00 | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

4.6.7 Factor Analysis for Devolved Service Delivery

Factor analysis for devolved service delivery was conducted to ensure that all of the constructs used are valid and reliable before proceeding for further analysis. The study requested that all loading less than 0.5 be suppressed in the output, hence providing blank spaces for many of the loadings. Thus, from the findings all values for all the factors were more than 0.5 reflecting the accepted value of factor loading. Additionally, the first factor accounted for 36.119% of the total variance and second factor accounted for 64.263%. The Kaiser-Meyer-Olkin Measure value (0.907) was above 0.5 hence acceptable. Also, the Bartlett's Test was significant.

Table 4.16: Factor Analysis for Devolved service delivery

| | 1 | 2 |
|---|----------|--------|
| Transport services is more efficient after implementation of devolution | 0.628 | |
| After introduction of the devolved government food security has improved | 0.729 | |
| Sewerage, solid waste management is more efficient because of the county government | 0.796 | |
| The health services has improved in services delivery since the county government has taken over its management | 0.591 | |
| Agricultural services e.g. extension services in better because the county government took over. | 0.858 | |
| There is a general improvement of services after establishment of county governments in Kenya | | 0.856 |
| Is the procurement of goods and services efficient since the county government took over | | 0.666 |
| Revenue collection and accounting functions is more efficient since the county government took over. | | 0.619 |
| Trading services and licensing has significantly improved after the county government took over the functions | | 0.571 |
| Total Variance Explained: Rotation Sums of Squared Loadings | | |
| Eigenvalues | 3.251 | 2.533 |
| % of Variance | 36.119 | 28.144 |
| Cumulative % | 36.119 | 64.263 |
| AVE | 0.544 | |
| KMO and Bartlett's Test | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | 0.907 | |
| Bartlett's Test of Sphericity Approx. Chi-Square | 1489.339 | |
| Df | 36.000 | |
| Sig. | 0.000 | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

4.6.8 Confirmatory Factor Analysis

The measurement model shown in Figure 4.1 comprises of six factors. Each factor is measured by a minimum of two to a maximum of three observed variables, the reliability of which is influenced by random measurement error, as indicated by the associated error term. Each of these observed variables is regressed into its respective factor. Finally, all the three factors are shown to be inter-correlated.

The purpose of CFA is to confirm the relationship between the questions within each measure, and the proposed relationships of our model. The CFA will confirm if the measures used fit well with the data (Hair *et al.*, 2010). Unlike Exploratory factor analysis (EFA), this is allowed to test our model for fit, but that does not mean that the model is the best possible for the relationships.

A CFA only confirms that our model is “good enough” to test what we propose. The study chose this approach because of the clear theoretical indices in our model, which we have built our study on. The procedure used was AMOS Graphics in SPSS. The study specified the relationships in our model and then ran the CFA to test the relationships.

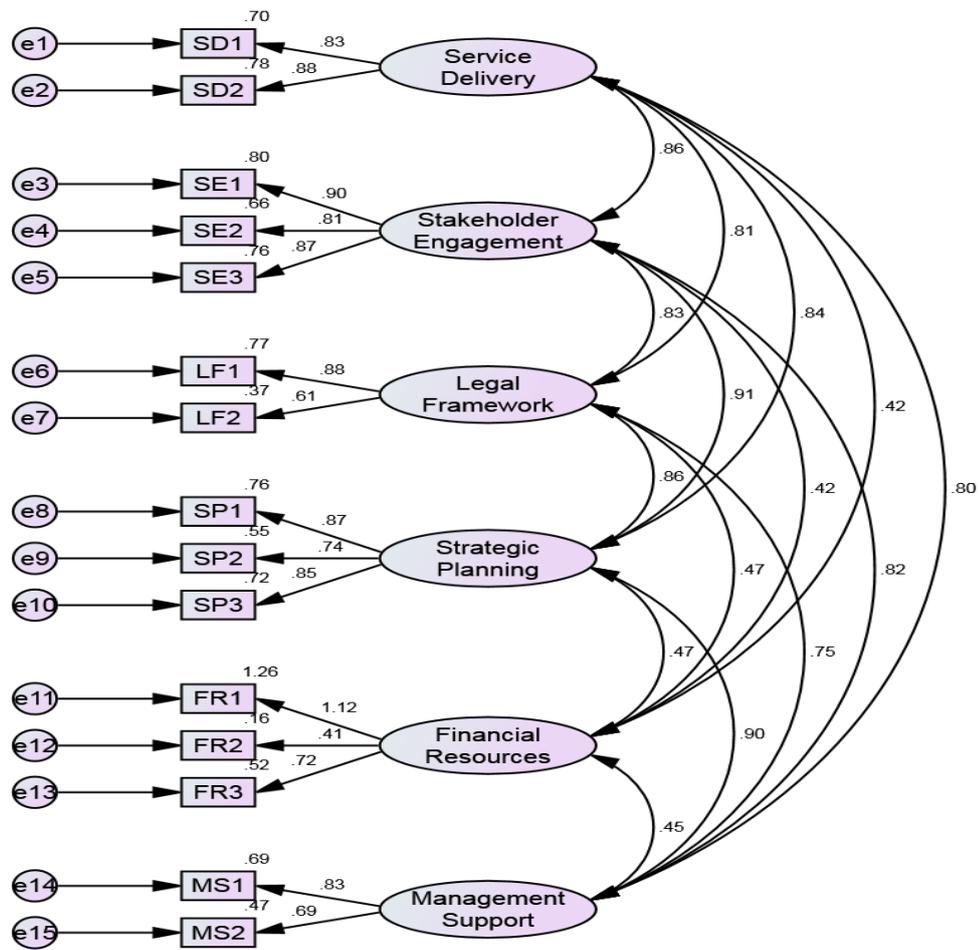


Figure 4.1: Model Measurement (Confirmatory Factor Analysis)

Table 4.17: Model Measurement (Confirmatory Factor Analysis)

| Fit Index | Test Value | Std. Value | Result |
|------------|------------|---------------------|----------|
| Chi Square | 83.17 | P-value \leq .001 | Good fit |
| NFI | .926 | 0.9 | Good fit |
| CFI | 1 | \geq 0.9 | Good fit |
| TLI | 0.947 | 1 | Good fit |

This Chi-square accompanying the model tests the null hypothesis that the over identified (reduced) model fits the data as well as does a just-identified (full, saturated) model. The significant Chi-square, 83.175, $p < 0.001$, here indicates that the fit between the over identified model and the data is significantly worse than the fit between the just-identified model and the data. While one might argue that significance of this Chi-square indicates that the reduced model does not fit the data well, even a well-fitting reduced model will not be significantly different from the full model if sample size is sufficiently large. A good fitting model is one that can reproduce the original variance-covariance matrix (or correlation matrix) from the path coefficients, in much the same way that a good factor analytic solution can reproduce the original correlation matrix with little error.

From the findings, NPAR is the number of parameters in the model. In the saturated (just-identified) model there are 77 parameters – 22 variances (one for each variable) and 55 path coefficients. For the tested (default) model there are 36 parameters. For the independence model (one where all of the paths have been deleted) there are 22 parameters (the variances of the 11 variables). CMIN is a Chi-square statistic comparing the tested model and the independence model to the saturated model. CMIN/DF, the relative chi-square, is an index of how much the fit of data to model has been reduced by dropping one or more paths. One rule of thumb is to decide you have dropped too many paths if this index exceeds 2 or 3.

These goodness of fit indices compare the model to the independence model rather than to the saturated model. The Normed Fit Index (NFI) is simply the difference between the two models' chi-squares divided by the chi-square for the independence model. For our data, that is $(1126.237 - 83.175) / 1126.237 = .926$. Values of .9 or higher (say .95 or higher) indicate good fit. The Comparative Fit Index (CFI) uses a similar approach (with a non-central chi-square) and is said to be a good index for use even with small samples. It ranges from 0 to 1, like the NFI, and .95 (or .9 or higher) indicates good fit. The Tucker Lewis Index (TLI) is conceptually similar to the NFI, but varies in that it is actually a comparison of the Normed chi-square values for the null and specified model, which to some degree takes into account model complexity. Models with good fit have values that approach one (Hu and

Bentler, 1999), and a model with a higher value suggests a better fit than a model with a lower value which in this case is 0.947 that is close to 1 indicating a better fit.

PRATIO is the ratio of how many paths were dropped to how many could have been dropped (all of them). The Parsimony Normed Fit Index (PNFI), is the product of NFI and PRATIO, and PCFI is the product of the CFI and PRATIO. The PNFI and PCFI are intended to reward those whose models are parsimonious (contain few paths).

RMSEA is one of the most widely used measures that attempts to correct for the tendency of the GOF test statistic to reject models with a large sample or a large number of observed variables. Thus it better represents how well a model fits a population, not just the sample used for estimation. Lower RMSEA values indicate better fit. The Root Mean Square Error of Approximation (RMSEA) estimates lack of fit compared to the saturated model. RMSEA of .05 or less indicates good fit, in this case 0.045, and .08 or less adequate fit. LO 90 and HI 90 are the lower and upper ends of a 90% confidence interval on this estimate. PCLOSE is the p value testing the null that RMSEA is no greater than .05, in this case, PCLOSE = 0.024 showing that RMSEA is not greater than 0.05.

If the sample were larger than this, the null hypothesis that the model fit the data just as well as does the saturated model would be rejected. The parameters are estimated by maximum likelihood (ML) methods rather than by ordinary least squares (OLS) methods. OLS methods minimize the squared deviations between values of the criterion variable and those predicted by the model. ML (an iterative procedure) attempts to maximize the likelihood that obtained values of the criterion variable will be correctly predicted.

4.7 Data Transformation

Table 4.18 illustrates the results on data transformation. From the findings, management support had the highest mean (3.471) followed by strategic planning (3.464) while financial resources had the lowest mean (mean = 3.256). The implication is that the county governments have benefited the most from top

management support as opposed to financial resources. The standard deviations for all the variables were less than 1 indicating less variations in the responses. Finally, all independent variables and the dependent variable were normally distributed as shown in Table 4.18 below;

Table 4.18: Data Transformation

| | N | Min | Max | Mean | Std. Deviation | Skewness | Kurtosis |
|------------------------|----------|------------|------------|-------------|-----------------------|-----------------|-----------------|
| Service delivery | 346 | 1.000 | 4.890 | 3.270 | 0.867 | -0.383 | -0.363 |
| Management support | 346 | 1.000 | 4.900 | 3.471 | 0.731 | -0.501 | 0.785 |
| Financial resources | 346 | 1.000 | 4.800 | 3.256 | 0.610 | -0.283 | 0.620 |
| Strategic planning | 346 | 1.000 | 5.000 | 3.464 | 0.736 | -0.448 | 0.120 |
| Stakeholder engagement | 346 | 1.000 | 5.000 | 3.288 | 0.947 | -0.635 | -0.190 |
| Legal framework | 346 | 1.000 | 7.000 | 3.263 | 0.800 | -0.020 | 2.773 |

4.8 Correlation Analysis

The study used Pearson Product Moment correlation analysis to assess the nature of the relationship between the independent variables and the dependent variable as well as the relationships among the independent variables (Wong & Hiew, 2005; Jahangir & Begum, 2008). Wong and Hiew (2005) further posit that the correlation coefficient value (r) ranging from 0.10 to 0.29 is considered weak; from 0.30 to 0.49 is considered medium, and from 0.50 to 1.0 is considered strong. According to Field (2005), correlation coefficients should not go beyond 0.8 to avoid multi co linearity.

There was a strong relationship between stakeholder engagement with service delivery ($r = 0.748$, p -value $< .01$). Also, the study exhibited a strong relationship between strategic planning and service delivery ($r = 0.721$, p -value $< .01$) and management support with service delivery ($r = 0.642$, p -value $< .01$). Besides, there was a strong relationship between financial resources with service delivery ($r = 0$

.606, p -value < .01) and legal framework with service delivery ($r = 0.590$, p -value < .01). All relationships were found to be positive at a $p < 0.01$ level of significance. This gave ground for performing regression analysis.

