

THE MODERATING EFFECT OF LEGAL FRAMEWORK ON THE DELIVERY OF DEVOLVED SERVICES IN SELECTED COUNTIES IN KENYA***Dr. Fauziya Brek Karama**

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Abstract

Purpose: The main purpose of this paper was to ascertain the moderating effect of legal framework on relationships between strategic planning, stakeholder engagement and devolved service delivery. **Material/methods:** Using positivism approach and explanatory research design the study collected data 384 employees selected from eight counties in Kenya. Structured five-point likert scale questionnaires were used for data collection. **Findings:** from hierarchical regression model revealed that legal framework had positive and significant moderating effect on the relationship between strategic planning and devolved service delivery. However, legal framework does not moderate the relationship between stakeholder engagement and devolved service delivery. **Conclusion/recommendation:** This shows that counties with strict and good legal framework have strategic plans which highly improve performance of devolved system. 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 at the county levels. Also, there is need for a clear legal framework on transfer of liabilities and assets from local government to the county government.

Keywords: Strategic Planning, Service Delivery, Legal Framework, Developed System, Counties.

INTRODUCTION

Devolution is aimed to improve good governance, give more weight to the voices of the masses and improve economic performance. 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 Most countries, devolution is introduced to improve inclusion and equity so as to promote reconciliation and peaceful coexistence amongst the different classes of its residents. Kwon (2012) re-joins that Europe early 1970s 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 Africa Bigambo (2013) summarizes devolution having progressed as follows: Uganda (1995), Ethiopia (1994), Nigeria (1999), South Africa (1996) and Kenya (2013). Many countries across the African continent are increasingly turning towards devolution because of its benefits in unifying 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 and Bouckaert, 2011). Devolution in Africa ensures good governance and effective service delivery (Expo, 2007). The principles of devolution as outlined in the new Kenyan constitution target the four aspects of the lives of the publics in the country with each having a direct effect on the other.

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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. 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. Environmentally, it enhances the sustainable exploitation of natural resources to ensure their continuity and conservation for perpetuity. 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. As such the study looked at moderating effect of regulatory framework on the relationship between strategic planning and stakeholder engagements. Thus, the study hypothesized that;

H₀₁: Legal framework does not moderate the relationship between strategic planning and the delivery of devolved services in selected counties in Kenya.

H₀₂: Legal framework does not moderate the relationship between stakeholder engagements and the delivery of devolved services in selected counties in Kenya.

Theoretical Review

This paper was guided by Decentralization theory, as proposed by Falleti (2004). According to the view, decentralization is a collection of state reforms. Decentralization therefore excludes the delegation of power to non-state entities. Decentralization changes may occur in both authoritarian and democratic environments, according to Falleti (2004), hence the terms "decentralization" and "democratization" shouldn't be used interchangeably, according to Akorsu (2015), who referenced Falleti. Notably, the sequential theory of decentralization, according to Falleti (2004) and Falleti (2005), divides territorial decentralization into political, administrative, and budgetary components. 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 Souffle Theory of Decentralization

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.

LITERATURE REVIEW

Strategic planning

Lawrence and William (2014), recognizes strategic planning as the core function of any management worth implementing 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 vision. 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). Jimenez (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 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.

Stakeholder Engagement

The commitment of stakeholders is not without its difficulties, which include high costs, large amounts of staff time and conflicts with people outside 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). Regardless of these challenges, the engagement process of stakeholders has shown itself to be beneficial in producing useful, supported management plans, helping to build strong and sustainable relationships between counties and the citizens (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). The issue of varying stakeholder expectations has significant implications for successful enterprise information system implementation. This issue becomes more prevalent in e-government situations as exemplified by Sarkis (2005), where a variety of stakeholders are influenced by inter-organizational knowledge sharing. In an investigation of the diverging and converging expectations of various stakeholders at the initiation of e-government projects with regard to the benefits of and barriers to inter-

organizational knowledge sharing. The findings labelled that key participants expectations were similar to those of general participants or users. Their perceptions converge on the relative likelihood of achieving benefits and relative severity of barriers; although significant differences do exist in discernment of the opportunity for achieving wider professional networks and the magnitude of control-oriented management.

