

# The Effect of Legal Framework on the Delivery of Devolved Services in Selected Counties in Kenya

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## ABSTRACT

Kenya devolution was found to be an ambitious program, counties are facing challenges in enhancing devolved service delivery. The main purpose of this study was to establish the effect of legal framework on devolved service delivery. The study targets a population of 35,444 staff from 8 counties. The study has adopted a mixed method approach. Structured and open-ended questionnaires were used in the study. Data analysis was done using descriptive statistics, correlation and regression analysis. More results revealed that legal framework had positive and significant on service delivery. Based on the findings the study concludes legal framework significantly improves 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.

**Keywords:** *Counties, Devolved services, Service delivery, Legal framework.*

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### Highlights of this paper

- The study findings indicated in presence of tight and strict legal framework, 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.

## 1. INTRODUCTION

Devolved service delivery is a function that is 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 a 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.

Despite the fact that various impediments of devolution have been expressed, Bekele (2014) has an alternate view that devolution positively affects 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.

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. 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 et al. (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 on 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 of Kenya, 2010](#)). Most government, scholars, administrators presume that legal framework is major hindrance for successful implementation of devolved services. However, that argument have not been empirically authenticated hence, this paper examine effect of legal framework on the delivery of devolved services in selected counties in Kenya. Thus, the study hypothesized that.

*H<sub>0</sub>: Legal framework does not on the delivery of devolved services in selected counties in Kenya.*

## **2. THEORETICAL FRAMEWORK**

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 1 depicts the souffle theory of decentralization.

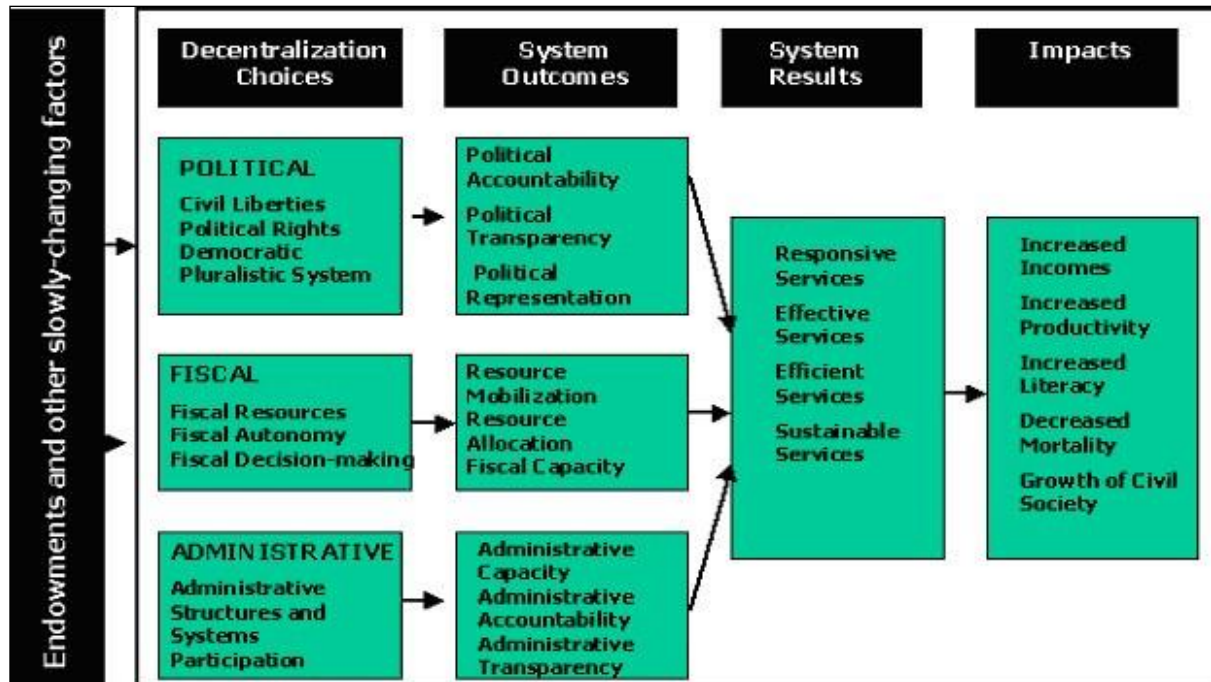


Figure 1. The souffle theory of decentralization.

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.

### 3. LITERATURE REVIEW

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, 2010).

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 (Kilonza, 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 (Kilonza, 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, Aftab, & Yusuf, 2010).

The Transition to Devolved Government Act 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.

Under some administrative frameworks, for instance, India and Canada, neighborhood governments 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 (Mezzera et al., 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 (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 et al., 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).

### **3.1. Research Gap**

A number of studies that have been undertake to better understand devolution there is still a wide range of research opportunities or 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 (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 Kenyans approved their new constitution. With its promulgation, came the decentralization of fiscal government functions; with improving efficiency in public service delivery at the local level, at the heart of this new system 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 such as legal framework

## **4. MATERIAL AND METHODS**

This study employed correlational research design. This study utilized mixed techniques approach. 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. In this study positivism 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. For positivism this study used quantitative closed questions which were structured where response were converted into numerical value by scoring. The study collected data from a sample of 384 drawn from a population of 35,444 staff from 8 counties areas that are reachable based on land portrayal. 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. Pearson correlation and 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.

## 5. RESULTS AND DISCUSSION

This section present finding from data analysis and hypothesis testing. 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. 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.

### 5.1. Descriptive and Correlation Results

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. 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 (Jahangir & Begum, 2008; Wong & Hiew, 2005). 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.

Table 1 assess the nature of the relationship between the independent variables and the dependent variable. There was a strong relationship between legal framework with service delivery ( $r = 0.590$ ,  $p$ -value < 0.01). All relationships were found to be positive at a  $p < 0.01$  level of significance. This gave ground for performing regression analysis.

Table 1. Correlation analysis.

Variable	Mean	Std. Deviation	Service delivery	Legal framework
Service delivery	3.27	0.867	1	
Legal framework	3.263	0.8	0.590**	1

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



5.2. Test of Hypotheses

Regression provides a method for quantifying the effect of changes in the response variable as a result of change in predictor variables (Darlington & Hayes, 2016). Therefore, regression analysis was performed to test the hypothesis

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 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 squared = 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 2 is showing the moderating effect of legal Framework on determinants of delivery of devolved Services

**Table 2. Overall regression models.**

Model Summary	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	-0.152	0.172		-0.883	0.378
Legal framework	0.134	0.048	0.124	2.821	0.005
Summary Statistics					
R	0.799				
R Square	0.638				
Adjusted R Square	0.633				
Std. Error of the Estimate	0.525				

Note: Devolved service delivery is a dependent variable.

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.

## 6. CONCLUSION

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.

## 7. RECOMMENDATIONS

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.

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