Table 4.19: Correlation analysis

| | Service delivery | Management support | Financial resources | Strategic planning | Stakeholder engagement | Legal framework |
|------------------------|------------------|--------------------|---------------------|--------------------|------------------------|-----------------|
| Service delivery | 1 | | | | | |
| Management support | .642** 0.000 | 1 | | | | |
| Financial resources | .606** 0.000 | .585** 0.000 | 1 | | | |
| Strategic planning | .721** 0.000 | .733** 0.000 | .628** 0.000 | 1 | | |
| Stakeholder engagement | .748** 0.000 | .661** 0.000 | .589** 0.000 | .804** 0.000 | 1 | |
| Legal framework | .590** 0.000 | .487** 0.000 | .513** 0.000 | .632** 0.000 | .615** 0.000 | 1 |

** Correlation is significant at the 0.01 level (2-tailed).

4.9 Tests of Regression Assumptions

According to Williams *et al.* (2013), it is important to test for assumptions when multiple linear regression is employed in testing the hypotheses. The tests of assumptions enable the researcher to authenticate the nature of the data as well as identify the model applicable for the study so as to ensure that the regression results are unbiased, consistent and efficient (Yihua, 2010). Accordingly, if the regression

assumptions are violated, it will produce biased estimates of the links between variables, unreliable confidence intervals as well as significance tests (Chatterjee & Hadi, 2012; Cohen *et al.*, 2003). Therefore, this study utilized multiple linear regression to test the hypotheses formulated. Consequently, before the analysis was conducted, regression assumptions were checked for possible violations that may interfere with the interpretation and conclusion of the results. The assumptions of the regression tested in this study were normality, linearity, multicollinearity, heteroscedasticity, autocorrelation and test of independence of errors. They are explained as follows;

4.9.1 Tests of Normality

The assumption of normality is a critical assumption in multivariate analysis (Hair *et al.*, 2010; Tabachnick & Fidell, 2007). Generally, multiple linear regression assumes that variables in the study have normal distributions (Osborne & Waters, 2002). Hence, normality tests are conducted to check whether the data collected, organized and summarized is normally distributed (Razali & Wah, 2011). If the assumption of normality is violated there is a possibility that the residuals in the model will give misleading T-tests, F-tests and Chi-square tests results (Daniel & Abdul, 2018; Hossain, 2012). Subsequently, if the study variables are not found to be normally distributed, they can be transformed. For the purposes of this study, normality tests were performed by utilizing the commonly used methods namely the Kolmogorov-Smirnov and Shapiro-Wilk tests (Ghasemi & Zahediasi, 2012) as well as histograms.

Moreover, if the tests of normality are significant, it suggests that the data is not normally distributed. Thus, for data to be considered normal, the K-S and S-W tests should not be significant. Evidently from the results presented in the table 4.20 below, normality tests results connote that all the variables were not significant. This implies that the assumption of normality was not violated, thus, the data is normally distributed. Further, it means that the data distribution is reliable and can be used for multivariate analysis.

Table 4.20: Tests of Normality

| | Tests of Normality | | | | | |
|------------------------|--------------------|-----|-------|--------------|-----|-------|
| | Kolmogorov-Smirnov | | | Shapiro-Wilk | | |
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Service delivery | 0.186 | 346 | .200* | 0.931 | 346 | 0.454 |
| Management support | 0.200 | 346 | .200* | 0.886 | 346 | 0.153 |
| Financial resources | 0.215 | 346 | .200* | 0.916 | 346 | 0.202 |
| Strategic planning | 0.132 | 346 | .200* | 0.971 | 346 | 0.113 |
| Stakeholder engagement | 0.177 | 346 | .200* | 0.875 | 346 | 0.109 |

* This is a lower bound of the true significance.

a Lilliefors Significance Correction

4.9.2 Tests of Linearity

Extant scholars have postulated that linearity is the most crucial assumption of regression model (Keith, 2006). Generally, the assumption of linearity defines the response variable as a function of the predictor variables, thus, multiple regression can estimate the relationship between the dependent and independent variables when they are linearly related (Osborne & Waters, 2002). Further, in social sciences the problem of linearity is usually high hence it is inherent to test whether study variables are linearly associated. According to Keith (2006), if there is possible violation of this assumption, all the estimates of the regressions model not excluding coefficients of regression, standard errors and significance tests may be biased and unreliable.

Normally, tests of linearity are done using scatter plots and analysis of Variance (ANOVA). When ANOVA is employed in testing the assumption of linearity, the rule of thumb is that if the ρ – value is less than 0.05, then the relationship between independent and dependent variables is linear. For the purpose of the current study, the table below shows that Service delivery is a function of Management support, financial resources, strategic planning, stakeholder engagement and legal framework. Evidently, from the table all the relationships indicate that they are linear, thus, can

be considered reliable for regression analysis in the study. The results for each of the relationship are explained in this section as follows.

The results of tests of linearity in table 4.21 below depicts that there is a linear relationship between Service delivery and Management support ($F(1) = 10.403$, ρ -value = 0.000). There is also a linear relationship between Financial resources and Service delivery ($F(1) = 8.831$, ρ -value = 0.000). Furthermore, results indicate that there is a linear relationship between Strategic planning and Service delivery ($F(1) = 8.601$, ρ -value = 0.000). In addition, Stakeholder engagement and Service delivery are linearly related ($F(1) = 7.606$, ρ -value = 0.000). Further, there is a linear relationship between Legal framework and Service delivery ($F(1) = 1.751$, ρ -value = 0.000).

Table 4.21: Linearity

| | | Sum of | df | Mean | F | Sig. |
|---------------------|----------------|---------|----|--------|------|------|
| | | Squares | | Square | | |
| Service delivery* | | | | | 10.4 | 0.00 |
| Management support | (Combined) | 17.016 | 12 | 1.418 | 03 | 0 |
| | | | | | 91.1 | 0.00 |
| | Linearity | 12.423 | 1 | 12.423 | 39 | 0 |
| | Deviation from | | | | 3.06 | 0.00 |
| | Linearity | 4.593 | 11 | 0.418 | 3 | 1 |
| Service delivery* | | | | | 8.83 | 0.00 |
| Financial resources | (Combined) | 19.911 | 19 | 1.048 | 1 | 0 |
| | | | | | 145. | 0.00 |
| | Linearity | 17.242 | 1 | 17.242 | 296 | 0 |
| | Deviation from | | | | | 0.23 |
| | Linearity | 2.669 | 18 | 0.148 | 1.25 | 6 |
| Service delivery* | | | | | 8.60 | 0.00 |
| Strategic planning | (Combined) | 20.179 | 20 | 1.009 | 1 | 0 |
| | | | | | 123. | 0.00 |
| | Linearity | 14.486 | 1 | 14.486 | 493 | 0 |
| | Deviation from | | | | 2.55 | 0.00 |
| | Linearity | 5.692 | 19 | 0.300 | 4 | 1 |
| Service delivery* | | | | | 7.60 | 0.00 |
| Stakeholder | | | | | 6 | 0 |
| engagement | (Combined) | 18.205 | 18 | 1.011 | 6 | 0 |
| | | | | | 89.5 | 0.00 |
| | Linearity | 11.912 | 1 | 11.912 | 85 | 0 |
| | Deviation from | | | | 2.78 | 0.00 |
| | Linearity | 6.293 | 17 | 0.370 | 4 | 1 |
| Service delivery* | | | | | 1.75 | 0.05 |
| Legal framework | (Combined) | 5.792 | 14 | 0.414 | 1 | 5 |
| | | | | | 2.59 | 0.11 |
| | Linearity | 0.614 | 1 | 0.614 | 7 | 0 |
| | Deviation from | | | | 1.68 | 0.07 |
| | Linearity | 5.178 | 13 | 0.398 | 6 | 3 |

The results there infer that there is significant linear relationship, hence, the independent variables can be used to predict Service delivery. Thus, there is no violation of the linearity assumption. This further connotes that linearity of the predictor variables with the response variable enabled the researcher to performed further regression analysis to infer on the casual-effect between the variables in the study.

4.9.3 Heteroscedasticity Test

If the data are heteroscedastic, a non-linear data transformation or addition of a quadratic term might fix the problem. The findings in Table 4.22 revealed that basing on Levene statistic, homoscedasticity is not a problem. This essentially means that there is a linear relationship and there is no need to have a non-linear data transformation or quadratic term to fix.

Table 4.22: Heteroscedasticity Test

| Test of Homogeneity of Variances | | | | |
|---|------------------|-----|-----|-------|
| | Levene Statistic | df1 | df2 | Sig. |
| Financial Innovation | 2.948 | 2 | 341 | 0.056 |
| Management support | 0.129 | 2 | 341 | 0.879 |
| Financial resources | 2.021 | 2 | 341 | 0.137 |
| Strategic planning | 0.239 | 2 | 341 | 0.788 |
| Stakeholder engagement | 0.778 | 2 | 341 | 0.461 |
| Legal framework | 0.269 | 2 | 341 | 0.764 |

4.9.4 Multicollinearity (Collinearity Statistic)

Multicollinearity test was checked before doing multivariate analysis. Multicollinearity was tested to confirm if independent variables in the regression model are highly correlated between each other. Generally, in a good regression model, the correlation between explanatory variables in the study should not exist

(Katidjan *et al.*, 2018; Ghozali, 2008). Therefore, multicollinearity tests in the study was performed by generating values of variance inflation factor (VIF) and tolerance as suggested by Hair *et al.*, (2014) for all the predictor variables as well as moderating variables. VIF values of less than 10 and tolerance value of greater than 0.2 signifies absence of multicollinearity (Baba *et al.*, 2018; Stevens, 2009; Kutner *et al.*, 2005). Evidently, the VIF values of all the variables in this study are less than 10 while tolerance values are greater than 0.2. Thus, it can be concluded from table 4.23 that there is no sign of multicollinearity problem between the explanatory variables in the study.

Table 4.23: Result of Multicollinearity Test

| | Collinearity Statistics | | |
|------------------------|-------------------------|-------|------------------------------|
| | Tolerance | VIF | Decision |
| Management Support | 0.442 | 2.263 | No sign of multicollinearity |
| Financial resources | 0.312 | 3.206 | No sign of multicollinearity |
| Strategic planning | 0.398 | 2.515 | No sign of multicollinearity |
| Stakeholder engagement | 0.575 | 1.740 | No sign of multicollinearity |
| Legal framework | 0.793 | 1.262 | No sign of multicollinearity |

4.10 Test of Hypotheses

Regression is one of the pertinent and commonly used statistical method in research. It provides a platform for which causal-effect relationships among variables of interest in the study are examined. Hence, it provides a method for quantifying the effect of changes in the response variable as a result of change in predictor variables (Darlington & Hayes, 2016; Mills & Totic, 2011; Hair *et al.*, 2010). Therefore, regression analysis was performed to test the model fit and to establish the predictive power of the models in the response variable. Although there are quite

number of methods of regression such as forced entry, hierarchical method and stepwise methods (Field, 2009), the present study used the hierarchical regression model since it indicates precisely what happens to the regression model as different predictor variables are introduced. Thus, enabled the researcher to systematically acknowledge the contribution of each independent variable in explaining the predictive power of the model.

4.10.1 Effect of Management Support on the Delivery of Devolved Services

H₀₁: Management support does not have a significant effect on the delivery of devolved services in selected counties in Kenya.

Hypothesis 1(H₀₁) stated that management support does not have a significant effect on the delivery of devolved services in selected counties in Kenya. Findings showed that management support had coefficients of estimate which was significant basing on $\beta_1 = 0.761$ (p-value = 0.000 which is less than $\alpha = 0.05$). The null hypothesis was thus rejected and it was concluded that management support had a significant effect on service delivery. This suggested that there was up to 0.761 unit increase in service delivery for each unit increase in management support. The effect of management support was 15 times the effect attributed to the error, this was indicated by the t-test value = 15.537.

Further, the findings in Table 4.24 indicated that R^2 value = 0.412 which shows that the model parameters account for 41.2% in the change of service delivery while the adjusted $R^2 = 0.411$ indicates about 41%. The analysis of variance attributed to the model parameters is significant as indicated by the F-ratio = 241.393 with a p-value = 0.000 which implies that the variation accounted for by the model parameters on service delivery is significant.

Findings were supported by Magan (2018) that management support favors performance of organization. Similarly, Isaboke (2017) argued that managers need to be sensitive to employee situations as this demonstrate his/her concern and this incites their will to work in the company for a longer period, in turn effecting fast execution of strategies and productive delivery in services. Huntley and Kleiner,

(2014) decrees that leaders within the county are tasked with matching up to several goals including service provision, personnel and performance. Chebet (2015) suggested that the local government need to create and enact targeted capacity building initiatives while taking up best administration policies that uphold personnel and also encourage them through great rewards and suitable operating environments in order to attain enhanced company performance.

These findings are also supported by interviewed county secretaries who reported that various management supports provided toward delivery of services in county governments; some of the comments given by county secretaries are;

“The county management ensures there are adequate resources for efficient management of the county operations” (county secretary #2)

“Employees are given appropriate training in enhancing efficient and effective service delivery” (county secretary #4)

“Positively by giving them a career pathway, employee performs well hoping for job growth/progression” (County Secretary #6)

However, some of the interviewed county secretaries stated that give negative feedback toward management supports provided toward delivery of services in county governments; two of them said that:

“Most of employees lack adequate resources and training in delivering quality services” (county secretary #5)

“I fear most operations are halted due to management lack of commitment” (County Secretary #8)

Table 4.24: Effect of Management Support on the Delivery of Devolved Services

| | Unstandardized Coefficients | | Standardized Coefficients | | |
|---------------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | T | Sig. |
| (Constant) | 0.628 | 0.174 | | 3.616 | 0.000 |
| management support | 0.761 | 0.049 | 0.642 | 15.537 | 0.000 |
| Summary Statistics | | | | | |
| <i>R</i> | 0.642 | | | | |
| <i>R Square</i> | 0.412 | | | | |
| <i>Adjusted R Square</i> | 0.411 | | | | |
| <i>ANOVA (F stat)</i> | 241.393 | | | | |
| <i>ANOVA (F prob)</i> | 0.000 | | | | |

a Dependent Variable: devolved service delivery

4.10.2 Effect of Financial Resources on the delivery of devolved services

H₀₂: *Financial resources do not have a significant effect on the delivery of devolved services in selected counties in Kenya.*

Hypothesis 2 (H₀₂) stated that financial resources had no significant effect on the delivery of devolved services in selected counties in Kenya. However, research findings showed that financial resources had coefficients of estimate which was significant basing on $\beta_2 = 0.861$ (p -value = 0.000 which was less than $\alpha = 0.05$) hence the null hypothesis was rejected. This indicated that for each unit increase in financial resources, there was 0.861 units increase in service delivery. Furthermore, the effect of financial resources was stated by the t-test value = 14.120 which implied that the standard error associated with the parameter was less than the effect of the parameter. Besides, financial resources explained 36.7% variation of service delivery. Further, the above discussed coefficient of determination was significant as evidence of F ratio of 199.379 with p value 0.000 < 0.05 (level of significance).