In addition, a study was conducted to assess the relationship between the degree of stakeholder salience and the degree of emphasis placed on accountability dimensions for infrastructure assets as perceived by mayors and chief executive officers of local government authorities. Comparisons are drawn between the salience accorded to two road stakeholder groups at the public level and at the government level. Perceptions of mayors and CEOs were examined through a mail questionnaire survey administered among in Australia. In general the accountability for infrastructure assets by the local government is influenced by the salience accorded to the demands and needs of public stakeholders but not the salience accorded to government stakeholders. It was revealed by the study that public and managerial accountabilities are impacted by public stakeholder salience, whereas political accountability was impacted by the salience of government stakeholders. Therefore, it emphasizes that the establishment and implementation of policies, processes and systems that render transparency and responsiveness to the public, as well as service quality and the disclosure of performance measures are positively affected by the salience accorded to public stakeholders groups (Siriwardhane, 2017).

In order to investigate the critical success factors for effective project stakeholder management at the local government level in Ghana, Hayibor (2017) conducted a study and acquired the data through questionnaires administered to project stakeholders for identifying and ranking critical success factors. The study identified the top five factors for stakeholder management at the local government level in Ghana to be: communicating with and engaging stakeholders; identifying stakeholders properly; formulating a clear project mission statement; keeping and promoting good relationships; and analyzing stakeholder conflicts and coalitions.

Legal Framework

The legitimate system stipulates that the area government ought to accommodate open cooperation in the lead of the exercises of the County Assembly as required under Act. 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 devolved 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). 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 (Mezzera, 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 & Theuri 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 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).

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. 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; 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, 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).

Research Gap

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 focused on little explored and most moderating effect of legal framework on determinates of service delivery in the counties in terms of strategic planning and stakeholder engagement. This features have been little reporting in various published researchers available in the literature. Hence this study filed the very vital gap that exist and more so provide possible answers on how legal framework moderate the relationship between strategic planning and service delivery and relationship between stakeholder engagement and devolved service delivery in county governments of Kenya.

MATERIALS AND METHODS

The study employed positive approach in explanatory research design for testing the causal effect. The unit of analysis 35,444 staff from 8 counties. The study used probability and non-probability sampling methods in selecting 384 respondents for the study. Data was collected using structured questionnaires. Five point (5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree) scale rating was used. Since the scale was normal and could be used in regression model data was transformed into interval scale by average score for each item. 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). In measurements, Cronbach's α (alpha) coefficient was used to measure inner consistency. According to Sekeran and Bougie (2010), the conventionally accepted level of reliability measure is set at 0.70. From the results generated, 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 1. Quantitative data collected was coded, entered and analyzed using both the descriptive and the inferential statistics. 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.

Table 1. 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
Strategic planning	0.823	0.823	15
Stakeholders engagement	0.808	0.816	9
Legal framework	0.729	0.732	10

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 R² 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, R², 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.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 m + \varepsilon \dots\dots\dots 1$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 m + \varepsilon \dots\dots\dots 1$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 m + \beta_{4a} X_1 * m + \varepsilon \dots\dots\dots 2$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 m + \beta_{4a} X_1 * m + \beta_{4b} X_2 * m + \varepsilon \dots\dots 3$$

Where:
 Y=Devolved Service Delivery,
 X₁ = Strategic planning,
 X₂ = 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, 4)

FINDINGS

This section presents results of data analysis and hypotheses testing. Strategic planning is key in enhancing communication channels at the county levels and it increases coordination, decision making and devolved service delivery. Table 2 highlights the findings on strategic planning. Evidently, strategic planning was scored low in county government (M=3.46, SD= .74).

