

# The Influence of Stakeholder Engagement on Service Delivery of County Governments in Kenya

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Publication Date: 2025/08/22

**Abstract:** This study examined the influence of stakeholder engagement on service delivery within Kenya's county governments, guided by Stakeholder Theory. The theory emphasizes the importance of inclusive governance and the integration of diverse stakeholder interests in public decision-making. Adopting a sequential explanatory mixed-methods design, the study first collected quantitative data through structured questionnaires distributed to 243 county officials across 17 counties, achieving a high response rate of 83.4%. Qualitative insights were gathered through interviews to contextualize the statistical results. The analysis employed descriptive statistics, Pearson correlation, and simple linear regression to test the hypothesis that stakeholder engagement significantly influences service delivery. Descriptive findings revealed moderately high levels of stakeholder engagement in strategic integrated development planning (SIDP), with key dimensions including inclusive dialogues, transparent communication, and collaborative decision-making. Correlation analysis showed a strong positive relationship between stakeholder engagement and service delivery ( $r = 0.732$ ,  $p < .001$ ). Regression results confirmed that stakeholder engagement significantly predicted service delivery outcomes ( $\beta = 0.732$ ,  $B = 0.692$ ,  $t = 13.722$ ,  $p < .001$ ), with the model explaining 53.6% of the variance ( $R^2 = 0.536$ ). ANOVA findings further validated the model's statistical significance ( $F = 188.27$ ,  $p < .001$ ). The study concludes that robust stakeholder engagement enhances transparency, responsiveness, and efficiency in county government service delivery. It recommends the institutionalization of inclusive engagement frameworks, improved communication strategies, capacity building, and strengthened legal provisions to support participatory governance. These measures are crucial for fostering trust, accountability, and sustainable development within Kenya's devolved governance structures.

**Keywords:** Stakeholder, Engagement, Service, Delivery, County, Government.

**How to Cite:** Belvin Keitany; Nehemiah Kiplagat; Ronald Cheprkilot (2025) The Influence of Stakeholder Engagement on Service Delivery of County Governments in Kenya. *International Journal of Innovative Science and Research Technology*, 10(8), 939-946. <https://doi.org/10.38124/ijisrt/25aug682>

## I. INTRODUCTION

### ➤ Background of the Study

County governments in Kenya are mandated under the Constitution of Kenya 2010 and the County Governments Act 2012 to provide services that promote social and economic development, while ensuring accessible and accountable governance at the grassroots level [17]-[18]. To fulfill this mandate, county governments are required to develop and implement Strategic Integrated Development Plans (SIDPs) that coordinate long-term goals, stakeholder interests, and available resources to enhance service delivery outcomes. A central component of effective planning and delivery of services is stakeholder engagement the deliberate involvement of citizens, civil society organizations, development partners, and the private sector in all phases of county governance. Meaningful engagement has been shown to improve the quality, relevance, and legitimacy of public services [20]-[13]. It builds trust, enhances transparency, and

creates shared ownership of projects and policies, which are essential for sustainable development outcomes.

In the Kenyan context, stakeholder engagement is anchored in Article 10 of the Constitution, which identifies public participation as a national value and principle of governance (Republic of Kenya, 2010). This commitment is reinforced by supporting frameworks such as the County Governments Act (2012), the Public Participation Bill (2018), and the Guidelines for the Preparation of County Integrated Development Plans [19], which all emphasize the need for inclusive and participatory governance processes. Despite the policy framework, practical challenges persist. Many counties experience limited citizen participation, ineffective feedback mechanisms, and a lack of structured platforms for engagement [8].

This often results in development projects that are misaligned with community needs, underutilized public resources, and public dissatisfaction with county services.

Evidence from global and regional studies underscores the critical role of stakeholder engagement in improving public sector performance. According to [2], development initiatives that adapt to local contexts and engage stakeholders throughout their lifecycle tend to be more successful and sustainable. Similarly, [6] notes that participatory governance enhances responsiveness, accountability, and ultimately, service delivery outcomes. This study, therefore, seeks to examine the influence of stakeholder engagement on the service delivery of county governments in Kenya. Understanding this relationship is essential for informing policy and practice toward more citizen-centered and results-based governance at the devolved level.

