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Stakeholder Engagement and Delivery of Devolved Services. Evidence from Kenyan Devolution System

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Abstract

The purpose of this paper was to determine effect of stakeholders' engagement on delivery of devolved services in selected counties Kenya. The study was anchored on system theory. Employing blended research design and positivism approach, the study used structured and open-ended questionnaires to collect data from 384 drawn from a population of 35,444 staff from 8 counties. Findings from regression model showed that stakeholder engagement have significant and positive effect on devolved service delivery. Thus, stakeholder engagement has the potential to improve devolved service delivery. It not only improves communication but it also enhances legitimacy and provides more sustainable decision for the management of natural resources. There is need for the county governments to ensure hire level of participation and ownership of stakeholders. Specifically, stakeholders can be involved in all the policy processes right from problem formulation, agenda setting to implementation in an attempt to reduce resistance.

Keywords; *Delivery of Devolved Services, County Governments, Stakeholder, Engagement*

1.1 Introduction

Devolution is a tool that brings government services closer to the people. The main aim of any devolved government is to improve governance process, accountability and service delivery as among the gains expected from devolution. Ahmad and Tanzi (2002) observe that devolution has become a worldwide phenomenon, evidence indicated that countries are devolving functions having the intentions of improving the quality, availability and reliability of services, the transparency of public funds use and enhancing equitable distribution of resources and development projects. This in return creates service for development which is aimed at promoting a more stable environment. This observation is supported by World Bank (2013) that observes that investment in public projects is instrumental in driving development especially if it goes directly into infrastructure and essential services developments such as water, sanitation, healthcare, transport and education because of the inherent positive social impacts they bring with them. Therefore, devolution promotes good governance by giving the public more time to focus on active participation in legislative processes and public funds and project oversight, which increases transparency and accountability and enhances the promotion of the upholding of civil liberties and respect for the law. However, devolution is not in an island without challenges. Various factors determine its success; determinants decide the destiny of the devolution in any country that has newly set system of devolved governance such as stakeholder's engagement. Without attention to these determinants, devolution will still remain a blue print in many African countries that are now in the process of implementation. As such, understanding effect of stakeholder's engagement on service delivery is crucial for implementation of devolved system of government services.

The term "stakeholder engagement" emerges as a way to describe a broader, more inclusive process of public participation in county functions. When effectively executed, stakeholder engagement can be used to improve communication, obtain broader support, collect useful data and ideas, improve the reputation of the county and provide more sustainable decision - making among the county's leadership or devolved governance system. Projects for the management of natural resources will need to engage with a wide range of stakeholder groups with their own concerns, needs, conflicts of interest and levels of influence (Burroughs, 2016). The commitment of stakeholders is not without its difficulties, which include high costs, large amounts of staff time and conflicts with people outside the process. Regardless of these challenges, the engagement process of stakeholders has shown itself to be beneficial in producing useful, supported management plans and helping to build strong and sustainable relationships between counties and their publics (Kimenyi, 2015).

The issue of varying stakeholder expectations has significant implications for successful enterprise information system implementation. This issue becomes more prevalent in e-government situations as exemplified by Sarkis (2005), where a variety of stakeholders are influenced by inter-organizational knowledge sharing. In an investigation of the diverging and converging expectations of various stakeholders at the initiation of e-government projects with regard to the benefits of and barriers to inter-organizational knowledge sharing. The findings labelled that key participants expectations were similar to those of general participants or users. Their perceptions converge on the relative likelihood of achieving benefits and relative severity of barriers; although significant differences do exist in discernment of the opportunity for achieving wider professional networks and the magnitude of control-oriented management.

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

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

1.2 Statement of the Problem

However, few studies done locally were not exhaustive in investigating the effect of stakeholders' engagement on service delivery. This study aims to explore the gaps in previous studies on effect stakeholders' engagement on devolved service delivery in Kenyan counties. As such, the study hypothesized that;

1.3 Objective of the Study

To determine effect of stakeholders' engagement on delivery of devolved services in selected counties Kenya

H₀: Stakeholder engagement does not have a significant effect on the delivery of devolved services in selected counties in Kenya.