The results concur with Kimenyi (2015) delivery of services is enhanced by financial resources available in the county, thus, Counties must find ways to leverage their resources more towards development projects to improve their cost efficiencies

under the prevailing high fixed costs. This was also supported by Bahiigwa *et al.* (2010) for local government income frameworks in Africa is the enormous number of income instruments being used by local authorities. Various local governments intend to mobilize incomes through raising taxes, expenses and charges they are fit for mobilizing regularly, without agonizing unnecessarily over the monetary distortions and distribution impacts that these instruments may make (Brosio, 2008). The development of Africa's populace has outpaced local authority's ability with respect to service delivery as far as administration, framework, and financing is concerned (McCluskey *et al*, 2011). In addition, local government tax organizations are frequently wasteful and not able to appropriately represent incomes gathered (Fjeldstad, 2014). Tibaijuka (2015), in order for the local government to deliver services effectively and within requirements, there needs to be more targeted approaches to collecting extra incomes

The results are confirmed by statement from interviewed County Secretaries who said that;

“The county ensures there is adequate finance to increases efficiency in service delivery” (County Secretary #6)

“Adequate provisions of finance through effective taxation ensure no service gaps” (County Secretary #6)

“If government can allocate more finance to counties it will ensure growth of the department and better service delivery.” (County Secretary #6)

“The county budget allocates adequate funds in completion of project increases their performance at work” (County Secretary #6)

“There is better work flow in the department due to adequate financial resources” (County Secretary #6).

“the country need more channels of resources mobilization and taxation to raise revenue for county functions” (County Secretary #6).

Table 4.25: Effect of Financial Resources on the delivery of devolved services

| | Unstandardized Coefficients | | Standardized Coefficients | | |
|---------------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | t | Sig. |
| (Constant) | 0.467 | 0.202 | | 2.314 | 0.021 |
| Financial resources | 0.861 | 0.061 | 0.606 | 14.120 | 0.000 |
| Summary Statistics | | | | | |
| <i>R</i> | 0.606 | | | | |
| <i>R Square</i> | 0.367 | | | | |
| <i>Adjusted R Square</i> | 0.365 | | | | |
| <i>ANOVA (F stat)</i> | 199.379 | | | | |
| <i>ANOVA (F prob)</i> | 0.000 | | | | |

a Dependent Variable: devolved service delivery

4.10.3 Effect of Strategic Planning on the Delivery of Devolved Services

H₀₃: *Strategic planning does not have a significant effect on the delivery of devolved services in selected counties in Kenya.*

Hypothesis 3 (H₀₃) postulated that strategic planning had no significant effect on service delivery. Findings showed that strategic planning had coefficients of estimate which was significant basing on $\beta_3 = 0.848$ (p-value = 0.000 which is less than $\alpha = 0.05$) implying that the null hypothesis was rejected and it was concluded that strategic planning has significant effect on service delivery. This indicated that for each unit increase in strategic planning, there was up to 0.848 unit increase in service delivery. The effect of strategic planning was stated by the t-test value = 19.280 which indicated that the effect of strategic planning was more than that of the error associated with it. Further, the R^2 value = 0.519 which shows that the model parameters account for 51.9% in the change of service delivery. The analysis of variance attributed to the model parameters is significant as indicated by the F-ratio = 371.720 with a p-value = 0.000 which implies that the variation accounted for by the model parameters on service delivery is significant.

The study agrees with Olsen (2012) that strategic planning must have something about significant choices that may prompt a considerably unique authoritative structure, or real changes in the connections among key partners, aggressive position, or vital accomplices of the organization. The results concur David (2011) that strategic planning is the key player of several strategies. It sheds light on the most effective way of achieving a specific goal in a firm. Jemenez (2012) endure that strategic planning can possibly empower urban communities to withstand the impacts of monetary emergencies over the world strategic planning is related with the impression of enhancing city government monetary wellbeing

Ouakouak (2017) strategic planning process joins objective attributes and versatile qualities enhance money related execution. Akinyele (2012) clarified that the effect of strategic planning and survival in is exceptionally extreme. Amisi (2015), human asset contribute a great deal to the achievement of strategic planning in an organization and if not executed well then the results will be felt inside the organization.

The results are confirmed by statement from interviewed County Secretaries who said that;

“Strategic planning enable counties focus ahead and plan appropriately to achieve goals” (County Secretary #9)

“Strategic planning assists in gauging its performance” (County Secretary #4)

“Strategic planning helps in setting targets to be achieved base on performance.” (County Secretary #6)

“Strategic planning enables organization to use effectively organization resources by focusing the resources on key priorities” (County Secretary #8)

“There is better work flow in the department” (County Secretary #2)

“Strategic planning help in gearing all departments for one goal and thereby results oriented” (County Secretary #6)

Table 4.26: Effect of Strategic Planning on the Delivery of Devolved Services

| | Unstandardized Coefficients | | Standardized Coefficients | | |
|---------------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | T | Sig. |
| (Constant) | 0.331 | 0.156 | | 2.127 | 0.034 |
| Strategic planning | 0.848 | 0.044 | 0.721 | 19.280 | 0.000 |
| Summary Statistics | | | | | |
| <i>R</i> | 0.721 | | | | |
| <i>R Square</i> | 0.519 | | | | |
| <i>Adjusted R Square</i> | 0.518 | | | | |
| <i>ANOVA (F stat)</i> | 371.720 | | | | |
| <i>ANOVA (F prob)</i> | 0.000 | | | | |

a Dependent Variable: devolved service delivery

4.10.4 Effect of Stakeholder Engagement on the delivery of devolved services

H₀₄: *Stakeholder engagement does not have a significant effect on the delivery of devolved services in selected counties in Kenya.*

Research findings showed that stakeholder engagement had coefficients of estimate which was significant basing on $\beta_4 = 0.684$ (p-value = 0.000 which is less than $\alpha = 0.05$) implying stakeholder management has a significant effect on service delivery. This indicates that for each unit increase in stakeholder engagement, there is 0.684 units increase in service delivery. Furthermore, the effect of stakeholder engagement was stated by the t-test value = 20.881 which implies that the standard error associated with the parameter is more than the effect of the parameter. Finally, stakeholder engagement explained 55.9% variation of service delivery as evidenced by the R^2 value of 0.559. Further, the above discussed coefficient of determination was significant as evidence of F ratio of 435.998 with p value 0.000 < 0.05.

The findings are in agreement with Kimenyi (2015) results that stakeholder's engagement is resourceful when it comes to formulation of relevant endorsed management strategies and helping to build strong and sustainable relationships

between counties and their publics. Burroughs (2016) also support the results by indicating that stakeholder engagement is the most vital elements for effective task service delivery. According Thomas and Poister (2009) stakeholder involvement in revenue mobilization policy by local governments impacts on various aspects of socio-economic development. Feldman et al. (2006) argued that stakeholder collaboration is to expand the execution of policies or strategies with regard to the service outcomes. Agranoff (2006) major concern is that these costs could increase especially at higher levels of partner or stakeholder involvement. In addition, the advantage of getting access to significant assets and building strategy support may, conversely, lessen at more elevated levels.

The positive effect of stakeholder engagement was supported by findings from interview schedule who indicated that:

“We design programs to appropriately address different stakeholder incentives may lead to increased levels of participation” (County Secretary #3)

“ us county we have witnessed that collaborative, participatory processes led to better results, while reliance on predominantly low-quality participation (e.g. passive listening) rather than active involvement may reduce effectiveness” (County Secretary #5)

“influencing effective budgeting and enhancing effective decision making as well as generating innovation through stakeholder engagement influence performance” (County Secretary #6)

Table 4.27: Effect of Stakeholder Engagement on the Delivery of Devolved Services

| | Unstandardized | | Standardized | | |
|---------------------------|----------------|------------|--------------|--------|-------|
| | Coefficients | | Coefficients | | |
| | B | Std. Error | Beta | t | Sig. |
| (Constant) | 1.021 | 0.112 | | 9.108 | 0.000 |
| Stakeholder engagement | 0.684 | 0.033 | 0.748 | 20.881 | 0.000 |
| Summary Statistics | | | | | |
| <i>R</i> | 0.748 | | | | |
| <i>R Square</i> | 0.559 | | | | |
| <i>Adjusted R Square</i> | 0.558 | | | | |
| <i>ANOVA (F stat)</i> | 435.998 | | | | |
| <i>ANOVA (F prob)</i> | 0.000 | | | | |

a Dependent Variable: devolved service delivery

4.11 Moderating Effect of Legal Framework on Determinants of Delivery of Devolved Services

H₀₅: *Legal framework does not moderate the relationship between independent variable, dependent variable and the delivery of devolved services in selected counties in Kenya.*

The moderating effect of legal framework was presented in table 4.28. The findings show that after introduction of the moderator (legal framework) results in R Change of 0.638 (63.8%) and the F change of 150.168 with $p < 0.05$ hence significant indicating presence of significant moderation effect of legal framework on the relationship between management support, financial resources, strategic planning, stakeholder engagement and service delivery.

The findings showed that legal framework had positive and significant moderating effect on the relationship between management support and service delivery ($\beta=0.74$, $\rho < 0.05$). This shows that having a legal framework is likely to positively strengthen the relationship between management support and service delivery.

Further findings show that, legal framework had positive and significant moderating effect on the relationship between financial resources and service delivery ($\beta= 0.53$, $\rho < 0.05$). This indicates that the presence of a legal framework enhances the relationship between financial resources and service delivery. The implication is that a legal framework ensures that the allocated funds are directed towards delivering public goods and services at the county level.

Also, from the results, legal framework has been revealed to have positive significant moderating effect on the relationship between strategic planning and service delivery ($\beta=0.329$, $\rho < 0.05$). This shows that, with legal framework, the county is able to focus on the issues on the agenda in a way that it facilitates service delivery.

Finally, the study indicated that the legal framework had no significant moderating effect on the relationship between stakeholder engagement and service delivery ($\beta=-0.07$). This shows that having a legal framework will not in any way affect the relationship between stakeholder engagement and service delivery.

Table 4.28: Moderated effect of Legal Framework

| | model 1 | | model 2 | | model 3 | | model 4 | | model 5 | | model 6 | |
|--------------------------|---------|------------|---------|------------|---------|------------|---------|------------|---------|------------|---------|------------|
| | B | Std. Error |
| (Constant) | 0.03 | 0.03 | 0.03 | 0.03 | 0.02 | 0.03 | 0.02 | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 |
| Zscore(MS) | 0.17 | 0.051* | 0.18 | 0.05* | -0.15 | 0.064* | 0.04 | 0.07 | 0.08 | 0.07 | 0.08 | 0.07 |
| Zscore(FR) | 0.14 | 0.044* | 0.12 | 0.045* | 0.12 | 0.041** | -0.08 | 0.05 | -0.02 | 0.05 | -0.02 | 0.05 |
| Zscore(SP) | 0.21 | 0.064* | 0.16 | 0.065* | 0.14 | 0.06** | 0.11 | 0.057* | -0.02 | 0.07 | -0.04 | 0.08 |
| Zscore(ME) | 0.41 | 0.057** | 0.37 | 0.058** | 0.32 | 0.054** | 0.30 | 0.051** | 0.273** | 0.05 | 0.311** | 0.09 |
| Zscore(LF) | | | 0.14 | 0.044** | -0.28 | 0.068** | -0.33 | 0.065** | 0.309** | 0.07 | 0.311** | 0.07 |
| Zscore(MS_LF) | | | | | 0.74 | 0.097** | 0.32 | 0.113** | 0.22 | 0.12 | 0.23 | 0.12 |
| Zscore(FR_LF) | | | | | | | 0.53 | 0.084** | 0.354** | 0.10 | 0.363** | 0.10 |
| Zscore(SP_LF) | | | | | | | | | 0.329** | 0.11 | 0.37** | 0.13 |
| Zscore(SE_LF) | | | | | | | | | | | -0.07 | 0.14 |
| Model Summary | | | | | | | | | | | | |
| <i>R</i> | 0.799 | | 0.805 | | 0.836 | | 0.855 | | 0.859 | | 0.859 | |
| <i>R Square</i> | 0.638 | | 0.648 | | 0.698 | | 0.73 | | 0.738 | | 0.738 | |
| <i>Adjusted R Square</i> | 0.634 | | 0.642 | | 0.693 | | 0.725 | | 0.732 | | 0.731 | |
| Change Statistics | | | | | | | | | | | | |
| <i>R Square Change</i> | 0.638 | | 0.010 | | 0.051 | | 0.032 | | 0.008 | | 0.000 | |
| <i>F Change</i> | 150.168 | | 9.364 | | 56.945 | | 40.021 | | 9.880 | | 0.258 | |
| <i>Sig. F Change</i> | 0.000 | | 0.002 | | 0.000 | | 0.000 | | 0.002 | | 0.612 | |

a Dependent Variable: Zscore(devolved service delivery)

4.12 Testing for Moderation Effect of Legal Framework using Graphs

The most optimal way to know the nature of interaction effect in hierarchical regression model is to plot them in a graph (Jose, 2008; Aiken & West, 1991). Mod graphs help to simplify the interpretation of complex nature of interactions in model. The present study utilized mod graphs to provide logical interpretation of interaction effects of both legal frameworks on the relationship between management support, financial resources and strategic planning. Therefore, the significance of the regression coefficient of management support, financial resources and strategic planning was assessed at low, medium and high levels of both legal framework as presented in figures 4.1, 4.2, 4.3, 4.4, 4.5, 4.6 and 4.7 respectively.