#### ➤ *Statement of the Problem*

Despite the promise of devolution to enhance service delivery in Kenya, many county governments continue to face persistent inefficiencies, such as delayed projects, poor infrastructure, and limited citizen satisfaction with public services [4]-[14]. Although stakeholder engagement is, a constitutional requirement meant to foster inclusivity and improve governance outcomes, its practical implementation often falls short. In many counties, public participation is conducted in a superficial or symbolic manner, with minimal influence on final decisions or development priorities [8].

This disconnect between policy intent and implementation raises concerns about the actual influence of stakeholder engagement on service delivery outcomes. While frameworks such as the County Governments Act (2012) and Article 10 of the Constitution emphasize participatory governance, empirical evidence on the effectiveness of these engagements remains limited. Therefore, this study seeks to investigate the extent to which stakeholder engagement influences the efficiency, quality, and responsiveness of service delivery by county governments in Kenya.

#### ➤ *Significance of the Study*

This study provides meaningful insights for multiple stakeholders. For policymakers, it offers evidence-based strategies to enhance service delivery and sustainable development through improved resource mobilization within county governments. County governments benefit from practical recommendations to strengthen planning, revenue generation, and partnerships, ultimately improving public service quality and equity.

The broader community stands to gain from enhanced service delivery and inclusive development, contributing to better livelihoods and social cohesion. Lastly, academicians and researchers benefit from the study's contribution to literature on strategic integrated development planning (SIDP) and governance, providing a basis for further scholarly exploration and theory development.

#### ➤ *Objective of the Study*

The objective of the study was to determine the Influence of Stakeholder Engagement on Service Delivery of County Governments in Kenya.

#### ➤ *Hypothesis*

- Ho: Stakeholder engagement has no statistically significant influence on service delivery of County Governments in Kenya.

## II. LITERATURE REVIEW

This section presents a review of both the theoretical and empirical literature on Service Delivery with a specific interest in Stakeholder Engagement. The theoretical framework encapsulates the reviewed theories, which formed the basis of the study. The empirical studies were reviewed in line with the study objective and were conceptualized into a framework.

#### ➤ *Theoretical Review*

##### • *Stakeholder Theory*

This study was grounded in Stakeholder Theory, advanced by [5], which posits that the success and legitimacy of an organization depend on its ability to manage relationships with a broad array of stakeholders who have a stake in its activities. Unlike traditional management approaches that prioritize shareholder interests, stakeholder theory emphasizes the inclusion and equitable treatment of all parties affected by organizational decisions, including customers, employees, suppliers, and the broader community. In the context of devolved governance in Kenya, county governments function as service delivery units whose legitimacy and performance are closely tied to how effectively they engage their constituents. Stakeholders in county governance include citizens, civil society organizations, business actors, development partners, and marginalized groups all of whom possess expectations and rights regarding service delivery, development priorities, and governance transparency.

Stakeholder engagement, as guided by this theory, is not merely consultative but should be continuous, inclusive, and deliberative. This aligns with the constitutional and legal provisions in Kenya, such as Article 10 of the Constitution and the County Governments Act (2012), which embed public participation as a core value of governance. From a theoretical standpoint, stakeholder theory explains how the integration of stakeholder voices into county decision-making processes can result in services that are more responsive, equitable, and efficient. Furthermore, the theory supports the idea that stakeholder engagement enhances public trust, strengthens social accountability, and ensures the alignment of service delivery with the actual needs of the community. Thus, the application of stakeholder theory provides a robust lens for analyzing the influence of participatory governance on service delivery outcomes within county governments in Kenya.

#### ➤ *Empirical Literature*

##### • *Stakeholder Engagement and Service Delivery*

Stakeholder engagement has been widely studied across different governance and service delivery contexts, revealing

its significance in enhancing transparency, accountability, and responsiveness of public services. A study by [16] on nine Kenyan counties confirmed a statistically significant relationship between stakeholder engagement and improved service delivery, highlighting the importance of inclusive governance. However, the study's generalizability is limited in more rural counties, where socio-economic conditions and engagement structures differ. [3], in a mixed-methods study on public health collaborative in the U.S., found that meaningful stakeholder engagement improved the efficiency and sustainability of service delivery. Similarly, [11] demonstrated that effective engagement promotes accountability and citizen trust in local governments, although their UK-focused findings may not fully apply in Kenya's devolved structure.