2.1 Theoretical Framework

This study was informed by systems Theory. Systems theory is a tool that helps in understanding the relationships between the different autonomous elements and functions of an entity whose different parts work towards a singular goal, such as an organization. While each unit has its goals and targets according to the roles it plays and the responsibilities it holds, when all their efforts are brought together they give shape to the overall organizational goals, mission and vision (Tanuja, 2015). The key to enhancing the overall organizational progress, therefore, lies in improving communication channels amongst the different units to enhance coordination and collaboration. In addition, it enhances performance management within individual units that increases their performance, the synergies of which are instrumental in improving overall goal attainment

and both the efficiency of the organization and the sustainability of its competitive advantages. Also, it improves the organizations ability and capacity to interact with its external environments because of the increasing influence they have on its structures, systems and processes (Bertalanffy, 1940). Devolved service delivery is a system and each system in the devolved structure must fulfil specified demands on interaction with other systems like the central government, citizen and other implementing agencies.

2.2 Empirical Review

A partner is a gathering that has an enthusiasm for an organization, or a legislature and can either influence or be influenced by the exchanges going ahead inside that specific association or an administration. The essential partners in an ordinary organization are its speculators, workers, clients and providers. In any case, the advanced hypothesis of the thought goes past this unique idea to incorporate extra partners, for example, a network, government or exchange affiliation (Bijotat, 2013). At the point when devolution was presented on different nations like Pakistan individuals' fulfillment level declined altogether when the devolution plan was moved back. The effect of statistic and financial factors on native fulfillment with nearby government is additionally observed to be factually noteworthy in a lion's share of cases. Results demonstrate that individuals living in urban city locale are relatively more fulfilled than occupants of provincial zones. Heterogeneity in fulfillment is found crosswise over various regions, recommending the requirement for institutional and political changes. Also, individuals from a lower economic wellbeing are more fulfilled, demonstrating that the devolution procedure is the correct way to the extent decrease of wage aberrations is concerned (Amisi and Rotich, 2015).

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

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

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

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

On the off chance that partners are not engaged with all procedures of advancement at district level as they expect, expected advantages of major authoritative changes can prompt absence of acknowledgment of the progressions and, at last, disappointment of these activities. This can influence not just the association and relations inside the association, yet in addition customers and the association's notoriety. Pioneers basically ought to in this way advance mindfulness and comprehension of the change activity to impact partner eagerness to grasp the change (Flora, 2017). The analyst recorded a portion of the reasons concerning why partners oppose change. They are: parochial self-enthusiasm, misconception, absence of trust and low resilience for change. In a shifted sentiment, officers met seen that the legislature could without much of a stretch beaten protection from devolution change on the off chance that it vigorously included most partner in the arranging exercises that prompt devolution change. There was a recommendation that individuals should be all around educated since right now a few people were educated while others were not very much aware of the devolution procedure (Barasa, 2017).

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

Budgetary help is basic to persevere and enhance the execution of supportability arrangements and activities. Nearby governments are normal by the focal government to

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

The degree of partner commitment in the maintainability bookkeeping and revealing procedure in three Australian nearby gatherings was considered dependent on the systems of Arnstein, Friedman and Miles to survey the partner commitment practices of three best practice Australian neighborhood committees. The discoveries featured the presence of five levels of partner commitment extending from educating to enabling. Be that as it may, the degree of partner commitment differed relying upon the nature and reason for commitment .This investigation furnishes useful commitment with partners and is helpful to the two associations and their partners. In contrast with open part and Australian setting, it has a suggestion for partner commitment in different nearby and worldwide settings (Lodhia, 2017).

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

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

3.1 Methodology

This examination employed correlational research plan with blended techniques approach. The unit of examination was 35, 344 staff from 8 county governments. Using Cochran equation a sample size of 384 was randomly selected. This study gathered information using structured questionnaires. The survey incorporated Likert scale going from 1-5 where every respondent was required to rate every single proclamation given depicting a

given variable. The scale went from 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and 1=Strongly Disagree. Toward the finish of each Likert scale questions, open finished inquiries was incorporated to permit the respondent give extra data that is was not caught in the Likert scales questions.

3.2 Validity and reliability

To assess validity and reliability the study used factor analysis and Cronbach’s α (alpha) to measure coefficient of inner consistency. Factor analysis for data use was conducted to ensure that all of the constructs used are valid and reliable before proceeding for further analysis. The study requested that all loading less than 0.5 be suppressed in the output, hence providing blank spaces for many of the loadings. All the stakeholder engagement factors were retained for further data analysis. Stakeholder engagement cumulatively explained 67.425% of variance. Sampling adequacy was tested using the Kaiser- Meyer-Olkin Measure (KMO measure) of sampling adequacy. As evidenced in Table 1, KMO was greater than 0.5, and Bartlett’s Test was significant. Futhere, the Cronbach alpha for stakeholders engagement based on the average of inter-item correlation were above 0.70 with (0.808). Thus, met the required threshold for further analysis as presented in Table 1.