The slopes in figure 4.1 showed that at higher levels of legal framework, the effect of management support on delivery of devolved services is positive and significant as compared when it is at low or medium levels. Therefore, legal framework in county governments reinforce management support thus increasing the propensity to service delivery

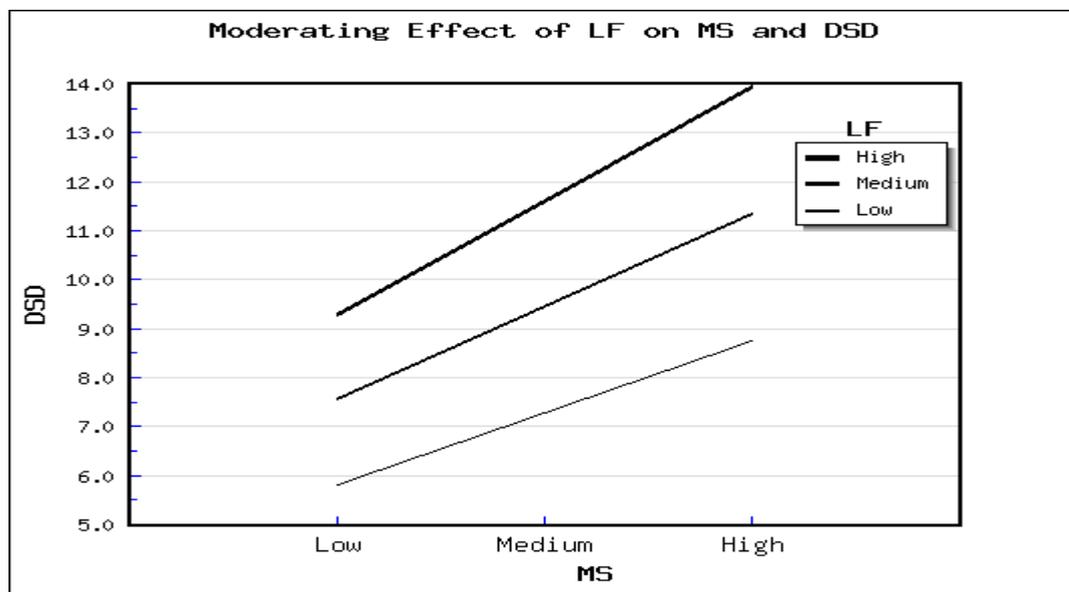


Figure 4.2: Mod Graph for Legal Framework on the Relationship between Management Support and Delivery of Devolved Services

Further, the graph in figure 4.3 revealed that legal framework positively moderates the link between financial resources and delivery of devolved services. As shown in the figure below, at high levels of legal framework, the effect of financial resources and delivery of devolved services is stronger and significant as opposed to when it is at low or medium levels. Therefore, it can be concluded that when a county have high legal framework there is high prospects that financial resource will help in service delivery.

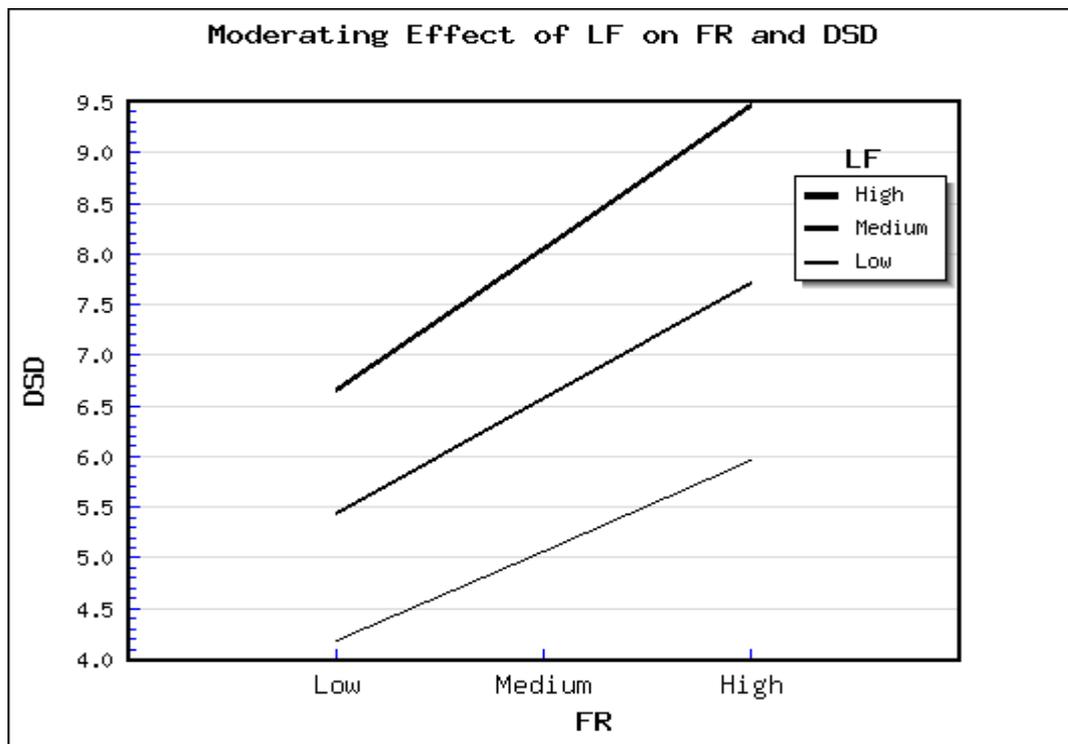


Figure 4.3: Mod Graph for Legal Framework on the Relationship between Financial Resources and Delivery of Devolved Services

Moreover, the graph in figure 4.4 presents the moderating effect of legal framework on the relationship between strategic planning and delivery of devolved services. As presented in the figure below, legal framework positively moderates the relationship between strategic planning and delivery of devolved services. Therefore, as displayed in figure 4.4, at high levels of legal framework, the effect of strategic planning on delivery of devolved services is stronger and significant as opposed to when it is at low or medium levels.

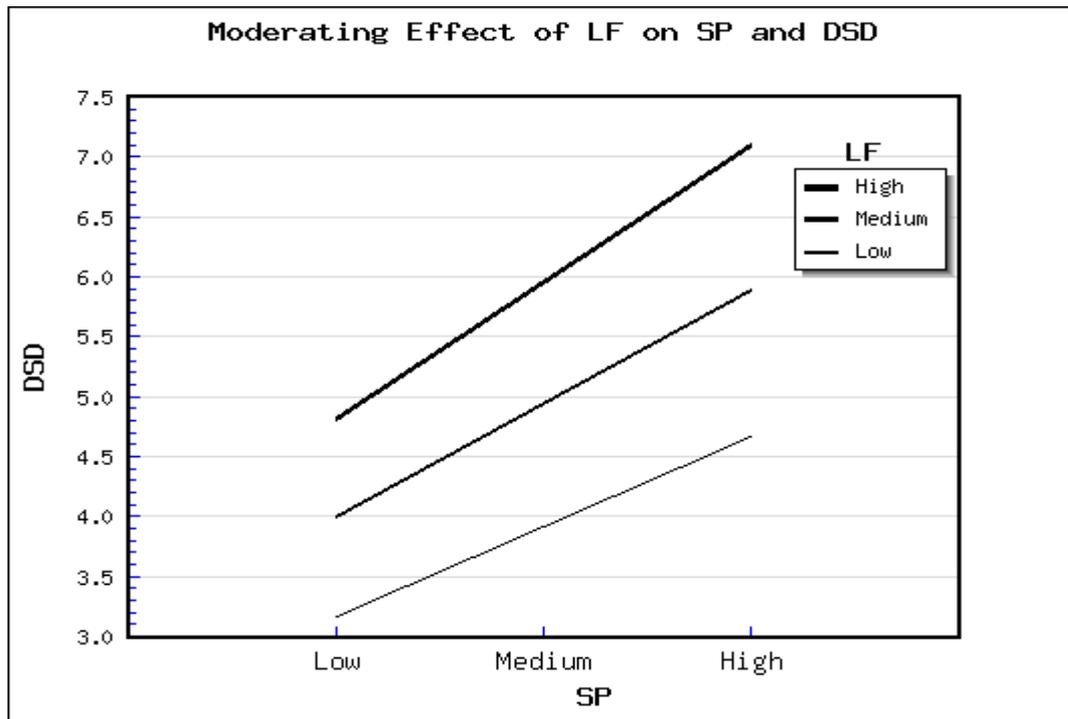


Figure 4.4: Mod Graph for Legal Framework on the Relationship between Strategic Planning and Delivery of Devolved Services

4.13 Overall regression model

The findings in table 4.29 showed that management support has a positive and significant effect on service delivery ($\beta_1 = 0.142$, $p < 0.05$). Thus, the hypothesis was rejected and this can be explained further by assessing the value of the t-test which indicates that management support would be attributed to the regression model twice compared to the effect of the standard error associated with the estimated coefficient ($t = 2.840$). Consistent with the findings, Lodorfos, (2015) affirmed that management support is a requirement for effective and quality service delivery. The findings also corroborate that of Chebet (2015) which found that a significant organization between management support and employee performance which in turn improves service delivery. Similarly, Katee, (2013) alludes that authoritative controls at monetary state companies in Kenya have results in improved profit levels and low yearly worker turnover.

Further, the findings showed that financial resources had a positive and significant effect on service delivery ($\beta_2 = 0.148$, $p < 0.05$). Hence, hypothesis was rejected. This can be explained further by assessing the value of the t-test which indicates that financial resources would be attributed to the regression thrice compared to the effect of the standard error associated with the estimated coefficient ($t = 3.350$). In line with the findings, Ghatak (2013) posited that the agenda for effective public service provision has to be adequately finance to facilitate service delivery.

Also, strategic planning had a positive and significant effect on service delivery ($\beta_3 = 0.145$, $p < 0.05$). Thus, hypothesis was rejected. The results are supported by a t-value of 2.241 which is more than the standard error. Cognate to the results, Jemenez (2012) indicated that strategic planning has the potential to enable cities to withstand the effects of fiscal crises across the world. In a similar vein, Olsen, (2012) elucidated that strategic planning enhances better organizational performance which in turn safeguards the long run survival of the organization. Further support to the findings is by Kostagialos (2009) who established that formal strategic plan is key in redefining policies and priorities to enable improved delivery of services at the Greek central public libraries.

Additionally, stakeholder engagement has a positive and significant effect on service delivery ($\beta_4 = 0.374$, $p < 0.05$) thus, the hypothesis was rejected. This can be explained further by assessing the value of the t-test which indicates that the effect stakeholder engagement would be attributed to the regression model compared 6 times more compared to the effect of the standard error associated with the estimated coefficient ($t = 6.506$). In conformity with the findings, Maina (2016) demonstrated that budgeting and stakeholder participation practices and regulatory practices had a positive effect on service delivery in the counties. In the same way, Olowu (2008) established that stakeholder engagement is key in providing quality service delivery.

Moreover, the findings showed that legal framework had a positive and significant effect on service delivery ($\beta_5 = 0.124$, $p < 0.05$). Hence, hypothesis was rejected. This can be explained further by assessing the value of the t-test which indicates that legal

framework would be attributed to the regression thrice compared to the effect of the standard error associated with the estimated coefficient ($t = 2.821$).

Finally, the results showed that all the five predictors (management support, financial resources, strategic planning, stakeholder engagement and legal framework) explained 63.8 percent variation of service delivery. This showed that considering the five study independent variables, there is a probability of predicting service delivery by 63.8% ($R^2 = 0.638$). Further, the above discussed coefficient of determination was significant as evidence of F ratio of 119.830 with p value $0.000 < 0.05$ (level of significance).