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. 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. 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 and 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. 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. The results on legal framework had an aggregate mean of 3.26, standard deviation of 0.80 and a skewness of -0.02. The findings on devolved service delivery had an aggregate mean of 3.27, standard deviation of 0.87 and a skewness of -0.38. The standard deviations for all the variables were less than 1 indicating fewer variations in the responses. Finally, all independent variables and the dependent variable were normally distributed as shown in Table 2 below; 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). Besides, there was a strong relationship between legal framework and 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 2. Correlation analysis

	M	SD	Skew.	1	2	3	4
1	3.27	0.87	-0.38	1			
2	3.46	0.74	-0.45	.721**	1		
3	3.29	0.95	-0.64	.748**	.804**	1	
4	3.26	0.8	-0.02	.590**	.632**	.615**	1

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

- 1 = Service delivery
- 2 = Strategic planning
- 3 = Stakeholder engagement
- 4 = Legal framework

Moderating effect of legal framework on determinants of delivery of devolved services

H₀₁: Legal framework does not moderate the relationship between strategic planning and the delivery of devolved services in selected counties in Kenya.

H₀₂: Legal framework does not moderate the relationship between stakeholder engagement and the delivery of devolved services in selected counties in Kenya.

The moderating effect of legal framework was presented in table 3. 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 strategic planning, stakeholder engagement 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 ($\beta=0.329, \rho < 0.05$). 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.

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 1.

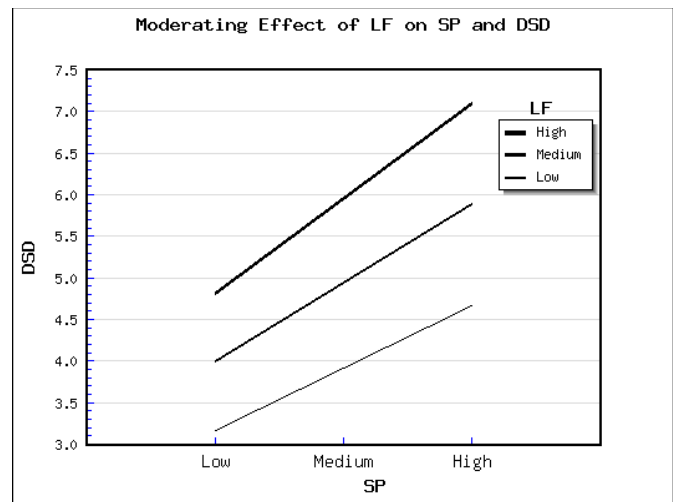


Figure 1. Mod Graph for Legal Framework on the Relationship between Strategic Planning and Delivery of Devolved Services

Moreover, the graph in figure 1 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.

Conclusion and Recommendations

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.

Table 3. Moderated effect of Legal Framework

	model 1		model 2		model 3		model 4	
	B	Std. Error	B	Std. Error	B	Std. Error	B	Std. Error
(Constant)	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Zscore(SP)	0.21	0.064*	0.16	0.065*	-0.02	0.07	-0.04	0.08
Zscore(SE)	0.41	0.057**	0.37	0.058**	0.273**	0.05	0.311**	0.09
Zscore(LF)			0.14	0.044**	0.309**	0.07	0.311**	0.07
Zscore(SP_LF)					0.329**	0.11	0.37**	0.13
Zscore(SE_LF)							-0.07	0.14
Model Summary								
R	0.799		0.805		0.859		0.859	
R Square	0.638		0.648		0.738		0.738	
Adjusted R Square	0.634		0.642		0.732		0.731	
Change Statistics								
R Square Change	0.638		0.010		0.008		0.000	
F Change	150.168		9.364		9.880		0.258	
Sig. F Change	0.000		0.002		0.002		0.612	

a Dependent Variable: Zscore(devolved service delivery)

Thus, Based on the findings the study concludes legal framework significantly strengthen the relationship between strategic planning 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.

The study findings indicated in presence of tight and strict legal framework, management support, strategic planning, 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 a 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 stakeholder engagement 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. 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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