In African contexts, [1] and [15] found that stakeholder engagement enhanced local government performance and healthcare delivery respectively, citing improved satisfaction and accessibility as direct outcomes. [21] Echoed these findings in South Africa but emphasized structural barriers like resource limitations and governance inefficiencies that hinder meaningful participation. Studies from Asia also support these insights. [9], using a water project in Pakistan, and [10], examining nonprofit-government relationships in

China, showed that engagement fostered ownership and trust key for service sustainability. Yet, these findings, influenced by sectoral and cultural contexts, cannot be wholly generalized to Kenyan counties.

Locally, [7] examined performance management in Kenya but touched only marginally on stakeholder engagement, underscoring a gap in studies directly linking citizen participation to service outcomes. [12], meanwhile, demonstrated that engagement improves justice delivery in Kenya, reinforcing the need for context-specific mechanisms. Overall, while global and regional evidence strongly supports the role of stakeholder engagement in improving service delivery, contextual differences in governance structures, stakeholder power dynamics, and socio-economic conditions warrant localized investigations such as the present study to establish how these factors interact within Kenya's county governments.

#### ➤ Conceptual Framework

This conceptual framework illustrates the relationship between the independent variable and the dependent variable. The dependent variable of the study is service Delivery while the independent variable is stakeholder engagement. This is Illustrated in Figure one below.

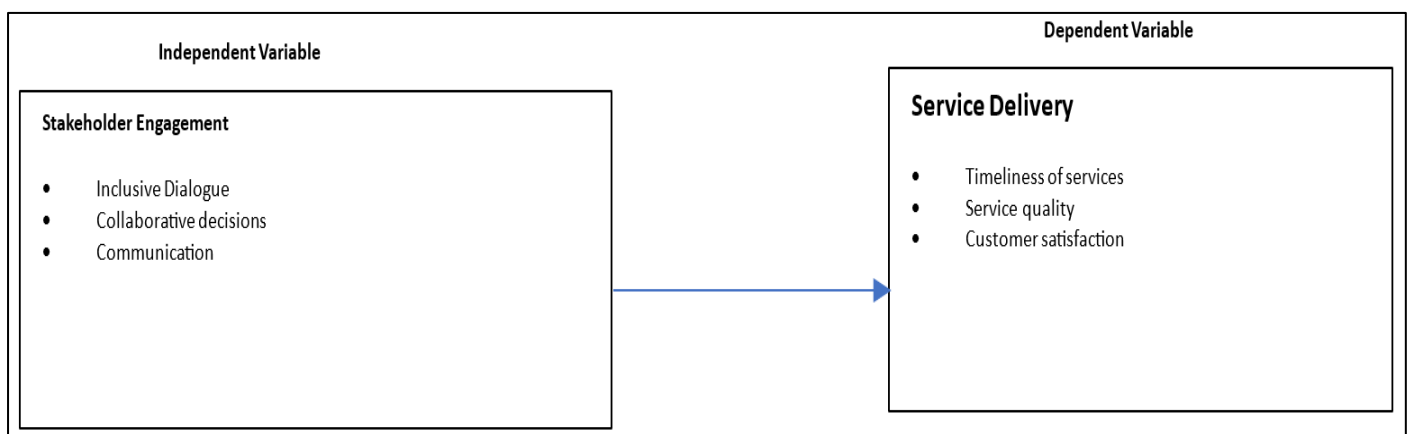


Fig 1 Conceptual Framework

### III. RESEARCH METHODOLOGY

This study adopted a sequential explanatory mixed-methods design [22] collecting quantitative data first, followed by qualitative insights to explain statistical findings. The research focused on the influence of stakeholder engagement on county government service delivery in Kenya, with resource mobilization as a moderating variable. Data was collected from 47 county governments, targeting 658 staff members in Finance and Economic Planning departments, including 47 CECMs, 47 Chief Officers, and 564 support staff. A stratified random sampling technique ensured representativeness, yielding a final sample size of 243 respondents, proportionately distributed across 17 systematically selected counties. Quantitative data was gathered via structured questionnaires using Likert-scale items, while qualitative data came from interviews with executive officials. Instruments were piloted with 22 individuals, ensuring clarity and reliability. Validity was