Table 4.29: Overall Regression Models

| | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
|-----------------------------------|-----------------------------|------------|---------------------------|--------|-------|-------------------------|-------|
| | B | Std. Error | Beta | T | Sig. | Tolerance | VIF |
| (Constant) | -0.152 | 0.172 | | -0.883 | 0.378 | | |
| Management support | 0.168 | 0.059 | 0.142 | 2.840 | 0.005 | 0.428 | 2.337 |
| Financial resources | 0.210 | 0.063 | 0.148 | 3.350 | 0.001 | 0.545 | 1.833 |
| Strategic planning | 0.170 | 0.076 | 0.145 | 2.241 | 0.026 | 0.255 | 3.916 |
| Stakeholder engagement | 0.343 | 0.053 | 0.374 | 6.506 | 0.000 | 0.321 | 3.112 |
| Legal framework | 0.134 | 0.048 | 0.124 | 2.821 | 0.005 | 0.554 | 1.806 |
| Summary Statistics | | | | | | | |
| <i>R</i> | 0.799 | | | | | | |
| <i>R Square</i> | 0.638 | | | | | | |
| <i>Adjusted R Square</i> | 0.633 | | | | | | |
| <i>Std. Error of the Estimate</i> | 0.525 | | | | | | |
| <i>R Square Change</i> | 0.638 | | | | | | |
| <i>F Change</i> | 119.830 | | | | | | |
| <i>df1</i> | 5.000 | | | | | | |
| <i>df2</i> | 340.000 | | | | | | |
| <i>Sig. F Change</i> | 0.000 | | | | | | |

a Dependent Variable: service delivery

The following equation was derived from the regression coefficients in the matrix.

$$Y = -.152 + 0.210X_1 + 0.170X_2 + 0.343X_3 + 0.134X_4$$

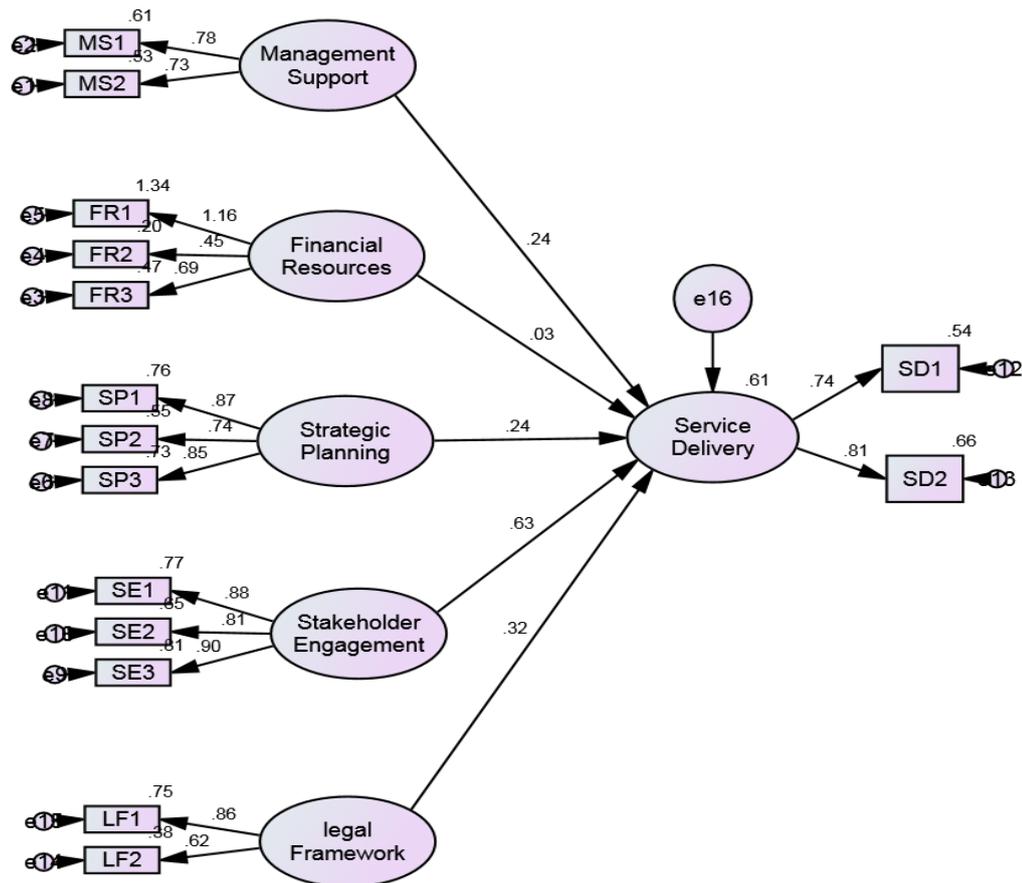


Figure 4.5: Structural Model Modeling

In the model Alternative fit indexes were examined to determine whether the fit was adequate. The chi-square value was significant, $\chi^2 = 73.888$, p-value= 0.000. The results indicated that /df (39) is 1.895, which falls between 1 and 2 (see Table 39). Other fit indexes were also reported in AMOS. The values of NFI and CFI are 0.934 and 0.967, which are greater than 0.9. The obtained value for RMSEA is 0.041, which is less than 0.05. The fit indexes obtained from the multilevel SEM are shown

in Table 31 and indicate a perfect-fitting model based on a comparison with acceptable values of different fit indexes.

Table 4.30: Overall fitness test result with structural model

| Fit Index | Test Value | Std. Value | Result |
|------------------------|-------------------|--------------------|---------------|
| Chi Square(χ^2) | 73.888(p<0.01) | P-value \leq 001 | Good fit |
| NFI | 0.934 | 0.9 | Good fit |
| CFI | 0.967 | \geq 0.9 | Good fit |
| TLI | 0.954 | 1 | Good fit |
| RMSEA | 0.041 | \leq 0.05 | Good fit |
| PCFI | 0.686 | | |
| PRATIO | 0.709 | | |
| PNFI | 0.663 | | |
| PCLOSE | 0.024 | | |
| RFI | 0.907 | | |

4.14 Summary of Hypothesized Testing Results

This chapter has presented the findings of the study and provided a detailed discussion of the findings and what they imply in the determinants of delivery of devolved services in selected counties in Kenya. The section first presents and discusses the findings of the employees and background characteristics followed by the descriptive characteristics of the main factors under investigation. Finally, the multiple linear regression models are presented and discussed with the aim of establishing the effect of the independent factors on delivery of devolved services in selected counties in Kenya. Thus, summary of hypothesis testing are presented below:

Table 4.31: Summary of Hypothesized Testing Results

| Hypothesis | Beta values | P values | Decision |
|--|--------------------|-----------------|-----------------|
| H ₀₁ : Management support does not have a significant effect on the delivery of devolved services in selected counties in Kenya. | 0.761 | 0.000 | Reject |
| H ₀₂ : Financial resources do not have a significant effect on the delivery of devolved services in selected counties in Kenya. | 0.861 | 0.021 | Reject |
| H ₀₃ : Strategic planning does not have a significant effect on the delivery of devolved services in selected counties in Kenya. | 0.848 | 0.000 | Reject |
| H ₀₄ : Stakeholder engagement does not have a significant effect on the delivery of devolved services in selected counties in Kenya. | 0.684 | 0.000 | Reject |
| H ₀₅ : Legal framework does not moderate the relationship between independent variable, dependent variable and the delivery of devolved services in selected counties in Kenya. | | | |
| H _{05a} Legal framework does not significantly moderate the relationship between management support and devolved service delivery | 0.74 | 0.000 | Reject |
| H _{05b} Legal framework does not significantly moderate the relationship between financial resources and devolved service delivery | 0.53 | 0.000 | Reject |
| H _{05c} Legal framework does not significantly moderate the relationship between strategic planning and devolved service delivery | 0.329 | 0.002 | Reject |
| H _{05d} Legal framework does not significantly moderate the relationship between stakeholder engagement and devolved service delivery | 0.07 | 0.612 | Accept |

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions derived from the findings, and the recommendations that will help in examining determinants of delivery of devolved services in selected counties in Kenya as moderated by legal framework. Areas of further study are also suggested.

5.2 Summary of the major Findings

The study established a number of findings, the summary of the findings is outlined here under;

5.2.1 Management Support

Findings from regression model showed that management support had positive and significant effect on delivery of devolved services in selected counties in Kenya. The findings on management support indicated that the top management attends project meetings in various departments of the county. Also, the management provides for financial resources and organizational resources for the county services. Likewise, the county top management provides leadership support and supervision to the county during projects implementation. Besides, the county government leadership involves themselves in the implementation of the county projects. Further, the county management review plans and the implementation of the projects.

Similarly, the top management promotes new solutions enthusiastically to the problems facing the county. However, it is unclear if the top county government officials take forms such as demonstrating commitment and also providing ways to overcome obstacles. In the same way, there is doubt if there is a consistent communication between the implementation of county services and the top

management of the county. Besides, there are gaps with the hiring of only high-tech qualified contractors. As well, it is undefined if the top management of the county actively seeks innovative ideas. Critical top management support includes a broad range of activities in an organization, including developing project procedures that include the initiation stage, training programs, establishing a project management office, support quality management and so on. Young and Jordan (2008) suggest that “the essence of top management support related to effective decision-making to manage risk and to authorize business process change”. A crucial part of a successful project is top management support, the benefit of which is related to improving decision making in order to manage risk.

Top-level management responds to processes and manages county resources. Moreover, commitment and support from top management plays a key role in influencing the success in almost any initiative within an organization (Hasanali, 2002). Top management formulated and decides objectives and strategies for county activities, mission and overall objectives (Henriksen & Uhlenfeldt, 2006).

5.2.2 Financial Resources

Findings from regression results revealed that financial resources positively and significantly contribute to delivery of devolved services in selected counties in Kenya. Regarding financial resources, the county government is yet to make sufficient concerted efforts in the allocation of finances to the projects and services in a timely manner. Also, the county officials have a challenge accounting for the amount spent in every financial year. Further, the county government revenue is not sufficient to support county government services. Despite this, the county government is able to make the budget.

Further, it is undefined if the county government account is in deficit. This is also the case with the county making transitional budget. Also, the amount of money received from the national government is not enough to run the affairs of the county. Moreover, during budget, the major consideration in allocation of money is priorities. Besides, the county government carries out internal audit of its financial

expenditures. To enhance accountability, the county government is able to implement both internal and external auditors' suggestions.

Utilization of domestic revenues plays an important part in provision of quality services of decentralized systems of governance. The Economic Commission for Africa (2014) argued that enhanced domestic revenue mobilization increases the ability of governments to achieve long-term development objectives. This argument is in agreement with North-South Institute (2010) report which revealed that increased reliance on domestic revenue mobilization is a way of increasing national possession of civic strategy, ensuring responsibility to residents and reducing the risks of unpredictability linked with external financial backing.

The idea that developing countries are fundamentally poor and therefore unable to mobilize consistently their internal revenues, has led to a systematic dependency to external sources, particularly aid. This has made most African countries to remain less independent and survive at the mercies of the donor countries. However, policy makers in most African countries have shifted their attention towards the mobilization of Domestic Revenues.

5.2.3 Strategic Planning

Based on the findings, the study indicates that strategic planning financial resources positively and significantly contribute to delivery of devolved services in selected counties in Kenya. The findings agrees with Pearce & Robison, (2012) that strategic planning has been related to organization changes in the environment For any organization, strategy helps in integrating the long term plans and ensuring that there is harmony between the vision, mission, objectives, core values, activities and its environment. According to Thompson and Strickland (2012), strategy formulation and implementation are core management functions. The developed strategy may be good but if its implementation is poor, the intended strategic objectives may not be achieved. To ensure survival and success, an organization does not only need to formulate strategies that seek to constantly maintain a match between the organization and its environment but also must ensure appropriate implementation of strategy at all levels.

The county government has well stated mission and vision. In fact, the long-term objectives of the county are well articulated. Besides, stakeholders are involved in strategic planning in the county. However, adequate efforts have not been directed towards carrying out SWOT analysis on areas of weakness and strength. Further, it is undefined if the county government promoted harmony, unity of purpose and good working relationship among MCAs, assembly leadership and staff in its strategic plan.

Moreover, at the implementation stage, there are instances whereby the county government budget did not take into consideration first what was presented in the strategic plan. This could be attributed to the fact that the county executives are unsure if the strategic plan presented is realistic and achievable within the timeframe indicated. In addition, the county strategic plan includes all areas of the county for instance all the departments without discrimination. Despite this, it is uncertain if the strategic plan considers varied interests among ethnic groups in the county.

Also, the county strategic plan takes into consideration budget constraints resulting in resource cutbacks. Other than that, it has a clear plan on the legislative services of the county. However, it is unclear if the strategic plan has a clear plan on the staff management. Furthermore, the county strategic plan has an agenda on financial resource management. Besides, the plan has identified issues and areas that will be addressed and provides a clear strategy on implementation. Finally, professionals are engaged in the development of the county government strategic plan.

5.2.4 Stakeholder Engagement

Further findings showed that stakeholder's engagement enhances positively and significantly contribute to delivery of devolved services in selected counties in Kenya. This can be explained by the fact that stakeholder's engagement is a strategic approach to management, which equips managers, employees and stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of organization or projects in terms of indicators and targets for efficiency, effectiveness and impact. It has turned

out to be gradually more significant tool within the global efforts in attaining environmental, economic and social sustainability (Speer, 2012).

With respect to stakeholder engagement, the county government budget allocation is yet to implement stakeholder inputs. Further, efforts have been made by the county government to provide a good working environment for the employees and the citizens. The challenge is that there are gaps in terms of provision of training to the citizens so as to enhance capacity building. Similarly, the county government has not effectively capitalized on the provision of complain mechanisms such as complaint boxes and hotlines to citizens.

