

# The Effect of Strategic Planning on the Delivery of Devolved Services in Selected Counties in Kenya

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## Abstract

Devolution is an enabler for development and empowers counties to deliver government services to its citizens. Kenya aimed to improve resource distribution and project allocation by taking away most of these decisions from the long-standing central government. Majority of the counties are still slower in the implementation of the social project. As a result, most people are yet to feel its devolution impacts. Thus, this aim of the paper was the effect of strategic planning on the delivery of devolved services in selected counties in Kenya. This was informed by resource based theory. The study has adopted explanatory design. The study targets a population of 35,444 staff from 8 counties. Data analysis was done using descriptive statistics, correlation and regression analysis. Findings showed strategic planning had a significant and positive effect on devolved service delivery. The study concludes that strategic planning creates the framework that enhances devolved service delivery. Particularly, it increases coordination, decision making and information exchange at the county level. Therefore, there is a need for the county governments to prepare plans and budgets. 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.

**Keywords:** Strategic Planning, Devolved Service Delivery, County Governments

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## 1. Introduction

Globally, various benefit of devolution to the political stability and development in the countries have been highlighted in developed countries including the US, most countries in Europe, Scandinavia and Africa, and India (Omari, Kaburi, & Sewe 2012). However, 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, 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 strategic planning 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.

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 the various stakeholders and creates opportunities for the improvement of service delivery and process efficiencies (Martin, 2003). Strategic planning involves articulating the direction, objectives and clear actions required to realize the desired strategic vision of an organization or a devolved system of government (Balanced Scorecard Institute, 2013). Therefore, counties need to develop clear guidelines on what they want to achieve and how the plan on carrying out the processes necessary to actualize them (Pankaj, 2002). 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).

The World Bank (2015) elucidates that devolution in Kenya aimed to improve resource distribution and project allocation 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. 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). 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, WestPokot, TransNzoia, 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. Thus, this study stipulated aimed at evaluating the effect of strategic planning on the delivery of devolved services in selected counties in Kenya. Hence, hypotheses of the study stipulated that

*H<sub>0</sub>: Strategic planning does not have a significant effect on the delivery of devolved services in selected counties in Kenya.*

## 2. Theoretical Review

This section presents the introduction of the entire chapter, reviews the relevant theories, and gives concepts related to the subject matter which comprised of the framework on the concept of devolution and service delivery with assessment of the empirical literatures related to the studies. The study was informed by resource based theory. 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, 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 1 Resource Based Model**

Source: (Barney, 1986; Hamel and Prahalad, 1996)

## 2.1 Literature Review

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 vital to the county governments since it gives an ability to know east from west and frameworks quantifiable objectives. Strategic planning is an apparatus that is valuable for controlling everyday choices and furthermore to assess advance and changing methodologies while pushing ahead as a reverted arrangement of government. Strategic planning is an authoritative administration movement that is utilized to set needs, center vitality and assets, fortify tasks, guarantee that representatives and different partners are progressing in the direction of shared objectives, build up assertion around expected results, survey and modify the elements of the province government (Olsen, 2012).

David (2011), contends that because of a much 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 administration conveyance 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 vital arrangement is the ace of different plans. It directs on the most proficient method to accomplish a particular organization's objective. What decide the significance of strategic planning is the modest number and the long haul, organization wide effect of the choices in the key arrangement. 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 key anticipating execution, 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 key arrangement 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.

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 administration conveyance 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 demonstrate that consolidated strategic planning process positively affects budgetary execution, through the go between of representative key arrangement and authoritative capacities.

Then again, Akinyele (2012) clarified that the effect of strategic planning execution 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.