Table 1: Factor Analysis for Stakeholder engagement

	1	2
The county government have provided citizens with various complains	0.69	
The county government regularly shares information with the public relating to projects being implemented	0.606	
The government occasionally organizes public hearings for citizens	0.848	
The civil society is included in the legislation process contribution	0.635	
Feedback from the Public on important matters of the county are taken into	0.753	
The county government has strategies to revamp the economy and empower the communities within the economically	0.69	
The county government budget allocation has implemented stakeholders inputs		0.827
The county government provide good working environment for the employees		0.688
The county government provide training to the citizens so as to enhance capacity		0.712
Total Variance Explained Rotation Sums of Squared Loadings		
Eigenvalues	5.328	0.741
% of Variance	59.195	8.23
		67.42
Cumulative %	59.195	5
AVE	0.570	
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.936	
	1683.2	
Bartlett's Test of Sphericity,Approx. Chi-Square		29
df		36
Sig.		0.000
Cronbach alpha value	0.808	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Data Analysis and model specification

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 examination. 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;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y=Devolved Service Delivery

X₁= Stakeholder engagement

ε = error term

β_0 -constant (Y- intercept)

β_i - are the regression coefficients of each Xi (i=1)

4.1 Findings and Discussion

This section presents results of data analysis and hypotheses testing from 363 questionnaires that were retrieved. Therefore, this makes the response rate of 94.5%,

4.2 sample characteristics

The respondents were asked to state their gender, job position, job tenure and highest academic achievement. The findings are presented in the following sub-sections. From the results, 43.9% of the respondents were female and 56.1% of them were male. The results indicate that male individuals comprised the majority of those that were employed in the selected counties in Kenya. This gives ground for policies that advocate for more female representation at the county level. Regarding the job position, 7.5% are county secretaries, 20.8% are chief directors, 21.4% are members of county assembly and 12.7% are sub-county administrators. This distribution provided a diversified base of information given the contribution of the different job positions. Job tenure was also ascertained by the study. Basing on the findings, 30.9% of the respondents have worked for a period ranging from a year to 4 years, 28% for 5 to 10 years, 18.8% of them have worked for 10 to 15 years, 14.7% have worked for 15 to 20 years and 7.2% of them have worked at the county government for 20 to 25 years. Overall, the bulk of the respondents have worked at the county level for over 4 years. They therefore possess the adequate knowledge on determinants of delivery of devolved services. Furthermore, most institutions use education as an indicator of a person's skill levels or productivity.

The study therefore deemed it important to establish if the educational level of the employees had a bearing on the delivery of devolved services in selected counties in Kenya. From the results, 13.6% have high school as the highest level of education, 43.1% Diploma, 34.7% undergraduate level of education, 6.1% master's degree and 2.6% have a Doctorate. It is evident that the employees possess the requisite skills to perform their duties effectively. As such, the employees' educational attainment is part of the county's human capital. Finally, the study sought to establish the age of the respondents. From the results, 26.3% of them are between the 18 to 25 years age range, 36.7% are between 26 to 35 years, 24% are between 36 to 45 years, 11.3% are between 46 to 55 years while 1.7% are over 55 years of age. Evidently, a significant portion of the county jobs in the selected counties are

held by the youth. The results suggest that these counties have made an effort to capitalize on the young talents and skills so as to enhance service delivery.

4.3 Descriptive and correlation Results

The findings on stakeholder engagement summed up to a mean of 3.29, a standard deviation of 0.95 and a skewness of -0.64. There is therefore uncertainty with majority of the aspects of stakeholder engagement at the county level. The implication is that sufficient efforts have not been made towards facilitating stakeholder engagement. Prior studies such as that of Odhiambo & Taifa, (2009) have indicated that stakeholder engagement provides checks and balances against unnecessary political interference in service delivery. Besides, Wang, Hawkins, & Berman, (2014) elucidated that an effective approach to enhance capacity for sustainability is to engage stakeholders to mobilize political support and technical expertise needed in resource allocation decisions for sustainability. The findings on devolved service delivery had an aggregate mean of 3.27, standard deviation of 0.87 and a skewness of -0.38. Further, There was a strong relationship between stakeholder engagement with service delivery ($r = 0.748, p\text{-value} < .01$).