In addition, the dissemination of information to the public regarding projects being implemented has not been done to perfection. Likewise, the citizens have not been actively involved in public hearing to articulate their preferences and disappointments. Also, there is uncertainty regarding the inclusion of the civil society in the legislation process. Similarly, it is undefined if feedback from the public on important matters of the county are taken into consideration. Finally, the county government strategies are not sufficient to revamp the economy and empower the communities.

5.2.5 Legal Framework

The findings on legal framework indicated that it is unclear if the policy on devolution duplicates functions between county and national government. Similarly, it is undefined if the national government has devolved all the functions to the county government as provided for in the constitution. Further, it is uncertain if there is a clear framework on transfer of liabilities and assets from local government to the county government. The same is true for the manner in which the public service commission supervises and determines appeals against county governments Country Service Board.

However, there is establishment of an agreed framework to guide intergovernmental fiscal transfers and allocation of resources between the two levels of government. Despite this, the county government has not effectively generated bills necessary for

effective implementation of the devolved system of government services. Also, the county government has not effectively developed and implemented legal framework to clarify and establish cohesive oversight framework for fiscal flows between the two levels of government for better service delivery.

Similarly, it is undefined if the members of the county assembly have enacted legislation to provide a framework for uniform norms and standards for public service at the county. Further, the county government has not effectively established a platform and framework to facilitate dialogue for all elected leaders at both levels of government for better service delivery. Likewise, it has not been fully established if the county government has a legislation provision that establish a mechanism through which counties can seek support from the national government to perform their functions.

5.2.6 Moderating Role of Legal framework

The findings showed that legal framework had positive and significant moderating effect on the relationship between management support and service delivery ($\beta=0.74$, $\rho < 0.05$). The legal framework provides the management with the mechanisms to facilitate service delivery. Particularly, through the legal framework, the management are given a mandate to steer the devolved functions in a way that the public gain utmost benefit.

Further findings show that, legal framework had positive and significant moderating effect on the relationship between financial resources and service delivery ($\beta= 0.53$, $\rho < 0.05$). Undoubtedly, the legal framework is an essential ingredient in the devolved government. The legal framework enhances the relationship between financial resources and service delivery because it provides the criteria within which revenue is allocated from the national government to the county government. Also, it dictates the manner in which the resources are utilized in the specific functions. Besides that, it gives a framework in which the county staff accounts for resources thus reducing the likelihood of mismanagement. As such, legal framework enhances the relationship between financial resources and service delivery.

Also, from the results, legal framework has been revealed to have positive significant moderating effect on the relationship between strategic planning and service delivery ($\beta=0.329$, $\rho < 0.05$). With the legal framework emphasis will be on ensuring that the policy on devolution ensures that the strategic plan covers all the department of the county without discrimination. Besides, it ensures that the varied interests among the different ethnic groups are catered for. This is by ensuring that there is focus on equity and social justice which are within the confines of the constitution. In so doing, legal framework enhances the relationship between strategic planning and service delivery.

Finally, the study indicated that the legal framework had no significant moderating effect on the relationship between stakeholder engagement and service delivery ($\beta=-0.07$). This indicates that having a legal framework will not in any way affect the relationship between stakeholder engagement and service delivery.

5.3 Conclusion

5.3.1 Management support

In conclusion, the study has indicated that management support provides an enabling environment at the county level that facilitates effective devolved service delivery. The top management are in a position of influence hence they provide supervision and ensure that financial resources are provided for at the county level. Besides, they are key in reviewing plans and the implementation of projects. The top management are therefore at a focal point whereby they translate ideas into practice. The implication is that, through management support, counties are able to attain effective service delivery.

Regarding management support, there is a proper technique on forecasting county activities. Also, variances are conducted on performance, schedule and cost of project activities. Besides, the management provides adequate fund for operation practices. Further, tools are well assessed if they are applicable in organization activities. As well, employees are well trained on project tools in organization projects.

5.3.2 Financial resources

The study concludes that financial resources greatly influence county delivery of devolved services. Firstly, the study from the regression analysis revealed that there was a statistically significant relationship between financial resources and county socio- delivery of devolved services. Thus, having a financial resources helps in allocating resources where they are most needed, and ultimately leads to county socio-economic development. In the context of the study, the financial resources have contributed to safety in doing business together with ease in the payment of bills. However, natural resource rents, community participatory framework as well as market dues did not contribute significantly to county socio-economic development. This is an indication that these approaches have not generated sufficient revenue to the county governments as expected. It appears therefore that raising revenue locally is a challenge hence impeding county socio-economic development. Based on the findings property taxes and business licenses and permits have many attractions as local bases, but they also have some obvious weaknesses that need to be taken into consideration before heavy reliance is placed on them. Often the capability and capacity of the county governments are inadequate to administer the property tax at a low cost. These administrative weaknesses are manifested in problems of valuation and arbitrariness in tax assessment and enforcement.

Financial resources are the lifeblood of projects at the county government. It is however a delicate balance since the resources may be in place but the mechanisms are non-existent. The implication is that, unless provision is based on effective delivery mechanisms, resources will be wasted. In certain instances, the county governments lack the capacity to generate sufficient revenue to spur service delivery thereby necessitating revenue allocation from the national government. The challenge however is balancing the allocations between these two levels of governments and the predominant issue of mismanagement of resources. There are therefore several gaps that need to be addressed for financial resources improve devolve service delivery.

5.3.3 Strategic Planning

The study inferred that strategic planning enhances service delivery in county governments. Also, the study has indicated that strategic planning creates the framework that enhance devolve service delivery. Particularly, it increases coordination, decision making and information exchange at the county level. Therefore, strategic planning improves the counties' capacity and ability to manage their resources and performance more effectively thereby improving the overall service delivery. Besides, there is development of knowledge and experience from the learning curves in pursuit of long-term goals and visions. The area that has not received attention is the unity of purpose and good working relationship among MCAs, assembly leadership and staff in the strategic plan. This has the potential to discourage efforts towards improving devolved service delivery.

Similarly, strategic planning aids in communicating county objectives and strategies and the ways to achieve them. As a result, the success of a project overly depends on its planning. It is during project planning that key aspects of the design are discussed and reviewed. As such, high performance is evidenced since the prescribed amount of work is accomplished within the stipulated time. The study findings have revealed that budgetary planning impacts positively on hospital performance. Consequently, strategic planning process ensures that managers plan for future by focusing on potential challenges that might arise on a future date and some of the measures that can be put in place in order to curb these challenges. Additionally, strategic planning done by superiors enables the subordinates to have a clear insight of what their superiors expect hence they are motivated towards attaining the goals of the organization thereby increasing county performance.

5.3.4 Stakeholder engagement

Based on the study findings stakeholder positively affect delivery of devolved services in Kenyan county governments. Additionally, stakeholder engagement has the potential to improve devolved service delivery. It not only improves communication but it also enhances legitimacy and provides more sustainable decision for the management of natural resources. The moment stakeholders are not

involved in all the steps of development at the county level as they expect, it can lead to lack of the changes instituted at the county level. The end results would be failure of such initiatives. Stakeholder engagement therefore is pertinent to service delivery at the county level. In actual fact, it guards against abuse of office by the political elite hence promoting accountability at the county level. However, the counties are yet to capitalize on stakeholder engagement because of gaps in areas such as an effective feedback system and the inclusion of the civil society in the legislation process. There are therefore areas that need to be improved on in terms of stakeholder engagement.

Stakeholder engagement contributes much to effectiveness of development projects empowering stakeholders to be able to participate. It also increases the levels of accountability, good governance and quality of service delivery. Participation of stakeholders in carrying out monitoring and evaluation activities can be improved through technology, team building and acknowledgement and also adopting participatory budgeting process can improve project performance. However, stakeholder engagement can be costly in the sense that it requires the use of resources like information, time, finances, skills and expertise, leadership and management. However, different lenses can be used to support an inclusionary approach of different stakeholders.

5.3.5 Legal Framework

Based on the findings the study concludes legal framework significantly strengthen the relationship between management support, financial resources, stakeholder engagement and service delivery. Thus, legal framework in county governments reinforces management support, financial resources and stakeholder engagement thus increasing the propensity to service delivery. Hence, at high levels of legal framework, the effect of management support, financial resources and stakeholder engagement and delivery of devolved services is stronger and significant as opposed to when it is at low or medium level.

Thus, clear policy on devolution does not duplicate functions between county and national government which may influence service delivery. For example, having

clear devolved function to the County government in the constitution will give county government opportunities to concrete in delivery those functions. In addition, clear legal framework on transfer of liabilities and assets from local government to the county government. Establishment of an agreed framework to guide intergovernmental fiscal transfers and allocation of resources between the two levels of Government enhances service delivery. Further, developing and implementing legal framework in the county to clarify and cohesive oversight framework for fiscal flows between the two levels of government for better service delivery. The county government has a legislation provision that establish a mechanism through which counties can seek support from the national government to perform their functions.

5.4 Recommendations

5.4.1 Management Support

Management support is instrumental in enhancing delivery of devolved services in selected counties in Kenya. Management support is a key factor in ensuring the sustainability of service delivery in county governments. It is therefore crucial for the management to ensure that there is a proper technique on county activities. As well, the management needs to ensure that adequate funds for county operations are provided. Moreover, there is need for employee training on project tools in county projects to further facilitate quality delivery of devolved services.

Therefore, it is important for the county government to provide for financial and organizational resources for the county services. Specifically, there is need for leadership support and supervision to the county during projects implementation. Most importantly, there is need for the top management to promote new solutions actively to the problems facing the county governments. Emphasis of the top management should be on actively seeking innovative ideas and providing solutions to problems before they even occur. County government need demonstrate commitment by signing job performance appraisal regularly and review plans and the level of implementation of the projects. Moreover, there need for county government management to ensure consistent communication between the implementation of county services to employees. Hiring of high-tech qualified contractors need to be

prioritized in the counties so as to actively seeks innovative ideas and promotes new solutions enthusiastically to the problems facing the county

5.4.2 Financial Resources

Financial resources have a positive and significant effect on devolved service delivery, there is need for counties to device adequate procedures to ensure high revenue collections and advocate for the improvement of national allocation policies. Besides, it is important to balance the allocations between the national and county government so as to enhance service delivery and development. As well, the county governments need to make arrangements to facilitate the disbursement of extra special funds. Moreover, it is recommended for county governments to undertake internal audits of its financial expenditures and implement both internal and external auditors' suggestions.

Essentially, the county governments need to take initiatives towards generating an annual surplus of revenues over expenditures. The surplus in this case can be used to cover payments to investors that provide new long term financing to the counties. The county governments should also ensure that all businesses in operation have licenses and duly registered in the county revenue data bases. In the case of mobilizing parking fees, the county governments should ensure that the number and organization of parking slots are sufficient and satisfactory. The county governments need to reform and intensify the existing finance mobilization approaches so that they can effectively contribute to county development. Also, the county governments need to look for innovative ways of raising funds. For this to work, it is important to tailor the revenue mobilization approach to counter dishonesty in revenue mobilization and other forms of revenue leakages at all points of revenue collection.

In order to benefit from revenue mobilization, it is important to tackle the challenges that impede the process of mobilizing the revenue. As to staff, it is instrumental to ensure that there is sufficient staff that is well trained on tax education. In fact, the counties need to consider the approach of selecting staff and other interested stakeholders with experience and expertise in the field to form a revenue mobilization committee. The county governments can also increase sensitization,

mobilization and publicity to the community about the importance of revenue mobilization. This will tackle issues of inadequate revenues for mobilization. Furthermore, there is need for proper monitoring and the management of revenue mobilized together with a sound system for financial management. To sum up, there is need to determine and set revenue mobilization targets and thereafter select mobilization tools.

5.4.3 Strategic Planning

Strategic planning is a key recipe in attaining improved service delivery at the county level. As such, counties need to develop clear guidelines on what they want to achieve and how the plan on carrying out the processes to make them a reality. Moreover, it is crucial for stakeholders to be involved in strategic planning in the county. Efforts should be directed towards carrying out SWOT analysis on areas of weakness and strength. Other than that, there should be unity of purpose and good working relationship among MCAs, assembly leadership and staff in the county's strategic plan. Most importantly, the county government budget should take into consideration what is presented in the strategic plan. In that regard, the county strategic plan needs to take into consideration budget constraints resulting in resource cutbacks.

It is therefore imperative for strategic planners to define the project objectives they intend to accomplish and the strategies to be employed so as to achieve the said objectives. The findings of the study indicate that strategic plan personnel have a positive influence on the success of a project. Therefore firms need to modify and upgrade their specific technical skills while retaining and developing new skills. There is also need for highly qualified personnel for the project and employees that are committed to working for the project. Moreover, budget planning is also of importance to county service delivery. Therefore, counties should plan their budget to qualify the county plan for a future period. Additionally, there is need for prepared budgets to qualify different areas of operation in the organization. Likewise, budgets should be planned to cover all operation of the county. Also, it is necessary for

county to formulate their budget objectives from the set goals and during the budget planning; coordination among various department should be enhanced.