established through expert review, pilot testing, and theoretical alignment [26]-[22]. Reliability was tested using Cronbach's Alpha, achieving acceptable thresholds ( $\alpha \geq 0.7$ ). Data collection employed a drop-and-pick approach, maintaining participant anonymity and ethical standards. Quantitative data were analyzed using SPSS v27, employing descriptive statistics, Pearson correlation, and Simple linear regression models was used to test the hypothesis. The function was given as follows

$$SD_1 = \beta_0 + \beta_1 SE_1 + \epsilon \dots \dots \dots (i)$$

Where SD is service delivery and SE is stakeholder Engagement Diagnostic test, i.e. Normality test was done to ensure the assumption was met Qualitative data underwent thematic analysis, offering deeper contextual insights. Findings from both strands were integrated to enhance the validity and practical relevance of the study.

#### IV. FINDINGS

##### ➤ Response Rate

The study targeted 243 respondents across three key categories: County Executive Committee Members (CECMs), Chief Officers, and support staff. Out of these, 206

responses were received, resulting in an overall response rate of 83.4%, which exceeds the recommended 75% threshold for paper-based surveys [25]. This high level of engagement enhances the reliability and generalizability of the study's findings. The results were presented in table 1 below

Table 1 Response Rate

Category	Target Sample	Actual Response	Response Rate
County Executive Committee Members (CECM)	17	15	88.2%
Chief Officers	17	13	76.5%
Support Staff	208	178	85.6%
<b>Total</b>	<b>243</b>	<b>206</b>	<b>83.4%</b>

Table 1 presents the detailed response rate by respondent category. Notably, CECMs recorded the highest response rate at 88.2%, followed by support staff at 85.6%, and Chief Officers at 76.5%. These rates indicate a strong commitment among stakeholders and provide a credible basis for the study's analysis. The broad and balanced representation of respondents from across the county government structure contributes to the robustness and validity of the research data.

##### ➤ Descriptive Statistics for Stakeholder Engagement

Stakeholder engagement is critical in Strategic Integrated Development Planning (SIDP) as it enhances transparency, collaboration, and effectiveness in public service delivery. Table 2 presents the descriptive statistics for stakeholder engagement in SIDP initiatives within county governments. The table provides insights into stakeholder participation through various engagement measures, including inclusive dialogues, collaborative decision-making, and transparent communication.

Table 2 Descriptive Statistics for Stakeholder Engagement

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	SD.
Inclusive dialogues are held to gather input from diverse stakeholders.	2 (1.1%)	18 (10.1%)	73 (41.0%)	68 (38.2%)	17 (9.6%)	3.45	0.84
Collaborative decision-making processes involve various stakeholders.	8 (4.5%)	15 (8.4%)	74 (41.6%)	60 (33.7%)	21 (11.8%)	3.40	0.96
Our county government communicates transparently with stakeholders about SIDP initiatives.	8 (4.5%)	15 (8.4%)	74 (41.6%)	60 (33.7%)	21 (11.8%)	3.40	0.96
Stakeholders are actively involved in the development and implementation of SIDP.	8 (4.5%)	15 (8.4%)	74 (41.6%)	60 (33.7%)	21 (11.8%)	3.40	0.96
We seek input from stakeholders to ensure their needs are addressed in SIDP.	8 (4.5%)	15 (8.4%)	74 (41.6%)	60 (33.7%)	21 (11.8%)	3.40	0.96
Feedback from stakeholders is considered in decision-making processes.	6 (3.4%)	17 (9.6%)	71 (39.9%)	67 (37.6%)	17 (9.6%)	3.40	0.91
<b>Overall Mean &amp; SD</b>						<b>3.41</b>	<b>0.93</b>

The findings indicate varying levels of agreement among respondents regarding the county government's effectiveness in stakeholder engagement. The mean scores for all statements range between 3.40 and 3.45, suggesting a moderate to high level of stakeholder involvement. The standard deviation values indicate a certain degree of variability in perceptions, reflecting diverse experiences among stakeholders. The following sections discuss each statement in detail, interpreting its implications and linking it to relevant literature.