Table 2: Descriptive and Correlation Analysis

	Mean	Std. Deviation	Service delivery	Stakeholder engagement
Service delivery	3.27	0.867	1.000	
Stakeholder engagement	3.28	0.947	.748**	1.000

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

4.3 Test of Hypotheses

Regression was used to test hypothesis. Regression is one of the pertinent and commonly used statistical method in research. However, According to Williams *et al.*, (2013), it is important to test for assumptions when multiple linear regression is employed in testing the hypotheses. The tests of assumptions enable the researcher to authenticate the nature of the data as well as identify the model applicable for the study so as to ensure that the regression results are unbiased, consistent and efficient (Yihua, 2010). The assumption of normality is a critical assumption in multivariate analysis (Hair *et al.*, 2010; Tabachnick & Fidell, 2007). Thus, for data to be considered normal, the K-S and S-W tests should not be significant. Evidently from the results presented in the Table 3 below, normality tests results connote that all the variables were not significant. This implies that the assumption of normality was not violated, thus, the data is normally distributed. Further, it means that the data distribution is reliable and can be used for multivariate analysis. The findings in Table 2 revealed that basing on Levene statistic, homoscedasticity is not a problem. This essentially means that there is a linear relationship and there is no need to have a non-linear data transformation or quadratic term to fix. Evidently, the VIF values of all the variables in this study are less than 10 while tolerance values are greater than 0.2. Thus, it can be concluded from Table 3 that there is no sign of multicollinearity problem between the explanatory variables in the study.

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

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

Table 3: Effect of Stakeholder Engagement on the Delivery of Devolved Services

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.021	0.112		9.108	0.000
Stakeholder engagement	0.684	0.033	0.748	20.881	0.000
Summary Statistics					
<i>R</i>	0.748				
<i>R Square</i>	0.559				
<i>Adjusted R Square</i>	0.558				
<i>ANOVA (F stat)</i>	435.998				
<i>ANOVA (F prob)</i>	0.000				
Assumptions					
normality	Kolmogorov-Smirnov	0.132			
	Sig.	.200*			
	Shapiro-Wilk	0.971			
Heteroscedasticity Test	Sig.	0.113			
	Levene Statistic	0.778			
Collinearity Statistics	Sig.	0.461			
	Tolerance	0.575			
	VIF	1.740			

a Dependent Variable: Devolved Service Delivery

Further findings showed that stakeholder’s engagement enhances positively and significantly contribute to delivery of devolved services in selected counties in Kenya. This can be explained by the fact that stakeholder’s engagement is a strategic approach to management, which equips managers, employees and stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of organization or projects in terms of indicators and targets for efficiency, effectiveness and impact. It has turned out to be gradually more significant tool within the global efforts in attaining environmental, economic and social sustainability (Speer, 2012). With respect to stakeholder engagement, the county government budget

allocation is yet to implement stakeholder inputs. Further, efforts have been made by the county government to provide a good working environment for the employees and the citizens. The challenge is that there are gaps in terms of provision of training to the citizens so as to enhance capacity building. Similarly, the county government has not effectively capitalized on the provision of complain mechanisms such as complaint boxes and hotlines to citizens. In addition, the dissemination of information to the public regarding projects being implemented has not been done to perfection. Likewise, the citizens have not been actively involved in public hearing to articulate their preferences and disappointments. Also, there is uncertainty regarding the inclusion of the civil society in the legislation process. Similarly, it is undefined if feedback from the public on important matters of the county are taken into consideration. Finally, the county government strategies are not sufficient to revamp the economy and empower the communities.

5.1 Conclusion

Based on the study findings stakeholder positively affect delivery of devolved services in Kenyan county governments. Additionally, stakeholder engagement has the potential to improve devolved service delivery. It not only improves communication but it also enhances legitimacy and provides more sustainable decision for the management of natural resources. The moment stakeholders are not involved in all the steps of development at the county level as they expect, it can lead to lack of the changes instituted at the county level. The end results would be failure of such initiatives. Stakeholder engagement therefore is pertinent to service delivery at the county level. In actual fact, it guards against abuse of office by the political elite hence promoting accountability at the county level. However, the counties are yet to capitalize on stakeholder engagement because of gaps in areas such as an effective feedback system and the inclusion of the civil society in the legislation process. There are therefore areas that need to be improved on in terms of stakeholder engagement.

6.1 Recommendations

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

7.1 Limitation

The study only has highlighted the key role played by stakeholder engagement in eliciting improved service delivery. One direction of future research would be a replication study in other counties not covered in the study. Furthermore, in terms of methodology, future scholars can conduct a longitudinal study as well as appreciate both the quantitative and qualitative aspects of research. Nonetheless, the thesis has contributed knowledge that is needed for this kind of research.

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