5.4.4 Stakeholder Engagement

Stakeholder engagement is without doubt an important aspect in attaining improved service delivery. In light of this, there is need for the county governments to prepare plans and budgets with high level of participation and ownership of stakeholders. Specifically, stakeholders can be involved in all the policy processes right from problem formulation, agenda setting to implementation in an attempt to reduce resistance. Besides, stakeholder participation will also safeguard against misuse of resources. Further, the county governments should capitalize on feedback mechanisms such as complaint boxes and hotlines to citizens so that they are aware of the different areas to be improved on. For instance, the public can be involved in public hearings so that they can articulate their preferences and disappointments.

The study this established that stakeholder's engagement contributed much to effectiveness of development and therefore recommended that management to ensure that all the relevant stakeholders participate in all county activities as this will increase the level of effectiveness in social projects. Moreover, county official need to enhance sensitization and training of community on participation in county activities was needed to improve on this. County government implementing project need to put stakeholder's engagement at the centre of strategic decision making, as this will improve achievements of social project performance goals. Further, they should develop monitoring and evaluation departments to manage all monitoring and evaluation activities for all projects in the government/ organizations which can reduce cost of employing monitoring and evaluation officers for every project.

5.4.5 Legal Framework

The study findings indicated in presence of tight and strict legal framework, management support, financial resources and stakeholder's engagement increase delivery of devolved services. As such county need to ensure there is clear policy on devolution and on more specifically on devolved services to avoid conflict on

functions of county and national government which may interfere with service delivery in county levels. Also, there is need for a clear legal framework on transfer of liabilities and assets from local government to the county government. Moreover, to ensure value maximizing of financial resources there need for establishment of an agreed framework to guide intergovernmental fiscal transfers and allocation of resources between the two levels of Government.

To provide more benefits of stakeholder engagement, there is need for clear framework by county governments County Service Board on community participation especially on decision that touches on social projects. Regarding legal framework for strategic planning, the county government needs to generate more bills necessary for effective implementation of the devolved system of government services and develop and implement legal framework to clarify and cohesive oversight framework for fiscal flows between the two levels of government for better service delivery.

Improving effect of management support on delivery of devolved services, members of the County assembly should enacted legislation to provide a framework for uniform norms and standards for public service at the county and need established and support a platform and a framework to facilitate dialogue for all elected leaders at both levels of government for better service delivery. In addition, the county government to establish a mechanism through which counties can seek support from international partners to perform their functions.

5.4.6 Theoretical recommendation

This thesis validates existing studies, conceptual framework and theory of recourse based which have already argued that management support, strategic planning, financial resources and stakeholder's engagement contribute significantly to county service delivery. This is the first of its kind in sub-Saharan Africa to apply Contingency Theory of Management for Strategic Planning, Systems Theory for Legal Framework, Theory X and Theory Y for management support, Resource Based Theory for financial resources and Theory of Decentralization for devolved service delivery in the concept of county or local government. The study has added sufficient

insights to the existing body of literature on determinate of delivery of devolved service particularly in the Kenyan context. The thesis has model linking effective delivery of devolved service with management support, strategic planning, financial resources and stakeholder's engagement in county governments.

5.5 Areas for Further Research

In connection with the findings, this study makes a number of possible implications on the determinants of delivery of devolved services in selected counties in Kenya as moderated by legal framework. First, this study has opened an insight into the determinants of service delivery at the county level in Kenya thus expanding on the existing literature that lays emphasis on developed countries. It has opened up further research avenues to compare and contrast these results with devolved service delivery in other countries. Second, it has highlighted the key role played by management support, financial resources, strategic planning, stakeholder engagement and legal framework in eliciting improved service delivery. One direction of future research would be a replication study in other counties not covered in the study. Furthermore, in terms of methodology, future scholars can conduct a longitudinal study as well as appreciate both the quantitative and qualitative aspects of research. Nonetheless, the thesis has contributed knowledge that is needed for this kind of research.

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APPENDICES

Appendix I: Letter of Authorization

Date.....

Fauziya B Karama

P.O. Box 85855-80100

Mombasa - Kenya

Email: fauziyakarama@gmail.com

To His Excellence the Governor

.....County

P.O. Box

Dear Sir,

RE: DETERMINANTS OF DELIVERY OF DEVOLVED SERVICE
DELIVERY IN SELECTED COUNTIES IN KENYA

I am a student at Jomo Kenyatta University of Agriculture & Technology (JKUAT) pursuing a Ph.D. in Governance and Leadership. I am required to undertake a thesis whose title is as indicated above as partial fulfillment for the award of the doctoral degree. I am kindly requesting for your assistance in making my research a success by granting permission to collect relevant data of your organization from your County Government staff. I would like to assure your office that all the data collected will be treated with utmost confidentiality and will be used exclusively for the purposes of this academic research.

I am looking forward to your kind consideration and at the same time wishing your esteemed County success in all her endeavors.

Yours sincerely,

Fauziya B Karama

Appendix II: Letter of Introduction

Date.....

To.....

.....

.....

Dear Sir/Madam,

RE: COLLECTION OF RESEARCH DATA

I am a postgraduate student currently pursuing Ph. D in Governance and Leadership at Jomo Kenyatta University of Agriculture and Technology. The title of my thesis is **Determinants of Delivery of Devolved Service Delivery in selected Counties in Kenya**”. A questionnaire has been developed addressing several factors related to decentralized governance and service delivery. Based on your work experience and knowledge, please indicate the extent to which you agree or disagree with a given statement on the space provided. The questions have been simplified and therefore should not take more than 30 minutes to complete.

I wish to assure you that the information you provide will only be used for academic purposes and will be treated with strict CONFIDENTIALITY. You can be assured that no one else will ever know how you responded to the questions. Please do not write your name anywhere in this questionnaire. I hope you find completing this questionnaire enjoyable and let me thank you taking the time complete it. If you have any queries or would like further information about this study, please do not hesitate to contact me on the address below.

Thank you for your assistance,

Fauziya B Karama

Appendix III: County Government Staff Questionnaire

Questionnaire

Part A. Demographic profile of the respondents

Please answer all the questions by putting a tick in the appropriate box.

1. Name of your County:

2. Gender: Female Male

3. Please indicate the position you hold in your county:

County Minister/Secretaries Chief Officer/Director Member of
County Assembly Sub-County Administrator [Others please
specify).....

4. Years of service in your County:

1-4 5-10 10-15 15-20 20-25 Over 25
year.

5. What is your highest level of academic achievement?

High School Diploma Undergraduate Masters Doctorate

6. Please tick your age bracket

18-25Years 26-35Years 36-45Years 46-55Years Above 55 Years

B. To establish how management support influence devolved service delivery in selected counties for Kenya.

The statements presented below describe aspects of Management support and devolved service delivery in Kenya. Please indicate the extent to which you agree or disagree that each of the statements describes your firm by circling the number using the following scale:

1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

| No | Item | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|---|-------------------|----------|---------|-------|----------------|
| | The top management attend project meetings in various departments of the county | | | | | |
| 2 | The top management provide for financial resources and organizational resources for the county services | | | | | |
| 3 | The county top management provide leadership support and supervision to the county during projects implementation | | | | | |
| 4 | The county government leadership involve themselves in the implementation of the county projects | | | | | |
| 5 | Top county government officials take forms such as demonstrating commitment and also providing ways to overcome obstacles | | | | | |
| 6 | The county government management review plans and the level of implementation of the projects | | | | | |
| 7 | There is a consistent communication between the implementation of county services and the top management of the county | | | | | |
| 8 | The county government management hire only high-tech qualified contractors. | | | | | |

| | | | | | | |
|--|--|--|--|--|--|--|
| | Top Management of the county actively seeks innovative ideas | | | | | |
| | Top Management promotes new solutions enthusiastically to the problems facing the county | | | | | |

In your opinion how would Management support assist in ensuring effective devolved service delivery

.....

C. To find out how financial resources influence devolved service delivery in selected counties for Kenya.

The statements presented below describe aspects of Financial Resource and devolved service delivery in Kenya. Please indicate the extent to which you agree or disagree that each of the statements describes your firm by circling the number using the following scale:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

| No | Item | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|--|-------------------|----------|---------|-------|----------------|
| | The county government allocate finances to the projects and services in county in time | | | | | |
| | The county government officials are able to account the amount spent in every financial year | | | | | |
| | The county government revenue is enough to support county government services | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| 4 | County government is able to make the budget | | | | | |
| 3 | The county government account is in deficit | | | | | |
| 6 | The county government makes transitional budget | | | | | |
| 7 | The amount of money received from the national government is enough to run the affairs of the county | | | | | |
| 8 | During budget, the major consideration in allocation of money is priorities | | | | | |
| 9 | The county government carry out internal audit of the its financial expenditures | | | | | |
| | The county government is able to implement both internal and external auditors suggestions | | | | | |

How is your engagement in the planning process for financial resources and does deficiency of financial resources affect services in your county?

.....

D. To establish how strategic planning influence devolved service delivery in selected counties for Kenya.

The statements presented below describe aspects of Strategic planning and devolved service delivery in Kenya. Please indicate the extent to which you agree or disagree that each of the statements describes your firm by circling the number using the following scale:

1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

| No | Item | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-----|--|-------------------|----------|---------|-------|----------------|
| 1. | The county government has well stated mission and vision | | | | | |
| 2. | There are long term objectives of the county well-articulated | | | | | |
| 3. | Stakeholders are involved in strategic planning in our county | | | | | |
| 4. | The county carries out SWOT analysis on areas of weakness and strength | | | | | |
| 5. | The county government promote harmony, unity of purpose and good working relationship among MCAs, Assembly leadership, and staff in its strategic plan | | | | | |
| 6. | During implementation of the county objectives, the county government budget took into consideration first what is presented in the strategic plan | | | | | |
| 7. | The strategic plan presented by the county executive is realistic and achievable within the time frame indicated | | | | | |
| 8. | The county strategic plan includes all areas of the county (e.g. all the departments) without discrimination | | | | | |
| 9. | The strategic plan considers varied interests among ethnic groups in the county | | | | | |
| 10. | The county strategic plan take into consideration budget constraints resulting in resource cutbacks | | | | | |
| 11. | The strategic plan has a clear plan on the legislative services of the county | | | | | |
| 12. | The strategic plan of the county has a clear plan on the staff management | | | | | |
| 13. | The county strategic plan has an agenda on financial resources management | | | | | |
| 14. | The Plan has also identified issues and areas that will be addressed and provides a clear strategy on implementation | | | | | |
| 15. | Professionals are engaged in the development of the county government strategic plan | | | | | |

Do you do regular monitoring and evaluation of the strategic plan ?.....and
has the evaluation assisted the county in ensuring effective devolved service
delivery?.....

.....

.....

.....

.....

E. To evaluate how stakeholder engagement influences devolved service delivery in selected counties for Kenya.

The statements presented below describe aspects of Stakeholder engagement and devolved service delivery in Kenya. Please indicate the extent to which you agree or disagree that each of the statements describes your firm by circling the number using the following scale:

1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

| No | Item | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|--|-------------------|----------|---------|-------|----------------|
| 1 | The county government budget allocation has implemented stakeholders inputs | | | | | |
| 2 | The county government provide good working environment for the employees and the citizens | | | | | |
| 3 | The county government provide training to the citizens so as to enhance capacity building | | | | | |
| 4 | The county government have provided citizens with various complains methods e.g. complaint boxes and hotlines | | | | | |
| 5 | The county government regularly shares information with the public relating to projects being implemented | | | | | |
| 6 | The government occasionally organizes public hearings for citizens to articulate their preferences and disappointments | | | | | |
| 7 | The civil society is included in the legislation process contribution | | | | | |
| 8 | Feedback from the Public on important matters of the county are taken into the consideration | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| 9 | The county government has strategies to revamp the economy and empower the communities within the economically | | | | | |
|---|--|--|--|--|--|--|

What is the general feedback from stakeholders that have been engaged in various county forums ?

.....

.....

..... **To evaluate the moderating effect of legal framework and it influences devolved service delivery in selected counties for Kenya.**

The statements presented below describe aspects of legal framework and devolved service delivery in Kenya. Please indicate the extent to which you agree or disagree that each of the statements describes your firm by circling the number using the following scale:

1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

| No | Item | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|---|-------------------|----------|---------|-------|----------------|
| 1 | The policy on devolution is clear and do not duplicate functions between county and national government which may influence service delivery. | | | | | |
| 2 | The national government has devolved all the function to the County government as provided for in the constitution. | | | | | |
| 3 | There is clear legal framework on transfer of liabilities and assets from local government to the county government. | | | | | |

| | | | | | | |
|---|---|--|--|--|--|--|
| 4 | There is establishment of an agreed framework to guide intergovernmental fiscal transfers and allocation of resources between the two levels of Government. | | | | | |
| 5 | There is a clear framework by the Public Service Commission on how they supervise and determine appeals against county governments County Service Board | | | | | |
| 6 | The county government has generated bills necessary for effective implementation of the devolved system of government services | | | | | |
| 7 | The county government has develop and implement legal framework to clarify and cohesive oversight framework for fiscal flows between the two levels of government for better service delivery | | | | | |
| 8 | The members of the County assembly have enacted legislation to provide a framework for uniform norms and standards for public service at the county | | | | | |
| 9 | The county government has established and support a platform and a framework to facilitate dialogue for all elected leaders at both levels of government for better service delivery | | | | | |
| 1 | The county government has a legislation provision that establish a mechanism through which counties can seek Support from the national government to perform their functions. | | | | | |

In your opinion what are type of laws needs to enacted that will ensure devolved services are implemented effectively ?