Inclusive dialogues are held to gather input from diverse stakeholders: The results indicate that 41.0% of respondents were neutral, while 38.2% agreed that inclusive dialogues are

held to gather input from diverse stakeholders. A mean score of 3.45 suggests a generally positive perception of stakeholder engagement, although a notable proportion of respondents were uncertain. The standard deviation of 0.84 suggests a relatively moderate level of variation in responses. This finding implies that while efforts are being made to involve diverse stakeholders, gaps remain in ensuring comprehensive participation. A study by [1] found that stakeholder engagement positively influenced local government responsiveness and efficiency in Ghana. The similarity in findings suggests that inclusive dialogues can enhance governance and service delivery, reinforcing the importance of sustained efforts in stakeholder engagement.



Collaborative decision-making processes involve various stakeholders. The results show that 41.6% of respondents were neutral, while 33.7% agreed that collaborative decision-making processes involve various stakeholders. The mean score of 3.40 and a standard deviation of 0.96 suggest a moderate level of agreement but with a relatively higher variation in responses. This indicates that while some stakeholders perceive collaboration in decision-making, others may feel excluded or insufficiently engaged. This aligns with the findings of [15], who observed that collaborative decision-making enhanced transparency and accountability in healthcare service delivery in Nigeria. The implication is that improving participatory decision-making mechanisms in SIDP can lead to more effective and inclusive governance.

Our county government communicates transparently with stakeholders about SIDP initiatives. Findings indicate that 41.6% of respondents were neutral, while 33.7% agreed that the county government communicates transparently about SIDP initiatives. The mean score of 3.40 and a standard deviation of 0.96 suggest that while transparency is acknowledged, it is not universally perceived. This could indicate inconsistencies in communication strategies or gaps in information dissemination. Research by [11] emphasized that transparent communication fosters stakeholder trust and enhances governance quality. The implication is that county governments need to adopt clearer and more consistent communication frameworks to improve stakeholder confidence and participation in SIDP.

Stakeholders are actively involved in the development and implementation of SIDP. The results show that 41.6% of respondents were neutral, while 33.7% agreed that stakeholders are actively involved in SIDP development and implementation. A mean score of 3.40 and a standard deviation of 0.96 indicate moderate levels of stakeholder involvement but with notable variability in responses. This suggests that while participation mechanisms exist, their effectiveness may be inconsistent across different groups. A study by [9] found that stakeholder involvement was crucial for the sustainability of public service projects in Pakistan. This finding implies that increasing stakeholder participation in planning and implementation can enhance the effectiveness and sustainability of SIDP initiatives.

We seek input from stakeholders to ensure their needs are addressed in the SIDP. With 41.6% of respondents remaining neutral and 33.7% agreeing that stakeholder input is sought to address their needs, the results suggest mixed perceptions regarding participatory planning. The mean score of 3.40 and a standard deviation of 0.96 indicate moderate agreement with considerable variation in responses. This suggests that while efforts are made to collect stakeholder input, they may not always be systematic or impactful. A study by [24] in Uganda found that stakeholder engagement was crucial for ensuring the relevance and sustainability of public service projects. The implication is that county governments should strengthen mechanisms for collecting and integrating stakeholder feedback to enhance service delivery effectiveness.

Feedback from stakeholders is considered in decision-making processes. The results indicate that 39.9% of respondents were neutral, while 37.6% agreed that stakeholder feedback is considered in decision-making. The mean score of 3.40 and a standard deviation of 0.91 suggest that while stakeholder feedback mechanisms exist, their implementation may be inconsistent. This aligns with research by [12], which found that stakeholder feedback improved public service quality in Kenya. The implication is that enhancing structured feedback mechanisms can improve decision-making processes, leading to more responsive and effective SIDP implementation.

The findings suggest that while stakeholder engagement in SIDP is generally perceived positively, significant gaps remain in participation, transparency, and feedback integration. The literature supports the notion that inclusive dialogues, collaborative decision-making, and transparent communication enhance governance and service delivery outcomes. Strengthening these elements can lead to more effective and sustainable SIDP initiatives. Future efforts should focus on institutionalizing participatory frameworks to ensure consistent and meaningful stakeholder engagement.

#### ➤ *Correlation Between Stakeholder Engagement and Service Delivery*

The study sought to determine the relationship between Stakeholder Engagement and Service Delivery by County Governments in Kenya. The results were presented in Table 3 below.