### **3. Material and Methods**

This study used explanatory with a positivism approach to find causal-effect relationship of strategic planning and delivery of devolved services. The unit of examination was the investigation of populace which comprised of every one of the 47 district government in Kenya. The unit of perception was 35,444 staff from 8 counties areas that are reachable based on land portrayal. Cochran equation was utilized to figure a sample of 384. The study employed cluster and random sampling method, since members speak to the populace was distinguished and incorporated into the sample. This study gathered information using close and open ended questionnaires. This also assed internal validity includes measures such as face validity, content validity, construct validity or criterion-related validity (Creswell, 2005; Pallant, 2011). In measurements, Cronbach's  $\alpha$  (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). 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, KMOs were greater than 0.5 thus significant. Further, were significant indicated that manifestation of the factors of strategic planning was different in the population. This implied that all items the for each factor were retained.

Table 1. Validity and Reliability of Measurement of Variables

	loading	% CV	KMO	AVE
<b>Strategic Planning(Cronbach Alpha=0.823</b>				
The county carries out SWOT analysis on areas of weakness and strength	0.548	61.835	0.905	0.511
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 management	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			
<b>Devolved Service Delivery(Cronbach Alpha=.780</b>				
Transport services is more efficient after implementation of devolution	0.628	64.263	0.907	0.544
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			

### 3.1 Method of Analysis

Quantitative techniques for information investigation was utilized with both elucidating and inferential insights (recurrence means and standard deviations) being connected to clarify every target of the study. This study tested the validity of the multiple regression models utilizing ANOVA, F-dissemination and T-test. ANOVA is likewise the information examination strategy that is utilized to decide if there are critical contrasts between at least two gatherings or tests at a chosen likelihood level (Mugenda and Mugenda, 2003). To test the essentialness of regression coefficient, t test was performed. The study received an essentialness level of 0.05. The p esteem acquired was the deciphered dependent on the level of criticalness. The investigation dismissed the invalid theory if the p-esteem was be under 0.05 for the elective speculation. In the event that the p-esteem was more prominent than the level of noteworthiness the study won't dismiss the invalid theory. At long last Multiple Linear Regression model was utilized to build up the hugeness of the straight relationship free factors on the reliant variable. The multiple regression model was be;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots \text{Model 1}$$



Where:

$Y$  = Devolved Service Delivery

$X_1$  = Strategic planning

$\epsilon$  = error term

$\beta_0$  - constant ( $Y$ - intercept)

$\beta_i$  - are the regression coefficients of each  $X_i$  ( $i=1$ )

#### 4. Results on 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 2 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 2.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 implementation	%	5.5	12.1	26.6	37	18.8	3.51	1.10	-0.52
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
<b>Strategic planning</b>							<b>3.46</b>	<b>0.74</b>	<b>-0.45</b>

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.

#### 4.1 Results on Devolved Service Delivery

In this section of the analysis, the results on devolved service delivery are presented. Basing on the findings in table 3, 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 3.Devolved Service Delivery

		SD	D	N	A	SA	M	Std. D	Ske w.
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	-
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 significantly improved after the county government took over the functions	%	6.1	17.6	22.8	38.4	15	3.39	1.12	0.42
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
<b>Service delivery</b>					<b>3.27</b>		<b>0.87</b>		<b>-0.38</b>

#### 4.2 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. There was a strong relationship between strategic planning 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.

**H<sub>0</sub>:** Strategic planning does not have a significant effect on the delivery of devolved services in selected counties in Kenya.

**Hypothesis (H<sub>0</sub>)** 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.

Table 4. Effect of Strategic Planning on the Delivery of Devolved Services

	Unstandardized Coefficients		Standardized Coefficients			Correlation Zero Order
	B	Std. Error	Beta	T	Sig.	
(Constant)	0.331	0.156		2.127	0.034	
Strategic planning	0.848	0.044	0.721	19.28	0	.721**
Summary Statistics						
R	0.721					
R Square	0.519					
Adjusted R Square	0.518					
ANOVA (F stat)	371.72					
ANOVA (F prob)	0					

a Dependent Variable: devolved service delivery

## 5. Conclusion and Recommendation

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, 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.

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 they 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, 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 s should plan their budget to qualify the county plan for a future period. Additionally, there is a 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.

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 the 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.

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