.....

.....

.....

F. Devolved service delivery related questions

The statements presented below describe aspects of level of devolved service delivery. Please indicate the extent to which you agree or disagree that each of the statements describes your firm by circling the number using the following scale:

1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

| No | Item | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|---|-------------------|----------|---------|-------|----------------|
| 1 | There is a general improvement of services after establishment of county governments in Kenya | | | | | |
| 2 | Is the procurement of goods and services efficient since the county government took over | | | | | |
| 3 | Revenue collection and accounting functions is more efficient since the county government took over. | | | | | |
| 4 | Transport services is more efficient after implementation of devolution | | | | | |
| 5 | Trading services and licensing has significantly improved after the county government took over the functions | | | | | |
| 6 | After introduction of the devolved government food security has improved | | | | | |
| 7 | Sewerage, solid waste management is more efficient because of the county government | | | | | |

| | | | | | | |
|---|---|--|--|--|--|--|
| 8 | The health services has improved in services delivery since the county government has taken over its management | | | | | |
| 9 | Agricultural services e.g. extension services in better because the county government took over. | | | | | |

How is your gauge on the county performance on the devolved service delivery?

.....

.....

Appendix IV: Interview Guide

My name is Fauziya Karama, I am a postgraduate student currently pursuing Ph. D in Governance and Leadership at Jomo Kenyatta University of Agriculture and Technology. The title of my thesis is **determinants of delivery of devolved service delivery in selected counties in Kenya**

This interview is part of my data gathering methodologies and any information provided will be very confidential. I thank you very much for accepting to participate in this interview.

I will be covering five objectives of my study which include the following: Management Support, Financial resources, Strategic Planning, Stakeholder Engagement, Legal Framework

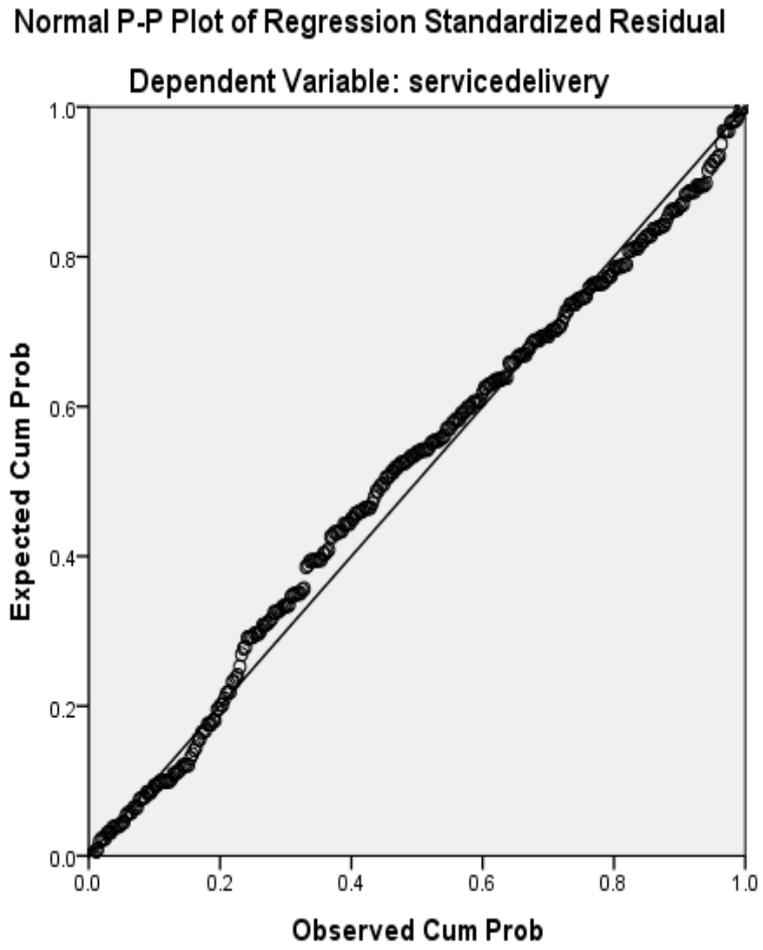
Thank you for your assistance,

Fauziya B Karama

| Objective | Question | Researchers notes |
|------------------------|--|-------------------|
| Management support | Kindly explain to me the kind of support as a management of the devolved system of government in Kenya that you offer to the county staff in implementation of county objectives | |
| Financial Resources | What are the measures you have put in place to achieve proper management of financial resources? | |
| Strategic Planning | Do you do regular monitoring and evaluation of the strategic plan? and has the evaluation assisted the county in ensuring effective devolved service delivery? | |
| Stakeholder engagement | What is the general feedback from stakeholders that have been engaged in | |

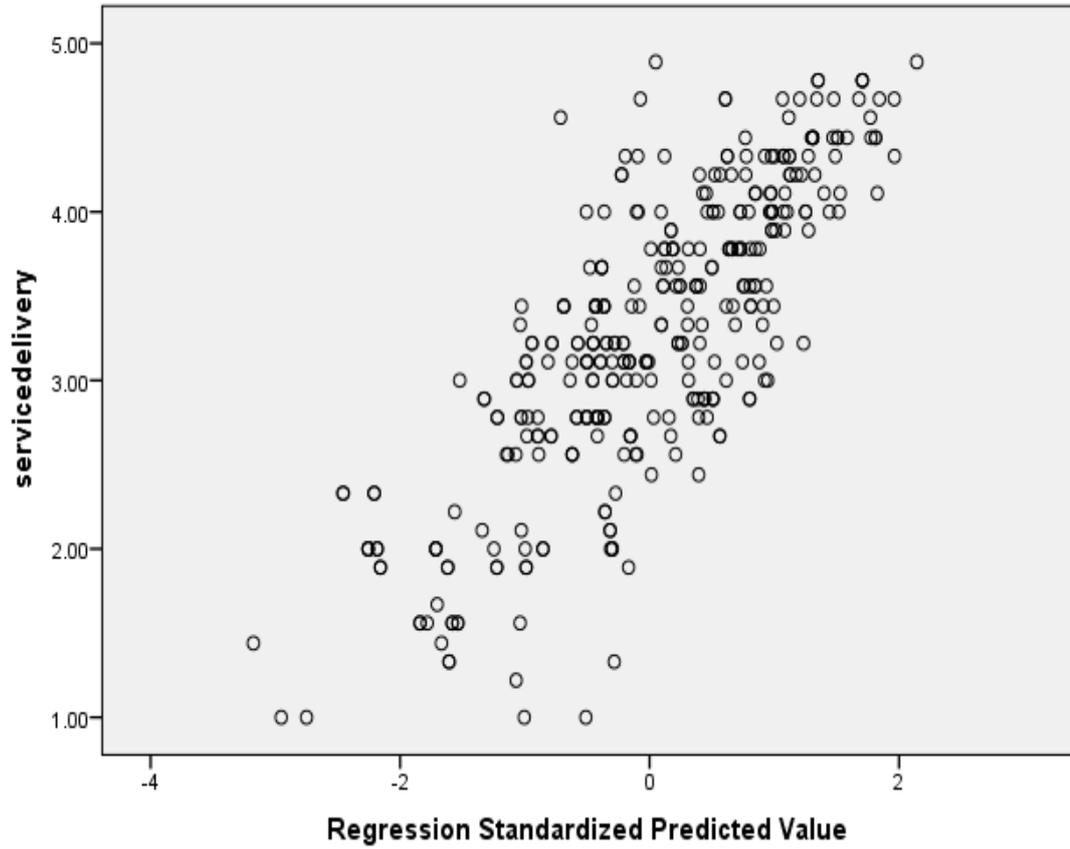
| | | |
|-----------------|--|--|
| | various county forums | |
| Legal framework | In your opinion what are type of laws needs to enacted that will ensure devolved services are implemented effectively?.. | |

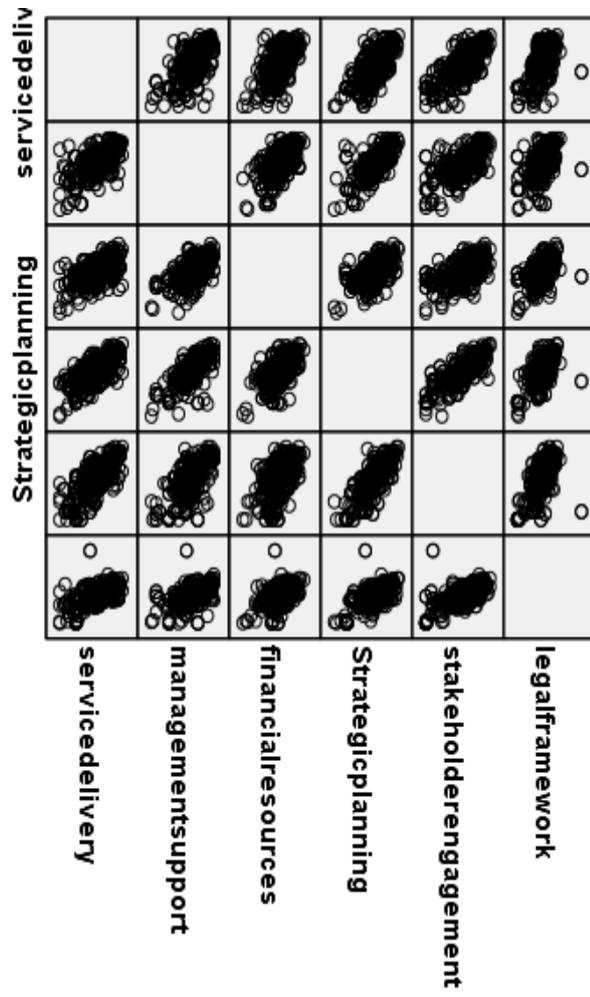
Appendix V: PP and QQ plots



Scatterplot

Dependent Variable: servicedelivery





Appendix VI: List of Institutions

1. Nairobi County Government
2. Mombasa County Government
3. Nakuru County Government
4. Embu County Government
5. Kisumu County Government
6. Nyeri County Government
7. Kakamega County Government
8. Machakos County Government
9. Garissa County Government
10. Council of Governors
11. Intergovernmental Relations Committee
12. Commission for Revenue allocation.
13. Ministry of Devolution and ASAL

Appendix VII: Approval of PhD Research Proposal



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**

DIRECTOR, BOARD OF POSTGRADUATE STUDIES

P.O. BOX 62000
NAIROBI – 00200
KENYA
Email: director@bps.jkuat.ac.ke

TEL: 254-067-52711/52181-4
FAX: 254-067-52164/52030

REF: JKU/2/11/ HD418-C003-3095/2016

3rd January 2019

Fauziya Brek Karama
C/o SEPM
JKUAT

Dear, Fauziya,

RE: APPROVAL OF PHD. RESEARCH PROPOSAL AND SUPERVISORS

Kindly note that your research proposal entitled: **“Determinants of delivery of devolved services in selected counties in Kenya”** has been approved. The following are your approved supervisors:

1. Prof. Mike Iravo
2. Dr. Assumptah Kagiri
3. Dr. Noor Ismail Shale



PROF. MATHEW KINYANJUI
DIRECTOR, BOARD OF POSTGRADUATE STUDIES

Copy to: Dean, SEPM



JKUAT is ISO 9001:2008 and 14001:2004 Certified
Setting Trends in Higher Education, Research and Innovation

Appendix VIII: NACOSTI Research Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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2241349,3310271,2719430
Fax: 254 20 218215,2182 9
E-mail: info@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabon
Off Wajir Rd
P.O. Box 30622-00100
NAIROBI-KENYA

Ref No: **NACOSTI/P/19/31569/27684**

Date: **8th February, 2019**

Fauziya Brek Karama
Jomo Kenyatta University of
Agriculture and Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Determinants of delivery of devolved services in Selected Counties in Kenya”* I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for the period ending **31st January, 2020.**

You are advised to report to **the County Commissioners and the County Directors of Education of the selected Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of **the** same should be submitted through the Online Research Information System.

DR. MOSES K. RUGUT, PHD, OGW
DIRECTOR GENERAL/CEO

Copy to:

The County Commissioners
Selected Counties.

The County Directors of Education
Selected Counties.

Appendix IX: Research Permit Authorization

THIS IS TO CERTIFY THAT: Permit No. : **NACOSTI/P/19/31569/276**
MS. FAUZIYA BREK KARAMA Date Of Issue : **8th February,2019**
of **JOMO KENYATTA UNIVERSITY OF** Fee Received : **KSh 2000**
AGRICULTURE AND TECHNOLOGY,
85855-80100 MOMBASA,has been
permitted to conduct research in Embu
, Garissa , Kakamega , Kisumu,
Machakos , Mombasa , Nairobi, Nakuru
, Nyeri Counties

on the topic: **DETERMINANTS OF**
DELIVERY OF DEVOLVED SERVICES IN
SELECTED COUNTIES IN KENYA

for the period ending:
31st January,2020


Applicant's
Signature


Director General
National Commission for Science
Technology & Innovation



THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

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REPUBLIC OF KENYA



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