Table 3 Correlation between Stakeholder Engagement and Service Delivery

Variable	Pearson Correlation	Sig. (2-tailed)	N
Stakeholder Engagement	.732**	.000	178
Service Delivery	1.000	–	178

Note: Correlation is Significant at the 0.01 level (2-Tailed).

Pearson correlation analysis revealed a strong positive and statistically significant relationship between the two variables, with a correlation coefficient of  $r = .732$ ,  $p < .001$ . This suggests that greater stakeholder engagement is associated with improved service delivery outcomes in county governments. These findings align with previous studies indicating that inclusive engagement enhances

ownership, accountability, and transparency, thereby fostering more responsive and efficient public service delivery [13]- [23]. Stakeholders such as citizens, civil society, and community representatives provide valuable insights and legitimacy to government planning and implementation, improving service delivery outcomes.

➤ *Model Summary*

Table 4 Model Summary for Stakeholder Engagement and Service Delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.732	0.536	0.533	0.56642

The model summary reveals a strong positive relationship between stakeholder engagement and service delivery, with an R-value of 0.732, consistent with the correlation matrix. The R Square value of 0.536 indicates that stakeholder engagement alone explains 53.6% of the variance in service delivery across the sampled county departments. The adjusted R Square (0.533) confirms the model's stability, adjusting for the sample size and number of predictors. The relatively low standard error (0.56642) further suggests a good model fit. These findings underscore the pivotal role

stakeholder engagement plays in enhancing the efficiency, transparency, and responsiveness of county service delivery mechanisms.

➤ *Analysis of Variance (ANOVA)*

To determine whether stakeholder engagement significantly predicts service delivery by county governments, an ANOVA test was conducted. The results are presented in Table 5.

Table 5 ANOVA Results for Stakeholder Engagement and Service Delivery

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	60.385	1	60.385	188.27	.000**
Residual	52.288	163	0.321		
Total	112.673	164			

Note. Dependent Variable: *Service Delivery by County* Predictor: *Stakeholder Engagement*  
Significance Level:  $p < .001$  (\*\*), indicating the model is statistically significant.

The F-statistic value of 188.27 and a p-value of .000 ( $< .001$ ) indicate that the regression model predicting service delivery from stakeholder engagement is statistically significant. This means that stakeholder engagement contributes meaningfully to explaining variations in service delivery among counties. Combined with the model summary ( $R^2 = 0.536$ ) and correlation coefficient ( $r = 0.732$ ), these results confirm a strong and significant positive relationship

between stakeholder engagement and the effectiveness of service delivery in county governments.

➤ *Regression Coefficient*

To further assess the influence of stakeholder engagement on service delivery by counties, the regression coefficients were examined. The results are presented in Table 6.

Table 6 Regression Coefficients for Stakeholder Engagement

Model	B	Std. Error	Beta	t	Sig. (p-value)
(Constant)	1.212	0.152	—	7.974	.000
Stakeholder Engagement	0.692	0.050	0.732	13.722	.000**

Dependent Variable: *Service Delivery by County*  
Significance Level:  $p < .001$  (\*\*), indicating the coefficient is statistically significant.

The unstandardized coefficient ( $B = 0.692$ ) suggests that for every one-unit increase in stakeholder engagement, service delivery increases by approximately 0.692 units, holding other factors constant. The standardized Beta coefficient of 0.732 further confirms that stakeholder engagement is a strong predictor of service delivery. The t-value (13.722) and the highly significant p-value (.000) indicate that this relationship is statistically significant.

➤ *Hypothesis Test*

The study sought to test the hypothesis that stakeholder engagement has no significant influence on service delivery by county governments in Kenya. The hypothesis was stated as follows:

- $H_0$ : Stakeholder engagement has no statistically significant influence on service delivery by county governments in Kenya.

The results from the regression analysis presented in Table 18 indicate that the coefficient for stakeholder engagement is statistically significant ( $B = 0.692$ ,  $t = 13.722$ ,  $p < .001$ ). The standardized beta coefficient ( $\beta = 0.732$ ) further confirms that stakeholder engagement makes a strong positive contribution to service delivery outcomes.

Given that the p-value is less than the threshold of 0.05, and the t-value exceeds the critical value for significance, the null hypothesis ( $H_0$ ) is rejected and concluded that there is sufficient statistical evidence to conclude that stakeholder engagement has a significant and positive influence on service delivery by county governments. This suggests that enhancing stakeholder participation can meaningfully improve the performance and effectiveness of county-level service delivery.

## V. SUMMARY CONCLUSIONS AND RECOMMENDATIONS

### ➤ Summary of Findings

The study investigated the influence of stakeholder engagement on service delivery by county governments. Correlation analysis revealed a strong positive and statistically significant relationship between stakeholder engagement and service delivery ( $r = 0.732, p < .001$ ). The model summary indicated that stakeholder engagement, among other predictors, accounts for a substantial proportion of the variance in service delivery ( $R^2 = 0.691$ ), highlighting its predictive relevance. Further, the regression results showed that stakeholder engagement had a significant positive effect on service delivery ( $B = 0.692, \beta = 0.732, t = 13.722, p < .001$ ). The ANOVA results confirmed that the model was statistically significant ( $F = 188.27, p < .001$ ), demonstrating that stakeholder engagement meaningfully contributes to explaining variations in county service delivery.

### ➤ Conclusion

The findings affirm that stakeholder engagement significantly and positively influences service delivery in county governments. The strong correlation and regression coefficients suggest that when counties actively involve stakeholders in decision-making, planning, and implementation of development programs, service outcomes improve markedly. Therefore, stakeholder engagement emerges as a key pillar in enhancing transparency, responsiveness, and performance in devolved governance structures.

### ➤ Recommendations

County governments should institutionalize stakeholder engagement through clear, inclusive frameworks that ensure regular and meaningful participation in development planning and implementation. Communication strategies should be diversified, combining traditional and digital platforms to enhance outreach and feedback. Capacity building for both officials and community members is essential to foster informed and productive engagement. Legal and policy frameworks should be strengthened to support and enforce stakeholder involvement. Lastly, robust monitoring and evaluation systems should be established to assess the effectiveness of engagement efforts and continuously improve service delivery outcomes.

### ➤ Authors Biography

Belvin J. Keitany serves as a Senior Compliance Officer at the National Social Security Fund (NSSF), Kenya, and is a part-time lecturer at Kabarak University. She holds a Master of Business Administration (Strategic Management) and has published articles focusing on governance and financial stewardship. Her core interests include public governance, strategic planning, compliance, and technological advancements in public institutions. With professional experience in both practice and academia, Belvin actively contributes to dialogues around institutional improvement. She is deeply committed to community empowerment through education and mentorship, aiming to drive

sustainable development and inclusive growth in Kenya's public sector.

Prof. Ronald Kiprop Chepkilot serves as the Deputy Vice-Chancellor (Administration and Finance) at Kabarak University. He has 33 years working experience in public and private universities in senior administrative and teaching positions. He also served previously in Central Government as an Administrative Officer. He is currently a Professor of Human Resource Management at Kabarak University. He holds a Doctorate Degree in Human Resource Management from Nelson Mandela University, South Africa, a Master's degree in Training & Development from University of Manchester U.K and Bachelor of Arts Degree from the University of Nairobi. He also holds a certificate in Management of Higher Education Institutions from Galilee International Management Institute in Israel. He has published fifty one (50) articles in refereed journals and three (4) books on Human Resource Management. His main area of research is in performance management. He has been a member of the Institute of Human Resource Management since 2009. He was elected the Chairman of IHRM Nakuru Chapter and served from May 2014 to April 2016. He also served as member of the Human Resource Management Professional Examination Board from 2017 to 2019.

Dr. Nehemiah Kiplagat is a seasoned academic and researcher currently serving as a Senior Lecturer at the School of Business and Economics, Kabarak University. With deep expertise in Supply Chain Management, Dr. Kiplagat has established himself as a leading voice in the field, contributing significantly to both academic knowledge and practical solutions through his teaching, supervision, and scholarly work. Over the years, Dr. Kiplagat has published widely in peer-reviewed journals, conference proceedings, and academic forums, covering diverse topics in procurement, logistics, inventory control, sustainability, and global supply chain strategies. His research is known for its relevance to contemporary challenges and its contribution to advancing efficient and ethical supply chain practices in both public and private sectors. Dr. Kiplagat is also a dedicated mentor, actively guiding undergraduate and postgraduate students in research and academic growth. His commitment to academic excellence and thought leadership has made him a respected figure within Kenya's higher education sector and beyond.

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